



GLADSTONE  
REGIONAL COUNCIL

# 2019-20 *Operational Plan*

**Quarter 3 Report March 2020**

## *Partnerships*

Gladstone Regional Council 2019-20 Operational Plan

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### We are Gladstone Regional Council, working together to balance our Region's lifestyle and opportunity.

The Corporate Plan sets out Gladstone Regional Council's commitment to a dynamic, proud and diverse future for the region through to 2023. It serves as the primary strategic planning document to guide us in learning about the needs of our community and in future-proofing our organisation to deliver on them. The Operational Plan is a 12 month list of Objectives, Actions, Outcomes and Measures that will ensure the progressive implementation of 5 year Corporate Plan, during that Financial year. The current Operational Plan the business is working towards is the 2019-20 Operational Plan – Year 2 of the 5 year Corporate Plan.

The strategic direction defined in our Corporate Plan 2018-2023 is set against the landscape of our vision –

### CONNECT. INNOVATE. DIVERSIFY.

These three intentions are woven throughout our strategic goals and community commitments to create a strong fabric of community connectedness; an organisation whose culture is proudly defined by innovation and a region that celebrates the diversification of opportunities and lifestyle.

To that end, over the next five years we will deliver on our nine strategic goals of:

- 1 Engaged, involved and proud communities
- 2 Healthy environment, healthy community
- 3 Our people, our values
- 4 Ethical and responsible government
- 5 Outstanding customer service
- 6 Smart asset management
- 7 Operational excellence
- 8 Grow the region
- 9 Smart investment

We are required to report on the implementation of the Operational Plan on a quarterly basis, in accordance with *s.174(3) Local Government Regulation 2012*.

Performance against annual measures are reported as

- On Track - Target Output is on schedule for delivery
- Concern - Progress is behind schedule and/or over budget
- Complete - Target Output has been delivered

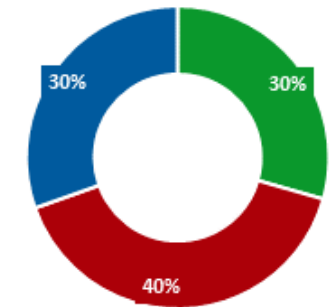
This report is for the third quarter of the 2019-20 year, ending **31 March 2020**, and is presented for consideration by Council. The report summarises progress to date and highlights items identified as key strategies and plans for the 2019-20 Operational Plan and those items within the 2018-19 Operational Plan which were delayed as at the end of that financial year.

# 2019/20 Operational Plan Review – Quarter 3 Dashboard

## Goal Outcome - Summary

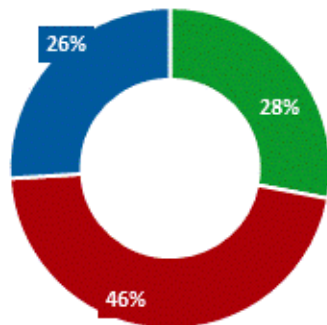
Goal	On Track	Concern	Complete	Total
Goal 1. Engaged, involved and proud communities.	7	7	2	16
Goal 2. Healthy environment, healthy community.	4	2	2	8
Goal 3. Our people, our values.	1	4	4	9
Goal 4. Ethical and responsible government.	2	10	5	17
Goal 5. Outstanding customer service.	3	2	3	8
Goal 6. Smart asset management.	2	8	5	15
Goal 7. Operational excellence.	4	5	3	12
Goal 8. Grow the region.	3	0	2	5
Goal 9. Smart investment.	4	3	5	12
<b>Total</b>	<b>30</b>	<b>41</b>	<b>31</b>	<b>102</b>

## Overall Progress



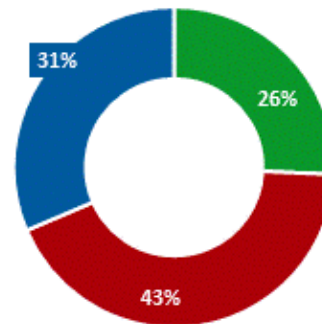
■ On Track ■ Concern ■ Complete

## Connect



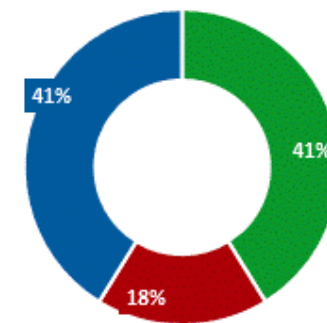
■ On Track ■ Concern ■ Complete

## Innovate



■ On Track ■ Concern ■ Complete

## Diversify



■ On Track ■ Concern ■ Complete

## 2019/20 Overall Comments – Quarter 3

The operational plan for 2019/20 is made up of 102 items across our nine (9) corporate goals.

During Quarter 3, a further 10 items were completed with a total now of 31 items completed year to date. This represents approx. 30% of the agreed program.

### **Success**

Over 64% of key strategies are either completed or on track this quarter. Of the remaining 36% of key strategies, only 2 items which represents 0.5% of the key strategies set within the Operational Plan are at risk of not being completed this year.

As a comparison to the same time last year the completion rate has increased by 22%. Additionally the items tracking of “concern” have decreased by 6% in comparison to the same time last year.

### **Items of Concern – (behind schedule or budget)**

#### **Definition of Items of Concern:**

There are 41 items (40%) identified as ‘concern’ for completion by the nominated due date. This does not mean they will not be completed by 30 June 2020.

- This is 4 more items that reported last quarter
- 21 of these items are identified to be completed by 30 June 2020.
- There are 20 items (of a total of 102) identified as a real concern of not being completed within this Operational Plan by 30 June 2020.

**Therefore, current projections are that we will have approximately 80% completion of the 2019/2020 Operational Plan by the end of Quarter 4 as at 31 March 2020.**













### **Reasons for Concern**

Majority of the “concern” items have identified that the unforeseen interruptions caused by the COVID-19 has become a major factor in the delay of program delivery.

Throughout the Quarter, there has been active involvement from the Executive Leadership Team to ensure that resources are being allocated towards the highest priority items that will have greatest impact on achieving our nine (9) Corporate Goals.














## 2019/20 Completion Progress by Corporate Goal



CONNECT: Goal 1 - Engaged, Involved & Proud Communities		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
1.1	Innovative, multi-channel engagement approaches				CD&E, CE, SAP
1.2	Strong Partnerships and Resilient communities				CD&E, S&T
1.3	Activate our public spaces				CD&E, S&T
1.4	Library futures				CD&E

**Summary:** *Progress is being made on all items with one on track as scheduled. The items included in this goal generally have a community engagement program attached to it. Weather events during summer and the current COVID-19 health emergency have placed these items behind schedule.*

**Projection:** *All items are targeting completion by June 2020, subject to overcoming COVID-19 constraints and implementing adequate Social Distancing strategies.*

CONNECT: Goal 2 – Healthy Environment, Healthy Community		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
2.1	Target zero waste to landfill				OPS
2.2	Focus on becoming an energy neutral council				S&T
2.3	Minimise our environmental impact				SAP
2.4	Promote healthy, active and safe communities				SAP
2.5	Sustainable water management				OPS, SAP

**Summary:** *All items are on track except 2.2. Item 2.2 is establishing an energy baseline for the business, this item is currently being reviewed to determine if it is achievable this year.*

**Projection:** *All items are targeted to be completed by June 2020, subject to available resources.*

CONNECT: Goal 3 – Our People Our Values		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
3.1	Improve wellbeing and embed safety				PC&S
3.2	Employer and brand promise to attract right talent				PC&S
3.3	Constructive and collaborative leaders				PC&S
3.4	High performing culture				CD&E, PC&S
<b>Summary:</b> <i>Item 3.2 has been completed this quarter with the employee engagement survey action plan progressing as planned. The other items have been marked as concern due to a review being undertaken by the GM PCS to determine priorities and resourcing requirements</i>					
<b>Projection:</b> <i>Items of concern will be reviewed and revised completion dates set, or items will be included into the new Operational Plan.</i>					

CONNECT: Goal 4 – Ethical and Responsible Government		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
4.1	Contemporary governance practices				FG&R, S&T
4.2	Efficient and responsible use of resources				S&T
4.3	Decision making and support				FG&R, SAP, S&T
<b>Summary:</b> <i>Items have been flagged as a concern as some are dependent on the completion of other Operational Plan items or impacts on resourcing due to competing priorities. The completion of 2 items within 4.3 is dependent on the progression of an Enterprise Solution. The research of the Enterprise Solution project has been deferred due to a focus on the current ICT workplan priorities..</i>					
<b>Projection:</b> <i>Due to competing priorities for resources tasked to these items, a reprioritisation and allocation of resources will be undertaken to determine a pathway for completion of items not dependent on the research into a possible Enterprise Solution.</i>					

INNOVATE: Goal 5 – Outstanding Customer Service		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
5.1	High satisfaction, low effort customer services				CE
5.2	Listen to, and learn from, our customers				CE
<b>Summary:</b> <i>Integrating the voice analytics platform as outlined in Item 5.2 has been delayed on its scheduled delivery due to resource constraints. A plan is now in place to deliver the project.</i>					
<b>Projection:</b> <i>Current projections are that all items will be completed by June 2020.</i>					

INNOVATE: Goal 6 – Smart Asset Management		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
6.1	Transforming asset management: From aware to excellence				SAP
6.2	Integrated, consistent, trustworthy data				SAP
6.3	Optimise asset management decisions				SAP
6.4	Optimise asset planning and performance				SAP
<b>Summary:</b> <i>COVID-19 and lack of resources in key areas has contributed to delays in some items, with issues currently being addressed. Development of monitoring and maintenance programs are progressing with programs for most asset classes completed and provided for implementation.</i>					
<b>Projection:</b> <i>Current projections are that most items will be completed by June 2020.</i>					










INNOVATE: Goal 7 – Operational Excellence		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
7.1	Leaders in works delivery				OPS
7.2	Value for money sourcing of materials, services and works				OPS
7.3	Competitive indirect costs				OPS
7.4	Tightly controlled overheads				FG&R
7.5	Leaders in safety and disaster management and recovery				OPS, SAP
<b>Summary:</b> <i>Two items are on track for completion as planned with one item finalised. Items identified of concern have been delayed due to COVID-19 impacts to the business.</i>					
<b>Projection:</b> <i>All items are targeting completion by June 2020, subject to overcoming COVID-19 constraints.</i>					

DIVERSIFY: Goal 8 – Grow the Region		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
8.1	Advocate for future job creating industries				S&T
8.2	Increase visitation to the region				S&T
8.3	Incentivise investment in the region				S&T



**Summary:** GRC continues to actively collaborate with internal and external stakeholders both at home and afar.

**Projection:** All items will be completed by June 2020.








DIVERSIFY: Goal 9 – Smart Investment		Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Business Units
9.1	Innovate through Technology				S&T
9.2	Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital				S&T
9.3	Improve revenue diversity through a Strategic Grants Program				S&T











**Summary:** The only item identified of concern is the ICT cyber security review (9.1f). The successful completion of this item requires an audit of normal business practice, and therefore cannot be undertaken during current COVID-19 working from home environment. It has been recommended to Audit team to delay this item to post Covid-19 restrictions, and into the 20/21 year. Audit & Integrity support this recommendation.

**Projection:** It is projected that item 9.1f will be delivered in the 20/21 financial year.








## 2019/20 Operational Plan Items - Exception Reporting – items of concern








These items are all within the Operational Plan 2019/20 and have been identified as Concern for completion during the Quarter 3 reporting period.






2019/20 Operational Plan Item	Key Strategy	Status	OP Plan #	Progress
Community Perception Study			1.1	Project ceased due to COVID-19. Will be progressed 20/21 financial year.
Regional Community Development Strategy	✓		1.1	Some delays and engagement challenges associated with weather and COVID-19. Project deliverables continue to be forecast for completion in fourth quarter of 19/20.
Philip Street Community & Family Precinct – Community Engagement			1.2	Although behind schedule, this item is due for Council resolution by June 2020.
Philip Street Community & Family Precinct – Construction			1.2	Delay in receiving the Regional Jobs and Investment Package (RJIP) funding extension. Revised proposed practical completion to May 2021.
Detailed Design Boyne Burnett Inland Rail Trail			1.3	Application has been submitted and announcement of TMR funding is expected May 2020 (\$330,000). Due to funding announcement delays it is no longer possible to achieve this item in full by June 2020.
Tondoon Tree Asset Management Program			1.3	Scope of works adjusted to focus on basic tree risk assessment, tree health and condition throughout TBG. Workplan in place for completion by fourth quarter of 19/20.
iii Develop a Business Case for the Gladstone Coal Exporters Sports Complex			1.3	Funding announcement expected in the fourth quarter with delivery in late 2020. Due to funding announcement delays it is no longer possible to finish the Business Case in full by June 2020.

Energy baseline established			2.2	The action is being reviewed to determine what can be achieved this year.
Native Title / Cultural Heritage management process to satisfy ILUA obligations			2.3	Workplan in place to achieve delivery by June 2020.
Health, Safety and Wellness plan			3.1	Work is progressing towards aligning Council's Safety Management System with AS/NZS4801.2001. Workplan in place to achieve delivery by June 2020
Undertake external safety audit			3.1	The safety audit has been rescheduled with the consolidation of all existing audit actions into one implementation plan. This item will not be completed,
People Plan - Development			3.3	Planning workshops anticipated to commence by June 2020 with a full team complement. Some actions to be included into the 20.21 Operational Plan.
People Plan - Implementation			3.3	This program of work is still ongoing. Projects under the Certified Agreement continue to progress.
Local Laws – Review			4.1	52 reviews yet to be undertaken. Target unlikely to be achieved due to workload impacts from COVID-19 and team assistance in managing incident management responses.
Code of Conduct, Managing Conflicts of Interest and Integrity Matters - Training			4.1	Approximately 7% of employees have not yet attended a Code of Conduct training session. Sessions to be undertaken in May and June to complete the target.

Risk Management Framework	✓	●	4.1	Workplan reviewed and actions developed to progress review of policy and corporate standard with estimated to be fully complete by end July 2020.
Risk management - embedded across business.		●	4.1	Completion of this item is dependent on risk management framework completion which is not anticipated to occur until July 2020. Anticipated to be completed in 20/21 financial year.
Compliance Assurance Framework		●	4.1	A workplan is in place to guide the completion of this program by the end of 2020, thus continuing into the 20/21 financial year
Business Continuity Plans – Gap Analysis		●	4.1	Changes to business continuity planning have occurred recently in light of COVID-19 responses. BCP to be developed over next six months, thus continuing into the 20/21 financial year.
Establishment of an Organisational Transformation Project Office	✓	●	4.2	Development of the processes and tools to manage change within the program are forecast to be in place by June 2020.
Business Reporting Plan	✓	●	4.3	The Systems Modelling and Metrics team has been focusing on budget development this quarter. The team will continue to work on this operational item next quarter. It is not anticipated to be completed by June 2020.
Asset Data System – Scope Software		●	4.3	Discussions during Transformation workshops have determined that this item should be undertaken in conjunction with the Enterprise Solution review which has been deferred to a future year.
Asset Data System		●	4.3	Discussions during Transformation workshops has determined that this item should be undertaken in conjunction with the Enterprise System review which has been deferred to a future year.

Develop and implement GIS governance			5.1	Collaboration with Asset Governance around asset related GIS objects has begun. A schedule to ensure this work continues is in place, however it is anticipated that the program will run longer than the proposed deadline and continue into the 20/21 financial year.
Operationalise analytics - unleash Customer Experience Data as a Service			5.2	Licensing for General Managers has been granted and focus has shifted to display safety information to executives. Resources will be granted to Customer Experience leaders with a focus on customer data. Integration with current platforms may delay progress.
Asset Management system ready for certification			6.1	External resourcing has increased to focus delivery of the Asset Management Plans for 30 June 2020. There is concern of overall delivery by 30 June 2020 due to COVID-19.
TOTEX Asset Cost Capture Framework			6.2	Due to resourcing limitations, delays in delivery of 2019/2020 Capital Works and COVID-19, the Capital budget requires further review to be in line with business expectations. This is due for completion in May 2020.
Populate LTFP model with capital expenditure			6.2	Due to delays in finalising the Capital Budget the LTFP has yet to be finalised. This is expected to be completed by 30 April 2020.
Level of service - Roads/Footpaths			6.3	Currently developing an action plan to deliver on the Levels of Service in line with NAMS. Community Engagement is proposed for April 2020.

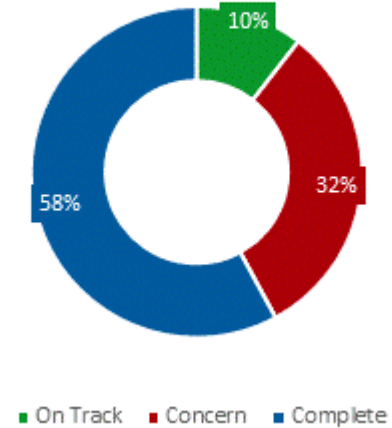
Monitoring Programs -Water & sewerage mechanical/electrical assets			6.4	Sewerage Pump Stations - Programs have been completed and implemented. Water Pump Stations - 80% completed. Waste Water Treatment Plants: CWWTP – completed. STWWTP – completed. GWWTP - draft 70% completed. BWWTP - completed. TWWP -completed. YWTP - will be completed as part of the upgrade. Water Treatment Plants: BWTP - draft 90% completed. MVWTP - draft 60% current optimisation and drought works have impacted further development. although some are behind schedule, all proposed to be 100% completed by 30 June 2020.
Parks irrigation			6.4	A detailed framework is being developed to understand the works required for Parks irrigation.
Lake Awoonga water supply scheme			6.4	Work is progressing as per schedule agreed with the consultant. Detail Engineering Report is due by October 2020. Community engagement "What is water to you?" has now been completed and results are being analysed.
Boyne Tannum & Calliope, water and sewerage schemes			6.4	Work is progressing as per schedule agreed with the consultant. Detail Engineering Report is due by November 2020. There is a component of site work in this project, which is currently being reassessed based on the new risks arising from COVID-19. Scope may be adjusted accordingly however project will still continue.
Project Management Framework	✓		7.1	Contract Management System process is complete. Currently researching enabling systems.
Implementation of prioritised improvement action plan: fleet, workshops, facilities management, admin and quarries.			7.3	Quarry - Recent audit actions related to external review entered into system and being monitored.  Stores/Facilities - External consultant engaged February 2020 to assist in business review and production/implementation of prioritised action plan.  Fleet/Workshops - Business Report/Review presented to council October 2019 and Executive Team December 2019. Actions within report and being monitored.  Administration - Report with action plan to be generated and prioritised action plan implemented.
Water model for Baffle Creek and Auckland Creek Catchment.			7.5	Scope has been drafted for WaterRide models and ready to submit to procurement. Initial scope planning workshops have commenced for the Baffle Creek FAAR.

Local Disaster Management Plan			7.5	Majority of the agencies required to participate in the review are involved in the planning and response of COVID-19, due to their constraints they are unlikely to review the plan. The completion of this plan will be dependent on the length and severity of COVID-19.
Implement the plan for improved community preparedness			7.5	The new version of the Guardian Dashboard has launched and a new communication module has also been purchased. The community portion of this is still be finalised. Council's communications team have utilised the messaging system for Council staff during COVID-19.
System implementation – Risk, Incidents, Environment, Audit, Compliance, Safety			9.1	Behind schedule however Project is now in User Acceptance Training and Go Live is planned for May 2020. Completion by June 2020
Engineering Drawing Management Solution			9.1	Behind Schedule, however on track to commence Data migration testing during the fourth quarter. Testing completion anticipated by 30 June 2020.
Security Review completed.			9.1	Security review will be deferred to 20/21FY as a result of COVID-19. This project cannot proceed under the current COVID-19 working conditions.

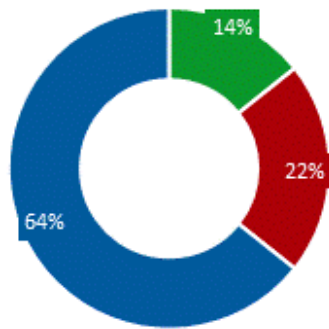
### Goal Outcome - Summary

Goal	On Track	Concern	Complete	Total
Goal 1. Engaged, involved and proud communities.	0	1	4	5
Goal 2. Healthy environment, healthy community.	1	2	1	4
Goal 3. Our people, our values.	1	0	3	4
Goal 4. Ethical and responsible government.	0	0	1	1
Goal 5. Outstanding customer service.	0	1	0	1
Goal 6. Smart asset management.	0	2	1	3
Goal 9. Smart investment.	0	0	1	1
<b>Total</b>	<b>2</b>	<b>6</b>	<b>11</b>	<b>19</b>

### Overall Progress

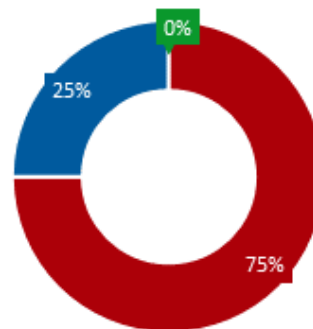


### Connect



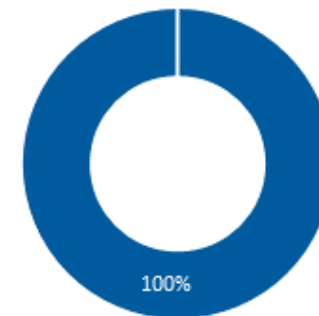
■ On Track ■ Concern ■ Complete

### Innovate



■ On Track ■ Concern ■ Complete

### Diversify













































■ On Track ■ Concern ■ Complete



## 2018/19 Carried Forward Operational Plan Review - Status by Goal




Key     
On Track Concern Complete

2018/19	Goal - Activity	Sep 2019 Status	Dec 2019 Status	Mar 2020 Status	Business Unit
<b>Goal 1 - Engaged, Involved &amp; Proud Communities</b>					
1.2	Strong Partnerships and Resilient communities				CD&E
1.3	Activate our public spaces				S&T
1.4	Build community capacity for events				CD&E
<b>Goal 2 – Healthy Environment, Healthy Community</b>					
2.2	Focus on becoming an energy neutral council				SAP
2.4	Promote healthy, active and safe communities				SAP
2.5	Sustainable water management				SAP
<b>Goal 3 – Our People Our Values</b>					
3.1	Improve wellbeing and embed safety				PC&S
3.4	High performing culture				PC&S
<b>Goal 4 – Ethical and Responsible Government</b>					
4.4	Decision making and support				FG&R

2018/19	Goal - Activity	Sep 2019 Status	Dec 2019 Status	Mar 2020 Status	Business Unit
<b>Goal 5 – Outstanding Customer Service</b>					
5.1	High satisfaction, low effort customer services				CE
<b>Goal 6 – Smart Asset Management</b>					
6.3	Integrated, consistent, trustworthy data				SAP
6.4	Optimise asset management decisions				SAP
6.6	Build asset management capability				SAP
<b>Goal 9 – Smart Investment</b>					
9.2	Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital				S&T

## 2018/19 Carried Forward Operational Plan Review - Exception Reporting – items of concern

Key     
On Track Concern Complete

Op Plan #	Action	Measure	Delivery Date	Actual Delivered	Status	Comments
1.2.5	Develop and deliver programs to promote volunteerism in the Gladstone Region, including recognition programs and a reinvigorated "Friends Of" program to enhance the volunteer experience.	Increase in volunteer attraction in particular in low represented groups, i.e. youth.	27/12/2019	0%		Information will be sourced on current volunteer concerns, gaps and requirements through the Community Development Strategy. Estimated time frame for completion will be Q4 2020.
2.2.1	Target Energy Neutrality	Solar panels at wastewater treatment plants business case completed by June 2019.	31/12/2019	80%		Development of the business case continues. Targeting June Completion.
2.5.1	Develop and implement a sustainable water management strategy balancing community expectations with long term delivery costs and environmental impacts.	Bulk water meters installed within the Lake Awoonga network to better under water usage.	20/12/2019	15%		Bulk meters are being installed as part of reservoir renewal program. Mt Larcom and Ferris Reservoirs are next to be completed, however there are some delays due to COVID-19 and stopping some major projects involving long shutdowns of water reservoirs.

5.1.1	Performance: Launch a customer service strategy and re-brand customer experience within the organisation to reflect organisational priorities - 'Service', 'Centricity' and 'Intimacy'. Enable self-service as an option for customers wherever possible, with	Reduction in Customer Effort	30/09/2019	95%		The content review of the material is complete. Upload of the material to the webpage is anticipated to be complete End June
6.4.1	Develop and use decision making tools to effectively balance whole of life costs, service standards, safety and environmental impacts, avoid unaffordable future replacement legacies and are consistent with just in time philosophies.	Decision making tools aligned with ISO 55001 principles are developed and made available to decision makers.	30/09/2019	90%		Asset Governance has completed all specific elements within their control.
6.6.1	Build Asset Management Capability a) Develop and implement an asset management competency framework to inform required asset management competencies across Council  b) Train leaders in Asset management and raise awareness across Council	>85% of Councillors, Tier 1, 2 & 3 officers and Operations Team Leaders completed Asset Management Awareness Training	30/09/2019	65%		Further Asset Management fundamentals training sessions are anticipated following the 2020 Councillor elections. Communications with Asset Management Council are under way regarding the online delivery of this training and facilitator availability between June and September 2020. Internal Asset Management training package is being investigated for Q1 20/21 to accommodate current remote work environment, project priorities and ELMO portal capabilities.