



2022/23 Operational Plan Quarter Three Progress Report



Acknowledgement of Country

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

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

Gladstone Regional Council is committed to cultivating a culture of inclusion and connectedness, acknowledging that our communities are richer when diversity is embraced.

Connect. Innovate. Diversify.



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Introduction

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

This is the **third** 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 from **January to March**.

This report is presented for consideration by Council at its General Meeting on **16 May 2023**.

A quarterly report is written every three months highlighting 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. We are

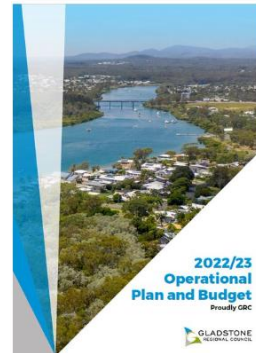
#ProudlyGRC

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.

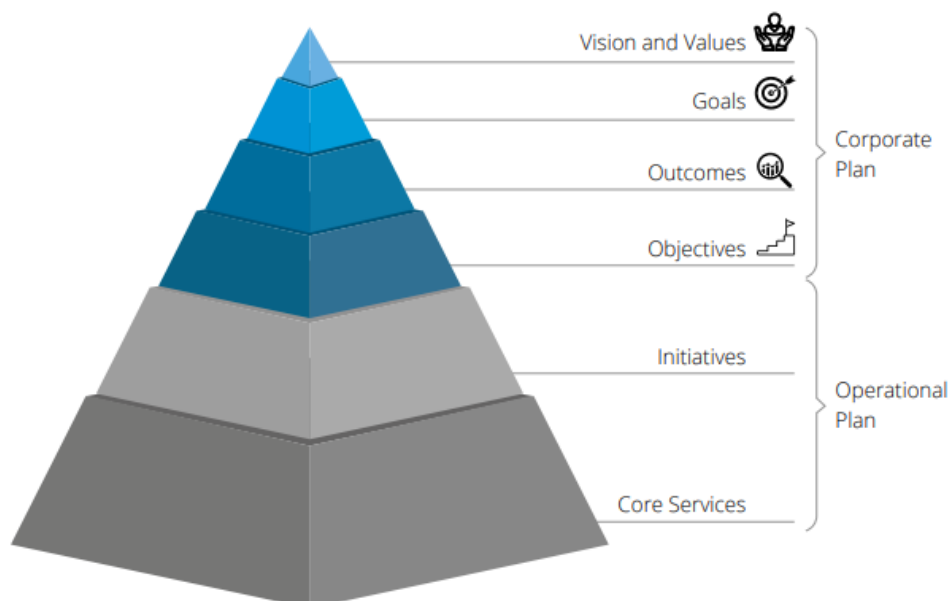


The Corporate Plan sets out Council’s medium-term commitment to a dynamic, proud and diverse future for the region through to 2026. It serves as the primary strategic planning document to guide us in learning about the needs of our community and future-proofing our organisation to deliver on those needs.



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

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



Connecting Communities

Delivering Value

Resilient Economy

Our People

Accountable Council

Community Profiling



Complete the remaining four community snapshot profiles to strengthen the way we deliver our services.

Works Delivery



Make it easier for our front-line teams to deliver achievable and affordable maintenance works programs to meet our community needs.

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.

Enabling Future Industries with our Infrastructure



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

Creating Constructive Culture



Collectively work together to deliver the Culture Action Plan.

Enabling Future Financial Sustainability



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

Records Management



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

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.

CORE SERVICES

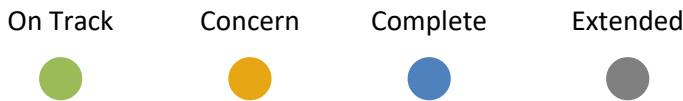
Plan on a Page

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 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 per cent 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 of our Operational Plan

This year's Operational Plan includes initiatives within all five goals outlined in the Corporate Plan 2021-26. 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.

Quarter Three - Overall Status 2022/23

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



Quarter Three - Overall Progress 2022/23

The average progress of initiatives for this quarter is **68 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:

	Q1	Q2	Q3	Q4
Progress Status	NS*	●	●	
Target Progress	0%	60%	90%	100%
Actual Progress	0%	60%	75%	

* NS - Not started.

Corporate Plan Link:

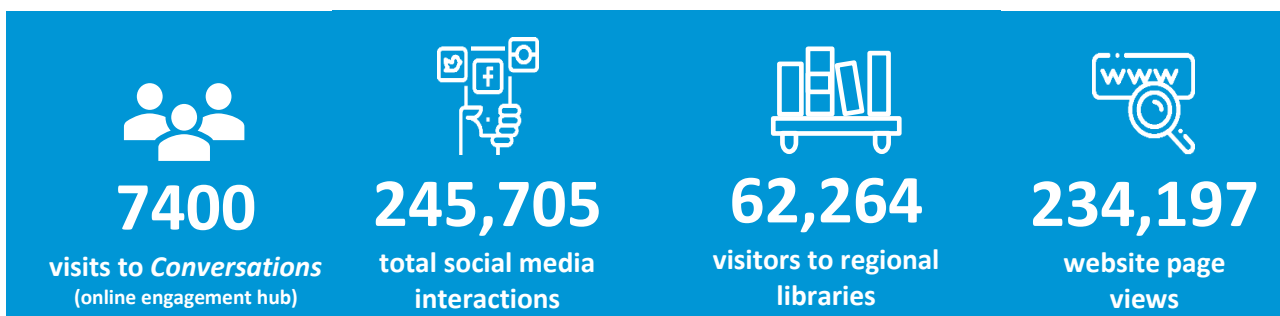
This initiative is progressing Outcome 1.1, Communities are well understood with programs and services designed to strengthen our region, and Objective 1.1.1

There is no budget allocation for this initiative. Internally resourced only.

During Quarter Three, the initiative was progressed with support of the Business Improvement Team who conducted a thorough statistical data analysis to ensure accuracy and reliability of information that forms the basis of each community profile.

A variance between the target versus actual progress reported for the Quarter Three period as is represented above, is acknowledged. A supported plan is in place that will ensure delivery of all community profiles within Quarter Four.

Through the exploration and collation of a broader range of data sets, community profiles provide Council with an improved understanding of our communities and customer needs, which influences programs and service planning and delivery.



Connecting Communities

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

CORE SERVICE HIGHLIGHTS

Australia Day Awards and Welcoming our Newest Citizens

Council's Australia Day Awards recognise and reward members of the Gladstone Region community who have a consistent record of excellence, have made outstanding achievements in their field, and/or have contributed significantly to the growth and development of sport, community events, arts and cultural life in the region. The 2023 event saw the inclusion of a new category 'Mayors Community Champion Award' as we recognised and congratulated these everyday community heroes for their outstanding contributions to our thriving region.

The Australia Day Awards ceremony was proudly hosted at the Gladstone Entertainment Convention Centre by our Public Programs team, supported by our Brand and Communication and Executive teams, which saw 247 guests including nominees, their families and special guests join us for the awards ceremony.

2023 award winners were:

- Citizen of the Year: Suzanne Thorne
- Young Citizen of the Year: Elle Hetherington
- Sport and Recreation: John Roeser
- Young People's Sport and Recreation Award: Olivia Lester
- Arts and Culture Award: Clyde Cameron
- Community Event Award: Ubobo Soldiers Settlement Centenary
- Community Volunteer Award: David Noye
- Mayor's Community Champion Award: Cheryl Latimer

Simultaneously, we officially welcomed a further 59 new Australian citizens from 21 countries into our Gladstone community at the 25 January event.



Family Fun on Australia Day

Australia Day is the day to reflect on what it means to be Australian, to celebrate contemporary Australia in its diversity and inclusion, and to acknowledge and respect our history.

On 26 January, Council's Community Events Team and partners hosted this year's Australia Day Family Fun Day Celebrations bringing the region together as families gathered to relax and enjoy the live music, Aussie-themed activities and games, face painting, sausage sizzle and food vendors at our region's award-winning Gladstone Ports Corporation's East Shores Precinct.



The winners of the annual Celebrate Australia Primary School Art Competition were also announced at this gathering with first prize for section one (Prep to Year 2) awarded to Aspen Thetford, Star of the Sea Catholic Primary School Gladstone for his piece 'Trail Blazing' and section two (Year 3 to 6) first place recipient Lyla Rays of Calliope State School for 'Kookaburra Vibes'.

The selected winners and highly commended entries form the annual cultural exchange which sees these young artists' work exhibited in Gladstone's Sister City, Saiki City, Japan.

Precinct hosts Neighbour Day 2023

On 29 March, the barbecue was sizzling as we celebrated Neighbour Day 2023 at the Philip Street Communities and Families Precinct.

Neighbour Day is a Relationships Australia initiative, with this year's theme 'Create Belonging' aligning with the vision the Precinct has for all community members to feel accepted and supported.

The Gladstone Community Neighbourhood Centre, in partnership with Relationships Australia Queensland, Salvation Army and Council's Community Development team collaborated to share information about the support, services and programs that are accessible through the Precinct partners. Approximately 85 residents joined us to enjoy a barbecue lunch and the opportunity to gather and build connections.

This initiative was supported by the Neighbourhood Centre funding from Department of Communities, Housing and Digital Economy.



Enhanced Resilience of our Communities

Through funding awarded by the Queensland Reconstruction Authority Local Recovery and Resilience Grant, following the February-May 2022 rainfall event in the region, Council's Disaster Management Enhanced Resilience Project Officers' program of work has continued to deliver great outcomes for our communities.

Building capacity and promoting resilience within communities in preparation for the disaster season, this program enhances community development and provides social benefits while ensuring residents are well prepared, educated and have a heightened awareness of disaster mitigation.

During the quarter the Disaster Management team and partners delivered:

- A school education program for disaster preparedness reaching approximately 198 students from across the region to share important messages.
- An art display was exhibited at Gladstone Regional Art Gallery and Museum showcasing disaster management preparedness practices.
- Cultural and Linguistically Diverse (CALD) meetings were held in collaboration with Integreat and Stronger Places to create disaster awareness and provide recovery resources to new and vulnerable members of the community; and
- Community First Aid courses were facilitated across the region with 54 participants from Agnes Water, Boyne Valley and Mount Larcom communities receiving training.

Additionally, officers have been in close contact with our communities residing on the region's remote islands and within isolated townships to better understand their individual needs and the appropriate timely methods of communication before, during and after an event.

Officers are currently developing further programs to engage, promote connectivity and increase community contact for later in the year.

Festival of Summer

In its fourth year, the annual Festival of Summer Program offered a week of jam-packed fun and opportunities for our region's youth from 9-13 January.

The program, developed by Council's Community Events team, included 13 individual planned activities hosted throughout the region. Supported by Council's Brand and Communications, Gladstone Regional Art Gallery and Museum, Parks Program Delivery and Gladstone Entertainment Convention Centre teams through various components of the program delivery from ticketing and marketing to venue logistics, it was a collaborative effort to facilitate a fun-filled holiday program for its 207 participants.

A variety of activities and outdoor adventures to thrill such as Fast Karts, fashion, film, photography and creative workshops filled out the Days of Summer program.



The festival finale, Beach Bash, was later held at Millennium Esplanade, Tannum Sands on 20 January closing out the program with families gathering for a chill afternoon of yoga, live music and a variety of beach side food vendors.

Grease Community Musical

The talk of the town in Quarter Three was Grease Lightning. A cast, showcasing the region's creative talents, brought the Gladstone Entertainment Convention Centre (GECC) stage to light with the 2023 Community Musical 'Grease'.

The 31 community member strong cast, supporting crew and band collaborated and tirelessly rehearsed over a five-month period to bring Grease to life under the direction of Jeannine Butler and fellow production crew, including the GECC Theatre Technicians and Production Manager.



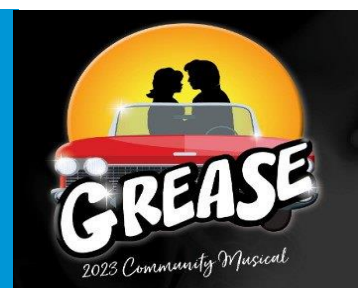
The extended GECC and Brand and Communications teams collaborated to support the cast and crew through the 2023 production, and our wonderful Friends of the Theatre volunteers ushered a record 4847 patrons through the GECC doors throughout all eight shows. This patronage eclipsed the 2021 Community Musical, Legally Blonde, which attracted 2945 people across five shows.

The Community Musical Program facilitates a creative outlet and personal development opportunities for community members to be involved and gain experience in the delivery of a professional production. Council proudly advocates for diversity in arts and cultural programs available to our residents.

Grease Fast Facts

55 community members auditioned
31 successful cast members
21 returning musical members

10 lead roles
32 scheduled rehearsals
Eight shows - six sold out!!



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:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	20%	60%	70%	100%
Actual Progress	20%	36%	52%	

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

Majority of project work is being resourced internally and there is no additional budget allocation.

The Works Delivery Improvement Plan defines the work we need to do over multiple years to improve our processes and systems, making it easier for our people to efficiently deliver core services and value to our ratepayers.

Quarter Three, saw a shift in priorities and addition of work in the Works Delivery Improvement Plan due to better understanding the maintenance workloads on our teams. There was a need to update our Maintenance Strategies that informs workload for a better chance of success in improving our maintenance practices. This saw a movement in the plan for quarter three, however the realignment of work means completion of required milestones by end of June 2023 is back on track. During the period January to March, the following activities progressed:

Asset Information

Asset Data Standards Version 2 has been finalised to include Airport, Waste, Land, Corporate and Community Facilities assets providing visibility and control over all asset information which is essential to future asset information improvement activity. Consolidated asset data will give our teams confidence in the information we are using and contribute towards better investment decisions for our community.

Work is continuing to improve our processes in handing over asset data between developers or external businesses and Council, to make it easier to work with Council. This work is planned to be completed By end of June 2023.

Improving Maintenance

Quarter three has seen a lot of activity in this area including:

- Maintenance strategies are being reviewed to optimise our maintenance activities, balancing deliverability, and affordability, as well as ensuring Council is meeting legislative obligations.

- Tools and other resources are being developed to support our asset management system. Consolidating this information and linking relevant policies and management plans will make accessing this information easier for our people.
- Reviewed and prioritised wastewater backlog of defects to help us ensure our critical wastewater assets provide uninterrupted services for the community.
- Reviewed and updated how road defects are prioritised to ensure defects deemed at a higher priority level (hazardous) are rectified sooner to ensure our road assets are safe for our community.
- A review of changes made to Roads Customer Service Requests (CSRs) is currently being undertaken to make sure the changes have been embedded within the business.

Easy Access to what we Need

Council is working to improve Procure-to-Pay processes, supported by system changes in TechnologyOne, Council's Enterprise Asset Management software. The following activity has been undertaken:

- Workshops across Council provided an opportunity to identify supply chain issues currently impacting our ability to get our work done. Stakeholder feedback is currently be reviewed and actions to be developed.
- The Water Panel Contract Arrangement initiative is progressing with documentation now being finalised and ready to release to market for the engagement of required suppliers for water and wastewater infrastructure maintenance works. This will ensure teams can accesses materials and services when required to provide reliable water services to the community.

Maintenance Costs

The TechnologyOne Work System project team continues to work closely with TechnologyOne consultants to implement a new Chart of Accounts and Ledger and have progressed this initiative to 50 per cent completion. This is an important foundational step prior to migrating asset information into the software platform and seeking to integrate our financial and asset data.

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:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	15%	25%	50%	100%
Actual Progress	15%	25%	50%	

Corporate Plan Link:

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

There is no budget allocation for this initiative. Internally resourced only.

During the quarter, collaboration with the Central Queensland Region of Councils (CQROC) on the Central Queensland Region’s Regional Waste Management Plan has continued. Feedback was provided to ensure the plan provides specific outcomes that inform future service planning and decision-making at a local level.

In parallel, the project team’s focus for the GRC Waste Plan has been on financial projections across the different waste streams including tonnage received, waste levy cost, waste levy rebate, lift rates and GRC fees and charges. The potential impact of the waste levy in future years has been quantified and key levers that can be adjusted to ensure a sustainable waste service have been identified. For example, reduction of waste in a residential wheelie bin to offset the waste levy cost. Several opportunities that may reduce future cost increases to rate payers are being explored. Work is commencing on an approach to educate the community on the behaviours and changes required in every household to support the significant reduction targets we will need to meet as a community to counteract the waste levy impacts.

Development of a draft report detailing industry context, targets, the current state of Council’s waste assets and services, key levers and intervention options is progressing, with key stakeholders currently reviewing the report and two (2) internal information sessions being held to support understanding of the content.



852.14
tonnes of kerbside recycling handled



4140.44
tonnes of kerbside waste sent to landfill



51,952
visits to our landfill and transfer stations

Delivering Value

We work efficiently to deliver value for rates.

CORE SERVICES HIGHLIGHTS

Parks Week

March 4-12 saw the region celebrating Parks Week 2023. Parks Week recognises the vital role parks and open spaces play in creating liveable, thriving communities.

The hard work, knowledge, experience and pride that our Parks Program Delivery and Tondoon Botanic Gardens teams contribute to consistently maintain the region's parks and open spaces to exceptional standards, is something we all enjoy and admire. Residents and visitors from afar all benefit from these great spaces for gatherings, recreation, and relaxation.

The teams are responsible for maintaining:

- 60 playgrounds
- 15 exercise parks
- 7 skate parks
- 3 dog exercise areas
- 2 pump tracks, and
- Our award-winning Tondoon Botanic Gardens.



Four free community events were hosted across the region by the Community Events Team and supported by the Parks Program Delivery and Brand and Communications Teams. Residents were encouraged to take time outdoors in our beautiful region in multiple group yoga sessions and Moonlight Movie events.

Collaboration Benefits for Officers and Animal Owners

Council's annual Animal Inspection Program (AIP) focuses on promoting responsible pet ownership and involves Council Officers checking in with animal owners to ensure that their pet registration remains current.

In recent years, improvements to the way we deliver the program have been put in place. Our data reflects greater consistency in animal registration compliance within communities as the Animal Inspection Program continues to create awareness for animal owners of their responsibilities. During the quarter, Council and community came into contact with 114 registered animals whose chances for successful reuniting were increased due to the visible identification tag.

The opportunity to optimise resources to deliver the program was implemented through partnership of the Local Law and Revenue Services teams. Existing water meter contractors were upskilled and trained to conduct the AIP property inspections, delivering greater value to the community. Our specialised Local Law Officers can continue to remain focused on incoming customer service requests and provide timely responses to customers while the program is in effect.

Further, a technology solution has been implemented creating efficiencies, as it enables officers out in the field to electronically document the number and type of dogs living at the property at inspection time. This information is received in real-time by our administration staff who can cross reference Council's database and initiate any necessary follow up action.

The annual Animal Inspection Program reinforces Council's commitment to informing and educating the community and animal owners about responsible pet ownership and animal registration.

Working to Conditions to Deliver Capital Works Projects

It is important to be vigilant when working in hot environments, and especially so for our outdoor teams who have been delivering our works during soaring temperatures in the summer heat in Quarter Three.

Council's Operations Roads Program Delivery crew continue to progress the extensive capital works road renewal project along Toolooa Street despite being confronted by wet weather challenges and the harsh summer heat. Crews on the ground managed fatigue with rotations for daily and weekend rosters, battling the elements to deliver the project as efficiently as possible.

The safety and wellbeing of our team being our highest priority whilst we continue to deliver safer roads and improved infrastructure for our community.

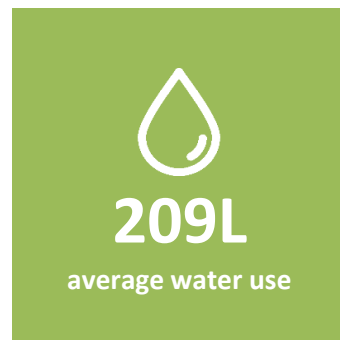
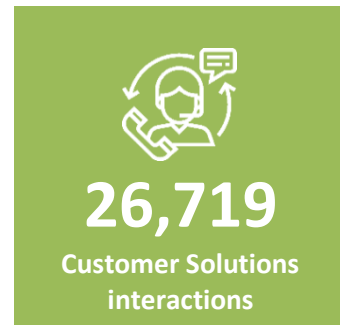
Working Smarter to Reduce the Impact of Critical Asset Replacements

Proactive planning and collaboration between the Asset Planning, Asset Performance & Monitoring, Works Planning and Scheduling, Engineering Asset Solutions Contracts and Procurement, and wider Operations Teams has provided an opportunity to complete two critical projects simultaneously reducing potential impacts and rework.

The Toolooa Street road renewal project and the renewal of a critical sewer rising sewer main asset in the immediate area are being delivered in conjunction, providing greater value and outcomes for the community and motorists.

During the Toolooa Street works, contractors used a technique to insert a sleeve under the road surface that will later enable a new sewer main pipe to be guided under the road surface avoiding potential rework and damage to the new asphalt road seal.


Council's Brand and Communications Team also supporting these projects by keeping our community informed throughout all stages of project delivery contributing to the success of these projects.



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:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	10%	50%	65%	100%
Actual Progress	10%	40%	65%	

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

Budget Allocation: \$30,000
Budget Spent to date: \$100,300

During Quarter Three, draft process maps, forms, templates and internal workflow processes were further defined and are nearing final stages for approval to implement. This work will support proponents doing business with Council by providing a better understanding of how to engage with Council and understand infrastructure requirements within the Gladstone State Development Area.

The project team closely liaised with State Government and industry proponents to understand their future needs. Working with the State Government has been beneficial as the state has referred multiple proponents to Council so we can include their data into the project, resulting in more accurate modelling.

Infrastructure assessment and modelling proceeded through a technical investigation and analysis phase, prior to the project team engaging a specialist consultant to support further infrastructure planning. The team has commenced consulting with other water and sewerage providers in Regional Hydrogen Hubs to discuss similar issues and lessons learnt around provision of infrastructure and financial implications.

The project budget has increased to \$100,300 (excl gst.). This is due to an increase in scope of the technical analysis required, as well as the general increasing cost of engaging consultants at present. The additional funds for this project have been provided through reallocation of cost savings of other projects within the Asset Planning Team.

Resilient Economy

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

CORE SERVICES HIGHLIGHTS

Apprentice and Trainee Intake 2023

In February, Council welcomed 15 new apprentices and trainees to the team in the 2023 intake.

The Learning and Development team along with a welcoming committee consisting of Mayor Burnett, Councillors and the Executive Leadership Team facilitated a group onboarding session at the Boyne Tannum Community Centre, inducting our newest colleagues into the Council Team. The annual Apprentice and Trainee program provides great opportunities for community members to join the workforce, and amid the current skills shortage the nation faces, this contributes to growing our region's own skilled workforce, supporting our economy.

The 15 apprentices and trainees are placed in the following fields:

- Certificate III Business Administration - 11 roles
- Certificate III Parks and Gardens
- Certificate III Plumbing
- Certificate III ICT
- Certificate III Events.

Our new recruits will fill roles at locations across the region including Benaraby, Calliope and Gladstone. Council's 2023 apprentice and trainee intake has been assisted by the First Start Program under the Queensland Government's Skilling Queensland for Work Initiative.



[▶ Apprentice and Trainee Intake 2023](#)

Options are endless in the Autumn Events Guide

Council's 2023 Autumn Events Guide was launched this quarter featuring our destination event, Easter in Gladstone, on the front cover. The booklet showcases the vibrant calendar of events, entertainment and programs on offer for residents and visitors to enjoy.

This edition featured 108 events and activities taking place between 1 March – 31 May, delivered by teams from Gladstone Entertainment Convention Centre, Community Events, Gladstone Regional Art Gallery and Museum, Gladstone Regional Libraries, Tondoon Botanic Gardens and Philip Street Communities and Families Precinct and supported by the Brand and Communications team to produce the guide for our community.

The Event Guides are produced every quarter with hard copies available at all Council facilities and Council offices, as well as the Gladstone Train Station, Gladstone Airport, selected cafés, Gladstone Aquatic Centre and Gladstone Area Promotion and Development Limited Regional Visitor Information Centres.

View the [Digital Autumn Events Guide](#)

Watch [▶ Autumn Event Guide Promo Video](#)



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:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	10%	40%	70%	100%
Actual Progress	10%	25%	66%	

Corporate Plan Link:

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

Budget Allocation: \$85,000
Budget Spent to date: \$60,500

Council's Culture Action Plan ensures we are looking after our people, so they look after you. We are making progress towards Council's ideal constructive culture which will ensure an engaged, efficient and productive workforce is delivering for our community.

Progress of the five Culture Action Plan Initiatives has improved significantly during the period with only one of the five Working Groups (WGs) reporting below target. The Project Sponsor has so far met with three of the five WGs leading to reset parameters and deliverables for the year. The Culture Steering Group has commenced planning for the deliverables of the Culture Action Plan for the upcoming year's activities and considering lessons learnt from resourcing and delivery of the 22/23 initiatives.

During the reporting period, the Working Groups have delivered the following:

Clarifying our Mission WG

A video of employee "why" statements was released, and a communication plan created to share messaging about why we are here and what makes Council a great place to work. Focus has now shifted to developing material for team level engagement on a 'Stop, Start, Keep' exercise for the business with the goal to create clear messages on what behaviours we aspire to.

Building Constructive Leaders WG

Team Leaders from across the business were engaged to conduct discovery work identifying barriers to achievement. The group is now progressing with identifying current projects and ongoing programs are under investigation or planned across the business, which will address these concerns and determine the preferred method to communicate learnings back to the Team Leader group.

The GRC Leader Certificate Program has been implemented within the business. The program supports individual growth and is delivered via a series of coaching, training and personal development assessments. A cohort of 15 leaders was introduced to the certificate training program in a session in March and will complete the program by the end of June 2023. The Leader Certificate Program aligns to the principles of the business's Leadership Capability Framework introduced in April 2022.

Celebrating our Achievements WG

This group transitioned through a change in membership and with support of the Project Sponsor has redefined the deliverables for the 22/23 year. The group kicked off 2023 developing and promoting '23 ways to celebrate achievement in 2023' as a resource for leaders and team members to support 'in the moment' recognition of colleagues and teams. Currently, they are liaising with relevant stakeholders to produce, distribute and promote access to thank-you cards as a tool to support peer to peer recognition. The team is investigating and developing a one-stop-shop platform for access to tools, templates and links to existing reward and recognition initiatives and programs across the business.

Making Change Stick WG

This group has developed and consulted with stakeholders on Project Management and Change Management matrices and an overarching Change Management Framework (CMF) for the business. The matrices identify methods and steps within the business's existing Project Management Framework (PMF) for incorporating change management, so our people understand, feel engaged and supported during and beyond transition periods. The working group is engaging with internal stakeholders to discuss custodianship of the framework beyond the WG initiative and developing an approach to communicating and embedding it within the business.

Ensuring we are Constructive WG

The group planned and scheduled the delivery of a Pulse Survey of the business. Liaising with the Making Change Stick WG and the Culture Steering Group to explore and refine their approach, a pulse survey was communicated and deployed to the business throughout March. The purpose of the survey was to measure and understand the impacts the Culture Action Plan and other culture initiatives have had on our people since its introduction and to identify if there has been a shift towards our ideal constructive culture in that time. The Pulse survey returned a 72 per cent response rate. The group will now analyse data and communicate the results with all employees.

Our People

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

CORE SERVICES HIGHLIGHTS

Celebrating Brent's 38 years of dedication

Council was proud to recognise Brent Braddick, Curator for Tondoon Botanic Gardens, for his dedication and commitment to Council and the community over nearly four decades of service.

Beginning in 1985, Brent worked in several roles including Ganger at Tondoon Botanic Gardens, Horticultural Foreman and Technical Officer for Parks before stepping into Curator for Tondoon Botanic Gardens, a role he proudly held for 18 years.

Brent's knowledge and experience was integral in the development of the Tondoon Botanic Gardens, where Brent lived on-site with his family for 34 years. Council wishes Brent all the best for his retirement and is thankful for his service and contribution.

Rehabilitation Opportunity for Returned Worker

Recently, a field-based worker from Council's Operations Team who had injured himself, expressed an interest in returning to work on light duties appropriate to his physical capacity.

Through consultation with the business, the Health Safety and Wellbeing Team was able to identify a suitable task that would see the worker supported through his recovery journey. He was placed with the Asset Governance Team to validate assets and collect key asset information to update the asset register and mapping.

The opportunity provided an all-round positive outcome for the worker to return to work safely and build new skills and knowledge. He was able to support the business to improve our asset information to better understand the status of our assets for long term planning.

Our people are the core of Council, and we are proud to support return to work where possible, keeping the wellbeing of our employees front of mind.



Skin Cancer Checks for our People

Research tells us Australia has the highest rate of skin cancer in the world, with two in three Australians developing skin cancer before they're 70 years old.

Council is committed to doing their bit to improve these alarming statistics and, for the first time, rolled out free skin cancer checks, in conjunction with Spotscreen. Our Workplace Health and Safety representatives were a driving force behind launching this first ever initiative, which saw staff able to access free appointments at Council offices and depots with a specialised certified practitioner conducting a comprehensive skin assessment.

Two hundred and seventy-one staff accessed the free service, resulting in 61 referrals to a GP or skin clinic. Council is committed to continuing to offer this important and potentially lifesaving service to its people annually.

Understanding our Culture Journey

Our Culture Journey began in May 2021, as the business dived in to understand our current workplace culture and behaviours, and to identify ways to improve our organisational culture and how this in turn impacts organisational performance.

A measure of the business's current feelings towards our culture and how we work together in late 2021 has resulted in significant work since, to understand culture at both team and business unit levels through conversations, workshops and coaching.

The Culture Action Plan was developed and five working groups were stood up and tasked to each of the Culture Action Plan initiatives to investigate, produce and implement new strategies, tools and resources with a target to shift the businesses culture towards our ideal constructive and humanistic encouraging culture. The Ensuring we are Constructive Working Group recently conducted a pulse survey to measure how things are going on our Culture Journey.

A random sample of 310 employees received a link to a short 24 question survey developed to understand the current status of our culture. These results will be analysed in quarter four and will inform if the priorities of the Culture Action Plan initiatives proposed for 2023/24 should remain or be adapted, as well as influencing other planned work.

An improved organisation culture positively impacts our people's job satisfaction and the organisation's overall performance, resulting in greater value to our community through core service program delivery.

LCF Training

Our Leadership Capability Framework (LCF) exists for all employees, regardless of role, classification or whether a formal responsibility to lead others exists. It creates a shared vision and a clear identity of what a great leader looks like here at Gladstone Regional Council. The LCF aligns with our Corporate and Operational Plans as well as the business's desire for a constructive culture.

LCF training sessions were facilitated by the Learning and Development Team during March and focused on creating self-awareness of personal and peer emotions in the workplace among leaders and team members. Training provided an opportunity to develop personal coping skills to adverse circumstances and employing strategies for problematic situations.

The three courses offered during the period included:


- Strengthening Emotional Intelligence - to Lead from the Inside Out
- Strengthening Resilience to Support Emotional Wellbeing and Flexibility with change (incorporating mindfulness)
- Leading Conversations

The training outcomes guided by the Leadership Capability Framework set each participant up for success on an individual level, all the way up to an organisational level while supporting our organisational desire to create a constructive culture. Further training is planned in quarter four.

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:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	75%	80%	90%	100%
Actual Progress	75%	80%	90%	

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

There is no budget allocation for this initiative. Internally resourced only.

The Enabling Financial Sustainability Findings and Opportunities report identified varying opportunities. Three significant activities were recognised that will deliver returns that strengthen the financial sustainability of Council service provisions - contract management, project management and revenue and commercial opportunities.

Priority tasks have been identified and work is progressing with stakeholders to identify and develop timeframes to implement changes and improvements that will deliver financially sustainable outcomes.

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OPERATIONAL PLAN PROGRESS



Records Management

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

Progress and accomplishments:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	10%	30%	70%	100%
Actual Progress	10%	30%	65%	

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

Budget Allocation: \$10,000

Budget Spent to date: \$0

Appropriate recordkeeping supports good decision making, effective business practice and improves accountability and efficiency. It is the cornerstone of good governance and supports Council to meet its objectives legally, ethically and responsibly.

During the quarter, this initiative has progressed as planned and within budget. The project team has progressed and finalised the following three deliverables during the reporting period:

- A comprehensive review of our recordkeeping framework and systems, including gap analysis with legislative requirements and best practice.
- A three-year costed plan for prioritised actions and continuous improvement initiatives in recordkeeping was developed
- A Recordkeeping Advocacy Group was established to assist peers with using approved recordkeeping business systems, sharing knowledge and encouraging others to improve recordkeeping practices.

The new draft Records Management Corporate Standard is progressing through its consultation stages. The standard defines benefits of recordkeeping and employee responsibilities and is in line with the journey the business is on to reduce and streamline our document management to improve accessibility and understanding by our people and the community.

Further work is progressing on the planning and testing and are continuing for the implementation of RedOffice software and user training. RedOffice is a Microsoft tool that will enable officers to efficiently meet their recordkeeping obligations.

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OPERATIONAL PLAN PROGRESS



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:

	Q1	Q2	Q3	Q4
Progress Status	●	●	●	
Target Progress	50%	50%	75%	100%
Actual Progress	5%	50%	80%	

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

Budget Allocation: \$5,000
Budget Spent to date: \$0

The Reconciliation Action Plan (RAP) initiative pivoted during Quarter One following direction from Reconciliation Australia to produce a second *Innovate* RAP for the business. By investing in a second *Innovate* RAP, Council further strengthens the foundations and relationships required to ensure success in our region’s reconciliation journey.

The draft *Innovate* Reconciliation Action Plan (RAP) deliverables were submitted to Reconciliation (RA) on the 27 February 2023 for conditional endorsement. During this process, we should expect a minimum of two to three rounds of feedback with a standard time frame of three to four weeks per review. As at the 31 March, the project team had not received feedback from Reconciliation Australia.

In parallel, community consultation is now completely facilitated through the RAP Reference Group, and the Lead has been compiling opening material for the *Innovate* RAP. A decision has been reached to design the plan internally.

Accountable Council

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

CORE SERVICES HIGHLIGHTS

First Cultural Burn Undertaken

A milestone for the Cultural Burn Program was reached during the quarter with Council's First Nations Fire Officer collaborating with several stakeholders to conduct the first cultural burn since introduction of the program.

Using traditional land management practices and continuing to build our relationships with First Nations people, the burn was undertaken on a 24-hectare allotment located in West Gladstone in the vicinity of the Philip Street Communities and Families Precinct. It was done in partnership with Gidarjil Development Corporation, Skilling Queenslanders for Work Program, Rural Fire Brigades and internal stakeholders.

The objective of the burn was to attempt to return country to pre-colonial health and reduce the possibility and occurrence of hot wildfires by providing balance to the rich fuel of the native eucalypt area. Officers will now monitor and measure changes over time using contemporary flora and fauna monitoring techniques.

Further burns are being planned in collaboration with our stakeholders, who are supported by the sharing of knowledge and learnings to ensure we are responsibly managing Country.



Improved Safety for Isolated Lone Workers

It is of the utmost importance that our people return home safely to their families every day, specifically our on-call teams responding to late night and weekend emergency maintenance, and those working in remote areas of the region.

The introduction of a tool called SHESQY or Safety, Health, Environment, Quality, Security App, enables us to visualise an employee's position in real-time, when working in isolation and supports workers with access to duress alarms, periodic check-ins and hazard reporting to mention a few benefits.

Our field-based employees were introduced to and provided training on how to navigate the app in multiple sessions with the support of our Health Safety & Wellbeing, Customer Solutions and Information Communication and Technology Teams. They now have peace of mind that their safety and wellbeing is a priority.

Environmental Assessment Tool Improved

The Environment and Conservation Team has invested time to revise and launch the improved Environment and Land Checklist within the Investment Decision Framework (IDF) during the quarter.

The checklist has now been automated by the Environmental Desktop Assessment Tool (EDAT) to assist in the identification of environmental and cultural heritage triggers.

The tool facilitates the proactive identification of efficiencies and environmental risks and controls during capital project planning phases and allows for consistency in the assessment of environmental and cultural heritage impacts of our projects.

Consideration of risk and appropriate contingencies during the initial planning phase ensures environmental requirements can be met effectively and provides accuracy in improved budgeting and scheduling of capital projects. Council is committed to responsibly managing the impact of our operational works on our unique environment and cultural heritage.

Bororen Tree Recovery

During Quarter Three, our Parks Program Delivery team worked to save a fig tree at Bororen after it was uprooted following a severe weather event in December 2022.

The damaged fig tree (*Ficus benjamina*) is iconic in the Bororen community, dating back several generations. The Parks Program Delivery team worked alongside a specialised arborist to assess the viability of saving the tree and considered many options for the safest and most sustainable recovery approach. Advanced arboriculture techniques, including weight and structure pruning, were carried out to successfully stand up the historic tree.

For Council, it was a great opportunity to help save an iconic tree for the Bororen community, providing the best possible outcome for the tree for future generations to enjoy.


The Parks Delivery Program team will periodically monitor the tree over the coming years, as the significant trauma of the event has resulted in a long-term recovery process.

Watch  [Bororen Fig Tree Recovery](#)




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 – Not met.
Quarter 3 Progress Summary		
<p>During Quarter Three, the initiative was progressed with support of the Business Improvement team who conducted a thorough statistical data analysis to ensure accuracy and reliability of information that forms the basis of each community profile.</p> <p>A supported plan is in place that will ensure delivery of all community profiles within Quarter Four.</p>		

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 3 Progress Summary		
<p>The project team has progressed with engaging with nine prioritised high-risk sites to provide initial information pertaining to the requirement to implement BackflowID devices to ensure our drinking water is safe. Training with Amtac (device provider) to demonstrate the installation of the devices was completed and the team is now engaging with stakeholders to set up their Backflow ID accounts, download the app and implement backflow devices at these sites. Recruitment continues in parallel.</p>		



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