GOVERNANCE AND TRANSPARENCY COMMITTEE LATE REPORTS

** Item includes confidential papers

GOVERNANCE AND TRANSPARENCY COMMITTEE NO. 2

10 MARCH 2022

LATE REPORTS

1.   IVOLVE PROJECT QUARTERLY STATUS UPDATE

This report provides an update on Council's iVolve Stage 3 Program. Details on the approach of Stage 3 are outlined and while a late start to the Program occurred, remediation of the Delivery Plan has been undertaken, where required, to meet the 30 June 2022 deadline for delivery of a final Business Case to determine if Council should proceed with an agreed Vendor Solution/s.

RECOMMENDATION

That the report be received and the contents noted.

2.   QUARTERLY REPORTS TO THE DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING

This is a report concerning a request received by the Mayor (on behalf of Council) from the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) for Council to provide a series of quarterly performance reports through to the quarter ending 30 June 2022.

This is the third of the quarterly reports for consideration by the Governance and Transparency Committee and relates to the period October – December 2021. Endorsement of this quarterly report is sought, with the Mayor to send a letter and the quarterly report to the Director-General.

As noted above, Council's obligation to provide quarterly performance reporting ends on 30 June 2022. Direction will be sought from the Director-General by the Chief Executive Officer on concluding this reporting requirement.

RECOMMENDATION

That Committee endorse the draft letter and quarterly performance reports (October – December 2021) set out in Attachments 1-6.

Doc ID No: A7810750

This matter has been determined to be of a significant nature and approval has been given to refer this report to the Governance and Transparency Committee as a late item.

ITEM: 1

SUBJECT: IVOLVE PROJECT QUARTERLY STATUS UPDATE

AUTHOR: BUSINESS SUPPORT OFFICER

DATE: 23 FEBRUARY 2022

EXECUTIVE SUMMARY

This report provides an update on Council's iVolve Stage 3 Program. Details on the approach of Stage 3 are outlined and while a late start to the Program occurred, remediation of the Delivery Plan has been undertaken, where required, to meet the 30 June 2022 deadline for delivery of a final Business Case to determine if Council should proceed with an agreed Vendor Solution/s.

RECOMMENDATION

          That the report be received and the contents noted.

RELATED PARTIES

AVEC Global Pty Limited have been engaged to work with Council staff to fulfil the following:

o   Functional specifications
o   Change Impact Assessment
o   Solution Architecture
o   Procurement Approach Strategy and STEP
o   Final Business Case

To achieve these requirements, the below resources are all now working on the Project:

o   Program Director
o   Business Process Lead
o   Business Analyst (Senior)
o   Business Analyst
o   Solution Architect/Design Lead
o   Procurement Lead
o   Change Manager
o   ICC System SME
o   ICC Project Officer x 2
o   ICC Business SMEs (cross-council)
o   ICC Procurement Team
o   ICC PCG Members

An independent gateway assurance review on current solutions is also currently underway.

Strategic Directions remain engaged as the strategic advisors for the Project and will deliver the Project Assurance Review.

There were no declarations of conflicts of interest.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The former Project Team, through the Enterprise Program Management Office, previously reported that Stage 3 (Final Business Case) commenced in November 2021, with the delivery to be managed by a Council appointed external Program Director.

The Program Director was engaged to build a team of internal and external resources to undertake this stage of the Project under a 'Council managed delivery model'.

Formal handover of the Project from the Enterprise Program Management Office to the ICT Branch was completed on 27 January 2022.

Further details on the changes of approach for Stage 3 are outlined below:

- Stage 3 Delivery Plan was developed and approved and is now being delivered.
- The Program Team are running future state functional requirements workshops that commenced in January 2022 and are expected to be finalised by mid-March 2022.
- Activities are underway to develop the Solution Architecture and Integration Overview.
- Development of the Procurement approach and information in preparation for a Procurement control gate of mid-March 2022 is also occurring.
- Concurrently, a desktop review of current systems against target state requirements is being conducted.

This is a business transformation program and considerable effort is being undertaken to develop a Change Management Strategy and Communications Plan to support the project through this stage and future stages.

A late start for Stage 3 has put pressure on the completion date of 30 June 2022. However, continued monitoring and where required, remediation of the program will be undertaken to meet the date in consultation with stakeholders.

LEGAL/POLICY BASIS
Not Applicable

RISK MANAGEMENT IMPLICATIONS

The delays experienced during the terminated procurement process for the business partner resulted in delays to the implementation roadmap tabled as part of the approved Preliminary Business Case.

The preliminary timeframes reported to this Committee in December 2021, were part of the Preliminary Business Case. The intention of Stage 3 (Final Business Case) is to confirm likely implementation timeframes with greater accuracy and confidence.

The Stage 3 Delivery Plan outlines the likely timeframes for the completion of Stage 3 and the start of Stage 4 activities.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
RECEIVE AND NOTE REPORT
The Recommendation stated that this report be received and the contents noted. The decision to receive and note the report does not limit human rights. Therefore, the decision is compatible with human rights.

FINANCIAL/RESOURCE IMPLICATIONS

The Stage 3 Delivery Approach and Strategy Plan was approved in December 2021. The current year's budget allocation for the project is $1.5 million.

COMMUNITY AND OTHER CONSULTATION

iVolve Stage 3 Project Control Group
ICT Steering Committee

CONCLUSION

This Program continues to be considered high risk and the Committee should be aware that the success of the Program will continue to largely depend on appropriate senior stakeholder support with an understanding and commitment that this overall Program will involve significant cultural change and business transformation and the support and participation of key staff across council.

The effectiveness of the controls applied to this Program will continue to be reported on a quarterly basis to the Audit and Risk Management Committee and the Governance and Transparency Committee.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	iVolve Project Quarterly Status Update ⇩ 📄

Theresa White
BUSINESS SUPPORT OFFICER

I concur with the recommendations contained in this report.

Sylvia Swalling
CHIEF INFORMATION OFFICER

I concur with the recommendations contained in this report.

Jeffrey Keech
ACTING GENERAL MANAGER (CORPORATE SERVICES)

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Item 1 / Attachment 1.

iVolve Stage 3 - KEY PROJECT CONTROLS REPORT

PROJECT:	iVolve Stage 3 Project
PROJECT LEAD:	Russel Withers
REPORTING PERIOD:	01/11/21 - 30/01/22
PROJECT STAGE:	Stage 3 - Final Business Case

CURRENT PROJECT HEALTH:	Monitor Closely
PROJECT HEALTH COMMENTS:	This project is considered to be high risk and the committee should be aware that success of the project will largely depend on appropriate senior stakeholder support and authority with an understanding and commitment that this project will involve deep cultural change and business transformation - it is not merely another technology project. Appropriately skilled and experienced resources, together with active stakeholder input and buy-in, will be essential to successfully and effectively deliver Stage 3 of the project.

KEY OUTCOMES AND OBJECTIVES

Key Outcomes and Objectives Progressed this Reporting Period	Confidence that Objective has been met	Steps to Increase Confidence	Key Outcomes and Objectives for Next Reporting Period
1.Finalise engagement of the Program Director and any identified additional project resources required for delivery of Stage 3 Conduct and finalise appropriate procurement activities to engage specialist expertise to supplement and address internal capability gaps. **2. Develop Stage 3 Delivery Plan** Prepare a detailed delivery plan for Stage 3 which is relevant, complete and achievable in order to meet the required outcomes to deliver a robust Final Business Case with a recommended fit for purpose vendor solution/(s). **3. Commence delivery of Stage 3 Project Plan** Undertake relevant project tasks to progress the Stage 3 Delivery Plan in a timely, consistent and effective manner in line with best practice and good governance guidelines.	Reasonably Effective	- Ensure the revised Stage 3 resourcing model is fully understood and supported by key stakeholders in order to engage the necessary resources to successfully and effectively deliver required Stage 3 Outcomes. - Ensure scopes of work for Program Director and other roles are clearly defined with respect to required outcomes when engaging successful respondents. - Ensure decision making is undertaken in an open and transparent forum and all stakeholders understand and support any proposed approaches and associated requirements for successfully resourcing and delivering the project. - Be prepared to pause the project to ensure factors influencing effective and accurate decision making can be adequately considered to prevent later project complications and/or mitigate the risk of project failure.	**1.Delivery of Stage 3 Project Plan** Undertake relevant project tasks to progress the Stage 3 Delivery Plan in a timely, consistent and effective manner in line with best practice and good governance guidelines.

MAJOR FOCUS AREAS, KEY CONCERNS AND OPPORTUNITIES

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
	1. Engagement with ICTSC at key decision points	Reasonably Effective	>	ICTSC understands the significance of this project as an organisational transformation, not just an ICT project	Promote a greater understanding of the extent of business transformation and the associated implications across organisational leadership

Item 1 / Attachment 1.

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Leadership and Stakeholder Engagement	2. Establishment of Project Control Group to identify business considerations	Effective	>	Business engagement is maintained at appropriate levels. The business engagement model needs to be reconsidered as part of the Change Management Strategy.	Re-engage with middle managers and associated business areas with clearly articulated engagement and change strategy plans to gain buy-in and support. Ongoing role of the Project Control Group and membership will be reviewed as part of Stage 3 planning activities to ensure the project continues to be supported as required moving forward.
	3. Development of Preliminary/Final Business Case to articulate the case for change	Reasonably Effective	>	Ensuring that the required outcomes, outlined in the approved PBC as part of the case for change, remain relevant and achievable as the Final Business Case is developed. Given the need for significant organisational change and transformation, realistic achievement of stated benefits may prove difficult.	Focus heavily on understanding the organisational readiness to transform and the imperative to change in order to identify an achievable and realistic solution recommendation in the Final Business Case.
	4. Encourage visible and active change sponsorship	Reasonably Effective	>	Ensure the extent of change management, associated organisational impacts of this project and the roles and responsibilities of key stakeholders in change management are understood and supported in order to deliver successful and effective outcomes	Utilise specialist knowledge and experience to firmly embed the importance of effective change management and the roles and responsibilities of key stakeholders across all levels of the organisation to ensure successful outcomes. Establishment of key change management activities is a key focus of Stage 3 with continual reinforcement, management and monitoring to be ongoing through the life of the project.
Alignment with Clearly Articulated & Understood Outcomes	1. Due Diligence review points to confirm continued understanding of issues and required actions and outcomes	Reasonably Effective	>	Implications of decisions made during each stage of the project need to be fully transparent and articulated so they are clearly understood by key stakeholders and the relevant support is provided to ensure the project can be successfully and effectively delivered and/or significant risks are adequately mitigated.	- Facilitate greater understanding by ICTSC of extent business transformation and associated resourcing implications for project success - Continue to leverage knowledge from other councils to ensure a greater understanding of risks and opportunities - Utilise specialist knowledge and experience to identify key areas of concern and reinforce extent of , and commitment to, required change for delivery of successful outcomes
	2. Regular Status reporting to inform stakeholders	Effective	>	None at this stage	Additional quarterly reporting to the Governance and Transparency Committee established to ensure continual engagement with elected representatives.
	3. Establishment of Project Control Group to identify business considerations	Effective	>	Business engagement is maintained at appropriate levels. The appropriate business engagement model will need to be monitored to ensure greater focus and attention on appropriately and effectively engaging with business areas.	- Identify barriers preventing buy-in and engagement of key stakeholders and develop mitigation strategies to influence the success of organisational change. - Ongoing role of Project Advisory Group and membership will be reviewed as part of Stage 3 planning activities to ensure the project continues to be supported as required moving forward.

Item 1 / Attachment 1.

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Appropriate Resourcing in Place (Skills, Experience & Capability)	1. Project and Resourcing Plan in place for each project stage	Effective	V	Project resourcing plans were revised to lead delivery of Stage 3. The revised plan will only be effective if it is endorsed and supported by stakeholders to ensure appropriately skilled resources can be funded, engaged and retained to deliver required project outcomes.	Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations
	2. Continual identification of skill and capability gaps	Reasonably Effective	>	Identified resource needs are not fully supported particularly in relation to the need for specialist skills including change management. Short term budget constraints should be weighed against the longer term need to ensure the project is successfully delivered in line with good governance guidelines and lessons learned.	- Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations - Leverage specialist knowledge, skills and expertise to identify and address capability gaps within the agreed engagement scope.
	3. Accessing the right people and ensuring availability as and when needed	Reasonably Effective	>	Identified resource needs are not fully supported particularly in relation to the need for specialist skills including change management. Short term budget constraints should be weighed against the longer term need to ensure the project is successfully delivered in line with good governance guidelines and lessons learned.	- Focus on identifying the right mix of skills and capability as a foundation element for success and communicate the associated costs/benefits and risks to build a case for supporting recommendations - Leverage specialist knowledge, skills and expertise to identify and address potential resourcing gaps within the agreed engagement scope.
Working Collaboratively to Ensure Success	1. Agreeing clear scopes of work with external parties	Effective	>	Agreed Statements of Work with external specialists will need to be clearly developed, articulated and closely monitored to ensure adherence, compliance and that required project outcomes can be successfully and effectively met.	Focus on ensuring any external specialists deliver required outcomes and meet expectations within required timeframes according to the agreed Statement of Work
	2. Clearly articulating roles, responsibilities, time frames, and deliverables for all parties at each project stage.	Reasonably Effective	>	The revised project plan and resourcing means current stage deliverables and timeframes for the project will need to be re-examined in light of the need to agree the roles and responsibilities of required resources and the ability of those resources to meet required outcomes and timelines. As part of the engagement of any external specialists there will be a need to closely monitor and manage these resources to prevent slippage, scope creep and non delivery of required outcomes.	Focus on working closely with any external specialists to pre-emptively identify potential issues and risks that may adversely affect deliverables and timelines through regular project status reports and meetings outlining progress against the clearly articulated delivery timelines in the agreed Statement of Work
	3. Clearly articulated Terms of Reference for Project Advisory and Working Groups	Reasonably Effective	>	Monitor the business engagement model to ensure appropriate resourcing for Stage 3 have been engaged and that the relevant Groups are enabling this.	These groups are required for Stage 4 implementation however will be established and mobilised with terms of reference to ensure maximum business engagement in the later part of Stage 3.
	1. Clearly identified Stage Go/No Go Gates within the agreed governance process	Reasonably Effective	>	Agreed governance process needs to be revised now that the project sits under the Office of the CIO to ensure stage Go/No Go gates are understood, agreed and widely communicated to key stakeholders when and where applicable.	Provide opportunities to re-evaluate stage gates and governance process where adjustments and revisions may lead to better project outcomes in terms of delivery times and reduced costs.

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
Issues and Risks are Managed Effectively	2. Continual assessment of effectiveness of mitigation of identified risks and take actions to correct the course of the project as necessary	Effective	>	None at this stage	Not applicable at this stage

Item 1 / Attachment 1.

Major Focus Areas (as per QAO report - Delivering Successful Technology Projects)	Key Project Controls	Control Effectiveness	Trend from Last Report	Key Concerns	Opportunities
	3. Document and report on key lessons learned in stage closure reports to inform the management of latter project stages	Reasonably Effective	>	Documented lessons learned are not fully valued or understood by key stakeholders	Developing a best practice methodology focused on good governance and management of identified risks and issues will contribute to successful outcomes and an iterative knowledge resource for future projects

CURRENT PROJECT FOCUS

Primary Project Focus:	The primary focus of the project at this point is get the project timelines back on track by identifying and securing the necessary resources to deliver Stage 3 of the project and delivery of the Stage 3 plan.
Why:	Stage 3 is critical to identifying and sourcing the most appropriate, fit for purpose, vendor solution/(s) to meet Council's needs now and into the future, supported by an endorsed Final Business Case.
How:	The revised Stage 3 plan is enabling the project to move forward and build on the Preliminary Business Case by establishing a clear solution specification to be taken to the market and supported by change and culture management plans and strong vendor and contract negotiation expertise to arrive at a recommended vendor solution/(s).
Potential Risks/Impacts:	Appropriate Council Subject Matter Experts and specialist expertise cannot be adequately identified, engaged and/or funded to address key capability gaps throughout Stage 3 of this project resulting in further project delays, suboptimal solution selection and/or vendor/contract negotiation outcomes.
Opportunities:	Appropriate engagement of specialist expertise delivers the requisite knowledge, experience and capability to mitigate known skill and capability gap risks to deliver a Final Business Case which identifies a fit for purpose vendor solution/(s) for Council.

Doc ID No: A7892349

This matter has been determined to be of a significant nature and approval has been given to refer this report to the Governance and Transparency Committee as a late item.

ITEM: 2

SUBJECT: QUARTERLY REPORTS TO THE DEPARTMENT OF STATE DEVELOPMENT, INFRASTRUCTURE, LOCAL GOVERNMENT AND PLANNING

AUTHOR: ACTING MANAGER, PERFORMANCE

DATE: 14 FEBRUARY 2022

EXECUTIVE SUMMARY

This is a report concerning a request received by the Mayor (on behalf of Council) from the Director-General, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) for Council to provide a series of quarterly performance reports through to the quarter ending 30 June 2022.

This is the third of the quarterly reports for consideration by the Governance and Transparency Committee and relates to the period October – December 2021. Endorsement of this quarterly report is sought, with the Mayor to send a letter and the quarterly report to the Director-General.

As noted above, Council's obligation to provide quarterly performance reporting ends on 30 June 2022. Direction will be sought from the Director-General by the Chief Executive Officer on concluding this reporting requirement.

RECOMMENDATION/S

> **That Committee endorse the draft letter and quarterly performance reports (October – December 2021) set out in Attachments 1-6.**

RELATED PARTIES

There is no potential, perceived or actual conflicts of interest to disclose.

IFUTURE THEME

A Trusted and Leading Organisation

PURPOSE OF REPORT/BACKGROUND

The Director-General, DSDILGP wrote to Mayor Harding on 6 April 2021 and advised of his decision to not reappoint Mr Steve Greenwood as Advisor to Ipswich City Council for a further period. Mr Greenwood had been appointed to the role of Advisor for an initial period of twelve (12) months. The initial period ended on 12 April 2021.

However, under section 115 of the *Local Government Act 2009,* the Director-General, DSDILGP, Mr Damien Walker, requested that up to 30 June 2022, the Council provides him with quarterly reports on the performance of Council including the following matters:

- progress of the People and Culture Strategic Plan developed during Mr Greg Chemello's period of interim administration.
- implementation of any outstanding issues from Mr Chemello's final Vision 2020 which he understood to be: Procurement; ICT and Knowledge Management; and People and Culture.
- results from the Council's Pulse staff survey results and any actions being implemented to address issues of concern identified through that survey.
- any significant changes to governance policies and processes and the rationale for such changes.
- any significant issues relating to senior staff changes; and
- any issues which may identify corruption risks.

The progress reports have been collated for the period of October to December 2021 for each item identified above (Attachments 2-6). These progress reports have been adopted as the standard for the series of quarterly reports to the Director-General, DSDILGP up until 30 June 2022.

LEGAL/POLICY BASIS
This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Local Government Regulation 2012
Public Sector Ethics Act 2004
Industrial Relations Act 2016
Crime and Corruption Act 2001

RISK MANAGEMENT IMPLICATIONS

There has been significant investment in good corporate governance and risk management both during the period of Interim Administration of Ipswich City Council and since the return of the elected representatives in April 2020. Council has implemented an Enterprise Risk Management Framework and has developed and is implementing a Five-Year Risk Maturity Roadmap to continue to mature its approach to identifying and managing risks.

HUMAN RIGHTS IMPLICATIONS

HUMAN RIGHTS IMPACTS
NON-DISCRETIONARY DECISION
The Recommendation of this report arises from a requirement under section 115 of the *Local Government Act 2009* that allows for the monitoring of a local government's performance and do not impact individuals. Therefore, the decision will not be unlawful under the *Human Rights Act 2019*.

FINANCIAL/RESOURCE IMPLICATIONS

The collation of the quarterly performance reports has been undertaken by the Enterprise Program Management Office (ePMO) of Council within the existing resource allocation and has been given priority over other responsibilities given the legislative obligation. All future performance reports will continue to be coordinated by the ePMO up until 30 June 2022.

COMMUNITY AND OTHER CONSULTATION

The Performance Reports have been coordinated by the ePMO with input and content verified by the relevant officers identified in the reports. Consultation on the draft letter and progress reports has also occurred with the Office of the Mayor.

CONCLUSION

The Director-General, DSDILGP has requested council provide a series of quarterly reports up until 30 June 2022. The proposed cover letter and October – December 2021 quarterly reports are set out in Attachments 1 to 6.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	DG Letter - Draft Cover Letter, October to December 2021 ⇩ 📄
2.	DG Letter - Project Status - People and Culture, October to December 2021 ⇩ 📄
3.	DG Letter - Project Status - Information Knowledge Management, October to December 2021 ⇩ 📄
4.	DG Letter - Project Status - Policy and Procedure Change, October to December 2021 ⇩ 📄
5.	DG Letter - Project Status - Fraud and Corruption Control, October to December 2021 ⇩ 📄
6.	DG Letter - Project Status - ICT Strategy, October to December 2021 ⇩ 📄

Maree Walker
ACTING MANAGER, PERFORMANCE

I concur with the recommendations contained in this report.

Barbara Dart
ACTING GENERAL MANAGER COORDINATION AND PERFORMANCE

I concur with the recommendations contained in this report.

Peter Tabulo
ACTING CHIEF EXECUTIVE OFFICER

"Together, we proudly enhance the quality of life for our community"

"Together, we proudly enhance the quality of life for our community"

Mayor Teresa Harding

City of Ipswich
Queensland, Australia

Mr Damien Walker
Director-General
Department of State Development, Infrastructure,
Local Government and Planning
Via email: damien.walker@dsdilgp.qld.gov.au

<date>

Dear Mr Walker

I am pleased to provide the third quarterly report on the performance of Ipswich City Council under section 115 of the *Local Government Act 2009* in line with your request of 6 April 2021 (your ref: DGBN21/122).

The quarterly report has been resolved by Council at its Ordinary Council Meeting on 24 March 2022. The report addresses the following matters as requested:

- Progress of the People and Culture Strategic Plan;
- Implementation of outstanding issues from Mr Chemello's final Vision 2020 report namely:
  - ○ Procurement;
  - ○ ICT;
  - ○ Knowledge Management;
  - ○ People and Culture pulse survey results and actions;
- Significant changes to governance policies and processes;
- Significant issues relating to senior staff changes; and
- Issues which may identify corruption risks.

For the quarter from October 2021 to December 2021 I am pleased to advise this council has made further considerable achievements in these areas. A key summary is provided in Appendix 1 with related detailed progress reports also attached.

If you or your officers would like further detail or information on any of these matters, I would be happy to assist in providing this to you.

I look forward to providing council's next quarterly performance report and continuing to work with the organisation to rebuild community trust through accountability and transparency in our operations.

1 Nicholas Street
PO Box 191
IPSWICH QLD 4305

Phone (07) 3810 6011
Email mayor@ipswich.qld.gov.au

Ipswich.qld.gov.au

Should you require any additional information, please contact my Chief of Staff, Ms Melissa Fitzgerald, on 0439 994 156 or Melissa.Fitzgerald@ipswich.qld.gov.au.

Yours sincerely

Mayor Teresa Harding

Cc: Natalie Wilde, Deputy Director-General, Local Government Division
natalie.wilde@dsdilgp.qld.gov.au

1 Nicholas Street
PO Box 191
IPSWICH QLD 4305

Phone (07) 3810 6011
Email mayor@ipswich.qld.gov.au

Ipswich.qld.gov.au

Appendix 1

Key Summary – Quarterly Performance Report October - December 2021

Index	Summary of Key Achievements this Quarter	Attachment
- People and Culture Strategic Plan Progress - Results and Actions from Employee Experience Survey (replaced Pulse Survey) - Senior Staff Changes	- Implementation of the People & Culture Strategic Plan remains on track. Key highlights include: continued delivery of Inspiring Leaders Program, delivery of Team Effectiveness Program workshops, Learning and Development Administrative Directive, Reward & Recognition Administrative Directive - Enterprise Bargaining negotiations continuing - Annual Employee Experience Survey undertaken with data shared with all staff through a personalised summary report - Leaders across the organisation were provided detailed Employee Experience Survey reports and debriefs were provided to all Branch Managers in December to support leaders to explore survey results further and to prepare them to begin the action planning process in early 2022 - Appointment of Chief Executive Officer - Appointment of General Manager, Infrastructure and Environment Department - Recruitment process commenced for General Manager, Corporate Services Department	1
- ICT	- Mid-point report card on progress against ICT Strategy shows positive progress achieved in Horizon 2 (2021-22) with several key initiatives already delivered and many in flight - Planning for ICT Strategy Horizon 3 (2022-23) has commenced in line with Council's budget process - Continued focus on maturing ICT governance functions - Successful migration of Council's physical infrastructure and data from previous managed service provider's infrastructure to the ICC AWS environment, improving the security and reliability of the environment and delivering cost savings for Council - iVolve (Platform of the Future) Program Director engaged and Detailed Stage Approach and Project Management Plan developed and approved which defines the scope, timeframes, cost, and resourcing requirements for Stage 3	2
- Knowledge Management	- Continued focus on Information Management with the commencement of deliverables identified in the Information Management (IM) Strategic Plan - All other key actions have been completed and transitioned to business as usual (BAU)	3

1 Nicholas Street
PO Box 191
IPSWICH QLD 4305

Phone (07) 3810 6011
Email mayor@ipswich.qld.gov.au

Ipswich.qld.gov.au

GOVERNANCE AND TRANSPARENCY COMMITTEE
MEETING AGENDA

10 MARCH
2022

Item 2 / Attachment 1.

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-	Policy and Procedure Changes	- Significant changes to governance policies and processes were minimal during this period - New Drug and Alcohol (Councillors) Policy approved - CEO Annual Performance Appraisal Policy updated	**4**
-	Fraud and Corruption Control	- Fraud and Corruption Control plan reviewed and endorsed by the Executive Leadership Team - Self-audit from Queensland Ombudsman's Office on Council's PID management completed - Fraud and Corruption Awareness Training updated to include extended content on PIDs	**5**
-	Procurement	- Nil outstanding actions and completed (refer to report submitted Q4 20/21).	**N/A**

1 Nicholas Street
PO Box 191
IPSWICH QLD 4305

Phone (07) 3810 6011
Email mayor@ipswich.qld.gov.au

Ipswich.qld.gov.au

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Item 2 / Attachment 2.

People and Culture Progress Report

Details	Implement the People and Culture Strategy	Governance Oversight	Acting General Manager - Corporate Services
Project Manager	People and Culture Manager	Reporting Period	October to December 2021
Overall Health	The People and Culture Strategy 2021 – 2026 focuses on the delivery of the three key objectives: 1. Strengthen our People and Culture services and products to ensure council is a trusted and leading organisation 2. Actively improve our employee experience where staff are empowered, connected and supported for exceptional individual and council performance. 3. Foster a safe and accountable workforce that thrives within an environment of inclusion, wellbeing and respect. Implementation of the actions required to achieve the desired outcomes of the People and Culture strategy continue, with excellent progress made in Quarter 2, as detailed below.		

Key Project Area	Actions	Progress this Period
Performance	Quality Conversations Performance Framework implementation	• The new Performance Check-In Form was sent to 177 pilot participants to commence a performance and career development discussion. Progress and feedback is being actioned to gauge their responses to the form and process • Delivery of the Quality Conversations module (6 weeks) to an additional 26 participants (82 participants to date) in the Inspiring Leaders program covering effective communication, active listening, difficult situations, conflict resolution and providing feedback • 10 Team Effectiveness Program workshops with 135 participants were facilitated over Quarter 2 • Development of the Performance Planning module (6 weeks) for delivery to Inspiring Leaders participants commencing March 2022 focused on alignment to and delivery in support of the performance framework
Leadership Development	Continue to implement the 'Inspiring Leaders Program'.	• Inspiring Leaders Program continued to be implemented with over 60 participants attending workshops 1 and 2 over the 3-month period • Senior Leader Forums conducted every month • Executive and Branch Manager workshops held every 6 weeks • Planning and stakeholder consultation was conducted to design and develop an in-house management course titled 'Managing @ ICC' ready for a pilot program in 2022

Workforce Planning	Development of a Workforce Plan for the Infrastructure and Environment department	• The IED Workforce Planning Project is following a strategic workforce planning process and steps 1, 2 and 3 have been completed, with step 4 delayed due to COVID-19 vaccination impacts. Step 4 will be completed in Quarter 4.
		  1. Scan – scan global, national and local landscapes and understand the strategic direction
		  2. Profile – consider current and future workforce state
		  3. Align – analyse and interpret gaps and identify essential activities required to position IED for the future
		  4. Transition – develop and deliver IED Workforce Plan 2022 – 2027

Learning and Development	Learning and Development Framework	• The Executive Leadership Team approved the Learning and Development Administrative Directive in December 2021

		• The team worked with internal communications to develop a Wire article, posters, an infographic and quiz to promote the new directive to be launched in January 2022 • Cascading emails were drafted to be sent to the Executive Leadership Team, Branch Managers and Section Leads • Communication plan and information pack has been developed to ensure compliance-based training is maintained in 2022 via the Learning Management System • Completed the design and development of an online Risk Management Framework Awareness module and a new Workplace Health, Safety and Wellbeing Induction online module and supported ICT in launching online modules to raise awareness of cyber security
Culture Engagement and Inclusion	Defining the ICC Employee Experience Reward and Recognition Framework development Progressing ICC Indigenous Accord actions	• Communications campaign across all channels defining Employee Experience (EX) and the EX vision • Delivery of the annual Employee Experience survey yielding a 67% response rate (875 responses). Commencement of data analysis, debriefs and action planning focused on improving Employee Experience. • Approval and publication of updated Reward and Recognition Administrative Directive and Procedure, supported by digital communications campaign in conjunction with year-end Service Excellence Awards • Expression of interest for Aboriginal and Torres Strait Islander Employee Working Group that will be responsible for providing advice to Council regarding ongoing improvements to ensure our workplace is a culturally safe and supportive environment

Health and Safety	Be Upstanding research project
	
	My Health for Life
	
	AS/NZS ISO 45001:2018 – Occupational Health and Safety Management System (Safety Leadership)
		• Council is participating in a research project with University of Qld "Be Upstanding" - a world-leading program that improves the health and wellbeing of desk-based workers
		• Stage 1 (Sit Stand Optimise Research Project) is in progress, targeting workers with low back pain, 3-month program with live body monitoring and on-site visual observations being conducted
		• Stage 2 is in workshop phase. Development and testing of an e-learning module on the optimal use of sit-stand workstations with the aim of:
		    o improving health, an increase in workers' energy, improved physical and mental health, lower stress and reduced injury
		    o increasing productivity through investment in health and wellbeing tips, therefore retaining talent and reducing absenteeism
		• Council workers are participating in the My Health for Life program, designed to help employees stay well and lessen their risk of developing conditions such as type 2 diabetes, heart disease, stroke, high cholesterol and high blood pressure
		• Council is in audit phase for certification to AS/NZS/ISO 45001:2018, when achieved ICC will be the first council in Queensland to achieve this certification
		• The Safety Management System is currently in place and operational throughout Council, with system benefits already producing results of:
		    o Injury rate 75% less than same time last year
		    o Incident rate 50% less than same time last year
		    o LGAQ and DSDILGP data places Ipswich as the best performing Council in the state for lost time injury performance.

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Service efficiency and effectiveness	Enterprise Bargaining negotiations continuing Improving management and investigation of disciplinary matters Review of key People and Culture Policy and Procedures	• Meetings with unions continue to seek agreement on a proposed Certified Agreement for staff to vote on for 2021 – 2024 • A resolution was achieved in regard to an agreement for Resource Recovery (Waste) drivers. A vote will be held in February 2022. • A number of key People and Culture procedures and Administrative Directives were developed or reviewed to align with the People and Culture Strategy • New or updated procedures were required to deal with the ongoing COVID management strategies for the workforce and compliance with Qld Government Public Health Directions • The Workplace Relations team focussed on improving their investigation skills in line with the updated procedure for Investigation and Management of Disciplinary Matters. The majority of matters are addressed by the Workplace Relations team with only the more complex matters being referred to external parties.

Employee Experience

Annual Employee Experience surveys, powered by the Culture Amp platform, commenced in November 2021. The survey was supported by a rigorous communications campaign across all channels to reach all areas of the business. Questions focused on organisational culture, how employees feel when they're at work, the tools and equipment used to deliver Council objectives, and the physical environments employees work in. Upon closing, 875 responses were received, representing the majority of the organisation (67%).

Data from the survey was shared with all staff through personalised summary reports, and leaders for all Branches and Sections with eight or more survey responses received reports detailing their teams' feedback across eighteen factors.

Organisational engagement received a 59% favourable rating, with over two-thirds of staff stating that they feel proud to work for Ipswich City Council, they'd recommend Council as a great place to work, and still see themselves working for Council in 2 years' time.

Survey results also highlighted positive employee experience with regards to new ways of working, management, work/life blend, and organisational alignment.

Key opportunities for positive change include communication, leadership, social connection, and feedback & recognition.

People & Culture provided survey debriefs to all Branch Managers in December 2021, in order to support Branch and Section leaders to explore survey results further and begin the action planning process in early 2022, focused on actions all employees can contribute to.

Senior Staff Movements

Position	End Date	Recruitment status	Comments
Chief Executive Officer	9 April 2021	Completed	Ms Sonia Cooper was appointed as Council's Chief Executive Officer on 18 November 2021. The recruitment process was thorough and far-reaching with 84 candidates from across Queensland and Australia. Candidates submitted a formal application with shortlisted candidates undergoing interviews, psychometric testing and extension background and reference checking. Ms Cooper brings a wealth of government and leadership experience, having

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			previously been a Deputy Commissioner with the Queensland Public Service Commission for many years. Ms Cooper had acted in the role of Chief Executive Officer since 12 April 2021.
General Manager, Infrastructure and Environment Department	29 January 2021	Completed	Mr Sean Madigan was appointed as Council's General Manager, Infrastructure and Environment on 14 December 2021. Mr Madigan had acted in the role since 2 February 2021. In November 2021, Mr Madigan applied to Chief Executive Officer Sonia Cooper for the role and after careful consideration and a merit assessment, the appointment has been approved. Mr Madigan has served at the level of General Manager and above since joining Ipswich City Council six and a half years ago. Over these years, Mr Madigan has led the functions of Health, Security and Regulatory Services, Communication and Engagement, Performance, Major Projects and the Enterprise Program Management Office and over the past ten months, IED.
General Manager, Corporate Services	18 November 2021	In progress	Sharp and Carter have been appointed to conduct a thorough recruitment process for the position of General Manager, Corporate Services, following Ms Sonia Cooper's appointment to the role of Chief Executive Officer. Applications for the position closed on 28 January 2022, and further updates will be provided in the next round of reporting.

Information and Knowledge Management Progress

Details	Information Management Project	Governance Oversight	Acting General Manager - Corporate Services
Project Manager	Corporate Governance Manager	**Reporting Period**	October to December 2021
Overall Health	Council has been working on improving information and knowledge management practices as a sub-project of a broader program to increase the maturity of corporate governance (Strategic Maturity of Corporate Governance Project).		

Key Action	Progress this Period
Information Management risk and gap analysis	Completed a risk and gap analysis of governance relating to Information Management to inform the development of the Information Management Strategic Plan and participated in the development of the Data Management Strategy and Roadmap initiative which is currently underway. **Q2 21/22** – This has been completed and added to the information Management Strategic Plan, which was endorsed by the ICT Steering Committee on 16 June 2021. **No further action is required.** **KEY ACTION COMPLETED**
Develop an Information Management Strategic Plan including: • Alignment to strategy • Current versus future state • 5-year implementation roadmap • An Implementation Plan • An Engagement and Communication Plan	The Information Management Strategic Plan and proposed 5-year implementation road map were endorsed by Council's ICT Steering Committee on 16 June 2021. The plan identified 28 deliverables from the risk and gap analysis of Council's information management governance coverage across the Framework's seven (7) Information Management Domains. Fourteen (14) are being delivered by the Information and Management Unit (IMU) and nine (14) by the Information, Communication and Technology (ICT) Branch. The Plan lays out a roadmap for a five-year development and implementation of the governance documents. **Q2 21/22** – The Information Management Unit started drafting the fourteen (14) deliverables assigned to IMU. The tasks are currently in progress and will be discussed with appropriate ICT counterparts and senior management when ready. **Ongoing**
Information Management Managers Toolkit	An Information Management Managers Toolkit has been developed to provide topics for discussion at Branch and Section Meetings, with a 12-month communication plan and awareness program which is currently in progress. The next phase will see further engagement with Branch Managers across Council to assess levels of implementation. This measure will be included in progress reporting to the Executive Leadership Team. **Q2 21/22** – The Information Management Managers Toolkit was approved by the Corporate Services General Manager on 6 September 2021. **No further action is required.** **KEY ACTION COMPLETED**
Annual Information Management Training Calendar	Annual information management training calendar has been established and embedded into business as usual.

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	Q2 21/22 - This has been completed and added to the Information Management Strategic Plan, which has been endorsed by the ICT Steering Committee on 16 June 2021. **No further action is required.** **KEY ACTION COMPLETED**
Annual Information Management Awareness Campaign	Continued internal communications delivered to promote information management practices. **Q2 21/22** - Information Management Unit regularly publishes articles on The Wire (Council's intranet page). **Ongoing**
Develop internal control process for council's information management system (Objective)	Process completed and meets the requirements of Office of the Information Commissioner (OIC) audit recommendations, effectively completing the management requirements of the 2017 OIC Audit. **Q2 21/22** - **No further action is required.** **KEY ACTION COMPLETED**
Information Management Unit Manual and processes	Reviewed and amended the Information Management Manual and processes for all activities for the Information Management Unit. **Q2 21/22** – The Policies, Procedures, and Quick Reference Guides have been further reviewed in December 2021. These documents are now reviewed regularly with automated review reminders tracked via Pulse software with review completions reported to the Executive Leadership Team. **No further action is required.** **KEY ACTION COMPLETED**

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Policy and Procedure Change Overview Report

Details	To provide oversight of all significant corporate wide policy and procedure changes approved through Council within the reporting period. Acting General Manager - Corporate Services		
Report prepared by:	Governance & Public Interest Disclosure Coordinator	**Reporting Period**	October to December 2021

Policy Title	Date of Change	Change Initiated by	Change Overview	Reasons for Change
Civic and Ceremonial Events Policy	21 October 2021	Community Cultural and Economic Development Department Adopted at Council Ordinary Meeting	Changed from Civic Events Policy to Civic and Ceremonial Events Policy to include a portfolio of civic and ceremonial events and identification of which events are in scope.	To re-establish a positive program of priority civic events and ceremonial activities designed to celebrate the Ipswich community and improve quality engagement between Council and residents.
Workplace Health and Safety Policy	21 October 2021	People & Culture Branch - Corporate Services Department Adopted at Council Ordinary Meeting	A number of components of the repealed Policy have been transitioned to administrative directives as they address operational responsibilities within Council. All administrative directives reference the comprehensive Queensland legislation and provide guidance for the Executive Leadership Team and employees in meeting all legislative obligations.	The newly adopted Policy is a public facing document that supports the principles of the *Local Government Act 2009* and the Workplace Health and Safety Regulation Qld. It demonstrates the commitment of Council to the provision of a workplace where employees feel safe, supported, and free to raise concerns, and confirms Council's commitment to transparency, accountability, and ethical behavior.
Drug and Alcohol (Councillors) Policy	18 November 2021	Adopted at Council Ordinary Meeting	Newly adopted policy	Council has adopted this Drug and Alcohol Policy which prohibits councillors from conducting council business whilst under the influence of alcohol or illicit drugs. The policy focuses on eliminating risks associated with the adverse effects of alcohol and other drugs in the workplace and provides the appropriate framework for councillors to comply with behavioural standard 1.5 as contained in the Code of Conduct for Councillors in Queensland.

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				Council has voluntarily chosen to implement a policy that goes over and above the requirements of the Code of Conduct for Councillors in Queensland. This further demonstrates Council's commitment to good governance.
CEO Annual Performance Appraisal Policy	9 December 2021	Adopted at Council Ordinary Meeting	The policy has included three (3) additional responsibilities for the Mayor, one (1) additional responsibility for Council and one (1) additional responsibility for the Chief Executive Officer.	The original policy was adopted on 5 November 2020 and stipulated a 12-month review cycle. The changes adopted provide further clarity around the responsibilities of all parties, including clear timeframes for the completion of any required tasks.

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Corruption Controls Report

Details	Provide an overview of the current corruption controls including key mechanisms in place and improvements carried out in the reporting period.		
Report Prepared by	Principal Risk & Compliance Specialist, Ethical Standards Manager and Governance and Public Interest Disclosures Coordinator	**Reporting Period**	October to December 2021
Overall Comments	Fraud and corruption controls are in place, are effective and are being regularly reviewed for continuous improvement.		

Corruption Controls	Mechanisms in place and improvements made during reporting period
Fraud and Corruption Control Plan	- Council has a Fraud and Corruption Control Plan in place which sets the Framework for managing fraud and corruption. The Plan was reviewed in October/November 2021 and endorsed by the Executive Leadership Team (ELT) at its ELT Risk Committee meeting held on 6 December 2021.
Fraud Risk Register	- The Fraud Risk Register is in place and had its annual review in line with the Fraud and Corruption Control Plan in October/November 2021. The Register was endorsed by the ELT at its ELT Risk Committee meeting held on 6 December 2021. - The Fraud Risk Register is reviewed quarterly and was provided to the ELT Risk Committee in October and December 2021. *Note: The Audit and Risk Management Committee is updated following ELT Risk Committee if an update is made to the Fraud Risk Register.*

Reporting and investigation of fraud and corruption	- Mechanisms are in place for reporting fraud and corruption including:
	  o A Report a Concern internal intranet page which is promoted to all staff. This is a channel to report concerns (including public interest disclosures (PIDs))
	  o The Ethical Standards Manager and CEO report suspected corrupt conduct through to the appropriate external agencies such as the Crime and Corruption Commission and Office of the Independent Assessor
	  o An independent external 'Fair Call' facility (currently provided by KPMG) continues to be offered to and used by employees to report possible fraud or corruption concerns. Reports provided by KPMG show a reduction in numbers during 2021.
	- Investigations into allegations of corrupt conduct are carried out by the Ethical Standards Manager, and effective fraud and corruption control practices are recommended to areas within council.

Complaints and Public Interest Disclosures (PIDs) and protections	- A Complaints Reporting Framework has been developed and approved. - Work is underway on new Complaints Report templates. - Learnings from complaints and PIDs continue to be captured to drive improvements in service delivery. - Council has 6 trained PID Support Officers who are available to support internal disclosers and witnesses. - A PID Support Officer's toolkit has been developed providing a guide for managing interactions, work instructions, Queensland Ombudsman training notes as well as a Do's and Don'ts for the role of a support officer to raise awareness for disclosures. - Subject officer support arrangements have been formalised with Council's Confidential Counselling Services – Access EAP. - Council's PID Procedure has been updated with this information identifying the Manager responsible for liaison and referral to the service. - The self-audit from the Queensland Ombudsman's Office (QOO) on Council's PID management has been successfully completed. - As an ongoing performance measure, a section has been included in Outcome Letters that seeks feedback on the PID Process at Council. Feedback received will continue to be monitored and utilised to drive improvement across PID related processes to ensure a strong customer focus ensues while meeting compliance.

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	- The efficacy of the recent awareness training on Conflicts of Interest during the recruitment process, which was undertaken by People and Culture, is evidenced by a marked improvement in the reporting style of identified COIs during recruitment.

Fraud and corruption awareness training and education	- The Ethical Standards Manager attends induction sessions weekly to provide an overview of:
	  o Code of Conduct
	  o Where to locate policies, procedures, and administrative directives
	  o Focus areas including time sheet fraud, misuse of confidential information, conflicts of interest and secondary employment
	  o Advice on how to report concerns.
	- An e-learning on Fraud and Corruption Awareness Training is available for all staff and completed by new staff following induction. The training has been updated to include extended content on PIDs.

Reporting and data analysis related to fraud and corruption	- A Conflict of Interest Report is provided monthly to the Governance and Public Interest Disclosure Coordinator and Ethical Standards Manager who have full visibility over all Conflicts of Interest in council. - Reports will continue to be provided monthly to ensure transparency and allow for improvements where required.

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ICT Strategy Progress Report

Details	The Information, Communication and Technology (ICT) Strategy has a roadmap/workplan addressing 26 individual initiatives to be delivered over 4 years.	Governance Oversight	ICT Steering Committee
Project Manager	Chief Information Officer	Reporting Period	October to December 2021
Overall Health	Council is now at the half-way point of the ICT Strategy. To provide an update on progress against the Strategy, a mid-point report card was developed and presented to the ICT Steering Committee in December 2021. The report shows positive progress has been achieved in Horizon 2 (2021-22) with several key initiatives already delivered and many in-flight. Planning for Horizon 3 (2022-23) initiatives has commenced in line with Council's budget process. Positive progress has been achieved across the ICT Governance Initiatives, with the focus on continuing to mature the newer governance functions. The Business Case for Change (ICT Operating Model) project has been implemented. The delivery of all components has been completed, or integrated into business-as-usual, and the project closure report is to be presented to the ICT Steering Committee in February 2022. A major transformation project was achieved in Quarter 2 with the successful migration of Council's physical infrastructure and data from the previous managed service provider's infrastructure into the Ipswich City Council AWS environment, improving the security and reliability of the environment and delivering cost savings for Council. This has enabled positive outcomes to be achieved for multiple Business Platform and ICT Service Management initiatives this quarter. Design and planning for the remainder of the transition and transformation will be completed in Quarter 3, including disaster recovery, the Oracle Database migration, and the redesign of the DMZ environment and edge security for the ICC AWS environment.		

Item	Initiative	Progress this Period
ICT Governance	Rebuild ICT Governance and Controls Function	• Over the past six months, the personnel supporting administration and coordination of the ICT Governance controls have been re-established, with the capability now able to support further maturing and improvements to the application of controls and integration between the governance layers. • A retrospective review was conducted of the newly established Architecture Design Authority in Quarter 2, to ensure that it is operating effectively and achieving its objectives. Identified improvements are being implemented. • A review of the Change Control Authority processes and Terms of Reference commenced in Quarter 2.
	Digital / Smart City / ICT Operating Model	The focus of the Digital / Smart City Strategy priority has changed, with other focus areas taking a higher priority at this time. Further development in this area is currently on hold.
	Information Management Operating Model	In Quarter 2, the Information Management Unit (IMU) identified ICT as responsible for delivering advice and relevant governance documents for several key domains and sub-domains within the *Information Management Strategic Plan 2022-2026*.

		The domains include: • Information Asset Management • Data Management • Information Security The required documentation is expected to be delivered in alignment with the IMU's roadmap.

	ICT Directives Overhaul	• The ICT Policy was reviewed in Quarter 2 and endorsed by the Executive Leadership Team to be put forward to Council for adoption in February 2022. The changes made to the ICT Policy:
		   o improve alignment with the ICT Strategy Principles,
		   o strengthen commitment to cyber and digital security controls, and
		   o address proposals arising from Internal and External audits.
		• As part of the Information Security Management System Project, an overhaul of the Information Security Policy and Directives will commence in Quarter 3.
		• The review of the remaining ICT procedures to be addressed in accordance with Transformation Project 9 Policies and Procedures is continuing in consultation with Council staff.

Business Platform	Oracle Enterprise Business Solution End of Life Risk Management Plan (BP01)	• Oracle infrastructure virtualisation and the transition to AWS (including Disaster Recovery implementation) is underway, scheduled for completion in Quarter 3. • Post-implementation options available for ongoing support and maintenance will be considered with the outcomes of the iVolve (Stage 3) Project.
	Customer Engagement System (CES) and Pathway	• Work has commenced on implementation of the Customer Experience Strategy, including a number of initiatives to ensure service delivery. This includes an upgrade of Pathway and implementation of e-Pathway in Quarter 3. • Ongoing reviews into support options for CES and Pathway continue to ensure the best possible coverage.
	Interim Dashboard and Data Lake (BP02)	The Digital Services team has delivered the Data Management Strategy and Roadmap with endorsement expected early in Quarter 3 and execution of the program implementation plan to follow thereafter.
	Information Management / Information Governance Enablers (BP03)	As per the *Information Management Strategic Plan 2022-2026*, ICT is responsible for the enablement of governance for several domains/sub-domains of Information Management and expects to deliver relevant governance documents as outlined in the planned roadmap.
	Internet of Things (IoT) Platform (BP04)	Further development of the existing IoT Platform has been descoped from the 2021/22 ICT Portfolio. The current infrastructure in place is sufficient to maintain the existing IoT devices in function across Council. Future work is subject to prioritisation and

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		direction from the Business Owner, the Executive Leadership Team.
	GIS & Spatial Systems Operating Model & Architecture	A business case has been approved to proceed to implement a new enterprise GIS platform. The specifications and procurement plan were completed in Quarter 1 and Quarter 2 respectively, with the procurement process to progress in Quarter 3.
	iVolve Project (formerly Platform of the Future Project)	• A Program Director has been engaged and a Program Management Plan (including a detailed stage approach) has been developed which defines the scope, timeframe, cost, and resourcing requirements for Stage 3. • The Plan was accepted by the ICT Steering Committee on 2 December 2021. It is anticipated that the approach defined within this document will assist in minimising the delays experienced to date with a Final Business Case planned to be delivered by the end of Quarter 4.
ICT Service Management	ICT Service Catalogue, Service Level & Reporting Uplift	**Completed and operating as business as usual.**
	Restructure Information Security Controls (ITSM03)	• The Information Security Management System (ISMS) project was initiated in December 2021 and is currently underway. • The ISMS project includes development of ISMS Artefacts, Security Policies, Standards, Controls, a Framework, Cyber Security Program Roadmap and Cyber Security Assurance Activities Plan. The project completion is estimated by end of Quarter 3.
	Firewalls, Checkpoint and Bluecoat Upgrade	• All implementation and upgrades complete. • Solution and security to be reviewed as part of the Cyber Security Program Roadmap.
	Outsourcing Model & Service Partner Optimisation (ITSM02)	• **Phase 1 – Complete.** • Phase 2 of transition-in is underway and will be completed in Quarter 3. Phase 2 includes the establishment and implementation of the AWS cloud environment and Disaster Recovery capability. Note: Oracle infrastructure transition is a variation to Phase 2 and expected to be complete by the end of February.
	Identity Management (ITSM04)	This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06).
	Capacity Management & Application Performance Monitoring	Initiative not funded and to be re-prioritised.
	Disaster Recovery (DR) Enablement (ITSM06) and Cloud Needs Analysis and Roadmap (ITSM08)	• Transition-in of services is underway; for systems already transitioned, Disaster Recovery services have been enabled. • Once full transition is complete, and Oracle infrastructure has transitioned, review of Disaster Recovery implementation will take place to refine the DR capability.
	Desktop Virtualisation / DaaS (ITSM07)	This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06).

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	Cloud Needs Analysis & Roadmap (ITSM08)	This initiative and funding has been amalgamated with Disaster Recovery (DR) Enablement (ITSM06)
ICT Capability	Staff Plan - Phase 1 (Leadership & Engagement)	• **Completed in Quarter 1 2021/22.** • A new ICT management and leadership team has been established and onboarded.
	Staff Plan - Phase 2 (Job Restructuring)	• **Completed in Quarter 2 2021/22.** • As part of the Business Case for Change a robust, transparent, and equitable filling and recruitment process was undertaken between April and December 2021 to ensure the ICT Branch had the required capability, skills, and experience to meet its mandate and deliver on the ICT Strategy. • The new structure has now been finalised and implemented. • Ongoing recruitment activities are now managed as business as usual.
	Staff Plan - Phase 3 (Capability & Skills Uplift)	• Performance Plans are in place including professional development planning at an individual and team level. • Additional targeted training and upskilling in key competencies is underway.
	Architecture and Application Portfolio Management Uplift (ITCAP04)	Architecture and Application Portfolio Management Uplift is a pre-requisite activity for iVolve and is included in the scope of Stage 3 of iVolve, with a Solution Architect engaged to enable this.

	ICT Project Lifecycle Uplift (Bi-Modal) (ITCAP05)	• A program of work has commenced with three sub-projects contributing to the ICT Project Lifecycle Uplift initiative:
		   ○ PPM Tool - Following a compliant procurement process, a solution for Council's Portfolio Project Management Tool has been selected, for implementation in Quarters 3 and 4.
		   ○ SDLC Tool (HP Quality Centre / Apps Traceability Tool)
		   ○ ICT Project Lifecycle Uplift (specific governance/ processes / templates etc)