

Torres Strait Island
REGIONAL COUNCIL



2018 – 2019

**Annual Operational Plan
(Amended December 2018)**


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What is an Annual Operational Plan?

In addition to Council adopting a five-year Corporate Plan, it must also adopt an AOP at budget adoption, consistent with the approved Council budget, stating how Council will progress the implementation of the five-year Corporate Plan on a Project by Project basis during the financial year in question, and how it will seek to manage operational risk in each of those Projects.



Annual Operational Plan link to Five-Year Corporate Plan 2014–2019

The AOP is framed around stand-alone measurable Projects which link directly to the five-year Corporate Plan objectives. Each Project has measurable milestones to enable concise, accurate and meaningful quarterly statutory reporting to Council on progress. In many cases, Projects delivered by various Departments link to multiple Corporate Plan objectives.



Annual Operational Plan link to Annual Risk Register

Council adopts an Annual Risk Register, identifying all operational risks which have potential to affect service delivery, including controls implemented to minimise such risks, effectiveness of controls and net risk. Council's AOP Projects link directly to the Annual Risk Register to assist management in identifying up-front, all potential risks associated with each Project, and controls available to minimise risk in order to maximise prospects of Project success. Linkages to the Annual Risk Register ensure effective management of operational risk in the AOP.



EXECUTIVE DEPARTMENT

Executive Summary

Key insights from the FY17/18 period, will assist Council in forging a strategic pathway towards operational leanness, administrative efficiency, and a culture of innovative delivery within all layers of our organisation.

A strategic pillar of FY18/19 will centre around building empowered and trusting relationships with all Council stakeholders, ensuring sustainable outcomes for our wider communities.



Bruce Ranga
Chief Executive Officer



EXECUTIVE DEPARTMENT

Department	Projects
Office of the CEO	Governance (OP) Stakeholder engagement (OP) One Boat(OP) Transitional Action Plan (OP) Debt Recovery (OP) Insurance Renewal (OP) Business Continuity Planning (OP)
Organisational Development	Certified Agreement (OP) Corporate Training (OP)
Legal Services	Subordinate Local Law Review (OP) Poruma Land Transfer and Saibai Land Transfer (OP) Enterprise Divestment (OP) Land Holding Act Lease Resolution (OP) Regional ILUA (OP) Home Ownership Program (OP)



EXECUTIVE DEPARTMENT

Office of the CEO (1)

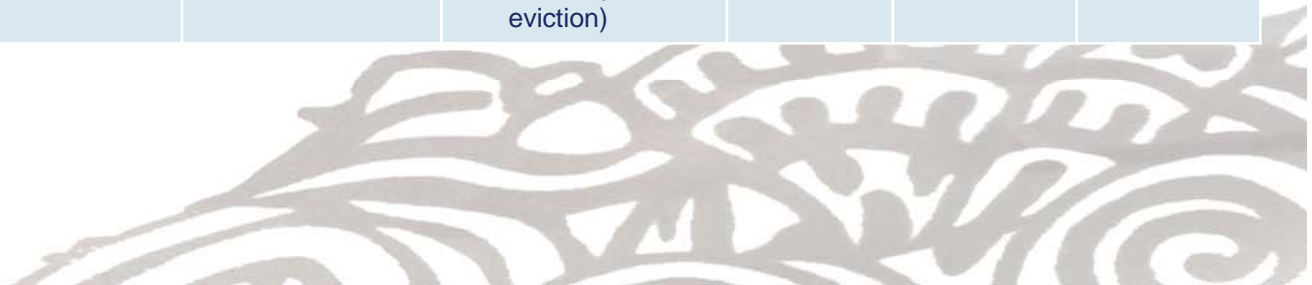
Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Governance (OP)	Audit	Independent and objective audit review of Council operations	1(4)[1],[2]	7 Funding 17 Theft and Fraud 19 Regulatory Compliance - Other	1. Annual Internal Audit Plan completed 2. Quarterly Audit Committee meetings	1 Jul 2018	30 Jun 2019	\$216,500
Stakeholder engagement (OP)	Community Engagement and Advocacy	Effective stakeholder relationships	1(1)[4]	1 Stakeholder misalignment 7 Funding 10 Communication External 24 Resource Allocation 30 Social Responsibility	1. Media releases 2. Quarterly Strait Talk Newsletter 3. Annual Report 4. Website 5. Facebook page 6. Community meetings 7. Community events 8. Engagement Framework + Strategy implementation 9. Review Community Survey & identify solutions for community	July 2018 July 2018 Aug 2018 July 2018 July 2018 July 2018 July 2018 July 2018	Jun 2019 Jun 2019 Jun 2019 Dec 2019 Jun 2019 Jun 2019 Jun 2019	\$575,826
One Boat (OP)	CEO Community Engagement and Advocacy	Advocate for Regional Development and Governance Reform ("One Boat")	1(1)[4], 1(2)[4], 3(2)[1],[2],[3],[4]	1 Stakeholder misalignment 7 Funding 10 Communication External 14 Project management 24 Resource Allocation 30 Social Responsibility	1. Supporting Council during Alliance meetings and deputations 2. Study tour to New Zealand	1 Jul 2018	30 Jun 2019	\$50,000 \$15,000

EXECUTIVE DEPARTMENT OFFICE OF THE CEO (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2015	Key Milestones	Start Date	End Date	Budget
Transitional Action Plan (OP)	CEO	To develop a Transitional Action Plan (TAP) to realise a vast majority of Council's workforce as based within its electorate, including its head-office operations.	1(2)[4] 1(4)[2],[6] 3(2)[3],[4]	1 – Stakeholder Misalignment 2 – Staff Attraction (Human Resources) 4 Loss of Critical Staff (Operational) 6 – Logistics/ Supplier Failure (Operational) 7 – Funding (Financial) 9 – Staff culture, understanding and skill (Human Resources) 10 – Communication – External (Operational) 12 – Communications and IT (Information Systems) 14 – Project Management & Delivery (Operational) 15 – Breakdown of Plant and Equipment (Operational) 19- Regulatory Compliance – Other (Legal and Regulatory) 21 – Quality Management (Operational) 24 – Resource Allocation (Strategic) 26 – land ownership / local custom (legal and Regulatory) 29 – Staff retention (Human Resources)	1. Monthly TAP Implementation reports to Council's satisfaction throughout implementation of TAP	Ongoing	Ongoing	Included within ordinary operational funds
					2. Satisfaction of TAP milestones per timeframes provided (if any)	Ongoing	Ongoing	\$50,000

EXECUTIVE DEPARTMENT OFFICE OF THE CEO (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2015	Key Milestones	Start Date	End Date	Budget
Debt Recovery (OP)	Housing	Establishment of payment arrangement to address Council Housing Rental Debts.	1 (4) [1]	(1) (Stakeholder Misalignment (Strategic)) (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (26) Staff retention (HR)	<ol style="list-style-type: none"> 1. Housing Staff to work with Finance and Legal to address the outstanding rental housing debts. 2. Consultation with Divisional Councillor 3. Consultation with tenants through housing workshops on communities. 4. Training for Housing Officers 5. Enforcement processes implemented for breach (incl. eviction) 	Ongoing	ongoing	Included within ordinary operational funds



EXECUTIVE DEPARTMENT OFFICE OF THE CEO (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Insurance Renewal (OP)	Asset Management	To achieve renewal of insurance policies of Council in accordance with sound contracting principles.	1(4)[1],[3]	3 – Litigation (Legacy Claims) (Legal and Regulatory) 7 – Funding (Financial) 8 – Natural Disaster (External Events) 10 – Communication – External (Operational) 11- Environmental Damage (Operational) 13- Health and Safety Operations (Operational) 14 – Project Management and Delivery (Operational) 17 – Theft and Fraud (Operational) 19 – Regulatory Compliance - Other (Legal and Regulatory) 20 – Sabotage and/or Terrorism (Operational) 23 – Safe Communities (Operational) 28/31 – Asset Management (Operational/ Strategic)	1. Preparation 2. Market appraisal 3. Assessment 4. Award	1 July 2018	30 June 2019	\$3.1M

EXECUTIVE DEPARTMENT OFFICE OF THE CEO (5)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Business Continuity Planning (OP)	Asset Management	To achieve business continuity planning in accordance with ISO 22301 Business Continuity Management.	1(4)[1],[3]	3 – Litigation (Legacy Claims) (Legal and Regulatory) 7 – Funding (Financial) 8 – Natural Disaster (External Events) 10 – Communication – External (Operational) 11- Environmental Damage (Operational) 13- Health and Safety Operations (Operational) 14 – Project Management and Delivery (Operational) 17 – Theft and Fraud (Operational) 19 – Regulatory Compliance - Other (Legal and Regulatory) 20 – Sabotage and/or Terrorism (Operational) 23 – Safe Communities (Operational) 28/31 – Asset Management (Operational/ Strategic)	1. Preparation 2. Requirements Elicitation 3. Feedback 4. Review 5. Implementation	1 July 2018	30 June 2019	\$5,000

EXECUTIVE DEPARTMENT ORGANISATIONAL DEVELOPMENT (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Certified Agreement (OP)	Organisational Development	To negotiate with staff and have certified via QIRC, Certified Agreement 2.	1(4)[4]	Misalignment 2 – Staff Attraction (Human Resources) 4 Loss of Critical Staff (Operational) 7 – Funding (Financial) 9 – Staff culture, understanding and skill (Human Resources) 10 – Communication – External (Operational) 14 – Project Management & Delivery (Operational) 19- Regulatory Compliance – Other (Legal and Regulatory) 29 – Staff retention (Human Resources)	<ol style="list-style-type: none"> 1. Notice of Intention to Commence Bargaining 2. Representative Groups convened 3. Bargaining 4. Vote 5. Certification 6. Implementation 	April 2018	June 2019	\$80,000



EXECUTIVE DEPARTMENT ORGANISATIONAL DEVELOPMENT (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Corporate Training (OP)	Organisational Development	To develop and implement a Succession Plan	1(4)[4].[5]	21 – Quality Management (Operational)	<ol style="list-style-type: none"> 1. Source courses 2. Approval 3. Courses loaded online 4. Launch 5. Ongoing online course availability and Induction 	January 2018	June 2019	\$12,180
		<p>Identifying roles and employees from TAP, skill gaps & training identified</p> <p>Capture any high risk positions for succession planning</p> <p>Online Training.</p> <p>WHS training,</p> <p>Corporate Induction,</p> <p>Short courses (non accredited)</p>			<ol style="list-style-type: none"> 1. Source courses 2. Approval 3. Courses loaded online 4. Launch 			\$50,000

EXECUTIVE DEPARTMENT

Legal Services (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Subordinate Local Law Review (OP)	Legal	To review and if necessary, adopt new Subordinate Local Laws	1(4)[6] 2(2)[2]	1 - Stakeholder Misalignment (Strategic) 10 – Communication (external) (operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 25 – Regulatory Change (Strategic) 30 – Social Responsibility (Strategic)	1. Consultation 2. Drafting 3. Endorsement	ongoing	30 June 2019	Internally funded through operational budgets

EXECUTIVE DEPARTMENT

Legal Services (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Poruma Land Transfer and Saibai Land Transfer and Ugar Land Transfer (OP)	Legal	To facilitate the progression of transfer of Deeds of Grant in Trust from Council to community-based entity that has been fully endorsed by the community to be the trustee.	2(4)[1],[4] 3(2)[1]-[4]	1- Stakeholder Misalignment (Strategic) 10 – Communication (External) (Operational) 14 – Project Management and Delivery (Operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 22 – Land Use Planning (Operational) 24 – Resource Allocation (Strategic) 25 – Regulatory Change (Strategic) 26 – Land Ownership/ Local Kastom (Legal and Regulatory) 30 – Social Responsibility (Strategic)	1. Planning 2. Consultation 3. Trustee Endorsement 4. Transfer	ongoing	TBA	Internally funded through operational budgets

EXECUTIVE DEPARTMENT

Legal Services (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Enterprise Divestment (OP)	Legal	To effect Enterprise Divestment in accordance with Council resolution	3(2)[1], [2], [3], [4]	1- Stakeholder Misalignment (Strategic) 10 – Communication (External) (Operational) 14 – Project Management and Delivery (Operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 22 – Land Use Planning (Operational) 24 – Resource Allocation (Strategic) 25 – Regulatory Change (Strategic) 26 – Land Ownership/ Local Kastom (Legal and Regulatory) 30 – Social Responsibility (Strategic)	1. Council resolution of eligible enterprises for inclusion on Divestment List 2. Expression of Interest 3. Council resolution accepting EOI 4. Negotiation of divestment 5. Divestment	2010	TBA	Internally funded through operational budgets

EXECUTIVE DEPARTMENT

Legal Services (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
LHA Resolution (OP)	Legal	To advocate for the grant of pending LHA entitlements in all Divisions	2(3)[2] 2(4)[1] 3(3)[1]	1- Stakeholder Misalignment (Strategic) 10 – Communication (External) (Operational) 14 – Project Management and Delivery (Operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 22 – Land Use Planning (Operational) 24 – Resource Allocation (Strategic) 25 – Regulatory Change (Strategic) 26 – Land Ownership/ Local Kastom (Legal and Regulatory) 30 – Social Responsibility (Strategic)	1. Community engagement 2. Issue of Trust Area Notices 3. Issue of PERBA notices 4. Grant	2014	TBA	Internally funded through operational budgets

EXECUTIVE DEPARTMENT

Legal Services (5)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Regional ILUA (OP)	Legal	To develop an ILUA for each division of the electorate to cover all frequently used Future Acts under the <i>Native Title Act 1993 (Cth)</i> maximise expediency in Native Title validation.	1(3)[3] 2(3)[2] 2(4)[1] 3(3)[1]	1- Stakeholder Misalignment (Strategic) 10 – Communication (External) (Operational) 14 – Project Management and Delivery (Operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 22 – Land Use Planning (Operational) 24 – Resource Allocation (Strategic) 25 – Regulatory Change (Strategic) 26 – Land Ownership/ Local Kastom (Legal and Regulatory) 30 – Social Responsibility (Strategic)	1. Engagement with PBC's 2. In principle negotiator's consent reached to the terms of the ILUA 3. ILUA consultation with each PBC 4. PBC meeting to adopt ILUA 5. NNTT registration 6. Implementation	2009	TBA	Internally funded through operational budgets

EXECUTIVE DEPARTMENT

Legal Services (6)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Home Ownership Program (OP)	Legal	To make home-ownership options available in Deed of Grant in Trust communities where Council is Trustee.	2(3)[2] 2(4)[1] 3(3)[1]	1- Stakeholder Misalignment (Strategic) 10 – Communication (External) (Operational) 14 – Project Management and Delivery (Operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 22 – Land Use Planning (Operational) 24 – Resource Allocation (Strategic) 25 – Regulatory Change (Strategic) 26 – Land Ownership/ Local Kastom (Legal and Regulatory) 30 – Social Responsibility (Strategic)	<ol style="list-style-type: none"> 1. Resolve on house prices and land prices 2. Trustee consultation (community meeting) 3. Trustee resolution (to support relevant home-ownership option(s)) 4. Engagement with PBC's. 5. House sale approved by DHPW. 6. All conditions are met to grant the lease. 7. ILUA registration (where required). 8. Home-ownership lease registered or freehold granted. 	2018	Ongoing	Internally funded through operational budgets

HEALTH & COMMUNITY SERVICES DEPARTMENT

Executive Summary

Health and Community Services Department will continue to develop, manage and deliver a broad range of Community and Public Health Services program in 2018/2019, and continue to work in collaboration with relevant key stakeholders.

Key focus for 2018/2019, is to provide high level quality service delivery to communities through Community Services Programs such as - Public Health: Aged Care; Childcare and sustainable Health and Wellbeing Programs, and also the delivery of new technology, literacy and learning programs to empower our communities through the Indigenous Knowledge Centre's.

Ongoing community and staff engagement is vital to the successful development and implementation of these programs in communities.



David Abednego
Executive Manager Community Services



HEALTH AND COMMUNITY SERVICES DEPARTMENT

18/19 Operational Plan Projects:

- Public Health Program (OP)
- Creating Sustainable Programs (OP)
- Indigenous Knowledge Centres (OP)
- Outer Island Community Care Service (OP)
- Commonwealth Home Support Programme (OP)
- Home Care Packages (OP)
- Community Support Program (OP)
- Long Day Care (Aboriginal and Torres Strait Islander)(OP)
- After School and Vacation Care (OP)
- Long Day Care (Aboriginal and Torres Strait Islander)(OP)
- Long Day Care (OP)
- Feasibility study of alternative Childcare support in community (OP)



HEALTH AND COMMUNITY SERVICES DEPARTMENT (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2017	Key Milestones	Start Date	End Date	Budget
Public Health Program (OP)	Environment and Health	Deliver an Environmental Health Program to all Divisions of Council	1 (2) [3] 1 (4) [2] 1 (4) [5] 2 (1) [1] 2 (1) [3] 2 (2) [1] 2 (2) [3] 2 (2) [4]	(1) Stakeholder Misalignment (Strategic) (7) Funding (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (13) Health and Safety – Operations (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (25) Regulatory Change (Strategic) (30) Social Responsibility (Strategic) <i>The Public Health Program is historically linked to a Qld Government Service Agreement that details the requirements (milestones)</i>	1. Food Safety - Awareness - Community education and Awareness - Licencing Program – Stage 1 – Commercial premises - Stage 2 – Community licences 2. Assist Engineering with Education and Awareness on Water Sanitation, Waste Management and Sewerage. 3. Mosquito - Inspection, albopictus survey Education, Awareness, Control Activities - Assist the Dengue Action Response Team (DART) - Implement Mosquito Management Plan 4. Implement Biosecurity Plan and Strategy 5. Animal Management - Domestic Animal Compliance 6. Veterinary Services 7. Compliance and Enforcement Program 8. Training : EHW Workshops (x2) Certificate III Indigenous Environmental Health Indigenous Environmental Health Conference.	ongoing ongoing 1 July 2018 Ongoing as required Ongoing Ongoing 1 July 2018 Ongoing All are ongoing subject to funding through Service Agreement.	30 June 2019 30 June 2019 30 June 2019 30 June 2019 Ongoing Ongoing 30 June 2019	\$1.6m

HEALTH AND COMMUNITY SERVICES DEPARTMENT (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Indigenous Knowledge Centres (OP)	Health & Well Being Program	Empower communities through new technology and learning, embrace local knowledge, culture and heritage through use of IKCs	1 (2) [1] 1 (2) [2] 1 (2) [3] 1 (2) [4] 1 (2) [5]	(7) Funding (Financials) (9) Staff Culture, Understanding and Skill (Human Resources) (10) Communication – External Operation (20) Sabotage / Terrorism (Operational) (12) Communications & IT Information systems (13) Health & Safety Operations (Operational)	1. Review and sign 2018/2019 SLA 2. Employment of 10 MSOA 20hrs per week	1/7/17	30/6/18	\$170,000

HEALTH AND COMMUNITY SERVICES DEPARTMENT (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Activity	Key Milestones	Start Date	End Date	Budget
Outer Islands Community Care Service	Aged Care	<p>1.Main and promote independence, capacity and quality of life so that each person can live independently in the community.</p> <p>2.Provide services tailored to the unique circumstances and cultural preferences of each person, their family and / carers.</p> <p>3.Ensure choice and control are optimised for each person, their carers and families.</p> <p>4.Emphasise responsive service provision for an agreed time period and with agreed review points.</p> <p>5.Support community and civic participation that provide valued roles, a sense of purpose and personal confidence.</p> <p>6.Support carers in their role</p>	<p>1 (3) [1]</p> <p>1 (4) [2]</p> <p>1 (4) [5]</p>	<p>(1) Stakeholder Misalignment (Strategic)</p> <p>(7) Funding</p> <p>(9) Staff culture, understanding and skill (Human Resources)</p> <p>(10) Communication – External (Operational)</p> <p>(13) Health and Safety – Operations (Operational)</p> <p>(14) Project Management and Delivery (Operational)</p> <p>(19) Regulatory Compliance – Other (Legal and Regulatory)</p> <p>(24) Resource Allocation</p> <p>(25) Regulatory Change (Strategic)</p> <p>(26) Staff retention (HR)</p> <p>(30) Social Responsibility (Strategic)</p>	<p>1. Domestic Assistance</p> <p>2. Other Food Services</p> <p>3. Respite Care</p> <p>4. Assessment</p> <p>5. Client Care Coordination</p> <p>6. Allied Health Care</p> <p>7. Centre Based Day Care</p> <p>8. Goods and Equipment</p> <p>9. Home Modification - Minor</p>	<p>1.Minimum Data Set (MDS) for Community Care Services.</p> <p>2.Performance Report</p> <p>3.Financial Acquittals – Periodic</p> <p>4.Financial Statements</p> <p>5.NDIS Readiness Reporting</p>	01/07/2015	30/06/2019	\$18K

HEALTH AND COMMUNITY SERVICES DEPARTMENT (5)

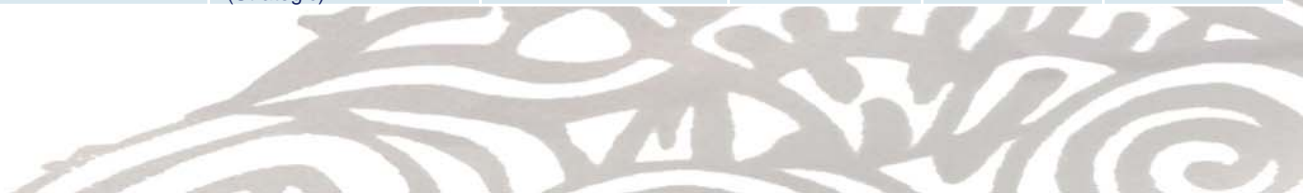
Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Activity	Key Milestones	Start Date	End Date	Budget
Commonwealth Home Support	Aged Care	<p>1. Provide high quality support, at a low intensity on a short-term or on-going basis, or higher intensity services delivered on a short term episodic to frail older people (65 years and over or 50 years and over for Aboriginal and Torres Strait Islander people) to maximise their independence at home and in community for as long as they choose or are able to do so.</p> <p>2. Support frail older people through the delivery of planned respite activities which allow carers to take a break from their usual caring responsibilities.</p>	<p>1 (3) [1] 1 (4) [2] 1 (4) [5]</p>	<p>(1) Stakeholder Misalignment (Strategic)</p> <p>(7) Funding</p> <p>(9) Staff culture, understanding and skill (Human Resources)</p> <p>(10) Communication – External (Operational)</p> <p>(13) Health and Safety – Operations (Operational)</p> <p>(14) Project Management and Delivery (Operational)</p> <p>(19) Regulatory Compliance – Other (Legal and Regulatory)</p> <p>(24) Resource Allocation</p> <p>(25) Regulatory Change (Strategic)</p> <p>(26) Staff retention (HR)</p> <p>(30) Social Responsibility (Strategic)</p>	<p>1. Flexible Respite – Care Relationships and Carer Support.</p> <p>2. Allied Health & Therapy Services – Community & Home Support.</p> <p>3. Domestic Assistance – Community & Home Support .</p> <p>4. Personal Care – Community & Home Support.</p> <p>5. Social Support – Community & Home Support.</p> <p>6. Home Modifications – Community & Home Support.</p> <p>7. Goods, Equipment and Assistive Technology – Community & Home Support.</p> <p>8. Other Food Services – Community & Home Support.</p> <p>9. Transport – Community & Home Support.</p>	<p>1. Performance Report – 30 July 2018.</p> <p>2. Service Stocktake – 15 August 2018 .</p> <p>3. Financial Acquittal Report - 31 October 2018.</p>	1/11/15	30/11/18	\$383K

HEALTH AND COMMUNITY SERVICES DEPARTMENT (6)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Activity	Key Milestones	Start Date	End Date	Budget
Home Care Package	Aged Care	1.Support basic care needs. 2.Support low level care needs.	1 (3) [1] 1 (4) [2] 1 (4) [5]	(1) Stakeholder Misalignment (Strategic) (7) Funding (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (13) Health and Safety – Operations (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (25) Regulatory Change (Strategic) (26) Staff retention (HR) (30) Social Responsibility (Strategic)	1.Personal Services. 2.Nutrition, Hydration, Meal Preparation and Diet. 3.Continence Management. 4.Mobility and Dexterity. 5.Nursing, Allied Health and Therapy Services. 6.Transport and Personal Assistance. 7.Management of Skin Integrity. 8.Telehealth. 9.Assistive Technology. 10.Aids and Equipment.	1.Acceptance of referrals. 2.Development of Care Plan. 3.Implementation of Care – short term and long term. 4.Delivery of service. 5.Consumer feedback. 6.Reassessment. 7.Development of consumer budget. 8.Monthly statements.	27/2/2017	Ongoing	Funding subject to referrals from My Aged Care for Home Care Packages based on consumer needs.

HEALTH AND COMMUNITY SERVICES DEPARTMENT (7)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Long Day Care (Aboriginal and Torres Strait Islander) (OP)	Child Care (Badu)	1. Delivery of approved Long Day Care Service – Badu Island.	1 (3) [2] 1 (4) [5] 2 (2) [1] 2 (2) [6]	(1) Stakeholder Misalignment (Strategic) (7) Funding (9) Staff culture, understanding and skill (Human Resources)	1. Transition to New Child Care Package./ Child Care Subsidy – 2 July 2018. 2. Quality Improvement Plan (QIP).	2/7/2018	Ongoing	\$472K
After School Care and Vacation Care	(Hammond)	2. Delivery of approved School Aged Care Services – Hammond Island		(10) Communication – External (Operational) (13) Health and Safety – Operations (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (25) Regulatory Change (Strategic) (26) Land Ownership/ Local Kastom (Legal and Regulatory) (26) Staff retention (HR) (30) Social Responsibility (Strategic)	3. Compliance and Operation Report. 4. Financial Report. 5. Desk Top Monitoring Report.			\$292K



HEALTH AND COMMUNITY SERVICES DEPARTMENT (8)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Long Day Care (Aboriginal and Torres Strait Islander) (OP)	Early Childhood Education and Care (Badu)	Operate a long day care centre that is culturally safe and secure for primary service users who identify as Aboriginal and/or Torres Strait Islander on Badu Island.	1 (3) [2] 1 (4) [5] 2 (2) [1] 2 (2) [6]	(1) Stakeholder Misalignment (Strategic) (7) Funding (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (13) Health and Safety – Operations (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (25) Regulatory Change (Strategic) (26) Staff retention (HR) (30) Social Responsibility (Strategic)	1. Financial Accountability Report – 28 July 2018. 2. Periodic Performance Report – 28 July 2018.	1/7/2017	31/12/2019	\$67K

HEALTH AND COMMUNITY SERVICES DEPARTMENT (9)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Long Day Care	Child Care (Hammond)	Delivery of Long Day Care Service	1 (3) [2] 1 (4) [5] 2 (2) [1] 2 (2) [6]	(1) Stakeholder Misalignment (Strategic) (7) Funding (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (13) Health and Safety – Operations (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (25) Regulatory Change (Strategic) (26) Staff retention (HR) (30) Social Responsibility (Strategic)	1. Transition to New Child Care Package/ Child Care Subsidy - 2 July 2018. 2. Quality Improvement Plan (QIP). 3. Compliance and Operation Report. 4. Financial Report. 5. Desk Top Monitoring Report.	2 Jul 2018	Dec 2019	(Currently under review)



HEALTH AND COMMUNITY SERVICES DEPARTMENT (11)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Feasibility study of alternative Childcare support in community (OP)	Child Care	Approved Long Day Care Service	1 (3) [2] 1 (4) [5]	(1) Stakeholder Misalignment (Strategic) (7) Funding (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (13) Health and Safety – Operations (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (30) Social Responsibility (Strategic)	1. Preparation of final report 23 – 27 July 2018	1 July 2015	30 November 2018	\$26K (council own source funds)

BUSINESS SERVICES DEPARTMENT

- **Key Functions:**
- Asset Management
- Information Technology Services
- Procurement and Fleet
- Financial Services
 - Statutory Financial Reporting – Financial Statements and audit reporting
 - Compliance – ATO, BAS, PAYG, TPAR, FBT, ABS, LGA etc.
 - Financial Forecasting
 - Operations – Debtors, Creditors, Payroll, Rates & Debt Recovery
 - Financial systems support



BUSINESS SERVICES DEPARTMENT

Division	Projects
Asset Management	Asset Management Plan (OP) Fire Safety (OP) RCD Testing (OP) Air-conditioning Servicing (OP) Risk Management (OP) Asset Revaluation (OP) Corporate Buildings Upgrades (CAP)
Information Services	IT Asset Refresh (OP) Enterprise Cloud Planning (OP)
Procurement & Fleet	Fleet and Plant Replacements Various (CAP) Fleet Rationalization and Aged Consumables Project (OP) Preferred Supplier EOI (OP) Ugar Fuel Bowser (CAP)
Financial Services	Financial Sustainability and Planning (OP) Debt Recovery (OP) Compliance & Legislative Change (OP) Financial Dashboards (OP)



BUSINESS SERVICES DEPARTMENT

FINANCIAL SERVICES

Executive Summary

Financial Services will focus on preparation and planning for a number of compliance and legislative changes affecting Councils operations over the coming twelve months. Planning and staggering the implementation of these changes is key in enabling robust systems to be developed that will ensure these changes have minimal impact on operations with the greatest amount of efficiency in meeting compliance standards.

In addition, the team will continue to focus on strengthening Council's internal financial reporting and long term modelling capabilities. The roll out of real time financial dashboards to decision makers throughout the period will enhance financial visibility and will build financial capacity across the organisation. Continued concentration will remain with Council's debt recovery and forecasted operating result as focus areas to assist with improving sustainability over the long term.



Melissa Barmettler
Executive Manager Financial Services



BUSINESS SERVICES DEPARTMENT

FINANCIAL SERVICES

18/19 Operational Plan Projects:

1. Financial Sustainability and Planning (OP)
2. Debt Recovery (OP)
3. Compliance & Legislative Change (OP)
 - TPAR Taxable Payments Annual Reporting
 - STP Single Touch Payroll
 - AASB 16 Leases
 - AASB 15 Revenue & 1058 Income of Not for Profit Entities
4. Financial Dashboards (OP)



BUSINESS SERVICES DEPARTMENT

FINANCIAL SERVICES (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Financial Sustainability & Planning (OP)	Financial Accounting	Strengthen Council's long-term financial planning and quantify the long-term requirements for services, service levels and associated costs. Develop stronger link between Asset Management Plans and Councils budget development.	1 (4)[1] 1 (4)[2] 1 (4)[3] 3 (3)[2] 3 (3)[3]	1 – Stakeholder Misalignment 2 – Staff attraction and retention 9 – Staff culture, understanding and skill 10 – Communication 19 – Regulatory Compliance – other (Legal & Regulatory) 21 – Quality Management – Operational – having systems policies and procedures 24 – Resource Allocation (strategic) – delivering community outcomes	1. Preparation and further simplification of 2017/18 Financial Statements 2. Conduct Council wide budget review to re-assess 18/19 original budget estimates and projections 3. Prepare 2018/19 Original Budget and 10 year long term forecast including scenario modelling.	Jul 2018	Jun 2019	Existing staff costs plus \$216k for external audit costs

BUSINESS SERVICES DEPARTMENT

FINANCIAL SERVICES (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Debt Recovery (OP)	Management Accounting – Debtors Management	To proactively manage the financial debtors of Council through lawful, ethical and culturally sensitive approaches to the recoupment of Council debts.	1 (4)[1] 1 (4)[2] 1 (4)[3]	1 – Stakeholder Misalignment 2 – Staff attraction and Retention 9 – Staff culture, understanding and skill 10 – Communication 19 – Regulatory Compliance – other (Legal & Regulatory) 21 – Quality Management – Operational – having systems policies and Procedures 24 – Resource Allocation (strategic) – delivering community outcomes	1. Allocation of unapplied credits to debtor accounts or transfer to Public Trustee for funds not identifiable and all avenues of identification exhausted. 2. Identification and write-off of “statute barred” debts. i.e. greater than 6 years old 3. Assignment of Housing debts to Divisional Housing Officers to establish Payment Arrangements. 4. Assignment of Commercial debts to external debt recovery agency.	Jul 2018	June 2019	Existing staff costs and associated legal fees budgeted within Legal Services.

BUSINESS SERVICES DEPARTMENT

FINANCIAL SERVICES (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Compliance & Legislative Change (OP)	Financial Accounting	Research, plan, prepare and implement legislative change relevant to Council.	1 (4)[1] 1 (4)[2] 1 (4)[3]	9 – Staff culture, understanding and skill 10 – Communication 19 – Regulatory Compliance – other (Legal & Regulatory) 21 – Quality Management – Operational – having systems policies and procedures	1. Review software configuration for TPAR (Taxable Payments Annual Reporting) reporting and produce annual TPAR report for ATO lodgement – Aug 2018 2. Test STP (Single Touch Payroll) software upgrades and implement solution for ATO reporting – April 2019 3. Research and prepare implementation plan on accounting standards changes – AASB 15 Revenue, AASB 1058 Income for NFP and AASB 16 Leases	Jul 2018	Jun 2019	Existing staff costs

BUSINESS SERVICES DEPARTMENT

FINANCIAL SERVICES (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Dashboard Financial Reporting	Systems Accounting	Implementation of Techone standard financial dashboards to enable real time financial data accessibility across the organisation	1 (2)[1] 1 (4)[4] 1 (4)[5]	1 – Stakeholder Misalignment 2 – Staff attraction and retention 9 – Staff culture, understanding and skill 10 – Communication 21 – Quality Management – Operational – having systems policies and procedures	1. Install in test environment 2. Configuration and testing 3. Migrate to production 4. Training and go-live	July 2018	Jun 2019	Existing staff costs



BUSINESS SERVICES DEPARTMENT

Information Technology & Records (1)

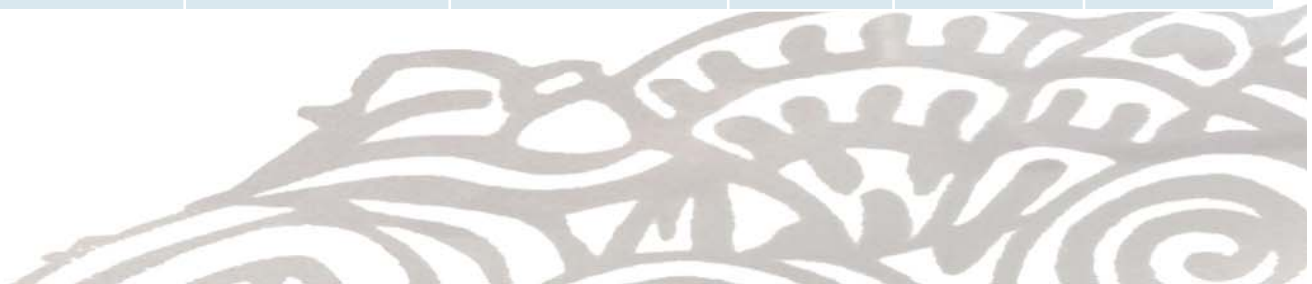
Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
IT Asset Refresh (OP)	IT	Provide consistent, current and appropriate Information Technology Assets across all TSIRC offices	1(4)[2],[3]	6- Logistics/Supplier Failure 7-Funding (Financial)	<ol style="list-style-type: none"> 1. Audit IT Assets 2. Integration of data into Asset Management system 3. Develop plan for asset rollout 4. Refresh of identified IT assets during year 	1 July 2018	30 June 2019	\$50,000



BUSINESS SERVICES DEPARTMENT

Information Technology & Records (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Enterprise Cloud Planning (OP)	IT	Provide planning for upgrade and migration of ECM and Tech One systems to dedicated, hosted Technology One Platform.	1(4) IT Governance	<p>1 – Stakeholder Misalignment</p> <p>2 – Staff attraction and retention</p> <p>9 – Staff culture, understanding and skill</p> <p>10 – Communication</p> <p>24 – Resource Allocation (strategic) – delivering community outcomes</p>	<ol style="list-style-type: none"> 1. Identification of scope. 2. Identification of stakeholders. 3. Investigation of requirements and costs. 4. Develop implementation plan 5. Delivery of plan detailing how upgrade and migration will be implemented 	1 July 2018	30 November 2018	Nil



BUSINESS SERVICES DEPARTMENT

Procurement & Fleet (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Fleet and Plant Replacements Various (CAP)	Fleet	To purchase/rent new fleet and/or plant as necessitated through Asset Management planning.	1(4)[1],[3]	7 – Funding (Financial) 24 – Resource Allocation (Strategic)	<ol style="list-style-type: none"> 1. Assessment of need 2. Quote 3. Procurement 	1 July 2018	30 June 2019	TSRA funding from Ugar Safe Access \$509,772

BUSINESS SERVICES DEPARTMENT

Procurement & Fleet (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Fleet Rationalization and Aged Consumables Project (OP)	Fleet	To implement the Fleet Rationalisation and Aged Consumables Strategy 2015	1(4)[1], [2], [3]	7 – Funding (Financial) 24 – Resource Allocation (Strategic)	1. Implement Fleet Rationalisation and Aged Consumables Strategy	1 July 2018	30 June 2019	Internally funded through operational budgets



BUSINESS SERVICES DEPARTMENT

Procurement & Fleet (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Preferred Supplier EOI (OP)	Fleet	To undertake EOI for Preferred Suppliers in multiple categories for goods and/or services used frequently, in high volumes.	1(4)[1], [2], [3]	7 – Funding (Financial) 24 – Resource Allocation (Strategic)	1. Implement Fleet Rationalisation and Aged Consumables Strategy	1 July 2018	30 June 2019	Internally funded through operational budgets



BUSINESS SERVICES DEPARTMENT

Procurement & Fleet (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Establish a secure Ugar Fuel Bowser (CAP)	Fleet	Secure Ugar Fuel Bowser	1(4)[1], [2], [3]	7 – Funding (Financial) 24 – Resource Allocation (Strategic)	<ol style="list-style-type: none"> 1. Project start-up Phase. Scope, risks and resources clarified. 2. Procurement Phase concluded. Successful tenderer advised. 3. Construction Phase. 4. Grant funding acquitted. 	1 July 2018	30 June 2019	TSRA funding from Ugar Safe Access \$509,772



BUSINESS SERVICES DEPARTMENT

Asset Management (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Asset Management Plan (OP)	Assets	To demonstrate responsible management of assets, compliance with regulatory requirements and to communicate funding needed to provide the required levels of service over a 20 year planning period.	1(4)[1],[2] 3(3)[1] – [3]	1 – Stakeholder Misalignment (Strategic) 6 – Logistics and Supplier Failure (Operational) 7 – Funding (Financial) 10 – Communication – External (Operational) 14 – project Management and Delivery (Operational) 18 – Regulatory Compliance – utilities (Legal & Regulatory) 19 – Regulatory Compliance – other (Legal & Regulatory) 24 – Resource Allocation (strategic) 25 – Regulatory Change (Strategic) 28 – Asset Management (operational) 31 – Asset Management (strategic)	1. Ongoing ACM Training 2. Refinement of key processes 3. Endorsement 4. Councillor Training	July 2018	June 2019	\$30,000

BUSINESS SERVICES DEPARTMENT

Asset Management (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Fire Safety (OP)	Assets	To undertake comprehensive and regular assessment of fire safety equipment within Council's assets (excluding Community Buildings) to ensure operational and compliant with industry/ statutory standards.	1(4)[1], [3]	7 – Funding (Financial) 13.- Health & Safety Operations (Operational) 14.- Project Management & Delivery (Operational) 19.- Regulatory compliance – Other (Legal & Regulatory) 31.- Asset Management (Strategic)	<ol style="list-style-type: none"> 6 & 12 monthly services undertaken and completed. All rectification works carried out for compliance. 	1 July 2018	30 June 2019	\$103,000

BUSINESS SERVICES DEPARTMENT

Asset Management (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
RCD Testing (OP)	Assets	To undertake comprehensive and regular assessment of RCD's within Council Corporate buildings (except Community Buildings) to ensure operational and compliant with industry/ statutory standards.	1(4)[1],[3]	7 – Funding (Financial) 13- Health & Safety Operations (Operational) 14- Project Management & Delivery (Operational) 19- Regulatory compliance – Other (Legal & Regulatory) 31- Asset Management (Strategic)	1. 12 monthly servicing undertaken and completed. 2. All rectification works carried out for compliance.	1 July 2018	30 June 2019	\$60,000

BUSINESS SERVICES DEPARTMENT

Asset Management (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Air-conditioning Servicing (OP)	Assets	To undertake comprehensive and regular servicing of Air-conditioning units within Council Corporate buildings (except Community Buildings) to ensure operational and compliance with industry/ statutory standards.	1(4)[1],[3]	7 – Funding (Financial) 13.- Health & Safety Operations (Operational) 14.- Project Management & Delivery (Operational) 19.- Regulatory compliance – Other (Legal & Regulatory) 31.- Asset Management (Strategic)	1. 12 monthly servicing undertaken and completed. 2. All rectification works carried out for compliance.	1 July 2018	30 June 2019	\$120,000

BUSINESS SERVICES DEPARTMENT

Asset Management (5)

Project	Function	Objective	Link to Corporate Plan	Project Risk	Key Milestones	Start Date	End Date	Budget
			Pillar(Outcome)[Goal]	Risk No. from Risk Register 2016				
Risk Management (OP)	Assets	To demonstrate responsible management of Risks relating to Council's performance by: <ul style="list-style-type: none"> Assessing acceptability of risks Providing better understanding of risks Establish suitable Risk Controls 	1 (4)[1],[2] 3 (1)[1],[2]	7 – Funding (Financial) 21 – Operational Quality Management. 27 – Operational Data Management. 31 – Strategic Asset Management	1. Setup and project manage annual Risk Workshop 2. Coordinate the provision of the Risk Workshop outcomes report from AON to Council	1 June 2018	30 June 2019	\$33,000

BUSINESS SERVICES DEPARTMENT

Asset Management (6)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Asset Revaluation (OP)	Assets	To engage a registered valuer to undertake full revaluation of all assets.	1(4)[2],[3]	7 – Funding (Financial) 21 – Operational Quality Management. 27 – Operational Data Management. 31 – Strategic Asset Management	<ol style="list-style-type: none"> 1. Local Buy procurement 2. Valuer attendance on-site 3. Draft valuation submitted 4. Asset Condition Assessments and Valuations assessed by TSIRC management 5. Asset Register updated to reflect 	1 July 2018	30 June 2019	\$30,000

BUSINESS SERVICES DEPARTMENT

Asset Management (7)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2017	Key Milestones	Start Date	End Date	Budget
Building Corporate & Recreation Capital Works Program (CAP)	Assets	Undertake the capital works program for Building Corporate by overseeing the projects with the relevant project managers Projects:	1(4)[1], [2], [3]	1- Stakeholder Misalignment (Strategic) 10 – Communication (External) (Operational) 14 – Project Management and Delivery (Operational) 19 – Regulatory Compliance – Other (Legal and Regulatory) 22 – Land Use Planning (Operational) 24 – Resource Allocation (Strategic) 25 – Regulatory Change (Strategic) 26 – Land Ownership/ Local Kastom (Legal and Regulatory) 30 – Social Responsibility (Strategic)	1. Design 2. Compliances 3. Procurement 4. Construct 5. Certification 6. Capitalisation	1 ST July 2018	31 st December 2019	

BUSINESS SERVICES DEPARTMENT

ASSET MANAGEMENT

Project	Project	Budget
Building Corporate & Recreation Capital Works Program (CAP) cont.	St Pauls Community Hall	\$219,580
	Aragun Child Care Upgrade	\$32,875
	Work for Queensland Program - Mer Community Hall (R.2)	\$27,292
	Work for Queensland Program - Workshops (R.2)	\$181,495
	Work for Queensland Program - R2- Badu Police Station (R.2)	\$50,000
	Work for Queensland Program - Dauan Guesthouse (R.2)	\$147,034
	Work for Queensland Program -Iama Guesthouse (R.2)	\$15,077
	Work for Queensland Program - Poruma Guesthouse (R.2)	\$350,000
	Minor Infrastructure Fund - TSRA - Airport Waiting Shed - Badu (Roof & Structure)	\$44,958
	Minor Infrastructure Fund - TSRA - Saibai Council Office (Roof & Structure)	\$24,970
	Staff Accommodation Lot 224 Hammond (Fencing Only)	\$190,000
	St Pauls Community Hall (WIP) (Cr Top15) –My Pathways	\$529,351
	Ugar Community Hall (WIP) Additional Scope - CP 1103 (Cr Top15)	\$6,023
	Kubin Community Hall (Cr Top15)	\$65,000
	Masig Builders Workshop Relocation (Cr Top15) My Pathways	\$180,000
	Iama Drainage Upgrade (Cr Top15)	\$44,458
	Hammond Workshop Shelter (Cr Top15)–My Pathway	\$240,000
	Building Corporate - General-2018/19	\$400,000
	Building Corporate - Leased & Licenced 2018/19	\$300,000
	WHS Audit Emergency Works 2018/19	\$500,000
	Work for Queensland Program - Iama Sporting Complex (R.2)	\$31,501
	Work for Queensland Program - St Pauls Stadium (R.2)	\$238,180
	Work for Queensland Program - Ugar Stadium (R.2)	\$84,239
	Dauan Project (Cr Top15) Scope/Funding to be confirmed	\$850,000

BUSINESS SERVICES DEPARTMENT

ASSET MANAGEMENT

Project	Project	Budget
Building Corporate & Recreation Capital Works Program (CAP) cont.	Badu Airport Waiting Shed	\$56,500
	Mabuiag Community Hall (Cr Top .15)	\$173,483
	Work for Queensland Program - Mabuiag Community Hall (R.2)	\$2,173
	Work for Queensland Program – Poruma Council Office (R.2)	\$905
	Work for Queensland Program Mer Toilets (R.1)	\$8,253
	Work for Queensland Program – Warraber Stadium (R.1)	\$9,417
	Work for Queensland Program –Badu Stadium (R.1)	\$5,962
	Badu Childcare – Playground Equipment	\$6,594
	Badu Childcare – Rust Treatment	\$2,727
	Badu Childcare – Bus	\$58,424
	Badu Childcare – Bus Shelter	\$85,000
	Badu Childcare – Childcare Renovations	\$174,396
	Erub School Stairs	\$200,000
	Hammond Office Fitout	\$93,068
	Badu Council Office Structural	\$121,000
	Saibai Council Office	\$194,970
Asbestos Claim	\$55,987	



ENGINEERING SERVICES DEPARTMENT

Executive Summary

A key focus for Engineering Services over the 2018/19 year will be the delivery of a significant body of capital works, encompassing critical services such as water, wastewater, and waste management.

This year will see the continuation of projects to address climate change related impacts, in particular coastal impacts.

Engineering Services is committed to continuous improvement and development of the engineering team and its capacity, and efficient delivery of services, through teamwork and capacity building.



David Baldwin
Executive Manager Engineering Services



Engineering Department Projects

- Seawalls – Boigu, Poruma, Yam, Warraber & Masig (*Subject to Funding allocation approval*)
- Poruma Coastal Defence works
- Water (MIP6)
 - Replacement of Water Storage compound protection (fences) for lagoons – Saibai, Warraber, Dauan
 - Water Lagoon cover repair/replacement – Saibai, Erub, Mer and Ugar
 - Water Pump Station Refurbishment, upgrade of infiltration galleries and supply mains replacements - Dauan
- Wastewater (MIP6)
 - Sewerage Pump Station Refurbishment – Erub
 - Renewal and upgrade of Sewerage Treatment Plant - Saibai
 - Sewerage Pump Station Refurbishment and Sewerage Treatment Plant Upgrade – Boigu
 - Installation of Solar powered Aerators at Lagoons – Badu, Kubin and St Pauls
 - Sewerage Pump Station Refurbishment – Kubin and St Pauls
 - Sewerage Treatment Plant Refurbishment - Erub



Engineering Department Projects

- Mer Lagoon Pumps, Filtration and Dosing Indigenous Local Govt Sustainability Program (ILGSP)
- Ugar Safe All Tides Access Environmental Assessment (TSRA)
- Ugar Safe Access Helipad Upgrade (TSRA)
- Marine Public Infrastructure – Hammond Wharf (TSRA, TIDS, TRANSLINK, TSIRC)
- Sustainable Water & Wastewater Management Project (TSRA)
 - Water Scope
 - Wastewater Scope
 - Water & Wastewater – Business/Community & Engagement
- Indigenous Council Critical Infrastructure Program (ICCIP) (DLGMRA)
 - Metal Waste & Waste Clean up Project



Engineering Department Projects

- Indigenous Council Critical Infrastructure Program (ICCIP) (DLGMRA)
 - Water Projects
 - Badu: WTP upgrade, asset renewals at Well 1 and fencing installations (x3)
 - Badu: Reservoir repairs
 - Boigu: WTP & intake upgrade/renewals
 - Boigu: Lagoon cover upgrade/replace
 - Dauan: Undertake sodium hypochlorite dosing at lagoon pump station Wells 1 & 2
 - Dauan: Install perimeter fencing
 - Dauan: Upgrade Wells 1, 2, 3, 4 & 5
 - Dauan: Repair reservoirs (x3)
 - Dauan: Replace building over Well 4
 - Erub: Flow pit lid adjustment & replace flow meter
 - Erub: Remove accumulated sludge from the filter feed pipes
 - Erub: Bumeo bore & pump station upgrade
 - Erub WTP works (x8)
 - Hammond: Water mains & gallery upgrades (x2)
 - lama: Replace rising main between WTP and reservoir
 - lama: Concrete reservoir repairs
 - Kubin: WTP, Wells, Weir & Reservoir upgrade (x2)

Engineering Department Projects

- Indigenous Council Critical Infrastructure Program (ICCIP) (DLGMRA)
 - Water Projects (cont.)
 - Mabuaig: Upgrade Water Pump Stations
 - Mabuaig: Replace filter head, Main break tank & reservoir minor upgrades
 - Mabuaig: Water production & storage capacity study (investigate well)
 - Mabuaig: Intelligent chemical dosing
 - Mabuaig: Lagoon cover replacement
 - Masig: Recondition wells 1 & 2 – potential of a new well
 - Mer: Implementation of geospatial Asset Management tool
 - Mer: Replace lagoon fencing
 - Mer: Replace lagoon cover & inspect lining – Possible MIP cross over
 - Mer: Replace lagoon pumps
 - Poruma: Upgrade chemical dosing equipment, repair VSD switchboard & repair pump at WTP
 - Poruma: Replace raw water pump pipework
 - Saibai: Covered lagoon pump lifting mechanism upgrades, fencing to 'mud' lagoon
 - Saibai: WTP Upgrade/renewal – possible MIP cross over
 - St Pauls: Water infrastructure renewals/repairs and lagoon fencing renewals (2)
 - Ugar: Permanent desalination including slab structures
 - Warraber: Lagoon Upgrades include liner & cover repairs
 - Warraber: Reservoir renewal to concrete tank
 - Badu, St Pauls, Kubin, Boigu, Masig, Ugar, Hammond, Warraber & Poruma: Chlorine Dosing & Monitoring Project

Engineering Department Projects

- Indigenous Council Critical Infrastructure Program (ICCIP) (DLGMRA)
 - Wastewater Projects
 - Badu Sewerage Pump Station asset renewals & lagoon de-sludging
 - Erub: Implement geospatial Asset Management tool
 - Erub: STP refurbishment/replacement - *Possible MIP 6 cross over*
 - lama: Sewerage Pump Stations asset renewal
 - Kubin: Desludge lagoons
 - Mabuaig: Replace lagoon fencing
 - Mer: WTP upgrades, CCTV inspection & Sewerage Pump Station fencing repairs (x3)
 - St Pauls: Desludge lagoons
 - Warraber: UV disinfection renewal
 - Masig, Warraber, Poruma & Mabuaig: SCADA Upgrades to STPs & Sewerage Pump Stations
 - Supply and implement Asset Management software
 - Saibai STP Upgrade



Engineering Department Projects

- Works for Queensland Round 2 (W4Q2)
 - Water Improvements (R.2) – Hammond, Masig, Saibai
 - Chlorine Dosing & Monitoring Technology & Automated Flocculation Dosing (R.2) - Erub
 - Badu Well 2 & 3 (R.2)
- Tidal Gauge Projects (TSRA)
- NDDRA 2017 & 2018 Events (*Roads – All Divisions*)
- NDRRA 2018 Event & Dauan Pontoon (QRA)
- Metal waste clean-up (DLGRMA)
- Metal Waste / shredder / compactor options and business case study (DSDMIP)
- Badu Island Airstrip Pavement Repairs (TMR)
- Dauan Island Helipad Upgrade (TMR)



ENGINEERING SERVICES DEPARTMENT (1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Seawalls (CAP)	Engineering	<ol style="list-style-type: none"> 1. Providing a sustainable coastal protection system that reduces the likelihood of inundation and damage to community infrastructure in the Torres Strait Communities 2. Providing employment and training opportunities to local community members; 3. Maximisation of local enterprise opportunities; and 4. Enhancement of community and environmental health. 	1(4)[1] 2(4) 3(3)[1-3]	<ol style="list-style-type: none"> 1 – Stakeholder Misalignment 2 – Staff Attraction 4 - Health & safety - travel 5 - Climate change 6 - Logistics / Supplier failure 7 - Funding 8 - Natural disaster 11 - Environmental damage 13 - Health & safety - operations 14 - Project management & delivery 15 - Breakdown of plant and equipment 26 - Land Ownership / Local Customs 	<ol style="list-style-type: none"> 1. Boigu - design and scope confirmation, and independent construction cost estimate for full project completion. 2. Poruma - design and scope confirmation, and independent construction cost estimate for full project completion. 3. lama - detailed design works including survey and geotechnical, and construction cost estimate. 4. Warraber - detailed design works including survey and geotechnical, and construction cost estimate. 5. Masig – study and options of coastal works defence options and cost estimates for defence works. <p><i>(The 'urgency ranking' of works is as per the order 1 to 5 as noted, and extent of items covered will be subject to the budget available)</i></p>	Aug 2014	30 Dec 2018 (TBC)	\$500,000 (TBC)

ENGINEERING SERVICES DEPARTMENT (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Poruma Coastal Defence works (TSRA)	Engineering	<ol style="list-style-type: none"> 1. Providing a sustainable coastal protection system that reduces the likelihood of inundation and damage to community infrastructure in the Torres Strait Communities 2. Providing employment and training opportunities to local community members; 3. Maximisation of local enterprise opportunities; and 4. Enhancement of community and environmental health. 	1(4)[1] 2(4) 3(3)[1-3]	<ol style="list-style-type: none"> 1 – Stakeholder Misalignment 2 – Staff Attraction 4 - Health & safety - travel 5 - Climate change 6 - Logistics / Supplier failure 7 - Funding 8 - Natural disaster 11 - Environmental damage 13 - Health & safety - operations 14 - Project management & delivery 15 - Breakdown of plant and equipment 26 - Land Ownership / Local Customs 	<ol style="list-style-type: none"> 1. Engage consultant to prepare seawall design. 2. Order materials for seawall. 3. Mobilise Council staff to Poruma. 4. Commence seawall works as per design. 5. Consultant confirms seawall works constructed to design. 6. Complete seawall works. 	TBC	Dec 2018	\$650,000

ENGINEERING SERVICES DEPARTMENT (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Water Storage compound protection for lagoons replacement – Saibai, Warraber and Dauan (MIP 6) (CAP)	Water	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 11 - Environmental damage 14 - Project management & delivery 18 - Regulatory compliance - Utilities 34 - Water Shortage	1. Pricing of Works. 2. Engage Contractor to Complete Works 3. Completion of Works	2017	2019	\$800,000
Water Lagoon Cover Repair/Replacement – Saibai, Erub, Mer and Ugar (MIP6) (CAP)	Water	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 11 - Environmental damage 14 - Project management & delivery 18 - Regulatory compliance - Utilities 34 - Water Shortage	1. Pricing of Works. 2. Engage Contractor to Complete Works 3. Completion of Works	2017	2019	\$3,700,000
Water Pump Station, infiltration galleries and supply mains refurbishment- Dauan (MIP6)	Water	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 11 - Environmental damage 14 - Project management & delivery 18 - Regulatory compliance - Utilities 34 - Water Shortage	1. Pricing of Works. 2. Engage Contractor to Complete Works 3. Completion of Works	2017	2019	\$2,000,000



ENGINEERING SERVICES DEPARTMENT(4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Sewerage Pump Station Refurbishment - Erub (MIP 6) (CAP)	Wastewater	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Pricing of Works. 2. Engage Contractor to Complete Works. 3. Completion of Works.	2017	2019	\$2,000,000
Sewerage Treatment Plant Renewal and Upgrade - Saibai (MIP 6) (CAP)	Wastewater	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Pricing of Works. 2. Engage Contractor to Complete Works. 3. Completion of Works.	2017	2019	\$1,500,000
Sewerage Pump Station Refurbishment and Sewerage Treatment Plant Upgrade – Boigu (MIP6) (CAP)	Wastewater		1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Pricing of Works. 2. Engage Contractor to Complete Works. 3. Completion of Works.	2017	2019	\$2,000,000

ENGINEERING SERVICES DEPARTMENT(5)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Solar Powered Aerators – Badu, Kubin and St Pauls (MIP 6) (CAP)	Wastewater	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Pricing of Works. 2. Engage Contractor to Complete Works. 3. Completion of Works.	2017	2019	\$1,000,000
Sewerage Pump Station Refurbishment – Kubin and St Pauls (MIP 6) (CAP)	Wastewater	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Pricing of Works. 2. Engage Contractor to Complete Works. 3. Completion of Works.	2017	2019	\$2,400,000
Sewerage Treatment Plant Refurbishment – Erub (MIP6) (CAP)	Wastewater	Renewal	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Pricing of Works. 2. Engage Contractor to Complete Works. 3. Completion of Works.	2017	2019	\$1,500,000

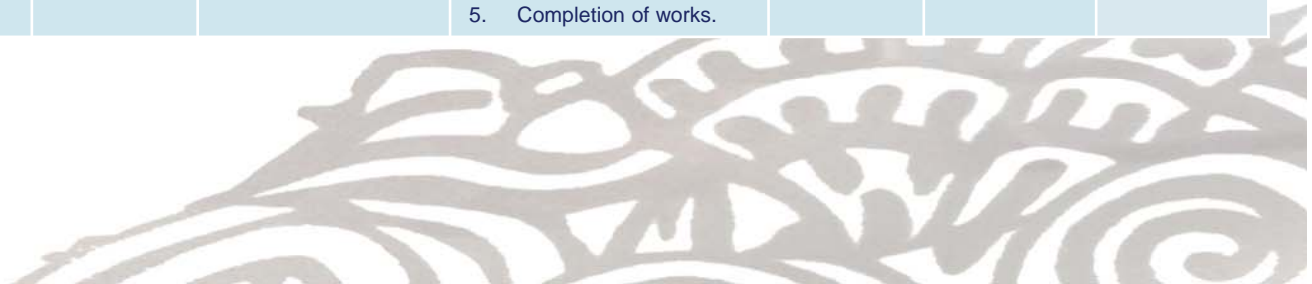
ENGINEERING SERVICES DEPARTMENT(6)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Mer Lagoon pumps, Filtration & Dosing (ILGSP) (CAP)	Water	Improve water quality & solve WH&S Problem	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	– Stakeholder Misalignment 6 - Logistics / Supplier failure 9 - Staff culture, understanding & skill 14 - Project management & delivery 18 - Regulatory compliance - Utilities	1. Apply to funder to allocate budget to project 2. Subject to confirmation: • Engage designer/project manager • Design and Specification • Seek Quotation from contractor • Award • Undertake and complete works	March 2017	October 2018	\$359,536



ENGINEERING SERVICES DEPARTMENT(7)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Ugar Safe Access (TSRA) (OP)	Transport	Assess potential cultural, environmental, financial and social impacts resulting from access infrastructure options	2(4)[2]	7 - Funding 13 - Health & safety - operations 19 - Regulatory compliance - Other	<ol style="list-style-type: none"> 1. Funding Agreement finalised. 2. Prepare RFQ for consultancy award. 3. Award RFQ to consultant. 4. Commencement of study. 5. Consultancy due for completion in August 2017. 	May 2017	June 2019	\$108,760
Ugar Safe Access (TSRA) (CAP)	Transport	Helipad Upgrade	2(4)[2]	7 - Funding 13 - Health & safety - operations 19 - Regulatory compliance - Other	<ol style="list-style-type: none"> 1. Funding Agreement finalised. 2. Prepare RFQ for consultancy award. 3. Award RFQ to consultant. 4. Commencement of works. 5. Completion of works. 	July 2017	Dec 2018	\$116,800
Marine Public Infrastructure – Hammond Wharf (TSRA, TIDS, TRANSLINK, TSIRC)	Transport	Design and Construct DDA Compliant Facility	2(4)[2]	7 - Funding 13 - Health & safety - operations 19 - Regulatory compliance - Other	<ol style="list-style-type: none"> 1. Funding Agreement finalised. 2. Prepare Tender for contract award. 3. Award Tender to contractor. 4. Commencement of works. 5. Completion of works. 	July 2017	Dec 2018	\$4,784,364



ENGINEERING SERVICES DEPARTMENT(8)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
Sustainable Water & Wastewater Management Project – Water Scope	Water	Develop a sustainable water management plan	1(4)[1,2,3,5] 2(1)[2,4] 2(4)[4] 3(1)[2,3,4] 3(2)[3,4] 3(3)[1,2,3]	1Stakeholders 7Funding 31Visitations	1. Tender Award 2. Milestone 2 3. Milestone 3 4. Milestone 4 Milestones defined in Project Management Plan.	Sept 2017	Feb 2019	\$325,000
Sustainable Water & Wastewater Management Project – Sewerage Scope	Wastewater	Develop a sustainable sewerage management plan	1(4)[1,2,3,5] 2(1)[2,4] 2(4)[4] 3(1)[2,3,4] 3(2)[3,4] 3(3)[1,2,3]	1Stakeholders 7Funding 31Visitations	1. Tender Award 2. Milestone 2 3. Milestone 3 4. Milestone 4 Milestones defined in Project Management Plan.	Sept 2017	Feb 2019	\$111,500
Sustainable Water & Wastewater Management Project – Business & Community Engagement Scope	Water & Wastewater	Review of Water & Wastewater Finances. Develop a strategy to improve water & wastewater services through community consultation.	1(4)[1,2,3,5] 2(1)[2,4] 2(4)[4] 3(1)[2,3,4] 3(2)[3,4] 3(3)[1,2,3]	1Stakeholders 7Funding 31Visitations	1. Tender Award 2. Milestone 2 3. Milestone 3 4. Milestone 4 Milestones defined in Project Management Plan.	Sept 2017	Feb 2019	\$140,500

ENGINEERING SERVICES DEPARTMENT(9)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
ICCIP Metal Waste & Clean Up Project	Waste	Aimed at delivering critical solid waste infrastructure	2(1)[1]	1Stakeholder 3Community Hazards 7Funding 8 Natural disaster 11Environmental damage 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	Feb 2018	June 2020 (TBC)	\$3,000,000
ICCIP – Water Project (ICCIP, DLGMRA) <ul style="list-style-type: none"> Badu: WTP upgrade, asset renewals at Well 1 and fencing installations (x3) Badu: Reservoir repairs Boigu: WTP & intake upgrade/renewals Boigu: Lagoon cover upgrade/replace Dauan: Undertake sodium hypochlorite dosing at lagoon pump station Wells 1 & 2 	Water	Aimed at delivering critical water infrastructure to meet legislative compliance	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 7 - Funding 8 - Natural disaster 11 - Environmental damage 13 - Health & safety - operations 14 - Project management & delivery 15 - Breakdown of plant and equipment	1. Pricing of works 2. Engage contractor 3. Completion of works	Feb 2018	June 2020 (TBC)	\$21,902,008

ENGINEERING SERVICES DEPARTMENT(10)

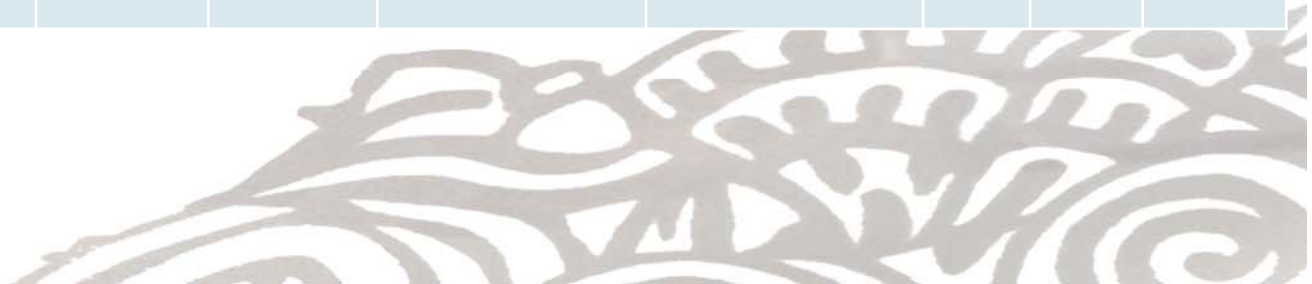
Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
<p>ICCIP – Water Project (ICCIP, DLGMRA) Continued</p> <ul style="list-style-type: none"> Dauan: Install perimeter fencing Dauan: Upgrade Wells 1, 2, 3, 4 & 5 Dauan: Repair reservoirs (x3) Dauan: Replace building over Well 4 Erub: Flow pit lid adjustment & replace flow meter Erub: Remove accumulated sludge from the filter feed pipes Erub: Bumeo bore & pump station upgrade Erub WTP works (x8) Hammond: Water mains & gallery upgrades (x2) Iama: Replace rising main between WTP and reservoir Iama: Concrete reservoir repairs Kubin: WTP, Wells, Weir & Reservoir upgrade Mabuaig: Upgrade Water Pump Stations Mabuaig: Replace filter head, Main break tank & reservoir minor upgrades Mabuaig: Water production & storage capacity study (investigate well) 	Water	Aimed at delivering critical water infrastructure to meet legislative compliance	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	<p>1 – Stakeholder Misalignment</p> <p>6 - Logistics / Supplier failure</p> <p>7 - Funding</p> <p>8 - Natural disaster</p> <p>11 - Environmental damage</p> <p>13 - Health & safety - operations</p> <p>14 - Project management & delivery</p> <p>15 - Breakdown of plant and equipment</p>	<ol style="list-style-type: none"> Pricing of works Engage contractor Completion of works 	Feb 2018	June 2020 (TBC)	Cont \$21,923,008

ENGINEERING SERVICES DEPARTMENT(11)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
ICCIP – Water Project (ICCIP, DLGMRA) Continue <ul style="list-style-type: none"> Mabuaig: Intelligent chemical dosing Mabuaig: Lagoon cover replacement Masig: Recondition wells 1 & 2 – potential of a new well Mer: Implementation of geospatial Asset Management tool Mer: Replace lagoon fencing Mer: Replace lagoon cover & inspect lining – Possible MIP cross over Mer: Replace lagoon pumps Poruma: Upgrade chemical dosing equipment, repair VSD switchboard & repair pump at WTP Poruma: Replace raw water pump pipework Saibai: Covered lagoon pump lifting mechanism upgrades, fencing to 'mud' lagoon Saibai: WTP Upgrade/renewal – possible MIP cross over St Pauls: Water infrastructure renewals/repairs and lagoon fencing renewals (2) Ugar: Permanent desalination including slab structures Warraber: Lagoon Upgrades include liner & cover repairs Warraber: Reservoir renewal to concrete tank Badu, St Pauls, Kubin, Boigu, Masig, Ugar, Hammond, Warraber & Poruma: Chlorine Dosing & Monitoring Project 	Water	Aimed at delivering critical water infrastructure to meet legislative compliance	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	1 – Stakeholder Misalignment 6 - Logistics / Supplier failure 7 - Funding 8 - Natural disaster 11 - Environmental damage 13 - Health & safety - operations 14 - Project management & delivery 15 - Breakdown of plant and equipment	1. Pricing of works 2. Engage contractor 3. Completion of works	Feb 2018	June 2020 (TBC)	Cont.. \$21,923,008

ENGINEERING SERVICES DEPARTMENT(12)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
<p>ICCIP –Wastewater Project (ICCIP, DLGMRA)</p> <ul style="list-style-type: none"> Badu Sewerage Pump Station asset renewals & lagoon de-sludging Erub: Implement geospatial Asset Management tool Erub: STP refurbishment/replacement - Possible MIP 6 cross over Iama: Sewerage Pump Stations asset renewal Kubin: Desludge lagoons Mabuaig: Replace lagoon fencing Mer: WTP upgrades, CCTV inspection & Sewerage Pump Station fencing repairs (x3) St Pauls: Desludge lagoons Warraber: UV disinfection renewal Masig, Warraber, Poruma & Mabuaig: SCADA Upgrades to STPs & Sewerage Pump Stations Supply and implement Asset Management software Saibai STP Upgrade 	Wastewater	Aimed at delivering critical wastewater infrastructure to meet legislative compliance	1(2)[4] 1(4)[1] 3(2)[2] 3(3)[1] 3(3)[2] 3(3)[3]	<p>1 – Stakeholder Misalignment</p> <p>6 - Logistics / Supplier failure</p> <p>7 - Funding</p> <p>8 - Natural disaster</p> <p>11 - Environmental damage</p> <p>13 - Health & safety - operations</p> <p>14 - Project management & delivery</p> <p>15 - Breakdown of plant and equipment</p>	<ol style="list-style-type: none"> Pricing of works Engage contractor Completion of works 	Feb 2018	June 2020 (TBC)	\$7,325,000

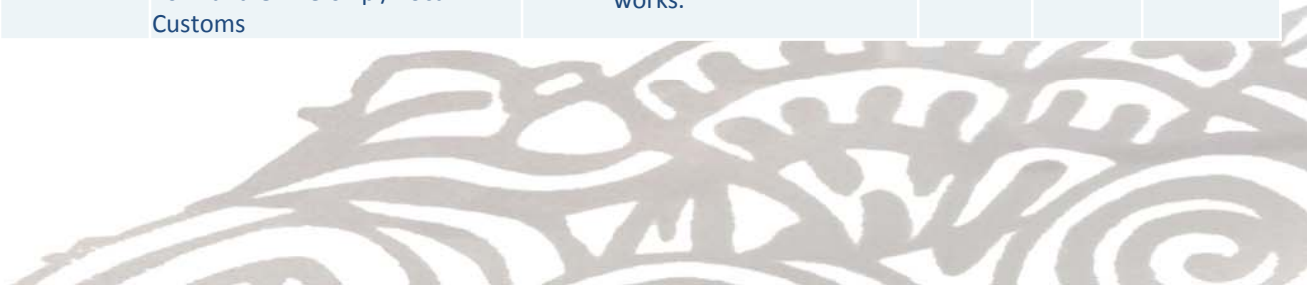


ENGINEERING SERVICES DEPARTMENT(13)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
Water Improvements (W4QR2)	Water	Upgrade of water supply	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	October 2017	June 2019	\$242,000
Chlorine Dosing & Monitoring Technology & Automated Flocculation Dosing (W4QR2) (CAP)	Water	Upgrade of water supply	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	October 2017	June 2019	\$335,000
Badu Well 2 & 3 Pump Station Asset Renewal & Improvements (W4QR2) (CAP)	Water	Upgrade of water supply	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	October 2017	June 2019	,440,000

ENGINEERING SERVICES DEPARTMENT(14)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Torres Strait Tide Gauge Project (TSRA)	Engineering	Manage the effects of climate change, specifically tidal inundation and erosion.	1(4)[1] 2(4) 3(3)[1-3]	1 – Stakeholder Misalignment 2 – Staff Attraction 4 - Health & safety - travel 5 - Climate change 6 - Logistics / Supplier failure 7 - Funding 8 - Natural disaster 11 - Environmental damage 13 - Health & safety - operations 14 - Project management & delivery 15 - Breakdown of plant and equipment 26 - Land Ownership / Local Customs	1. Prepare RFQ for repair works 2. Issue RFQ 3. Award RFQ to successful tenderer 4. Contractor commences works 5. Contractor completes works	Apr 18	June 2020	\$100,000
NDDRA 2017 & 2018 Events <i>(subject to assessment outcome & funding)</i>	Transport	Repair of roads and jetties as funded by NDRRA which were damaged during Far North Qld Trough event in February 2017, and Cape York Qld Trough in January/February 2018.	2(4)[2]	1 – Stakeholder Misalignment 4 - Health & safety - travel 5 - Climate change 6 - Logistics / Supplier failure 7 - Funding 8 - Natural disaster 11 - Environmental damage 13 - Health & safety - operations 14 - Project management & delivery 15 - Breakdown of plant and equipment 26 - Land Ownership / Local Customs	1. Submit activation request to QRA. 2. Once activation approved, engage project manager to oversee delivery of works. 3. Prepare and issue tender documents. 4. Award tender. 5. Contractor commences works. 6. Contractor completes works.	TBC	TBC	TBC



ENGINEERING SERVICES DEPARTMENT(15)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
NDRRA 2017 Event (QRA)	Transport	Repair / reconstruct Dauan Pontoon, gangway & Pile	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	Sep 2018	June 2019	\$2,745,036
Metal waste clean-up (DLGRMA)	Waste	Removal of metal waste (in addition to ICCIP funded project)	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	TBC	TBC	TBC
Metal waste / shredder / compactor options and business case study (DSDMIP)	Waste	Detailed options and costings study for management of metal waste. Short to long term management – shredding, compacting, bailing, recycling etc.	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works	?	June 2019	\$70,000

ENGINEERING SERVICES DEPARTMENT(16)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk	Key Milestones	Start Date	End Date	Budget
Badu Island airstrip pavement repairs(TMR)	Transport	Repair / reconstruct	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works		June 2019	\$500,000
Dauan Island Helipad upgrade (TMR)	Transport	Helipad Upgrade	2(1)[2] 3(3)[2] 3(3)[3]	1Stakeholder 7Funding 13Health & safety 15Breakdown plan & equip 19Regulatory compliance	1. Pricing of works 2. Engage contractor 3. Completion of works		June 2019	\$200,000



HOUSING SERVICES DEPARTMENT

Executive Summary

The Building Services Unit will be delivering the Upgrade, and Maintenance Programs to existing social housing dwellings and undertaking various upgrade work on existing Corporate Buildings. Our strong focus will be to provide well supervised apprenticeships and increase the rate of Indigenous contractor and employment participation in these programs.

Housing Services will focus on delivering fair and consistent services founded on legislative requirements to all tenants across the 14 Divisions where the Torres Strait Island Regional Council is the Registered Housing provider. Our service will work with tenants to change spending behaviours to encourage prioritisation of rent payments, which in turn will support a more sustainable housing model. Face to face engagement with tenants who are having difficulties making rental payments has been implemented and will be continued as part of normal business practice during 2018/19.

A strong focus during 2018/19 will be achieving registration under the National Regulatory System for Community Housing providers and implementing any recommendations imposed upon Council through this process.



John Coyle
Executive Manager Housing Services



Housing Services Projects

- **18/19 Operational Plan Projects:**
- Rental collection rate (OP)
- Number of tenants on working repayment plans (OP)
- Housing Authority (OP)
- Queensland State Regulatory System for Community Housing (OP)
- Upgrades to social dwellings (Capital Works)
- Repairs & Maintenance to social dwellings (Recoverable Works)
- Project Management Services (External services)



HOUSING SERVICES DEPARTMENT

HOUSING SERVICES(1)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2015	Key Milestones	Start Date	End Date	Budget
Rental collection rate (OP)	Housing	Increase rental collections.	1 (4) [1]	(1) (Stakeholder Misalignment (Strategic) (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (26) Staff retention (HR)	<ol style="list-style-type: none"> 1. 62% collection rate - Achieved 2. 63% collection rate – 3. 64% collection rate 4. 65% collection rate 	1 July 2018	30 Sept 18	Included within ordinary operational funds
					1 Oct 2018	31 Dec 18		
					1 Jan 2019	30 Mar 19		
					1 Apr 2019	30 Jun 19		



HOUSING SERVICES DEPARTMENT

HOUSING SERVICES (2)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2015	Key Milestones	Start Date	End Date	Budget
Number of tenants on working repayment plans (OP)	Housing	Increase the number of repayment plans in place with tenants in arrears	1 (4) [1]	(1) Stakeholder Misalignment (Strategic) (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (26) Staff retention (HR)	<ol style="list-style-type: none"> 42% repayment plans in place 43% repayment plans in place 44% repayment plans in place 45% repayment plans in place 	1 July 2018	30 Sept 18	Included within ordinary operational funds
						1 Oct 2018	31 Dec 18	
						1 Jan 2019	30 Mar 19	
						1 Apr 2019	30 Jun 19	



HOUSING SERVICES DEPARTMENT

HOUSING SERVICES (3)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2015	Key Milestones	Start Date	End Date	Budget
Housing Authority (OP)	Housing	Planning for establishment of a housing authority	1 (4) [1] 2, (3), (.1) (.3) & (.4)	1) (Stakeholder Misalignment (Strategic) (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (26) Staff retention (HR)	<ol style="list-style-type: none"> Council agreement on transition model Formal agreement with DHPW on support of a HA Council presented with a briefing paper on pros and cons for HA HA models presented to Council 	1 July 18	30 Sept 18	Included within ordinary operational funds
					1 Oct 18	31 Dec 18		
					1 Jan 19	30 Mar 19		
					1 April 19	30 June 19		



HOUSING SERVICES DEPARTMENT

HOUSING SERVICES (4)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2015	Key Milestones	Start Date	End Date	Budget
Queensland State Regulatory System for Community Housing	Housing	Demonstrate capacity to comply with recommendations made by Qld Registrar for Registration	1 (4) [1] 2, (3), (.1) (.3) & (.4)	1) (Stakeholder Misalignment (Strategic) (9) Staff culture, understanding and skill (Human Resources) (10) Communication – External (Operational) (14) Project Management and Delivery (Operational) (19) Regulatory Compliance – Other (Legal and Regulatory) (24) Resource Allocation (26) Staff retention (HR)	1. Develop and publish tenant handbook. 2. Draft policies and procedures identified by Registrar for Council endorsement. 3. Work with Engagement team to develop and deliver tenant survey. 4. Provide evidence of Financial viability, probity, asset management and governance to the Qld Registrar system.		Dec 2018 Mar 2019 June 2019 June 19	Included within ordinary operational funds

HOUSING SERVICES DEPARTMENT

HOUSING SERVICES- BSU (5)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Upgrades to Existing social dwellings (Capital Works)	BSU	To demonstrate responsible management of assets, compliance with regulatory requirements and deliver the upgrade program	2, (3), (.1) (.3) & (.4)	1 – Stakeholder Misalignment (Strategic) 6 – Logistics/Supplier Failure (Operational) 7 -Funding (Financial) 13 – Health & Safety Operations (Operational) 14 – Project Management & Delivery (Operational) 18 – Regulatory Compliance – utilities (Legal & Regulatory)	<ol style="list-style-type: none"> Actual verses budget Actual verses budget Actual verses budget Actual verses budget 	01 July 18	30 Sept 18	BAS Revenue: Upgrades \$15.1M estimated to be confirmed
					1 Oct 18	31 Dec 18		
					1 Jan 19	30 Mar 19		
					1 April 19	30 June 19		



HOUSING SERVICES DEPARTMENT

HOUSING SERVICES (6)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome) [Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Repairs & Maintenance to Existing Buildings (Recoverable Works)	BSU	To demonstrate responsible management, service delivery, and effective completion of Responsive Works	2, (3), (.1) (.3) & (.4)	1 – Stakeholder Misalignment (Strategic) 6 – Logistics/Supplier Failure (Operational) 7 -Funding (Financial) 13 – Health & Safety Operations (Operational) 14 – Project Management & Delivery (Operational) 18 – Regulatory Compliance – utilities (Legal & Regulatory)	<ol style="list-style-type: none"> Actual verses budget Actual verses budget Actual verses budget Actual verses budget 	<i>01 July 18</i> <i>1 Oct 18</i> <i>1 Jan 19</i> <i>1 April 19</i>	<i>30 Sept 18</i> <i>31 Dec 18</i> <i>30 Mar 19</i> <i>30 June 19</i>	<i>BAS Revenue; R&M on Social Houses estimated \$8.2M to be confirmed</i>



HOUSING SERVICES DEPARTMENT

HOUSING SERVICES - BSU (7)

Project	Function	Objective	Link to Corporate Plan Pillar(Outcome)[Goal]	Project Risk Risk No. from Risk Register 2016	Key Milestones	Start Date	End Date	Budget
Project Management Services (OP)	BSU	To demonstrate responsible management, service delivery, and effective completion of externally secured Projects.	2, (3), (.1) (.3) & (.4)	1 – Stakeholder Misalignment (Strategic) 6 – Logistics/Supplier Failure (Operational) 7 -Funding (Financial) 13 – Health & Safety Operations (Operational) 14 – Project Management & Delivery (Operational) 18 – Regulatory Compliance – utilities (Legal & Regulatory)	<ol style="list-style-type: none"> Actual verses budget Actual verses budget Actual verses budget Actual verses budget 	<i>01 July 18</i> <i>1 Oct 18</i> <i>1 Jan 19</i> <i>1 April 19</i>	<i>30 Sept 18</i> <i>31 Dec 18</i> <i>30 Mar 19</i> <i>30 June 19</i>	Estimated at \$4.1M to be confirmed

