



# 2022/23 Operational Plan Quarter One



**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 2022/23 Operational Plan is Council's second annual Operational Plan, outworked from the 2021-26 Corporate Plan. This Quarterly Report tracks the completion and progress of the 2022/23 Operational Plan.**

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## Introduction

Welcome to Gladstone Regional Council's 2022/23 Operational Plan Quarter **One** Report.

This is the **first** report of the 2022/23 year ending 30 June 2023 which summarises the progress of the initiatives to date and includes accomplishments from initiatives and core services achieved this quarter (**July to September**).

This report is presented for consideration by Council on **15 November 2022**.

A quarterly report is written every three months and highlights Council's accomplishments and performance. These highlights show the work that has been delivered that progresses on the commitments made to our community in the 2021-26 Corporate Plan five goals, Connecting Communities, Delivering Value, Resilient Economy, Our People and Accountable Council.

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

## Proudly GRC

Council's theme, set by our Chief Executive Officer, for 2022/23 is 'Proudly GRC', with 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.

This approach aligns directly with one of our five Corporate Plan goals, look after our people, so they look after you, our community. Throughout this document you will see where initiatives align to our Corporate Goals.

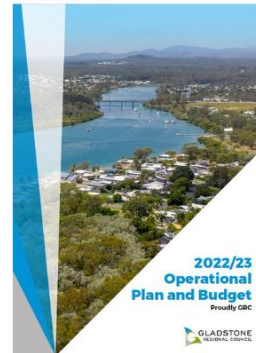


# Strategic Planning Framework

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.

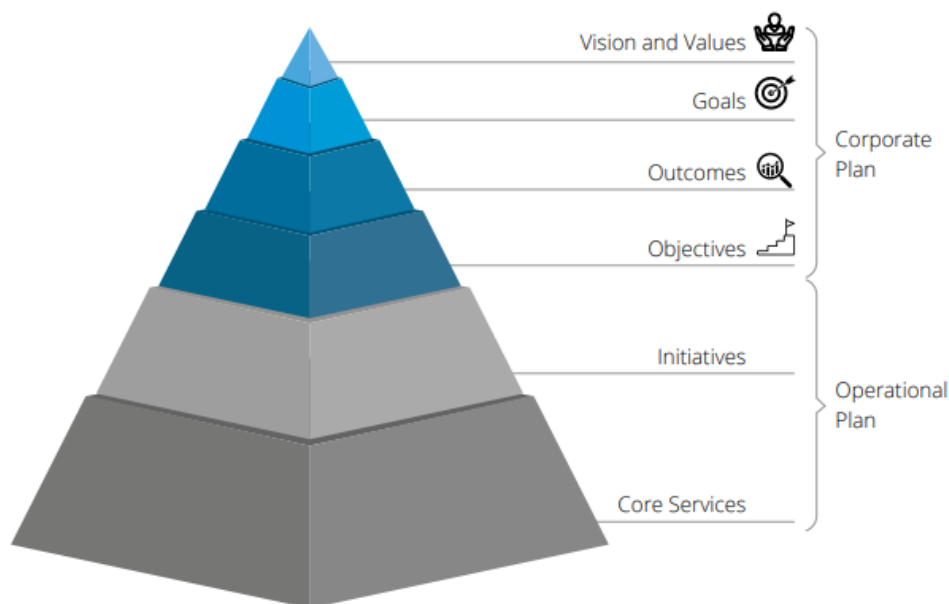


The Corporate Plan sets out Council’s medium-term commitment to a dynamic, proud and diverse future for the region through to 2026. It serves as the primary strategic planning document to guide us in learning about the needs of our community and future-proofing our organisation to deliver on those needs.



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
<b>Connecting Communities</b> We work with you and for you, supporting the success of our communities.	<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>
<b>Delivering Value</b> We work efficiently to deliver value for your rates.	<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>
<b>Resilient Economy</b> We play our part in supporting the success of our region.	<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>
<b>Our People</b> We look after our people, so they look after you.	<ul style="list-style-type: none"><li>• Our people return home safely.</li><li>• Our people are proud to work for Council.</li></ul>
<b>Accountable Council</b> We are providing good stewardship built on a foundation of trust.	<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.

# 2022/23 OPERATIONAL PLAN

## Plan on a Page

 <b>Connecting Communities</b>	 <b>Delivering Value</b>	 <b>Resilient Economy</b>	 <b>Our People</b>	 <b>Accountable Council</b>
<p><b>Community Profiling</b></p>  <p>Complete the remaining four community snapshot profiles to strengthen the way we deliver our services.</p>	<p><b>Works Delivery</b></p>  <p>Make it easier for our front-line teams to deliver achievable and affordable maintenance works programs to meet our community needs.</p> <p><b>Understanding Future Waste Needs for our Region</b></p>  <p>Develop a plan to ensure we understand and meet the needs of our community, and deliver the best value waste management service into the future.</p>	<p><b>Enabling Future Industries with our Infrastructure</b></p>  <p>Understanding what proponents need, what role Council plays and how Council will deliver.</p>	<p><b>Creating Constructive Culture</b></p>  <p>Collectively work together to deliver the Culture Action Plan.</p>	<p><b>Enabling Future Financial Sustainability</b></p>  <p>Identify and prioritise current and future opportunities to position Council optimally to deliver sustainable services to the community.</p> <p><b>Records Management</b></p>  <p>Improve record-keeping practices to support transparency and decision making.</p> <p><b>Stretch Reconciliation Action Plan</b></p>  <p>Collectively develop Council's third Reconciliation Action Plan (Stretch) to build on our existing reconciliation journey and embed First Nation considerations into the way we work.</p>

# CORE SERVICES

## Plan on a Page

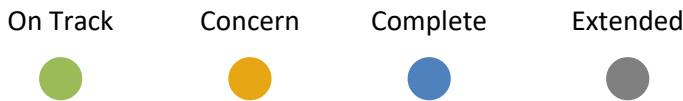
Goal 1. CONNECTING COMMUNITIES	Goal 2. DELIVERING VALUE	Goal 3. RESILIENT ECONOMY	Goal 4. OUR PEOPLE	Goal 5. ACCOUNTABLE COUNCIL
Brand and Communications Community Events Community Facility Maintenance Customer Solutions Development Services Engagement and Partnerships Gladstone Regional Art Gallery and Museum Regional Libraries Tondoon Botanic Gardens	Asset Designs Asset Governance Asset Performance and Monitoring Asset Planning Business Improvement Cemeteries and Crematorium Engineering Asset Solutions Information, Communication and Technology Parks Program Quarries Roads Program Stores, Facilities and Fleet Management Strategic Business Planning Transformation Waste and Resource Management Waste Water Program Water Program Works Planning and Scheduling	Disaster Management Economic Development Gladstone Entertainment Convention Centre Strategic Projects Tourism	Culture and Capability Health and Safety Payroll Services People Services Recruitment, Remuneration and Benefits Rehabilitation Health and Wellbeing	Animal Management Biosecurity and Environmental Health Contracts and Procurement Environment and Conservation Ethics, Integrity and Audit Financial Operations Governance and Risk Legal Services Local Law Compliance Revenue Services Strategic Property Management Systems Modelling and Metrics



# Demonstrating Performance

Quarterly reports enable ongoing tracking of actual performance against the initiatives and the overall 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*.

Performance is reported with an overall health coloured traffic light.



- On Track** Initiative is reaching all planned milestones or sponsor approved mitigation plan is in place
- Concern** Challenges are affecting delivery
- Complete** Indicates outcome has been 100 percent delivered and no longer requires updates
- Extended** Executive Leadership Team has approved an extension past 30 June

In 2022/23 each initiative has a predetermined target progress per cent set for each quarter which is unique to the initiative's project planning schedule. The actual progress achieved is measured against the initiative's target progress. This style of reporting quickly shows us if the initiative is following the plan that was set for the quarter, or if additional support is required.

Per cent progress and overall health work together to highlight how the initiative is tracking over the quarter and the year. If an action does not have any milestones over a quarter, it may show as zero per cent target progress, or the progress status stays the same as the previous quarter, but it is 'on track', as per the project plan established at the start of the year.

# Tracking progress against our Operational Plan

This year's Operational Plan includes initiatives within all five goals outlined in the Corporate Plan. Initiatives are key pieces of work we need to deliver to enable growth and prosperity for our business and region. While they are a key focus, our core services are essential in delivering for our community and remain the focus for many of our people.

## 2022/23 Quarter One - Overall Status

The status of 2022/23 Operational Plan initiatives in Quarter One are as follows:



## 2022/23 Quarter One - Overall Progress


The average progress of initiatives for this quarter is **18 per cent**.



# Connecting Communities

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

## OPERATIONAL PLAN PROGRESS



### Community Profiling 2.0

Develop community snapshots to strengthen the way we deliver our services

**Progress and accomplishments:**

#### Overall Status



Actual Progress 0%

Budget Allocation \$0

Internal resource only

**Target Progress**

Q1	Q2	Q3	Q4
0%	80%	100%	-

This initiative was designed to commence in quarter two. A concentrated effort to complete the 2021/22 community profiles (extended 2021/22 Operational Plan Initiative) will occur over November and December 2022 following the release of the second round of 2021 Census data. Following completion of the 2021/22 community profiles, work will progress on the 2022/23 community profiles. The Project Team have commenced engaging with Gladstone Region Engaging in Action Together (GRT) to share community profile information. Through exploration and collation of a broader range of data sets, community profiles support and provide an improved understanding of the region’s communities and customer needs which informs program and service delivery.

**Corporate Plan Link:**

This initiative is progressing Outcome 1.1, Communities are well understood with programs and services designed to strengthen our region. Objective 1.1.1


## CORE SERVICE HIGHLIGHTS

### GRC Tax Help Program Returns

The Philip Street Communities and Families Precinct Engagement and Partnerships team welcomed eligible community members providing an opportunity to utilise the Free Tax Help Program established in partnership with the Australian Taxation Office (ATO). The program offers residents earning \$60,000 or less per annum confidential assistance to submit their tax return with trained volunteers who have access to ATO support.

### Citizenship Ceremony signifies our diverse culture

On 17 September, National Citizenship Day, we welcomed 97 new citizens to our region from over 24 countries. A further 139 residents were welcomed at the earlier July ceremony. With strength in diversity, we celebrate the unique individuals that make up our region and welcome all warmly.



# 349,349

social media interactions

### Sharing Career Opportunities

The Learning and Development team collaborated with Tafe QLD to speak with migrants and upskill students about Council’s Apprentice and Trainee Program and the process for applying for positions with Council. The students gained insight into the application process, the various opportunities available and the great benefits of working with Council. Similarly, the team promoted GRC employment opportunities at the second annual First Nations Career Expo held on 4 August at the Philip Street Communities and Families Precinct. Referred to as Dorrie Day, the day highlights employment and training opportunities from a board range of industries and sectors for our region’s First Nations People.



762

home library visits



8777

Visits to GRC  
Conversations Platform

### Youth Council Summit

After months of planning Gladstone Regional Council's Youth Council, with the support of the GRC's Engagement and Partnerships Team and Brand and Communications Team, successfully facilitated Gladstone's first ever Youth Summit at the Philip Street Communities and Families Precinct on 2 September 2022. Young people aged 15 -25 from across the region came together to participate in a World Café style workshop to discuss important issues and to get to the heart of what matters to them. The summit prompted quality discussions around employment, education, health, equity and discrimination, environmental and social issues as well as lively debate on what's going well in the Gladstone Region and what can be done to improve liveability in the region for youth. Through the co-design and delivery of the Youth Summit, the region's youth have been provided with a platform to express opinions on topics that are meaningful to them and to reduce barriers to participation and active youth citizenship. The findings from the Youth Summit are being compiled in a report and will form the basis for a future action plan which will also be developed by the Youth Council.

### Under the stars with Queensland Symphony Orchestra

The 10<sup>th</sup> annual symphony orchestra returned to our region on Friday 2 September performing two shows of their *Superfamous* arrangement *Big Orchestra.Famous Tunes* at the Gladstone Entertainment Convention Centre (GECC). Residents went on a musical journey through the decades conducted by Guy Noble and supported by the Gladstone Prodigy Program students who performed side-by-side with QSA musicians. This free event was made possible in partnership with Australian Pacific LNG operated by ConocoPhillips, Gladstone Regional Council, Gladstone Entertainment Convention Centre and GRC's Community Events Team and Gladstone Ports Corporation.

### 25,000 residents up in lights

The Community Events Team and volunteers delivered another stand-out Luminous Event in 2022 bringing our region together. Tondoon Botanic Gardens was spectacularly illuminated in July for the multi-award winning Luminous event. The 2022 event saw approximately 25,000 residents enjoy visual light displays, performers, children's activities, illuminated art, food vendors, live music and the 18+ Glow Bar scattered among 5000 lights set in the Gardens. Free shuttle bus services were provided to and from the venue, with one lucky passenger winning a trip to Heron Island for having used the service.



Our region's youth at the inaugural Gladstone Youth Summit 2022.

# Delivering Value

We work efficiently to deliver value for rates.

## OPERATIONAL PLAN PROGRESS



### Works Delivery

Make it easier for our front-line teams to deliver achievable and affordable maintenance works programs to meet our community needs by improving our asset information, asset maintenance and procure to pay processes.

#### Progress and accomplishments:

#### Overall Status



Actual Progress 20%

Budget Allocation \$0

Internal resource only

In Quarter One the priority was a critical review of the three-year Works Delivery Improvement Plan, collaborating with all stakeholders across the business. The review identified initiatives required to deliver improved maintenance activity for Council's assets, with consideration given to sequencing of work, dependencies and resources required to deliver the work. The Plan was endorsed in August and work has commenced on multiple initiatives. Progress on the delivery of the improvement plan in September included:

- Establishment of Implement Maintenance Management Framework (MMF) project
- Improved compliance at the Biogas facility through implementation of a planned maintenance approach
- Procure to Pay workshop format to document how we currently purchase goods and services to develop a training program
- Teams commenced review and optimisation of warehouse inventory.

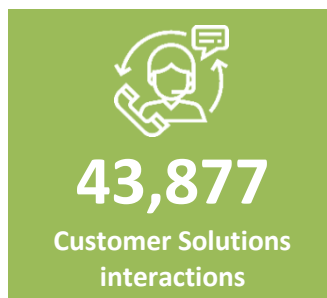
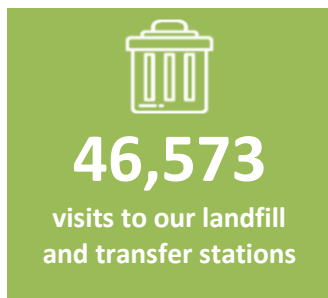
The improvement plan defines the work we are doing to improve our processes and systems, making it easier for our people to efficiently deliver our core services and value to our ratepayers.

#### Target Progress

Q1	Q2	Q3	Q4
20%	60%	70%	100%

#### Corporate Plan Link:

This initiative is progressing Outcome 2.2, Capital and maintenance programs are consistently delivered. Objective 2.1.2, Objective 2.2.1 and Objective 2.3.2



# Delivering Value

We work efficiently to deliver value for rates.

## OPERATIONAL PLAN PROGRESS



### Understanding Future Waste Needs for our Region

Develop a plan to ensure we understand and meet the needs of our community and deliver the best value waste management service into the future.

#### Progress and accomplishments:

#### Overall Status



Actual Progress 15%

Budget Allocation \$0

Internal resource only

This initiative is progressing as scheduled. Discovery phase work was undertaken during the first quarter. This included analysis of key waste streams, documenting waste assets including former landfills, supply chain mapping and summarising legislation and policy at the National, State and Local level. Further work is required on defining GRC's waste service area and modelling this with forecast population growth over the coming decade.

This work will underpin the future kerbside collections contract. Next quarter will delve into levers and interventions to achieve State waste reduction targets, optioneering and scoping GRC's future direction for waste. Included in this work will be financial analysis and cost to ratepayers.

Work achieved to date has created a platform for documenting GRC's current position and has set the foundation for developing sound options for GRC's future direction of waste.

#### Target Progress

Q1	Q2	Q3	Q4
15%	25%	50%	100%

#### Corporate Plan Link:

This initiative is progressing Outcome 2.1, Asset management is smart, effective and efficient. Objective 2.1.3

**194L**  
average water use

**522**  
potholes repaired

**2,145**  
ICT service requests

# Delivering Value (continued)

*We work efficiently to deliver value for rates.*

## CORE SERVICES HIGHLIGHTS

### Three-year Works Delivery Improvement Plan

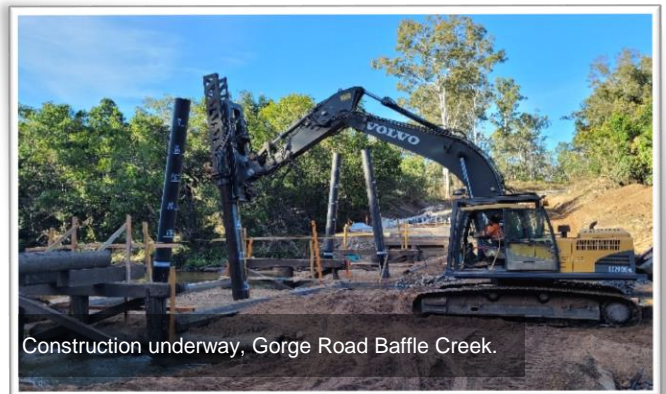
Stakeholders from across Council collaborated to deliver a three-year improvement plan for our maintenance activities. The Works Delivery Improvement Plan reflects the business-wide effort to improve how we do maintenance at Council. The priority initiative in the plan is to implement and embed the Maintenance Management Framework across all of our assets. Plan creation included a review of resourcing requirements and stakeholder impacts to ensure deliverability and sustainability. The plan will continue to evolve and will reflect future decisions and outcomes. These initiatives lead the way to make things easier for our front-line staff to effectively deliver value and core services for our community. The focus of the 2022/23 plan objectives will ensure Council meets legislative requirements for planned asset maintenance, we have clarity of what asset information required from developers engaging with Council and our bills are paid on time.

### Supporting responsible pet ownership in the region

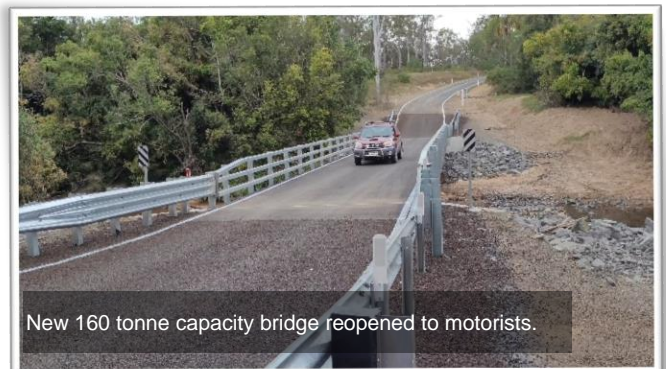
Twenty-one furry friends were successfully microchipped at the 2022 annual discounted microchipping day in September. Council's Local Laws Team held a community discounted microchipping day for cats and dogs. The program, run in conjunction with annual pet registration renewal period, offered timely opportunity for Gladstone Region residents to have their pet microchipped at a significantly reduced rate, therefore reducing their annual registration fee. Microchipping is an essential part of responsible pet ownership, and greatly assists with reuniting lost pets with their owners should they happen to wander. Council looks forward to offering more microchipping day across the Gladstone Region in the near future.

### New bridge connectivity for the Southern Region

Through collective delivery, two timber bridges in the Lowmead area have been renewed re-establishing connectivity for the southern region with greater bridge load limits. Council's Operations Road Programs, Works Planning and Scheduling Team, Asset Planning, Asset Design and our Revenue Services Teams completed the successful delivery of the second of two timber bridges in the Lowmead area. The Gorge Road, Baffle Creek Bridge was re-opened to traffic in Quarter One completing this capital project. Transport of cattle and heavy machinery across the existing bridges had not been possible for several years due to the load capacity restrictions. This project was made possible with funding received from the Australian Federal Government Bridges Renewal Investment bringing benefits to both residents, local businesses and the agriculture industry within our region.



Construction underway, Gorge Road Baffle Creek.




New 160 tonne capacity bridge reopened to motorists.

# Resilient Economy

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

## OPERATIONAL PLAN PROGRESS



### Enabling Future Industries with our Infrastructure.

Understanding what proponents need, what role Council plays and how Council will deliver.

**Progress and accomplishments:**

**Overall Status**



Actual Progress 10%

Budget allocation \$30,000

Budget committed \$0

Progressing as scheduled and within budget. Project planning has been a focus for Quarter One. The Revenue Services and Asset Planning teams collaborated to collate and review past reports and planning documents associated with the Gladstone State Development Area (GSDA). This was conducted in preparation for engagement with key stakeholders to understand their planning and expected growth needs. A draft internal process for managing enquiries when proponents engage with Council was developed and work is progressing on establishment of a responsible, accountable, consulted and informed (RACI) matrix of stakeholders. This process will provide the business with clear guidance of the relevant team/s involvement when engaging with the proponents, resulting in less confusion for staff and proponents when engaging Council. The background research phase has been completed for the infrastructure component of the project and initial contact made with appropriate State Government agencies. Consultation with the State Government and modelling of expected growth within the GSDA will soon be undertaken.

**Target Progress**

Q1	Q2	Q3	Q4
10%	50%	65%	100%

**Corporate Plan Link:**

This initiative is progressing Outcome 3.1, Support for the region’s transition and role as a driver of economic growth. Objective 3.1.1 and Objective 3.1.2



# Resilient Economy (continued)

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

## CORE SERVICES HIGHLIGHTS

### Glad to be in Gladstone

During the Quarter Council Executive and Economic Development Specialist along with regional stakeholders collaboratively focused on skills attraction and retention strategies to improve the marketing of Gladstone's liveability and improve online visibility to raise the competitiveness of the region for cross sector recruitment. While online resources currently support candidates moving to the region, it was identified that a 'one click' cohesive entry point with greater visibility and linkage to local services could further elevate promotion of the region. The attraction for people to relocate here bringing a range of benefits to our economy and skills to our workforce. Stakeholders including Council, Gladstone Area Promotion and Development Limited (GAPDL) and Gladstone Engineering Alliance (GEA) identified and implemented improvements and content linkages for improved visibility and navigation of Gladstone's liveability. Council's Brand and Communications team developed the new [Glad to be in Gladstone](#) webpage to assist people considering moving to the region and this webpage is now being actively promoted by stakeholders.

### Advocating for our Region

Together with industry and our community, Council strives to achieve a shared vision for our communities, protection of our assets and encouraging robust investment and development goals, to build a stronger future. The 2022/23 Strategic Priorities publication was collaborated on by numerous Council teams including Strategic Projects, Economic Development, Brand and Communications, Strategic Asset Planning and Environment and Conservation. The publication, delivered in Quarter One is a key tool for advocacy for our region to all levels of governments, key stakeholders, industry and investors. With a diverse regional economy, a skilled workforce and a range of leisure, lifestyle and living opportunities, the Gladstone Region is well positioned for continued growth and represents an attractive investment destination.

The Gladstone Regional Council 2022/23 Strategic Priorities can be viewed at [www.gladstone.qld.gov.au/economic-information](http://www.gladstone.qld.gov.au/economic-information)



### Turtle Tank

Turtle Tank is a Gladstone Regional Council, [Together Gladstone](#) and [Gladstone Area Promotion and Development Limited](#) (GAPDL) initiative that was created to support the region through the challenges of the COVID-19 pandemic and assist with the recovery of the tourism industry. Council and Together Gladstone each contributed \$50,000 to support ideas that make tracks in tourism and innovation. Along with meeting application criteria, projects were required to demonstrate innovation, sustainability, be environmentally conscious and aligned to the Gladstone Regional Council Visitor Economy Strategy and sub-strategies as well as the Gladstone Area Promotion and Development Limited Destination Tourism Plan. Six successful applicants were awarded funding on this occasion.

Applicant	Tourism initiative
Katrina Elliott Photography & Design	Creation of an Arts and Culture Trails website
Kirsten's Cottage	Addition of food safety approved preparation kitchen
StixPix Productions	Creative regional marketing using virtual reality
1770 Lagoons Central Apartment Resort	Annual 3-day aquatic light show & music event
Traveller's Rest 1770	Marketing assets to promote Traveller's Rest 1770 & Bush Tracks
Ward's Brewery	Design and build a mobile bar



# Our People

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

## OPERATIONAL PLAN PROGRESS



### Creating Constructive Culture.

Collectively work together to deliver the Culture Action Plan.

#### Progress and accomplishments:

#### Overall Status



Actual Progress 10%

Budget allocation \$85,000

Budget committed \$0

Progressing as scheduled and on budget. During the quarter, Culture Action Plan Working Groups were established with 33 employees being recruited to progress the initiatives that form the Culture Action Plan. Working groups met on 15 September for a kick-off workshop. The workshop provided context of the steering groups development of the action plan, the culture operational plan initiative, as well as an opportunity for group members to meet and build relationships and be provided clarity on the expectations and desired outcomes of each group.

Four key Learning and Development and People Services team members will commence their Life Styles and Group Styles Inventory training, and Organisation Development training with Human Synergistics in the coming quarter. This training will enable our organisation to provide both qualitative and quantitative culture measurement at an individual and group level and will enhance service to our internal customers as well as reduce consultant costs to the business when our overall Culture is remeasured.

#### Target Progress

Q1	Q2	Q3	Q4
10%	40%	70%	100%

#### Corporate Plan Link:

This initiative is progressing Outcome 4.2, Our people are proud to work for Council. Objective 4.2.5



Culture Action Plan Working Group kick off workshop.

## CORE SERVICES HIGHLIGHTS

### R U OK? Day

R U OK? Day is an annual reminder to take the time to connect with those around you, to inspire and empower in a meaningful way with those around us who may be silently struggling with life. At GRC, one of our goals is to ensure the health and safety of our people. We aim to have all our people return home safely every day, and that includes feeling positive about our mental health.

In September, teams from across Council added a splash of yellow and acknowledged this important day of action with BBQ breakfasts, morning teas and various team events bringing our people together to take time out for mental health awareness.



Team RU OK? Day celebrations

### Service Anniversary Award Recipients

August called for celebration of 52 employees for have marked 10 or more years of service at Council. Award recipients enjoyed a ceremonial lunch facilitated by the Gladstone Entertainment Convention Centre Events Team, where Executive and Elected Members took time to give thanks for the dedication and service provided to the Gladstone Region and its community.



Col Armour is recognised for 45 years of service

### LGMA Manager of the Year

Gladstone Regional Council (GRC) proudly hosted the 2022 Local Government Managers Australia (LGMA) conference on 7-9 September at the Gladstone Entertainment Convention Centre. The theme for this year's conference was 'Breaking the mould: transitioning to the next generation of leaders.' Eleven GRC officers joined delegates from various Queensland Councils for the multi-day conference which enabled leaders in local government to come together to collaborate, explore, analyse, and exchange ideas on issues and challenges that affect the local government sector. Hosting this calibre of event was business as usual for our GECC Events Team who received wonderful feedback from LGMA facilitators. In a 'Proudly GRC' moment Gladstone Regional Council CEO, Leisa Dowling was celebrated as the Local Government Managers Australia Queensland, 2022 Manager of the Year.



# Accountable Council

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

## OPERATIONAL PLAN PROGRESS



### Enabling Future Financial Sustainability

Identify and prioritise current and future opportunities to position Council optimally to deliver sustainable services to the community.

#### Progress and accomplishments:

#### Overall Status



Actual Progress 75%

No Budget allocation

Internal resource only

This initiative is progressing as scheduled. Discovery phase work was undertaken during the first quarter. This included analysis of financial data from the last four financial years as well as interviews with key internal stakeholders. From this work a draft Findings and Opportunities Report was developed to identify current and future opportunities to position Council optimally to deliver sustainable services to the Community. Work achieved to date has generated many robust conversations within the organisation and stimulated a high level of interest and opinion on where we look for and realise cost efficiencies and savings.

#### Target Progress

Q1	Q2	Q3	Q4
75%	100%	-	-

#### Corporate Plan Link:

This initiative is progressing Outcome 5.2, Finances are managed to ensure sustainability. Objective 5.2.1 and Objective 5.2.2.



### Records Management

Improve record-keeping practices to support transparency and decision making.

#### Progress and accomplishments:

#### Overall Status



Actual Progress 10%

Budget allocation \$10,000

Budget committed \$0

The project team have reviewed the existing recordkeeping framework and systems against legislative requirements and best practice with a gap analysis workshop. Gaps identified will be prioritised and included in the three-year plan for continuous improvement in recordkeeping. The records management survey was released to help the project team better understand the businesses thoughts when it comes to recordkeeping. The project team are encouraged with a total of 110 responses and constructive feedback received that will now assist with development of a prioritised three-year plan for continuous improvement in recordkeeping.

#### Target Progress

Q1	Q2	Q3	Q4
10%	30%	70%	100%

#### Corporate Plan Link:

This initiative is progressing Outcome 5.1, Council has embedded risk management, transparency, and accountability into what we do. Objective 5.1.4



## Stretch Reconciliation Action Plan

Collectively develop Council’s third Reconciliation Action Plan (Stretch) to build on our existing reconciliation journey and embed First Nation considerations into the way we work.

### Progress and accomplishments:

#### Overall Status



Actual Progress 5%

Budget allocation \$5,000

Budget committed \$0

#### Target Progress

Q1	Q2	Q3	Q4
50%	100%	-	-

The Stretch Reconciliation Action Plan (RAP) initiative faced challenges during the quarter. Recent advice received from Reconciliation Australia (RA) indicates the business must have completed two Innovate RAP’s before advancing to a Stretch RAP. A mitigation plan was established and endorsed by the Sponsor to progress with a second Innovate RAP for GRC within the 2022/23 Operational Plan Initiative item. The Innovate RAP will be presented to Council for endorsement, then submitted to RA for accreditation, which is expected to take 4-6 months. The delivery date for this initiative has been extended to 31 May 2023 as a result. A further Innovate RAP will provide Council with a detailed and developed approach to how we can further influence and establish advance reconciliation measures in all that we do at Council. A Stretch RAP will see the Innovate initiatives embedded within the organisation and supported by developed strategies and defined measurable targets and goals.

#### Corporate Plan Link:

This initiative is progressing Outcome 5.1, Council has embedded risk management, transparency, and accountability into what we do. Objective 5.1.3

## CORE SERVICES HIGHLIGHTS

### 2022/23 Operational Plan and Budget adopted

The *Local Government Act 2009* requires Queensland councils to adopt an Operational Plan that describes the key work planned to manage our risks and deliver on promises made to the community in our five-year Corporate Plan. Development of the annual Operational Plan and Budget is a collaborative effort with contributions from every team across the business. The 2022/23 Operational Plan and Budget were prepared side-by-side to ensure high quality core services delivered are cost effective, and new projects are appropriately funded. As we face a challenging financial environment a heavy focus on financial sustainability was taken in developing this plan and will continue to be a core focus for the business looking forward.

### Management action plan to protect Rainbow Bee-eater colony

Environment and Conservation team members took the initiative to apply protection measures at the SES Grounds’ oval at Seventeen Seventy to restrict

public access as the Rainbow Bee-eater breeding season approaches. The bird is a seasonal visitor to our region with a breeding colony located on the oval. Nesting season is typically during August to January. Environment Conservation Officers will implement a management action plan to protect this breeding place of Australia’s only species of bee-eater with additional measures in place to reduce impact to the bee-eaters natural habitat during breeding season.



Rainbow Bee Eater

### National Tree Day

Council is committed to creating positive environmental change across the region. In July, we participated as a community in National Tree Day with residents, Council employees and Councillors leaping into action and getting their hands dirty to contribute to our local environment. Revisiting and improving on the 2021 site at Cashin Park, Tannum Sands, the planting site was prepared in the weeks prior by our Environment and Conservation Team and Parks Team, by ripping the soil and mulching. Approximately 240 plants were planted on the day.

### Audit Risk and Improvement Committee (ARIC) meet our workforce

Council's Ethics Integrity and Audit Specialist Compliance and Audit Officer facilitated a tour of Council facilities and introduced Gladstone Regional Council's Audit Risk and Improvement Committee (ARIC) to our workforce at the Gladstone Waste Water Treatment Plant and the Phillip Street Communities and Families Precinct. These teams would normally not have the opportunity to interact with the committee. The site visits provided insight into the challenges, emerging risks, and successes at these locations providing clarity and visibility of associated risks and improvement activity present at these sites.



Staff provide insight of operations at Gladstone Waste Water facility

### Collaborative approach to biosecurity


In Quarter One Councils ongoing collaboration with the Department of Agriculture and Fisheries (DAF) brought local landowners and authorities together on 21 July, for a co-facilitated community meeting in Miriam Vale to present the results of this multi-year research project on Giant Rats Tail (GRT) grass. DAF Principal Scientist, Wayne Vogler, presented the project's findings and officers from Council's Biosecurity and Environmental Health team provided information on a subsidy scheme available to landholders to not only manage GRT infestations, but to ensure our region works towards being compliant with the Biosecurity Act 2014. You can view GRC's 2021-2025 Biosecurity Plan for invasive plants and animals at [www.gladstone.qld.gov.au/biosecurity#grt](http://www.gladstone.qld.gov.au/biosecurity#grt)

### Residents inform decision on our coastline management

During Quarter One our Environment and Conservation, Engagement and Partnerships and Brand and Communications Teams worked collectively to seek community feedback on the draft Boyne Island Tannum Sands (BITS) Shoreline Erosion Management Plan (SEMP). The BITS SEMP provides Council with a framework to proactively plan for erosion management of the BITS coastline while enabling natural coastal processes to be maintained, as an identified action from the [Our Coast. Our Future](#). Coastal Hazard Adaptation Strategy. Covering a 22km stretch from Lilley's Beach in the north to the southern community south of Bangalee, this management plan incorporates public and stakeholder values and feedback. The Plan has been developed to proactively manage the BITS coastline, protect and maintain what the community love most about the BITS foreshore, understand coastal processes and hazards so we can better live with, or mitigate them, and to make the BITS coastline more resilient. Valuable input received through community engagement has helped to identify our communities' values associated with our coastal areas and have informed the final BITS SEMP which was endorsed by Council at its General Meeting on 20 September.

## 2021/22 Extended Initiatives


### Community Profiling 1.0

Initiative	Corporate Plan Links	Progress
Develop community snapshots to strengthen the way we deliver our services.	Outcome 1.1 Objective 1.1.1	 Revised completion date: 31 December 2022

#### Quarter 1 Progress Summary

A concentrated effort on completing the 2021/22 community profiles will occur over November and December 2022 following the release of the second round of 2021 Census data. Following completion of 2021/22 community profiles, work will progress on 2022/23 community profiles. The Project Team have commenced engaging with Gladstone Region Engaging in Action Together (GRT) to share community profile information.


### 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	 Revised completion date: 31 October 2022

#### Quarter 1 Progress Summary

The Gladstone Region Economic Transition Roadmap is undergoing final amendments following consultation with Elected Members and Executives. As a result, a short extension to the delivery date of this initiative was sought and approved by the Executive at its September meeting. The final report is scheduled to be presented to Council at the 15 November General Meeting.


### 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	 Revised completion date: 30 June 2023

#### Quarter 1 Progress Summary

Recruitment of the Senior Plumbing Inspector (SPI) and Plumbing Inspector (PI) continues. This role is key to implementing the rollout of the program with our stakeholders. At the September Executive Leadership meeting, the Sponsor and Executive endorsed a new revised delivery date of 30 June 2023 for the initiative as resourcing continues to be a challenge.

## Waste Management and Resource Recovery Business Case

Initiative	Corporate Plan Links	Progress
<p>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.</p>	<p>Outcome 2.4 Objective 2.4.1</p>	<p style="text-align: center;">   <b>Completed</b> </p>
<p><b>Quarter 1 Progress Summary</b></p>		
<p>The business case has been finalised. A draft Business Case was presented to the Councillor Information Session on 13 September. The initiative has identified that a viable organics service is available for implementation within the medium term and aligned with the next kerbside contract. The Business Case articulated further actions and activities required to support the implementation of this service. The Business Case also identified that investment in waste education is essential to support current and future waste services and change community behaviours.</p>		



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