

OUR COUNCILLORS.

The Gladstone Region is served by nine elected representatives who represent the entire region, without divisions. They are responsible for the stewardship and democratic governance of the organisation. Councillors were elected for a four-year term following an election on 19 March 2016.



Cr Matt Burnett, Mayor

First elected: 2000, Mayor 2016 - present

Email: mayor@gladstone.qld.gov.au

Committee Memberships:

Central Queensland Region of Councils

Gladstone Foundation Board

Local Disaster Management Group (Chair)

Local Government Association of Queensland CQ Division 6

Gladstone Region Mayor Matt Burnett is a born and bred resident and his family's connection with the region extends to five generations. He is a former small business operator and qualified journalist, having started his own newspaper, The Port Curtis Post, at the age of 19.

He has served in Local Government since 2000, including five years as Deputy Mayor prior to his election as Mayor. During his time in Local Government, Cr Burnett served as Chairman of Technical Services with Gladstone City Council and as portfolio representative in Infrastructure Services and Town Planning with Gladstone Regional Council after amalgamation in 2008.

Cr Burnett has always had the best interests of the community at heart and, as Mayor, he draws upon the experience he has gathered over his years in Council to ensure those interests remain a key consideration even as the region continues to grow and develop.

Cr Burnett brings an inclusive style of leadership to Council, making sure the thoughts and views of his fellow Councillors, Council officers, business and industry leaders, community groups and organisations, and members of the community are all heard and taken into consideration.

Cr Burnett represents Central Queensland on the Local Government Association of Queensland Policy Executive, and he also represents LGAQ as an alternate Board member of the Australian Local Government Association.



*Councillors are dedicated to
representing our diverse region.*



Cr Chris Trevor, Deputy Mayor

First elected: 2016

Email: chris.trevor@gladstone.qld.gov.au

Committee Memberships:

Gladstone and District Sports Foundation Trust
GRC SES Management Group (Chair)
GRC Rural Fire Finance Committee (Chair)
Local Disaster Management Group (Deputy Chair)

Councillor Chris Trevor (CT) has lived in the Gladstone Region for over 50 years. He was educated at Central State School and later Rockhampton Grammar School before completing his high school education at Gladstone State High School. Chris is a solicitor of the Supreme Court of Queensland and High Court of Australia as well as a Justice of the Peace and Senior Counsellor of the Queensland Law Society. He is a former Gladstone City Councillor and the first Federal Member of Parliament for Flynn. He has dedicated his life to family, the law, public service and both charitable and sporting pursuits throughout central Queensland.



Cr Glenn Churchill

F.I.M.I , M.A.I.C.D.

First elected: 2016 Gladstone Regional Council; Banana Shire 1997-2008

Email: glenn.churchill@gladstone.qld.gov.au

Committee Memberships:

Gladstone PCYC Management Committee - Chairman
Honorary Member Gladstone Thistle Pipes and Drums

Councillor Glenn Churchill is a Gladstone Region and Central Queensland resident of nearly 30 years. He has extensive experience, knowledge and wisdom, with 15 years in Local Government as a Mayor and Councillor. Together with his wife Sue and family, Glenn has had the great privilege of serving the business, sporting, tourism and community interests of the region through many different avenues in public life. Cr Churchill proudly supports various groups and charities. He is the current long-time Chairman Gladstone PCYC Management Committee, Diamond Life member QPCYWA, Chair Gladstone Regional Arts Development Fund and Chair 2019 Bush Fire Recovery Committee (Infrastructure). Cr Churchill is a Fellow of the Australian Institute of Management and long-time member of the Australian Institute of Company Directors. He is also a life member and volunteer of various local community-based organisations. Cr Churchill believes in working together to help foster a culture of pride, making sustainable decisions for future generations and promoting community inclusivity.



Cr Kahn Goodluck

First elected: 2016

Email: kahn.goodluck@gladstone.qld.gov.au

Committee Memberships:

Gladstone Region Community Development Committee (Chair)

Councillor Kahn Goodluck has been living in Boyne/Tannum for almost eight years and has lived in Queensland his whole life. Cr Goodluck grew up in Kilkivan and as a teenager moved to the Gold Coast where he completed his trade as a Boilermaker. Having lived in both a city and a country town, he believes the Gladstone Region is the perfect combination of both. It offers the services of a city with the benefits of a country lifestyle like a safe community, the great outdoors and opportunities for his three young children. He is the President of the BTABC (Boyne Tannum Arts Business and Community Assoc. Inc.) which is responsible for many great community initiatives in the Boyne Tannum area including, BAM (Beach Arts Music), Under the Trees Music Festival and provides support to local businesses and other community groups and causes. He has been a union delegate and health and safety representative in construction. Cr Goodluck is motivated to engage with working people to ensure everyone in the community gets a fair go.



Cr Rick Hansen

First elected: 2006

Email: rick.hansen@gladstone.qld.gov.au

Committee Memberships:

Business Improvement Committee
Education Qld Industry Partnership Board of Management
Traffic and Advisory Committee
Gladstone Airport Board
Gladstone Area Promotion and Development Limited Board

Councillor Rick Hansen moved to Gladstone 40 years ago, relocating from Maryborough for work. Cr Hansen is proud of the region with its blend of industry, opportunity and environmental commitment. He believes that we have it all in the Gladstone Region, from the beautiful beaches of Agnes Water/Seventeen Seventy and Tannum Sands to the scenic views of the valleys, mountains and the islands, coupled by the existence and potential of our great harbour. The region has enormous community pride and spirit. Cr Hansen has been involved in the community extensively, worked in major industry for 19 years and owned and managed a small business for 21 years. He has represented the community in Council since being first elected in 2006. Cr Hansen fully understands the business of Council from Strategy and planning to Community and to Finance. Cr Hansen is a member of the Gladstone Community Linking Agency Board, a committee member of the Tanyalla Conference Centre and a member of the PCYC Advisory Board. He is also the patron of the Gladstone Tennis and Squash Association and Patron/Life Member of the Gladstone Basketball Association and is a member of the Gladstone Sunrise Rotary Club.



Cr Peter Masters

First elected: 2016

Email: peter.masters@gladstone.qld.gov.au

Committee Memberships:

Capricorn Pest Management Group
Traffic and Advisory Committee

Councillor Peter Masters has been a Gladstone Region resident since 1974. Cr Masters places great value on family and on the importance of community. He has always been actively involved in the community through association in various sporting groups and organisations. Cr Masters has previously worked for Calliope Shire Council in various departments, predominantly in finance and procurement working with contracts and tenders. He has Workplace Health and Safety qualifications extending to training and assessment, rehabilitation and return to work credentials. During his term as Councillor he will respect the wants and needs of the Gladstone Region people and strive to ensure a sense of pride returns to the community.



Cr Natalia Muszkat

First elected: 2018

Email: natalia.muszkat@gladstone.qld.gov.au

Committee Memberships:

Reconciliation Action Plan Reference Group
Chair

Councillor Natalia Muszkat is a young mother of two boys under 13. Cr Muszkat migrated to Australia in 1999 from Argentina and moved to Gladstone in 2007 to raise her young family when she fell in love with the region. She formed immediate connections which led to her founding the award-winning organisation, Welcoming Intercultural Neighbours Inc., a for-purpose organisation born from the needs of the cultural and linguistically diverse local communities. Cr Muszkat has a long list of formal qualifications including a Bachelor in Workplace Health and Safety (with Distinction) and a Diploma in Business Governance. She is also a trained facilitator of evidence-based programs, organisational partnering programs and Social Return on Investment (SROI) practitioner training. Cr Muszkat has a great passion for community and social services and in her years in the Gladstone Region, she has been instrumental in delivering over \$4 million in community services locally. She believes that everyone deserves the same opportunities in life and empowering others is what motivates her.



Cr Desley O'Grady

First elected: 2016

Email: desley.ogrady@gladstone.qld.gov.au

Committee Memberships:

- Gladstone Healthy Harbour Partnership
- Gladstone Local Marine Advisory Committee
- Reef Guardians Council
- Mayor's Christmas Carols
- Boyne Burnett Inland Rail Trail
- Discovery Coast Community Reference Group (Wide Bay Health)
- Mayor's Charity Ball

Councillor Desley O'Grady has lived in the Gladstone Region for more than 30 years and her family history in the region dates back five generations. She has worked, run successful businesses and been heavily involved in many of the communities in the region. She was also part of the Calliope Rodeo Association team that raised \$80,000 for the Boyne Valley community through the 2013 Bulls and Bands Flood Appeal and was a committee member for the Gladstone Region 20 year Vision panel. Since being on Council Cr O'Grady has attended numerous community functions, meetings and has been very passionate about Council's vision to Connect, Innovate and Diversify. Cr O'Grady loves that we have such a versatile region, from the hinterland of the Boyne Valley to the Southern Great Barrier Reef, and is dedicated in playing a part in the continued growth and prosperity of this glorious destination, as an elected member. Cr O'Grady has been contributing to the strategic direction of Council and working as a team member with energy and enthusiasm, as well as being a strong and passionate voice for the community.



Cr PJ Sobhanian

First elected: 2015

Email: pj.sobhanian@gladstone.qld.gov.au

Committee Memberships:

- Business Improvement Committee
- Gladstone Area Water Board
- Major Events Advisory Panel
- Safe Night Gladstone CBD Precinct Inc.

Councillor PJ Sobhanian's love of the Gladstone Region environment is one of the reasons he moved to Gladstone, to help reduce the public dental waiting list at the Gladstone Hospital. After serving at the hospital, he moved to private practice in 2011. Cr Sobhanian is motivated by providing leadership that is driven by community service and creating and maintaining respectful community partnerships. He has served as a Gladstone Region Councillor from 2015 including the representation of the Rural Services Portfolio and service on the Business Improvement Committee. Cr Sobhanian has extensive knowledge and experience gained from serving on various government, non-government and community committees and boards including the Australian Dental Association and University of Queensland, and on the Capricorn Pest Management Group and Gladstone Safe Night Precinct Committee. He has also served as Director of Community Services for the Rotary Club of South Gladstone.



Our Councillors provide a voice for all communities across the region.

PLANNING FRAMEWORK.

Our planning framework ensures that strategies and financial resources are aligned to achieve Council's vision to Connect. Innovate. Diversify. The framework includes long, medium and short-term plans which set direction for what we do and what we aim to achieve as an organisation for our community.



These plans and reports can be viewed by following the 'Reports and Publications' link under the 'Council' tab on Council's website, www.gladstone.qld.gov.au

The Annual Report itself is produced as a multi-purpose report for the benefit of each of our stakeholders through the provision of comprehensive, accurate reporting on our strategic, operational and financial performance.

Our stakeholders include:

- Our community, those who call the Gladstone Region home and those who visit us;
- Ratepayers;
- Community groups and organisations;
- Local service providers;
- Investors, both current and future;
- Industry and commerce; and,
- Local, State and Federal Government bodies.



Council values our stakeholders and considers them when making decisions.

CORPORATE PLAN REPORTING.

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 details a 12 month list of Objectives, Actions, Outcomes and Measures which ensure progressive implementation of the five year Corporate Plan for that particular financial year.

The 2018/19 Operational Plan forms Year one of the Corporate Plan and hence is the basis of all Corporate Plan reporting for this Annual Report.

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

CONNECT. INNOVATE. DIVERSIFY.

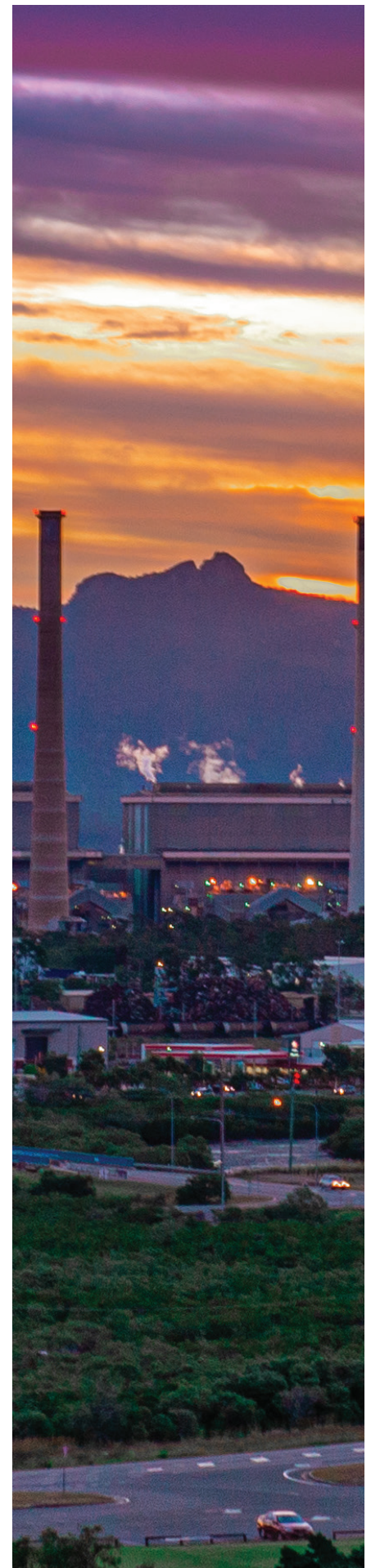
These three intentions are woven throughout our strategic goals and community commitments to create a strong fabric of community connectedness; an organisation whose culture is proudly defined by innovation and a region that celebrates the diversification of opportunities and lifestyle.

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

- **Engaged, involved and proud communities**
- **Healthy environment, healthy community**
- **Our people, our values**
- **Ethical and responsible government**
- **Outstanding customer service**
- **Smart asset management**
- **Operational excellence**
- **Grow the region**
- **Smart investment**

Performance for the year 2018/19 has been reported as:

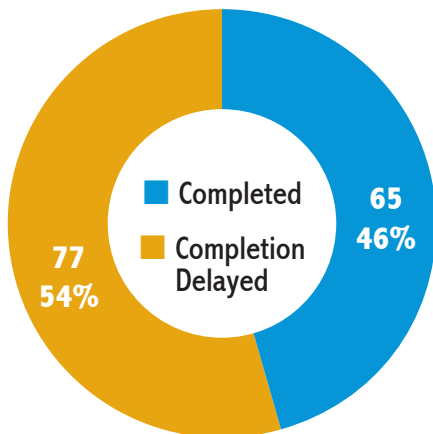
- Completion Delayed
- Completed



Building a dynamic, proud and diverse region.

OPERATIONAL PLAN REPORTING.

2018/19 Operational Plan Review



OVERALL PROGRESS

There were 142 Actions set out in the 2018/19 Operational Plan for which a total of 65 items (46%) have been identified as 'Completed' as at the end of the 2018/19 year. Of a total of 77 items (54%) identified as no longer being achievable by 30 June 2019, 68%, or 52 items, have been included in the 2019/20 Operational Plan. The balance of these items (19) will continue to be reported against during the 2019/20 year in order to ensure transparency.

HIGHLIGHTS:

Gladstone Regional Council achieved a number of notable successes which were linked to the 2018/19 Operational Plan including:

- The successful launch of Council's new website, involving collaboration across multiple areas of the business, is testament to our new approach toward operations.
- The achievement of an increase in the rate of recycling compared to 2017/18 baseline, including utilising opportunities to value-add to our recycling waste.
- A completed review of our methodology for the engagement of apprentices and trainees identifying improvement areas to be included in future programs of work and in the short-term, resulting in the employment of 19 new trainees and apprentices, throughout the financial year.
- Robust onboarding and training programs which have contributed to the enhancement of first point resolution with our customers.
- Development of a Methodology for the review of all fees and charges to provide true costs to the business. This methodology has been applied to the Health, Waste and Operational Development Works areas in the formulation of 2019/20 fees and charges with roll-out to other areas planned for the next budget year.
- A focus on events to increase visitor numbers saw the region experience a revived Easter in Gladstone with the introduction of the B2G Village and the continued evolution of our signature event, Luminous.
- Two significant reviews have been undertaken in the ICT space: service delivery and current infrastructure. This work has resulted in the development of a Strategic ICT road map of improvements that support items within the 2019-20 Operational Plan.



Proper planning supports our current and future communities.

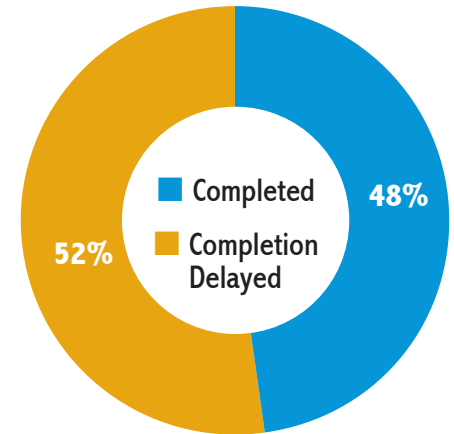
Our Performance

- Status of Operational Plan Action Items - By Strategic Goal

■ STRATEGIC GOAL 1

- ENGAGED, INVOLVED AND PROUD COMMUNITIES

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.



CONNECT

Activity	Status
Innovative, multi-channel engagement approaches	Completed
Strong partnerships and resilient communities	Completed
Activate our public spaces	Completed
Build community capacity for events Work has continued on the Regional Events Strategy for endorsement by Council. Development of proposed GAPDL KPI's was delayed in order to ensure alignment with both the GAPDL Destination Tourism Plan and GRC's Visitor Economy Strategy.	Completion Delayed
Strengthen diversity	Completed
Library futures Community consultation has yet to begin for the GRC Libraries Strategic Plan 2019-2024. Scope will incorporate all library localities in order to cope with future population demand and State Library requirements.	Completion Delayed

■ STRATEGIC GOAL 2

- HEALTHY ENVIRONMENT, HEALTHY COMMUNITY

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

Activity	Status
Target zero waste to landfill	Completed
Focus on becoming an energy neutral Council The Local Government Association of Queensland LG Sherlock energy detective tool will be utilised to assist with data collation for this project. Work will continue as part of the 2019/20 Operational Plan. Development of a business case for solar panels at four of our Waste Water Treatment Plants has commenced utilising current available information.	Completion Delayed
Minimise our environmental impact	Completed
Promote healthy, active and safe communities	Completed
Sustainable water management Work has continued to update the population model utilised for water demand modelling to inform the Lake Awoonga Water Asset Growth Strategy. Work on this Strategy will commence in the 2019/20 year with community engagement regarding water price path ramifications also planned in the same timeframe. The installation of bulk water meters within the Lake Awoonga network for the purpose of better understanding usage has progressed, with the Project team working on the scope document for tender.	Completion Delayed

STRATEGIC GOAL 3 - OUR PEOPLE, OUR VALUES

Our success is built on a foundation of safe, engaged, high performing talent and teams. Safe and engaged people ensure 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.

CONNECT	Activity	Status
	<p>Improve wellbeing and embed safety An Internal Audit on safety has been completed and a targeted plan is being formulated to address compliance gaps. Implementation will include measurable objectives and increased reporting to the Executive on a monthly basis. Lead and Lag safety performance metrics which align with the Safety Strategy and Safety Management Plan are in development.</p>	On Track
	<p>Employer and brand promise to attract right talent A final direction for development of an Employer Value Proposition Strategy will be determined in the coming year. The People Services Business Partner model is being implemented with further strategic initiatives a consideration of next year's operational planning cycle. Progression of an overall talent and retention strategy was not included in budget or scope so has been removed from Operational Plan. Development of the Diversity and Inclusion Framework has rolled over into the 2019/20 Operational Plan.</p>	On Track
	<p>Constructive and collaborative leaders</p>	On Track
	<p>High performing culture</p>	On Track

STRATEGIC GOAL 4 - ETHICAL AND RESPONSIBLE GOVERNMENT

To create a culture that minimises risk and maintains compliance by strengthening governance, risk management, and compliance awareness, processes, reporting and accountability.

CONNECT	Activity	Status
	<p>Contemporary governance practices</p>	On Track
	<p>Efficient and responsible use of resources</p>	On Track
	<p>Local laws that enable stewardship</p>	On Track
	<p>Decision making and support</p>	On Track



2018/19 has had a significant focus on improving employees' wellbeing.

Many Council employees were recognised for their commitment to our community during the bushfires, an event which saw the region band together.



Case Study - Connect

Council is focused on recognising and valuing its people and launched a new reward and recognition program in January 2019 to reward all employees who espouse its SERVICE values.

SERVICE stands for Safe, Ethical, Responsive, Visionary, Inclusive, Community, Efficient and employees are encouraged to nominate their peers, either individuals or teams, who display these values and who continue to strive for service excellence.

Since the program launched, 292 employees, or 44 per cent of the workforce, have been nominated for a SERVICE Award, specifically in the 'Community' category, and acknowledged for their hard work and dedication to the region.

Examples of the ways these awards program has enhanced Council's connectivity with its community are:

- Council teams demonstrated outstanding service to the community during the CQ bushfires. They kept both staff and the community up to date with quality information and were there for the community in so many ways.
- The Water Program Delivery crew conducted urgent repair work to a burst water main in a busy residential area in Boyne Island on dusk. They not only worked in difficult conditions to repair the water main, but also provided impacted residents with water to make sure families could bath young children, prepare

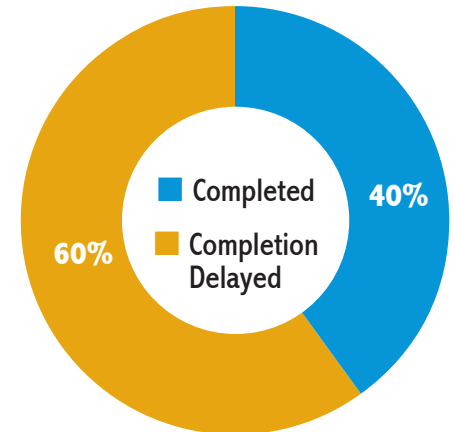
dinners and received great feedback and appreciation from those residents.

- A new school program on responsible pet ownership, PetPals, has been implemented with an average of one school visit per week throughout the program. The program has been tailored to ensure schools can easily provide feedback and even includes a visit from PetPals ambassador, Tucker the Dog. Parents have praised the program for both how well it is delivered, and also how beneficial it is to have the dog included, as it has increased many children's confidence around animals while still reminding them how to identify dangerous situations with animals.

■ STRATEGIC GOAL 5 - OUTSTANDING CUSTOMER SERVICE

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

INNOVATE	Activity	Status
	High satisfaction, low effort customer services	■
	Listen to, and learn from, our customers	■
	Value for money fees and charges	■



INNOVATE

■ STRATEGIC GOAL 6 - SMART ASSET MANAGEMENT

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.

INNOVATE	Activity	Status
	<p>Transforming asset management: From aware to excellence Work has continued on the implementation of the Asset Management Maturity Transformation Plan although competing priorities and underestimation of the scope of works have had an effect. This item will continue to be progressed as part of the 2019/20 Operational Plan.</p>	■
	<p>Community Centric Practices Launch of the online engagement platform in early 2019/20 will provide an additional tool to converse with the community on service levels for Council's assets and future designs. Identification of relevant stakeholders and appropriate events for which to forward notifications and information is part of an ongoing body of work.</p>	■
	<p>Integrated, consistent, trustworthy data Key financial information has been migrated and undergone rationalisation within the Mydata Asset system. Work on the development of Asset Data continues. Significant review has been undertaken of the Strategic Asset Management Plan (SAMP) with the revised document planned to be presented to the Executive for endorsement in early 2019/20. Initial asset management plans have been drafted by Asset Class, however will require further data population as this becomes available from other sources. Review will be required in order to ensure alignment with the updated SAMP. The organisation has been tracking with an Asset Sustainability Ratio (ASR) of 90% and appears well placed to achieve the target of > 90% average over five years. Work on the development, and integration, of tools into the asset management and investment prioritisation systems will continue to ensure that an acceptable ASR is maintained.</p>	■
	<p>Optimise asset management decisions Decision making tools which align with ISO55001 principles are being developed as part of the Asset Management System. The review of Council's Road and Footpath Hierarchy continues and will inform an analysis of the level of service and Capricorn Municipal Development Guidelines (CMDG) for roads; an Operational Plan item for 2019/20. Data relating to the number of customer complaints and cost to serve for each asset class will be identified and documented as part of the asset management system. The development of the Asset Investment Review Group is underway with the intent to deliver in conjunction with the Investment Decision Framework and provide additional governance and management of the quality of information provided in the decision-making tools.</p>	■
	<p>Optimise asset management performance Monitoring programs have begun informing maintenance strategies with development of a further six programs to continue over the life of the Corporate Plan. The scope for modelling Lake Awoonga water supply scheme assets is being finalised, with some changes to the community engagement component due to Council's increased ability to deliver this component using internal staff.</p>	■
	<p>Build asset management capability In addition to key internal asset management stakeholders at Level 4 of the organisation, 54% of Councillors, Tier 1, 2 and 3 officers, and Operations Team Leaders, have completed Asset Management Awareness Training. Key information required internally for reporting purposes has been identified however further work, including stakeholder engagement, is required to determine what data is desired to be shared externally.</p>	■

STRATEGIC GOAL 7 - OPERATIONAL EXCELLENCE

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.

INNOVATE	Activity	Status
	<p>Leaders in works delivery The engagement of consultants will allow the Planning & Scheduling framework development and review to be completed in line with the 2019/20 Operational Plan.</p> <p>Limitations on analytical resourcing and available and accurate data impacted on the development of an insourcing plan which has been rescheduled for completion within the 2019/20 Operational Plan.</p>	Yellow
	<p>Value for money sourcing of materials, services and works</p>	Blue
	<p>Competitive indirect costs The development of improvement plans following the review of Support Services requires further work to evaluate the content and will be continued as part of the 2019/20 Operational Plan.</p> <p>Work to reduce risk associated with the operation of Quarries has been delayed due to budget approvals, with implementation requiring commitment to environmental spend and continuing into the new financial year.</p>	Yellow
	<p>Tightly controlled overheads Identification of appropriate cost methodologies has been awaiting approval for resourcing and will be an ongoing item within the 2019/20 Operational Plan.</p>	Yellow
	<p>Leaders in safety and disaster management and recovery</p>	Blue

Case Study - Innovate

Council's Local Laws team had traditionally experienced issues with a high volume of hardcopy paperwork and worked with Council's Process Improvement Lead in 2018/19 to innovate and become more agile in their work environment.

Local Law Enforcement Officers are required to complete statutory paperwork which needed to be printed off and completed in the office.

This approach resulted in numerous trips between the field and office which reduced proactive patrolling and impacted on Local

Law Enforcement visibility in the community.

After further discussions with the Insights and Innovations team, a new team created in the organisational redesign, the process was reviewed, and a collaborative effort revealed there were tasks that could be done from mobile devices.

Smart devices (iPads) and printers were purchased and installed in a vehicle to pilot the new process. Following lessons learned, the team received training and the new systems were implemented for all the team.

The improvements mean notices can now be issued in the field, customers can complete forms using the Apple Pen, forms and information are available on mobile devices, photos link directly to Council's systems and it reduces the time between customers reporting issues and Council resolving.

The new process so far has saved 15 days or 127 hours in officer's time per year.

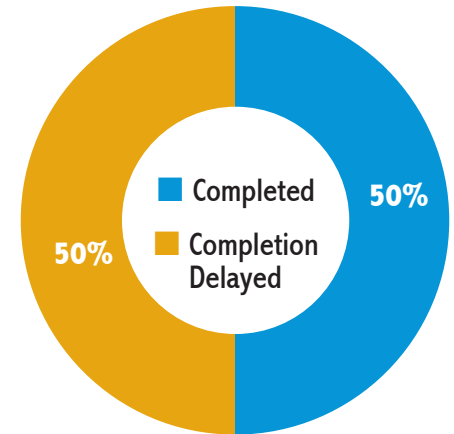
This case is just one example of the new operating model working to create better efficiencies within Council, which results in better customer service for our community.

The innovative use of iPads have reduced administration hours.

STRATEGIC GOAL 8 - GROW THE REGION

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

DIVERSIFY	Activity	Status
	Advocate for future job creating industries	Completed
	Increase visitation to the region	Completed
	Incentivise investment in the region	Completion Delayed
	The Priority Projects Pipeline project has now been scheduled for completion as part of the 2019/20 Operational Plan while work on precursor projects continues.	Completion Delayed
Promote the region as a destination	Completed	



DIVERSIFY

STRATEGIC GOAL 9 - SMART INVESTMENT

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.

DIVERSIFY	Activity	Status
	Innovate through technology	Completed
Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital	Completion Delayed	
Consultants have commenced work on the Waste to Energy Strategy which will now be delivered in accordance with the 2019/20 Operational Plan.	Completion Delayed	

Case Study - Diversify

In 2018/19, Council welcomed capital projects funding of \$18.1 million from the Federal and State Governments through various programs including Works for Queensland, Building our Regions and Roads to Recovery.

Council received \$5,990,000 from the funding initiative to undertake job creating and/or job sustaining maintenance and minor infrastructure projects on Council owned or controlled assets.

The Gladstone Region's footpath networks have been renewed with \$2.1M in funding

from the State Government's 2017-19 Works for Queensland program.

Work was carried out in Rosedale, Boyne Island, Tannum Sands, Calliope and Gladstone with some footpaths resurfaced and 560m of concrete footpaths newly constructed.

In total, some 32.5km of crack sealing was used on existing sealed paths prior to the placement of more than 2350 tonnes of asphalt spread over 13.5km of footpaths and cycleways.

The beautification and maintenance of pathways helps connect our community with our assets.

ORGANISATIONAL STRUCTURE.

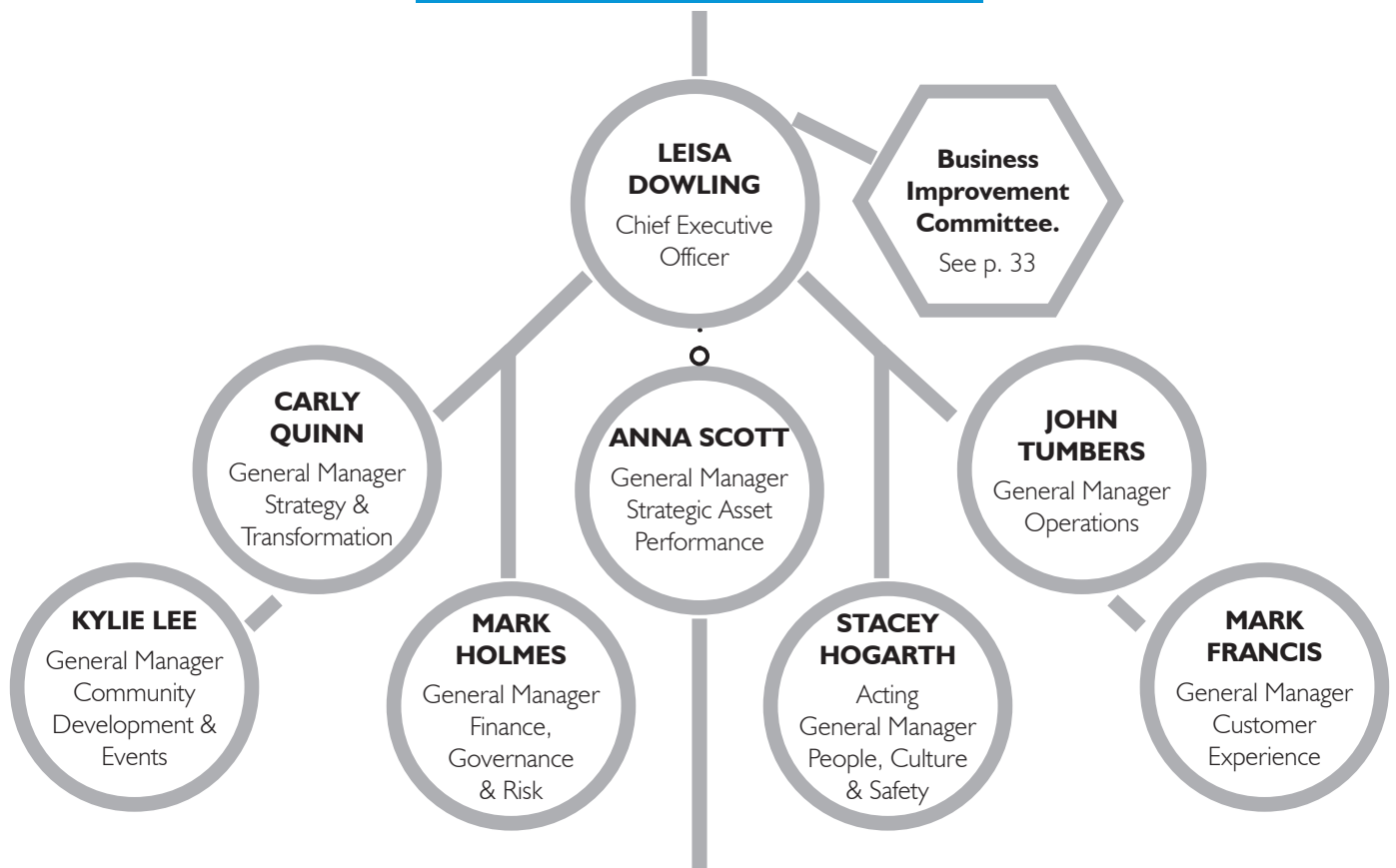
Community

Our community lies at the heart of everything we do. Improving our community sets the purpose for our organisation.

Council

Our Council is led by our Mayor. See page 14 to read about our Councillors.

Senior Executive Team



33 Managers & Specialists

35 Team Leaders

587 Workforce

SENIOR LEADERSHIP TEAM.



Leisa Dowling
Chief Executive Officer

Leisa's local government career commenced with Gladstone Regional Council in September 2010 as Director Environment & Recreation. Prior to joining Council, Leisa had a lengthy career in State Government, including senior roles in the Department of Local Government. Leisa held the position of General Manager Strategy and Transformation before being appointed Chief Executive Officer (CEO) in November 2018.

Business responsibilities include:

- The CEO is ultimately responsible for the strategic management of the organisation

Qualifications and memberships:

BLS,
Graduate Certificate in Public Sector Management,
Member - Local Government Managers Australia



Carly Quinn
General Manager Strategy & Transformation

Carly moved into this role in September 2018 and has a multi-industry background across Government, Commercial and Not for Profit sectors, with a focus in Strategy, Transformation, Marketing, Events and Community Development. Her strength is in collaborating with multi-functional teams to find pragmatic solutions to complex business problems. Her passion is in building the capability of our people to better deliver services for our community.

Business responsibilities include:

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

Qualifications and memberships:

Associate of AusTTA
Member - Local Government Managers Australia



Anna Scott
General Manager Strategic Asset Performance

Anna joined Council in 2015 as Manager Water Services before moving into this role in February 2018. Prior to joining local government, Anna had spent over 20 years in the asset infrastructure space carrying out a variety of roles in the consulting, utilities and construction sectors.

Business responsibilities include:

- Asset governance
- Asset planning
- Design and investigation
- Asset performance and monitoring
- Environment and conservation
- Property acquisition and disposal

Qualifications and memberships:

M. Eng Sc (Water Care),
B Eng (Environment),
Cert IV Safety Leadership,
Member - Australian Water Association,
Member - IPWEA



John Tumbers
General Manager Operations

John joined Council in March 2019. John has a career background in operations and maintenance in power generation, resource and ports sectors in New South Wales, South Australia, Western Australia and Queensland. Prior to joining Council John was the Chief Operating Officer for the Gladstone Area Water Board which provides bulk water to Gladstone's industry and Council.

Business responsibilities include:

- Works planning and project delivery
- Support services (administration, fleet and buildings)
- Works delivery teams for Roads, Water and Waste Water, Waste and Parks
- Contracts and procurement
- Disaster management and response

Qualifications and memberships:

GradDipMainMgt (Graduate Diploma in Maintenance Management)



Mark Francis
General Manager Customer Experience

Mark has 20 years experience improving customer experiences across a range of industries. Prior to joining Council in 2018 he held strategic leadership roles in financial services in Victoria and Local Government and telecoms sectors in the UK. Mark moved into this role in March 2019.

Business responsibilities include:

- Customer Experience
- Biosecurity and Environmental health
- Local laws/animal management
- Planning, building and plumbing services
- Insights and Innovation

Qualifications and memberships:

MA(Hons)
 PgDip (Business Admin)



Kylie Lee
General Manager Community Development & Events

Kylie has 20 years' experience in community relations, communications, events and investment. Prior to joining Council in February 2018, Kylie has held leadership roles in a range of industries including ports, construction, mining, casinos and local government, including eight years at the former Calliope Shire Council.

Business responsibilities include:

- Events and entertainment
- Communications and brand
- Community development and partnerships
- Arts and culture
- Regional libraries and Tondoon Botanic Gardens

Qualifications and memberships:

Graduate Diploma (Public Relations)
 Member - Local Government Managers Australia



Stacey Hogarth
**Acting General Manager People,
 Culture & Safety**

Stacey has worked across multiple community facing organisations and specialises in developing and implementing people and safety strategies, building internal capability and culture change. As an experienced risk, governance and compliance professional, the safety and wellbeing of our employees is a key focus, ensuring that they are capable and supported to deliver services to our community. Stacey moved into the acting role in June 2019.

Business responsibilities include:

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

Qualifications and memberships:

BBus Mgmt
 GradDipAppCorpGov
 MBA



Mark Holmes
**General Manager Finance,
 Governance & Risk**

Mark has served local government for more than 20 years, commencing with a traineeship at Dalrymple Shire Council. Mark worked at the former Calliope Shire Council for eight years, serving in the role of Manager of Finance and Director of Corporate & Community Services. Mark was appointed General Manager Finance, Governance & Risk in January 2018.

Business responsibilities include:

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

Qualifications and memberships:

BBus (Acc),
 GDIP (Acc),
 GDIP Local Government Australia,
 CPA

Roslyn Baker
Chief Executive Officer
 7.8.17 - 4.9.18

Richard Pegg
General Manager People, Culture & Safety
 12.2.18 - 30.11.18

Peter Billing
General Manager Operations
 12.3.18 - 25.1.19

Alistair Burrows
General Manager Customer Experience
 5.2.18 - 21.3.19

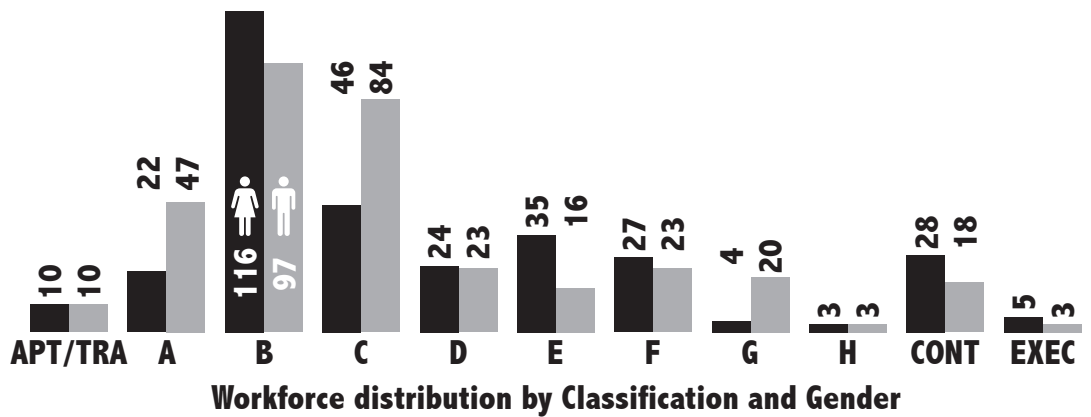
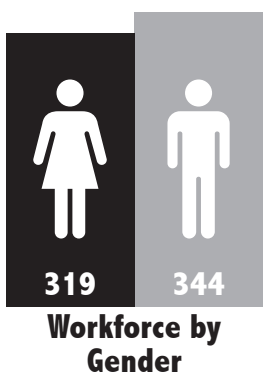
Terri Pienaar
General Manager People, Culture & Safety
 3.12.18 - 26.6.19

COUNCIL EMPLOYEES.

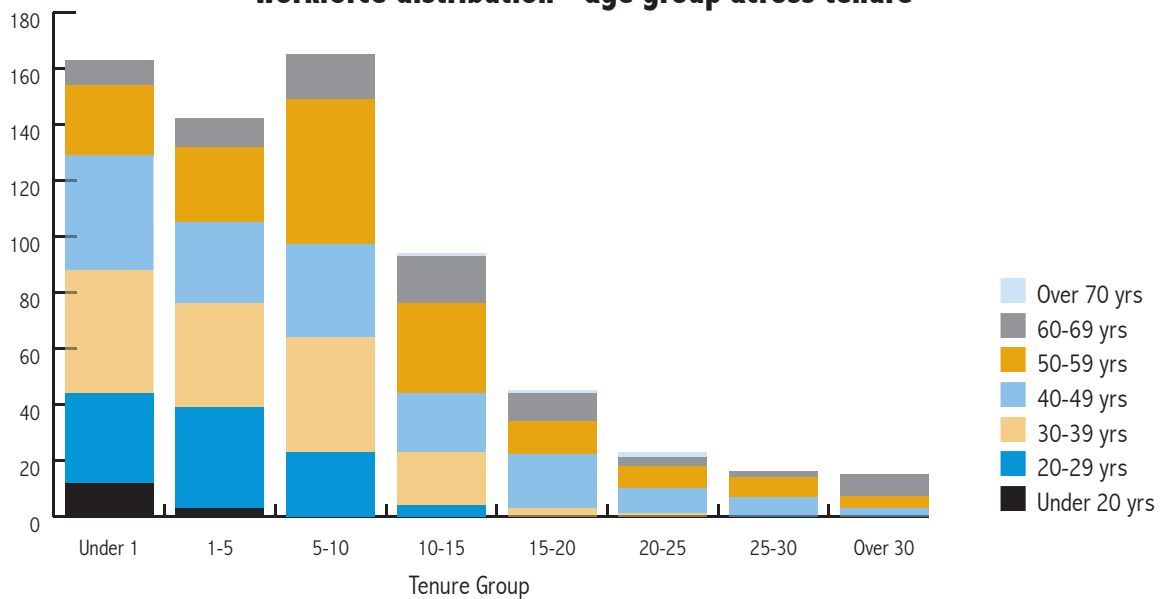
As at 30 June 2019 (point in time), Gladstone Regional Council employed a total of 663 people, with a full-time equivalent (FTE) of 628.5. Our staff include engineers, town planners, accountants, tradespeople as well as specialists in a range of disciplines.

663

STAFF EMPLOYED WITH A FULL-TIME EQUIVALENT (FTE) OF 628.5



Workforce distribution - age group across tenure



STAFF DEVELOPMENT.

During the period Council continued to work through its People Culture and Safety strategies and operational plans to deliver outcomes which enable our workforce to deliver positive outcomes for our Community.

Key focus areas include:

- Safety compliance including a further focus on safety conversations (take time for safety) and Take 5 risk assessments
- Introduction of a revised Code of Conduct which promotes our Vision and Values
- Introduction of our SERVICE awards, to recognise those staff who are exceptional in living our values
- Development programs for our leaders focused on leading themselves and their teams
- Revised performance planning for our staff to ensure alignment with our corporate and operational plans across all levels of Council
- Review of our mandatory and non-mandatory training requirements
- Ongoing delivery of our apprenticeship and trainee program
- Commitments to provide additional support to our team members affected by domestic violence
- Commenced developing our insourcing plan
- Constitution of the Joint Consultative Committee following the approval of the 2019 Certified Agreement.



We are committed to developing the next generation of employees through our apprentice and trainee program.

OUR GOVERNANCE.

INTERNAL AUDIT

Business Improvement Committee Report

Background

Gladstone Regional Council's Business Improvement Committee provides an independent forum where representatives of Council, independent members and management work together to fulfil specific governance responsibilities that contribute to compliance responsibilities and improved performance of the organisation.

The Business Improvement Committee is established in accordance with Section 210 of the *Local Government Regulation 2012* and Section 105 of the *Local Government Act 2009* and operates within the scope of Council's Business Improvement Committee Policy and the Ethics Integrity and Audit Policy.

The Business Improvement Committee has a key role in assisting Council to fulfil its governance and oversight responsibilities in relation to a number of areas including, financial reporting, legal and regulatory compliance, internal control systems, risk management and audit functions.

The Committee meets quarterly. This report covers the activities of the Committee for the 2018/19 financial year.

Membership

The Committee is bound by legislation to consist of at least three, but no more than six members, one of whom is a designated financial expert. One, but no more than two, of the committee, of whom shall be Elected Representatives of Gladstone Regional Council.

The membership of the Committee has undergone change during the 2018/19 financial year, with two external members reaching their maximum tenure. Carolyn Eagle participated in her final meeting in December 2018, with Ross Cook, as Chair leaving the Committee following the 26 June 2019 meeting. Kerry Phillips is the financial expert on the Committee on exit of Carolyn Eagle and Council welcomed two new external Members to the Committee, being Stephen Coates and Sandra Collins who will provide one additional external representative to the Committee moving forward. Councillor Membership has also rotated this financial year with Cr Sobanian relinquishing his seat at the table to Cr Kahn Goodluck and two proxy delegates nominated,

being Cr Peter Masters and Cr Desley O'Grady, who will participate only when one of the Member Councillors is absent.

Committee Membership for the 2018/19 financial year has been as follows:

- Ross Cook, External Member, Chairperson (exited 27 June 2019)
- Carolyn Eagle, External Member, Committee's designated Financial Expert (exited December 2018)
- Kerry Phillips, External Member, Financial Expert from January 2019
- Stephen Coates, External Member (commenced 20 March 2019)
- Sandra Collins, External Member (commenced 20 March 2019)
- Cr Rick Hansen, Councillor
- Cr Poya John (PJ) Sobhanian, Councillor (exiting 20 August 2019)
- Cr Kahn Goodluck, Councillor (commencing 21 August 2019)
- Cr Peter Masters, Councillor (Proxy Delegate for Councillor Members from 6 November 2018)
- Cr Desley O'Grady, Councillor (Proxy Delegate for Councillor Members from 6 November 2018).

Each member of the Business Improvement Committee brings specific skill sets and experience to their role and actively contribute to Committee business.

Council personnel including the Chief Executive Officer, General Manager Finance Governance and Risk, Ethics Integrity and Audit Specialist, Manager Governance and other specific officers attend the Business Improvement Committee Meetings as observers to provide relevant information pertaining to the Committee's Terms of Reference. Council's External Auditors are also invited to attend each meeting in person or by teleconference. The Committee continues to benefit from the participation of the Queensland Audit Office who have had an observer at each of the Committee's meetings via teleconference during the year.

The Committee was delighted to welcome broader Councillor and officer attendance at meetings during the year with a number of Councillors and staff members attending as observers. The Committee will continue to find ways to engage with Council about its needs and to investigate opportunities to improve.

One of the positive initiatives to improve Committee interaction with Council has been Business Improvement Committee external members meeting directly with Council twice per annum at a Councillor Information Session which commenced on 23 April 2019, with the second to be held on the 8 October 2019. This has allowed external members to discuss relevant issues directly with Councillors.

The Committee continues to meet privately with internal and external auditors at each meeting to allow discussion on any significant issues or areas of interest within the scope of the Committee's or Auditor's areas of responsibility.

Summary of Committee Activities

The Business Improvement Committee maintains an active monitoring and oversight role over the following matters and provides direction to management where appropriate and as requested:

3.1. Financial Statement Preparation and Disclosure Compliance

The Committee reviewed the draft 2018 statutory financial statements, making appropriate enquiries of management to satisfy itself that the Committee's duties under the *Local Government Act 2009* and the *Local Government Regulation 2012* had been complied with.

The Committee was disappointed that Council was unable to achieve the deadline of 31 October 2018 for the compilation, approval and presentation of the statutory financial statements to the external auditor.

Significant additional work was put in by the organisation to ensure that Council received an unmodified audit opinion on its statutory financial statements from the Queensland Audit Office signed on 1 April 2019. This signifies that the contents of the financial statements represented a materially true and fair view of Council's financial position as at 30 June

2018. An unmodified audit opinion is the best outcome achievable for an audit of financial statements.

3.2. External Audit

The Queensland Audit Office's appointed external auditors, William Buck continued in the external audit role during 2018/19.

The Committee met, and convened teleconferences, with Council's external auditors as part of its quarterly meeting agenda. General matters of interest and Audit's findings from the work they conducted to gain assurance over the accuracy of the financial statements for the year ended 30 June 2018 were discussed.

The Committee monitored the implementation of external audit recommendations as part of its quarterly agenda reports.

3.3. Internal Audit

The internal audit function of Council underwent some change due to the restructure of the organisation this year. Internal audit was combined with Ethics, Integrity and Compliance Reporting and Assurance. The team incorporating a Compliance and Assurance Officer and a Compliance and Reporting Officer report to the position of Ethics Integrity and Audit Specialist who in turn reports to the General Manager Finance Governance and Risk. Reporting directly to the Chief Executive Officer and the Business Improvement Committee is supported by the organisation and the position description of the Ethics Integrity and Audit Specialist.

The planned internal audit program for 2018/19 included:

- Water & Sewerage Management Practices including a review of our risk assessment in understanding, awareness, prevention and mitigation plans in relation to major asset failures (reservoirs etc).
- Essential services Business Continuity Planning (water, waste, roads) readiness, recovery and/or compliance with Disaster Act Requirements. Review ICT BCP Processes.

- Procurement Audit including review of internal controls in relation to the process and delegations for approving maintenance and capital expenditure.
- Review of our complaints management processes and customer culture (including for escalated complaints) in relation to the efficiency and effectiveness and include an assessment of how well GRC learns and adjusts processes to mitigate these complaints.
- Review of internal controls with respect to privacy laws Accounts Receivable processes (debtors).
- Review of Implementation of Safety Audit Recommendations.
- Review of previous Internal Audit Recommendation implementation.
- Unplanned audit activities.

At the Business Improvement Committee meeting held on 12 December 2018, the Committee supported the following amendments to the plan:

- That the Contracts Administration Internal Audit be recognised as an audit project brought forward from the previous year.
- That Cybersecurity Governance Risk, Benaraby Landfill External Compliance Assessment, Delegation processes, Payroll and Payment Card Industry Security Standard Assessment projects be added to the audit plan.
- That the Complaints Management Process audit be deferred until 2019/20.
- That the internal audit project for procurement be deferred from the 2018/19 audit plan.

The Committee raised concerns about resourcing of the internal audit and compliance assurance functions. The Compliance and Assurance Officer was seconded to the organisation's workplace health and safety team for four months with no additional resources sourced to complete the planned workload. The Committee accepted that the initial 12 months of the new structure will

entail some bedding down of processes, accountabilities and responsibilities and that effective resources will be prioritised next year.

The Committee continues to monitor the implementation of internal audit recommendations on a quarterly basis and has focused its attention on those audit issues that remain outstanding past accepted due dates and those that have longer due dates for completion. On balance, the Committee is satisfied with management's attention to the implementation of audit recommendations.

3.4. Risk Management

While it is Management's responsibility to actively manage the organisation's risks, the Business Improvement Committee provides the additional oversight in this area to challenge the reasonableness of management's assumptions.

As a result of Council's Organisation Redesign, the Committee was pleased to note that a Risk Specialist has been engaged to further progress and develop Council's Risk Management culture. This appointment has also provided the opportunity for Council to again assess its risk management policy, processes and reporting. The Committee at its meeting on 20 March 2019 endorsed the approach to collaboratively review and revise the current Risk Management Policy and Corporate Standard to allow for an integrated risk management approach across Council for the management of strategic, operational and project related risks.

The chair reiterates the Committee's view from last financial year that Council consider how audit can be further aligned with risk management. One indicator of a mature risk management system is its integration with audit so that the organisation has a more 'assurance' based risk management system through a program of regular testing by audit of risk control measures.

3.5. Business Improvement Committee Self-Assessment/Councillor Survey

The Business Improvement Committee Charter requires that members assess the Committee's performance in meeting its objectives.

This year the Committee conducted another self-assessment survey and Councillor survey building on the surveys from prior years (2011, 2013, 2014, 2015 and 2016). The results have again been consistent with prior years with positive results in most areas. In response to the feedback that interaction between elected Council and the Committee could be improved, Council has elected to meet directly with BIC external representatives twice per annum.

The next self-assessment and Councillor surveys will be conducted in the second half of 2020.

The Committee did conduct an assessment of its workplan and activities against its responsibilities as defined in Council's policy. Members consider that the workplan is meeting all delegated responsibilities under the policy.

3.6. Legal, Legislative and Confidential Matters

The Business Improvement Committee sought and received at each meeting, a briefing from the Chief Executive Officer on significant matters facing Council at that time and the actions taken by management in response.

The Committee has requested that moving forward the Chief Executive Officer prepare a brief written synopsis of emerging issues potentially impacting on local government generally and on the organisation specifically, such as significant legislative change, potential risks, non-compliance or legal issues and other high-level strategic issues.

3.7. Business Improvement Committee Policies

Members were afforded the opportunity to review Council's Business Improvement Committee Policy and the new Ethics, Integrity and Audit Policy and were pleased to provide feedback for Council's consideration.

3.8. Asset Management

The Committee continued to focus increased attention on asset management this financial year through quarterly reports.

Council's transition to its new Asset Management system identified considerable issues and challenges associated with obtaining

accurate valuation data for the purposes of financial reporting. The Committee is of the view that there is still considerable work to be done in this area however, it was pleased to see Council make a strong commitment through the engagement of contractor to complete the data integrity component of Council infrastructure asset registers to achieve a single source of truth for asset values prior to the end of the 2018/19 financial year.

It is positive that the organisation has recognised that there are issues that need to be addressed and it is prepared to make the changes required to facilitate improvements.

3.9. Procurement and Contracting Practices

The Committee again requested quarterly reports on procurement and contracting practices during the financial year as the organisation progresses change as a result of its organisation redesign. The engagement of a Manager responsible for both Contracts and Procurement has seen a more strategic and coordinated approach to Council's contract and procurement activities which the Committee considers will yield good results for the organisation. The improved reporting to BIC in this area has been most appreciated and the Committee is looking forward to seeing this area of the organisation continue to develop and improve.

3.10. Organisation Redesign

The Committee has been progressively briefed on progress with the organisation redesign. Renewal within an organisation has many positives but also requires the ongoing support of Council's elected body to be successful. From the Committee's observations to date, it is pleasing to see that a number of issues such as risk, asset management, procurement and work health and safety receiving the appropriate levels of attention under the new structure. It is noted that there have been some issues in relation to work health and safety that still require attention. The Committee considers that Council's approach to achieving improved results via cultural change will yield the improvements necessary.

The Committee is looking forward to further periodic briefings as the organisation matures into its new operating model.

Conclusion

Statutorily the Business Improvement Committee in its current form is fulfilling the legislative requirements set out in the *Local Government Regulation 2012*. The Committee is also performing many of the requirements advocated in Better Practice Audit Committees Guidelines and has considered the perspectives of the Queensland Audit Office about Audit Committee effectiveness.

The Committee continues to develop in its role for Council and acquit its responsibilities under its Terms of Reference. Member and observer contributions are valued and are demonstrated through effective, collegiate working relationships supported by appropriate accountability structures.

The Chair expressed his gratitude to Committee members both old and new, and observers for their contribution, transparency and engagement with this important governance process. Without this, the effectiveness of the Committee would be significantly diminished.

COMMUNITY DEVELOPMENT.

This financial year has presented a range of exciting opportunities and, at times, difficult challenges for the Gladstone Region community. From devastating bushfires and ongoing drought to the delivery of new and enlivening events that generate community pride and economic benefit for our region.

In November 2018 several communities experienced unprecedented and catastrophic bushfires that destroyed over 82 per cent of the Deepwater National Park, displaced animals and livestock, and in some cases family homes and assets were lost. We are fortunate and grateful to all involved in attending to this natural disaster that we did not experience any loss of life.

From this devastation the community banded together to support each other and with assistance from the broader region, Council, support organisations, emergency services and the Local Disaster Management Group, are on the road to recovery and building strong, resilient communities.

The Central Queensland Bushfires have further provided opportunity to refine disaster management strategies and strengthen the collaborative approach between the parties involved in the Local Disaster Management Group.

A key focus has continued on the recovery of disaster affected communities across the financial year with the appointment of a Community Development Specialist - Recovery & Resilience.

Community Engagement

Strategic and purposeful community engagement has continued to be a key theme for Council with the development and implementation of a new Community Engagement Policy, Standard and toolkit that will support enhanced engagement and better connect the community and Council.

In an effort to build community engagement capability across the organisation, Council embarked on an education program with the International Association of Public Participation (IAP2). A Community Engagement Working Group has been formed to enable community led decision making across Council's strategic and operational initiatives.

Innovation in engagement practices has also been a focus this financial year with a community engagement digital platform being developed. This platform will enable the community to have access to a multitude of information with respect to Council's initiatives, project planning, services, to seek feedback on our community programs and share stories.

In an effort to better connect with communities across our region, Council introduced Conversations with Council, an initiative where elected members and Council officers travel across our region to provide advice, listen to community feedback and to register or solve customer service requests.

Several key advisory groups and committees continue to provide vital information to Council to shape programs and inform decision making. During the financial year a Reconciliation Action Plan Committee was formed and the development of Council's Innovate

Reconciliation Plan is currently underway under advice of this group.

A reinvigorated Youth Council has been active in providing guidance and direction on youth issues and tactics to address these. This Committee has achieved tangible outcomes and are advocating for youth across our region.

Our Valued Volunteers

Council is fortunate to have an engaged and loyal volunteer base that support the services, events and initiatives across our community facilities. Our volunteer program provides mutual benefit to both our volunteers and Council with both knowledge shared and the acquisition of new skills.

The 'Friends Of' volunteers program provides a diverse range of support from shelving of books, book sales, ushering, community events, tours of our botanic garden, providing visitor information, holiday program activities, bonsai, conservation, curating and hanging works of art and managing our herbarium.

In addition to our Friends Of programs, Council further provides volunteer support for tax returns for residents earning \$60,000 or less. Two volunteers successfully supported 79 people with their returns under the Tax Help program.

Council has five volunteer groups:

- Friends of the Theatre
- Friends of the Tondoon Botanic Gardens
- Friends of the Libraries
- Friends of the Gallery & Museum
- Friends of Community Events

Friends in Numbers

68 FRIENDS OF TBG
3,135 HRS

+

67 FRIENDS OF THE THEATRE
3,659 HRS

+

40 FRIENDS OF THE GALLERY & MUSEUM
4,262 HRS

83 FRIENDS OF COMMUNITY EVENTS
231 HRS

+

46 FRIENDS OF THE LIBRARIES
4,357 HRS

=

 **304**
FRIENDS OF GRC

15,644 HRS

INVESTMENT OF TIME FROM OUR FRIENDS
ACROSS OUR COUNCIL FACILITIES

