



MORNINGTON
SHIRE COUNCIL

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Annual Operating Plan 2020-21



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MAYOR'S WELCOME & INTRODUCTION

I would like to acknowledge the Traditional Owners and Custodians of this country, the Lardil people of Mornington Island and recognise their connection to land. I pay respect Elders both past and present. I would also like to acknowledge the Kaiadilt and Yangkaal who share our homelands.

As your new Mayor, I am pleased to present Mornington Shire **Council's Annual Operational Plan for the 2020-21** Financial Year.

Council remains committed to its goal of generating revenues through our various business enterprises whilst at the same time looking for cost efficiencies across Council's operations, both in administration and community service delivery.

The Operational Plan will deliver capital projects and expenditure that will enhance Council's capacity to deliver services to the community which aim to strengthen our local economy, improve the health and opportunities of our people and protect our local environment.

In summary, the plan will look to deliver the following capital works projects:

- Administration and Civic Centre (Gununa Town Centre)
- Visitor Accommodation Centre (VAC) fence & security
- Plant replacement & upgrade
- Barge area safety and security
- Disaster Recovery Works (DRFA)
- Warehouse improvements
- Laneway upgrades

These projects are made possible due to our partnership with and support by State and Federal Government. I would like to thank our government stakeholders for their continued assistance, and I look forward to our ongoing collaboration to further strengthening the Mornington Island community.

Cr Kyle Yanner
Mayor

PREFACE

INTEGRATED REPORTING

Under the Local Government Act 2009 Mornington Shire Council is required to produce and publish an Annual Operating Plan.

This Operational Plan details how Council will deliver to the community the priorities identified in **Council's Five-Year Corporate Plan 2018-23**. Plus, in addition, for this operational plan our newly elected Councillors have been engaged in a series of budget and operational plan workshops to identify priorities that have emerged during the planning phase.

This plan aims to align with Mornington Island Master Plan, Council's Five-year Corporate Plan, Asset Management Plan, 10 Year Long Term Financial Plan and Annual Budget.

The Annual Operational Plan is also the foundation of Council's 2020-21 annual budget which identifies funding sources for the delivery of the plan.

A periodic performance report is presented to Council each quarter as well as a comprehensive Annual Report. These reports will include information on the key deliverables and interim achievements against performance targets.



CORPORATE VISION, MISSION, GOALS & VALUES

Our Vision

- To empower our Community – Our People
- To feel solid and strong like the rock in Mundalbe
- To taste and hear the breaking waves of change
- To establish clean, safe, healthy lifestyles togetherness
- Pride and respect for each other in culture, achievements and successes
- To see and smell the compassion and peacefulness of our community

Our Mission

By 2021 Mornington will be a Community where:

- Our people are happy, healthy, and safe
- Our natural environment is valued and well-managed
- Our culture is retained and maintained
- We have quality infrastructure
- We have a sustainable local economy
- Governance and ownership of community direction is by Council
- We have transparency of government and open communication between the three tiers of government.

Our Goals

Our goals are to make the Wellesley Islands the best place they can be by:

- Enhancing community well-being
- Keeping our Culture alive
- Creating opportunities for prosperity
- Protecting our country
- Enhancing and supporting local business
- Having greater transparency and open communication between the three tiers of government.

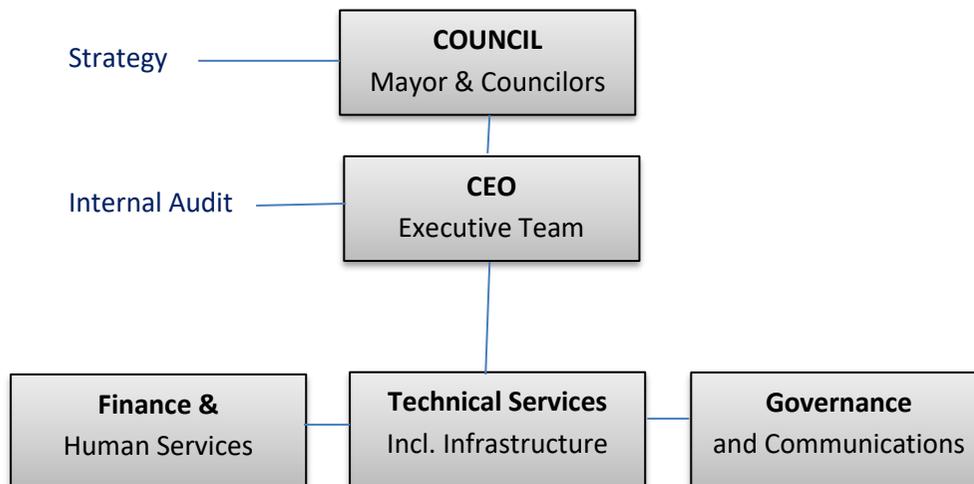
Our Values

- Responsibility
- Respect
- Compassion
- Hard Work
- Working together
- Proud to belong

STRUCTURE & GOVERNANCE

STRUCTURE

Mornington Shire Council operates under an organisational Structure headed by a CEO who is supported by a team of Executive Managers and Program Mangers. It is designed to provide expert professional support to a newly elected Council, whilst at the same time structured to promote Staff development and career paths.



EXECUTIVE GOVERNANCE

- Risk Management Framework & Guidelines
- Performance Management
- Long Term Financial Planning
- Risk register & Reporting System
- Corporate Strategies & Policies
- Fraud & Corruption Prevention Policy
- Strong Governance Framework
- Code of Conduct Policies
- Local Disaster Management Group
- Internal Audit Charter
- External Audit
- Work Health & Safety Management System
- Approved Delegations Register

The Governance and Corporate Services Departments are responsible to advise Council on legal and governance issues and are responsible for systems in place to identify and protect Council against legal and governance matters.

Council engages with an external specialist to provide advice on work health and safety as well as Organisational safety.

MANAGING RISK

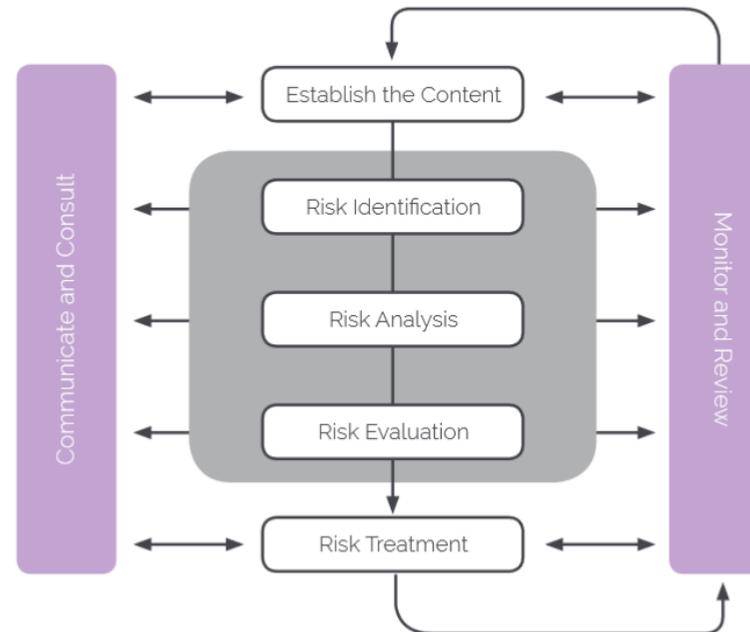
Council has invested in a suite of comprehensive risk management tools to enable the timely and efficient management of operational and project risk. Risk management and mitigation is an essential component of Council operations.

- *Enterprise Risk Management (ERM) System* - Risks are an integral part of normal everyday life that is unavoidable. This module allows Council to take control of informed risks, which is part of good business practice, and accordingly analyse, control and mitigate these risks.

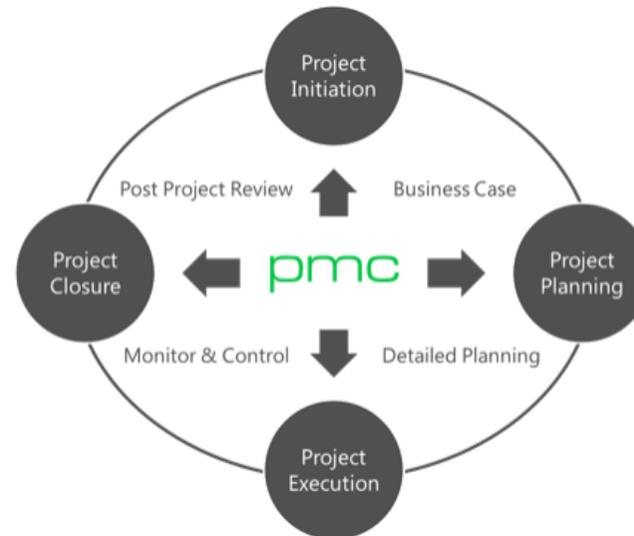
The ERM system is implemented and operational. It is currently being updated per respective Business areas with the objective that this be reported to Council in the August 2020 meeting.

Risk reporting is an essential feature of good governance as this allows the direction of the Council, Executive Team and management and staff to be directed at those areas which really matter most. The ERM system is focused to report against three key areas of Council's interest.

- The strategic objectives of Council
- The operational objectives of Council
- Compliance



- Project Management Control (PMC) module provides a framework for the planning, organising, execution and management of all projects from inception to completion. All projects initially started as an idea. To turn this idea into a reality some key questions need to be answered, like 'how can we fund this, and what are the risks? PMC takes this idea for a project and this will be put through a business case framework. PMC provides project managers with the tools required to manage projects both small and large such as task scheduling, and collaboration issue tracking. PMC will provide oversight across all projects in the organisation and reports can be generated across all projects and actions taken as necessary.



Finance has completed the due diligence in assessing the feasibility of purchasing two 3rd Party Software solutions which will interface with the Xero Accounting Information system, and assist day to day operations as follows:

- *Deputy* will provide the Mornington Shire Council with all of the key elements required to manage scheduling, timesheet management and report on timesheet costing, while reducing the administrative and human resource effort to perform this process. This will enable electronic timesheets interfaced with Xero Accounting Information System. This system will enable for Award conditions to be established for ready reference as timesheets are entered, and available leave will be visible to the supervisor upon approval.
- *WorkGuru* will provide management and staff with all the key elements required for job estimation/budgeting, job management, tracking and asset management, whilst reducing the manual data input and manipulation from the current practice for the Workshop.

This technology and change management solution needs to address the following operational challenges to manage manual data manipulation and unnecessary human resources spend:

- Job tracking for real-time data entry and costing
- Real time materials usage through the kiosk
- Asset history and cost management (for previously serviced machinery)
- Job visibility and job planning
- Asset Management - Planning future works, audit trail, service history
- Accounting - Workflow synergy across debtors and creditors, permitting reconciliation considerations from Xero across the multiple invoicing scenarios in the environment for external stakeholders.
- Customer Information - Billing/Invoice variance considerations, multiple contacts
- Detailed profitability, job & performance reporting for the Executive Team.

KEY ACTIVITIES & INITIATIVES

KEY INITIATIVES

- Commence Civic Centre/ Administration center development
- Replacement / renewal of plant & equipment
- Work through our Technical Working Group to provide more public housing
- Increase stock of staff housing
- Complete projects carried forward from previous year
 - Airport
 - Dog pound
 - Kiosk Tavern
 - Red shed
- Improve internal staff capacity through training and mentoring
- Continue strategic direction toward greater local indigenous employment
- Improve ICT capability to improve service delivery and enhance risk mitigation

STATEMENT OF INTENT

- To provide a level of service excellence to our customers, both internal and external
- Planned, efficient and timely delivery of proposed projects and service, on time and within budget
- Compliant engagement of contractors and consultants to ensure open and transparent processes.
- Continued drive to ensure compliance pursuant to legislation, regulations and policy.
- The implementation and validation of Asset Management in accordance with adopted plans including the LTFP to ensure availability of funds.
- Continue to work toward best practice and in accordance with Council's WHS policies and procedures
- To embrace and engage with the community to determine the strategic direction of Council on behalf of the community

PROJECTS FRAMEWORK

Council will apply the use of the Project Management Control system which provides a framework for the planning, organising, execution, and management of all projects from inception to completion within an organisation. The budget project items will be put through a configurable business case framework. This flexible approval engine allows the executive to define the specific approval criteria which drives the approval workflow. The use of the Project Management Control provides oversight across all projects to monitor planning and progress against budget.

Works for Queensland Grant (Covid-19) Works

Ref: Corporate Plan 2018-23 Program 1 – Improving Community Lifestyle

This Budget provides for an amount of \$1,360,000, which will be used as follows:

- *Maintenance - \$200,000*

The project will rectify several council buildings, facilities and compounds. Works will include re-stumping, modifications and minor repairs, fencing, painting, replacing fittings and fixtures as necessary.

- *Upgrades - \$1,160,000*

Construction of 2 accommodation units and associated site works. Rectification of outdoor entertainment areas at the motel site, visitor's accommodation camp and staff housing, inclusive of hard and soft landscaping, painting and restoration as required.

Pre-Project & Feasibility Works

*Ref: Corporate Plan 2018-23 Program 3 – Creating Opportunities for Prosperity
Program 2 – Keeping our Culture Alive*

This plan provides for an amount of \$200,000 in the administration/ finance operations budget for consultant work on pre-project and feasibility study for identified future capital works projects.

It is essential now, when applying for Government Grant Funding to have projects “shovel ready’ to be considered for approval. Management consider this an essential step in providing Council with every opportunity for success in its strategy of identifying and seeking capital grant funds. A major project planned in the next five years subject to acquiring grant funding will be to expand the storage capacity of the water storage dam and assisting with improving water security for the township of Gununa.

Building and Construction

*Ref: Corporate Plan 2018-23 Program 1 – Improving Community Lifestyle [1,2,3,6,7]
Program 5 – Enhance and Support Council Business [4,5]*

During the coming 12 months our Community will see:

1. The commencement of the new Administration Centre
2. New residence for Emergency Services
3. Construction of 2 accommodation units
4. Visitor Accommodation Centre [VAC] improvements to improve security.
5. Upgrades to Warehouse & ‘Red Shed’ floor and ground surfaces
6. Amenities and storage at various Council & Community sites.
7. Outdoor entertainment area & associated site works – Tavern

Roads and Civil Construction

Ref: Corporate Plan 2018-23 Program 4 – Protecting our Country

Works to roads and infrastructure will be limited to maintenance and repair, funded by the annual Roads to Recovery Funding and any DRFA funding provided for repair of damage caused by Cyclones and Monsoonal troughs.

It is proposed that the commonwealth roads to recovery will be able to complete the following projects in 2020/21:

	Proposed Works	Location	Program
1.	Re-Sheeting	Laneway - Wengka Street to Mukakiya Street, Gununa	2019/20 Cfwd
2.	Re-Sheeting	Laneway – Jimbarn Street to Mukakiya Street, Gununa	2020/21



Plant and Equipment

Ref: Corporate Plan 2018-23

Program 1 – Improving Community Life

Program 4 – Protecting our Country

Significant investment in the replacement and upgrade of plant & equipment is required to ensure continuation of services across all areas of the community. To optimise efficiencies, a detailed analysis has identified the following items requiring replacement in 2020/21. These include:

- Back-hoe
- Parks & Gardens – ride-on mowers
- Low loader
- Light Vehicles - Utilities (Qty x 2)
- Gravel truck
- Dingo digger / post hole digger
- Street sweeper (Tractor led)
- Small plant – e.g. Wacker, concrete mixer, high-pressure sand blaster



MAJOR PROJECTS

Mornington Shire Council Civic Centre

Ref: Corporate Plan 2018-23

Program 1 – Improving Community Life

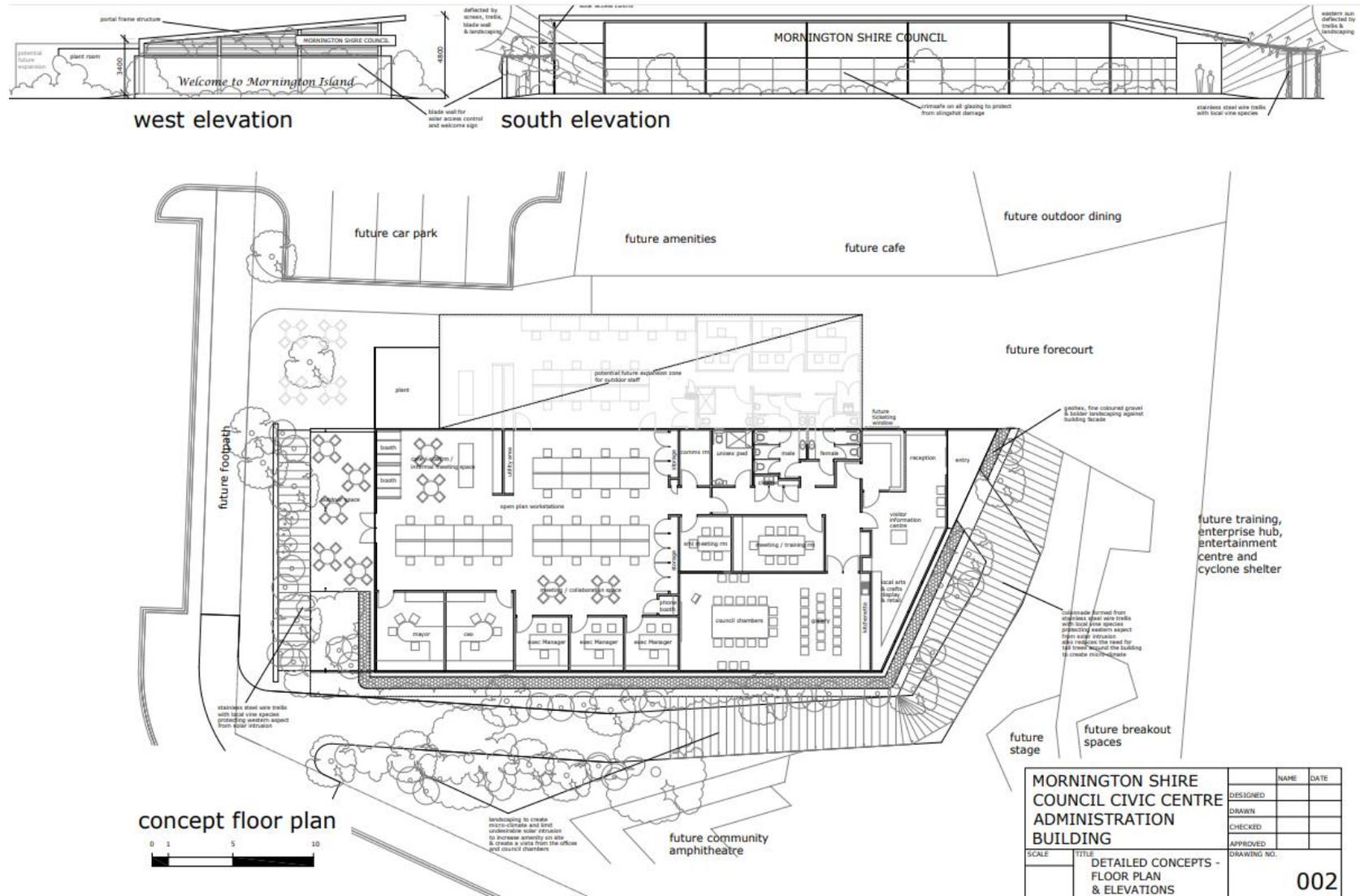
The Mornington Shire Civic Centre will deliver a new ‘smart’ Council administration building & Chambers in the town centre consolidating all Council operations into one facility. The building includes a one-stop reception, visitor information centre, Council chambers, offices & open plan office for 23 staff in stage 1, CCTV control room / security base, disaster management centre.

Council has received approved grants to date of \$5,317,692. Mornington Shire Council will contribute \$590,855 towards the project over two years.



Benefits

- This project will create jobs for the community, delivering jobs during construction and 17.75 FTE post-construction
- Increases commercial viability off town centre
- Improves access to services and activities
- Efficiency dividends co-locating staff and leveraging adjoining facility
- Landscaping, open reception and targeted activities attract and build connection with community and youth
- Streetscape, outside meeting areas, video-arcade, future water play and amphitheatre improved amenity
- Community safety is enhanced through well-equipped disaster management centre as well as visible security
- Building is sustainable, energy and water efficient



Barge Safety and Security Upgrade

Ref: Corporate Plan 2018-23

Program 1 – Improving Community Life

It is proposed to commence the barge area security & safety upgrade. This will include fencing and a boom gate to the barge loading & unloading area immediately securing the area throughout barge operations. This capital will mitigate the risk to the public at these times.

This project is to reduce the extreme risk of serious injury to members of the public and Mornington shire Council employees through a controlled operational area utilising barricading and signage. This will incorporate an implemented traffic management plan for the unloading of the barge by restricting the unauthorised entry of vehicles. Thus, resulting in a significant reduction in risk regarding vehicle collision due to one entry point to the barge operations.



Special Projects Carried Forward (x 2019/20)

As per resolution 2020/107, the following budgets have been allocated to complete special projects from 2019/20. These include:

SPECIAL PROJECT	AMOUNT
Airport Works	\$ 40,000
Dog Pound Termite Proofing – Enabling final certification	\$ 5,000
'Red Shed' Ground Stabilisation, Cross Overs	\$ 20,000
Batch Plants	\$ 40,000
IT Network Infrastructure Project	\$ 136,000
	\$ 241,000

OTHER TARGETS & INDICATORS

The 2020/21 Operational Plan & Budget continues Council's strategy operate sustainably and to build up Council Cash Reserve Funds for future capital projects and shire development.

All Capital purchases/ projects are supported by a Business Case and assessed against Council and Community needs, whilst considering the Strategic and Long-term plans of Council.

There are current projects underway which have been based in previous budgets. These programs will be assessed at the end of the year in establishing a carry-over program of works to be considered in the June and September Quarterly Budget Review.

The Budget has allocated **Transfer to Reserves** (Internally Restricted) as follows:

Transfer to Reserve	\$
Sewerage Management	\$ 137,200
Waste & Landfill Management	\$ 322,940
Water Management	\$ 456,120
+ Reserve Funds (Internally Restricted)	\$ 916,260

The Transfer to Reserve amount is the Surplus Revenue amount, after all expenses [including Depreciation] for that Departments Operations. This in effect 'quarantines' funds for future capital replacement of Assets within those operations.

NOTE:

Council is required to provide provision for the rehabilitation of its land-fill site pursuant to legislation and regulation administered by the Environmental Regulatory Practice, Department of Environment and Science, Queensland Government, and as such Council recognises an unfunded liability of \$1.095 million in its Balance Sheet to reflect this.

Other Considerations:

- Resource scheduling for capital works indicates it will be necessary for the works to be completed by a combination of contractors and Council's existing workforce.
- Materials and Supplies costs are aligned with the proposed program of works.
- Wages cost are programmed to decrease over the next three years of the LTFP. It is targeted for a \$1m decrease per annum in wages.
- A strategy is to set a target of 25% apprentice, trade assistants and structure traineeships has been set for the long-term. As the strategy is implemented, there will be the potential to increase the FTE staff in the short term for an equivalence of costs. This will have the additional benefit of providing succession opportunities, a younger workforce and provide skill development for the community.
- A strategy is also to have a goal of 80-85% Indigenous workforce within our council. The minimum baseline goal set is at 75% indigenous employees which equates to 77 personnel.
- Several strategies will be deployed to meet resourcing requirement peaks. If the internal resourcing is insufficient to meet the delivery needs of the works program. These will include such things as outsourcing, short-term labour hire arrangements and more flexible work arrangements with current staff.
- It is anticipated that in the proposed budget will see the continuation of implementing lean principles and a philosophy of best practice, there will be a measurable increase in productivity per employee.
- It is anticipated with the implementation of the new Corporate Information System, which besides ongoing saving in licensing costs, there will be cost savings as technological improvements roll out. Day-to-day administrative procedures will be replaced by electronic workflows through the 'Cloud', and reduce paper based time-consuming systems.

OPERATIONS 2020-21

Program 1 – Improving Community Life

Services under this Program	Critical Success Factors
Environmental Health	Effective collaboration with Federal and Queensland Governments and their agencies
Animal Control	Implementation of Animal Management Plan, reduction of roaming animals and improvement of animal welfare
Housing	Work with Public Works & Housing to increase public housing stock – reduction in overcrowding
Sport and Recreation	Join with PCYC to deliver sport, recreation, and events to the community – reduction in youth related vandalism and crime
Communication	Develop an effective community consultation policy, together with Website redevelopment to enhance communication
Accommodation	Develop business management plans for both the Visitor Accommodation Centre and Motel together with service standards, both to increase accommodation stock and formalise service delivery



Program 2 – Keeping Our Culture Alive

Services under this Program	Critical Success Factors
<p>Community Cultural Centre – Mirndiyan Gununa Aboriginal Corporation</p> <p>Festivals and Events – celebrates aspects of our community and its lifestyle</p>	<p>Effective relationship with Board of Management and staff – Service Delivery Review Project to ensure efficient locally lead service delivery</p> <p>Community Support and Participation</p> <p>Demonstrating the importance of culture</p> <p>Capacity to sustain and develop infrastructure – roadways together with improved plant & equipment to enhance service delivery</p> <p>Effective relationship with all stakeholders</p> 

Program 3 – Creating Opportunities for Prosperity

Services under this Program	Critical Success Factors
<p>Business Development</p> <p>Motel/Bakery/Batching Plant/ Building Services</p>	<p>Co-operation of private sector and stakeholder partners (ADBT, Department of Prime Minister and Cabinet, IBA, MIACSED)</p> <p>Council commitment and resources invested into increasing employment in a sustainable manner – Business Plans for Bakery, upgrade of plant. Business plan for VAC, improved security perimeter, Business Plan for Motel</p> <p>Community support for economic development vision – Business incentive and start-up program.</p> <p>Develop ‘shovel ready’ pre-project plans for community projects identified in the Mornington island master Plan 2020 to optimise grant funding opportunities.</p>

Program 4 – Protecting our Country

Services under this Program	Critical Success Factors
<p>Asset Management Co-ordination</p> <p>Technical Services</p> <p>Council Building Maintenance</p> <p>Environmental Management</p> <p>Fire Prevention</p> <p>Parks and Gardens</p> <p>Roads Maintenance</p> <p>Planning and Design</p> <p>Waste collection, disposal and management</p> <p>Water collection, storage and management</p>	<p>Seek alignment between community expectations and available resources in service delivery – plant & equipment purchases</p> <p>Management plans and best practice manuals are developed and implemented – development of new Civic Centre/ Administration building</p> <p>Work with Wilssed Rangers to control burn with TO’s traditional country burning</p> <p>Policies and strategies are documented, relevant and integrated – plant and equipment purchase to enhance service delivery</p> <p>Work QRA to fund road maintenance, repair and reconstruction.</p> <p>Technical Working Group to identify in-fill possibilities and Public Works & Housing to fund housing.</p> <p>Effective communication and consultation with internal and external business units – Waste Management Strategy to tie in with Indigenous Council’s Waste Strategy</p> <p>Identify sustainable funding opportunities</p>

Program 5 – Enhance and Support Council Business

Services under this Program	Critical Success Factors
<p>Customer Service</p> <p>Executive Management</p> <p>Financial Management</p> <p>Information Technology</p> <p>Payroll</p> <p>Human Resources</p> <p>Advocacy</p> <p>Grant Funding</p> <p>Governance</p> <p>Communication</p>	<p>Utilisation of Council assets by the Community</p> <p>Effective advocacy</p> <p>A sustainable positive organisation culture</p> <p>Develop attraction and retention of qualified and skilled staff strategy</p> <p>Be proactive in identifying grant fund opportunities – win competitive grant funds for identified programs and projects in the annual operational plan</p>

Program 6 – Governance & Communications

Services under this Program	Critical Success Factors
Council Meetings	Public access to information, open forums, examine the possibility of holding meetings in community, establish focus groups.
Service Provider Meetings	Regular interaction between Council and Service Provider’s – Service Delivery Project to ascertain and measure service delivery effectiveness – shift to local lead service delivery
State and Commonwealth consultation	Effective advocacy, Mayor and Executive to attend meetings, establish key relationships with Minister’s and their advisors.
Customer Service	A sustainable positive organisation culture – ongoing training and upskilling of CSO’s and established service standards.
Media relations and Social marketing	Up to date social networking sites – updated and compliant website, controlled and considered social media posting and responses Respect for Council role in Community – effective community consultation

LEGISLATIVE REFERENCE:

- Local Government Act 2009 107A
- Local Government Act 2009 (12)(4)(b)
- Local Government Act 2009 (94)(2)
- Local Government Act 2009 (104) (5)(a)(iv)
- Local Government Regulation 2012 Chapter 5 Division 3

