



# 2021-22 Operational Plan Quarter Four

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 tracks the completion and progress of the 2021/22 Operational Plan.**

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# Introduction

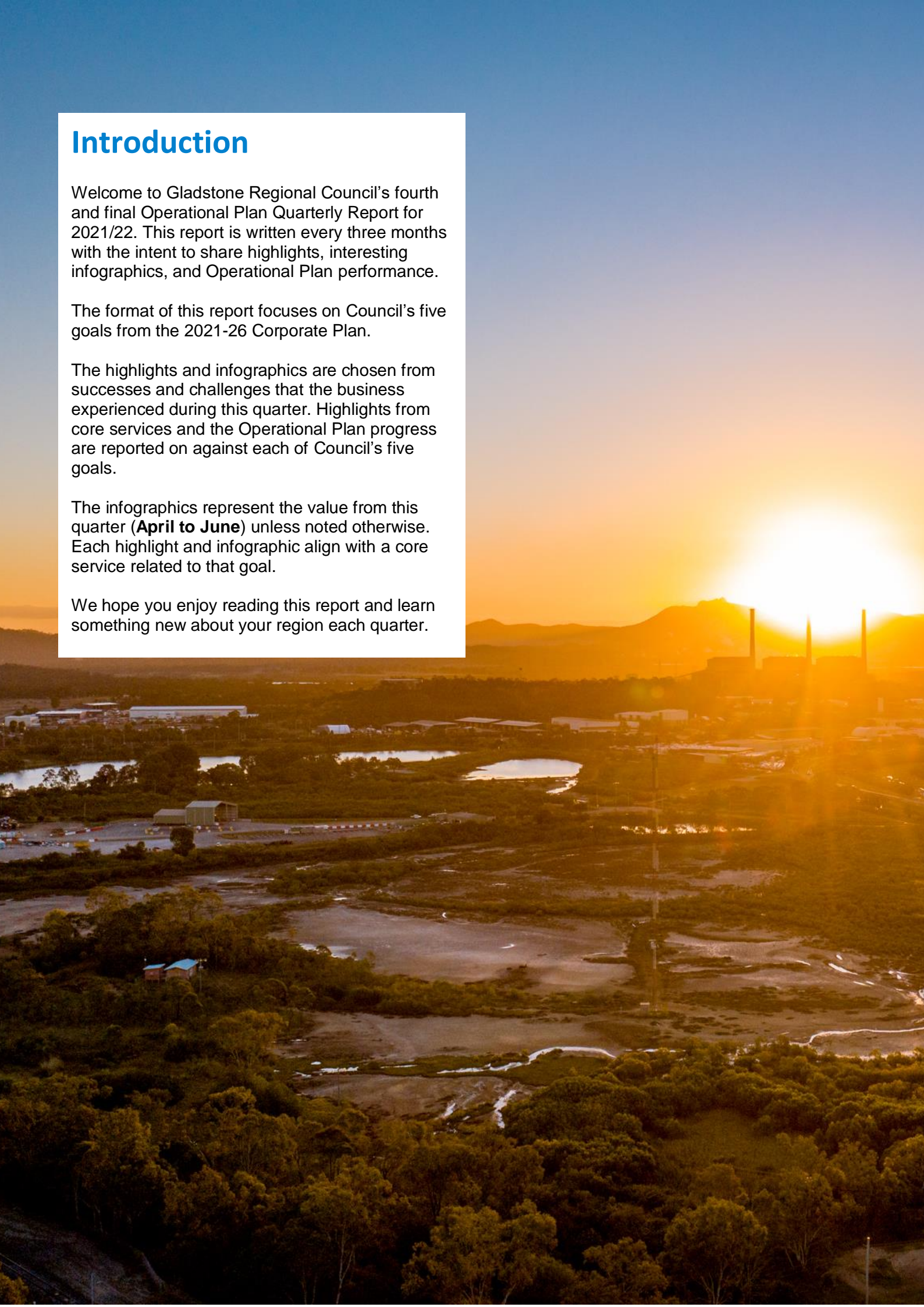
Welcome to Gladstone Regional Council's fourth and final Operational Plan Quarterly Report for 2021/22. This report is written every three months with the intent to share highlights, interesting infographics, and Operational Plan performance.

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 (**April to June**) 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.

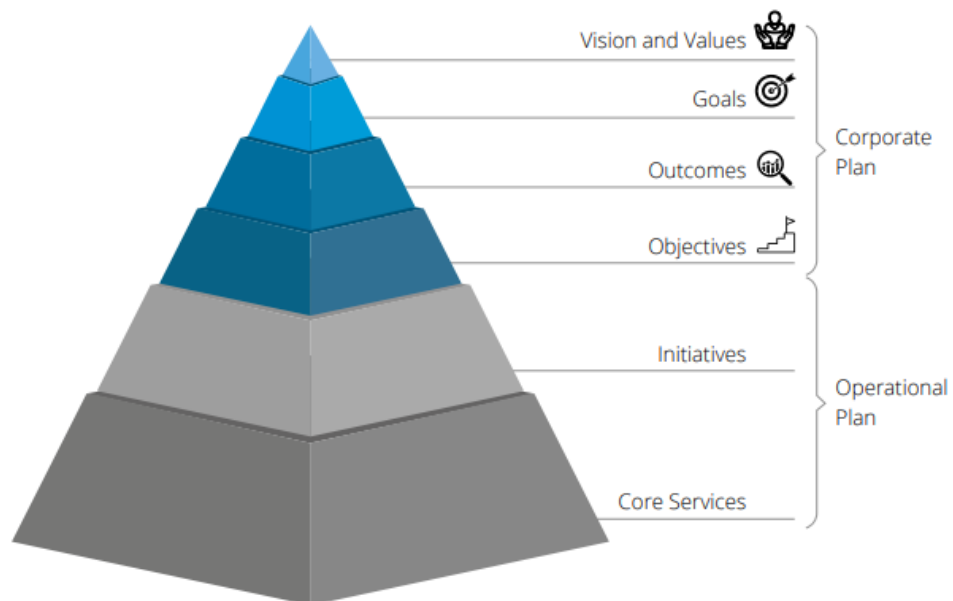


The Corporate Plan sets out Council’s medium-term commitment to a dynamic, proud and diverse future for the region through to 2026. It serves as the primary strategic planning document to guide us in learning about the needs of our community and future-proofing our organisation to deliver on those needs.



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 fourth and final 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

**Amended** – 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.

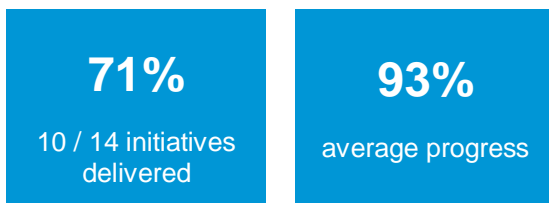
Percent progress and overall health work together to highlight how we are tracking over the quarter and the year. If an action does not have any milestones over a quarter, you may notice that the percent is zero or the progress stays the same as the previous quarter, but it is 'on track', as per the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



# Tracking progress against our Corporate Plan

Council’s 2021/22 Operational Plan has 14 initiatives. 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 10 onward.

## End of Financial Year Initiative Outcomes Summary



By 30 June 2022, 10 of the 14 initiatives were completed with an average progress of 93 per cent. The success of these completed initiatives enables Council to move forward to deliver more for our community.

Despite challenges in team and resource availability, as a result of COVID-19 and industry-wide high turnover rates, we have elected to not sacrifice community input or product value for the purpose of reaching the 30 June deadline.

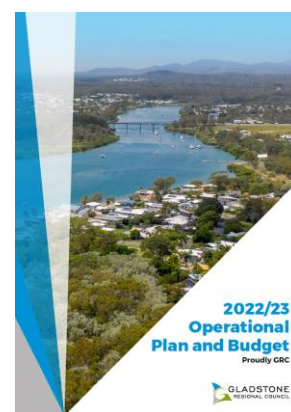
***While it is important to us that we deliver what we promise, when we’ve promised it, we will continue to strive for the best value outcomes for our community and be transparent in our journey getting there.***

Initiatives that were incomplete at 30 June are on-track with their new endorsed completion dates and will continue to have their progress reported on until they are finalised. Progress reports will be shared with Council and the community each quarter, alongside the 2022/23 Operational Plan Quarterly Reports.

### Looking forward

The 2022/23 Operational Plan reflects Council’s commitment to delivering for the community. The theme for 2022/23 is ‘Proudly GRC’. It sets a purposeful focus on supporting our people to deliver quality services for the Gladstone Region and making Council a place that our people enjoy walking into every day; where we can be proud of what we do.

Initiative	Progress	Status
Community Profiling	60%	Incomplete
Residential Water Security	100%	<b>Complete</b>
Website Security	100%	<b>Complete</b>
Trade Waste Management Plan	100%	<b>Complete</b>
BackflowID Tag and System	70%	Incomplete
Works Delivery	100%	<b>Complete</b>
Waste Management Resource Recovery Business Case	80%	Incomplete
Lessee Service Model	100%	<b>Complete</b>
Hydrogen Ecosystem	100%	<b>Complete</b>
Transport Strategy	100%	<b>Complete</b>
Transition Economy	95%	Incomplete
Performance Plans	100%	<b>Complete</b>
Leadership Capability Framework	100%	<b>Complete</b>
Injury Risk Mitigation & Controls	100%	<b>Complete</b>





# 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	<b>Not yet complete</b> New completion date: 31 December 2022

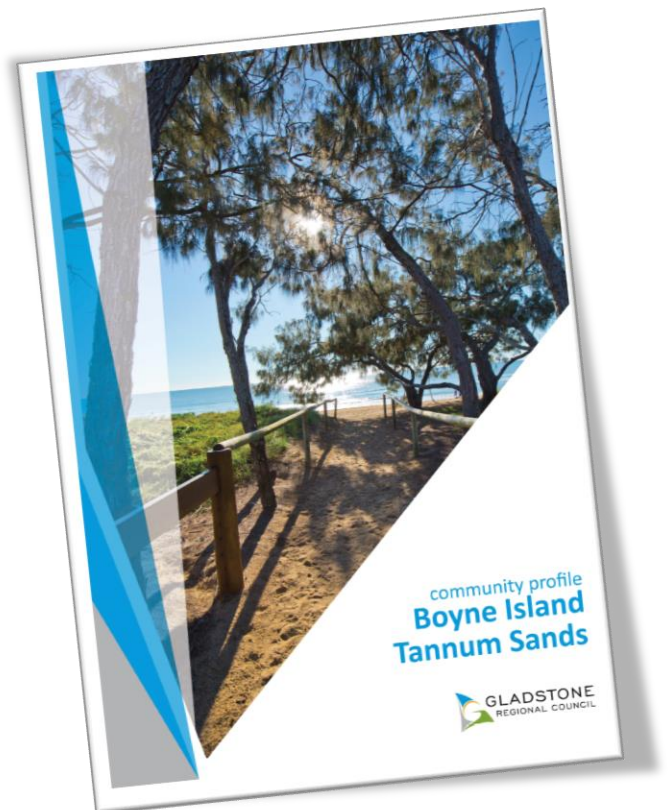
#### Milestones and Highlights

On 26 June, the first round of 2021 Census data was released by the Australian Bureau of Statistics (ABS). Up to this point, the initiative had been utilising 2016 Census data. If we continued using this data, upon publication, the Community Profiles would be out of date. In the best interests of business and community value, the initiative has been extended to allow time to capture, collate and analyse the new Census data. Taking this approach, the new target date for completion is 31 December 2022. This will enable us to capture more current information and trends over the most recent 10-year period. The Project Team will continue to report on the progress of this initiative to Council until it is complete.

The Project Team successfully delivered several milestones throughout the year including the collation of Council data on community sentiment, customer service requests (CSRs) and rate arrears by suburb. In addition, over 20 data sets have been compiled and compared to the 2011 and 2016 ABS Census data sets.


The release of the new data will strengthen the community profiles and provide a richer picture of the community. This initiative has enabled Council to progress Objective 1.1.1 of our Corporate Plan, by improving our understanding of our communities and customers in order to design and enhance the way we deliver our services.

Looking forward, the second year of this multi-year initiative will be outworked as part of the 2022/23 Operational Plan, with four additional profiles. This means that by June 2023, there will be nine community profiles that review long-term trends in our community, with work well underway to establish interactive community profile data sets.





## 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	 100%

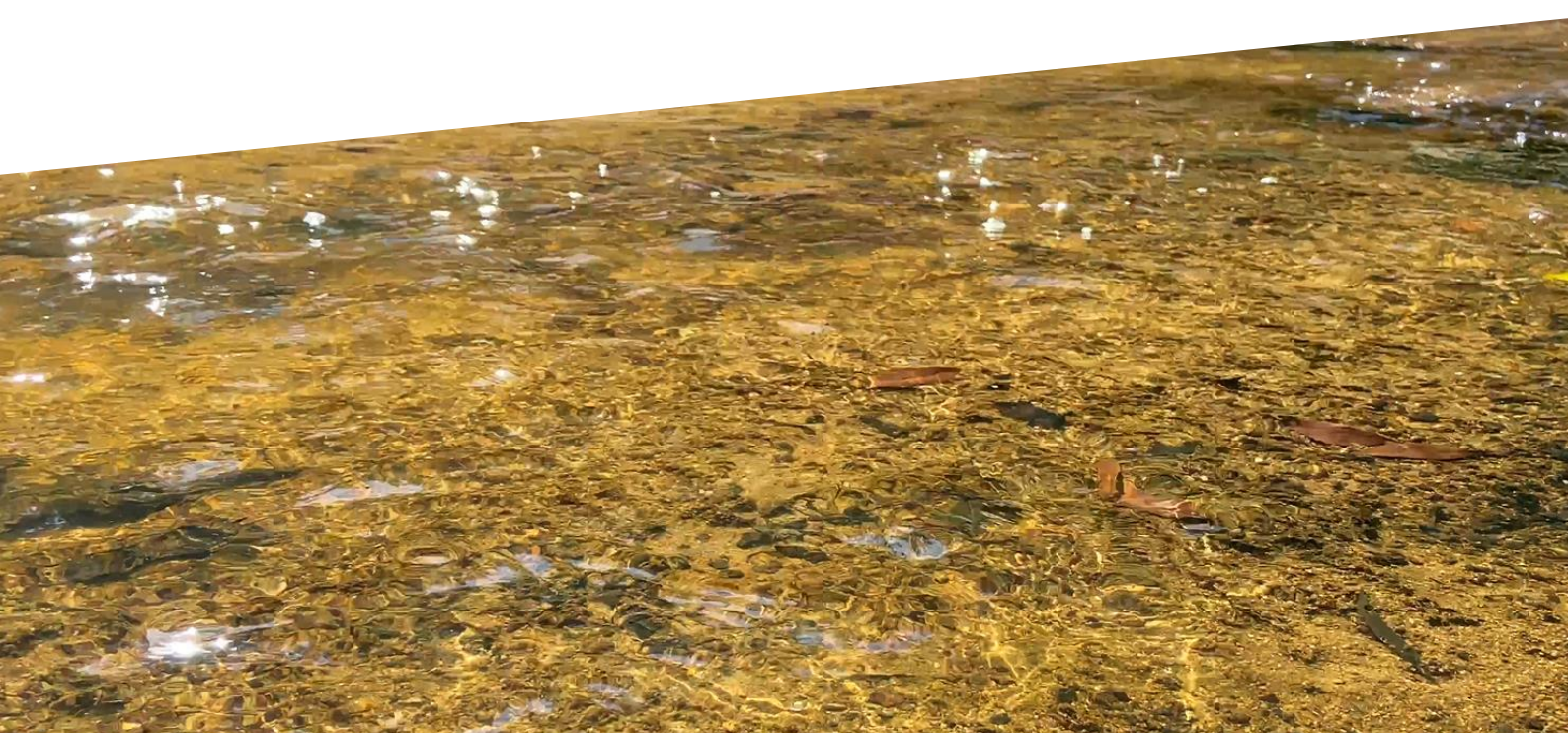
### Milestones and Highlights

This initiative has been completed on time and within budget, giving Council clear insight into the water security needs of our Bororen and Miriam Vale communities. The outcomes from this initiative will enable Council to invest in the right alternative sources, where applicable, to protect the water security of vulnerable communities within our region.

The investigation found that Bororen has a sufficient supply of water from the existing source. Additionally, the modelled climate change impacts predict that Bororen is unlikely to enter water restrictions in the future (modelled out to year 2100) and as a result, no alternative water sources need to be explored at this stage.

To ensure the community's water security remains protected, Council plans to implement controls that would trigger further investigations should there be any early indication of risk to the Bororen community's water security.

Investigation findings for Miriam Vale noted an insufficient water supply from the existing source and so, alternative sources were investigated. Using rigorous analysis, four preferred water source options were identified. Before proceeding to the next phase of the project, further investigation of the preferred options are recommended to ensure we select a justified and sustainable solution for Miriam Vale's water security.





# Connecting Communities (continued)

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

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS



### Supporting families in COVID-19 isolation

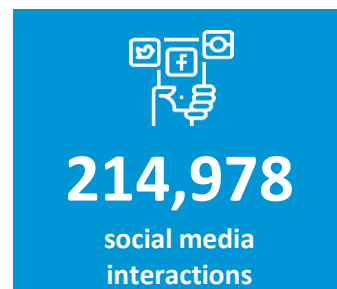
To support families impacted by COVID-19 isolation, Gladstone Neighbourhood Centre (GNC) is sharing COVID-19 family packs. These packs were made possible by funding from the State Government Department of Communities, Housing & Digital Economy and enable Council to provide families with essential supplies and activities to reduce the stress and costs associated with isolation. Together with the Engagement and Partnerships Team, the COVID-19 family care packs were bundled up and made available to the local community from the Philip Street Communities and Families Precinct Community and Neighbourhood Centre to share with those in need.

The GNC works to support families and individuals by strengthening relationships, breaking down barriers and building connections. With plenty of packs remaining, the community is encouraged to pick up and pass on a pack to those in need.

### Teaming up to tackle period poverty

Installation of a Dignity Vending Machine at Phillip Street Communities and Families Precinct has increased Council's ability to help people living in period poverty. The machine dispenses free period packs containing six tampons and two pads to those in need.

The project was made possible through a collaborative effort from the Gladstone Neighbourhood Centre (GNC), Engagement and Partnerships Team, and Share the Dignity. Prior to the vending machine installation, Council employees enthusiastically supported Share the Dignity's annual "It's in The Bag" campaign that aimed to secure health and hygiene products for people in need. In November 2021, some 800 items were donated, filling 45 assorted bags purchased by GNC. The donation was presented by Council and GNC to Share the Dignity just prior to Christmas 2021 by Mayor Matt Burnett and GNC Coordinator.



Our Priceless Past launch at Gladstone Entertainment Convention Centre

### Strong Steps to Reconciliation

Reconciliation Week 2022 ran from 27 May to 3 June with the theme of 'Be Brave. Make Change'. Activities across the region focused on taking a brave stance to tackle the unfinished business of reconciliation. Council's Engagement and Partnerships Team delivered Strong Steps to Reconciliation through Powerful Conversations, Improved Mental Wellbeing, Club Success, Strong Organisations and Individuals, and Housing workshops for both the community and Council staff. A bush tucker lunch was also held to celebrate the week. Our journey to reconciliation will continue with work planned throughout the year as part of our *Strong Steps* program. We also look forward to the development of Council's third RAP as part of the 2022/23 Operational Plan, which will focus on embedding First Nations considerations in our everyday business at Council.

### Our Priceless Past

The *Our Priceless Past* film series was delivered for the first time in 2022. The project saw our special seniors' stories come to life through video and digital media, adding a new element to this well-loved program. The film series was made possible by the Australian Government's Regional Arts Fund, which supports the arts in regional and remote Australia. Since the red-carpet launch, hosted at the Gladstone Entertainment Convention Centre (GECC) by the Arts and Entertainment Team, the film series has been shown across the region. For out more information on the Gladstone Regional Art Gallery and Museum (GRAGM) website [www.gragm.qld.gov.au](http://www.gragm.qld.gov.au)



749

home library visits



53,841

visits to our libraries

### Let me read that again

Over the 2021/22 year, the Gladstone Region Libraries saw 215,961 visitors walk through the doors. Our region's libraries serve as a great place to check out, with a vast array of hard and digital publications available to loan, events for all ages, endless worlds to explore and information to learn.

Throughout the year, the Libraries Team also made 2,955 Home Library visits. Our Home Library service has also loaned tablets to customers in need so they can easily access our digital resources. Our libraries play a key role in keeping our communities connected and promoting health, happiness and wellbeing across the region. Find out more about our Library Services at [www.gladstonelibraries.qld.gov.au](http://www.gladstonelibraries.qld.gov.au)






# 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	 100%

#### Milestones and Highlights

The Works Delivery Program is a multi-year initiative to improve the delivery of Council’s asset maintenance. The Works Delivery initiative has facilitated three key projects in 2021/22 which have all been achieved on time and within budget. The initiative has also developed a roadmap to define future improvement activities.


- The Internal Project Plan (IPP) project was completed in March 2022. It involved a full review of all proposed capital works projects to inform the 2022/23 Budget, Council’s Long-Term Financial Plan and supported sustainable financial decisions for our community and region into the future. Improved methodology for how we consider and select investment opportunities was introduced in 2021 (via the Investment Decision Framework,) which eliminates the need for a review like this to be done again in the future.
- As part of the Asset Information project, Asset Data Standards have been developed as a foundational improvement in the Asset Management System. Options are being outworked to consolidate Council’s asset information into a centralised Asset Register. The resulting pieces of work will guide how we collect, store and use asset data to inform plans and decision-making.
- The Asset Maintenance project has initially focused on understanding and documenting how we do maintenance across the business and aligning required work with our Maintenance Framework. In parallel, a number of improvement initiatives have been delivered to make it easier for our front-line staff to do their work.

The objectives of the Works Delivery Program carry forward into 2022/23:

- We use the right information at the right time to effectively prioritise, plan and deliver our maintenance works.
- We can easily access what we need to get the work done.
- We consistently deliver affordable and effective maintenance works program.
- We know exactly how much our maintenance work costs.

This initiative progresses Objective 2.2.1 of the Corporate Plan, as we work toward providing a robust deliverable workflow of efficient capital and maintenance programs.

## 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	 100%

### Milestones and Highlights

This initiative was completed on time and within budget, providing easy access to services our lessees need to effectively manage their facilities. Customers can now access information on Council’s website about new leases (eligibility, how to obtain a lease, etc.) as well as information for current lessees (obtaining, maintaining, renewing, or terminating a lease).

New processes were developed throughout the year and have begun being implemented, to support the transition of customer interactions from the Engagement and Partnerships team to the Customer Solutions team. This transition provides the opportunity for more enquiries to be resolved at first point and is expected to make it easier for customers to make enquiries, lodge customer service requests (CSRs) and submit and track applications. Additionally, this change supports the Strategic Property Management Team to better serve our current and future community lessees. This initiative supports the delivery of Objective 2.3.1 of our Corporate Plan, to continue building a reputation of being easy to deal with through efficient and effective customer interactions.

## 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	 100%

### Milestones and Highlights

This initiative has been completed on time and within budget and will enable Council to ensure our environment is protected against pollution with enhanced permitting and monitoring of the discharge of trade waste.

To ensure a meaningful plan was created that met the needs of our business, community and external regulators, stakeholder engagement and consultation was undertaken. This included internal and external workshops and benchmarking our standards against other similar councils. A Trade Waste Management expert was sourced to assist Council in developing this plan, which was finalised in May 2022, and adopted by Council 7 June 2022.

Having a contemporary document that addresses the categories of waste in our region provides clarity for our people and makes it easier for them to do their work and serve our community, progressing Objective 2.3.2 of our Corporate Plan. Additionally, some categories of customers will find the process easier with a reduced administrative burden. Council will continue to work with customers impacted through annual licence renewal processes.



## 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	<b>Not yet complete</b> New completion date: 30 September 2022

### Milestones and Highlights


The development of a business case and implementation plan is progressing, and a new completion date of 30 September 2022 has been endorsed. In response to the rapidly evolving waste industry, in early 2022 this initiative revisited the approach to the work being undertaken. This critical review delayed the second round of community engagement and, therefore, meeting of the 30 June deadline. Although the team worked to get the initiative back on track, it was agreed that comprehensive engagement and consultation with the community could not be compromised.

The project team has identified viable options available regarding food organics and green organics (FOGO) collection and disposal, recycling services and delivery of waste education and has undertaken comprehensive community engagement to understand the community's perspective on the aspects and changes associated with these options.

Outcomes of this initiative support Council in progressing Objective 2.4.1 of our Corporate Plan as we embed a continuous improvement approach focusing on creating value, reducing waste and improving efficiency.

The next step for the initiative is to work on scenario planning and further consultation with Councillors to finalise the Business Case and Implementation Plan. To ensure the business continues to manage our waste in a sustainable way, outcomes from this initiative will support the 2022/23 Operational Plan initiative, Understanding Future Waste Needs for our Region.

## Website Security

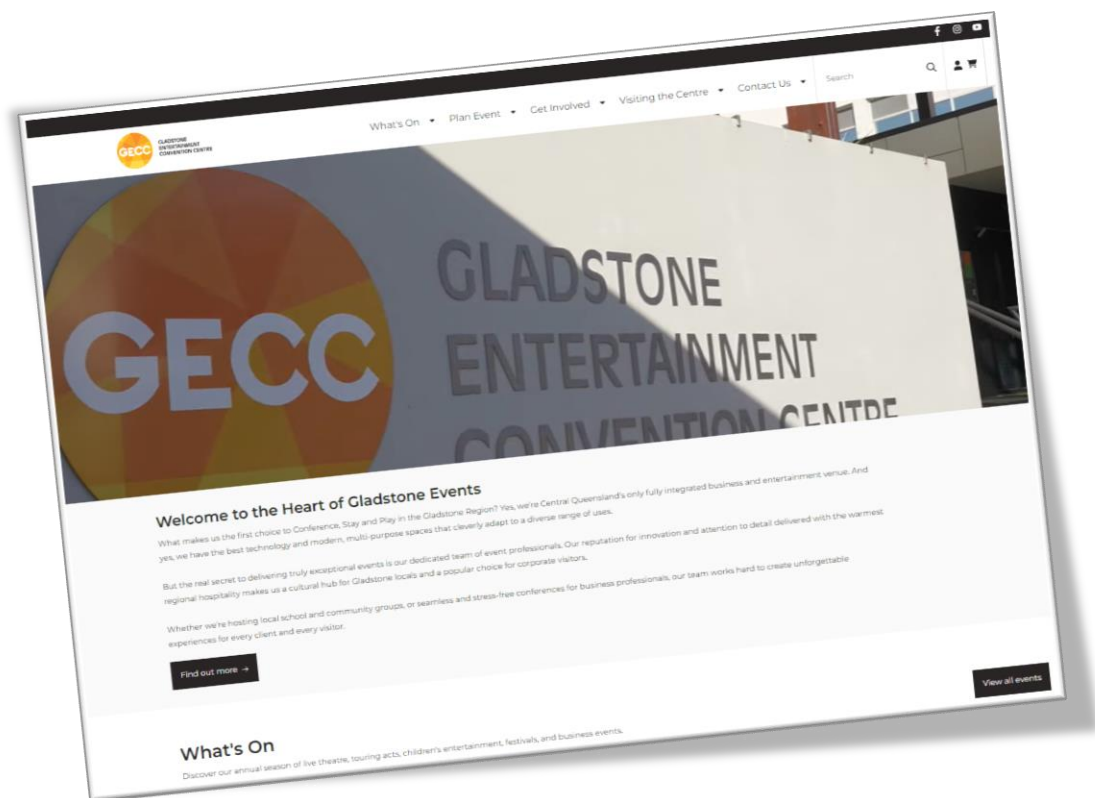
Initiative	Corporate Plan Links	Progress
Improve the cyber security of Council's multiple websites by migrating them into a single platform to ensure our customer's data remains secure.	Outcome 2.4 Objective 2.4.3	 100%

### Milestones and Highlights

This initiative has been completed on time and on budget. Team members from ICT, Governance, Gladstone Entertainment Convention Centre (GECC) and Brand and Communications, together with our digital contractors from Local Government Association Queensland (LGAQ), came together to complete this initiative; a great model of collective delivery.

Over the past 12 months, the team worked together to ensure that governance and data security issues were mitigated. Additionally, the design, content and imagery of the website were reviewed and updated and the new Gladstone Entertainment Convention Centre (GECC) *website* (developed by LGAQ and hosted by the same provider as Council's main website) was built. In June 2022, the new GECC *website* was launched [www.gladstoneentertainment.com](http://www.gladstoneentertainment.com)

The migration to Council's corporate website platform makes it easier for the business to manage digital assets, enabling us to progress Objective 2.4.3 from our Corporate Plan. Additionally, this move has enabled better protection of customer data, improved accessibility, and is expected to make it easier for customers to find information and make bookings.





## 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	<b>Not yet complete</b> New completion date: 30 September 2022

### Milestones and Highlights

In early 2022, the project team identified integration issues between our current system and the new BackflowID App and Tag System. Despite the effort from the ICT Team and additional resourcing, these issues have delayed the completion of this initiative for three months. This initiative is expected to be completed by 30 September 2022.

Over the year, the project team successfully delivered several milestones including updating Council's website with new and improved information on backflow prevention for our community, reviewing and improving data from our existing system, updating and developing new processes, and engaging with local businesses and plumbing contractors to keep them informed about pending changes. These achievements are expected to support a seamless implementation of the new processes for our people and community. Implementing this enhancement supports the delivery of Objective 2.4.4 from Council's Corporate Plan, enabling us to improve service delivery and employee experience, on our continuous improvement journey.



Backflow prevention device

# Delivering Value (continued)

*We work efficiently to deliver value for rates.*

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Never without tech support

Council's ICT Team busily work away behind the scenes every day to keep the business operating. In addition to day-to-day management of varying ICT services, the team responded to 7,815 service requests throughout the year from our people, Elected Members, Gladstone Airport, Queensland Police Service and the State Emergency Service (SES). The work of the ICT Team is critical, not only for enabling Council to deliver essential services to the community, but to protect sensitive and critical information and data. Processes and plans to protect our people, business and community sets Council up for success and protects us all from cyber threats. This is especially important as global increases in data breaches have caused heightened information security concerns across all industries.

### Making it easier to manage search requests

Several teams joined forces to collectively improve how customers lodge, pay for, track and receive outcomes from search requests. Our people saw some immediate benefits with time savings upon implementing the new process and expect to see ongoing efficiencies. Since launch, 81 per cent of requests have been lodged using the new online process. The projected saving for the business is expected to be 219 business days in time each year. This project is a great example of working with this year's theme of Collective Delivery, with a cross-functional team delivering positive outcomes for our community using formal decision frameworks and supportive tools. It also progresses our Delivering Value goal as we continuously improve the way we do business and make it easier for our community to work with us.

### Full of garbage

Between April and June 2022, 4,018 tons of general waste and 846 tons of recyclable waste were collected kerbside across our region. This contributes to just over 20,000 tons of waste collected kerbside over the 2021/22 year. Total visits to our landfill and transfer stations this year tipped in at 203,725, up from 140,485 in 2020/21.



52,350

visits to our landfill and transfer stations



28,395

Customer Solutions interactions



96

potholes repaired



210L

average water use



58

signs replaced or maintained



1,916

ICT service requests




# 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	 100%

#### Milestones and Highlights

This initiative has been completed on time and on budget, setting up the Gladstone Region as a world-class hydrogen production and export hub. Initially, the key deliverable for this initiative was to support the development of a Front-End Engineering Design (FEED). However, midway through the financial year, the initiative had to adjust as the emerging industry sector evolved, resulting in supporting the development of a master plan as the key deliverable.

To progress this initiative, Council partnered with, and has been an active member in, the Central Queensland Hydrogen (CQH2) Alliance and CQH2 Technology Cluster, supporting the development of a Hydrogen Ecosystem in the Gladstone Region. Over the past 12 months, the initiative has secured funding to establish Gladstone as a national hydrogen hub as part of the Federal Government’s \$140 million Hydrogen Hub Funding. Looking forward, Council is expected to be an in-kind funding partner through the provision of enabling infrastructure (roads, common user infrastructure) valued at \$3.5 million.

Alliance funding partners have supported formalising agreements with the Federal Government, with activation of the program expected in early 2023. Comprehensive community and stakeholder engagement have been undertaken throughout the year, with ongoing work planned for memorandum of understanding (MOU) partners and CQH2 Alliance to continue developing the scope for an ecosystem master plan. The CQH2 Technology Cluster and the CQH2 Alliance will continue to develop supporting materials to better promote and position the hydrogen ecosystem.

This is a long-term initiative, with the development of a hydrogen ecosystem in the Gladstone Region continuing beyond the end of this reporting period. The Gladstone Region and Council continue to be recognised as leaders in the development of the regional hydrogen ecosystem.



## 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	<b>Not yet complete</b> New completion date: 31 October 2022

### Milestones and Highlights

The development of the Gladstone Region Transition Economy Plan to strengthen and secure a more diversified economy remains in progress. Early in the year, Council successfully sourced 50 per cent funding to develop the Transition Plan from the Federal Government’s *Building Better Regions Funding Program*. As part of the funding agreement, work on the project could not begin until November 2021. As a result, it was forecast that the initiative would be completed by 31 October 2022, which is now the newly endorsed completion date. Although effort was put into accelerate delivery, it was agreed this should not occur at the expense of comprehensive engagement and consultation.


In partnership with The Next Economy (TNE), significant consultation and engagement with the community, key stakeholders and industry groups via workshops, forums and surveys have occurred. Outcomes from these engagements have informed and guided the development of a draft roadmap and will continue to support the region as it navigates changes in the energy sector.

This initiative has enabled Council to progress Objective 3.1.1 of our Corporate Plan by supporting a diverse economy of existing and emerging industries, that includes advanced manufacturing and a low-carbon industrial hub.

Looking forward, TNE will continue to finalise the draft roadmap for feedback in mid-August. The final version will be presented to a Council General Meeting later in 2022 for adoption. Plans are in place for ongoing work to ensure the Gladstone Region continues to engage local communities and proactively plan for the transition to a less carbon-intensive industry base and the new industrial economy.



## 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	 100%

### Milestones and Highlights

This initiative has been completed on time and on budget, with the Gladstone Regional Council Transport Strategy being endorsed by Council at the Council Meeting on 28 June 2022. The Transport Strategy identifies and sets the goals, roles and objectives for Council as the local road authority to support the region’s community, resilience, economic and safety needs. Endorsement of the strategy is vital to the future of our regional road network.

Comprehensive stakeholder engagement was undertaken to ensure the needs of our communities and stakeholders, including local industries and road authorities, were thoroughly considered and accounted for.

The Transport Strategy will effectively support our region’s growth and productivity, outlining a series of short-term, and medium to long-term actions to prioritise and manage the region’s road network. The delivery of this initiative supports Council in progressing Objective 3.1.2 of our Corporate Plan, to encourage investment in, and delivery of, infrastructure and catalyst project opportunities including transport and logistics.



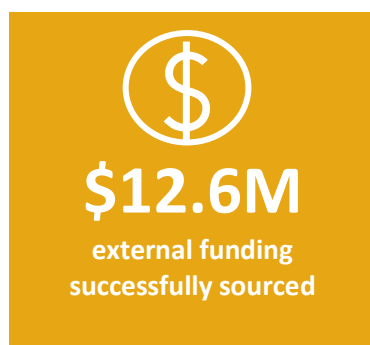
# Resilient Economy (continued)

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

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Secured grants in Quarter Four 2021/22

Gladstone Regional Council was successful in securing \$12,613,300 worth of external funding between April to June, through state or federal competitive grant applications or funding allocations. This contributes to the total \$30,491,681 in funding that Council successfully secured throughout 2021/22 financial year. The Strategic Grants Team partnered with a significant number of subject matter experts from across the business to make this possible. Council looks forward to continuing to source funding to deliver valuable services, infrastructure, events and opportunities for our communities in the year to come.



### RDAQ Conference 2022 hosted at GECC

In June 2022, 400 delegates and their families from the Rural Doctors Association QLD (RDAQ) descended on the GECC for a week, for their annual conference. The event was one of the largest conferences hosted by the venue and involved ancillary activities and events. The conference is unique in that the delegates' families are invited to attend, and a number of tours and activities aimed at showcasing the region were offered. The event was delivered to an exceptionally high standard with the below feedback received from the organisers -

*"Thank you for letting us take over the GECC and Gladstone. It has been the BEST conference to date. Thanks for your help, smiles, coffee, laughs and honest care for us all" – RDAQ Representative*

### What a host

The Parks and Leisure Australia Queensland (PLAQ) 2022 Region Conference was held in Gladstone from 17-19 May 2022. To secure Gladstone as the destination for this year's event, Council hosted PLAQ, giving them a tour of our region's parklands and open spaces. PLAQ admitted that before arriving, they expected to see a heavily industrial town, but had a complete change of heart after getting to experience first-hand the beauty of our open spaces and parklands.

The event had 127 attendees with 34 presenters, 45 sponsors and 48 delegates and has been estimated to have a regional economic input of \$58,375. The Parks Program Delivery, Tondoon Botanic Gardens, Community and Engagement and Arts and Entertainment teams worked together to support this event to be a success. Council collaborated with Gladstone Ports Corporation to facilitate the program. A short *highlight video* of our region's parks was shared as part of the event, showcasing the captivating beauty of our region.

Hosting state-wide industry events promotes our region's appeal as a great place to live, work, play and stay supporting our growing region and a resilient economy.

### Easter in Gladstone

For the first time since its inception, Easter in Gladstone was delivered in full in 2022. The Brisbane to Gladstone Village event has shown significant growth in its fourth year and only second iteration due to COVID-19. Over 8000 people attended over the long weekend, up from 1500 people in 2020. The Brisbane to Gladstone Village and the Easter in Gladstone destination campaign were developed to leverage our existing historic Gladstone Harbour Festival and Brisbane to Gladstone Yacht Race events, to cement the Gladstone Region as the place to be at Easter. Reports from all stakeholders indicate an impressive result from the 2022 event with the campaign gaining national attention.




# 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	 100%

#### Milestones and Highlights

This initiative has been completed on time and on budget, with agreed mitigation controls for the main causes of injury to our people being developed and agreed upon. Early stages of the initiative focused on understanding the main causes of injury through data analysis and identifying and prioritising teams that undertake high-risk activities. Following comprehensive engagement with our people, through 12 workshops, numerous opportunities were identified to mitigate safety hazards. By 30 June 2022, all identified health, safety and wellbeing actions had been tasked into our safety system, Beakon, for tracking.

Some actions will require capital expenditure and resourcing and a plan has been put in place to ensure that work continues. This initiative supports improvement of Council's safety management system and visible leadership to ensure our employees go home safely, progressing Objective 4.1.1 of our Corporate Plan.

### 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	 100%

#### Milestones and Highlights

This initiative was completed on time and on budget, with the finalisation of Performance and Development Plans for Executive and Management. Tools and resources developed as part of this initiative have been implemented to enable a clearer understanding of how our people and teams contribute to the delivery of services. While performance plans are expected to support our leaders, outcomes from these plans will also be reviewed to support identification of training opportunities for the business as a whole.

A continuous cycle for performance reviews will be implemented in 2022/23 to ensure this work continues as a part of normal operations and provides ongoing value for our people. Delivery of this initiative and its ongoing actions progress Objective 4.2.3 of our Corporate Plan, to ensure our leaders have clarity on their roles and are supported to successfully deliver on those expectations.

## 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	 100%

### Milestones and Highlights

This initiative has been completed on time and on budget, with the release of the tested and tried Leadership Capability Framework (LCF) to business leaders. The LCF provides a common language of what a strong leader looks like at Council and enables leaders to perform their roles effectively through five defined competencies. The LCF also supports Council’s intentions for a constructive culture, and it is expected to set our people up for success at an individual and organisation level. Completion of this initiative progresses Objective 4.2.2 of our Corporate Plan which commits to building leadership capability to define competencies and development pathways.

Early stages of the initiative included internal engagement with impacted leaders, testing, re-shaping and embedding of the framework. Documenting the framework and creating resources and training materials was a greater focus toward the end of the project. The framework was introduced to business leaders in April and May 2022, with training made available to Manager, Specialist, Team Leader and Business Partner roles in June 2022. This training was delivered in three modules; Leading Conversations, Emotional Intelligence and Resilience. Positive feedback from leaders was received following the training, which will be regularly offered for all employees moving forward.

In 2022/23, the LCF will continue to be embedded across the business, as well as into recruitment practices, performance and development conversations and career pathways.

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS

### Thriving Minds

The Wellness Action Team facilitated the ‘Thriving Minds’ Challenge for our people this quarter through the Active and Thriving portal. This challenge focused on building resilience, enhancing one’s ability to handle stress and being aware of your purpose. Over 50 individuals were actively involved in the challenge and continue to advocate for wellbeing at work with their teams. Investing in workforce wellbeing is known to improve productivity and performance and Council looks forward to continuing to support a workforce of well-beings.





# Our People (continued)

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

## CORE SERVICES AND IMPROVEMENT HIGHLIGHTS



**1,594**  
online training courses  
completed

### Local Law Officers ‘attacked’ by aggressive animals

Dogforce Australia visited our Local Laws Team this quarter to deliver Dangerous Dog Management workshops. These workshops aim to provide skills to those working in the animal control and regulation industry to assess and manage unfamiliar dogs, which may pose a threat to themselves or members of the public.

Team members were given the opportunity to put into practice what they had learned, when the trained dogs ‘attacked’ our Local Law Officers (while wearing protective equipment) on command. In 2021/22, Council received 405 Roaming Animal Customer Service Requests. As our Local Laws Team are in contact with animals almost every day, this investment gives our people the skills to protect themselves and supports them to better protect our community too.

### Work Experience Students

In partnership with EQIP Gladstone, the Culture and Capability Team has been working to revive Council’s Work Experience Program. In a recent three-month period, Council proudly welcomed 24 high school students to offer the experience of working in local government. The Culture and Capability Team worked with EQIP to match students with the right teams and facilitated placements. Teams and leaders across the business have welcomed the opportunity and invested time into our local students.

*“I never really understood the amount of effort that goes into allowing the Council to run so smoothly. I came into this week of work experience nervous and unsure of myself and what to do considering this was the first time I have ever done work experience. However, my nerves were eased on the first day with having the whole team so friendly and kind to me.”*

– Emily, 2022 Work Experience Student



**24**  
work experience  
placements



Local Law Officer being attacked on command during the Dangerous Dog Management workshop.

### #ProudlyGRC Campaign launched

Council released the #ProudlyGRC campaign this quarter, giving employees the chance to voice why they are proud to work at Gladstone Regional Council and why the Gladstone Region is special to them. The campaign, which is ongoing, includes a series of unscripted, authentic and genuine stories from our people, and was shared on social media and internal communication channels. Led by the Brand and Communications Team, this campaign demonstrates Council's progress in delivering Outcome 4.2 of our Corporate Plan: Our people are proud to work for Council. It also leads us into the 22/23 year, with Proudly GRC being the theme for our new Operational Plan. Our organisation is made up of more than 700 unique individuals, each playing their part in delivering for our community. Below are excerpts pulled from the #ProudlyGRC video series.

### Utility Vehicle Training

Jeff from Driver and Operator Training came to the Miriam Vale Showgrounds to conduct utility vehicle training with employees from our southern area crews. Utility vehicles are versatile, efficient and cost-effective machinery; however, they are known for having a risk of injury or death. Training was delivered to ensure our people have the appropriate skills to safely operate these vehicles.

This training focused on building skills and knowledge required to undertake work using a side-by-side utility vehicle employed for general transport, carrying loads, towing small trailers and mustering stock. This is mandatory training for employees that use the Polaris vehicles including our Parks, Biosecurity and Local Laws teams. The training was said to be one of the most fun training sessions that team had had, even when most walked away a little muddy!



## #ProudlyGRC

*"We get to make a difference everyday... When you see kids having parties on the weekends at parks, knowing the work you did during the week has resulted in them having a really good time"*

- Ryan

*"Over the years... you get to see all the good work everyone does for their community. A lot of people go above and beyond nearly every day to help"*

- Ed

*"I get to see how hard our people are working, doing work that matters and makes a difference for our community. At the end of the day that just makes it a better region for us all"*

- Jackii

*"[Working in] the Disaster space, I like that we are there for the community in some of the worst times and able to assist."*

- Emma



# Accountable Council

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

## OPERATIONAL PLAN PERFORMANCE

No initiatives were 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

### Person-Centred Emergency Preparedness

Six free Person-Centred Emergency Preparedness (P-CEP) workshops were delivered in June 2022 across the region. P-CEP is a process for creating a plan for emergencies for people with disability, who are ageing at home, live with a mental illness, have chronic health issues and other support needs. The workshops were jointly funded by Council and the Commonwealth/State Disaster Recovery Funding Arrangements. *Collaborating 4 Inclusion* facilitated the sessions in partnership with Council's Disaster Management Team. Disasters can cause significant distress and concern for people and their loved ones. Council is committed to having inclusive emergency management and supporting vulnerable communities to be prepared to handle these challenging times.

### Reducing bushfire risk to protect the Agnes Water Desalination Plant

Operational Risk workshops conducted in 2021 identified there was a risk of bushfire impacting the Agnes Water Integrated desalination plant, that could lead to plant failure. In quarter four, a site-specific Bushfire Risk Assessment and Mitigation Plan was collectively developed by the Strategic Asset Performance, Operations, and Finance Governance and Risk business units together with external contractors and consultants. Over the quarter, 37 risks and control actions were entered into Council's risk management system, Beakon, with significant progress to outwork and complete these actions underway.

Work will continue to progress over the next 12 months to build fire resilience into the plant, to ensure our people and community remain safe and service delivery can be maintained.



**42,943**

records registered in  
our primary record-  
keeping system



**1,654**

trees / plants  
planted  
(4,537 in 2021/22)

### Get comfortable talking about it

Council is committed to increasing awareness and prevention of domestic and family violence across the Gladstone Region and within our communities. The Engagement and Partnerships teams proudly collaborated with local state agencies, domestic family violence specialists and community members to codesign an education campaign to increase awareness and promote collective action. Now is the time to get comfortable talking about it. Find out more information on Council's *Conversations* platform.

### First Nations Fire Officer

Recruitment kicked off this quarter for a newly created First Nations Fire Officer role to help us better care for our country. A collective effort from the Reconciliation Action Plan Officer, Parks, Environment and Conservation, Recruitment and Strategic Grants teams along with funding from the Australian Government's Black Summer Bushfire Recovery Grants Program, made this new position possible. This new role will support Council's commitment to bushfire mitigation and land management utilising First Nations land management techniques. Recruitment was finalised in June and Council looks forward to welcoming our new First Nations Fire Officer to the team.





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