



# 2021-2026 Corporate Plan

**Connect. Innovate. Diversify.**



**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.**

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# Welcome

The 2021-26 Corporate Plan outlines Gladstone Regional Council's refreshed commitment to a dynamic, resilient and diverse future for the region through to 2026.

The present economic climate required us to revisit our strategic goals and refine them, so our efforts could be channelled towards building success for all our communities. We considered factors such as population growth, the role of industry in the region, service expectations and the likelihood of further disasters or pandemic events in determining what that success looked like.

As our primary strategic planning document, the Corporate Plan will guide us to achieve realistic outcomes.

There will be a multi-year emphasis on further enhancing connections with our community, providing value for money for our ratepayers and meeting community expectations in the way we serve.

Council's strategic direction from 2021-2026 will continue to be set against the backdrop of our vision – "Connect. Innovate. Diversify." The organisation's values will also remain a constant for our people and across our workplace, underpinning everything we do for our community.

Our goals and commitments for this period ahead align with the intentions of both our vision and values.

During the next five years we will deliver on five goals:

1. Connecting Communities p.12
2. Delivering Value p.13
3. Resilient Economy p.14
4. Our People p.15
5. Accountable Council p.16

We are committed to enhancing our community connections through an extension of the customer service foundation and rethinking how we serve and understand each of our communities.

Another focus will be on executing our works efficiently, effectively and safely through the implementation of our asset management framework.

Council will continue our investment towards a resilient economy by supporting existing and emerging opportunities for economic prosperity.

We recognise that our people are the backbone of everything we do and achieve. Building a workplace that our people are proud to work for is our key to delivering outstanding services for our communities.

Over the next five years Council will deliver good stewardship built on a foundation of trust.

This five-year plan will guide us towards making decisions that will impact both present and future generations, in a region where the future will be built on connection, innovation and diversity.



Cr Matt Burnett  
Mayor Gladstone Region



Leisa Dowling  
Chief Executive Officer

# Region Overview

From Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef, the Gladstone Region's environment is diverse and has huge capacity for economic development.

The region has a population of about 63,000 people and covers close to 10,500 square kilometers.

The Gladstone Region features plenty of green open space, including the nationally recognised Gladstone Tondoon Botanic Gardens and plentiful coastal locations where sailing and boating activities take place.

Residents and visitors can see historic sites in Calliope, go bush walking in Blackman's Gap, mountain climb Mount Biondello or snorkel the reef off Heron Island to experience the outdoor environment.

The region's strength is a great sense of community with a 'can do' attitude. Combine this with well-developed infrastructure and services, and you have local communities with a support structure to thrive.

These communities include the urban centres of Gladstone and Boyne Island/Tannum Sands, as well as the smaller towns of Agnes Water, Baffle Creek, Benaraby, Bororen, Builyan, Calliope, Lowmead, Miriam Vale, Mount Larcom, Many Peaks, Nagoorin, Raglan, Rosedale, Rules Beach, Seventeen Seventy, Targinnie, Turkey Beach, Ubobo and Yarwun.

The Gladstone Region has a strong record of job creation and investment opportunities, with relaxed living, recreational and tourism options enhancing its appeal and potential for future growth.

In recent decades, the economy has been built around heavy industry with access to a deep-water harbour for export trade.

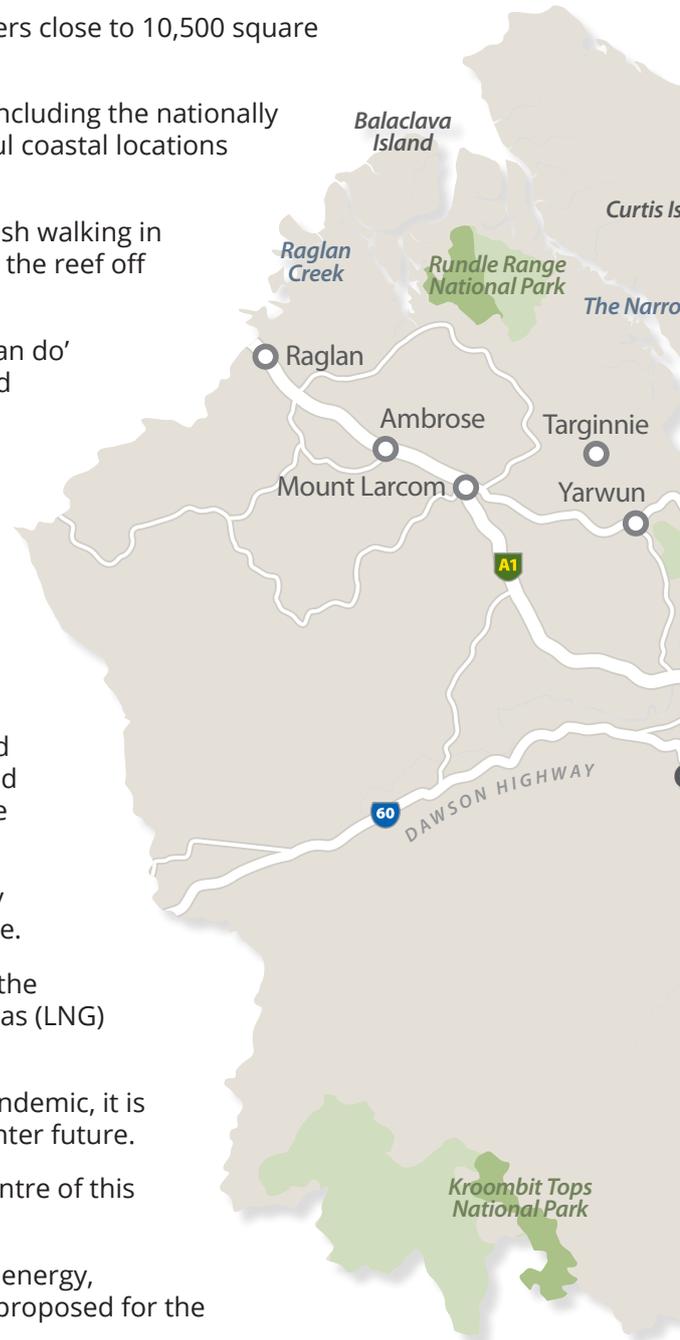
The region has two of the world's largest alumina refineries, the Boyne Island aluminium smelter and the Liquefied Natural Gas (LNG) industry on nearby Curtis Island.

After a period of economic slowdown and the world-wide pandemic, it is now looking to recover and revive its communities for a brighter future.

Industry, along with an engaged community, will be at the centre of this revival.

Several renewable energy projects embracing biofuels, solar energy, hydrogen and new waste management practices have been proposed for the Gladstone State Development Area.

When realised, these projects would position the city of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.



# 10,489KM<sup>2</sup>

## Gladstone Regional Council Local Government Area



© Gladstone Regional Council 2021  
The information contained in this map is indicative only.  
Some features are not to scale. Please obtain detailed  
road maps of the areas you plan to visit before you leave.

# Gladstone Region Today



**\$5,602m** in Gross Regional Product (GRP)

**3,701** Diverse Businesses contribute to our economy

**62,979 residents**, 2.5% of Regional QLD's total population



Median age **35 years**, compared to 39 years for Regional QLD

**24%** of workers have a tertiary qualification

**\$200** per week for a 2 bedroom flat/unit

Average of **566,000 visitors** to the region per annum

## The Gladstone Region's Growth

Gross Regional Product	Year	Population
	2041	75,327 **
	2021	63,938 **
\$5,458M**	2020	63,861**
\$5,391M	2018	62,961
\$5,181M	2016	63,508
\$6,003M	2015	63,697
\$4,733M	2011	60,317
\$4,098M	2006	52,232
\$2,504M	2001	45,479
	1991	38,200
	1981	22,013*
	1933	3039*
	1901	1622*
	1856	200*

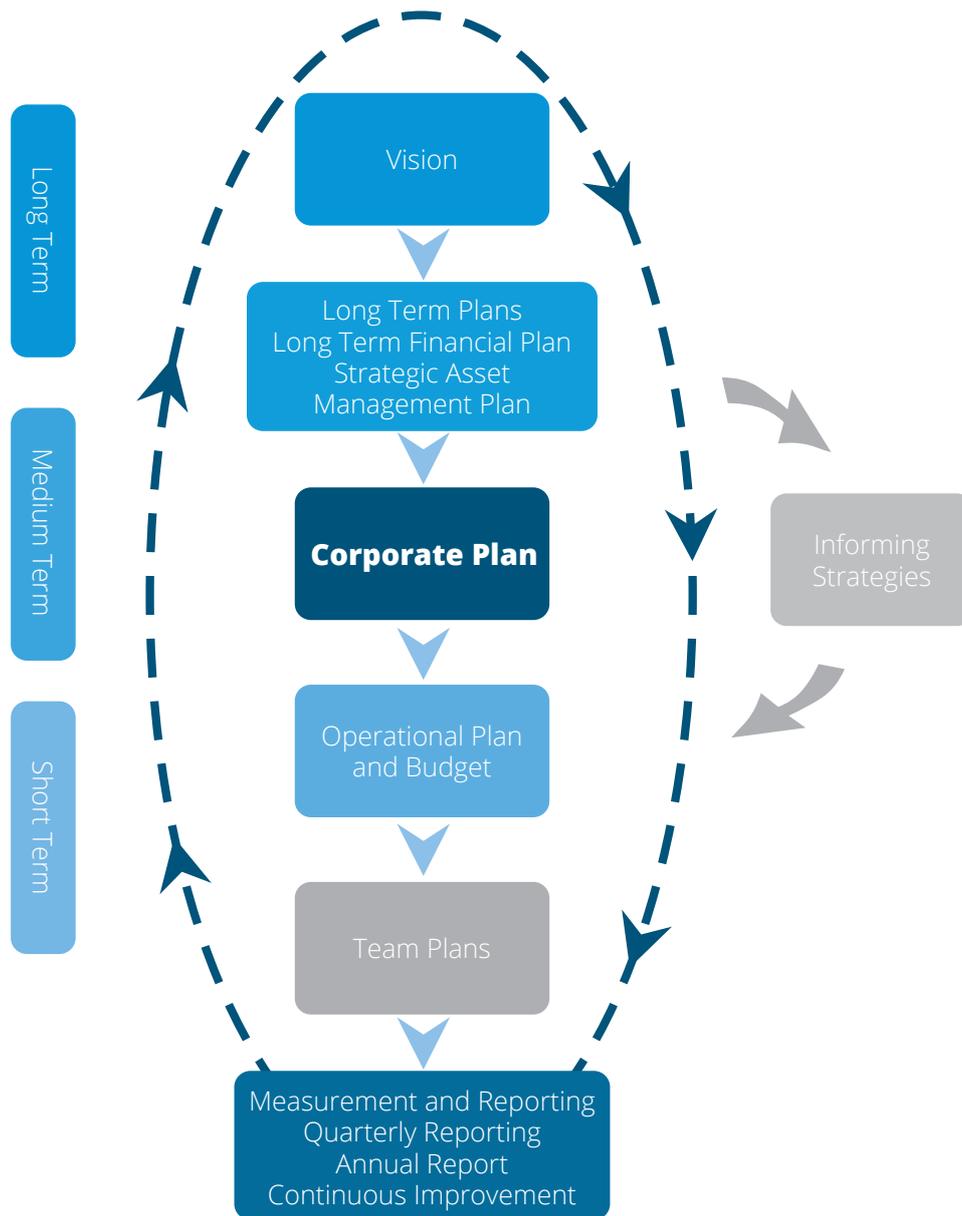
\*Gladstone City only

\*\*Projected population

# Strategic Planning Framework

Our Strategic Planning Framework presents a systematic and continuous process for identifying strategic direction. The framework ensures that strategies and financial resources are aligned to achieve Council’s corporate vision to ‘**Connect. Innovate. Diversify.**’

The framework includes long, medium and short-term plans which set direction for what we do and what we aim to achieve, as an organisation, for our community. This framework is an important part of our delivery of transparent and effective corporate governance.

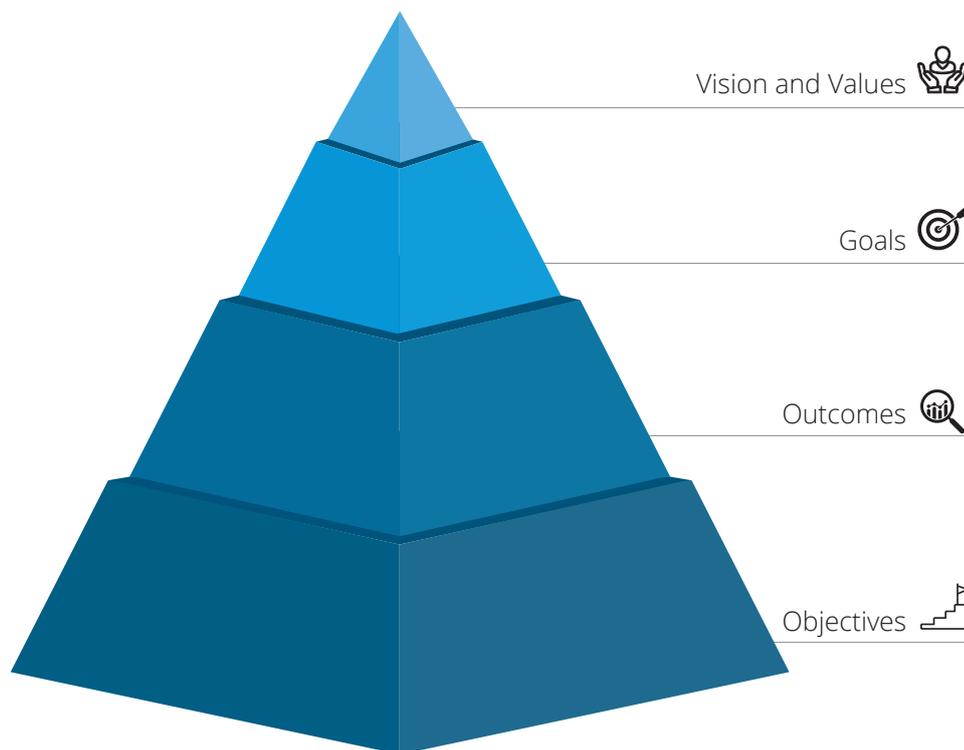


This illustration of the strategic planning framework demonstrates how the Corporate Plan aligns to the vision, long term plans, Operational Plan and team plans. It also demonstrates the interaction of strategies within the model. The vision is the element that guides all the work we do. Our current Corporate Plan is a five-year plan (medium term) and the Operational Plan is a one-year plan (short term). We strive to complete projects within the annual Operational Plan that provide step-by-step, forward progression, to the Corporate Plan and vision.

# Corporate Plan

The Corporate Plan is a vital part of the strategic planning framework. It provides direction for the next five years. This 2021-26 plan enables us to meet community needs in an efficient and responsive manner by embracing innovation and taking a value-for-money approach to service delivery.

The structure of the Corporate Plan is outlined in the diagram below. The diagram demonstrates the relationship between the vision, goals, outcomes and objectives.



The plan originates from our vision and values. Together they give overarching direction for what we are working towards and how we will behave. Our goals, outcomes and objectives reflect the vision and outline how we will achieve it.

The *goals* articulate an aspirational overarching purpose.

The *outcomes* move to a more tangible level; describing the value delivered to the community for each goal.

The *objectives* then reflect the priorities of each outcome. *Objectives* are a clear product that will be delivered or a service that will be performed.

The goals, outcomes and objectives help us to prioritise and align resources to deliver core services, programs and initiatives through the annual Operational Plan and Budget.

Within the planning and development of the Corporate Plan, Council recognises the policy directions of the Queensland Government. The Queensland Plan is a 30-year vision developed by the Queensland Government that outlines nine foundation areas. It provides a clear focus for Queenslanders. Council has aligned its Corporate Plan to the Queensland Plan to ensure that we are moving in unison towards our common Queensland goal.

# 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.

# Goal 1.

## Connecting Communities

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

Outcome	Outcome
<b>1.1 Communities are well understood, with programs and services designed to strengthen our region.</b>	<b>1.2 Communities can influence and actively participate in Council decision making.</b>
Objective	Objective
1.1.1 Understand the needs of our communities and customers in order to design and enhance the way we deliver our services.	1.2.1 Create positive two-way empathetic engagement processes that provide Council with feedback which contributes to decisions and better partnerships.
1.1.2 Implement a strategic approach to community development that is focussed on inclusion, planning, capacity building and place making.	1.2.2 Review the planning scheme alignment to community expectations and overall needs.
1.1.3 Engage our communities to build connections and promote health, happiness and wellbeing.	



## Goal 2.

# Delivering Value

We work efficiently to deliver value for your rates.

<p><b>Outcome</b></p> <p><b>2.1 Asset Management is smart, effective and efficient.</b></p>	<p><b>Outcome</b></p> <p><b>2.2 Capital and Maintenance programs are consistently delivered.</b></p>
<p><b>Objective</b></p> <p>2.1.1 Continuously improve focus and practices around smart asset management.</p> <p>2.1.2 Develop business processes that support the collection and maintenance of a single source of truth of reliable data to inform investment decisions.</p> <p>2.1.3 Focus on proactive and preventative approaches in our asset planning.</p>	<p><b>Objective</b></p> <p>2.2.1 Provide a robust deliverable workflow of efficient capital and maintenance programs.</p>
<p><b>Outcome</b></p> <p><b>2.3 We are easier to work with.</b></p>	<p><b>Outcome</b></p> <p><b>2.4 The way we do business is continuously improving.</b></p>
<p><b>Objective</b></p> <p>2.3.1 Continue building a reputation of being easy to deal with through efficient and effective customer interactions.</p> <p>2.3.2 Improve business processes and systems to make it easier for our employees to do their work and serve our community.</p>	<p><b>Objective</b></p> <p>2.4.1 Embed a continuous improvement culture focusing on creating value, reducing waste and improving efficiency.</p> <p>2.4.2 Embed Asset and Service Management across the business.</p> <p>2.4.3 Implement technology enhancements and digital capabilities to support the improvement of service delivery and employee experience.</p>

## Goal 3.

# Resilient Economy

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

Outcome	Outcome
<b>3.1 Support for the region's transition and role as a driver of economic growth.</b>	<b>3.2 Increased liveability and visitation to the region.</b>
<b>Objective</b>	<b>Objective</b>
3.1.1 Support a diverse economy of existing and emerging industries that includes advanced manufacturing, and a low-carbon industrial hub.	3.2.1 Increase key markets including First Nation cultural experiences, fishing, recreational vehicles, drive market, cruises, events and business tourism through improved access and one-of-a-kind experiences.
3.1.2 Encourage investment in, and delivery of, enabling infrastructure and catalyst project opportunities including transport and logistics.	3.2.2 Explore additional tourism infrastructure including private sector investment.
3.1.3 Advocate for the advancement of the region's skill base with a focus on modern skills training and emerging industries.	3.2.3 Promote the region's appeal as a place to work, live, play and stay.
3.1.4 Support the resilience of the region's existing industries including the micro and small-medium enterprise sector.	



## Goal 4.

# Our People

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

Outcome	Outcome
4.1 Our people return home safely.	4.2 Our people are proud to work for Council.
<b>Objective</b>	<b>Objective</b>
4.1.1 Improve our safety management system and visible leadership to ensure our employees go home safely.	4.2.1 Enable collaborative workplaces and contemporary work practices.
4.1.2 Improve our wellbeing management including physical and mental health support.	4.2.2 Build leadership capability and define competencies and development pathways.
4.1.3 Improve our employee capability, support and upskilling.	4.2.3 Ensure our leaders have clarity on their roles and are supported to successfully deliver on those expectations.
	4.2.4 Instill in our people the concept of brand ambassadorship.
	4.2.5 Further improve our employee experience.



## Goal 5.

# Accountable Council

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

<p><b>Outcome</b></p> <p><b>5.1 Council has embedded risk management, transparency and accountability into what we do.</b></p>	<p><b>Outcome</b></p> <p><b>5.2 Finances are managed to ensure sustainability.</b></p>
<p><b>Objective</b></p> <p>5.1.1 Provide comprehensive risk management strategies for all identified risks.</p> <p>5.1.2 Improve decision making based on our risk assessments.</p> <p>5.1.3 Ensure we have a framework of policies and standards that continues to raise the bar.</p> <p>5.1.4 Ensure we comply with all legislative requirements to maintain community confidence.</p> <p>5.1.5 Improve access and visibility of our governance tools to the business.</p>	<p><b>Objective</b></p> <p>5.2.1 Continue to embed good financial practices in our decision making.</p> <p>5.2.2 Improve our long-term asset and financial plans to meet community needs.</p> <p>5.2.3 Select the right capital and maintenance work.</p>
<p><b>Outcome</b></p> <p><b>5.3 The environment is front of mind in what we do.</b></p>	
<p><b>Objective</b></p> <p>5.3.1 Ensure our operational practices and investment decisions are environmentally sound and encourage good stewardship and adaptation to environmental risks.</p> <p>5.3.2 Improve methods for assessing and monitoring the environment and proactively address environmental breaches in a timely manner.</p> <p>5.3.3 Partner with our communities and industries to promote sustainable environmental practices.</p>	

# Measurement, monitoring and reporting to our community

The Corporate Plan is monitored and reviewed annually, or as required, to ensure our goals, outcomes and objectives remain relevant and current to meet the needs of our community. In preparation for annual Operational Planning and Budgeting process, Council reviews the Corporate Plan to ensure it has maintained its relevance. The findings from this review inform the next Operational Plan and Budget processes and may, in a case like this year, warrant a Corporate Plan refresh.

Measurement and reporting occur throughout all stages of our Strategic Planning Framework (as noted by the dotted line within the figure on page 9). Our measurements are published in the annual Operational Plan and Budget and then reported on in the Quarterly Performance Reports and Annual Report.

## **Operational Plan and Budget**

During the Corporate Plan 2021-26, Council will develop five Operational Plans. These plans will highlight initiatives that move us towards achieving our five-year plan. In addition, a variety of measures will be identified that Council will monitor. Council's annual Budget is aligned to the Operational Plan to achieve Council's corporate vision to 'Connect. Innovate. Diversify.'

## **Quarterly Performance Report**

Every three months, a quarterly performance report is prepared, presented and adopted by Council. This report outlines performance against the Operational Plan outcomes, objectives and initiatives. The performance report also includes data and highlights achievements over the quarter.

## **Annual Report**

At the end of each financial year, Council produces an Annual Report that reviews performance achievements and challenges. The Annual Report provides our community with operational and financial information that demonstrates Council's performance against the goals, outcomes and objectives set out in the Corporate and Operational Plans.



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