



# 2021-22 Operational Plan Quarter Three

Collective Delivery



**Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Byellee, the Gooreng Gooreng, the Gurang and the Taribelang Bunda people.**

**We pay respect to their Elders past, present and emerging.**

**We would also like to extend that respect to other Aboriginal and Torres Strait Islander people in our region.**

# Connect. Innovate. Diversify.

**The 2021/22 Operational Plan is Council's first annual Operational Plan, outworked from the 2021-26 Corporate Plan. This Quarterly Report reports on the progress of these plans.**

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# Introduction

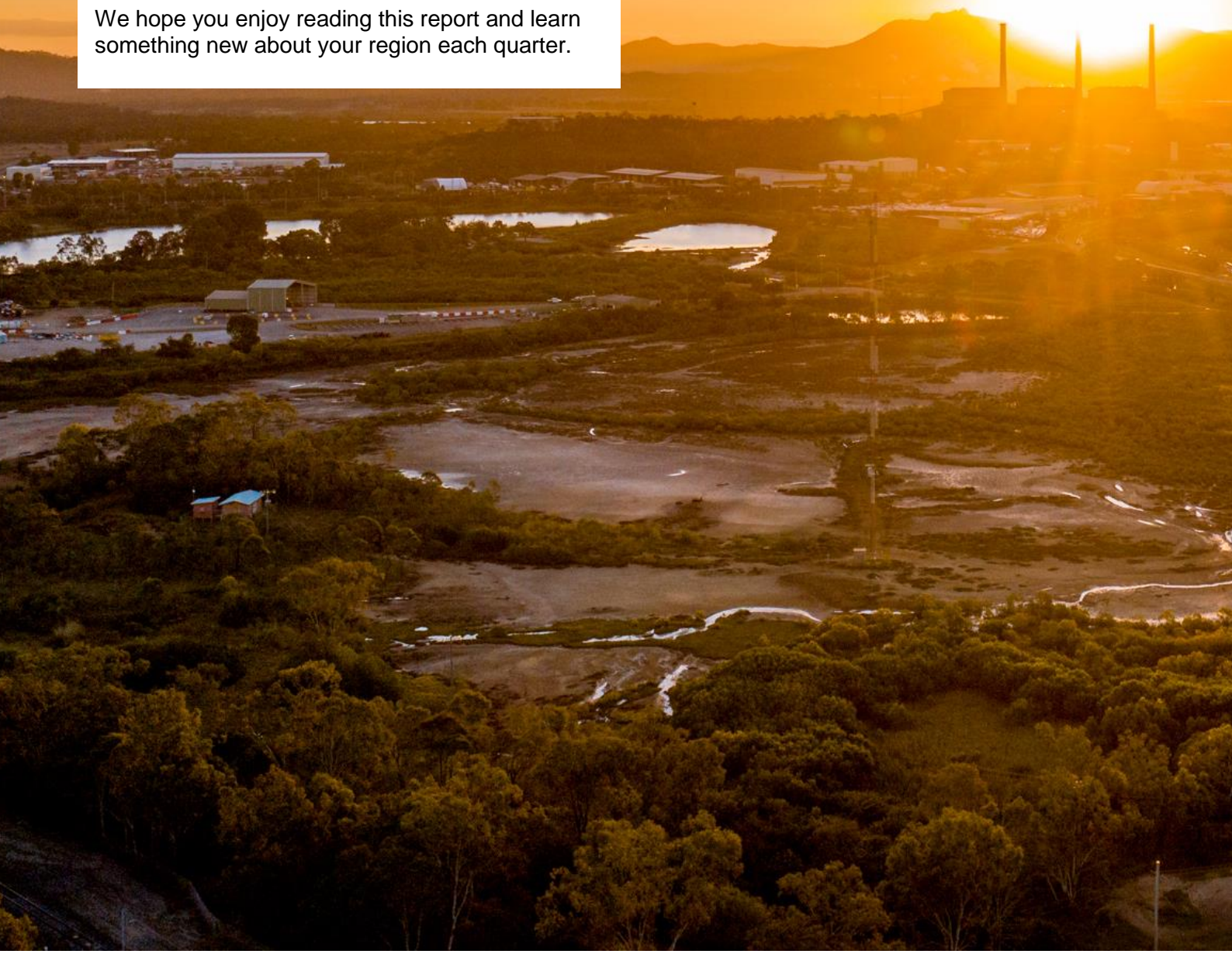
Welcome to Gladstone Regional Council's third Operational Plan Quarterly Report for 2021/22. This report is written every three months with the intent to share highlights, interesting infographics, and Operational Plan performance.

The format of this report focuses on Council's five goals from the 2021-26 Corporate Plan.

The highlights and infographics are chosen from successes and challenges that the business experienced during this quarter. Highlights from core services and the Operational Plan progress are reported on against each of Council's five goals.

The infographics represent the value from this quarter (**January to March**) unless noted otherwise. Each highlight and infographic align with a core service related to that goal.

We hope you enjoy reading this report and learn something new about your region each quarter.



# Strategic Planning Framework

Council’s Strategic Planning Framework presents a systematic and continuous process for supporting strategic direction. The framework ensures that strategies and financial resources are aligned to achieve Council’s corporate vision to Connect. Innovate. Diversify. It includes long, medium and short-term plans which set the direction for what we do and what we aim to achieve as an organisation for our community.

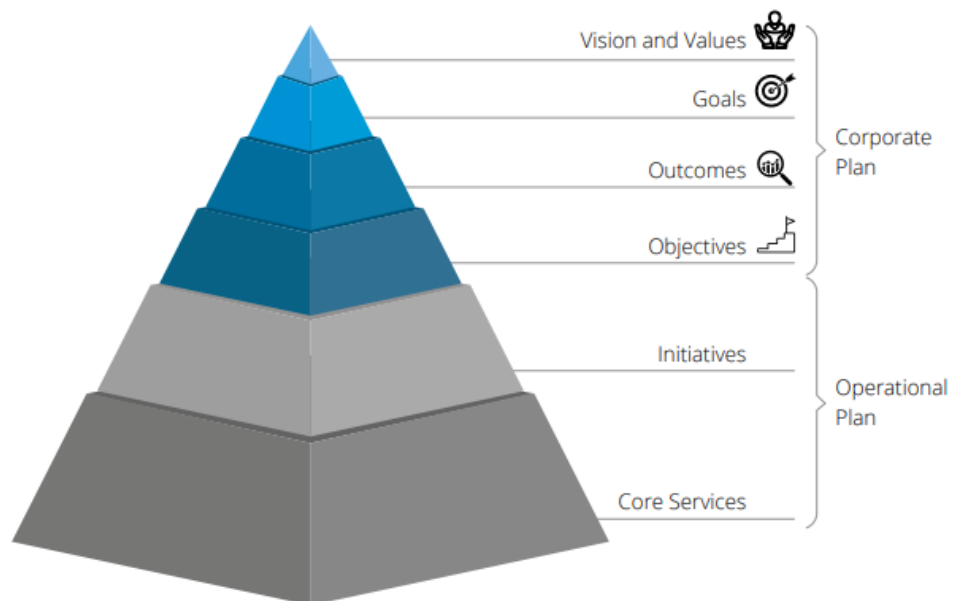


The Corporate Plan sets out Council’s medium-term commitment to a dynamic, proud and diverse future for the region through to 2026. It serves as the primary strategic planning document to guide us in learning about the needs of our community and future-proofing our organisation to deliver on those needs.



The Operational Plan is a 12-month view of outcomes and objectives that show how we have progressed implementation of the Corporate Plan. The Operational Plan follows the strategic direction defined in our Corporate Plan and is set against the landscape of our vision.

The language and structure of Council’s Corporate and Operational plans is outlined in the figure below. It demonstrates the relationship between the vision, values, goals, outcomes and objectives of the Corporate Plan and how these feed into the initiatives and core services within the Operational Plan.



# Corporate Plan 2021-2026

## Plan on a Page

### Vision

**Connect. Innovate. Diversify.**

GOALS	OUTCOMES
<p><b>Connecting Communities</b> We work with you and for you, supporting the success of our communities.</p>	<ul style="list-style-type: none"> <li>• Communities are well understood, with programs and services designed to strengthen our region.</li> <li>• Communities can influence and actively participate in Council decision making.</li> </ul>
<p><b>Delivering Value</b> We work efficiently to deliver value for your rates.</p>	<ul style="list-style-type: none"> <li>• Asset Management is smart, effective and efficient.</li> <li>• Capital and Maintenance programs are consistently delivered.</li> <li>• We are easier to work with.</li> <li>• The way we do business is continuously improving.</li> </ul>
<p><b>Resilient Economy</b> We play our part in supporting the success of our region.</p>	<ul style="list-style-type: none"> <li>• Support for the region's transition and role as a driver of economic growth.</li> <li>• Increased liveability and visitation to the region.</li> </ul>
<p><b>Our People</b> We look after our people, so they look after you.</p>	<ul style="list-style-type: none"> <li>• Our people return home safely.</li> <li>• Our people are proud to work for Council.</li> </ul>
<p><b>Accountable Council</b> We are providing good stewardship built on a foundation of trust.</p>	<ul style="list-style-type: none"> <li>• Council has embedded risk management, transparency and accountability into what we do.</li> <li>• Finances are managed to ensure sustainability.</li> <li>• The environment is front of mind in what we do.</li> </ul>

### Values

**Safe**

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

**Ethical**

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

**Responsive**

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

**Visionary**

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

**Inclusive**

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

**Community**

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

**Efficient**

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

# Operational Plan 2021-22

## Plan on a Page

### Connect. Innovate. Diversify.

GOAL	INITIATIVE
<b>Connecting Communities</b>	<b>Community Profiling</b> Develop community snapshots to strengthen the way we deliver our services.
	<b>Residential Water Security</b> Investigate an alternate water source for Miriam Vale and Bororen to ensure effective water security.
<b>Delivering Value</b>	<b>Website Security</b> Improve the cyber security of Council's multiple websites by migrating them into a single platform to ensure our customer's data remains secure.
	<b>Trade Waste Management Plan</b> Review the Trade Waste Management Plan and implement enhanced permit and monitoring of the discharge of waste to improve protection of our region against environmental pollution.
	<b>BackflowID App and Tag System</b> Implement a solution for improving Water Network compliance so that we keep our drinking water safe.
	<b>Works Delivery</b> Enable our front-line teams to deliver achievable and affordable works programs to meet our community needs.
	<b>Waste Management and Resource Recovery Business Case</b> Develop a Waste Management and Resource Recovery business case and implementation plan to improve and inform our approach to the recovery and reuse of recyclable, food and garden organic materials within the region.
	<b>Lessee Service Model</b> Provide easy access to services our lessees need to effectively manage their facilities.
<b>Resilient Economy</b>	<b>Hydrogen Ecosystem</b> Support the Front-End Engineering Design (FEED) for the Gladstone Region Hydrogen Ecosystem to contribute to the development of a world-class hydrogen production and export hub.
	<b>Transport Strategy</b> Deliver a strategy for our Regional Road Network (including freight, active transport and safety) to ensure strategic network development and consistent and effective asset lifecycle planning.
	<b>Transition Economy</b> Develop a Regional Transition Plan to secure a more diversified economy.
<b>Our People</b>	<b>Performance Plans</b> Enhance performance and development plans so there is a clearer understanding of how individuals and teams contribute to the delivery of services.
	<b>Leadership Capability Framework</b> Implement the newly developed Leadership Capability Framework so that our leaders are better equipped with the skills they need to support our people and perform their roles effectively.
	<b>Injury Risk Mitigation and Controls</b> Develop agreed mitigation controls for the main causes of injury to our people so that we continue to have a safe, secure and well managed workplace.
<b>Accountable Council</b>	No initiatives have been assigned to this goal in 2021-22.

## Demonstrating Performance

Quarterly reports enable ongoing tracking of actual performance against the initiatives within the Operational Plan. They also include data and highlights demonstrating achievements over the quarter. Council is required to report on the implementation of the Operational Plan on a quarterly basis, in accordance with *s.174(3) Local Government Regulation 2012*.

This is the third report of the 2021/22 year, ending 30 June 2022 which summarises progress to date and is presented for consideration by Council.

Performance is reported with an overall health coloured traffic light:



**On Track** – Reaching all milestones as planned

**Concern** – Issues are affecting delivery, but they are manageable within the Project Team

**Action Needed** – Issues are affecting delivery and require Executive support

**Complete** – Indicates output has been 100% delivered and no longer requires quarterly updates

**Not Proceeding** – This activity has been revised due to a change in priority or a shift in targets.

This style of reporting shows us quickly if the initiative is following the plan that was set for the quarter or if it needs some support. Percent progress is also captured in the detailed reports extending over the year and is expected to rise and reach 100 per cent by 30 June 2022.

Percent progress and overall health work together to highlight how we are tracking over the quarter and the year. If an action does not have any milestones over a quarter, you may notice that the per cent is zero or the progress stays the same as the previous quarter, but it is 'on track', as per the plan set out at the start of the year.



# Tracking progress against our Corporate Plan

Council’s 2021/22 Operational Plan has 14 initiatives. The Operational Plan is presented here in an overall summary as well as broken down by each of the five goals from our Corporate Plan.

This year’s Operational Plan includes initiatives within four of the five goals outlined in the Corporate Plan. Initiatives within each goal are outlined on the Plan on a Page on page 7 and performance overviews for each initiative are provided in more detail from page 11 onward.

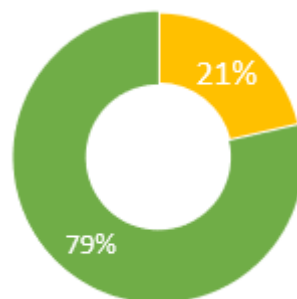
The below data provides a summary of Council’s performance in quarter three 2021/22. Each graphic represents the per cent of initiatives overall or within a goal, that are on track, of concern, have action needed, are complete or not proceeding.

**11 / 14**  
Initiatives  
**On Track**

**3 / 14**  
Initiatives of  
**Concern**

**64%**  
average  
**progress**

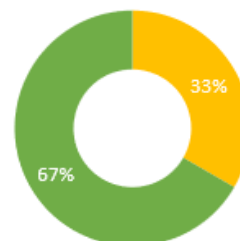
## Overall Status



## Connecting Communities



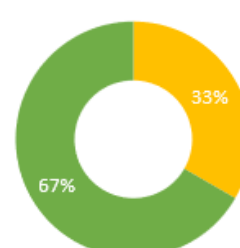
## Delivering Value



## Resilient Economy



## Our People






# Connecting Communities

*We work with you and for you, supporting the success of our communities.*

## OPERATIONAL PLAN PERFORMANCE




### Community Profiling

Initiative	Corporate Plan Links	Progress			
Develop community snapshots to strengthen the way we deliver our services.	Outcome 1.1 Objective 1.1.1	Q1  10%	Q2  30%	Q3  55%	Q4

#### Milestones and Highlights

This quarter, the Project Team have continued working on the collection, review and refining of data to ensure community snapshots have the right information and are meaningful. Once the asset and Perception Survey data is finalised, work will begin on compiling all the information provided into a centralised location. Dedicated time has been allocated in quarter four to ensure this work is finalised.

### Residential Water Security

Initiative	Corporate Plan Links	Progress			
Investigate an alternate water source for Miriam Vale and Bororen to ensure effective water security.	Outcome 1.1 Objective 1.1.1	Q1  10%	Q2  25%	Q3  62%	Q4

#### Milestones and Highlights

This quarter, the water security review for the townships of Miriam Vale and Bororen was finalised. The review identified that Bororen's existing water sources have sufficient capacity to support the community now and into the foreseeable future, so no further investigation into this water source is required. Miriam Vale's existing water source was identified as not having sufficient capacity to meet the needs of the growing community. As a result, work is continuing to identify and assess alternative water sources and supply options.

In March 2022, the Project Team held workshops regarding the water security review to identify options moving forward with key stakeholders. The Project Team will continue options analysis and expect to finalise the Level of Service objectives (targets for providing long-term water supply security for the community) and recommend preferred alternative source(s) by 30 June 2022. Finalising this work will enable Council to make informed decisions about investing in water source alternatives to protect the future water network needs of the Miriam Vale community.

# Connecting Communities

*We work with you and for you, supporting the success of our communities.*

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Australia Day in the Gladstone Region

2022 Australia Day celebrations took an agile approach amidst the continuation of the COVID-19 pandemic. Australia Day Awards were supported by the Gladstone Entertainment Convention Centre (GECC) Technical and Events Teams, via a blended delivery of live stream and in-person events. Delivery of these events was a collaboration between multiple teams across the business from administering the nominations, assessment, promotion and event elements. A staggering 111 residents formally became Australian citizens on Australia Day.

### On the Move

The Gladstone Regional Art Gallery and Museum (GRAGM) launched a popular children's exhibition, *On the Move*, in February 2022. Showcasing all manner of transport, the interactive exhibition explores all forms of transport, taking the young and young at heart on a journey of discovery and imagination. GRAGM hosted a family fun day to open the exhibition on 19 February 2022, which will be open for viewing until 11 June 2022.

### GECC's Combined Schools Musical – Charlie and the Chocolate Factory

This quarter saw the release of the Combined Schools Musical – Charlie and the Chocolate Factory. Gladstone Entertainment Convention Centre (GECC) produces one show each year and in 2022, it was delivered to thrilled audiences. A total of 67 children from 19 schools participated. The crew consisted of 22 individuals, who volunteered 100 hours of their time. Many of the wonderful people who volunteered were Council employees. Despite many challenges in the lead up (relating to COVID-19, machinery failures, cancelled shows etc.) teams right across Council (Brand and Communications, Fleet, Legal Services, Disaster Response and of course Arts and Entertainment) helped us to deliver a sold-out season to more than 3,100 patrons.



### Council's Conversations Platform




By the end of quarter three, Council's Conversations platform had 52 open or active projects and 35 closed projects for the community to view. Conversations is managed by the Community Engagement Team, which partners with various teams across the business to share information about Council projects of interest with the community. It offers the community the chance to be informed, consulted or engaged in Council projects and decision making. The Boyne Tannum Aquatic Recreation Centre (BTARC) Project was the most popular project this quarter with 730 visits.

# Delivering Value

*We work efficiently to deliver value for rates.*

## OPERATIONAL PLAN PERFORMANCE

### Works Delivery

Initiative	Corporate Plan Links	Progress			
Enable our front-line teams to deliver achievable and affordable works programs to meet our community needs.	Outcome 2.2 Objective 2.2.1	Q1	Q2	Q3	Q4
		 10%	 15%	 50%	

#### Milestones and Highlights

The Works Delivery Program is a multi-year initiative that will improve the maintenance works programs for Council. Moving forward, three projects have been identified to continue implementing this work: Asset Information, Asset Maintenance and Procure to Pay.

**Internal Project Plan (IPP):** This project involved a full review of proposed capital works projects and was completed in March 2022 to inform the 2022/23 budget and long-term financial planning. Completion of this project assists us in better understanding which capital works we need to do and supports sustainable decision making at Council.




**Asset Information:** Work has commenced on planning to consolidate the Asset Register into a centralised location. Also underway is the development of Asset Data Standards to provide the foundation for us to better plan, schedule, prioritise, budget, make decisions about, deliver, and record our work.

**Asset Maintenance:** We are streamlining our approach to asset maintenance at Council, to make it easier for our teams and improve operations efficiency.

**Procure to Pay:** This project will improve existing processes across the full supply chain and accounts payable functions, improving compliance with our financial and contractual obligations.






## Lessee Service Model

Initiative	Corporate Plan Links	Progress			
Provide easy access to services our lessees need to effectively manage their facilities.	Outcome 2.3 Objective 2.3.1	Q1  4%	Q2  20%	Q3  80%	Q4

### Milestones and Highlights

This quarter, progress has been made on implementing new processes so that our Customer Solutions Team will be the first point of contact for lessee enquiries and applications. The rollout of the new processes will be finalised in quarter four and will make it quicker and easier for our customers to get the information they need, as well as enable the Strategic Property Management Team to better support community lessees. Information and resources about community leasing have also been finalised this quarter. By the end of quarter four, customers will be able to easily access information online about new leases (eligibility, how to obtain a lease etc.), as well as information for current lessees (obtaining, maintaining, renewing, or terminating a lease).

## Trade Waste Management Plan (TWMP)

Initiative	Corporate Plan Links	Progress			
Review the Trade Waste Management Plan and implement enhanced permit and monitoring of the discharge of waste to improve protection of our region against environmental pollution.	Outcome 2.3 Objective 2.3.2	Q1  10%	Q2  38%	Q3  90%	Q4

### Milestones and Highlights




Last quarter, the Project Team sourced a Trade Waste expert to support Council in developing the Trade Waste Management Plan (TWMP). This quarter, the consultant was appointed and has been working closely with the team to progress the plan. Stakeholder reviews are being organised with the report expected to be presented for adoption next quarter. The project remains on track to deliver by 30 June 2022.

# Delivering Value (continued)

*We work efficiently to deliver value for rates.*

## OPERATIONAL PLAN PERFORMANCE

### Waste Management and Resource Recovery Business Case




Initiative	Corporate Plan Links	Progress			
Develop a Waste Management and Resource Recovery business case and implementation plan to improve and inform our approach to the recovery and reuse of recyclable, food and garden organic materials within the region.	Outcome 2.4 Objective 2.4.1	Q1	Q2	Q3	Q4
		 10%	 50%	 65%	

#### Milestones and Highlights

The project has pivoted this quarter as Council considered how the evolving waste industry is shaping the future of waste management in the Gladstone Region. The Project Team worked to understand this and adjusted the approach to the development of the business case. As a result, the project is behind schedule. The project timeline is being reviewed and adjusted, to get the project back on track so the initiative can be delivered on time.

Over the quarter, the project also focused on finalising the Options Analysis for our approach to recovery and reuse of recyclable, food and garden organic materials. Preparation is now underway to complete the second round of community engagement, to understand the community’s perspective on the aspects and changes associated with the options identified for food organics and green organic (FOGO) waste collection.




### Website Security

Initiative	Corporate Plan Links	Progress			
Improve the cyber security of Council’s multiple websites by migrating them into a single platform to ensure our customer’s data remains secure.	Outcome 2.4 Objective 2.4.3	Q1	Q2	Q3	Q4
		 10%	 25%	 50%	

#### Milestones and Highlights

The content and layout for the refreshed Gladstone Entertainment Convention Centre (GECC) website have been reviewed and wireframes that map out the underlying functionality and navigation of the website have been finalised. The Project Team are continuing to refresh the website content and prepare for the website build which will include updated branding and content. Despite a slowing of progress this quarter, the initiative remains on track to be delivered by 30 June 2022.

## BackflowID App and Tag System

Initiative	Corporate Plan Links	Progress			
Implement a solution for improving Water Network compliance so that we keep our drinking water safe.	Outcome 2.4 Objective 2.4.3	Q1  10%	Q2  38%	Q3  50%	Q4

### Milestones and Highlights

As the Project Team outworked the software integration process following the end of quarter two, it was identified that there were integration issues that required additional resourcing to resolve. This quarter, additional funding was sourced internally from cost savings in other projects and backing from the ICT budget. This will enable the integration issue to be fixed and continued compliance with records management standards. Officers continue to liaise with local plumbing contractors on the improvements being developed for the digital submission of *Form 9's* and collaborating with other Councils who are working in this space.

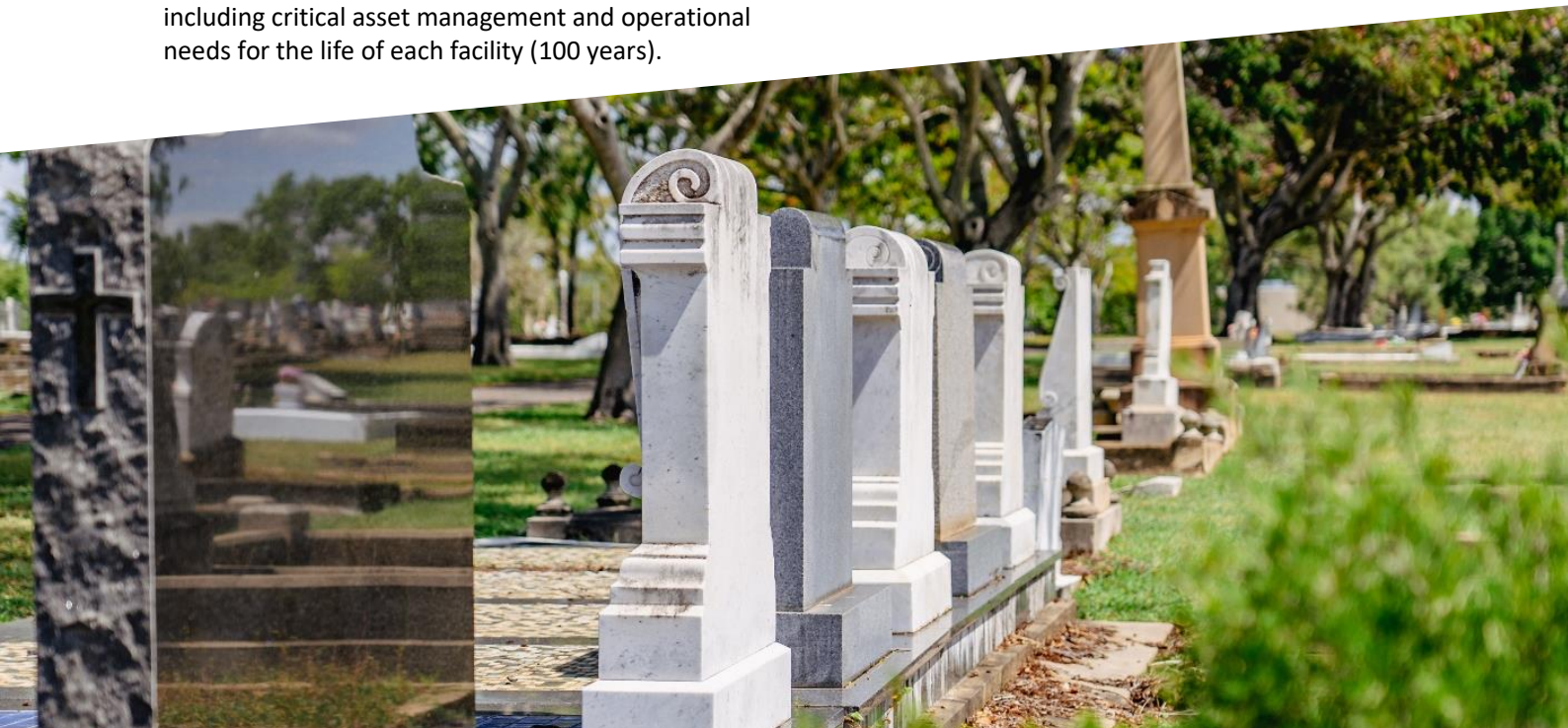
## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Gladstone Region Cemetery Plan

Our region's cemetery services are fundamental to our community, often in the most difficult times. Therefore, it is important Council is prepared to continue effective operations across the region's eight cemetery facilities. The *Gladstone Region Cemetery Plan*, developed by the Asset Planning Team, supports Council to deliver affordable cemetery services which meet the needs of our community now and into the future. This plan was approved in January 2022 and details our strategy, current state and the future of our cemeteries, including critical asset management and operational needs for the life of each facility (100 years).

### Managing our waste in quarter three

Significant rainfall at the Benaraby Landfill caused some damage to roads and operational areas, while the COVID-19 virus and flooding in our southern region impacted staff availability. Our Waste Program Delivery Team didn't let that disrupt Council services, with the landfill and transfer stations remaining open, excluding the Baffle Creek Transfer Station for one day and the Tip-Top Shop at Benaraby Landfill for two days.



# Delivering Value (continued)

*We work efficiently to deliver value for rates.*

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### A constructive response to destructive weather

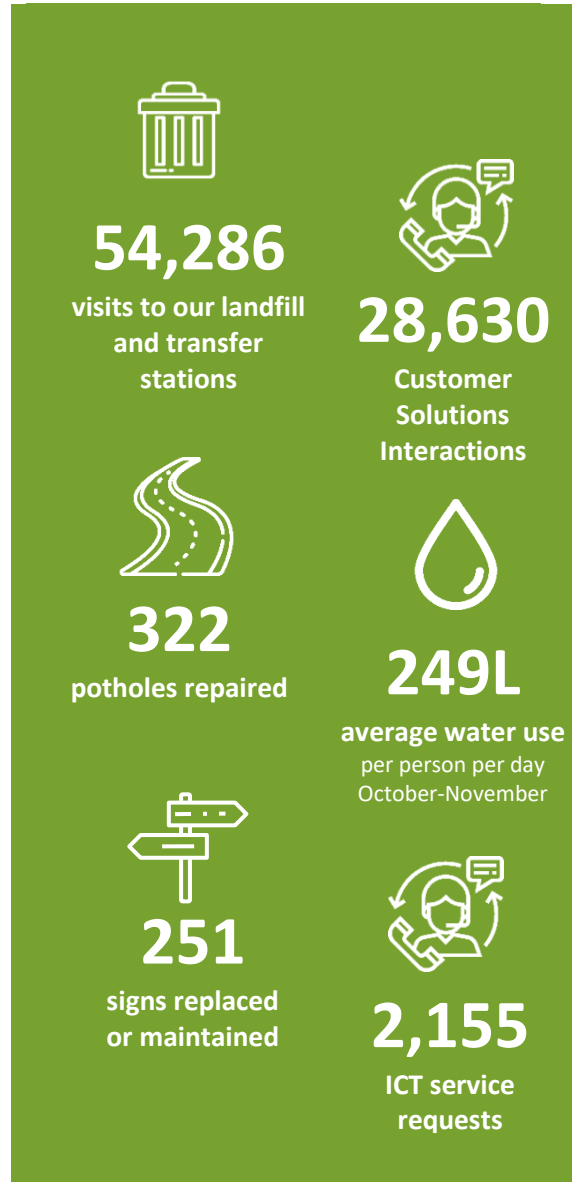
In early March 2022, Seventeen Seventy and Agnes Water faced destructive weather causing damage across the community, including to private property, parks, roads and power loss at the local Water Treatment Plant. Council's Roads and Parks Teams got to work quickly, pulling in crews from the Central and Western Teams to support the clean-up of debris and repair damaged infrastructure to keep our communities safe. Council's Operations teams, together with employees from across the business liaised with service providers to coordinate the repair of damaged infrastructure and restore power to our Water Treatment Plant to prevent loss of access to water for our community.

### Customer Solutions in quarter three

This quarter, the Customer Solutions Team have worked tirelessly to manage changes in the way we operate due to COVID-19 mandates and staff availability. During what is typically a busy period, the team also managed unexpected changes to processes as destructive weather events in the southern region cut power to some of our offices. Recruitment for new staff to get the team back up to capacity, delayed due to impacts from COVID-19, was finalised in March. Ten new staff have now been trained and are ensuring that we continue to provide quality customer services to our community.

### What a load of rubbish

Between January and March 2022, 4215 tons of general waste and 916 tons of recyclable waste were collected curb side across our region. This is a total of 376 tons greater than the weight of waste collected between July and September 2022, but 128 tons less than October to December 2022.





# Accountable Council

*We are providing good stewardship built on a foundation of trust.*

## OPERATIONAL PLAN PERFORMANCE

No initiatives have been assigned to this goal in 2021/22. Council will continue to work towards delivering on this goal through core services this year and in future Operational Plans outworked from the 2021-26 Corporate Plan

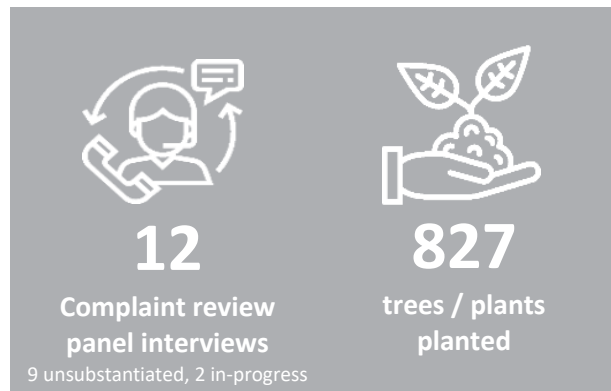
## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Protecting the Great Barrier Reef from our rural road network

Council's Environment and Conservation Team and Roads Program Delivery Team have worked together this quarter piloting the Cleaner Roads Runoff initiative. This initiative focuses on reducing sediment run-off from unsealed (gravel) roads within the Reef's catchment to ensure the cleanest possible water is reaching our Reef. As a Reef Guardian Council, we are proud to support this initiative funded by Reef Trust and endorsed by Local Government Australia Queensland's (LGAQ) *Reef Council's Rescue Plan*.

### Clean Up Australia Day

In March 2022, Council's Environment and Conservation Team facilitated Clean Up Australia Day events across the region. These events are organised with the support of multiple teams from across the business including our Parks, Waste and Brand and Communications Teams. The community was encouraged to join in, with 24 registered sites supporting a healthy environment and healthy community for the Gladstone Region. Approximately 700 kg of rubbish was collected from Gladstone sites, in addition to collections from Baffle Creek, Miriam Vale, Boyne Island, Tannum Sands, Calliope, Facing Island sites.



### Helping our local food businesses comply with State COVID-19 regulations

Council's Environmental Health Officers have continued liaising with Queensland Health to understand the implications of COVID-19 regulations on local food businesses. This quarter, the team have focused on supporting and educating local food businesses about compliance with the continuously changing regulations so that our community and local businesses remain protected.






# Resilient Economy

*We play our part in supporting the success of our region.*

## OPERATIONAL PLAN PERFORMANCE




### Hydrogen Ecosystem

Initiative	Corporate Plan Links	Progress			
Support the Front-End Engineering Design (FEED) for the Gladstone Region hydrogen ecosystem to contribute to the development of a world-class hydrogen production and export hub.	Outcome 3.1 Objective 3.1.1	Q1  8%	Q2  35%	Q3  55%	Q4

#### Milestones and Highlights

The development of a master plan which enables us to support the development of a world-class hydrogen production and export hub remains the critical deliverable for this initiative. Memorandum of Understanding (MOU) Partners and CQH2 Alliance, supported by Council, are continuing to develop the scope for the ecosystem master planning exercise. This quarter, work has also continued on developing stakeholder, community engagement and communications plans and materials to better promote and position the Hydrogen Ecosystem. The deliverables for this initiative have had to adjust as this emerging industry sector continues to evolve and mature with new technologies and new market opportunities.

### Transition Economy




Initiative	Corporate Plan Links	Progress			
Develop a regional transition plan to secure a more diversified economy.	Outcome 3.1 Objective 3.1.1	Q1  8%	Q2  40%	Q3  65%	Q4

#### Milestones and Highlights

To date, half of the comprehensive engagement program of more than 12 in-person and online forums across March and April 2022, with multiple industry and stakeholder groups, has been completed. There has been great engagement and valuable feedback at these forums. The results of these engagements will help to inform and guide the development of the transition plan and support the region as it navigates changes in the energy sector.



## Transport Strategy

Initiative	Corporate Plan Links	Progress			
Deliver a strategy for our Regional Road Network (including freight, active transport and safety) to ensure strategic network development and consistent and effective asset lifecycle planning.	Outcome 3.1 Objective 3.1.2	Q1  5%	Q2  25%	Q3  70%	Q4

### Milestones and Highlights

The Transport Plan is progressing well with internal and external workshops being completed in January and February 2022. Community engagement began in February and is ongoing through to April 2022. Valuable feedback has been received so far.

The Project Team is scheduled to meet with the Department of Transport and Main Roads (DTMR) and Gladstone Ports Corporation (GPC) in early April to discuss where joint planning and collaboration are possible. The modelling component “Regional Road Network Improvements Value Add” of this initiative has been completed through alternative methods, utilising existing modelling and internal work by Council Officers. This enables Council to achieve the desired outcome while also delivering a cost-saving for Council.

### CORE SERVICES AND IMPROVEMENT HIGHLIGHTS



#### Sourcing funding to diversify our income

This quarter, Council successfully sourced \$2,633,840 worth of external funding through state and federal grants and funding allocations. Council currently has 18 grant applications worth \$19,277,916 under assessment with pending outcomes, of which, 10 applications were submitted this quarter.

Council can successfully access these funding opportunities with the support of a dedicated Strategic Grants Specialist role. This quarter, the Strategic Grants function shifted into the Finance, Governance and Risk Business Unit.

This change provides additional support to the Strategic Grants function to manage increased volumes of work and effectively deliver and complete large, complex and high-value applications, so we can leverage the maximum benefit from funding opportunities.

Council also adopted a new External Grants Policy to provide the business with guidance on the criteria and decision making to be applied when making applications for external grant funding.

## Resilient Economy (continued)

*We play our part in supporting the success of our region.*

### Supporting our region and business with roads improvements

Council's Roads Program Delivery Team was recently approached by the Department of Transport and Main Roads (DTMR) through the Road Maintenance Performance Contracts (RMPC) Team as a sole invitee to deliver roadworks in our region. The Roads Team has been engaged to service the shared pathway along Old Tannum Road in Tannum Sands, as well as deliver the intersection signalisation and water main relocation at the Dawson Highway and Drynan Drive intersection in Calliope. This work brings an additional revenue stream to Council and provides variety for our teams' work. It also provides the team with the opportunity to build new skills and improve on existing skills while continuing to support the betterment of our region and communities.

### Turtle Tank

The Gladstone Region Tourism Innovation Fund, 'Turtle Tank', is an initiative of Council and Gladstone Area Promotion and Development Limited (GAPDL). Turtle Tank is a product of Council's COVID-19 Response Action Plan and led by the Arts and Entertainment Team. The program is designed to fund innovative tourism projects that will stimulate the tourism sector right across the region. The Together Gladstone Fund came on board in 2021 as a co-funder of the program. A panel of five experts in the tourism field assessed 16 written applications and in March 2022, saw 15 in-person pitches in the 'Turtle Tank'. Successful funding announcements will be made soon.






# Our People

*We look after our people, so they look after you.*

## OPERATIONAL PLAN PERFORMANCE




### Injury Risk Mitigation and Controls

Initiative	Corporate Plan Links	Progress			
Develop agreed mitigation controls for the main causes of injury to our people so that we continue to have a safe, secure and well managed workplace.	Outcome 4.1 Objective 4.1.1	Q1	Q2	Q3	Q4
					
		10%	30%	70%	

#### Milestones and Highlights

The Project Team, with the support of the Business Improvement Team, facilitated eight internal stakeholder workshops this quarter. Throughout this process, numerous mitigation opportunities were identified to mitigate safety hazards.




### Leadership Capability Framework

Initiative	Corporate Plan Links	Progress			
Implement the newly developed leadership capability framework so that our leaders are better equipped with the skills they need to support our people and perform their roles effectively.	Outcome 4.2 Objective 4.2.2	Q1	Q2	Q3	Q4
					
		5%	10%	50%	

#### Milestones and Highlights

Great progress has been made this quarter with a final draft of the framework prepared. An expression of interest for internal focus groups has been sent out to managers to test and refine the framework. Three training courses for our leaders have been scheduled for delivery in May and June 2022.

### Performance Plans

Initiative	Corporate Plan Links	Progress			
Enhance performance and development plans so that there is a clearer understanding of how individuals and teams contribute to the delivery of services.	Outcome 4.2 Objective 4.2.3	Q1	Q2	Q3	Q4
					
		10%	87%	88%	

#### Milestones and Highlights

Efforts to complete outstanding Performance and Development Plans across the business have stalled over the last two months. The People Services Team are working with leaders to finalise and record Performance Plans documentation so details can be captured and understood.

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Employee Covid Response

Council's COVID-19 response has seen a number of accomplishments this quarter, with the goal of *Our People - We look after our people so they look after you*, at the forefront of the achievements. The Covid Incident Team successfully obtained Rapid Antigen Tests for all staff to ensure our people could rapidly detect if they had the virus so they could isolate, to stop the spread. Additionally, multiple teams worked together to design, source and distribute Council branded reusable masks to ensure our people could adhere to mandates while reducing the need for single-use masks. COVID-19 leave arrangements were reinstated to support our people who were impacted by COVID-19 isolation and quarantine mandates. As restrictions are easing, and we continue living with COVID-19, the Covid Incident Team acknowledge and thank all Council staff for being able to continue operating in a COVID-Safe manner throughout the pandemic.

### Parks Week celebrated with team building

Council's Parks Program Delivery Team celebrated 2022 Parks Week by getting all the crews together, excluding the Southern Team who were responding to weather-related damage, to celebrate the work that goes into keeping our region's parks beautiful. After a team meeting, crews broke away into groups to discuss the parks they manage and their approaches to maintenance. With such diversity in the type of parklands on offer within our region, taking this opportunity supports our people to enrich their understanding of parks maintenance approaches. It also provides employees from neighbouring areas of the region a chance to refresh their understanding of the ways other crews manage environments and infrastructure that they may not typically maintain.



2,637

online training courses  
completed



88

recruitments  
completed

### Keeping our people well

This quarter, Council's Wellness Action Team have been working to support our people by sharing wellness content and encouraging healthy living. Wellness webinars on burnout, boosting your immune system and goal setting were made available to employees. In late March, the Wellness Action Team kicked off the Active Teams challenge. This challenge provides the opportunity to learn more about the importance of physical activity and take action to move more at work and at home to reduce the negative impacts of sedentary behaviour.

### Our People Metrics in quarter three

This quarter, Council's People Services has continued to observe increased levels of turnover, consistent with labour trends being felt across the country. Additionally, COVID-19 leave continued to increase throughout the quarter, from 308 hours in January 2022 to 1458 hours in March 2022. As a result, the People Services Team have handled higher than usual recruitments and engagement of Recruitment Agencies. Council looks forward to the fresh perspective and unique experience that our 58 new employees will bring to the business and the valuable experience the 30 internal recruitments will continue to contribute to Council's service delivery.





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