



 **GLADSTONE**
REGIONAL COUNCIL

2022/23

Operational Plan

Quarter Four - Final 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 the Gladstone Regional Council (GRC) *2022/23 Operational Plan* Quarter Four Report.

This is the final report of the 2022/23 year, ending 30 June 2023 which summarises the progress of the initiatives at end of year and includes accomplishments from initiatives and core services achieved from April to June 2023.

This report is presented for consideration by Council at its General Meeting on 15 August 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 five goals of the *Corporate Plan 2021-26*, 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.





Council's theme for 2022/23 is 'Proudly GRC'. This theme sets a purposeful focus on supporting our people to deliver quality services for the Gladstone Region and making Council a place that our people enjoy walking into every day, where we can be proud of what we do.

This approach aligns directly with one of our five Corporate Plan goals, *Our People* - we look after our people, so they look after you, our community. Throughout this document you will see where initiatives and services align to this theme and our Corporate Goals.

#ProudlyGRC



Strategic Planning Framework

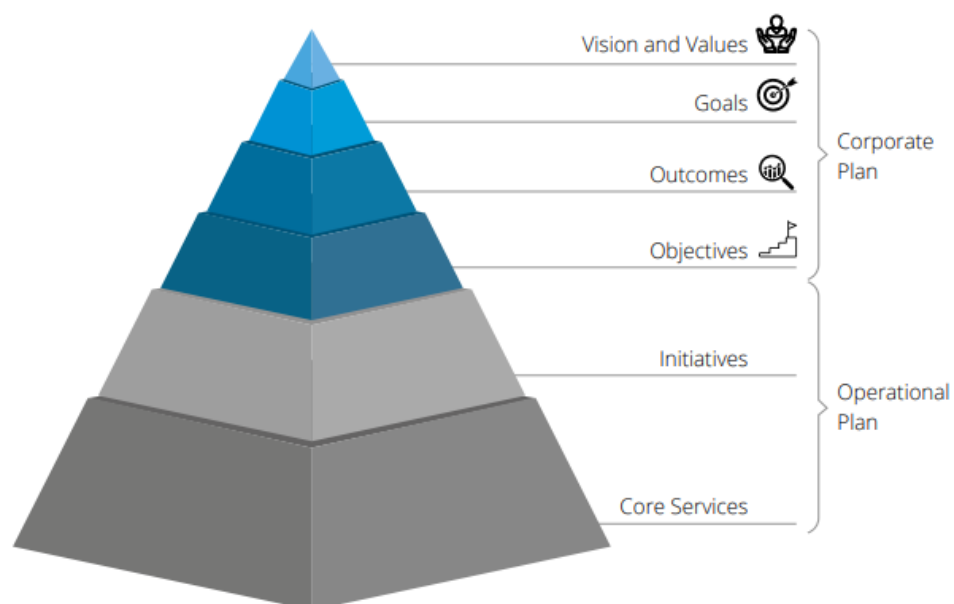
Council’s Strategic Planning Framework presents a systematic and continuous process for supporting strategic direction. The framework ensures that strategies and financial resources are aligned to achieve Council’s corporate vision to Connect. Innovate. Diversify. It includes long medium and short-term 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

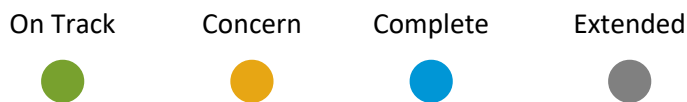
Goal 1. CONNECTING COMMUNITIES	Goal 2. DELIVERING VALUE	Goal 3. RESILIENT ECONOMY	Goal 4. OUR PEOPLE	Goal 5. ACCOUNTABLE COUNCIL
Brand and Communications Community Events Community Facility Maintenance Customer Solutions Development Services Engagement and Partnerships Gladstone Regional Art Gallery 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

Initiatives are key pieces of work we need to deliver to enable growth and prosperity for our business and region. While they are a focus, our core services are essential in delivering for our community and remain the priority for many of our people.

Quarterly reports enable ongoing tracking of our Operational Plan initiatives and an understanding of our overall performance towards our Operational Plan. 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*.

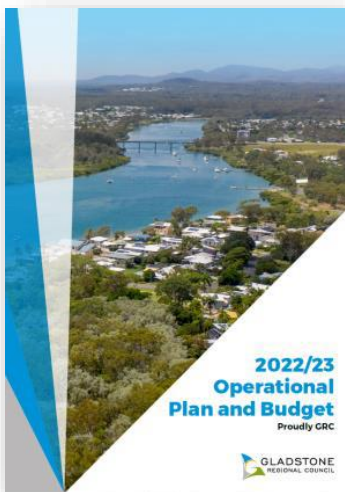
Performance is reported with an overall health coloured traffic light.



- 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. Per cent progress and overall health work together to highlight how the initiative is tracking over the quarter and the year.

End of Financial Year Performance Summary



This year's Operational Plan includes eight (8) initiatives across all five of our goals outlined in the Corporate Plan 2021-26.

We are proud to share that at 30 June 2023, all initiatives in our Operational Plan were delivered in full.

100%
progressed

8 / 8
Initiatives
delivered

50
core services
kept us moving

This year we also completed four (4) initiatives from the 2021/22 *Operational Plan* that were extended into this year to ensure best value outcomes for our community. Completing these projects puts us back on track in to deliver our *Corporate Plan 2021-26*.

Corporate Plan 2021-26

✓ 2021/22
Operational Plan

✓ 2022/23
Operational Plan

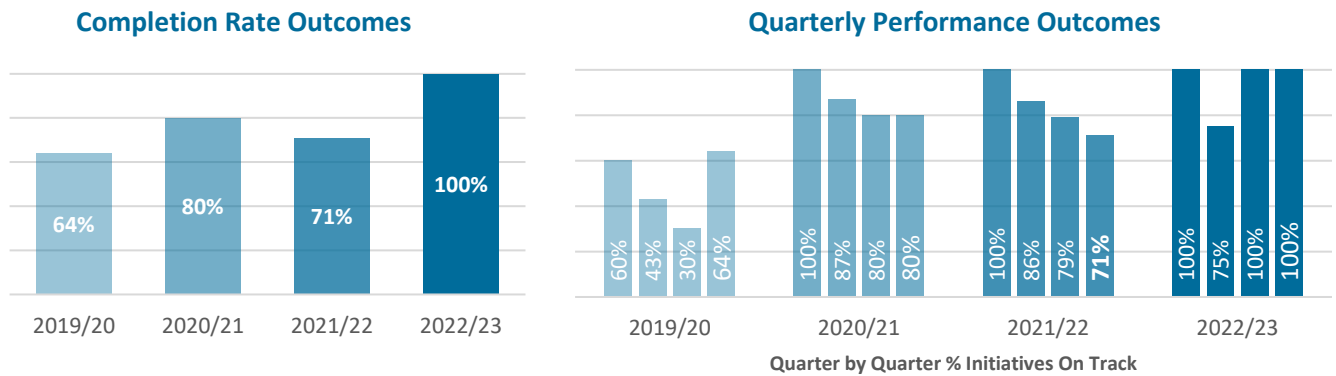
2023/24
Operational Plan

2024/25
Operational Plan

2025/26
Operational Plan

Year on Year Progress Trends

Over the last few years, we have been purposefully improving our approach to prioritising work and building capability in our people to better plan and deliver our Operational Plans. It is great to see a return on this effort with increasing completion rates and sustained positive performance each quarter for our initiatives.



This year our Operational Plan was 100 per cent delivered for the first time in 10 years. This achievement reflects our improving project management capability and is a testament to the successful implementation of our project management framework. This is also a testament to the enthusiasm and dedication of our Leads and our maturing approach to business partnership and cross-functional collaboration.

2022/23 Trends

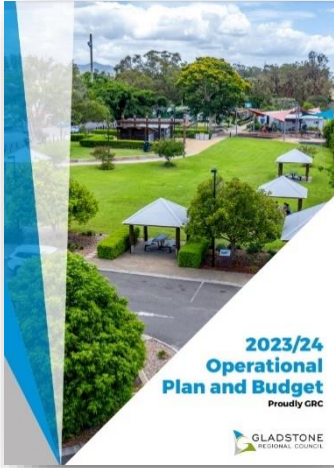
Our Challenges


Council has not been immune to the ever-increasing costs of goods and services as inflation has been impacting our nation. This has inevitably caused increases to our expenses for replacing, maintaining, and repairing our \$3.3 billion worth of assets. This pressure has most noticeably impacted water, waste, and sewerage assets. Supply chain disruptions have also created challenges for our business; however, our people have been working hard so that the way we procure and plan work, minimises the potential for material shortages. Industry wide high turnover rates also continued to impact Council operations this year. In September, our turnover rate peaked at 11.2 per cent and by June had decreased to 8.3 per cent. While vacancies have created challenges for us over the year, our resilient workforce have continued to deliver value for our region. We recognise each employee’s experience at work is different and we will continue to work to understand this as part of our Culture Journey.

Our Successes

Through the delivery of our core services and all eight of our *2022/23 Operational Plan* Initiatives, we are proud to have made significant impact in addressing our corporate risks and progressing our Corporate Plan. We are also proud to share that we successfully sourced over \$29 million of funding, reducing our reliance on ratepayer revenue. This year we’ve seen an overall positive shift in our culture, as our people have banded together to continue building a more constructive workplace. In May, this positive shift was confirmed as our Culture Pulse Survey showed improvements across all measures. Closing out the 2022/23 year, our Lost Time Injury Frequency Rate (LTIFR) sits at 5.26, a 33 per cent decrease from last year’s rate of 7.86. We look forward to delivering improvements throughout this next year to continue to reduce this rate and make sure our people to return home safely. As part of keeping our people, business, and community cyber safe this year, we delivered training and programs to give our people the tools to protect our business, while our firewall blocked over 8.4 million cyber security threats.

Looking Forward



 [2023/24 Operational Plan](#)

Our next Operational Plan

On 20 June 2023, Council adopted the *2023/24 Operational Plan*.

This plan reflects Council’s commitment to delivering for the community with nine (9) initiatives, 50 core services and an overall budget of \$333.3 million to enable us to deliver for our region. This budget is backed by a \$68.6 million Capital Works program and considers the measures that need to be taken now to preserve sustainability as a local government into the future.

Our *2023/24 Operational Plan* continues our ‘Proudly GRC’ theme, meaning that we will continue to focus on supporting our people to deliver quality services for the Gladstone Region and make Council a place that our people enjoy walking into every day; where we can be proud of what we do, as we deliver for our community.

See the video linked to the left, for more information.

Our 2023/24 Initiatives include:

- Disability, Access, and Inclusion Action Plan
- Social Infrastructure Strategic Plan Review and Update
- Planning Scheme Review
- Works Delivery (multi-year)
- Community Waste Education
- Future of Fleet
- Creating Constructive Culture (multi-year)
- Psychosocial Safety
- Information Management

Changes to Quarterly Performance Reports

In 2023/24, we are improving our processes to monitor and report on initiatives. Our people are in the process of updating our approach to setting targets, monitoring progress and reporting on our performance. This change will make it easier for our people, allow us to produce reports that are easier to understand and offer greater transparency into how we are progressing our Operational Plan each quarter.



 [Council Plans & Reports](#)



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%	100%

* 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.

We are excited to share the completion of community snapshots for our region which will strengthen the way we deliver our services.

We now have Community Profiles for the following nine areas in our region:

- Agnes Water and 1770
- Baffle Creek, Deepwater, and Rules Beach
- Benaraby
- Boyne Island and Tannum Sands
- Boyne Valley
- Calliope
- Gladstone
- Mount Larcom
- New Auckland



The Community Profiles combine information from ten years of Census data, as well as data sourced from Gladstone Region Engaging in Action Together and Council. These profiles will support us to understand the needs of our communities and customers, enhance the way we deliver our services and plan for the future. The Community Profiles are also a great tool for future residents of our beautiful region.

These Community Profiles provide us with rich context about our local communities and will enable more ease in making decisions that are tailored to the needs of local areas. They also allow us to build a greater understanding of our communities, so we may form stronger and more meaningful connections.

The Community Profiles are available on Council’s website, and showcase a range of information including age, socioeconomics, housing, religion, household structures, community assets and much more. There is also a community snapshot for each area for a great one-page summary.

www.gladstone.qld.gov.au/demographics

Connecting Communities

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

CORE SERVICE HIGHLIGHTS (continued)

Conversations Platform

Over the 2022/23-year, Council's Conversations Platform had 35 active projects and 38,485 site visits. You can sign up to our Conversations newsletter, to stay up to date and have your say at

conversations.gladstone.qld.gov.au/login

Sport and Active Living Expo

Our Community Partnerships team hosted the Sport and Active Living Expo at the Philip Street Communities and Families Precinct on 11 June 2023. The event celebrated active lifestyles with 30 local groups and businesses showcasing their services.

The event gave our community the opportunity to learn about programs that promote positive physical and mental wellbeing, healthy lifestyles, and social connection. The amphitheatre stage came to life with performances from Gladstone Salsa, Seniors Gentle Gymnastics, Imogene's Movement, Massage and Yoga and a presentation from local Special Olympics athlete and champion, Ruby Lawler, on the Inclusion Revolution. The day also featured guest sports star, Darius Boyd, who spoke on the positive impact sport can have on mental wellbeing. A free sausage size was cooked by precinct partner, the Salvation Army and the day saw approximately 1,000 community members in attendance.

Events like this support us in our pursuit of connecting communities, with opportunities for placemaking, connection building all the while promoting health, happiness, and wellbeing within our community.

Events across the Gladstone Region

Council's Arts and Entertainment Team facilitated and supported the delivery of a major range of events this quarter as detailed in our Autumn Events Guide. Check out our Winter Events Guide to see what's upcoming near you.

[Winter Events Guide](#)

[Our Autumn Events Highlights](#)



234,990

visitors to regional
libraries in 2022/23
(215,382 in 2021/22)



1.05M

total social media
interactions in 2022/23
(779,725 in 2021/22)



38,485

visits to *Conversations*
in 2022/23
(online engagement hub)
(34,413 in 2021/22)



918,470

website page
views
(917,461 in 2021/22)

Connecting Communities

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

CORE SERVICE HIGHLIGHTS

Ecofest 2023

Central Queensland's largest environmental awareness event, Ecofest, was held on 4 June 2023 with a crowd of more than 6,000 people. Ecofest received sponsorship from six (6) major local industry organisations and involved 19 local not-for-profit groups, four (4) local businesses and 15 additional local stallholders. This event is brought to the community through a collaborative effort from Council's Arts and Entertainment, Tondoon Botanic Gardens (TBG), Brand and Communications, Environment and Conservation, Environmental Health and Biosecurity and Parks Program Delivery teams, and is further supported by wonderful volunteers from across our region. We are proud to deliver this event each year and progress our Corporate Plan commitment to promote our region's appeal, increase visitation to our region and offer one-of-a-kind experiences for our community.

2023 Santos GLNG Mayor's Charity Ball

The seventh biennial Mayor's Charity Ball was held on Saturday, May 27, 2023. The sell-out event raised \$123,517.42 for three local beneficiaries. This means that [Gladstone Animal Rescue Group](#), [Quoin Island Turtle Rehabilitation Centre](#) and [Zonta Club of Gladstone](#) will each receive approximately \$41,000 to continue the great work they do for our community. This event was made possible by efforts of the Mayor's Ball Committee, Council volunteers and Arts and Entertainment team. We acknowledge the generosity of the community and sponsors, especially Santos GLNG who have had a long association with the Mayor's Charity Ball. This event brings the community together to experience a gala evening of food, wine, music and dancing, all the while fundraising for local charities.

Round One of Regional Arts Development Fund

The Regional Arts Development Fund (RADF) and the funding partnership offered by Arts Queensland is an important component of arts and culture development in the Gladstone Region. It also allows us to support delivery of programs and services that are designed to strengthen our region and engage communities to build connections and promote health, happiness and wellbeing. This year, our Gladstone Regional Art Gallery and Museum (GRAGM) received a great range of high-quality applications that demonstrated alignment to the RADF priorities.

We received 14 applications as part of Round One of RADF and were able to endorse 10 projects for funding for the following applicants:

- Gladstone Performing Arts Company
- Boyne Tannum Men's Shed
- The Outback Mind Foundation
- Huglin Family Trust
- Katrina Elliott
- Cosmos Arts for Health Inc
- Janenne Suter
- Turkey Beach Progress Association
- Boyne Tannum Arts Business and Community Association Inc
- Gladstone Independent Schools Musical Association

Empowering Community Leaders

Council's Community Partnerships team collaborated with BlueWren Connections and GRT (Gladstone Region Engaging in Action Together) to deliver five free one-day *Emerging Leaders Workshops* to our community. These sessions kicked off in March, with the final workshop held in May, 2023. A total of 50 community members joined the workshops which were hosted by BlueWren. These sessions aimed to strengthen the skills of our community and improve partnerships between industry, government, and community.



**eco
FEST**

Thank you to our sponsors



QGC



50
1973-2023



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%	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

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

The Works Delivery Improvement Plan (WDIP) 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. The overall goal is to ensure our assets are available, in an acceptable condition and meeting the expectations of our community.

This year we focused on delivering foundational work that is critical to enabling on the ground changes throughout 2023/24 and 2024/25 and that will enable us to reach the overall benefit of the program.

During quarter four, we made an active decision to shift priorities and realign activities within the WDIP. Taking a holistic view of the program, it was agreed that some work needed to be postponed and some work needed to be added to ensure we set ourselves up for success in 2023/24. The new work included Maintenance Strategies, Water Panel Contract Arrangement, review of organisation structure for maintenance and transition planning and scoping of work to ensure maintenance work is done safely. Work that was postponed included finalising detailed documentation for the Maintenance Management Framework, activities for our procure to pay work, and improvements to our enterprise software, TechnologyOne. See more highlights from our achievements this year below:

Asset Information

- We are ready to begin data cleansing activities and updating our asset register with our finalised Asset Data Standards and processes for updating our asset information. Data cleansing must be finalised before we can transition to our centralised asset register which is anticipated by December 2024.

Improving Maintenance

- This year we have established a clear direction for our Maintenance Strategy which includes support for our people to balance preventative, corrective, and reactive work for our wastewater and water services.

- We are working towards improving our organisation structure to support delivery of maintenance work.
- Awareness and acceptance of our improved high level maintenance work management processes have improved, and further work is planned for 2023/24 to develop the detail and implement these processes.
- We have streamlined our process for approving maintenance work, with implementation planned for 2023/24.
- We now have a dedicated internal information source for our people to support understanding of our Asset Management System (including the maintenance framework).
- We have identified a backlog of defects for wastewater and community facilities assets and have secured budget to repair these defects in 2023/24. This work will be undertaken by our teams in partnership with the Works Delivery Program.
- An Intervention Levels and Maintenance Guideline for Roads and Drainage has been developed to ensure defects are triaged and actioned appropriately. This guideline will be rolled out by the Works Delivery Program in 2023/24.
- We are continuing to refine our Computerised Maintenance Management System (CMMS) with our Parks and Fleet teams as we prepare for rollout to the wider organisation in the coming years.

Easy Access

- We have documented material and service requirements for wastewater and water services and set up a contracting approach that makes it easier for our people to source what they need to do their work.
- We have a clear plan to implement the new Contracts module and upgrade the Supply Chain and Accounts Payable module in TechnologyOne to ensure our people can easily access materials and services to do their work and our suppliers are paid appropriately.

Maintenance Costs

- We have updated the TechnologyOne Finance system, enabling us to better capture data on maintenance costs and information, that can be used to inform future decisions.

Safety (added stream of work)

- We have identified the need for a safety stream of work as part of the WDIP and begun scoping work for 2023/24.



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%	100%

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.

The Gladstone Region Waste Plan was finalised in June 2023 marking completion of the initiative. The plan details industry context, targets, the current state of Council’s waste assets and services, key levers, and intervention options. This plan enables an informed understanding of the needs of our community and sets the direction for the future of sustainable waste management for our business.

Over the last few months, we continued to collaborate with Central Queensland Region of Councils (CQROC) to finalise the Central Queensland Regional Waste Management Plan. This plan sets a strategic direction for future service planning and decision-making at a local level across Central Queensland. This plan also offers insight into Central Queensland’s overall and localised needs, which the State Government requires to be able to make informed decisions about funding allocations. This plan has now been endorsed by Council as well as CQROC and will drive continued regional collaboration.

Actions from the Gladstone Region Waste Plan will feed into day-to-day operations for our people, as we continue sustainable waste management for our region. The *2023/24 Operational Plan* also captures a piece of this work, through the Community Waste Education Initiative. This Initiative aims to deliver community education to support behavioural change regarding waste habits, to reduce contamination, positively impact climate change, and extend landfill life.

Delivering Value

We work efficiently to deliver value for rates.

CORE SERVICES HIGHLIGHTS (Continued)

Reorganising for Maintenance

In March 2023, the Reorganising for Maintenance project was announced. This Executive led project acknowledges feedback from our people about how our structure could be better organised to support our teams in planning and executing our work, as well as end-to-end project management.

The project proposes several role movements and changes to team structures to better align our work. Consultation with employees has begun to ensure that the changes effectively resolve the concerns and challenges they are facing. We promised that we would make it easier for our people to deliver maintenance and it is important that we deliver on that promise.

Council also made promises to our community that we would provide meaningful, efficient, and effective solutions when issues are shared with us. We look forward to implementing the proposed changes in 2023, to better position the business to deliver value for our community while looking after our people.

Recyclable Waste

In 2022/23 we collected over 19,500 tonnes of kerbside waste and just 17.6 per cent of that was recyclable. We're looking forward to delivering the Community Waste Education Initiative as part of our 2023/24 Operational Plan, to support our community in building more sustainable waste habits. Find out more about this initiative in the 2023/24 Operational Plan online at

www.gladstone.qld.gov.au/plans-reports

Visits to the landfill and transfer stations

Do you find yourself heading to the dump more often in the warmer months? You're not alone. About 90 extra visits a day are made to Council's landfill and transfer stations between October and March. That's approximately 8,000 extra visitors per quarter. Visits to dispose of green waste also increase over this time. For example, in January, we had twice as many (7,011) visits to dispose of green waste compared to July (3,579). Our landfill and transfer stations play an important role in keeping our communities clean and enabling our communities to safely and effectively, manage their waste.

Refurbishment of Story Garden Park Mt Larcom

In April, Council's Parks team refurbished Story Garden Park in Mt Larcom. The refurbishment was planned and delivered by Dean, Leigh, Matthew, and Zach who also designed, built, and installed the new fencing. The team commented on the satisfaction of being able to invest in the community. They also enjoyed the opportunity to work on this project, which offered work that's different to their typical day to day maintenance. This park offers a solemn place for remembrance and commemoration of those who have fought, and those who continue to fight to protect our nation. Next time you are driving through Mt Larcom, take an extra few minutes to leave the highway and take a look at this lovely park.



3,449.44

tonnes of kerbside recycling handled in 2022/23



19,588.2

tonnes of kerbside waste sent to landfill in 2022/23



200,344

visits to our landfill and transfer stations in 2022/23

Delivering Value

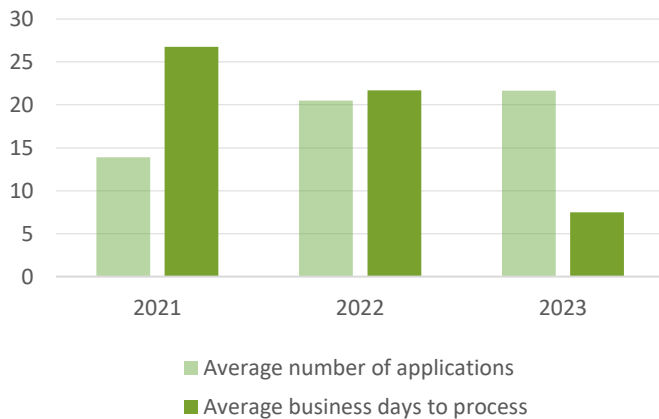
We work efficiently to deliver value for rates.

CORE SERVICES HIGHLIGHTS (Continued)

Improving our Low-Risk Development Application Process

Over the last six months, the Development Services team have been able to see the benefits of an improvement that was implemented in September, which makes our Low-Risk Development Application process more efficient. The below graphs show the increasing number of low-risk development applications we are receiving each year in comparison to the reducing number of business days we take to process them.


Since 2021 we have seen a 58 per cent increase in the average number of low-risk development applications we received each month and a 70 per cent decrease in the average number of business days it takes us to process them.



Graph 1: Average number of applications received compared to average process time

We received industry feedback that smaller low risk applications were being bogged down in workload of larger applications. Resourcing and recruitment issues were impacting our work, so we reviewed and improved our approach to handling these applications. By leveraging the strengths of people in our team and aligning our team structure we were able to deliver a more responsive approach to development matters.


We are proud to share the outcomes of this improvement which will be giving our customers an easier experience with Council and that shows improvements in efficiency for our business and smoother processes for our people behind the scenes.



113,652
Customer Solutions interactions in 2022/23
(114,862 in 2021/22)



2,197
potholes repaired in 2022/23
(1,000 in 2021/22)



212
average daily water use in 2022/23
(220L in 2021/22)



991
signs replaced or maintained in 2022/23
(778 in 2021/22)



8,397
ICT service requests received in 2022/23
(7,815 in 2021/22)

Delivering Value

We work efficiently to deliver value for rates.

CORE SERVICES HIGHLIGHTS (Continued)

Improving our Animal Noise Nuisance Process

In 2022/23, Council responded on average to 50 Animal Noise Nuisance Customer Service Requests (CSRs) per week. These CSRs capture when our community raise concerns about excessive animal noise from barking dogs, cats, and caged birds. We believe that everyone has the right to enjoy a peaceful day and night, especially in their own home. At the same time, our goal is to work with animal owners to resolve issues without the need for enforcement actions.

In May, our Local Laws and Customer Solutions teams worked together to improve our processes by replacing the need for a 14-day noise diary to accompany Animal Noise Nuisance CSRs, with Statutory Declarations from neighbouring properties. This change significantly reduces effort required by the community to raise concerns and allows our Local Laws Team to be more effective and efficient in addressing them. In addition to the improved processes, our Animal Noise information brochures were also updated. These brochures will be up on our website soon. For more information about responsible pet ownership, visit:

www.gladstone.qld.gov.au/pets-animals



Preparing our Parks for ANZAC Day

In the weeks leading up to ANZAC Day 2023, our Parks Program team were busy at work beautifying and making sure our open spaces and memorial areas were clean, tidy, and safe. Across the region, 17 events were held to commemorate and honour our ANZACs, with thousands of community members turning out to solemnly remember and pay respects, in one of Council's beautiful parks.

Customer Solutions

Our Customer Solutions team have not been immune to industry wide turnover rates, which were being keenly felt early in the 2022/23 year. At this time our customers were experiencing average wait times of up to six (6) minutes. Following onboarding of ten new staff, the team were able to quickly bounce back with well established training and support for new starters available, making for a smooth transition. We are proud to share that our average answer time in quarter four has decreased to under one (1) minute.

Over the 2022/23 year, our Customer Solutions team answered 113,652 interactions, with 85 per cent being resolved during the first point of contact, surpassing our target of 80 per cent. We are also proud to share that we have resolved more than 85 per cent of our Customer Service Requests (CSRs) within our target of 10 days for the first time since our contact centre was established following restructure in August 2018.

Our Customer Solutions team play a pivotal role in connecting communities with Council through efficient and effective customer interactions. The team are continually improving the way we do business, creating value for our customers and making it easier to connect with Council.

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%	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

Budget Allocation: \$30,000
Budget Spent to date: \$100,300 (excl gst.).

We are pleased to close out this initiative with our finalised technical reports and new processes setting us up to enable future industries with our infrastructure. These technical reports and processes provide us with a strong foundation for working with proponents and provide clarity around what the shared infrastructure requirements are within the Gladstone State Development Area (GSDA) and what that means for new investments in that area. The GSDA encompasses the land near Yarwun and Mt Larcom that is governed by the State Government and is zoned for major industry development.

To ensure successful delivery of this project, additional funding was required which was facilitated through reallocation of funds from cost savings in projects undertaken by our Asset Planning Team. These additional funds went towards external resourcing to address an increase in the scope for our technical analysis.

Our finalised technical reports are already being used to facilitate discussions with State Government and proponents about how to manage waste in the GSDA and the investments (infrastructure and cost) that would be required. Throughout the year, we worked closely with the State Government and industry proponents to understand their future needs which allowed us to build stronger cross industry connections and produce more accurate modelling. We also consulted with water and sewerage providers in other Regional Hydrogen Hubs to help us shape a more informed and considered process.

The Industry Enquiries Process has been finalised and will roll into business as usual for our Economic Development Team. As this process is implemented it will streamline how we engage and communicate with industry proponents looking to invest in our region. It also offers proponents a better understanding of how to engage with us and what the infrastructure requirements are within the GSDA.

Delivering this initiative progresses our Corporate Plan 2021-26 commitments to support a diverse economy of existing and emerging industries, and encourage investment in, delivery of and enabling infrastructure and catalyst project opportunities.

Resilient Economy

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

CORE SERVICES HIGHLIGHTS

GECC 2022/23 Events

The Gladstone Entertainment Convention Centre (GECC) saw 95,290 patrons visit throughout the year. Each year the GECC brings big names to our region, providing joy to all ages and offering a place for the current and next generation of superstars from the region to shine.

This year we broke records with our in house produced Community Musical, Grease. Playing eight (8) shows (23 to 26 February and 2 to 5 March 2023) with six (6) of them sold out. *Grease* saw 4,847 patrons through the GECC doors! We also welcomed headliners Tommy Little, Amy Shark, Steve O, Cosentino, Toni Childs and Tommy Emmanuel!

Every production, no matter the size or scale, is only possible due to the dedication of our local GECC Community. The GECC Friends of the Theatre Ushers volunteered more than 2,279 hours of dedicated support in 2022/23 equating to approximately \$125,000 in saved wages.

World Hydrogen Summit

At the invitation of the Queensland Government, Department of Energy and Public Works (EPW), Council's Economic Development Specialist attended the World Hydrogen 2023 Summit and Exhibition. Our Specialist attended as a delegate in the Austrade delegation and represented both GRC and the Central Queensland Hydrogen Technology Cluster (CQH2).

Joining over 11,500 attendees in Rotterdam, Netherlands from 9 to 11 May 2023, the event enabled improved understanding of hydrogen production, storage and distribution, application in decarbonising industry and hydrogen's place in mobility.

Additionally, Gladstone is set to welcome numerous international delegates to our region to understand what we are doing in this space and explore investment and development opportunities.

We are proud to share our involvement in one of the world's largest events dedicated to global hydrogen development and reinforce Gladstone's position as Queensland's Hydrogen Hub. Furthermore, we are proud to progress our goal in building a Resilient Economy as we support the region's transition and role as a driver of economic growth.

www.gladstone.qld.gov.au/economic-information

[World Hydrogen Summit Outcomes Report \(p. 72-76\)](#)

Successful Sourcing of Grant Funding for 2022/23

Council's Strategic Grants team supports our business to identify funding opportunities, develop individual funding strategies and work collaboratively with internal and external stakeholders to source funding to deliver priority projects.

In 2022/23, the team successfully secured

\$33,146,030

through competitive grant opportunities and funding allocations.

Over the next few years, this funding will enable us to make significant improvements to our road network, enhance our community infrastructure, build community resilience, protect our environment, improve community safety, and so much more. With \$36 million in pending applications, we look forward to being able to continue sourcing funding in 2023/24 and reduce the financial burden on our ratepayers.

Resilient Economy

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

CORE SERVICES HIGHLIGHTS (Continued)

Get Bank from the Tank

The Turtle Tank Tourism Innovation Fund has continued this year, with round two of 2023 funding closing this quarter. This initiative offers our community the opportunity to deliver innovative initiatives in the tourism space that will benefit the region now and into the future. Turtle Tank is delivered by Council's Arts and Entertainment team in partnership with Gladstone Area Promotion and Development Limited (GAPDL).

This round of funding was focused on marine tourism with eight (8) applications assessed and six (6) submissions being awarded funds including:

- 1770 Spearfishing
- Agnes Conservation Community
- Art Matters
- Elevate Media
- Luis Angel
- Salty Life

The Turtle Tank Tourism Fund offers us the opportunity to support the resilience of our region's micro and small businesses as well as encourage tourism and innovation in our region.

www.gladstoneregion.info/turtle-tank

Easter in Gladstone

In April, our biggest destination event for the year was delivered – Easter in Gladstone. From Thursday through to Sunday night, Gladstone was jam packed with action.

Easter in Gladstone is a key project for Council, delivered by Council's Arts and Entertainment, Brand and Communications and Community Partnerships teams in partnership with Gladstone Area Promotion and Development Limited (GAPDL) and multiple community stakeholders.

In addition to being a great offering for our region, Easter in Gladstone enables Council to improve tourism, promote our region's appeal, and offer one-of-a-kind experiences that enhance liveability and visitation to the region.

▶ [What's on at Easter in Gladstone 2023?](#)

The photos on the next page show some of the highlights from Easter in Gladstone.

Award for Excellence

In November 2022, Council launched our 10-year Economic Transition Roadmap to support and guide the region to becoming a renewable energy superpower. In May 2023, our Roadmap won the 2023 Local Government Managers Australia (LGMA) Queensland Awards for Excellence in the Collaboration category.

The Economic Transition Roadmap was developed in partnership with regional economic development agency, The Next Economy, and is a result of two years of research and extensive engagement involving 220 community, Government and industry stakeholders, including First Nations people, energy system workers, unions and educational institutions.

Having our efforts recognised through this award further supports us in putting our region in prime position to respond to once-in-a-generation changes in the energy sector.

▶ [Gladstone Region Economic Transition Roadmap](#)



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%	100%

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:	\$53,414

We are proud to share that our people have worked together to progress the delivery of our Culture Action Plan as part of this multi-year initiative. Our Culture Steering Group and five Working Groups (WGs) completed all the required deliverables for 2022/23 and embedded positive change within the business. Council's Culture Action Plan enables us to look after our people, so they look after you. It has also enabled us to progress towards Council's ideal constructive culture which will ensure an engaged, efficient, and productive workforce that is delivering for our community.

Our focus areas this year were clarifying our mission, building constructive leaders, celebrating our achievement, making change stick, and ensuring we are constructive. As part of our multi-year commitment to improving our culture, this initiative will roll into the *2023/24 Operational Plan* keeping a focus on clarifying our mission, building constructive leaders, and ensuring we are constructive as well as introducing new focus areas of optimising our decision making and creating career pathways. The three working groups that are rolling into 2023/24 have already been identified, and in some cases begun work on deliverables, keeping up our momentum.

Highlights from the year include an internal video where several of our employees share why they work for Council.

This contributed to a greater piece of work that supported us in having clear messages for the business on why we are here and what behaviours we aspire to.

As part of our commitment to build foundational leadership skills, we delivered our very first GRC Leader Certificate Program. To set a direction for the business on how we approach, implement, and embed change, we are excited to share that we have finalised our Change Framework which will be rolled out by our Business Improvement Team next year. We have continued to be transparent with our people about how we are doing in our culture journey and were proud to share results from our 2023 Pulse Culture Survey, which revealed positive, constructive movement in all areas of our Culture Action Plan. We have also worked with our Team Leaders to understand their obstructions and developed and shared simple tools to recognise our people's accomplishments.

This year we have seen a breakdown in barriers, with more cross-functional relationship building, improved communications between our people as well as enhanced engagement, celebrations, and gratitude. We look forward to continuing our culture journey into the new year and making Council a place where our people are proud to be.

Our People

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

CORE SERVICES HIGHLIGHTS

Why our people are proud to work for Council


Throughout the year, our Brand and Communications Team continued our #ProudlyGRC campaign. This campaign shines a light on the real people behind our business, who share why they are proud to work for our Council.



"I'm proud of all the people I work alongside. It's everyone showing up every single day to do a really good job for our community. And that's what makes me most proud, is that we all want to make this a better place."

- Celisa

[▶ ProudlyGRC | Celisa](#)



"Having the CEO and everyone in between notice you and appreciate you, it's a really fantastic thing. For all of us who work here, to be appreciated makes you want to do your job even better."

- Kevin

[▶ ProudlyGRC | Kevin](#)



"I like working at Council. The people I work with are great. We're responsible for all the servicing, maintenance, repairs of all Council's fleet. Essentially, it's all about fixing gear and keeping operations moving."

- Cameron

[▶ ProudlyGRC | Cameron](#)

#ProudlyGRC

Our People

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

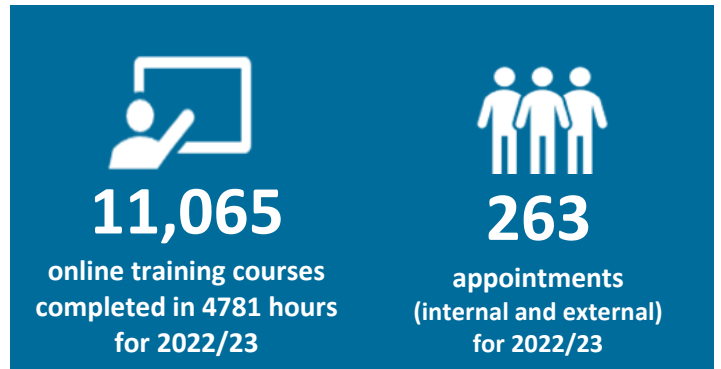
CORE SERVICES HIGHLIGHTS (Continued)

STEM Stepping Workshop

In early June, Council participated in the Science Technology Engineering and Mathematics (STEM) Stepping Workshop hosted by Queensland Minerals and Energy Academy (QMEA). Councillor Goodluck, our CEO Leisa Dowling, along with employees from our Transformation, Environment & Conservation, Finance, Information Communication Technology (ICT), Development Services, Fleet, Parks, and Water teams joined in the event. Our people shared their stories about how they got to where they are today, providing insight into the variety of careers that can be pursued in the STEM industry. A total of 59 students from five different local schools attended the event, which brought together 22 industry representatives. Council is proud to partner with QMEA and Industry to encourage the next generation of innovators to reach their fullest potential.

Secondments

In 2022/23, 212 secondments were activated across the business. Secondments are temporary placements, often in a more senior role or in a different team, which offer our people the opportunity to gain cross functional experience, diversify their local government expertise and grow as a professional. Secondment opportunities can arise through an expression of interest or direct appointment for short term placements or via recruitment for placements of six (6) months or more. Enabling secondments requires a collaborative effort from our teams, often involving our People Culture and Safety, ICT, Contracts, Property, Accounts Payable, Fleet and Governance teams as well as the employee's substantive and if applicable, new team. This ensures they have the appropriate tools, access, and knowledge to be successful. We proudly offer our people these career development opportunities, looking after people so they look after you.



Leader's Program

A new leadership development program was delivered to 15 Specialists and Managers across our business between March and June 2023. Our Leaders had the opportunity to attend a mix of workshops and one-on-one coaching sessions to help them improve how they operate and lead our business. The program was facilitated by our Learning and Development team in partnership with local professional training and coaching business, The Guinea Group and was targeted to build our Leaders in accordance with Council's Leadership Capability Framework.


Careers Expo

Our Learning and Development team organised a placement for Council at this year's Careers Expo, held at CQUniversity in May 2023. People from across our Gladstone Entertainment Convention Centre (GECC), Community Partnerships, Fleet, Governance and TBG teams joined in the event to share their insight into what it's like to have a career with Council. It was great to see our people taking on brand ambassadorship and sharing why they are proud to work for Council. This event provides a platform for students in years 10 to 12, to learn more about specific career and education pathway opportunities. Participating in this event enables us to promote Council as a great place to work and share details about our annual Apprentice and Trainee Program.

Accountable Council

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

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%	100%

Corporate Plan Link:

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

Budget Allocation: \$5,000

Budget Spent to date: \$0

Council’s third Reconciliation Action Plan (RAP) was finalised in June, marking the completion of this initiative. Our [2023-25 Innovate RAP](#) builds on our existing reconciliation journey and embeds First Nation’s considerations into the way we work.

While we originally anticipated delivery by December 2022, changes to the initiative approach in response to advice from Reconciliation Australia (RA) and constructive feedback received as part of consultation resulted in extensions to the initiative. In late 2022, RA advised that Council should invest in a second *Innovate* RAP to strengthen our foundations and relationships before progressing to a Stretch RAP. At this point we decided to extend delivery of this initiative to 31 March 2023 to account for this change. The community engagement and collaboration with Council’s RAP Reference Group and Reconciliation Australia (RA) in early 2023 provided us with further constructive feedback, allowing us to make additional improvements to the Plan. So that we could capture and apply this feedback in a meaningful way, a decision was made to further extend the initiative to 30 June 2023.

In early 2023, a decision was made to design the document in house with our Brand and Communications Team so the allocated funds for this initiative were no longer required. These funds were reallocated to support other reconciliation related initiatives, including the requisition of resources for NAIDOC Week 23/24. In May 2023, RA conditionally endorsed our *2023-25 Innovate RAP*. Council endorsed our final product on 20 June 2023, marking finalisation of our *Innovate RAP* and completion of this initiative. The final document has been sent for printing and we look forward to releasing this in July 2023.


Council’s First Nations Liaison Officer will facilitate the implementation of our *2023-25 Innovate RAP* in partnership with Council’s RAP Reference Group, various teams across the organisation and key community groups. We look forward to delivering this plan to ensure continued success in our region’s reconciliation journey. You can find out more about our region’s reconciliation journey on Council’s website at

www.gladstone.qld.gov.au/reconciliation-action-plan.

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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%	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

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

We are proud to finalise this initiative with the identification and prioritisation of opportunities that could better position Council to deliver financially sustainable services to the community now and into the future. As the prioritised actions are outworked, we expect to see increases in our revenue, decreases in our expenses and efficiencies in our operations.

In late 2022, resourcing constraints and competing business priorities were impacting the delivery of the initiative, so it was agreed to extend delivery to June 2023 to ensure we could produce meaningful results. June marked the completion of the initiative, after the findings and 13 proposed actions were presented to the Executive Leadership Team and an approach to outwork these actions was endorsed. Agreed actions have been captured in Council's risk reporting system, BEAKON, against Council's financial sustainability risk, for ongoing monitoring and reporting. Ongoing monitoring of our financial sustainability will roll over into business as usual for our Finance Governance and Risk Business Unit, who will lead the annual reviews. An Opportunity Schedule that was developed as part of the initiative which will be updated as new opportunities arise and will also be reviewed each year as we prepare for our annual budget.


It is important to us that we manage our finances sustainably and embed good financial practices into our decision making. The result of this initiative enables us to continue and improve how we do this. The work coming out of this initiative has generated robust conversations with people across the business and stimulated a high level of interest. Bringing financial sustainability front of mind for our people has allowed us to not only embed good formal financial decision making but also encouraged it from the ground up in our everyday actions and decisions.



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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%	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

Budget Allocation: \$10,000

Budget Spent to date: \$8,157

We are proud to report the successful delivery of the Records Management Initiative which has improved our record-keeping practices to support transparency and decision making.

This initiative has set a foundation for and has enhanced our record-keeping culture which has resulted in improvements to how we manage our records. Our Records Management Framework and Corporate Standard have been updated to make it easier for our people to understand their responsibilities. We completed a comprehensive review of our Records Management Framework which validated that we are compliant with regulations and best practice. This process also helped us to identify continuous improvement opportunities which we will outwork over the next three years as part of our Records team’s day-to-day operations. We’ve introduced new software, delivered training to our people, established a group of internal recordkeeping advocates, and introduced an internal information source on our intranet. These achievements support continued best practice in records management at Council. Embedding good practice into our day-to-day operations will continue business wide.

Appropriate recordkeeping is the cornerstone of good governance, it supports Council to act as good stewards and ensures we meet our legal and ethical responsibilities. Having good recordkeeping practices embedded in our business also means that we can easily access trustworthy information making us more efficient in delivering services to our community.



Accountable Council

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

CORE SERVICES HIGHLIGHTS

Cyber Security Matters

This year our ICT team have been dedicated to reducing the cyber security risks that face our business. We will never be 100 per cent safe, but by preparing ourselves for when, and not if, we face an attack, we are better placed to protect ourselves, our business, our community and prevent harm. Education is one of the most critical components of cyber security preparedness and we are proud to share that our ICT team facilitated the delivery of Intensive Cyber Training sessions to over 200 staff this year. Our ICT team also collaborated with our Governance teams to run a ransomware and data breach drill exercise to identify our weaknesses and strengths and understand how we can improve our processes and systems. This year has seen a lot of collaboration with external parties including the Australian Cyber Security committee, QG Cyber Security Unit, Home Affairs, and other Councils to ensure that we are keeping up with best practice and staying a head of the curve. Furthermore, our layered cyber defences stopped an incredible number of attacks including approximately 3.83 million threats through our primary firewall. We will continue to prioritise protecting our people, business and data and be good stewards of an accountable council.

Botanic Gardens Month

Our TBG team joined in the fun of Botanic Gardens Month in May 2023 and were recognised by Botanic Gardens Australia and New Zealand (BGANZ) for our onsite and online educational activity during the month. The team got to take home a 10L 'Seasol' prize for their efforts during the month. Gladstone's TBG is a unique and special Council facility that supports research and conservation, recreation, and culture as well as critical community education.

Our TBG play an important role in promoting sustainable horticultural practices, providing quality visitor services, learning for life opportunities and contribute to the Gladstone Region's sustained prosperity. TBG is never short of opportunities to build connections in this beautiful natural environment that promotes, health, happiness, and wellbeing. Connect with us online to find out how you can learn from and enjoy what's on offer at TBG.

www.facebook.com/tongoonbotanicgardens

You can check out some of the great online resources developed by our Manager TBG and Brand and Communications team online:

[▶ Living Collection](#) [▶ Herbarium](#) [▶ Bonsai](#)

Propagation Projects

As part of sustainable horticultural practices through its day-to-day custodianship of the living collections and nursery operations, TBG has propagated thousands of plants this year. Propagation is the process of growing new plants from seeds, cuttings, or other plant parts. For Ecofest 2023, our TBG team and volunteers hosted the biggest ever plant sale, with over 3,000 plants, made up of 105 different species propagated onsite, available for sale. They also supported Maritime Safety Queensland's FV Dianne Memorial Project in Agnes Water with 40 propagated Myoporum plants. The team also supported the ongoing project in collaboration with the Macadamia Conservation Trust and Sunshine University to safeguard a critically endangered species, Macadamia Jansenii Project. To support the project our team took 300 cuttings from the ex-situ living collection for propagation onsite.



Culture Burn and Land Management Program

In May 2023, Council’s First Nations Fire Officer, Environment and Conservation team and Brand and Communications team welcomed representatives from the National Emergency Management Authority (NEMA) who were visiting to discuss Council’s progress with the funded Culture Burn and Land Management Program. Check out the below video to learn more about how we care for country through cultural burns in the Gladstone Region.

▶ [NEMA | Caring for Country with Gladstone Regional Council](#)



Building Community Resilience

Our Community First Aid project continued this quarter, with free First Aid and CPR courses being offered across our region. Kicking off last quarter and wrapping up in June, seven booked-out sessions were delivered in Agnes Water, Boyne Valley, Mt Larcom, Calliope, Baffle Creek, and Gladstone. The courses were designed to build capacity in our region and promote resilience in the community, in preparation for the disaster season.

Cyclones and floods can cause havoc and physical injury as well as disrupt people’s day to day lives. We believe that giving our community the skills to take care of each other in times of crisis is invaluable and we look forward to continuing the program in 2023 to promote resilience in the community in preparation for the disaster season.

This project is jointly funded by Council and the Commonwealth and State Disaster Recovery Funding Arrangement and is led by Council’s Disaster Management team.

Accountable Council

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

CORE SERVICES HIGHLIGHTS

Turkey Beach Shoreline Revegetation Project


Shorelines naturally erode and build up over time, with natural weather events and sand movement. When shorelines are unable to rebuild over time, the erosion can become problematic for the local communities and wildlife. To prevent the negative effects of shoreline erosion in Turkey Beach, the Parks and Conservation teams collaborated to host a planting event. The teams worked together with the support of local community volunteers and the Turkey Beach Rural Fire Brigade to revegetate the shoreline with 1,000 new plants.

Having a diverse range of vegetation including beach vines and grasses means that we can be more confident that our shorelines are stable and resistant to coastal erosion. By working together to revegetate the areas of concern, we are achieving strategic outcomes from our 'Our Coast. Our Future' Strategic Plan and Turkey Beach Shoreline Erosion Management Plan.

We are proud to share this achievement, using nature-based solutions and community spirit to protect our precious coastline.

[Our Coast. Our Future. Strategic Plan](#)

[Turkey Beach Shoreline Erosion Management Plan](#)



5,615
total plants planted for revegetation in
2022/23





CoastSnap; A global citizen science project

If you've been to one of our region's beautiful beaches lately, you may have noticed one of our new CoastSnap stations! These stations have been installed as part of our community beach monitoring program that uses smartphones to monitor coastal change. The installation of these stations achieves key outcomes from Council's environmental strategies and plans.

[Our Coast. Our Future. Strategic Plan](#)

[Council Shoreline Erosion Management Plans](#)

Led by Council's Environment and Conservation team, we are proud to share that our Parks crews have finalised the installation of six stations across our region this quarter. Thanks to the support of our First Nations Liaison Officer, the traditional owner place names in Gurang or Toolooa language have also been featured on each of the stations.

We encourage you to get involved and be part of CoastSnap's global citizen science project. The data we get from CoastSnap will also help us better understand how our coastlines are changing and manage our coastal environments for future generations.

CoastSnap stations have been at the following sites:

- Agnes Water (Koonggullunee)
- Barney Point (Doloa)
- Canoe Point (Goondool)
- Seventeen Seventy (Meeroonyanee)
- Turkey Beach (Wagun)
- Wild Cattle Inlet (Winyim).

www.gladstone.qld.gov.au/coastsnap

Protecting our region from Giant Rats Tail Grass

Council's Biosecurity team have been collaborating with the State Department of Agriculture and Fisheries (DAF) to improve our understanding of how to best manage the pest weed, Giant Rats Tail (GRT) grass.

The Department of Agriculture and Fisheries (DAF) led a research program within the Gladstone Region from 2017 to mid-2022 as part of a GRT Research Trial funded by the Liquefied Natural Gas (LNG) proponents, DAF and Council, to research how to best manage the GRT weed. Research sites across the region were set up and field days were held by DAF to provide local landowners with research updates and information on GRT best management practices.

In May 2023, the Biosecurity team facilitated the final community forum in Calliope, which was led by DAF Principal Scientist, Wayne Vogler. The forum offered members of the community the opportunity to join in the conversation about GRT ecology, taskforce applications and the use of fire and pasture management. As part of the program, two question and answer style videos were developed to support our community in understanding GRT management:

[▶ Giant Rat's Trail Grass | Seed spread and other management options](#)

[▶ Giant Rat's Tail Grass | Herbicides](#)

Protecting the natural biodiversity of our region is important to us, and we will continue to work with the community to find safe and effective ways to manage this pest weed.

2021/22 Extended Initiatives

While it is important to us that we deliver what we promise, when we've promised it, we strive for the best value outcomes for our community and commit to being transparent in our journey getting there.

On 30 June 2022, four initiatives from the *2021/22 Operational Plan* were incomplete with approved extensions for delivery in 2022/23.

Two initiatives completed in previous quarters are noted below:

- Waste Management and Resource Recovery Business Case (completed in quarter one)
- Transition Economy (completed in quarter two)
- Community Profiling 1.0 (completed in quarter four)
- BackflowID and Tag System (completed in quarter four)

The below reports detail the progress of initiatives across previous quarters:

[!\[\]\(e3f8612927870f2e0f9f5989e6dd3064_img.jpg\) 2022/23 Operational Plan - Quarter One Report](#)


[!\[\]\(003082e50e3009141f59bd5df831749f_img.jpg\) 2022/23 Operational Plan - Quarter Two Report](#)

[!\[\]\(17413706fd4997a1a4bdf85c6864eee1_img.jpg\) 2022/23 Operational Plan - Quarter Three Report](#)


Details about the initiatives completed this quarter are included on the following page.



Community Profiling 1.0

Initiative	Corporate Plan Links	Progress
Develop community snapshots to strengthen the way we deliver our services.	Connecting Communities Outcome 1.1 Objective 1.1.1	 Revised completion date: 31 December 2022 – Not met.
Quarter 4 Progress Summary		
<p>In July 2021, we set out to develop five community profiles for our region, to provide a deeper understanding of local communities and support us to strengthen the way we deliver our services. In mid-2022, we made the decision to extend this Initiative to December 2022 so that we could utilise 2021 Census data which was released later than we had anticipated.</p> <p>A further extension was agreed by the Executive Leadership Team, combining both the 2021/22 and 2022/23 projects together, due to the similar nature of the work. The five community profiles we set out to finalise as part of this initiative as well as the additional four profiles we set out to deliver in 2022/23 were finalised and made available on our website on 30 June 2023.</p> <p>Check out the close out of Community Profiles 2.0 on page 14 for more information on the final profiles.</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.	Delivering Value Outcome 2.4 Objective 2.4.3	 Revised completion date: 30 June 2023
Quarter 4 Progress Summary		
<p>As of 30 June, we have completed the implementation of the BackflowID and Tag System. We have 1,600 backflow prevention devices across numerous sites, which prevent contamination from entering our water network. All these devices have been captured and set up in the BackflowID and Tag System app to enable our contractors to upload maintenance information quickly and easily in real time from on site. We have installed 173 BackflowID tags with another 420 tags being supplied to contractors to install on our backflow prevention devices. Tags will continue to be installed throughout the year in line with our planned work schedule.</p> <p>Implementing this system makes it easier for our contractors to do business with us. It also makes it easier for our people to capture and process critical information about the effectiveness of our backflow prevention devices. To ensure our contractors were supported through this change, training and information resources have been provided to them. From the time we went live with our new process on 29 May 2023 to 30 June 2023, Council received 104 backflow prevention device tests via the new system.</p> <p>Delivering this initiative helps us to ensure our water network is compliant, and ensures we keep our drinking water safe from contamination.</p>		



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