

STRATEGIC PLAN



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1. GLADSTONE AIRPORT CORPORATION

1.1 Introduction

This plan has been developed to guide the operation of the Gladstone Airport Corporation (GAC) over the next 3- 5 years, this Strategic Plan outlines the organisation’s overarching strategic approach. Annual action plans will be developed to support the effective implementation and monitoring against Strategic Objectives.

1.2 Vision

Is to be amongst Australia’s leading regional airports. We will do this by ensuring that we operate and develop Gladstone Airport.

1.3 Mission

To operate and develop Gladstone Airport to enable safe and secure travel connections that facilitate economic and social growth of our region.

- We are committed to both quality and innovation in the services and facilities we provide
- We are committed to improving efficiency and developing our people, systems and technology
- We are committed to maintaining an effective health and safety culture
- We are committed to making a sustainable contribution to the betterment of the community

1.4 Values



1.5 Organisational Overview

Since corporatisation on 1 July 2012, Gladstone Airport's operation and management has been overseen by a board of independent non-executive directors appointed by its shareholder, the Gladstone Regional Council.

By way of background, the corporation was created as a wholly owned subsidiary of the Council pursuant to the *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010* (repealed) to receive transfers of assets and liabilities of the Council.

Gladstone Airport is a valuable community asset which makes a significant contribution to the economic and social fabric of the region. The growth of the airport is inextricably linked to the growth of the region.

1.6 Planning Approach

Under current legislation, GAC is required to prepare a Corporate Plan, which provides the future direction, goals and priorities for the corporation. This is a 3-year plan, reviewed annually, that guides decision-making, budget operations and resource allocations to achieve identified goals and priorities.

GAC produces an annual Statement of Corporate Intent (SCI) as part of its compliance requirements to its owner, Gladstone Regional Council and other stakeholders. The SCI is a financial year plan containing objectives, functions and performance targets.

An annual Strategic Plan will support the effective implementation of objectives as identified in the Corporate Plan and SCI, by identifying the actions that will support achieving those objectives.

1.7 Strategic Objectives

The organisation has four key areas of strategic focus that will support the achievement of the business vision. GAC recognises the crucial role of the airport in supporting regional development across a range of areas including tourism, industry and transportation.

The key areas of strategic focus are:

1. To operate in a financially sustainable and operationally effective manner
2. To plan for infrastructure utilisation, maintenance and management in an environmentally sustainable way that also maximises returns
3. To achieve a high level of performance in the areas of governance, risk management and reporting and compliance
4. To position the organisation for the future by identifying and implementing strategic business development; community engagement and marketing activities.





1.8 Reporting System

A traffic light rating system (the coloured dots against each area of activity) has been used throughout the Strategic Plan to assist the Board to synthesise the information presented and to highlight, at a glance, the areas of relative success through to significant challenges.

The rating of each element is based on a number of factors, including progress against agreed times, cost and scope and prioritisation.










In this way it is not a definitive, single dimensional rating, akin to the way progress for 'key performance indicators' but rather the traffic lighting system is used to determine updates the Board requires of Management.

To ensure consistency of understanding and manage expectations, the following broad meanings have been applied to the three traffic light colours:

	On track to meet target
	Attention required to meet target
	Immediate action required to meet target
	Activity not yet commenced

1.9 Strategic Activities

1.9.1 Strategic Focus – Financial sustainability and operational effectiveness

Goal	Targets	Activity	'Traffic Lights'	Oversight Responsibility
Financial sustainability	Optimise tenancy	Maintain current tenancy levels		FAC
		Identify and secure new opportunities for tenancy		
	Optimise long-term airline pricing agreements	Pricing strategy and agreements reviewed annually		
		Proactively manage relationships with airlines through regular meetings		
	Identify additional alternative revenue streams	Work with industry, government and local working groups to identify opportunities		
Operational effectiveness	Ensure organisational structure supports long term vision and objectives	Annual organisation review as part of SCI preparation		NRHRC
		Succession plan in place for critical roles		
		Professional development at Board and Management level		
	Focus on retention and development of employees with a focus on stability and career progression	Reinforce a culture within the teams of inclusion and engagement in strategic goals		






Acronyms

- Finance and Audit Committee - FAC
- Risk and Compliance Committee - RCC
- Nominations, Remuneration and Human Resources Committee - NRHRC






1.9.2 Strategic Focus - Infrastructure optimisation and sustainability

Goal	Targets	Activity	'Traffic Lights'	Oversight Responsibility
Effective Asset Management	Plans and processes established to track management and maintenance to inform financial forecasting and budgeting	Asset Management system	○	RCC/FAC
		Asset replacement plan to identify upcoming expenditure for plant and equipment	●	
Environmental Sustainability	Identify improvement opportunities to address environmental sustainability and energy efficiency	Environmental Review, maintain Environmental Risk Register	●	RCC

1.9.3 Strategic Focus - Governance, risk and compliance

Goal	Targets	Activity	'Traffic Lights'	Oversight Responsibility
Ensure systems and practices are fit for purpose	HSEQ Management System embedded	Established Audit program		RCC
	Prepare and maintain HSEQ Improvement Plan	Continuous improvement of Incident Management, creating a 'just culture' within the work environment		
Compliance Obligations are clearly understood and managed	Risk Management	Ensure Risk Registers are reviewed regularly and accurately reflect the risk profile of the business		RCC
	Administrative governance	Compliance obligations for planning and reporting are clearly defined and processes documented		FAC
	Financial governance	Maintain best practice financial governance in accordance with company policies and procedure		

1.9.4 Strategic Focus - Business Development, Community Engagement and Marketing

Goal	Targets	Activity	'Traffic Lights'	Oversight Responsibility
Business Development	Facilitate strategic business development engagement	Build airport profile and reputation		Board
		Facilitate regular board engagement on opportunities		
	Alternative revenue streams identified	Identify and grow new business opportunities		
		Optimise grant funding		
Community Engagement	Promote Community Engagement to ensure GAC is seen as a good corporate citizen	Identify key stakeholders (Industry, Government and Local Business') that aligns with business objectives		Board

<p>Vision</p>	<p>Recognised leader in regional aviation</p>			
<p>Values</p>	<ul style="list-style-type: none"> • Collaboration - fostering a collaborative culture with our team, customers and stakeholders • Honesty and Integrity - demonstrating honesty and integrity in all our dealings • Accountability - being accountable for our actions • Excellence - providing high quality services to promote effective, efficient and sustainable operations • Community - supporting the ongoing social and economic growth of the Gladstone region 			
<p>Strategic goals</p>	<p>1. Financial sustainability and operational effectiveness</p>	<p>2. Infrastructure optimisation and sustainability</p>	<p>3. Governance, risk and compliance</p>	<p>4. Business Development</p>
<p>Initiatives</p>	<ul style="list-style-type: none"> • Financial – current and new tenancies; pricing strategy; alternate revenue streams • Organisation review; professional development; employee engagement • Focus on operational capacity 	<ul style="list-style-type: none"> • Asset Management Plan • Asset replacement plan • Activities calendar for aerodrome and terminal works (regulated and end of life) • Long term vision of passenger traffic growth and airport capacity 	<ul style="list-style-type: none"> • HSEQ Management System embedded • Electronic sign and read • Documentation • Contractor management • Incident management • Create a ‘just culture’ work environment • Robust reporting 	<ul style="list-style-type: none"> • Identify and grow new business - working with Local, State, Federal Governments and local business • Community Engagement • Marketing and Communications Plan • Grant funding