



GLADSTONE
REGIONAL COUNCIL

**GENERAL MEETING NOTICE
AND AGENDA**

**TO BE HELD AT THE COUNCIL CHAMBERS – CIVIC CENTRE
101 GOONDOON STREET, GLADSTONE**

On Tuesday 1 February 2022

Commencing at 9.00am

**Leisa Dowling
CHIEF EXECUTIVE OFFICER**

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G/1. MAYORAL STATEMENT OF CURRENT ISSUES

G/2. CONFIRMATION OF MINUTES

G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 18 JANUARY 2022

Responsible Officer: Chief Executive Officer

Council Meeting Date: 1 February 2022

File Ref: CM7.2

Purpose:

Confirmation of the minutes of the General Meeting held on 18 January 2022.

Officer's Recommendation:

That the minutes of the General Meeting of Council held on 18 January 2022 be confirmed.

Attachments:

1. Minutes of the General Meeting of Council held on 18 January 2022.

Tabled Items:

Nil.

Report Prepared by: Executive Secretary

G/3. OFFICERS' REPORTS

G/3.1. GLADSTONE REGION YOUTH COUNCIL ADVISORY COMMITTEE 2022

Responsible Officer: General Manager Community Development and Events

Council Meeting Date: 2 February 2022

File Ref: CC9.10

Purpose:

To consider the changes proposed to the Gladstone Region Youth Council Advisory Committee Terms of Reference and the appointments to the Committee for 2022.

Officer's Recommendation:

That Council:

1. Adopt the revised Terms of Reference for the Gladstone Region Youth Council Advisory Committee as attached; and
2. Appoint the following Gladstone Region Youth Council Advisory Committee Members for the 2022 calendar year with appointments expiring on the 31 December 2022:
 - Aaron Yea
 - Rommiel Malig
 - Gypsy Cantwell
 - Jessica Toms
 - Emma Roulston
 - Jie Xi Zang (Jessi)
 - Chloe Sydes
 - Michael Vardy
 - Tayla Bullen
 - Alexander Hill
 - Stefani Seumanu

Background:

The purpose of the Gladstone Region Youth Council Advisory Committee is to:

- Provide the opportunity for young people to input into the public governance of their Region.
- Provide young people with exposure and personal development opportunities related to public governance and to strengthen youth leadership.
- To provide Council with a further opportunity to engage with young people in a structured and formal way.
- Involve young people in public activities that they may not have otherwise considered participating in.
- Seek the assistance of young people in engaging with their peers on community related issues and to be a voice for young people on Council related matters and initiatives.

On 6 May 2014 Council endorsed the re-establishment of the Gladstone Region Youth Council. The Gladstone Region Youth Council (the Youth Council) is a formal Advisory Committee to Gladstone Regional Council and is recognised under the sections 264 and 265 of the *Local Government Regulation 2012*.

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Under the Terms of Reference, membership of the committee is reviewed annually, and appointments are made for the coming calendar year. The Youth Council's annual term is aligned with the Queensland school year.

As defined within the Terms of Reference, item 4.2 states that members will be sought through an Expression of Interest process. Additionally, existing members may seek re-appointment for subsequent terms.

Council received 12 nominations for membership in 2022, consisting of nine new members and three re-appointments. From the 12 nominations, one nominee withdrew from the process prior to the interview stage.

As part of a review of the Terms of Reference, an amendment is proposed to section 4.1, from 'membership is open to young people aged between 15 and 24 years inclusive' to 'membership is open to young people aged between 15 and 25 years including those that are turning 15 within the first six months of the Youth Council term and reside in the Gladstone Region.' This suggested adjustment will align the age range of Councils initiatives and the Queensland Government's Youth Strategy.

It was also noted that the recent amendment to the *Local Government Regulation 2012* no longer requires the advertising of Council meetings in a newspaper circulating generally in the local area, but rather it references publishing meeting dates on Council's website (section 254B). Accordingly, officers also recommend an amendment to section 6 of the Terms of Reference.

Attachment 3 provides a tracked changes version of the amendments proposed.

Following the Expression of Interest process, a panel consisting of the Community Development Specialist and a Community Development Officer interviewed applicants to explore their interest in the opportunity to be a Youth Council Advisory Committee Member.

The interviews provided an opportunity for the nominees to discuss how they will help other possibilities emerge for the young people in the region through their appointment. They were also given a platform to identify opportunities for a stronger youth voice and the type of changes they would like to see in the community.

The selection panel are confident in their recommendation that the 11 proposed nominees possess desirable qualities to be a voice for young people on Council related matters and bring a variety of knowledge, skills, diversity, and passion to the 2022 Youth Council group, and continuing the valuable work of Youth Council.

Options, Risk and Opportunity Analysis:

Option 1 – Adopt the Recommendation

This option provides opportunities to facilitate the growth of the Youth Council through increased membership and an alignment to Council and State Government definitions of youth (15-25).

Option 2 – Retain the current Terms of Reference and reduce the appointment of Members

This option has potential to restrict membership and would create a misalignment of the current Council and State Government definition of youth (15-25).

Communication and Consultation:

Nominations for Youth Council membership for 2022 were sought in several ways including promotion via media release, social media, Gladstone Regional Council website, Conversations Platform, local school newsletters, email distribution through local networks and community groups, and flyer distribution at several programs and activities.

Legal Strategy and Policy Implications:

The Expression of Interest for membership process was implemented as outlined in the Gladstone Region Youth Council Terms of Reference. All members reside within the Gladstone Region, aged 15-25 were given the opportunity to nominate and express their interest to be a part of the 2022 committee.

The appointed Youth Council members will complete a statement and consent form (signed by their parent/guardian where the members are under 18 years of age), giving permission for their name, photographs and videos to be included in minutes of meetings, videos, newspaper articles, social media and Council website.

Financial and Resource Implications:

Administrative and secretarial costs for Youth Council are absorbed as a part of the existing operational budget of Engagement and Partnerships.

Summary:

It is recommended the 11 selected representatives are appointed to the 2022 Gladstone Region Youth Council Advisory Committee. The proposed activities planned for the year include, but are not limited to, a governance workshop on formal meeting structure, co-design and co-facilitation of a Gladstone Region Youth Summit, hosting the Mayor's Youth Breakfast, attending an Asset Based Community Development Workshop, and involvement in the consultation a co-design and delivery of programs Youth Week, Volunteer's Week, Senior's Week and Mental Health Week. It is anticipated the selected representatives have the desirable qualities to continue the valuable work of Youth Council.

Anticipated Resolution Completion Date:

01 February 2022

Attachments:

1. Proposed Gladstone Region Youth Council Advisory Committee Terms of Reference – Tracked Changes;
2. Current Gladstone Region Youth Council Advisory Committee Terms of Reference; and
3. Proposed Gladstone Region Youth Council Advisory Committee Terms of Reference.

Tabled Items:

Nil.

Report Prepared by: Community Development Specialist

G/3.2. GARTNER SPECIALISED SUPPLIER

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 1 February 2022

File Ref: PE1.1

Purpose:

This report seeks a resolution from Council to make use of the provisions in section 235 of the Local Government Regulation 2012 that allows for the exceptions to the requirement for written quotes or tenders. The use of this provision is sought in relation to a two-year subscription with Gartner Australasia Pty Ltd to Gartner for HR Leaders to provide unmetered support to Council's Human Resources group in development and implementation of key strategies and deliverables.

Officer's Recommendation:

That Council:

1. Resolves, in accordance with Section 235(b) of the Local Government Regulation 2012, that it is satisfied that due to the specialised nature of the services sought, Gartner Australasia Pty Ltd is a specialised supplier; and
2. Authorises the Chief Executive Officer to enter into a contract with Gartner Australasia Pty Ltd for the Gartner for HR Leaders subscription until 30 June 2024.

Background:

On the 19 May 2020, Council resolved under Section 235(b) of the Local Government Regulation 2012, that it was satisfied that due to the specialised nature of the services provided by Gartner Australia Pty Ltd for the provision of Gartner HR Leaders for a period of 2-years. Subsequently, an initial agreement was entered into and is due to expire on the 31 March 2022.

During the initial term of the agreement, Gartner has been instrumental in supporting the General Manager People, Culture and Safety ('PCS') and the PCS Leadership Team in developing the People Plan. Gartner's HR Diagnostic and Business Alignment Tools were used to determine the maturity of all PCS services and to assess the alignment between PCS Priorities and business needs. This insight has informed Council's People Plan.

Gartner provided further strategic input about global Human Resources Practices, People Strategy formats and templates and current HR Priorities. All of these resources were used and considered in developing Council's People Plan, which is aligned to the Corporate Plan and informed the PCS input in the revised Corporate Plan.

Gartner provided expert support in refreshing Council's Employee Value Proposition to improve how we attract and retain staff. Some more work will follow to further improve the value we offer to employees based on the latest research of incorporating Human Centered Design in our value proposition. Working with Gartner has saved significant PCS Leaders significant time through the collation of relevant research, case studies and business tools to assist with both the analysis and delivery of priorities. Some deliverables informed by these tools include : the Leadership Capability Framework, Performance Planning and Organisational Culture systems implemented by the People Culture team.

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The subscription to Gartner provides webinars, one to one Subject Matter Experts and access to countless resources such as research articles, case studies, past webinars, tools and templates in one consolidated library. Resources can be accessed at leisure and can be downloaded and utilised. The webinars provide information on current and upcoming trends and issues in Human Resources and effectively reduce the need for our group to attend costly conferences and seminars hosted external to GRC.

Options, Risk and Opportunity Analysis:

Option 1 – Extension of Agreement until 30 June 2024

Renew the subscription for a further two years with an expiration date of 30 June 2024. This option will support the PCS team to achieve the following objectives and priorities:

- Continuous improvement of the maturity of our PCS services and measurement of our services and service level value to Council;
- Reassess Maturity of PCS Services and Activities;
- Reassess Business Alignment;
- Support the build of our Culture roadmap and change management process;
- Further refinement of our Employee Value Proposition;
- Developing a Future of Work Plan for Council, an approach to Strategic Workforce Planning;
- Refresh of our approach to Staff Recognition;
- Creating a clear Business Partner Model;
- Identifying high potential employees and improving succession planning;
- Performing an HR Technology Review;
- Developing Performance Plans for Levels 1-4;
- Revisiting Council's approach to Diversity and Inclusion; and
- Implementation and Sustainability of the Leadership Capability Framework.

The benefits realised in man hours saved, direct cost savings from free webinars and outcomes achieved far exceed the investment in the subscription. In 2022/23 we will be even better positioned to benefit from the relationship with Gartner given our established relationship and baseline data.

Option 2 – Cessation of Services on 31 March 2022

Allow the current subscription to expire on 31 March 2022 and discontinue the Gartner services. External support will be required by the PCS team to deliver the above objectives and priorities, however procurement of the individual key strategies/deliverables required is expected to far exceed the cost of subscription to Gartner. For example, the estimated cost of engaging a consultant to support only the performance management improvement activities listed above, is \$140,000 ex GST.

Option 1 therefore presents the best value to Council for the delivery of these objectives.

Communication and Consultation:

Nil.

Legal Strategy and Policy Implications:

It is a requirement of the Local Government Regulation 2012 section 225 to invite written quotations or tenders where the supply of goods or services with a cost greater than \$15,000 ex GST. Section 235 of the regulation does provide some exceptions, relevant to this report is section 235(b) which provides an exception where:

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“The local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders...”

Financial and Resource Implications:

The total cost of this arrangement, from 1 April 2022 to 30 June 2024 will be \$224,200.00 ex GST.

Summary:

Nil.

Anticipated Resolution Completion Date:

An agreement with an expiry date of 30 June 2024 will be executed in February 2022.

Attachments:

1. CONFIDENTIAL Gartner for HR Leaders Engagement Plan.

Tabled Items:

Nil.

Report Prepared by: Manager Contracts and Procurement.

G/3.3. TENDER 78-22 GLADSTONE AQUATIC CENTRE REJUVENATION STAGE 3

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 1 February 2022

File Ref: PE1.1

Purpose:

This report seeks resolution from Council to enter into a contract with Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust for Gladstone Aquatic Centre Rejuvenation Stage 3 works.

Officer's Recommendation:

That Council:

1. Endorse the Tender Evaluation Panel's recommendation and accept the offer from Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust for Tender 78-22 Gladstone Aquatic Centre Rejuvenation Stage 3 works; and
2. Authorise the Chief Executive Officer to enter into a contract and associated contract variations within the approved budget, with Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust for Tender 78-22 Gladstone Aquatic Centre Rejuvenation Stage 3 works.

Background:

The Gladstone Aquatic Centre is a significant Council asset and is used by the Gladstone community on a daily basis. The original Memorial Swimming Centre was constructed in circa 1975, followed by the addition of a Multi-Purpose Pool (i.e., 25m indoor pool) and building extension in 1988 and 1998 respectively.

The facility has high usage and is utilised by a wide range of user groups, including Age Care groups, Physiotherapists, Learn to Swim groups, and Swim Clubs just to name a few.

Gladstone Regional Council (the Principal) requires a suitably qualified Contractor to undertake Building Renewal Works to the 25m Indoor Pool and its Building Enclosure to bring these facilities back to an acceptable and accommodating standard.

This stage of the project will include the following works:

- 25m Building Enclosure Renewal; and
- 25m Pool Ceramic Tiling.



Figure 1: Gladstone Aquatic Centre, 60 Tank Street Gladstone, Queensland

Options, Risk and Opportunity Analysis:

On 6 November 2021, Council released an Invitation to Tender ('ITT') to the open market via VendorPanel, in accordance with the tender process requirements set out in section 228 of the Local Government Regulation 2012.

The tender closed on 10 December 2021, with four (4) conforming submissions received.

The offers were evaluated by a panel of subject matter experts, based on the criteria disclosed in the ITT which included:

Objective Evaluation Criteria	Weighting
Proposed Program/Schedule meets GRC timing requirements	20%
Proposed Program/Schedule addresses GRC's defined requirements	10%
Offer demonstrates understanding of the scope and GRC's requirements	15%
Proposed resourcing addresses all aspects of the scope and GRC's requirements	10%

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Nominated past projects performed meet GRC's experience requirements	25%
Proposed Key Personnel have the qualifications and experience required by GRC	5%
Local Content	15%

The offers were scored against the evaluation criteria as follows:

Company	Technical Score (excluding Local Content)	Technical Score (including Local Content)	Value for money ranking (Technical and Price)
Young's Building Contractors (Gladstone) Pty Ltd	41.0	53.0	1
Programmed Industrial Maintenance	38.3	50.3	2
Alto Pacific Pty Ltd	43.4	44.4	3
Loftus Contracting Pty Ltd	29.7	41.7	4

The submission from Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust scored the highest overall, with a detailed conforming tender. Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust provided a construction program favourable to Council's requirements, along with detailed resourcing and satisfactory allocation for requirements of the SoW and proposed program. The program schedule provided by Young's is in alignment with Council's aim to open the 25m pool by mid-2022 and was the primary differential between the top scoring tenderers.

The tender evaluation panel recommends the submission from Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust as it presents the best overall offer to Council.

Communication and Consultation:

Regular meetings between the project team, stakeholders and the contractor will take place throughout the delivery of the project.

Legal Strategy and Policy Implications:

Council sought offers via VendorPanel in accordance with the Local Government Regulation 2012, Local Government Act 2009 and Council's Procurement Policy P-2021-01.

Council's endorsement of this tender award is in accordance with the Register of Delegations - Exercise of Statutory Powers and Financial Delegation Register.

The Officer's recommendation is based on the evaluation methodology and criteria in the ITT. There are risks associated with Council awarding a contract contrary to the officer's recommendation.

If Council is not satisfied with the evaluation methodology and criteria or the application thereof, Council may refer the matter back to officers for re-evaluation.

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In the interests of probity, an amendment to the evaluation methodology and/or criteria may require referral back to tenderers so that they can each have the opportunity to make any changes to their offers having regard to the amended criteria prior to re-evaluation.

Financial and Resource Implications:

The offer made by Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust for \$1,517,240.95 ex GST is within existing allocated funds for this project that is in part funded through the Works for Queensland grant program.

Summary:

The submission from Young's Building Contractors (Gladstone) Pty Ltd as trustee for the Young Family Trust was evaluated as presenting the best value to Council.

Anticipated Resolution Completion Date:

The contract will be awarded in February 2022.

Attachments:

1. CONFIDENTIAL 78-22 Offer Evaluation Report

Tabled Items:

Nil.

Report Prepared by: Manager Contracts and Procurement.

G/3.4. DRAFT EXTERNAL GRANTS POLICY

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 1 February 2022

File Ref: CM28.2

Purpose:

The purpose of this report is to present a Draft External Grants Policy for Council consideration.

Officer's Recommendation:

That Council adopt P-2022-01 External Grants Policy as presented in Attachment 1 to this report.

Background:

Over the previous two financial years, Council has nearly doubled its externally funded projects, securing over \$27 million of external funding in the 2020/21 financial year for 76 Capital and 29 Operational projects. Relationships with our funders are getting stronger, which enhances the likelihood of future success. With this success comes an increase in the work required to manage funding across the business and a need to align external funding opportunities to be pursued to provide the best opportunity for Council to achieve its corporate goals.

Council's Business Improvement Team is currently assisting strategic grants and other key internal stakeholders in the business, to maximise efficiency associated with applying, managing, reporting, and acquitting grants. The process involves identifying pain points in current processes and mapping an efficient and effective future operating state. A step in this process is identifying when the business will consider applying for external grants. Accordingly, it was considered critical that Councillors consider and provide strategic guidance through the adoption of a policy on external grants to ensure that the business's resources are applied efficiently and effectively.

Options, Risk and Opportunity Analysis:

Option 1 – Adopt an External Grants Policy

Adopting an External Grants Policy provides an opportunity for Council to provide strategic guidance to the business on what opportunities should be actively pursued to focus our strategic grant resources for maximum effect. It also aids the business to understand the process and considerations that need to be applied in developing a funding proposal.

A risk of not having a policy is that the business may pursue external funding that does not contribute to achieving Council's objectives, which reduces the business's likelihood of success and may result in internal resources being expended for no benefit.

Option 2 – Continue to operate without an External Grants Policy

The risk of this option is that ambiguity in what funding opportunities should be actively pursued, and the associated decision-making rights will continue to be experienced in the business.

Communication and Consultation:

Governance initially worked with and consulted the General Manager Strategy and Transformation, the Chief Executive Officer, the Strategic Grants Specialist, the Business Improvement Team, internal

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stakeholders involved in the management of external grants and the Executive Team to develop a draft policy. Some strategic guidance was obtained from Councillors on decision making and reporting to assist in informing the draft policy.

Broad consultation within the business occurred during December 2021 and January 2022 with 18 submissions received. Feedback from the consultation process has been incorporated in the draft where considered appropriate by Council's subject matter experts.

Legal Strategy and Policy Implications:

Council is not required to have an External Grants Policy, however, many Councils do adopt them to ensure that funding opportunities are prioritised in alignment with the Council's strategic goals.

Financial and Resource Implications:

The draft External Grants Policy as presented has required the allocation of internal resources to develop. It is anticipated that these costs will be offset in the future by ensuring that resources required to apply, manage, and acquit external funding are only committed to those grants that further Council's corporate objectives.

Summary:

The draft External Grants Policy provides an opportunity for Council to formalise its position on what funding opportunities should be actively pursued and the associated decision-making process to be applied.

Anticipated Resolution Completion Date:

1 February 2022

Attachments:

1. Draft P-2022-01 External Grants Policy (ECM 5219823)

Tabled Items:

Nil.

Report Prepared by: Governance Advisor

G/3.5. 2021/22 OPERATIONAL PLAN QUARTER TWO REPORT

Responsible Officer: General Manager Strategy and Transformation

Council Meeting Date: 1 February 2022

File Ref: CM14.2

Purpose:

To present Council with the second quarterly performance report for the 2021/22 Operational Plan.

Officer's Recommendation:

That Council note the 2021/22 Operational Plan Quarter Two Report.

Background:

The Operational Plan 2021/22 was endorsed on 15 June 2021 and identifies initiatives required to deliver on the Gladstone Regional Council Corporate Plan 2021-26.

The attached report provides an update of Council's progress on the activity identified in the 2021/22 Operational Plan as at quarter ending 31 December 2021.

Options, Risk and Opportunity Analysis:

86% (12) of the initiatives are **on track** to deliver by 30 June 2022

- This is a reduction since last quarter (100%) and consistent with last month (86%)
- Over the last few years, it has been typical to see a reduction in initiatives on track in the second quarter. This is generally due to the planning phase of each project being completed and a better understanding of the resources and engagement required to complete the work, sometimes needing a shift in workplan from what was originally anticipated.

14% (2) of the initiatives are of **concern** status

- Transition Economy and Leadership Capability Framework
- Both initiatives have mitigation plans to ensure the work is completed and have noted that quality consultation and engagement should not be compromised in attempts to get the projects back on track.
- The Transition Economy Plan initiative has noted a new completion date of August 2022, due to funding agreements being executed later than expected at the time of developing the project plan.
- More detail on the initiatives is provided in the attached report.

Initiatives have progressed on average 33% with the lowest being 10% and the highest 87%

- Many initiatives with low progress have noted that they expect to see significant growth in progress into the third and fourth quarters, as per their project plans.

The Corporate Planning team are monitoring any potential or actual Covid impacts on the delivery of our Operational Plan with Project Leads and Sponsors, and this information is being elevated to the Executive Leadership team for attention monthly as part of the usual reporting cycle. There are no Covid impacts to report this Quarter.

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The design of this report is continually improving with enhancements this quarter focusing on the way we share the value of the services we provide. Improved communication includes Facebook and LinkedIn posts and additional internal communications to our people, so they are informed about the work going on across the business and understand how the work they are doing helps us deliver on Council’s goals.

Communication and Consultation:

Project Leads provide status updates and comments against each Operational Plan Initiative within the attached report which is reviewed by Project Sponsors and the Executive Leadership team monthly.

Legal Strategy and Policy Implications:

Section 174(3) *Local Government Regulation 2021* (Preparation and adoption of annual operational plan) states that:

The Chief Executive Officer must present a written assessment of the local government’s progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.

Financial and Resource Implications:

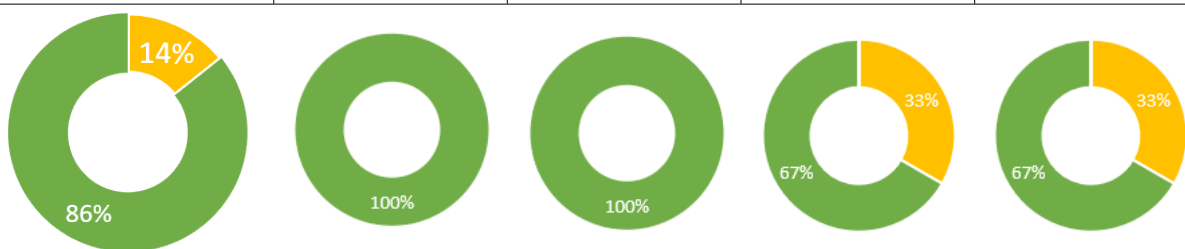
There are no Operational Plan initiatives that are requesting additional budget to achieve the identified outcomes, and any projected savings are being addressed via monthly business-wide budget forecasting

Summary:

The below graphic is a summary representing the Quarter Two status of 2021/2022 Operational Plan initiatives.

Performance Summary – Status of Initiatives

Overall (12/14 on track)	Connecting Communities (2/2 on track)	Delivering Value (6/6 on track)	Resilient Economy (2/3 on track)	Our People (2/3 on track)
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- On Track – Reaching all milestones as planned
- Concern – Issues are affecting delivery, but they are manageable within the Project Team
- Action Needed – Issues are affecting delivery and require Executive support
- Complete – Indicates output has been 100% delivered and no longer requires quarterly updates
- Not Proceeding – This activity has been revised due to a change in priority or a shift in targets.

Anticipated Resolution Completion Date:

N/A

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Attachments:

1. 2021/22 Operational Plan – Quarter 2 Report

Tabled Items:

Nil.

Report Prepared by: Manager Strategy and Improvement

G/4. DEPUTATIONS

G/5. COUNCILLORS REPORT

G/6. URGENT BUSINESS

G/7. NOTICE OF MOTION

G/8. CONFIDENTIAL ITEMS