

2019-20  
*Operational Plan*

Quarter 1 Report September 2019

*Partnerships*

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

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

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

**CONNECT. INNOVATE. DIVERSIFY.**

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

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

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

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

Performance against annual measures are reported as

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

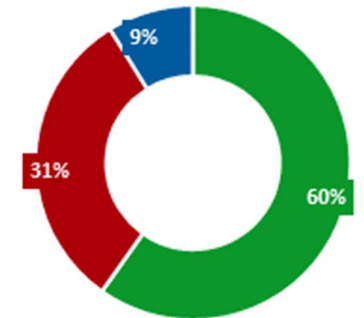
This report is for the first quarter of the 2019/20 year, ending **30 September 2019**, and is presented for consideration by Council. The report summarises progress to date and highlights items identified as key strategies and plans for the 2019/20 Operational Plan and those items within the 2018/19 Operational Plan which were delayed as at the end of that financial year.

# 2019/20 Operational Plan Review – Quarter 1 Dashboard

## Goal Outcome - Summary

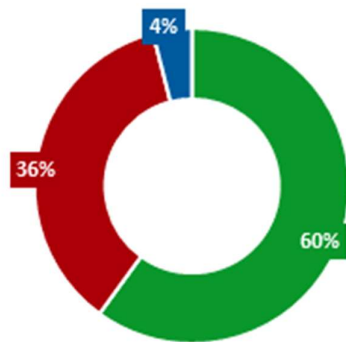
Goal	On Track	Concern	Complete	Total
Goal 1. Engaged, involved and proud communities.	10	5	1	16
Goal 2. Healthy environment, healthy community.	7	1	0	8
Goal 3. Our people, our values.	5	4	0	9
Goal 4. Ethical and responsible government.	8	8	1	17
Goal 5. Outstanding customer service.	8	0	0	8
Goal 6. Smart asset management.	4	6	5	15
Goal 7. Operational excellence.	7	4	1	12
Goal 8. Grow the region.	5	0	0	5
Goal 9. Smart investment.	7	4	1	12
<b>Total</b>	<b>61</b>	<b>32</b>	<b>9</b>	<b>102</b>

## Overall Progress



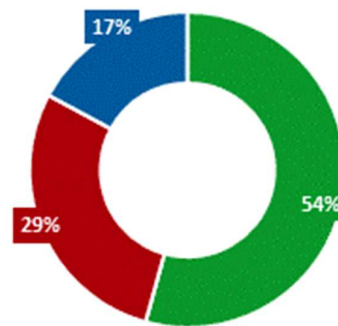
■ On Track ■ Concern ■ Complete

## Connect



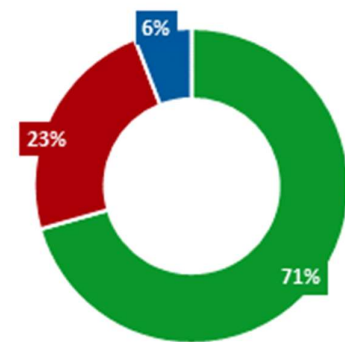
■ On Track ■ Concern ■ Complete

## Innovate



■ On Track ■ Concern ■ Complete

## Diversify



■ On Track ■ Concern ■ Complete

## 2019/20 Overall Comments – Quarter 1

Quarter One saw elements of the 2019/20 Operational Plan off to a flying start with nine items completed in this quarter, two of which were ahead of schedule.





Progress has been made in the monitoring program area in particular, with the majority of these programs now complete and provided to the Works Scheduling team for implementation. This collaboration helps us to see the Operating Model in action, another step in our focused management of assets.

The majority of plan items are continuing on track with consultation and collaboration occurring across many areas of the business. Key pieces such as the Investment Decision Framework, Visitor and Economy Strategy, Customer Experience Plan and Local Disaster Management Plan are part of the body of work scheduled for completion by the end of the calendar year and will help to inform both the business itself and our community. There is evidence of considered and sequenced approaches to assist in the completion of all items currently identified as on track.

Unfortunately, of the 32 outstanding items flagged as of concern, 15 were scheduled to be delivered in Quarter 1. A number have experienced minor delays in the form of approvals whereas others have experienced greater impediments due to changes in scope, resourcing issues, or slippage of precursor projects. Those items which for which delivery is planned for subsequent quarters are also experiencing similar constraints around scope, resourcing and foundation projects.






## 2019/20 Status by Goal – Quarter 1

Key     
On Track Concern Complete





Goal / Activity	19/20 Q1 Status	Business Units
<b>Goal 1 - Engaged, Involved &amp; Proud Communities</b>		
1.1 Innovative, multi-channel engagement approaches		CD&E, CE, SAP
1.2 Strong Partnerships and Resilient communities		CD&E, S&T
1.3 Activate our public spaces		CD&E, S&T
1.4 Library futures		CD&E

**Comment:** Progress is being made on all items under this goal, with the majority of those with the status of concern being only slightly behind schedule due to either a change in scope or deliverables.

### Goal 2 – Healthy Environment, Healthy Community




2.1 Target zero waste to landfill		OPS
2.2 Focus on becoming an energy neutral council		S&T
2.3 Minimise our environmental impact		SAP
2.4 Promote healthy, active and safe communities		SAP
2.5 Sustainable water management		OPS, SAP

**Comment:** All items are working close to scheduled timeframes with one exception which is due to delay on delivery of equipment.

Goal / Activity	19/20 Q1 Status	Business Units
<b>Goal 3 – Our People Our Values</b>		
3.1 Improve wellbeing and embed safety		PC&S
3.2 Employer and brand promise to attract right talent		PC&S
3.3 Constructive and collaborative leaders		PC&S
3.4 High performing culture		CD&E, PC&S

**Comment:** Of the two items targeted for delivery at the end of Quarter 1, one is anticipated for October sign-off and the other has been affected by timing of the Employee Engagement survey. Work continues on implementation plans which should bring this goal back on target by year end.



**Goal 4 – Ethical and Responsible Government**

4.1 Contemporary governance practices		FG&R, S&T
4.2 Efficient and responsible use of resources		S&T
4.3 Decision making and support		FG&R, SAP, S&T

**Comment:** Resourcing issues have played a role in delaying a number of the items targeted for Quarter 1 completion, including the transformation program, with the majority of these constraints having been addressed for the balance of the year. Endorsement of the Strategic Planning Framework is anticipated to provide a clear and consistent planning process moving forward.





Goal / Activity	19/20 Q1 Status	Business Units
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**Goal 5 – Outstanding Customer Service**

5.1	High satisfaction, low effort customer services	 CE
5.2	Listen to, and learn from, our customers	 CE






**Comment:** Progress on items within this goal continues at, or quicker than, the rate anticipated with three items currently on target for delivery by the end of the calendar year.

**Goal 6 – Smart Asset Management**

6.1	Transforming asset management: From aware to excellence	 SAP
6.2	Integrated, consistent, trustworthy data	 SAP
6.3	Optimise asset management decisions	 SAP
6.4	Optimise asset planning and performance	 SAP




**Comment:** Lack of resources in key areas has contributed to delays in a number of items, with some issues currently being addressed and others expected to fall under the transformation program. Development of monitoring programs are on schedule with programs for the majority of asset classes completed and provided for implementation.






Goal / Activity	19/20 Q1 Status	Business Units
<b>Goal 7 – Operational Excellence</b>		
7.1 Leaders in works delivery		OPS
7.2 Value for money sourcing of materials, services and works		OPS
7.3 Competitive indirect costs		OPS
7.4 Tightly controlled overheads		FG&R
7.5 Leaders in safety and disaster management and recovery		OPS, SAP

**Comment:** The majority of items remain on schedule for delivery within targeted timeframes. Both resourcing and competing priorities have affected our ability to deliver items related to disaster management, although a renewed focus in the coming quarter should see all tasks completed by financial year end.

**Goal 8 – Grow the Region**

8.1 Advocate for future job creating industries		S&T
8.2 Increase visitation to the region		S&T
8.3 Incentivise investment in the region		S&T

**Comment:** All items are, or are close to being, on track at the end of Quarter 1 with the transformation program to have an influence on the priority projects pipeline item. A dedicated Economic Development resource and early commencement of the Visitor Economy Strategy have both had a positive effect on meeting the targets.




Goal / Activity		19/20 Q1 Status	Business Units
<b>Goal 9 – Smart Investment</b>			
9.1	Innovate through Technology		S&T
9.2	Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital		S&T
9.3	Improve revenue diversity through a Strategic Grants Program		S&T












**Comment:** While the majority of technology-related items remain on track, the preparation of the Enterprise Resource Planning business case is expected to be delivered in Quarter 3 rather than Quarter 2 due to a deliberate intent for more collaboration. The Waste to Energy Strategy has been presented in draft with finalisation anticipated in Quarter 2.







## 2019/20 Update on Key Strategies and Plans

These items are all within the Operational Plan 2019/20 and have been identified as Key Strategies, and therefore are highlighted at reporting times to ensure their priority is maintained.



Key Strategies and Plans 2019/20	Status	Business Unit	Op Plan #	Progress
Regional Community Development Strategy		CD&E	1.1C.I	Procurement process expected to be completed early October. Revised delivery date of full project anticipated end Quarter 3 2019/20.
Review of Toondoon Botanic Gardens Strategic Plan		CD&E	1.3A.I	Delivery delayed to Quarter 2 to enable better strategic outcomes. This delay will not affect the next stage to commence the Masterplan as this item was not intended to commence until Quarter 4.
GRC Libraries Strategic Plan		CD&E	1.4A.I	Library staff have reviewed the previous Strategic Plan and contributed to the development of the new plan. Final editing is currently being undertaken.
Environment and Conservation Strategy		SAP	2.3A.I	Ongoing program. No additional data requirements identified during Q1. Biosecurity Data Collection procurement will occur in Quarter 2 for delivery in Quarter 2/Quarter 3 as part of program.
Sustainable Water Management Strategy		SAP	2.5A.I	Water demand models are currently being finalised in house by Council's Forecast Analyst. This work was previously planned to be completed by consultants however availability of internal resources has enabled completion in house.
Diversity and Inclusion Framework - Development		PC&S	3.2A.I	The Diversity & Inclusion Framework has been developed and will be presented to the Executive Committee at the 29 October meeting for review and endorsement.
Diversity and Inclusion Framework - Implementation		PC&S	3.2A.II	The plan for implementation of this framework has been developed with action items to commence upon endorsement by the Executive Committee.
People Plan - Development		PC&S	3.3A.I	Integrated People Plan has been drafted and is under review by PCS leaders.

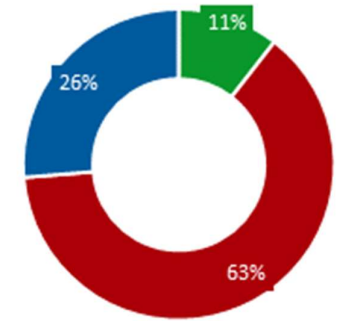
People Plan - Implementation		PC&S	3.3A.II	The scope of work within the people plan is already underway. This includes the priorities across recruitment (e.g. apprentices and trainees), performance (e.g. G2G), talent & development (e.g. VOC), HR (e.g. Certified Agreement conditions).
Internal Communications Plan		CD&E	3.4A.I	Strategic Communications Specialist engaged with scoping workshop scheduled for 9 October 2019.
Risk Management Framework		FG&R	4.1E.I	Risk Specialist has been acting as GMPCS since July 2019 which has delayed the drafting of the revised risk management framework.
Strategic Planning Framework		S&T	4.1H.I	Framework presented to Executive Leadership team and endorsed at the 16 August meeting. The framework will be shared across the business at the upcoming Code of Conduct and Good to Great workshops in addition to placement on the Cloud system.
Establishment of an Organisational Transformation Project Office		S&T	4.2C.I	Transformation Program (TP) Lead appointed, commencing Oct. TP Office will be up and running January 2020, as per plan.
Commencement of Organisational Transformation Project Program		S&T	4.2C.II	On track to commence delivery of Phase 1 in January 2020.
Investment Decision Framework		S&T	4.3A.I	The Investment Decision Framework has been developed. Practicalities regarding implementation to be developed over Quarter 2 in conjunction with testing of select opportunities and aligned with activities in the Transformation Program.
Business Reporting Plan		FG&R	4.3B.I	A delay in commencement means data gathering will occur across Quarters 1 and 2 with expected completion now the end of March 2020 (Quarter 3).
Customer Experience Plan		CE	5.1A.I	Draft underway for both Customer Experience plan and CX Maturity measurement to complement and operationalise transformation activities and articulate their contribution to Customer Intimacy
TOTEX Asset Cost Capture Framework		SAP	6.2A.I	Actions are progressing however delays have occurred due to resource availability, within Strategic Asset Performance and across the business (FGR, Ops, S&T). Approach to delivery is being reviewed as part of transformation review, this will need to ensure adequate resources are allocated to delivery.
Project Management Framework		OPS	7.1B.I	Corporate Standard review to align with the Procurement Policy is currently in progress. An action plan to derive further improvements in the contracts and procurement processes is in place and completion of actions has commenced. KPIs

				and executive reporting will be in place by the end of October to increase visibility and transparency of contracts and procurement performance.
Return to Insourcing Plan		OPS	7.1C.I	Insourcing action plan developed and presented to JCC September 2019. Action to be allocated against Manager Contracts and Procurement
Biofutures Strategy		S&T	8.1A.I	A hydrogen working group has been formed with relevant stakeholders across Gladstone. The group is positioning itself to develop a targeted Biofutures strategy for the Gladstone Region.
Visitor Economy Strategy		S&T	8.2A.I	Draft Visitor and Economy Strategy is prepared. Finalisation and implementation will occur during Quarter 2.
Digital Strategy		S&T	9.1A.I	Targeted to start the procurement process in Quarter 2 and completion in Quarter 3 (31 March 2020).
Technology Plan		S&T	9.1B.I	The development of Technology Plan will start in Quarter 2 with completion in Quarter 3.
ERP – Business Case Development		S&T	9.1C.I	Project on track to be completed by March 2019 which is Quarter 3 rather than Quarter 2. This is a conscious decision by ELT to take a more considered approach, still completing in this Financial Year.
ERP – Phased Approach		S&T	9.1C.II	Proceeding with phased approach which is dependent on outcomes of business case. Planning is on track to proceed if approval is given.
Risk, Incidents, Environment, Audit, Compliance and Safety System - Business Case Development		S&T	9.1D.I	Requirements gathering completed. Open tender released. Vendor selection to be completed by January 2020.
Risk, Incidents, Environment, Audit, Compliance and Safety System – Implementation		S&T	9.1D.II	Implementation planned for Quarter 3/Quarter 4. Still on track to be completed by June 2020.
Waste to Energy Strategy - Development		S&T	9.2A.I	A draft Waste to Energy Strategy has been developed which identifies the opportunities for waste stream improvements. Finalisation will occur in Quarter 2.
Waste to Energy Strategy – Commercial business case		S&T	9.2A.II	The commercialisation opportunities identified within the Waste to Energy Strategy will be progressed upon finalisation of the Strategy.

### Goal Outcome - Summary

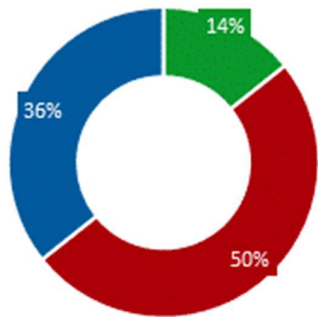
Goal	On Track	Concern	Complete	Total
Goal 1. Engaged, involved and proud communities.	0	1	4	5
Goal 2. Healthy environment, healthy community.	1	3	0	4
Goal 3. Our people, our values.	0	3	1	4
Goal 4. Ethical and responsible government.	1	0	0	1
Goal 5. Outstanding customer service.	0	1	0	1
Goal 6. Smart asset management.	0	3	0	3
Goal 9. Smart investment.	0	1	0	1
<b>Total</b>	<b>2</b>	<b>12</b>	<b>5</b>	<b>19</b>

### Overall Progress



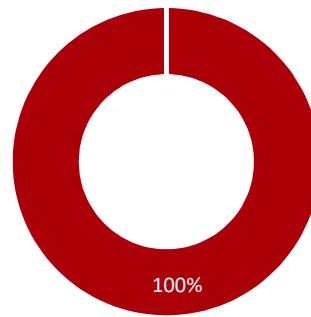
■ On Track ■ Concern ■ Complete

### Connect



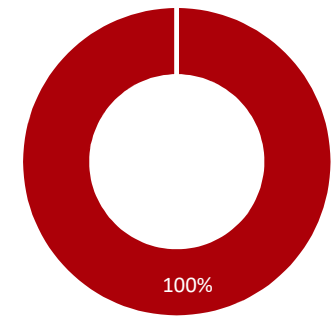
■ On Track ■ Concern ■ Complete

### Innovate



■ On Track ■ Concern ■ Complete

### Diversify



■ On Track ■ Concern ■ Complete

## 2018/19 Carried Forward Operational Plan Review - Overall Comments

The start of the new financial year has seen a number of these items achieve completion status. Of particular note is the identification of lead and lag safety indicators which are now forming part of the monthly reporting, assisting in the adoption of a proactive approach to safety which aligns with our SERVICE values.


One of our key strategy documents, the Regional Events Strategy, was adopted in July with the associated action plan now being undertaken. Concept design for the Gladstone Harbour Arbour has also been completed.

Work continues on the other items from the 2018/19 plan, some having been constrained by resourcing issues or the finalisation of precursor tasks. In recognition of the current demands on staff, a decision was made to delay asset management training which has flagged this item as no longer on track.

General commentary within the items indicates confidence that the majority will be completed in the 2019/20 financial year.




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



Goal / Activity	18/19 Status	Business Unit
<b>Goal 1 - Engaged, Involved &amp; Proud Communities</b>		
1.2 Strong Partnerships and Resilient communities		CD&E
1.3 Activate our public spaces		S&T
1.4 Build community capacity for events		CD&E

**Comment:** Work on the Volunteer Strategy continues in order to define how key target areas can be attracted and ensure sustainability of the volunteer base. Documents including Concept reports for key projects, the Regional Events Strategy and GAPDL KPI's have been completed.

### Goal 2 – Healthy Environment, Healthy Community

2.2 Focus on becoming an energy neutral council		SAP
2.4 Promote healthy, active and safe communities		SAP
2.5 Sustainable water management		SAP

**Comment:** With a resource now available to complete a business case, and tender scopes altered to provide value and efficiencies, the items will be able to be brought back on track.



Goal / Activity	18/19 Status	Business Unit
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**Goal 3 – Our People Our Values**

3.1	Improve wellbeing and embed safety	 PC&S
3.4	High performing culture	 PC&S

**Comment:** Although progress was made regarding reporting of safety statistics and this item was completed, work continues on the development of a program to reduce the number of return to work days from work related injuries. Both succession plan development and the reward and recognition framework have been constrained with potential for re-evaluation of timing and/or scope.

**Goal 4 – Ethical and Responsible Government**




4.4	Decision making and support	 FG&R
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**Comment:** No audit issues have been raised regarding procurement processes, hence this item is considered to be on track.

**Goal 5 – Outstanding Customer Service**


5.1	High satisfaction, low effort customer services	 CE
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**Comment:** To date, services to Development customer groups have been enhanced utilising the Council website although further work is required for this item to be considered complete.

Goal / Activity	18/19 Status	Business Unit
<b>Goal 6 – Smart Asset Management</b>		
6.3 Integrated, consistent, trustworthy data		SAP
6.4 Optimise asset management decisions		SAP
6.6 Build asset management capability		SAP

**Comment:** The majority of items are close to completion, being either as progressed as possible prior to Executive Leadership Team endorsement, or dependent on finalisation of other items. A decision to delay asset management training was taken deliberately to reduce impacts on staff time.






**Goal 9 – Smart Investment**

9.2 Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital		S&T
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**Comment:** Discussions are required to occur with relevant Government departments prior to a final decision being made and action plan formulated.

## 2018/19 Carried Forward Operational Plan Review - Update on Key Strategies and Plans



Key Strategies and Plans 2018/19	Status	Business Unit	Op Plan #	Progress
GRC Volunteer Strategy		CD&E	1.2.5.19	A review of the Volunteer Strategy will be required to ensure it delivers the required outputs for GRC and the community. Work has been progressing with individual volunteering groups with Terms of Reference reviews and enhanced governance. A strategy now needs to be defined to attract key target areas such as youth to our volunteering programs to ensure sustainability of our volunteer base.
Harbour Arbour Funding Strategy		S&T	1.3.5.19	Harbour Arbour Design (Concept Report) completed. Agreed during Op Plan and Strategic Project annual work plan discussions that this was not a priority for 19/20 and the task for completion is the Harbour Arbour concept design. This project will be considered for progression in future Op Plan years.
Regional Events Strategy		CD&E	1.4.1.19	Strategy and action plan adopted and in progress
Strategic Water and Sewerage Infrastructure Plans		SAP	2.4.3.19	A single tender for the Lake Awoonga Water Asset Growth Strategy and the Boyne/Tannum/Calliope Sewer Asset Growth Strategy has been released to market and due to close on the 15/10/19. The release of this tender was delayed from expectations due to combining the two scope of works to gain better value for money and contract efficiencies. The detailed engineering reports are now due by June 2020 instead of December 2019 as first indicated.
Strategic Water and Sewerage Infrastructure Plans		SAP	2.4.3.19	As of 29 July 2019, there are currently 47 action items in total of which: 28% are on track 34% are complete

13% need attention  
26% are overdue.

Meetings are held quarterly with the last one held end of July to ensure action items are monitored. The statistics will be updated in the next quarter.

Sustainable Water Management Strategy



SAP

2.5.1.19

Two (2) of the bulk water meters have been installed at Radar Reservoir. The scope of work is currently being developed for the remaining bulk meters.

Performance Framework



PC&S

3.4.2.19.B

Review of the timing for this action to be considered as part of the Transformation Program. Business-wide implementation of the G2G Performance Plan process will require significant commitment across all leadership levels.