Project Number	Project Name	Description	Responsible Department/ Branch / Section	Due Date	Actions	Status Update Comments	Status
4	Asset Management Framework	Contributed Asset Sign Off processes	Project Manager - Asset Management	31-December-2019	Determine implementation activities with agreed parties	Postponed until it can be converted to Promap as discussed with Manager, Infrastructure Strategy. Coordination and Performance have commenced review and are discussing during their meeting WE 31Jan29. (PM-AM)	In progress
4	Asset Management Framework	Contributed Asset Sign Off processes	Project Manager - Asset Management	30-June-2020	Implement Contributed Asset Sign Off process – monitor and review	Planning and Regulatory Services have been requested to implement contributed asset processes; refer email to Kasinathar Sivasithambaram dated 2 Dec 2019. Request for inspections emanating from P&RS since would indicate uptake. (PM-AM)	In progress
4	Asset Management Framework	As Constructed Sign Off processes	Project Manager - Asset Management	31-December-2019	Determine implementation activities with agreed parties	Postponed until it can be converted into Promap. Coordination and Performance have commenced review and are discussing during their meeting WE 31Jan29. (PM-AM)	In progress
4	Asset Management Framework	As Constructed Sign Off processes	Project Manager - Asset Management	30-June-2020	Implement As Constructed Sign Off process – monitor and review	Refer Action 2.1 above. (PM-AM)	In progress
4	Asset Management Framework	Asset Utilisation Strategy	Manager, Infrastructure Strategy	31-March-2020	Develop a process for applying utilisation strategies to Council owned assets	Informal discussion between Project Manager and PO Property Services have occurred. Formal meeting to be set by PO Property Services as agreed post Sport and Recreation Leases meeting 15 Jan 2020. (PM-AM)	In progress
4	Asset Management Framework	Asset Utilisation Strategy	Manager, Infrastructure Strategy	30-June-2020	Develop utilisation strategy criteria for relevant Council owned assets	Refer Action 3.1 above. (PM-AM)	In progress
4	Asset Management Framework	Asset Utilisation Strategy	Manager, Infrastructure Strategy	30-June-2020	Identify existing assets that have a utilisation strategy	Refer Action 3.1 above. (PM-AM)	In progress
4	Asset Management Framework	Asset Utilisation Strategy	Manager, Infrastructure Strategy	30-June-2020	Identify assets that don't have a utilisation strategy	Refer Action 3.1 above. (PM-AM)	In progress
4	Asset Management Framework	Asset Utilisation Strategy	Principal Property Officer	30-June-2020	Update the PUSR with utilisation strategy information	Refer Action 3.1 above. (PM-AM)	In progress
4	Asset Management Framework	Communication / Education	Manager, Infrastructure Strategy	30-June-2020	Education and communication plan on new framework, strategy and new processes for the organisation	Discussed and ongoing with Infrastructure Stakeholder Manager. (PM-AM)	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	31-Mar-20	Move PUSR and documents from H drive and save into Objective	Discussed with Project Manager – Asset Management and once all documents received, property Services will save in objective.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	31-Mar-20	Include trustee leases to the PUSR with relevant details. E.G. special conditions	Property Services have received a full list of the Trust/State land controlled by ICC from DTMR. This needs to be cross referenced with Council records and added to the PUSR.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Sport and Recreation	31-Mar-20	Include summer sport permit information to the PUSR, for applicable properties	Have briefly discussed with Sport and Recreation but will organise a meeting in the next to discuss the transfer of this information. Extension of time requested until 30 June 2020.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	31-Mar-20	Include special lease conditions to permits, where applicable	Need clarification on this as permits will not have special conditions. Is this for lease and licences? If so it will be included as part of 5.5. Extension of time requested until 30 June 2020.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	31-Mar-20	Identify and include land that has been purchased, owned and being maintained by Council to the PUSR	Initial planning within Property Services has occurred about developing our own platform of an up to date land register for Council land. The PUSR can be included in this. Extension of time requested until 30 June 2020.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Project Manager – Asset Management	31-Mar-20	Include floor plans/building plans to the PUSR	Any floor/building plans where available are logged to Objective. Unable to include a hyperlink to these plans until Actions 5.1–5.5 are complete or near completion.	In progress

4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	31-Mar-20	In consultation with Finance update PUSR with original acquisition and revaluation values and effective dates	Will need to be completed in line with 5.5. Extension of time requested until 30 June 2020.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	31-Mar-20	In consultation with Asset Management update condition assessments undertaken, including last assessment date	Will need to be completed in line with 5.5. Extension of time requested until 30 June 2020.	In progress
4	Asset Management Framework	Property Utilisation Strategy Register	Principal Property Officer	Ongoing	Update other fields within the PUSR as required.	Noted	In progress
4	Asset Management Framework	Quick wins	Manager, Infrastructure Strategy	31-March-2020	Consider the solutions presented/listed in the report and action in future as appropriate in consultation with key stakeholders	Completed	In progress
4	Asset Management Framework	Business Processes	Manager, Infrastructure Strategy	30-Jun-20	Ensure operational processes are in alignment with strategies, frameworks, and asset management plans	All solutions presented/listed in the report have now been considered. Where appropriate some solutions have been included into BAU activities and where appropriate longer-term proposed solutions have been noted for future implementation.	In progress
5	Strategic Business Planning	Strategic Business Planning Framework	TP 1 / Barb Dart	29-October-2019	Finalisation of the framework and merging with reporting framework to create the 'Integrated Planning and Reporting Framework'.	The Integrated Planning and Reporting Framework has been completed with outstanding items incorporated as part of Transformational Project 1	In progress
5	Strategic Business Planning	Strategic Business Planning Framework	Coordination and Performance Department / Performance Branch / Corporate Planning Section	31-December-2019	Operationalisation of framework, rollout and communication.	Incorporated as part of Transformational Project 1	In progress
5	Strategic Business Planning	Strategic Business Planning Framework	TP 1 / Barb Dart	31-December-2019	Communication and engagement of new framework with whole of council, including plans for upskilling of leadership team to appropriately engage in framework.	Incorporated as part of Transformational Project 1	In progress
12	Information and Transparency	Embedding Proactive Disclosure to Information in the organisation It is essential that RTI/IP activities in relation to Proactive Disclosure are supported by ELT and utilise the ADKAR Framework. Awareness, Desire and Reinforcement needs to be pushed from ELT down to all levels of the organisation. Corporate Governance will provide the Knowledge and Ability. To embrace the 'push model' staff will need to undergo a culture change regarding the use, maintenance and sharing of information.	Corporate Governance Manager ELT	30-August-2020	Development and delivery of an annual calendar to RTI/IP communications and activities that promote proactive disclosure, incorporate ways to change culture around proactively releasing information (push model) Incorporate into induction and implement an ongoing annual training annual refresher. This training could be incorporated into broader goverance training and awareness program. Development of KPIs for Corporate Governance's management of proactive disclosure based on the OIC's self-audit tool	Sent Communication and Education Plan to Angi	In progress
14	Legislative Change	Develop an ongoing register of potential reforms could be maintained and actioned at regular intervals. The existence of the register is regularly communicated and it is known by staff that an internal avenue to suggest legislative change exists.	Business Improvement Team	01-March-2020	Develop a process for identifying, capturing and actioning legislative change submissions Communicate to staff that the process exists Develop a register of legislative change submissions	This task has now been included as an action item for Business Improvement to consider expanding the Advocacy Strategy to incorporate legislative changes.	In progress
14	Legislative Change	Include in the Corporate Project Management Framework that there is a requirement to identify internal resources (new, backfilled or existing roles with prioritized workload) that are required for delivery of projects.	Performance Branch	31-May-2020	Embed requirement into the corporate project management framework as it is created		In progress
14	Legislative Change	Legislative changes or model codes and standards that are accepted as a result of future decisions made on legislative change submission. Future changes (eg. process change) will be assessed if/when they occur.	Legal and Governance	31-May-2020	Regularly review legislative changes made during the 6 month period following the legislative change submission		In progress
17	ICT Strategy	Business and communications tools used to support projects to be better communicated to stakeholders and more user friendly	ICT Manager		Discuss improvements with Library Services Manager and agree action plan	ICT Strategy closure items currently managed by Tony Welsh	In progress
17	ICT Strategy	Plan realistic timeframes for delivery of projects that are set in conjunction with key stakeholders	ICT Manager		Detailed Project Planning to be carried out to ensure the accuracy and validity of time, cost and resource usage	ICT Strategy closure items currently managed by Tony Welsh	In progress
17	ICT Strategy	Produce near-term ICT Improvement opportunities	ICT Manager		Identify quick wins	ICT Strategy closure items currently managed by Tony Welsh	In progress
17	ICT Strategy	A Strategic Roadmap has been prepared to reflect the known implementation initiatives and activities for Council Implementation will need to be overseen and directed	ICT Branch ELT and ICT Steering Committee	Ongoing (3 to 5 Years)		ICT Strategy closure items currently managed by Tony Welsh	In progress
17	ICT Strategy	Implementation of a Centre-led ICT operating model with ICT Branch representing the Centre, will require restraint and fortitude to avoid compromising the integrity of the ICT Strategy	ELT and ICT Steering Committee	6 months		ICT Strategy closure items currently managed by Tony Welsh	In progress
17	ICT Strategy	Migrating to a single Technology Platform will require steadfast resolve and commitment in aligning business processes to fit with selected platform/systems	ELT and ICT Steering Committee Business Areas	3+ Years		ICT Strategy closure items currently managed by Tony Welsh	In progress
17	ICT Strategy	Establishment of an ICT Steering Committee and ICT Governance Board to oversee the definition, prioritisation and execution of ICT Initiatives	ELT and ICT Manager	1 month		ICT Strategy closure items currently managed by Tony Welsh	In progress

18	Major Project Prioritisation	The transition of prioritisation matrix for future projects	Coordination & Performance/ Performance branch/ Business Improvement section – Joshua Edwards	31-January-2020	First meeting to be held in January 2020 to determine prioritised projects. C&P is responsible for arranging all meetings, coordinating project submission documents and communicating results.	The first meeting for the prioritisation of projects is due to be held on 27 February 2020 with a procedure in place for the first meeting.	In progress
18	Major Project Prioritisation	Advocacy Strategy	Community, Cultural & Economic Development/ Economic & Community - Development branch/, Advocacy section		Hand over will occur once recruitment has been finalised within the Advocacy section. Advocacy strategy will complete mark-up by Design team once first meeting or prioritisation has occurred and list of projects confirmed for publishing.	The Advocacy Framework is currently being finalised and due to go to February round of Council	In progress
18	Major Project Prioritisation	Advocacy Policy	TP9 Project team	31-December-2019	Advocacy policy will be included in scope of work for TP9 to ensure policy is endorsed by Council. Completed by end of year.	The Advocacy Policy has been submitted and endorsed to the January round of Council	Completed

Project Number	Project Name	Risk Title and Description	Mitigations	Initial Severity	Mitigated Severity	Handover Recipient
5	Strategic Business Planning	When returning Councillors come in March 2020, there is risk they ignore new process/framework and revert to old ways.	Scope including creation of Administrative Directive and Procedures to ensure compliance. Working with TP13 to ensure covered in induction process.	High	Medium	Wade Wilson
12	Information and Transparency	Staff not undertaking on line training within timeframes and lack of support from ELT to push from top down	Regular monitoring of completion rates, emails to GMs seeking their support	Major	Minor	Corporate Governance Manager
17	ICT Strategy	Roadmap Finance Model, limited to consultant's expertise and supplemented by desktop-based market analysis, materially under/over-states forward budget. (R006)	No further mitigation	High	Medium	Manager ICT
17	ICT Strategy	Roadmap reflects an execution discipline and maturity that Council doesn't currently have, nor develops to the necessary level.	1. Re-assign authority from LoB managers to remove the freedom and autonomy to diverge from approved enterprise plans. 2. Establish effective ICT Governance that is aligned and consistent with an approved Council Governance Framework.	High	Medium	ICT Steering Committee
12	Information and Transparency	Ongoing training is not adequate to increase staff capabilities in information management and RTI/IP Act responsibilities and obligations				Corporate Governance Manager
12	Information and Transparency	The organisation's culture to information management does not move forward to embrace Open Access to information				Corporate Governance Manager
12	Information and Transparency	RTI/IP Act training is not sustainable due to costs of purchasing access to the OIC's program				Corporate Governance Manager
12	Information and Transparency	Council develops its own RTI/IP training program but it is of poor quality				Corporate Governance Manager

Project Number	Project Name	Description	Responsible Department/ Branch / Section	Due Date	Actions
18	Major Project Prioritisation	Greater recognition from ELT for staff who work on projects, whilst delivering on BAU activities.	JTC/ELT		Appropriate expectation setting of project delivery and BAU with staff members and greater support from Leadership team during times of high volume
5	Strategic Business Planning	Project brief	TPCT		Creation of a project brief template within project management framework, with minimum standard of information to ensure appropriate project scoping.
5	Strategic Business Planning	Greater engagement in project by Senior Leadership	TPCT		To drive greater executive sponsorship, clarity and expectation of roles through project management framework.

Transformational Project - Planned Outcome (Stated in the PMP)	Delivery Status (Stated in Closure Report)	Comments Provided by Project Lead	Project Lead
Reporting that is highly visible to stakeholders including Council, Executive Team, management, external organizations' and the Ipswich community	Partially Delivered	More work needs to be done internally to 'push' reporting out to staff generally and to the community. We are meeting legislative obligations and reporting content has improved however work on our website and intranet is needed to provide a 'performance monitoring' space that is easy to find and allows a 'dashboard' look and feel but the ability to drill down if more information is required. This will be captured in the BAU of the Performance Branch going forward.	Barbara Dart
Reporting that is simple and effective and communicates Council's progress in achieving its stated objectives	Partially Delivered	This will become delivered in full in quarters 3 and 4 of the 2019/2020 financial year with our Quarterly Performance Report (as part of BAU and cascade of data from business plans). Recognition needs to be given that this was achieved with delivery of the 2018-2019 Annual Report and improved Monthly Financial Reporting.	Barbara Dart
An efficient appropriately automated system developed from one control point of truth	Partially Delivered	The organisational restructure and constraints of ICT strategies has meant that this is not able to be achieved in an 'automated system' however a system via the Performance Branch staff using the integrated planning and reporting framework (IPRF) is fostering a single point of truth for planning and reporting processes to assist staff across Council.	Barbara Dart
Improve efficiency by balancing what's needed to what's reported	Delivered In Full	No comment provided	Barbara Dart
A seamless reporting framework which becomes part of everyday culture	Delivered In Full	With regards to the IPRF quarterly performance reports whilst established prior to the framework, these are being improved in terms of outputs coming from the new business plans. Note - Due to continuous improvement and ongoing work taking place they will be continually updated over time.	Barbara Dart
Staff have an understanding of where information goes and how it is used in a valuable way to deliver objectives, goals and activities	Delivered In Full	No comment provided	Barbara Dart
Wherever possible, a single point of entry for information across Council to harmonise the reporting process	Delivered In Full	No comment provided	Barbara Dart
People and Culture will be regarded as a strategic partner that adds value across Council.	Partially Delivered	Updated by TPCT - 17/03/2020	Ross Muller
Improved employee welfare, morale, culture and retention.	Partially Delivered	Updated by TPCT - 17/03/2020	Ross Muller
A consistent clear approach to the development of employee capabilities and performance is established.	Not Delivered	Updated by TPCT - 17/03/2020	Ross Muller
Development of an organisational culture of feedback and coaching where performance related discussions are both expected and welcomed.	Not Delivered	Updated by TPCT - 17/03/2020	Ross Muller
Capability of people leaders to undertake regular performance discussions is improved with clear expectations and improved accountability defined.	Not Delivered	Updated by TPCT - 17/03/2020	Ross Muller
A safer more compliant workplace leading to a reduction in injury rates and lost time.	Partially Delivered	Updated by TPCT - 17/03/2020	Ross Muller
Improved trust and confidence across staff in the management of staff grievances and complaints.	Not Delivered	Updated by TPCT - 17/03/2020	Ross Muller

Leadership and support for efficiency, effectiveness and compliance in procurement activity;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2020	Richard White
Developing and implementing enabling governance structures and delegations	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2021	Richard White
Delivering better outcomes through appropriate oversight and involvement in strategy development and decision making;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2022	Richard White
Inclusion of forward procurement planning as part of Budget and Business Planning Process to drive early engagement, better planning and collaboration;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2023	Richard White
Provision of a guiding framework that is outcome focused, robust, transparent and provides confidence to the organization, and staff that compliance is a given;	Delivered In Full	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2024	Richard White
Consistency and standardization of approach across the organization;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2025	Richard White
Appropriate procurement competency levels based on requirements;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2026	Richard White
Increase the confidence of suppliers, providers and ratepayers in ICC's procurement practices;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2027	Richard White
Reduce and or eliminate the risk of fraud;	Delivered In Full	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2028	Richard White
Regular performance reporting, action planning and strong change management to embed the procurement transformation into the organization;	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2029	Richard White
Entrench strategic procurement practice.	Partially Delivered	Updated by TPCT - No closure report submitted, new implementation plan underway - 17/03/2030	Richard White
Adopted Strategic Asset Management framework and Asset Management plans that optimise Council resources to the community.	Delivered in full	No comment provided	Tony Dileo
Enhanced robustness of the Long Term Financial forecasts, both capital and operational expenditure.	Partially delivered	The Framework and updated AMP's allow for enhanced robustness of the long-term financial forecasts, but this will take some time to realise.	Tony Dileo
Implement an integrated asset management system across the organisation.	Partially delivered	A system specification was completed as part of TP4, however, identification and implementation of an integrated AM system is subject to ICT and organisation approval to proceed.	Tony Dileo

Appropriate asset information is captured and maintained to ensure decisions are informed	Partially delivered	Some data sets are quite detailed and mature while some asset information is either not captured, 'dirty' data, or immature. Further work is required in this space to ensure decisions are informed.	Tony Dileo
A process flowchart which clearly outlines the steps and decision points;	Partially Delivered	Transferred to the Corporate Planning Section for operationalisation and communication of the framework.	Tony Dileo
A report which articulates all aspects of the strategic business planning framework including the business plan delivery schedule;	Delivered In Full	No comment provided	Tony Dileo
A method to monitor and evaluate outcomes against success criteria to gauge effectiveness of the plan and strategic direction;	Partially Delivered	Transferred to the Corporate Planning Section for operationalisation and communication of the framework.	Tony Dileo
A Communication Plan to ensure Departments and relevant ICC officers are aware of framework and the part they may need to play in it to ensure community value.	Partially Delivered	Transferred to the Corporate Planning Section for operationalisation and communication of the framework.	Tony Dileo
Council is compliant with legislation regarding complaints management and adopts transparent and accountable complaints management processes for each category of complaint	Delivered In Full	No comment provided	Dianne Nikora
Improved trust and confidence across staff and customers in council management of complaints	Delivered In Full	No comment provided	Dianne Nikora
Provision of a confidential externally hosted intake platform for the reporting of wrong doings by current and former employees	Delivered In Full	No comment provided	Dianne Nikora
A consistent and better practice approach to formal complaints management	Delivered In Full	No comment provided	Dianne Nikora
Council will be able to identify, capture, analyse and report on complaints management data and trends	Partially Delivered	Work will be undertaken to develop reports to the business to allow for trend analysis which will in turn, allow for improved delivery of services. Support will be sought from Objective as a component of their contract support services. The Insight function has been "turned on" however ICT has identified that they do not have a full understanding of that function. Currently reports are being created from Objective by the CMU, which will be provided to the support team in Objective to have demo reports developed, which in turn will be socialised with stakeholders for feedback before implementation.	Dianne Nikora
Improved delivery of services based on abovementioned complaints report	Partially Delivered	Work will be undertaken to develop reports to the business to allow for trend analysis which will in turn, allow for improved delivery of services. Support will be sought from Objective as a component of their contract support services. The Insight function has been "turned on" however ICT has identified that they do not have a full understanding of that function. Currently reports are being created from Objective by the CMU, which will be provided to the support team in Objective to have demo reports developed, which in turn will be socialised with stakeholders for feedback before implementation.	Dianne Nikora
Embedment of a risk aware culture throughout the organisation	Delivered in full	No comment provided	Graham McGinniskin
Council staff have a comprehensive understanding of risk management concepts and are confident in the utilisation of risk management software, documents and tools	Delivered in full	A decision was made during the TP#7 project that Council's at this stage would not be using or purchasing risk management software. The Fraud and Corruption Control Risk Register had been adopted.	Graham McGinniskin
The embedment of risk management in Council's decision making processes	Delivered in full	No comment provided	Graham McGinniskin
Risk management processes are fully integrated into strategic and operational decision making	Delivered in full	No comment provided	Graham McGinniskin

The assignment of appropriate risk management ownership and accountability at officer level	Delivered in full	No comment provided	Graham McGinniskin
Centralised co-ordination and management of Council's risk management practice	Delivered in full	No comment provided	Graham McGinniskin
Improved risk management maturity and practices across Council	Delivered in full	No comment provided	Graham McGinniskin
Contemporary, transparent, efficient and effective risk management processes that increase staff confidence, utilisation and reliance on the ERM framework	Delivered in full	No comment provided	Graham McGinniskin
Improved identification of risks for consideration and to inform decision making	Delivered in full	No comment provided	Graham McGinniskin
Compliance with legislative requirements	Delivered in full	No comment provided	Graham McGinniskin
Minimisation of exposures and the identification of unknown issues	Delivered in full	No comment provided	Graham McGinniskin
The design and embedment of appropriate control/mitigation measures	Delivered in full	No comment provided	Graham McGinniskin
Improved systems and processes to mitigate Council's exposure to fraud and corruption	Delivered in full	No comment provided	Graham McGinniskin
Improved understandings to identify and learn from both missed opportunities and recent events (to ensure no reoccurrences)	Delivered in full	No comment provided	Graham McGinniskin
Improved Business Continuity Plans which improve Council's responses across the breadth of its operations	Delivered in full	No comment provided	Graham McGinniskin
A Project Risk Management Model is implemented that adequately captures and mitigates project risks.	Delivered in full	No comment provided	Graham McGinniskin
Established gateways for decision makers on the viability of projects	Delivered in full	No comment provided	Graham McGinniskin
Reduced strategic and operational risks resulting from Corporate and departmental projects	Delivered in full	No comment provided	Graham McGinniskin
More efficient use of resources through good decision making	Partially delivered	Due to resource issues all other key deliverables/planned outcomes are work in progress	Graham McGinniskin
Greater knowledge of, and compliance with, local government and ethics principles	Partially delivered	Due to resource issues all other key deliverables/planned outcomes are work in progress	Graham McGinniskin

Improved reporting and recording of decisions resulting in a reduced number of complaints and the risk of judicial reviews.	Partially delivered	Due to resource issues all other key deliverables/planned outcomes are work in progress	Graham McGinniskin
Staff are confident in making good decisions and have resources easily available to assist in good decision making.	Partially delivered	Due to resource issues all other key deliverables/planned outcomes are work in progress	Graham McGinniskin
** Adequate systems, policies and procedures are in place to allow the lifting of the disposal freeze imposed by the Queensland State Archivist (QAO).	Delivered	No comment provided	Kerry May
**The organisation is fully compliant with all legislative requirements and obligations in relation to information governance and management.	Not Delivered	While awareness of information management requirements have been increased across the organisation, there are still a number of activities in relation to embedding this knowledge outstanding. Additionally, the Information Management Unit and the activities undertaken in this unit need refinement to comply more meaningfully against our obligations. Identified in the TP#8 transition plan.	Kerry May
**All staff in Council understand their information management obligations and how to fulfil these obligations.	Partially Delivered	Objective Step Up has undertaken activities to increase staff awareness of their obligations and how they can use Objective to fulfil these obligations. However the work in this space already undertaken needs to be leveraged and evolved to increase maturity. Identified in the TP#8 transition plan.	Kerry May
**Information Management Unit are trusted and knowledgeable in information management and governance, and are a strategic partner to departments in these areas	Not Delivered	IMU recently underwent a restructure complete with reconfigured position descriptions. This area should be developed when an experienced IKM Officer is recruited and can guide/direct the team onto a new path. Identified in the TP#8 transition plan.	Kerry May
**Accessibility, traceability, auditability and completeness of records of all council owned information is maintained and verifiable	Not Delivered	Information management governance is still in its infancy at Council; Objective Step Up started to guide staff thinking into better information management practices, it now needs to be leveraged and evolved to treat Council information as valuable assets. Identified in the TP#8 transition plan.	Kerry May
**Information is viewed as an asset within the organisation	Partially Delivered	Objective Step Up has undertaken activities to increase staff awareness of their obligations and how they can use Objective to fulfil these obligations. However the work in this space already undertaken needs to be leveraged and evolved to increase maturity. Identified in the TP#8 transition plan.	Kerry May
**Improved organisation culture of information management practices and understanding through the implementation of an approved IKM framework	Not Delivered	As the TP#8 project was rescoped to a change management exercise for Objective, the IKM Framework has not be developed. This has been identified as an item in the TP#8 transition plan.	Kerry May
A Governance Framework is adopted that articulates the structure for developing, approving and maintaining Council's policies, CEO directives and procedures to ensure effective decision making	Delivered In Full	No comment provided	Noelle Hudson
A communication and education campaign is undertaken to inform staff of the new Governance Framework	Partially Delivered	Will be ongoing	Noelle Hudson
All policies, CEO directives, procedures and local laws reviewed, consolidated, updated or repealed as required within agreed project' timelines	Partially Delivered	Will be ongoing	Noelle Hudson
Reduced instances of failures by officers to comply with adopted policy positions and approaches	Delivered In Full	No comment provided	Noelle Hudson
Improved role of Committee and support processes as the interface between Council and the community with a strong emphasis on transparency.	Delivered In Full	No comment provided	Noelle Hudson
An increase in staff confidence, utilisation and reliance on the updated suite of policies, CEO directives, procedures and local laws	Delivered In Full	No comment provided	Noelle Hudson
All Councillor related Sub-project 2, Stage 1 policies, procedures and local laws are adopted and embedded prior to the March 2020 local government elections. All Sub-project 2, Stage 2 policies and procedures are adopted and embedded prior to the end of 2020.	Partially Delivered	Will be ongoing	Noelle Hudson

Local laws will provide clearer objectives and outcomes for staff and the community to ensure matters are regulated appropriately.	Delivered In Full	No comment provided	Noelle Hudson
The Delegations Project will provide Council with an improved framework for the recording and maintenance of statutory delegations under State legislation, the approval of delegations by Council to the CEO and improve the sub-delegation process by the CEO to officers of Council. It will also	Delivered In Full	This planned outcome has been delivered in full. There is a new and improved process for delivery of the delegations from Council to the CEO and CEO to officers (sub-delegations) with far greater governance measures.	Tony Dunleavy
Provide Council with more governance oversight on its delegated powers.	Delivered In Full	Council have delegated all powers from legislation it has jurisdiction under, and more governance oversight has been adopted, when delegation instruments are to be changed.	Tony Dunleavy
Improve the method of aligning delegations to positions/council officers, ensuring that the occupants of the positions have the appropriate skills and competencies to exercise the power under the delegation.	Partially Delivered	The new Administrative Directive "Delegations" requires an annual review of sub-delegations to positions, initiated by the Governance Project Officer and undertaken by the Supervisor of each delegate with the Supervisor to confirm they have had discussions with the delegates to ensure they understand their sub-delegations, and to request additions or removal of powers as appropriate/required. This requires further work in the business as usual phase, to eventually find an ICT solution, to ensure that all position descriptions contain the delegated powers. Due to other pressing requirements for ICT support, this was unable to be completed for this project.	Tony Dunleavy
Improve the accountability and transparency of decisions made for the exercise of powers under delegated authority.	Delivered In Full	The new Administrative Directive "Delegations" includes a list of requirements that must be adhered to by every delegate when exercising powers that cover a range of matters such as recording the exercise of power, conflicts of interest, competency, financial authorisation etc.	Tony Dunleavy
Improve integrity assurance through better monitoring and reporting of delegation management to prevent the misuse of delegated power.	Partially Delivered	This is an ongoing process, transitioned to business as usual where the Governance team will make the changes, and the Legal team will ensure that the powers sought are necessary and that they are able to be delegated.	Tony Dunleavy
Ensure competent and efficient decision making, in context with the delegation.	Partially Delivered	a Wire article has been published regarding the new delegations to make delegates aware of the updated sub-delegations, as in interim measure to training. A training program is being prepared to be rolled out across Council and will become a standard offering in the Learning and Development suite. Further, it will be investigated if a presentation on delegations can be incorporated into the Induction process.	Tony Dunleavy
Provide Council with a readily accessible database of delegations to allow confirmation of power to exercise delegated decision making.	Delivered In Full	The Wire's Delegations page has been updated with new delegations and sub-delegations and is searchable by name, position number or position title, with links to the actual instruments of delegation/sub-delegation. The Delegations Register (including sub-delegations) has been prepared and is ready to be uploaded to Councils external facing website.	Tony Dunleavy

Council will be taking the necessary steps to make council-held information available to the public as a matter of course, (unless there is good reason not to) and safe guarding personal information. As well as:	Partially Delivered	One of RTI Act's fundamental principles is the push model of information release. The push model requires agencies to proactively push information out to the community, as much as possible, with the goal of making formal RTI or IP applications a last resort. Support the push model of information access is highly dependent on Council's Information and Knowledge Management practices. Moving forward Ipswich City Council should consider adopting an Accessing Information and Use Policy similar to the Qld State Government. The policy should include statements about: • providing council information to the public to the maximum extent possible • supporting the exchange of government information with other government entities where there is a business need • providing council information free of charge to the maximum extent possible • applying a consistent information licensing framework to council information The policy would support: • The Right to Information Act - which established a 'push' model as a default position for the proactive release of government information, including data, to be embedded in the administrative practices and organisational culture of the public service • Council's Open Data Policy which commits to releasing data and allowing it to be freely used • Maintaining the integrity, currency and accuracy of information released under RTI, through the Publication Scheme, Administrative access schemes, the open data portal and as business as usual • The Information Privacy Act 2009 which recognises the importance of protecting personal information, sets rules for how personal information must be handled and creates a right for individuals to access and amend their own personal information, and a mechanism for individuals to make a privacy complaint if they believe their personal information has not been handled in accordance with the privacy principles • The requirements of Council's Information security policy and the Information Security Classification framework to assign a security classification to all official information and ensure information to be released to the public is appropriately classified as PUBLIC • The Intellectual Property Principles as high-level policy for the management of intellectual property by council • Council's Enterprise Architecture Information policy. Council will need a number of years be seen as better practice agency in implementing the Push Model or in practicing Information and Knowledge Management. The Integrity and Complaints Team will need to partner with the Information and Knowledge Management Team to create a roadmap to achieve better practice recognition.	Angi Harms
Review and update of Council website's pages relating to: o RTI o IP	Delivered In Full	No comment provided	Angi Harms
Staff will be trained in right to information and information privacy: o general obligations o policies and procedures specific to the council o RTI/IP awareness	Delivered In Full	An online training program for both RTI and IP was sourced from the OIC. Cost of a year's access for all office based staff will need to be included in RTI/IP budget or council needs to develop its own training program	Angi Harms
Staff from Corporate Services will develop an annual communication schedule to meet with all department/branch staff to discuss their roles and responsibilities in response to applications for information made under the Right to Information Act 2009 or Information Privacy Act 2009	Partially Delivered	An annual and biennial calendar of governance training and information refresher communiques is currently be developed in consultation with the Learning and Development Team of People and Culture. The governance education calendar will not only include RTI/IP training for all staff regarding their roles and responsibilities under the various Acts, but also includes other governance training programs such as Record Keeping, Delegations, PID Act, etc. It is hoped the calendar will be official rolled out in early 2021. It will provide training through various mediums such as on line training, face to face, refresher communiques via the WIRE, as well as scheduled Dept/Branch/Section meetings with the various governance staff responsible for ensuring governance compliance. They will meet with staff to discuss the key responsibilities and how they ensure compliance for Council but also roles and responsibilities of all staff in ensuring legislative compliance.	Angi Harms
Provide confidence and support for staff to undertake their duties without undue influence or interference from elected representatives.	Partially Delivered	Organisational readiness has been delivered in full, monitor and measure success will be conducted and continued as BAU.	Wade Wilson
Clarify roles, responsibilities and implement a set of principles, protocols and processes to establish an efficient relationship between the elected Council and the Council administration.	Delivered In Full	Completed	Wade Wilson
Increased community and candidate awareness of the role of a councillor.	Delivered In Full	Completed	Wade Wilson
Provide comprehensive induction training for incoming Councillors in 2020.	Partially Delivered	Committee process has been delivered with first council meeting induction to be conducted in April 2020.	Wade Wilson
An ongoing program of capability building for Councillors	Partially Delivered	All supporting tools have been delivered, outside website presence, which will be actioned once councillors are in house.	Wade Wilson

Support and develop efficient, effective and productive working relationships between strategic (Mayor and Councillors) and operational (Council administration), which are based on trust, openness and transparency following return to elected representation.	Partially Delivered	Onboarding of new councillors will carry over as BAU when councillors are in house.	Wade Wilson
The Legislative Change Project will enable learnings to be documented on how reform of the Local Government Acts could, for Councils across Queensland: • strengthen their integrity • increase their ability to be transparent and accountable, and • provide clearer separation of powers between the administration and Councillors	Delivered In Full	The submissions on legislative change to the State, after meetings with the State, targeted on how reforms could be made to strengthen integrity and transparency and accountability, along with submissions from other local governments, there have been changes to the Local Government Acts, to reflect some of the suggestions.	Tony Dunleavy
The Project also provides an opportunity to capture those issues that affect Council's management and role in administering other State Government legislation and present the issues raised to the State Government.	Partially Delivered	After meetings with the Department of Local Government, Racing and Multicultural Affairs (Department), the Department indicated they would not take submissions in relation to other Council acts which are administered, just the primary local government acts. Council in association with the LGAQ make submissions annually on relevant legislation that needs amendment and repealed. This will continue, but Council could look to maintain a register of relevant matters that could be considered for those annual LGAQ submissions.	Tony Dunleavy
Council (and all relevant officers) is empowered to engage with the community in a way that is consistent, transparent and effective;	Partially delivered	The Community Engagement Framework has been designed and partially implemented, the full implementation of this framework will contribute toward the achievement of this outcome.	Abbey Richards
Ease of public participation in decision-making affecting the city is increased;	Partially delivered	The Community Engagement Framework has been designed and partially implemented, the full implementation of this framework will contribute toward the achievement of this outcome. Implementation of the new community engagement platform (Shape Your Ipswich) has contributed to online engagement. The establishment of the Community Reference Groups has helped to increase the ease of public participation in decision making affecting the city.	Abbey Richards
Increase in the sophistication of community engagement methods; and	Partially delivered	The Community Engagement Framework has been designed and partially implemented, the full implementation of this framework will contribute toward the achievement of this outcome.	Abbey Richards
Increase in organizational awareness and capabilities regarding community engagement.	Partially delivered	The Community Engagement Framework has been designed and partially implemented, the full implementation of this framework will contribute toward the achievement of this outcome.	Abbey Richards
Outlines the allocation of the resources for the delivery of services to the community through engagement and consultation	Partially Delivered	There has been community consultation however we are still yet to have that deeper level of engagement with the community. With the newly elected representatives coming on board we expect this to be fulfilled in the months ahead.	Jeffrey Keech
Reflects the development of the operational and capital budgets	Delivered in Full	No comment provided	Jeffrey Keech
Reflects the development of priorities for the LTFF	Delivered in Full	No comment provided	Jeffrey Keech
Ensures the financial sustainability of Council	Delivered in Full	No comment provided	Jeffrey Keech
Aligns the annual Budget & LTFF with Council's strategic objectives including Advance Ipswich and Council's Corporate and Operational Plans	Partially Delivered	Further work is still required moving forward to complete the Community Plan and the Corporate Plan is yet to be developed.	Jeffrey Keech
Provides clear visibility on where Council's resources will be spent	Delivered in Full	No comment provided	Jeffrey Keech
Enables budget allocations at a level that allows reporting to monitor performance and delivery of outcomes	Delivered in Full	We have detailed workings, all the way down to project level, to monitor performance and delivery of outcomes.	Jeffrey Keech
Is embedded in and part of BAU practices	Delivered in Full	No comment provided	Jeffrey Keech
Provides clarity around Budget & LTFF process deliverables and timeframes	Delivered in Full	We need to review and ensure this is communicated to the new Council along with the corporate plans.	Jeffrey Keech

Improved customer value through enhancement of digitally enabled business processes	Delivered in Full	No comment provided	Sylvia Swalling
An enhanced ICT operating model which assists in solving business problems and realising opportunities	Delivered in Full	No comment provided	Sylvia Swalling
Improved ability and security for customers dealing with Council through the provision of more intuitive, convenient and integrated digital services and enhanced digital identity	Delivered in Full	No comment provided	Sylvia Swalling
Creation of a Council that is informed by the City through provision of smart services that adapt to the data a user wishes to share allowing greater data insights for improved services, trust and transparency measures	Delivered in Full	No comment provided	Sylvia Swalling
Creation of a Council that is fit for the digital age through expansion of digital capability, development of modern infrastructure and provision of accountability	Delivered in Full	No comment provided	Sylvia Swalling
Cost efficiencies, resource allocation and outcomes are maximised whilst risk and uncertainty are minimised	Delivered in Full	No comment provided	Sylvia Swalling
Digital/ICT governance practices are aligned with local government best practice	Delivered in Full	No comment provided	Sylvia Swalling
Implementation of a rational, informed and systematic assessment framework to assist in regionally significant project prioritisation underpinned by evidence and demonstrated beneficial outcomes	Delivered in Full	No comment provided	Tony Dileo
Alignment of Council investment and advocacy activities with regional, State and Federal strategic goals	Delivered in Full	No comment provided	Tony Dileo
Alignment of purpose and resources in forward planning processes to facilitate and meet expected community and economic growth	Delivered in Full	No comment provided	Tony Dileo
Whole of Council visibility and agreement over regionally significant priority projects	Delivered in Full	No comment provided	Tony Dileo
A clear definition of minimum information requirements to assess a project for prioritisation	Delivered in Full	No comment provided	Tony Dileo

BTP - Post Implementation Review Schedule

TP Project Number	Project Name	3 Month Review	Green if Completed	6 Month Review	Green if Completed	12 Month Review	Green if Completed	Contact
12	Information and Transparency	12/02/2020	🟩	16/07/2020		18/02/2021		Angi Harms
17	ICT Strategy	12/02/2020	🟩	16/07/2020		18/02/2021		Sylvia Swalling
18	Major Project Prioritisation	4/06/2020		3/12/2020		8/06/2021		Tony Dileo
1	Reporting Framework	4/06/2020		3/12/2020		8/06/2021		Barbara Dart
2	Develop & Implement a Robust People & Performance Framework	4/06/2020		3/12/2020		8/06/2021		Ross Muller
3	Procurement	4/06/2020		3/12/2020		8/06/2021		Richard White
4	Asset Management Framework	4/06/2020		3/12/2020		8/06/2021		Tony Dileo
5	Establish a Strategic Business Planning Framework	4/06/2020		3/12/2020		8/06/2021		Tony Dileo
6	Complaints Management Framework	4/06/2020		3/12/2020		8/06/2021		Dianne Nikora
7 & 10	Risk Management Framework / Fraud and Corruption Control	18/06/2020		17/06/2020		17/06/2021		Graham McGinniskin
8	Knowledge Management	18/06/2020		17/06/2020		17/06/2021		Kerry May
9	Review Policies, Procedures, Local Laws and the Committee Process and Associated Reporting	18/06/2020		17/06/2020		17/06/2021		Angi Harms
11	Delegations	18/06/2020		17/06/2020		17/06/2021		Tony Dunleavy
13	Return to Elected Representation	2/07/2020		14/01/2021		8/07/2021		Wade Wilson
14	Legislative Change	2/07/2020		14/01/2021		8/07/2021		Tony Dunleavy
15	Community Engagement	2/07/2020		14/01/2021		8/07/2021		Abbey Richards
16	Budget Framework	2/07/2020		14/01/2021		8/07/2021		Jeffrey Keech