GLADSTONE
REGIONAL COUNCIL

2019-20
Operational Plan

Partnerships

Our Charter

Gladstone Regional Council's charter defines who we are, what we do and guides how we work.

Vision

CONNECT. INNOVATE. DIVERSIFY.

Mission

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

Values

S E R V I C E

SAFE
We are uncompromising in our commitment to safety, which is reflected in our attitude, our decisions and our actions.

ETHICAL
We operate with transparency, openness and accountability at the fore.

RESPONSIVE
We respond by being present, proactive and solutions-focused, and we deliver on our commitments.

VISIONARY
We plan as futures-thinkers and opportunity seekers and we have the courage to shape a better future for our community.

INCLUSIVE
We create and value diversity and we actively demonstrate our commitment to equality and inclusivity.

COMMUNITY
We care about each other and our environment and we recognise that community is the core of our business.

EFFICIENT
We deliver; we challenge the status quo and we continually find better ways to reduce cost and improve services.

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CONNECT.

INNOVATE.

DIVERSIFY.

From the CEO

Welcome to Gladstone Regional Council's Operational Plan for 2019/20

This plan represents the second of our five-year Corporate Plan, outlining the work we are going to deliver and how our performance will be measured.

The plan was developed in conjunction with our annual Budget and the significant activities are funded from our 2019/20 Budget.

Based on the theme of 'partnerships' this year's Operational Plan reflects Council partnering with our communities to provide outcomes which will meet their expectations.

It is centred around creating new partnerships and leveraging existing partnerships, both within our organisation and with the communities we serve.

Internally, it reflects our continued collaboration between the newly formed business units following the transformation of our operating model to a service-focused model, putting the community at the centre of everything we do.

We will continue to embrace our vision to Connect, Innovate and Diversify to improve our customer experience, offer more ways for our community to provide feedback in our decision making, increase our resilience to future business disruption caused by natural disaster and continue to mature in our journey around productivity and efficiency.

Led by our Mayor and Councillors, our executive team is committed to fostering an organisation that is focused on our people, uplifting capability and a safe work culture.

Our SERVICE values will continue to underpin what we do and how we do it as our people are the key to our success. Our values are: Safe, Ethical, Responsive, Visionary, Inclusive, Community and Efficient.

This plan, combined with our values, describe what we will do and how we will do it as we go about our mission to work together to balance our region's lifestyle and opportunity.

Stay safe today, for tomorrow.

Leisa Dowling
Chief Executive Officer

The Gladstone Region

The Gladstone Region truly is a Region of Choice, offering a great place to live, work, play and invest.

From the majestic heights of Kroombit Tops in the west through to the deep coral lagoons of the Southern Great Barrier Reef, the Gladstone Region provides the resident population of more than 63,000 people with an enviable lifestyle within a strong and dynamic economy.

The Gladstone Region is located in Central Queensland, approximately 550 kilometres north of Brisbane and covers an area of 10,500 square kilometres. With two of the world's largest alumina refineries, Queensland's largest multi commodity port and a number of other major industrial giants sited locally, the Gladstone region is known for its employment opportunities and skilled workforce.

The Gladstone State Development Area continues to attract large industry to the region, including the Liquefied Natural Gas (LNG) industry.

A strong retail and service sector within the modern urbanised city of Gladstone together with tourism and primary production (particularly beef cattle and timber) provide abundant choice for workers and opportunities for business people.

Balanced with large areas of green open space, including several national parks, historical sites, bush walks and marine activities, including fishing and crabbing, residents have a wide choice to explore and experience the great outdoors. A strong sense of community with a "can do" attitude and a relaxed and friendly atmosphere permeates throughout the region.

Well developed infrastructure and services, including a regional airport, continues to support the localised identity of the communities across the region, providing choice in lifestyle.

These communities include the urban centres of Gladstone and Boyne Island/Tannum Sands, plus the smaller towns of Agnes Water, Ambrose, Baffle Creek, Benaraby, Bororen, Builyan, Calliope, Lowmead, Miriam Vale, Mount Larcom, Many Peaks, Nagoorin, Raglan, Rosedale, Seventeen Seventy, Targinnie, Turkey Beach, Ubobo and Yarwun. Many smaller localities also exist in between.

Introduction

The Operational Plan plays an important part in the corporate planning framework, referring to the Corporate Plan and detailing the key operational activities that Council will deliver in 2019/20.

Gladstone Regional Council, via the 2018-2023 Corporate Plan, has outlined their Vision to "Connect. Innovate. Diversify." and commitment to a dynamic, proud and diverse future for the region. The Corporate Plan is a vital part of the Corporate Planning Framework and serves as a primary strategic planning document; guiding us to the needs of our community and future-proofing our organisation to deliver. This will enable us to meet community need in an efficient and responsive manner by embracing innovation and taking a value-for-money approach to service delivery.

The 2019/20 Operational Plan follows the strategic direction defined in the Gladstone Regional Council Corporate Plan 2018-2023 and represents the shorter one-year timeframe. The activities within this annual plan are funded from the annual budget and accordingly, the two documents are completed in tandem.

We will formally report on our Operational Plan progress on a quarterly basis, demonstrating our commitment to good governance and satisfying our obligations under the *Local Government Act 2009*. A comprehensive and transparent account of our Operational Plan delivery will form part of Council's Annual Report.

VISION
Connect. Innovate. Diversify.

STRATEGY
Long Term Financial Forcast
Asset Management Plan

DIRECTION
Corporate Plan

ACTION
Operational Plan
Annual Budget

MONITORING
Quarterly Operational Plan Review
Monthly Financial Statement Presentation
Annual Report

Organisational Structure

The structure of the organisation is purposefully designed to deliver Council's strategy. Grounded in the principles of efficiency, innovation, collaboration and agility, the structure of our organisation will support value for money service delivery to meet the changing needs of our community.

This is reflected through a structure comprised of seven business units, outlined on page 8.

Community Development and Events

To position Council as an accountable, transparent business that delivers on its promises and develop strength in our brand by creating genuine connection between community and Council through a variety of mediums; by creating experiences that engage and deliver positive outcomes for the community and Council; and by empowering our community, embracing diversification and enhancing our social landscape.

- Events and entertainment
- Communications and brand
- Community development and partnerships
- Arts and culture

Customer Experience

To transform the Council customer experience, liveability and sustainable development by delivering high quality, low effort, cost effective customer, planning and regulatory services.

- Customer contact
- Customer experience insights and innovation
- Biosecurity and environmental health
- Local laws / animal management
- Planning, building and plumbing services

Finance, Governance and Risk

To provide the governance, financial, compliance and risk management to build a sustainable business through reporting accurate financial and compliance results, preserving company assets, and supporting the highest standards of integrity.

- Financial management
- Revenue management
- Cost accounting
- Governance, risk and compliance
- Ethics, integrity and audit
- Strategic procurement
- Records
- Legal

Operations

To consistently use the right mix of internal and external resources to safely deliver the program of work on time, on budget and to the required quality and the safe and efficient response to disaster and emergency events.

- Works planning
- Support services
- Works delivery teams
- Contract and procurement - Program of work
- Disaster management and response

People, Culture and Safety

To build a safe, healthy, high performance culture across our organisation that reflects our community and its spirit, our organisational values and our internal diversity.

We enable our organisation's success through partnering with our people to continually develop their capability, talent and performance.

- Industrial relations
- Talent management
- Health, safety and wellbeing
- Remuneration and benefits
- Performance framework

Strategic Asset Performance

To strategically manage our assets and level of service to optimise the life cycle costs of our assets. We ensure our services to the community are sustainable, efficient and affordable and that assets are appropriately planned, built, acquired, used, maintained and disposed of.

- Asset governance
- Asset planning
- Design and investigation
- Asset performance and monitoring
- Environment and conservation

Strategy and Transformation

Develop the business strategy, process, innovation and technology agenda and delivering change initiatives that enable Council to execute on plans with a clear focus, a sense of shared purpose and agreed-upon priorities, and a basis for measuring progress and impact (organisationally and within the community).

- Strategy and planning
- Strategic information and technology
- Transformation program management
- Economic development
- Strategic funding and grants

Connect.

CONNECT.
Strategic Goal
1.

Engaged, involved and proud communities.

Our commitment - Our community is engaged, involved and proud. They say, "Gladstone Regional Council is easy to deal with and understands my needs". We will be seen by the community to be efficient, financially and socially responsible and provide value for money. We will know people are confident in our engagement processes and actively participate in providing their feedback and contributing to community decisions.

IN 2023 WE WILL HAVE

Achieved an increase in community satisfaction

High community perception of the value of their rates

Resilient community groups

Increased volunteerism in the Gladstone region

Inclusive multi-purpose sporting and recreation facilities

Inclusive creative arts and culture activities and venues

A reconciliation action plan that meets community expectations

Positive engagement processes and our community actively participate in providing the organisation with feedback and contributing to community decisions

"to be **efficient, financially** and **socially responsible** and provide **value for money**"

KEY ACTIVITIES

- Innovative, multi-channel engagement approaches
- Strong partnerships and resilient communities
- Activate our public spaces
- Library futures

1. ENGAGED, INVOLVED & PROUD COMMUNITIES

1.1 Innovative, multi-channel engagement approaches

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.1a	Implement a community perception survey to identify what our community think of Gladstone Regional Council, their priorities and determine the customer effort required	Undertake a community perception study to identify community sentiment and Council performance	Q2 2019 (October)	General Manager Community Development & Events	External resource	🟢
1.1b	Develop a new website leveraging engagement platforms to provide opportunity for community-based decision making, engagement, high service delivery and information	Conduct Phase Two of the digital/web enhancement project including the implementation of a community engagement platform, event aggregator and migration roadmap (including Town Planning Scheme)	Q4 2020 (June)	Manager Insights and Innovations	Community Engagement Specialist General Manager Community Development & Events Manager Development Services Manager Events & Entertainment ICT Specialist (Service Management) Site Owners Manager Brand & Communications Digital Communications Advisor Customer Analytics Specialist	🟠
1.1c	Develop a Regional community development strategy that will guide Council's priorities for its community development program for the region	Development of a Regional Community Development Strategy and associated Action Plans	Q2 2019 (December)	Manager Engagement and Partnerships	Community Development Specialist Community Engagement Specialist External Consultants Manager Strategic ICT	🟢
1.1d	Provide Council and the community with information on their obligation to comply with State Legislation and Local Laws	Develop one proactive education and awareness program that is innovative in community engagement to deliver information on how to comply with State Legislation and Local Laws	Q4 2020 (June)	Manager Biosecurity and Environmental Health	General Manager Customer Experience Manager Brand & Communications	🟠
1.1e	Integrate community engagement and asset management activities to ensure service standards reflect needs of the community and take account of affordability, future growth, regulatory requirements and technology improvements	Develop a Community Engagement program to develop a baseline for how the community values the current service levels of assets	Q2 2019 (December)	All SAP Managers	Community Engagement Specialist	🔵

1.2 Strong partnerships and resilient communities

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.2a	Identify delivery needs for an innovative, integrated community services precinct - "Communities and Families Precinct" in Philip Street	Undertake collaborative planning with stakeholders to rejuvenate the vision, objectives and model of services for an integrated community and family precinct	Q1 2019 (September)	Manager Engagement and Partnerships	Community Engagement Specialist Communications & Public Relations Specialist Strategic Project Specialist	🟢

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.2b	Deliver Stage 1 of the Philip Street Communities and Families Precinct	Construction of Stage One of the Philip Street Communities and Families Precinct is greater than 50% complete	Q4 2020 (June)	Strategic Project Specialist	Manager Engagement & Partnerships Manager Works Planning & Scheduling Manager Parks Program Delivery Communications & Public Relations Specialist	●

1.3 Activate our public spaces

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.3a	Review strategic plan for Tondoon Botanic Gardens Premier Park to ensure the park continues to provide value to the region	i. Undertake and complete review of strategic plan for Tondoon Botanic Gardens	Q1 2019 (September)	Manager Tondoon Botanic Gardens	Community Engagement Specialist General Manager Community Development & Events Manager Brand & Communications Research & Conservation Specialist Strategic Project Specialist Manager Events & Entertainment	●
		ii. Commence the Tondoon Botanic Gardens staged and costed masterplan	Q4 2020 (June)	Strategic Project Specialist	Manager Tondoon Botanic Gardens Manager Engineering Asset Solutions Community Engagement Specialist - Strategic Projects General Manager Community Development & Events	●
1.3b	Undertake detailed design development plans for the Awoonga Lake Rail Trail and Kalpower Tunnels Rail Trail	Engage with the community and complete detailed design development plans for the Awoonga Lake Rail Trail and Kalpower Tunnels Rail Trail	Q3 2020 (March)	Strategic Project Specialist	Community Engagement Specialist Manager Engineering Asset Solutions Communications & Public Relations Specialist Community Development Specialist - Strategic Projects	●
1.3c	Develop Concept and Detailed designs and costings to progress the Boyne Tannum Aquatic Recreation Centre	Commence concept designs and costings	Q4 2020 (June)	Strategic Project Specialist	Manager Asset Design Manager Engineering Asset Solutions Community Development Specialist Communications & Public Relations Specialist	●

CONNECT.

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.3d	Develop a detailed risk/health works program for the Tondoon tree asset	Engage a Arboriculture consultant to undertake inspection of Tondoon Tree asset and complete risk and associated health tree management program	Q4 2020 (June)	Manager Tondoon Botanic Gardens	Tondoon Botanic Gardens Arborist Tondoon Botanic Gardens Curator Tondoon Botanic Gardens Lead Horticulturalist Contracts & Procurement Team External Consultants	●
1.3e	Develop a detailed soil health works and monitoring program for the Tondoon Tree asset in the main event space area of the gardens	Develop a soil health program including soil decompaction works, data collection, nutrition program and irrigation efficiency report	Q4 2020 (June)	Manager Tondoon Botanic Gardens	Tondoon Botanic Gardens Arborist Tondoon Botanic Gardens Curator Tondoon Botanic Gardens Lead Horticulturalist Contracts & Procurement Team	●
1.3f	Identify requirements for the Gladstone Coal Exporters Sports Complex to provide the community with a year round multi-purpose sports and event complex capable of hosting at national level	i. Master Plan and preliminary costings completed	Q1 2019 (September)	Strategic Project Specialist	Manager Asset Design Manager Engineering Asset Solutions	●
		ii. Develop a Business Case for the Gladstone Coal Exporters Sports Complex	Q4 2020 (June)	Community Development Specialist - Strategic Projects	Strategic Project Specialist Property Acquisition & Disposal Specialist Community Engagement Specialist Communications & Public Relations Specialist Senior Legal Advisor Events Specialist	●

1.4 Library futures

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.4a	Proactively planning for a collaborative contemporary future for our libraries	Develop the GRC Libraries Strategic Plan for 2019-2024 refective of community needs with results to inform future infrastructure planning	Q1 2019 (September)	Manager Regional Libraries	Community Engagement Specialist Library staff Manager Engineering Asset Solutions Community	●

CONNECT.
Strategic Goal
2.

Healthy environment, healthy community.

Our commitment - To take a leadership role in protecting the environment, using resources efficiently and improving the health and safety of the community.

IN 2023 WE WILL HAVE

Identified landscaped green space reverted to natural environment

Reduced reliance on non-renewable energy

Safe footpaths and bikeways that connect communities and encourage active transport

More efficient use of our water resources

Safe drinking water supplied to urban areas

Reduced level of dry weather overflows from sewerage network

Waste management plans in place to decrease reliance on landfills

A regional environmental management and conservation strategy

"protecting the environment, **using resources efficiently** and improving the health and safety"

KEY ACTIVITIES

- Target Zero Waste to landfill
- Focus on becoming an energy neutral Council
- Minimise our environmental impact
- Promote healthy, active and safe communities
- Sustainable water management

PROGRESS INDICATORS

- Per cent reduction of waste volumes to landfill
- Number of dry weather overflows
- Number of reportable water quality incidents

KEY PERFORMANCE INDICATORS

- 5% decrease in waste to landfill
- Target zero dry weather overflow events
- Target zero Water Quality incidents reportable to the regulators

2. HEALTHY ENVIRONMENT, HEALTHY COMMUNITY

2.1 Target Zero Waste to landfill

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.1a	Target Zero Waste: Review our current waste and recycling processes including operation of transfer stations	Increase Mandalay footprint to capture data	Q2 2019 (December)	Waste Performance Analyst	Strategic Policy & Planning Specialist Manager Waste Program Delivery ICT Specialist (Enterprise Architecture & Technology)	🔴

2.2 Focus on becoming an energy neutral Council

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.2a	Target Energy Neutrality	Energy baseline established and understood (ie peaks, baselines, reliability etc)	Q2 2019 (December)	Strategy & Transformation Specialist	Strategic Asset Performance Team Strategic Policy & Planning Specialist	🔵

2.3 Minimise our environmental impact

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.3a	Develop and implement an environment and conservation strategy to reduce the impact of Council operations on the natural environment whilst effectively balancing ongoing operational and maintenance costs and threats to human safety	Collect data in accordance with the 19/20 data collection program and review program quarterly to identify and capture additional data requirements	Q4 2020 (June)	Manager Environment & Conservation	Strategic Policy & Planning Specialist General Manager Operations	🔵
2.3b	Apply contemporary environmental management controls when undertaking works to reduce impact on the environment	i. Develop and commence implementation of Environmental Management system in line with ISO14001	Q3 2020 (March)	Manager Environment & Conservation	External Consultants General Manager Operations General Manager Strategic Asset Performance Manager Biosecurity & Environmental Health Digital Communications Advisor Risk Specialist Manager Governance	🔵
		ii. Develop Native Title/Cultural Heritage management process to satisfy ILUA obligations for project and operational activities	Q3 2020 (March)	Property Acquisition & Disposal Specialist	Operations (Program Delivery) Manager Environment & Conservation Strategic Project Specialist Project Delivery Managers Reconciliation Action Plan Officer Manager Engineering Asset Solutions	🔵

2.4 Promote healthy, active and safe communities

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.4a	Provide infrastructure that promotes community wellness and safety. Incorporate Crime Prevention Through Environmental Design (CPTED) principles into infrastructure designs	Implementation plan developed to outwork the 2017 Pedestrian and Cycle Strategy Action Plan	Q2 2019 (December)	Manager Asset Planning	Manager Engineering Asset Solutions	🔵

2.5 Sustainable water management

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.5a	Develop and implement a sustainable water management strategy balancing community expectations with long term delivery costs and environmental impacts	i. Develop demand models across the four-water supply scheme, focusing on the key customer groups and Council's internal water usage - Lake Awoonga Scheme	Q4 2020 (June)	Manager Asset Planning	Operations Team Manager Engagement & Partnerships Manager Environment & Conservation	🔵
		ii. Measure irrigation water use across Gladstone Regional Council parks and gardens	Q4 2020 (June)	Manager Parks Program Delivery	Manager Asset Planning Manager Engineering Asset Solutions Manager Water Program Delivery	🔴

CONNECT.
Strategic Goal
3.

Our people, our values.

Our commitment - Our success is built on a foundation of safe, engaged, high performing talent and teams. Safe and engaged people ensures we will have a safety culture that underlies how we operate our business. We will have visible and accessible leaders that provide clear direction and purpose, with community engagement at the forefront. We will be accountable, inclusive and collaborative. We will have established programs for learning and development; succession planning; mentoring; talent identification and utilisation; recognition, and our performance management will be meaningful.

IN 2023 WE WILL HAVE

An organisation that acknowledges the positive impacts of continuous improvement efforts

Improved organisational safety performance by having a safety culture

High performing teams that are engaged and aligned

"**success** is built on a foundation of **safe, engaged, high performing talent** and **teams**"

KEY ACTIVITIES

- Improve wellbeing and embed safety
- Employer and brand promise to attract right talent
- Constructive and collaborative leaders
- High performing culture

PROGRESS INDICATORS

- Critical risks and monitoring measures of implementation (lead key performance indicators)
- Effectiveness (lag key performance indicators) of relevant control measures (total recordable injury frequency rates [TRIFR] and lost time injury frequency rates [LTIFR])
- Staff engagement

KEY PERFORMANCE INDICATORS

- Achievement of a successful safety audit result
- Minimum score of 60% Employee Engagement from the annual Employee Engagement survey

3. OUR PEOPLE OUR VALUES

3.1 Improve wellbeing and embed safety

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.1a	Achieve compliance with AS/NZS 4801:2001 Occupational Health and Safety Management Systems	i. Identify and rectify current non-compliance including development of a health, safety and wellness plan	Q2 2019 (December)	Manager Health, Safety and Wellbeing	Risk Specialist Ethics, Integrity & Internal Audit Team Workplace Health & Safety Business Partners Talent, Culture & Performance Specialist Health & Safety Representatives Rehabilitation Health and Wellbeing Advisor All Employees	●
		ii. Undertake external safety audit	Q4 2020 (June)	Manager Health, Safety and Wellbeing	External Auditor Risk Specialist Ethics, Integrity & Internal Audit Team Workplace Health & Safety Business Partners Talent, Culture & Performance Specialist Health & Safety Representatives Rehabilitation Health and Wellbeing Advisor All Employees	●

3.2 Employer and brand promise to attract right talent

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.2a	Develop and implement a diversity and inclusion framework that is representative of the diversity within our community	i. Develop a Diversity and Inclusion Framework	Q1 2019 (September)	Recruitment, Remuneration and Benefits Business Partner	Manager People Services Community Engagement Specialist Reconciliation Action Plan Officer	●
		ii. Implement the Diversity and Inclusion Framework	Q4 2020 (June)	Manager People Services	People Culture and Safety Team members Community Engagement Specialist Reconciliation Action Plan Officer	●

3.3 Constructive and collaborative leaders

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.3a	Develop and implement an integrated People Plan	i. Develop a People Plan	Q1 2019 (September)	Talent, Culture and Performance Specialist	Manager People Services Executive Leadership Team Remuneration & Benefits Business Partner Manager Health, Safety & Wellbeing Rehabilitation Health and Wellbeing Advisor Risk Specialist	●
		ii. Implement People Plan	Q4 2020 (June)	Manager People Services	Payroll Team Executive Leadership Team Manager Health, Safety & Wellbeing People Culture and Safety Team members Rehabilitation Health and Wellbeing Advisor Risk Specialist	●

3.4 High performing culture

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.4a	Develop an internal communications plan that engages our people in understanding and adopting our strategic and operational direction and objectives for consistent and continuous promotion of building a high-performance culture	Development of an Internal Communications Plan	Q3 2020 (March)	Internal Communications Specialist	Executive Leadership Team Manager Brand & Communications Strategy & Transformation Specialist Manager Insights & Innovations Talent, Culture and Performance Specialist	●
3.4b	Increase Employee Engagement	i. Develop an action plan in response to the Q1 2019 survey results, with preparation for an engagement remeasure in Q4 2020	Q1 2019 (September)	Talent, Culture and Performance Specialist	External resource Manager People Services Internal Communications Specialist Manager Brand & Communications Strategy & Transformation Specialist	●
		ii. Implement the action plan developed in response to the Q1 2019 survey results	Q4 2020 (June)	Manager People Services	External resource People Culture and Safety Team members Internal Communications Specialist Manager Brand & Communications Strategy & Transformation Specialist	●

CONNECT.
Strategic Goal

9.

Ethical and responsible government.

Our commitment - To create a culture that minimizes risk and maintains compliance by strengthening governance, risk management, and compliance awareness, processes, reporting and accountability.

IN 2023 WE WILL HAVE

Comprehensive risk management strategies for all identified risks

Documented risk appetites for each corporate risk element

Transparent, accountable and responsive governance

A Council that makes better informed decisions based on improved report writing which provides a thorough options analysis

Increased community involvement in local government

More efficient and enhanced service standards by all areas of council

Leaders who continue to act with integrity

"**create** a culture that **minimizes risk** and **maintains compliance**"

KEY ACTIVITIES

- Contemporary governance practices
- Efficient and responsible use of resources
- Decision making and support

PROGRESS INDICATORS

- Community access to the decision making process
- Planning and performance reporting
- Active risk management
- Strong and responsible budget and financial management

KEY PERFORMANCE INDICATORS

- 100% of Agreed Actions completed from council resolutions, complaints, compliance, audit & risk reviews within timeframes
- Target zero Integrity complaints substantiated against leaders
- <5 unidentified options or deferred decisions made by Council or Executive

4. ETHICAL AND RESPONSIBLE GOVERNMENT

4.1 Contemporary governance practices

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
4.1a	Develop and deliver a schedule of governance framework, delegations and local laws	Number of Policies, Corporate Standards and Local Laws reviewed within Schedule	Q4 2020 (June)	Manager Governance	Leaders within the Organisation	●
4.1b	Ensure ongoing training to 100% of organisation to strengthen focus on code of conduct and managing conflicts of interest and integrity matters	Number of training sessions and educational artefacts developed and provided - Code of Conduct, Managing Conflicts of Interest and Integrity Matters	Q4 2020 (June)	Ethics, Integrity and Audit Specialist	Manager People Services Manager Governance Senior Legal Advisor Risk Specialist Manager Brand & Communications	●
4.1c	Review existing and develop new organisational committees that are aligned to strategic objectives	Review Council appointed representation on external organisations	Q4 2020 (June)	Manager Governance	Chief Executive Officer Councillors	●
4.1d	Strengthen internal audit function to deliver improved assurance and responsiveness in delivering audit findings	Develop risk based audit plan that identifies approach for delivery and completion in alignment with the approved Business Improvement Committee endorsed Plan	Q3 2020 (March)	Ethics, Integrity and Audit Specialist	Executive Leadership Team Risk Specialist Manager Governance Compliance & Assurance Officer Compliance & Reporting Officer Level 3 Leaders	●
4.1e	Implement contemporary whole of business risk management frameworks based on a review and adoption of Council's risk appetite	i. Revise risk management policy and corporate standard	Q1 2019 (September)	Risk Specialist	Risk Management Working Group Executive Leadership Team	●
		ii. Risk management embedded in reporting mechanisms and organisational training facilitated to maintain organisational awareness including development of risk registers	Q4 2020 (June)	Risk Specialist	Level 3 Leaders Executive Leadership Team	●
4.1f	Undertake gap analysis of compliance activities and develop a Compliance Framework for implementation across Council	Compliance Assurance Frameworks established and gaps identified	Q4 2020 (June)	Ethics, Integrity and Audit Specialist	Compliance & Assurance Officer Level 3 Leaders Risk Specialist	●
4.1g	Develop an understanding of the ability of current business continuity plans to meet organisational needs	Gap analysis of business continuity plans and prioritise action plans to be developed	Q1 2019 (September)	Risk Specialist	Level 3 Leaders External Consultants	●
4.1h	Develop a Corporate Strategic Planning framework that ensures strategy development across the Organisation is consistent and simplified	Development of a corporate strategic planning framework and toolkit	Q1 2019 (September)	Strategic Policy & Planning Specialist	Executive Leadership Team Level 3 Leaders Strategy & Transformation Specialist	🔵

CONNECT.

4.2 Efficient and responsible use of resources

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
4.2a	Develop and communicate visible performance measures which are transparent in performance reporting, enable the use of performance data for decision making and ensure metrics that are holistic and take into account the community impact, cost to serve and financial requirements	Implementation of Organisation wide dashboard reporting for Corporate Plan KPI's and metrics	Q1 2019 (September)	Strategic Policy & Planning Specialist	Systems Modelling & Metrics Specialist Manager Asset Governance Manager Strategic ICT Strategy & Transformation Specialist	🔵
4.2b	Improve efficiency and productivity across the organisation	Develop and deliver a steady program of business improvement activity designed to provide productivity gains and business efficiencies	Q4 2020 (June)	Strategy & Transformation Specialist	External Consultants Level 3 Leaders Executive Leadership Team	🔵
4.2c	Establish an Organisational Transformation Project office and report holistically with respect to current organisational change initiatives	i. Establish a transformation program and develop an organisational change reporting framework	Q1 2019 (September)	Strategy & Transformation Specialist	Executive Leadership Team External resource	🔵
		ii. Delivery of transformation program	Q2 2019 (December)	Strategy & Transformation Specialist	Executive Leadership Team Level 3 Leaders	🔵

4.3 Decision making and support

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
4.3a	Improve business decision making processes	Develop an end to end Investment Decision Framework (IDF) and commence utilisation	Q2 2019 (December)	Strategy & Transformation Specialist	Manager Works Planning & Scheduling Manager Asset Governance Project Managers Systems Modelling & Metrics Specialist External Consultants Manager Strategic ICT General Manager Finance, Governance & Risk General Manager Strategic Asset Performance Manager Contracts & Procurement Manager Governance Strategic Project Specialist	🔵
4.3b	Improve reporting systems to support informed decision making	Develop the Business Reporting Plan and associated implementation plan	Q2 2019 (December)	Systems Modelling & Metrics Specialist	ICT Business Analyst Level 3 Leaders Strategy & Transformation Specialist Manager Strategic ICT Manager Asset Governance Manager Asset Performance & Monitoring Analyst Group	⚫
4.3c	Implement an approach to data capture (cost, condition, reliability, availability, performance, outcomes and criticality) that ensures a single source of the truth for all asset data to eliminate conflicting information from different sources and supports asset management activities (including financial accounting) and decision making	i. Review and develop scope for relevant Asset Data software package	Q2 2019 (December)	Manager Asset Governance	ICT Project Manager	🔵
		ii. Implement data system and complete asset migration to new software	Q4 2020 (June)	Manager Asset Governance	ICT Project Manager	🔵

Innovate.

INNOVATE.
Strategic Goal

5.

Outstanding customer service.

Our commitment - We have a reputation for being easy to deal with and delivering value for money customer service.

IN 2023 WE WILL HAVE

More efficient development assessment processes (development approvals and operational works)

A reputation of being easy to deal with, measured by a reduction in response timeframes

Professional and well developed relationships with all of Gladstone Regional Council's partners

"reputation for being **easy to deal with** and **delivering value** for money"
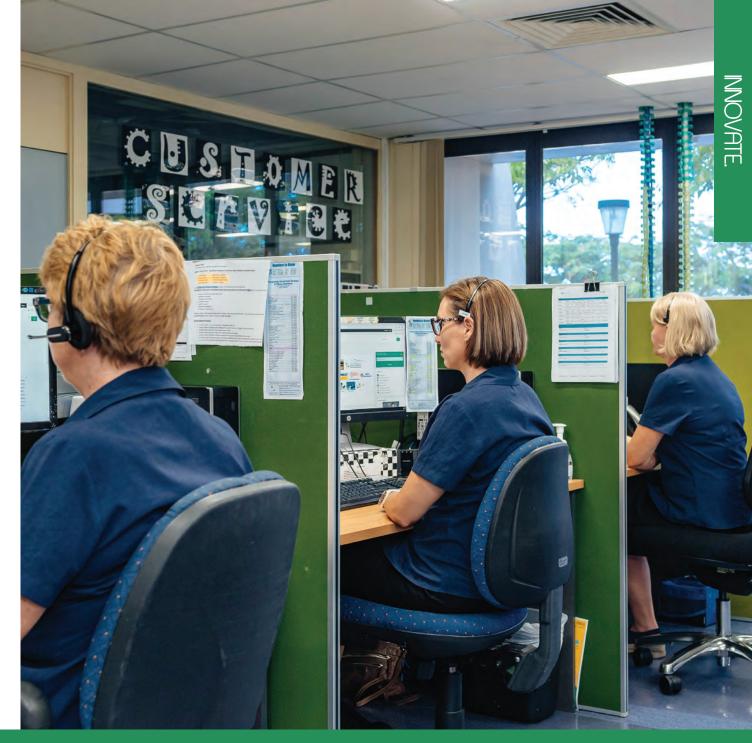
KEY ACTIVITIES

- High satisfaction, low effort customer services
- Listen to, and learn from, our customers

PROGRESS INDICATORS

- Customer satisfaction
- Net promoter score
- Innovation: New services/channels/events
- Average resolution time/cycle time

KEY PERFORMANCE INDICATORS

- >0 increase in NPS relating to customer experience
- >60% number of enquiries resolved at the first point of contact

5. OUTSTANDING CUSTOMER SERVICE

5.1 High satisfaction, low effort customer services

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
5.1a	Performance: Launch a customer service plan that delivers a single view of our customer and helps us manage their interactions to the best channel based on cost, accessibility and emergent technologies	Develop and implement the customer experience plan	Q2 2019 (December)	General Manager Customer Experience	Manager Insights & Innovations Manager Strategic ICT Executive Leadership Team	🟠
5.1b	Innovations: Introduce innnovations to improve customer experience including delivery of self service options for high frequency transactions and the ability for customers to track progress online	i. Commence implementation of self-service roadmap	Q4 2020 (June)	Manager Insights and Innovations	Insights & Innovations Team Customer Experience Transformation Lead ICT Specialist (Enterprise Architecture & Technology) Manager Brand & Communications Digital Communications Advisor Customer Solutions Team Leaders Customer Experience Leadership Team	🟠
		ii. Develop and implement continuous improvement framework for Customer Experience	Q4 2020 (June)	Process Improvement Leader	Insights & Innovations Team Manager Strategic ICT General Manager Customer Experience Digital Communications Advisor Customer Solutions Team Leaders Customer Experience Leadership Team	🟠
		iii. Develop and implement GIS governance	Q4 2020 (June)	Manager Insights and Innovations	Senior GIS Officer GIS Officer Level 3 Leaders	🟠
5.1c	Quality: Introduce a program that embeds industry leading best practice across the organisation	Deliver Phase Two of the Quality program across Customer Experience	Q4 2020 (June)	Quality Specialist	Insights & Innovations Team Manager Insights & Innovations Manager Brand & Communications Digital Communications Advisor Customer Solutions Team Leaders Customer Experience Leadership Team	🟠

INNOVATE.

5.2 Listen to, and learn from, our customers

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
5.2a	Analytics: Establish mechanisms to consolidate, analyse and utilise feedback from customers with a focus on service improvement, proactivity and reduction of effort for customers. Design and utilise customer sentiment data collection to guide implementation appropriate opportunities for reducing customer effort in organisational decision making	i. Introduce new taxonomy types to articulate customer demand	Q2 2019 (December)	Manager Insights and Innovations	Customer Analytics Specialist General Manager Customer Experience Customer Experience Transformation Lead Telecommunications partner ICT Specialist (Enterprise Architecture & Technology)	🟠
		ii. Develop and implement a voice analytics platform	Q2 2019 (December)	Customer Analytics Specialist	Manager Insights & Innovations General Manager Customer Experience Customer Experience Transformation Lead Telecommunications partner Manager Strategic ICT Quality Specialist	🟠
		iii. Operationalise analytics - unleash Customer Experience Data as a Service	Q4 2020 (June)	Manager Insights and Innovations	Insights & Innovations Team General Manager Customer Experience Customer Experience Transformation Lead Telecommunications partner Manager Strategic ICT	🟠

INNOVATE.

INNOVATE.
Strategic Goal
6.

Smart asset management.

Our commitment - Our asset management practices support smart infrastructure decisions and ensure reliable, affordable, safe and sustainable infrastructure is available for the community and supports the lifestyle and economic goals and sustainability of the region for current and future generations.

IN 2023 WE WILL HAVE

An organisational culture that supports and values smart asset management

Service levels that balance affordability with our customer's needs. We will achieve this by engaging with our customers to determine their needs for each type of asset and what trade-offs they are willing to accept in order to be affordable

Decision making processes in place that are transparent, consistent and ensure that we wisely spend ratepayer money to build, operate, maintain and dispose of assets

Fully funded and resourced long term capital and operating plans in place to ensure we meet our customer needs today and into the future

Application of full life cycle analysis and costing and robust business cases to inform asset decisions

Measures in place to effectively monitor the performance and condition of our assets

A reduction or rationalisation of those assets not achieving a high level of productive outcome

Clear responsibilities in place for all elements of assets, accountability and reporting

Innovative solutions to increase the value derived from our assets and seek out ways to lower the cost of servicing our customer needs

An accredited ISO 55001.

"support smart infrastructure decisions and ensure **reliable, affordable, safe** and **sustainable** infrastructure"
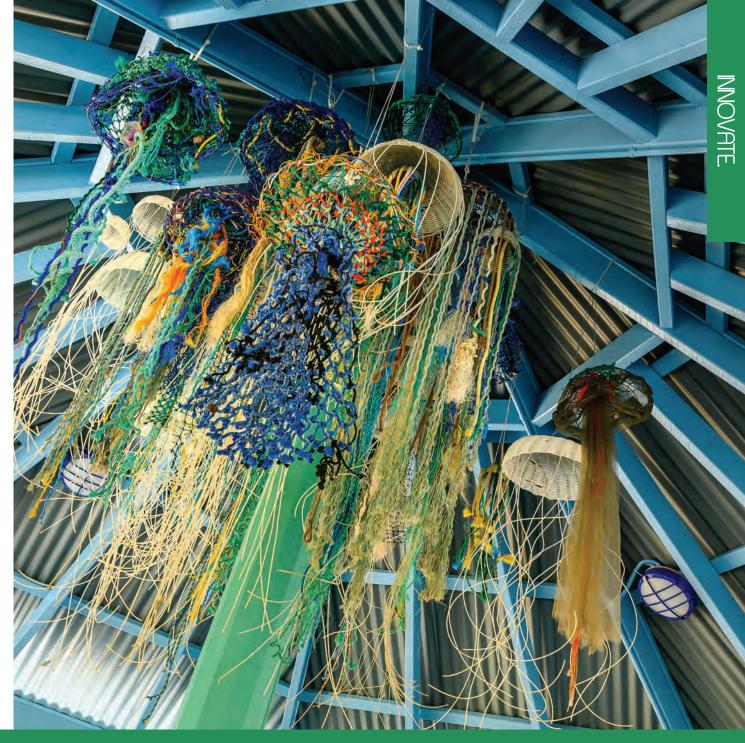
KEY ACTIVITIES

- Transforming asset management: From aware to excellence
- Integrated, consistent, trustworthy data
- Optimise asset management decisions
- Optimise asset planning and performance

PROGRESS INDICATORS

- Asset management improvement projects completed on schedule

- We are leading, training and empowering our staff to achieve asset management excellence

- We are considering our customer needs, the environment, safety and whole of life cost in all asset investment decisions

- We are using analytics to continually evaluate the performance of our assets and implementing programs to realise greater value from our assets

- We are implementing the action items from the Asset Management Transformation Plan

KEY PERFORMANCE INDICATORS

- >90% completion of scheduled asset management transformation action items for 19/20

INNOVATE.

6. SMART ASSET MANAGEMENT

6.1 Transforming asset management: From aware to excellence

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.1a	Develop and implement an ISO55001 accredited asset management system and move Council's asset management performance from aware towards excellence	Asset Management system ready for certification	Q4 2020 (June)	Manager Asset Governance	External resource (Project Manager) Asset Governance Team	●

6.2 Integrated, consistent, trustworthy data

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.2a	Identify expenditure and/or funding required for asset management activities that provide appropriately for capital expenditure (CAPEX) and operational expenditure (OPEX) to deliver sustainable infrastructure and services to the community at agreed levels	i. Implement framework for capturing total expenditure costs for assets	Q2 2019 (December)	Manager Asset Governance	Strategic Asset Performance Team Strategy & Transformation Team Works Planning & Scheduling Team	●
		ii. Populate Long Term Financial Plan model with capital expenditure	Q3 2020 (March)	Manager Asset Governance	Strategic Asset Performance Team Strategy & Transformation Team Capital Project identifiers	●
6.2b	Create a Lease/Land Register of all assets	Lease/Land Register completed	Q3 2020 (March)	Property Acquisition & Disposal Specialist	Manager Environment & Conservation GIS Team Records Team Technical Officer	●

6.3 Optimise asset management decisions

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.3a	Develop and implement design and construction standards that effectively balance reliability, levels of service, cost and affordability of our assets and ensure safety of our people during construction, operation, maintenance, utilisation and disposal	Level of service for Roads/Footpaths reviewed and Capricorn Municipal Development Guidelines (CMDG) updated accordingly	Q3 2020 (March)	Manager Asset Design	Stakeholder Engagement Specialist Manager Asset Performance & Monitoring Manager Roads Program Delivery Manager Development Services	●

INNOVATE.

6.4 Optimise asset planning and performance

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.4a	Develop monitoring programs to allow for the effective and efficient performance analysis of assets	i. Water and sewerage mechanical/electrical assets ii. Sewerage and stormwater gravity mains iii. Urban roads/bridges/drainage/footpaths iv. Parks playground equipment	Q1 2019 (September)	Manager Asset Performance & Monitoring	Manager Engineering Asset Solutions Manager Asset Design Strategic Asset Accountant Operations Team Manager Strategic ICT	●
		v. Rural roads/bridges/drainage	Q2 2019 (December)	Manager Asset Performance & Monitoring	Manager Engineering Asset Solutions Manager Asset Design Strategic Asset Accountant Operations Team	●
		vi. Footpaths vii. Parks irrigation	Q4 2020 (June)	Manager Asset Performance & Monitoring	Manager Engineering Asset Solutions Manager Asset Design Strategic Asset Accountant Operations Team	●
6.4b	Model each asset class on a rolling five-year basis to identify new and upgrade capital projects to meet the evolving needs of the region based on community endorsed demands, agreed service standards and population projects	i. Lake Awoonga water supply scheme	Q2 2019 (December)	Manager Asset Planning	External resource Strategic Asset Accountant Community Engagement Specialist	●
		ii. Boyne/Tannum and Calliope, water and sewerage schemes	Q4 2020 (June)	Manager Asset Planning	External resource Community Engagement Specialist Strategic Asset Accountant	●
6.4c	Develop Property Policy to maximise value from land and property holdings	Property Policy developed	Q4 2020 (June)	Property Acquisition & Disposal Specialist	Manager Environment & Conservation GIS Team Community Development and Events Team Community Engagement Specialist Technical Officer Property Team	●

Operational excellence.

Our commitment - Strengthen our competitive advantage and achieve industry-leading performance in our operations by continuously improving our ability to consistently and reliably deliver work at lower cost and lower risk.

IN 2023 WE WILL HAVE

Improved community preparedness for disasters

A smooth/streamlined workflow of programs and operational expenditure delivery

Project management discipline

Increased workforce utilisation with a corresponding decrease in contracting needs and improved costing and management of contractors

Clear productivity gains

Full job costing

"**strengthen** our competitive advantage and **achieve** industry-leading **performance**"

KEY ACTIVITIES

- Leaders in works delivery
- Value for money sourcing of materials, services and works
- Competitive indirect costs
- Tightly controlled overheads
- Leaders in safety and disaster management and recovery

PROGRESS INDICATORS

- Asset manager satisfaction (internal service)
- The percentage completion of our operational plan (capital and maintenance/operations)
- Community satisfaction
- Rework percentage of actual works

KEY PERFORMANCE INDICATORS

- Minimum 90% completion of annual capital works program

INNOVATE.

7. OPERATIONAL EXCELLENCE

7.1 Leaders in works delivery

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.1a	Develop a centralised works planning/scheduling approach. Redesign the works delivery functions, processes and systems across Council to ensure maintenance and capital works programs are delivered in full, on-time, on budget and to the required standard	i. Develop the planning and scheduling process	Q1 2019 (September)	Manager Works Planning and Scheduling	General Manager Customer Experience Managers Strategic Asset Performance Managers Operations Strategy & Transformation (Level 3 and above) External resource	🔴
		ii. Implement the planning and scheduling process	Q4 2020 (June)	Manager Works Planning and Scheduling	General Manager Customer Experience Managers Strategic Asset Performance Managers Operations Strategy & Transformation (Level 3 and above) External resource	🔴
7.1b	Develop and implement Project Management Framework including contracts management systems and processes. Improve our project management and reporting to increase visibility and transparency of project and program performance	Implement outcomes of procurement policy and corporate standard review, and contract management process	Q2 2019 (December)	Manager Contracts & Procurement	Project Managers Engineers Strategic Project Specialist Senior Legal Advisor Contracts & Procurement Team	🔴
7.1c	Develop and implement a return to in-sourcing plan.	i. Develop an insourcing plan with an associated action plan	Q1 2019 (September)	Manager Operations Support Services	Manager Works Planning & Scheduling Cost Analyst Contracts & Procurement Team Operational Reporting Analyst Program Delivery Managers Unions General Manager People, Culture and Safety External Consultants	🔴
		ii. Implementation of in-sourcing action plan	Q4 2020 (June)	Manager Operations Support Services	Manager Works Planning & Scheduling Cost Analyst Contracts & Procurement Team Operational Reporting Analyst Program Delivery Managers Unions General Manager People, Culture and Safety External Consultants	🔴

7.2 Value for money sourcing of materials, services and works

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.2a	Review the procurement policy to achieve more efficient procurement outcomes including embedding the preferred supplier arrangements	Review of continuous improvement procurement and contracting processes	Q3 2020 (March)	Manager Contracts & Procurement	Contracts Specialist Contracts & Procurement Team External Consultants	🔴

INNOVATE.

7.3 Competitive indirect costs

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.3a	Review support service performance and develop an improvement action plan	Implementation of a prioritised action plan (fleet, workshops, facilities management, admin and quarries)	Q4 2020 (June)	Manager Operations Support Services	Operations Level 3 Leaders	🔴

7.4 Tightly controlled overheads

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.4a	Review cost allocation methodologies to improve visibility and ability to control overheads	Review of current cost allocation processes undertaken and compared against cost allocation methodologies	Q2 2019 (December)	Cost Analyst	Level 3 Leaders	⚫

7.5 Leaders in safety and disaster management and recovery

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.5a	Utilise and further refine flood models to inform disaster impacts and response	Wateride model for Baffle Creek and Auckland Creek Catchment. FAAR - Baffle Creek	Q4 2020 (June)	Manager Asset Planning	GIS Team Community Engagement Specialist Manager Development Services Program Delivery Managers Risk Specialist Disaster Response Specialist Flood Committee Reps Community Development Officer (QRA funded) Local Disaster Coordinator External Consultants (modelling)	🔵
7.5b	Review and develop a Disaster Management Plan	Develop Local Disaster Management Plan to meet current regional needs	Q4 2020 (June)	Disaster Response Specialist	Local Disaster Management Group Local and Deputy Disaster Coordinator Risk Specialist XO (Disaster Officer, District)	🔴
7.5c	Develop a Community Safety Plan to ensure clarity of procedures and options required for continuous community safety, including community safety in interacting with assets and disaster management	i. Develop a plan for improved community preparedness	Q1 2019 (September)	Disaster Response Specialist	Community Development Officer Community Engagement Specialist Strategic Policy & Planning Specialist Risk Specialist Local Disaster Management Group	🔴
		ii. Implement the plan for improved community preparedness	Q4 2020 (June)	Disaster Response Specialist	Community Development Officer Community Engagement Specialist Strategic Policy & Planning Specialist Risk Specialist Local Disaster Management Group	🔴

Diversify.

DIVERSIFY.
Strategic Goal
8.

Grow the region.

Our commitment - Actively promote and support the Gladstone Region and enable its growth and prosperity.

IN 2023 WE WILL HAVE

Created the opportunity to take a more leading role in integrated transport logistics for regional and rural Queensland with a focus on leveraging Gladstone's port capability

A more diverse local economy

Increased awareness of the region and visitation rates

New major events in the Gladstone Region with economic or tourism potential

Maximised the return on our capital

"**promote** and **support** the Gladstone Region"

KEY ACTIVITIES

- Advocate for future job creating industries
- Increase visitation to the region
- Incentivise investment in the region

PROGRESS INDICATORS

- Our infrastructure incentive policy has been reviewed
- Increased diversity of industries and occupational groups reflected by Gross Domestic Product per sector
- We can demonstrate value to partners
- Increased percentage of tourists as indicated through occupancy and airport rates

KEY PERFORMANCE INDICATORS

- <770 HHI Employment Diversity Index (Gladstone Region) to representing reduction on 2018/19
- 4.7% increase in visitation to the Gladstone Region on 2018/19

DIVERSIFY.

8. GROW THE REGION

8.1 Advocate for future job creating industries

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
8.1a	Develop a strategy to support the attraction of Biofutures industries to our region	Biofutures Strategy developed	Q3 2020 (March)	Economic Development Specialist	General Manager Strategic Asset Performance Manager Development Services Strategic Policy & Planning Specialist Strategy & Transformation Specialist	●
8.1b	Continue to invest in economic development to promote Gladstone as a destination for industries of the future	Implementation of Gladstone Region Economic Development Strategy	Q4 2020 (June)	Economic Development Specialist	General Manager Strategy and Transformation Strategic Policy & Planning Specialist Strategy & Transformation Specialist Strategic Grants Specialist	●
8.1c	Develop networks - local, state, national and international - and build alliances that influence decisions and support the interests of the Gladstone region - including sister cities, coordinating international initiatives and regional activity	Networks are established and strengthened, including International and domestic visits - alliance building / study tours and local delegations	Q4 2020 (June)	General Manager Strategy & Transformation	Councillors Chief Executive Officer Economic Development Specialist	●

8.2 Increase visitation to the region

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
8.2a	Develop a strategy to support tourism including partnering with other industry bodies e.g. GAPDL	Finalise development of the Visitor Economy strategy and implement the identified Action plan	Q2 2019 (December)	Strategy & Transformation Specialist	Manager Events & Entertainment Strategic Policy & Planning Specialist External Consultants	●

8.3 Incentivise investment in the region

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
8.3a	Develop a priority projects pipeline that delivers financial or social return and a funding plan for each priority project by 2020	Priority Projects Pipeline developed	Q3 2020 (March)	Strategic Project Specialist	Strategic Grants Specialist General Manager Strategic Asset Performance Systems Modelling & Metrics Specialist	●

DIVERSIFY.

DIVERSIFY.
Strategic Goal

9.

Smart investment.

Our commitment - Continually improve Council's resilience and sustainability over the long-term to ensure we are strong enough to address future challenges without placing additional burden on ratepayers. We will actively leverage technology to reduce operational costs.

IN 2023 WE WILL HAVE

Delivered the priorities in the Information and Communication Technology (ICT) Strategy

Council decision making that is underpinned by fiscal sustainability

A strong financial foundation which allows us to adequately provide replacement for existing assets and invest in the right things at the right time

Built diversification of revenue sources

A long-term focus in our decision making to ensure we have downward pressure on operational expenditure and rates

Strong partnerships

"**improve** Council's **resilience and sustainability** over the long-term to **ensure** we are **strong**"
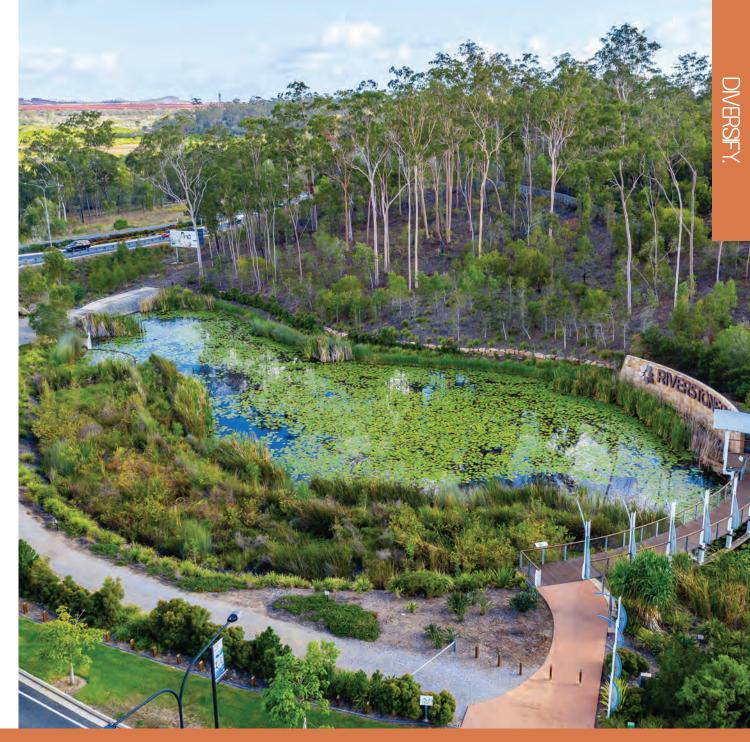
KEY ACTIVITIES

- Innovate through Technology
- Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital
- Improve revenue diversity through a Strategic Grants Program

PROGRESS INDICATORS

- Operating surplus ratio
- Increased percentage of our revenue from non-rate sources
- Own source revenue coverage

KEY PERFORMANCE INDICATORS

- An Operating Surplus Ratio of between 0 and 10%
- A Net Financial Liabilities Ratio of ≤60%

DIVERSIFY.

9. SMART INVESTMENT

9.1 Innovate through Technology

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
9.1a	Develop a Digital Strategy and work program for communicating and engaging with the community which informs key outcomes	Three-year Digital Strategy and work program developed	Q2 2019 (December)	Manager Strategic ICT	Executive Leadership Team Tier 3 ICT Governance Forum Manager Brand & Communications Manager Insights & Innovations Manager Engagement & Partnerships	●
9.1b	Develop a Technology Plan and work program that supports the delivery of Digital Strategy work program, Operational Plan initiatives and business as usual operational support for the organisation	Three-year Technology Plan and work program developed	Q3 2020 (March)	Manager Strategic ICT	Executive Leadership Team Tier 3 ICT Governance Forum Various Business Units & Staff	●
9.1c	Enterprise Resource Planning (ERP) - Develop a phased approach to implementing an integrated ERP system that supports the delivery of online services and covers Asset Management, Financials, Supply Chain, Contracts Management, HRP, Property & Rating, Regulatory functions and a customer portal	i. Requirements documented & business case developed for an integrated ERP system	Q2 2019 (December)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Business Process Owners Subject Matter Experts	●
		ii. Phased approach - Phase One commenced	Q4 2020 (June)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Business Process Owners Subject Matter Experts	●
9.1d	Risk, Incidents, Environment, Audit, Compliance, Safety System (RIEACS) - Implement an integrated system that supports a range of compliance activity. This system will also replace the current Workplace Health and Safety reporting system	i. Requirements documented & business case developed for an integrated RIEAC system	Q1 2019 (September)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Ethics Integrity & Audit Specialist Manager Health Safety & Wellbeing Risk Specialist Manager Environment & Conservation	●
		ii. Integrated RIEAC system implemented	Q2 2019 (December)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Ethics Integrity & Audit Specialist Manager Health Safety & Wellbeing Risk Specialist Manager Environment & Conservation	●
9.1e	Implement an Engineering Drawing Management Solution to enable real time planning and accuracy	i. System implementation	Q1 2019 (September)	ICT Specialist (Enterprise Architecture & Technology)	Tier 3 ICT Governance Forum Subject Matter Experts	●
		ii. Completion of testing of Data Migration process using subset of total data	Q2 2019 (December)	ICT Specialist (Enterprise Architecture & Technology)	Tier 3 ICT Governance Forum Subject Matter Experts	●
9.1f	Security Review including Cyber Security. Ensure the provision of appropriate security systems (including cyber security) and services to protect Council's data & information	Security Review completed	Q4 2020 (June)	ICT Specialist (Enterprise Architecture & Technology)	Strategic ICT Manager Governance Senior Legal Advisor	●

DIVERSIFY.

9.2 Pursue commerical opportunities to convert cost-centres into profit-centres and gain return on capital

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
9.2a	Develop a Waste to Energy Strategy and explore opportunities for commercialisation	i. Waste to Energy Strategy developed	Q1 2019 (September)	Strategy & Transformation Specialist	Manager Waste Program Delivery Strategic Policy & Planning Specialist Economic Development Specialist Manager Environment & Conservation	●
		ii. Preparation of business case based on commercialisation opportunities	Q4 2020 (June)	Strategy & Transformation Specialist	Manager Waste Program Delivery Strategic Policy & Planning Specialist Economic Development Specialist Manager Environment & Conservation	●

9.3 Improve revenue diversity through a Strategic Grants Program

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
9.3a	Develop and implement a Strategic Grants Plan	Implementation of Strategic Grants Plan	Q4 2020 (June)	Strategic Grants Specialist	General Manager Strategic Asset Performance General Manager Community Development & Events Financial Operations Team Leader Strategic Project Specialist	●