



**2023/24**  
**Operational Plan**  
**Quarter One**  
**Proudly GRC**

## WELCOME

Welcome to the Gladstone Regional Council (GRC) 2023/24 Operational Plan Quarter One Performance Report, which demonstrates our performance from July to September 2023. This report is to be presented for consideration by Council at its General Meeting on 7 November 2023.

We produce a quarterly report every three months to demonstrate the progress of our annual Operational Plan, in accordance with Section 174(3) *Local Government Regulation 2012*. The Operational Plan is a 12-month view of how we are progressing our five-year Corporate Plan, which serves as our primary strategic planning document.

Council's theme for 2023/24 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.

Interactive links are embedded throughout this document to make it easier to navigate.

## ACKNOWLEDGEMENT OF COUNTRY

Gladstone Regional Council would like to acknowledge 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.





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## OUR VISION

**Connect. Innovate. Diversify.**

## OUR VALUES

- Safe
- Ethical
- Responsive
- Visionary
- Inclusive
- Community
- Efficient

## OUR GOALS

- Connecting Communities
- Delivering Value
- Resilient Economy
- Our People
- Accountable Council



### CONNECTING COMMUNITIES

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



### DELIVERING VALUE

We work efficiently to deliver value for your rates.



### RESILIENT ECONOMY

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



### OUR PEOPLE

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



### ACCOUNTABLE COUNCIL

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

# 2023/24 OPERATIONAL PLAN

## Plan on a Page



### Disability, Access and Inclusion Action Plan

**\$50,000**

Develop a plan that empowers those living with disability to feel valued and included in their communities.

### Social Infrastructure Strategic Plan Review and Update

#### Internal resources

Review and update our Social Infrastructure Strategic Plan to ensure it represents the social infrastructure and service needs of the community.

### Planning Scheme Review

**\$150,000**

Undertake a review of the current GRC Planning Scheme.

### Works Delivery

**\$2,200,000**

Improve how we safely deliver achievable and affordable asset maintenance to meet our community's needs.

### Community Waste Education

**\$180,000**

Deliver community education to support behavioural change regarding waste habits and reduce contamination, positively impact climate change and extend landfill life.

### Future of Fleet

**\$138,000**

Implement a fully functional GPS system that provides accurate and reliable data to support the safety of our people and community.

*Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-2032.*

### Creating Constructive Culture

**\$159,240**

Collectively work together to deliver the Culture Action Plan.

### Psychosocial Safety

#### Internal resources

Introduce robust strategies and training to mitigate psychosocial risks in the workplace.

### Information Management

**\$10,000**

Better understand our information assets and develop strong governance for the management of information, to improve security of our community's and our people's data.

**Connect. Innovate. Diversify.**

# 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
<p>Brand and Communications</p> <p>Community Asset Maintenance</p> <p>Community Events</p> <p>Customer Solutions</p> <p>Community Partnerships</p> <p>Development Services</p> <p>Gladstone Regional Art Gallery and Museum</p> <p>Regional Libraries</p> <p>Tondoon Botanic Gardens</p>	<p>Asset Design</p> <p>Asset Governance</p> <p>Asset Performance and Monitoring</p> <p>Asset Planning</p> <p>Business Improvement</p> <p>Cemeteries and Crematorium</p> <p>Engineering Asset Solutions</p> <p>Information, Communication and Technology</p> <p>Parks Program</p> <p>Quarries</p> <p>Roads Program</p> <p>Stores, Facilities and Fleet Management</p> <p>Transformation</p> <p>Waste and Resource Management</p> <p>Waste Water Program</p> <p>Water Program</p> <p>Works Planning and Scheduling</p>	<p>Advocacy</p> <p>Disaster Management</p> <p>Economic Development</p> <p>Gladstone Entertainment Convention Centre</p> <p>Strategic Projects</p> <p>Tourism</p>	<p>Culture and Capability</p> <p>Health and Safety</p> <p>Payroll Services</p> <p>People Services</p> <p>Recruitment, Remuneration and Benefits</p> <p>Rehabilitation Health and Wellbeing</p>	<p>Animal Management</p> <p>Biosecurity and Environmental Health</p> <p>Contracts and Procurement</p> <p>Environment and Conservation</p> <p>Ethics, Integrity and Audit</p> <p>Finance</p> <p>Governance and Risk</p> <p>Legal Services</p> <p>Local Law Compliance</p> <p>Revenue Services</p> <p>Strategic Business Planning</p> <p>Strategic Property Management</p>

## REPORT DETAILS

This report details Council’s performance in delivering the nine (9) initiatives and 50 core services from our 2023/24 Operational Plan. Initiatives are key projects that enable growth and prosperity for our business and region. Whereas core services are the essential things we do every day, to deliver for our community. Core services remain the focus for many of our people.

We report on each initiative’s performance with a progress percentage and a status, such as:

**On Track** – Progressing as planned and on track for delivery by the due date

**Concern** – There are concerns or issues affecting delivery

**Complete** – All actions have been 100 per cent delivered

**Extended** – The completion date has been revised and extended past the end of the financial year

This year we are sharing milestones for each initiative to improve transparency and accountability. Milestones will be ticked as complete once achieved. Milestones relevant to the quarter being reported on will be in black font, while milestones for other periods will be in grey font.

## OUR PERFORMANCE SNAPSHOT

**100%**

initiatives  
on track

**17%**

initiatives  
average progress

**49**

core services highlights  
and stories

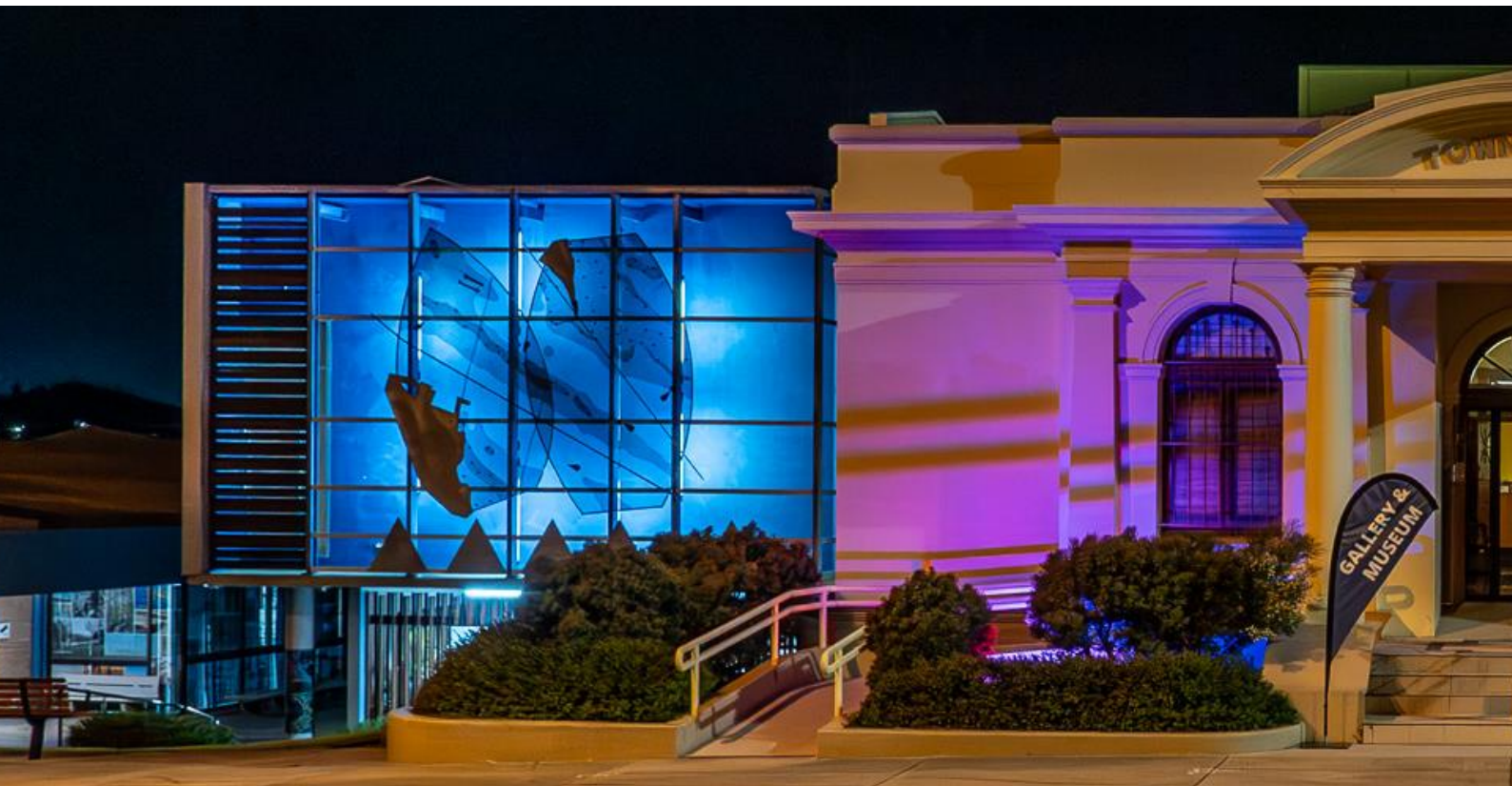


Table One: Quarter One (Q1) Initiative Progress Overview

Goal	Initiative	Q1 Target Progress	Q1 Actual Progress	Budget	Status
Connecting Communities	Access and Inclusion Action Plan	23%	18%	\$0 (on target)	○
	Social Infrastructure Strategic Plan Review & Update	20%	10%	-	○
	Planning Scheme Review	15%	15%	\$0 (on target)	○
Delivering Value	Works Delivery	15%	15%	\$120,000 (below target)	○
	Community Waste Education	10%	10%	\$0 (on target)	○
	Future of Fleet	25%	25%	\$0 (on target)	○
Our People	Creating Constructive Culture	7%	7%	\$11,815 (below target)	○
	Psychosocial Safety	43%	37%	-	○
Accountable Council	Information Management	7%	7%	\$198 (on target)	○

For more detail on the progress of our initiatives, click on the initiative title or keep scrolling through this report.



# CONNECTING COMMUNITIES

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

**285,169**

website visits

**57,182**

library visits

**2839**

posts across all our social media channels

**8139**

views on Conversations Council's Community Engagement Platform

**65**

free tax help appointments

**29**

new registrations for the Gladstone Region Funding Finder





### Faces from all different places

Imagine 400 smiles bringing the Philip Street Communities and Families Precinct to life. Those who joined us for the 'Welcome to the Gladstone Region' morning tea in September didn't have to imagine!

A fusion of culture, food and performance was a welcomed site for all, and a perfect way to celebrate Welcoming Week 2023. A formal Welcome to Country by local Traditional Owners set the scene for a truly welcoming event which included 20 community stalls, a community dance class, free face painting, art activities, henna and more.

***What a great reminder of the rich diversity within our region and a perfect opportunity to celebrate the values that unite us as a community.***

This event gave new residents the opportunity to create connections, link with community services and understand Council's role in our community. A special thanks to Council's Engagement and Partnerships team who collaborated with Integreat Queensland, Strong Communities and the Gladstone Region Neighbourhood Centre to bring this event to life.

We enjoy being able to celebrate events like Welcoming Week, which enable us to connect communities, promote health, happiness and wellbeing and see our region as a place where everyone belongs and can contribute and thrive.

▶ [Welcoming Week at Gladstone](#)

### What were you looking at?

Council's website had over 285,000 page views this quarter. The most popular pages included Current Vacancies, Rates, Camping And Beaches, Events and the Gladstone Show Holiday. Most viewers like to access our website on a mobile device with two users accessing the website via a PlayStation 4 - game on!

Council's website is made up of content from almost every team across Council. Our Brand and Communications team work with the business to manage the content, and with their digital media expertise, keep it accessible and easy for our community to use.

### Community Investment Program Improvements

We have finalised updates to our Community Investment Program (CIP) Guidelines and Policy this quarter, improving our consistency in processing and assessing applications for funding.

Our new CIP Guidelines bring together 11 documents, removing duplicate information and streamlining instructions to form a logical, visually appealing and easy to use guide.

Our new CIP Business Manual captures an overview of the CIP program, general business rules, CIP Policy, Guidelines, Assessors Guide, administrative procedures, Fundseeker Toolkit, CIP Roadshow logistics and collateral and Bursary and Scholarship referral documents.

Our Governance Business Partner updated the policy while our Community Investment Officer updated the guidelines and developed a new Business Manual.

Simplifying the process provides clarity for community members and groups who are seeking funding through the CIP to empower, partner, activate, build and contribute to our community.

Council is proud to support this program which enables community education, events, connection, inclusion and the enhancement of the Gladstone Region. This improvement also demonstrates our commitment to delivering value through continuous improvement and being an accountable council with rigour in our governance and decision making tools.

### Tax Help Program

Our Community Partnerships team hosted Council's Annual Free Tax Help Program for eligible residents this quarter, supporting 65 residents to date. This program is facilitated by the Australian Tax Office, and offers residents earning \$60,000 or less per annum confidential assistance to submit their tax return with trained volunteers.

### Access and Inclusion Action Plan

Develop a plan that empowers those living with disability to feel valued and included in their communities.

**On Track**

to deliver by  
30 June 2024

**18%**

progressed  
target of 23%

**\$0**

of \$50,000 spent  
target of \$0

#### Milestones achieved in quarter one (July to September)

- Existing documentation has been reviewed to clearly understand Council's position regarding access and inclusion as we prepare for development of the new Plan.
- We have finalised scopes for two portions of work we need completed by consultants. With clear definitions for what we need, we are better placed to attract qualified consultants to support delivery of the initiative.
- Both tenders for consultancy work will be assessed and awarded, resourcing us to deliver the audit and community engagement activities in a fiscally responsible way.

Recent legislative and strategic changes will be reviewed, along with Council's 2013 Accessibility Audit, to ensure the plan we develop is appropriately informed.

We will be clear on existing access and inclusion principles and practices that are currently in place with Gladstone Regional Council.

We will complete the required community engagement, enabling us to better understand the needs of the community.

We will undertake internal consultation on identified themes and actions and support our people to understand the principals of access and how to apply them in future planning.

We have a drafted Access and Inclusion Plan, ready for final review by the Mayor, Councillors and Executive Leadership team.

We have a Council endorsed Access and Inclusion Plan which will inform future asset design and include triggers for when we will go above our legislative responsibilities.

Completion of this initiative establishes a strong foundation for Council, to facilitate equitable access to Council facilities and open spaces for our community in the future.

A delay with procurement has put us five (5) per cent behind target for this quarter. As a result of this delay, we reviewed our schedule and consciously decided to shift planned milestones for November 2023 to December 2023 and January 2024. This change allows us to utilise the timeline more effectively. The milestones remain unchanged, and we still expect to complete the initiative by the due date of 30 June 2024. Initial assessment of the tenders we have received indicate contracted work will cost more than we anticipated. We will review the initiative budget and scope next quarter to understand the impact of this.

Note that the initiative is referred to as Access and Inclusion Action Plan, rather than Disability Access and Inclusion Action Plan as described in the 2023/24 Operational Plan. This Sponsor endorsed update to the title was made to better represent the broad view of inclusion covering all abilities and improves alignment with the scope of the initiative. This change does not impact our deliverables or the intent of the initiative.

This initiative progresses Outcome 1.1 and Objectives 1.1.2 and 1.1.3 of the Corporate Plan 2021-26.

Delivering Value

Resilient Economy

Our People

Accountable Council

**Social Infrastructure Strategic Plan (SISP)**

Review and update our Social Infrastructure Strategic Plan to ensure it represents the social infrastructure and service needs of the community.

**On Track**

to deliver by  
30 June 2024

**10%**

progressed  
target of 20%

**This initiative is being delivered with internal resources only.**

**Milestones achieved in quarter one (July to September)**

<p><input checked="" type="checkbox"/> We have completed a desktop review to improve our understanding of historical social infrastructure needs.</p>	<p><input type="checkbox"/> We will conduct an analysis on our region’s population forecast model and infrastructure and services impact model to understand our current and future infrastructure needs.</p>	<p>We will review previous lessons learned to understand the challenges, successes and opportunities we could face when developing and using a SISP. This will better place us to develop a meaningful SISP.</p>
<p>Through an analysis we will understand social infrastructure shortfalls in the Gladstone Region and better understand the gap between what we have now and what we’ll need in the future.</p>	<p>Taking an evidence-based approach, we will have a first draft of an updated SISP.</p>	<p>We will consult with Councillors, the Executive Leadership team and SISP working group to ensure our plan is strategically aligned and considers a broad range of perspectives.</p>
<p>The second draft of the SISP will be shared with the Executive Leadership team and Councillors to ensure it is strategically aligned with their expectations and we can have confidence it provides meaningful value.</p>	<p>The final draft of our updated SISP will be complete and ready for endorsement by Council.</p>	<p>The updated SISP will be endorsed by Council. This medium-term plan outlines our region’s social infrastructure needs, providing insight for potential investors and positioning Council to advocate for meaningful investment into our region to enhance prosperity.</p>

We originally anticipated receiving data required for analysis in September 2023. However, challenges with getting access to data has delayed this activity. We anticipate this will be finalised just after the quarter end, in October 2023, with no forecasted impact on future milestones.

This initiative progresses Outcome 1.1, Objectives 1.1.2 and 1.1.3 as well as Outcome 1.2 of the Corporate Plan 2021-26.

### Planning Scheme Review

Undertake a review of the current Gladstone Regional Council Planning Scheme.

**On Track**

to deliver by  
30 June 2024



**15%**

progressed  
target of 15%

**\$0**

of \$150,000 spent  
target of \$0

#### Milestones achieved in quarter one (July to September)

<p> We have finalised a tender in preparation for seeking a consultant to support delivery of this initiative. We have defined the resources and level of expertise required to support successful delivery of the initiative.</p>	<p> We have selected a suitably qualified consultant who can provide the resources, skills and expertise we need to successfully deliver this initiative.</p>	<p>We will host an Initiative Information Session with key internal stakeholders to seek input and provide them with more information about the intent and impact of the initiative, achieve consensus on expectations, commitments, and understanding of what good looks like.</p>
<p>This initiative will be posted as a project on our online engagement platform (Conversations), giving our community and our people a central point of reference to stay informed about, and engage in, decisions regarding this initiative. This forms part of our internal and external communication and engagement strategy that spans the life of this multi-year initiative.</p>	<p>We will seek input from our people to understand our opportunities for collaboration and collective delivery as part of our first round of stakeholder engagement (internal).</p>	<p>To support us in establishing a strong foundation as we identify what we need to add, remove, consolidate or update in our Planning Scheme, we will complete a review of the current State Planning Policy (SPP) requirements and Council strategic.</p>
<p>We will seek input from our community to help inform our next steps with the Planning Scheme Review as part of our second round of stakeholder engagement (external). This engagement will also provide the opportunity to enhance community understanding of how the Planning Scheme applies to, and impacts, our community and region.</p>	<p>We will complete a review of supporting studies and incorporate feedback from prior engagement sessions to ensure that anticipated Planning Scheme updates are aligned with our community's needs and expectations.</p>	<p>We will know what changes we need to make to the Planning Scheme to ensure it meets our community's needs and expectations and will be ready to transition into year two of the multi-year initiative.</p>

This initiative progresses Outcome 1.2 and Objective 1.2.2 of the Corporate Plan 2021-26.



## DELIVERING VALUE

We will work efficiently to deliver value for your rates.

**20,571**

in-person visits to our  
Contact Centres

**180**

community park  
bookings

**4606**

tonnes of waste  
collected kerbside

**88%**

customer calls resolved  
at the first point of  
contact

**46,478**

visits to our landfill

**2465km**

of pathways and roads  
condition assessed

**292**

potholes repaired

**276L**

average daily water use  
across our region

**2072**

ICT service requests



### Something mulchy is going on

Have you walked down the street or through one of our parks recently and noticed how fresh the gardens look? If you have, you can thank our dedicated Horticulture team.

Over the last few months the team have invested about 2550 hours into mulching over 25 parks and open spaces as part of our Winter Mulching Program.

Mulching protects our trees and vegetation keeping roots cooler, improves moisture retention, and suppresses weeds and dust. As the hotter weather starts settling in, the mulch provides protection from heat and stress, leaving our plants looking fresher all year round. Mulch also provides protection from damage by storms throughout wet season and as it degrades, the nutrients are absorbed back into the plants naturally.

As of September 2023, the program was completed in full with over 4,565 cubic meters of mulch spread across the Gladstone township and suburban parklands. Only 160 cubic meters of hoop pine mulch was purchased, with the remaining product recycled from our very own trees that have been mulched.

By taking this proactive approach to caring for our vegetation, we can reduce costs and effort in maintenance and positively influence our environment. We are proud to be able to deliver cost-effective programs that sustainably manage and enhance our local environment.

### Tom Jeffrey Park Bridge reinstated

Our Works Planning and Scheduling team facilitated the removal, repair and reinstatement of the bridge in Tom Jeffrey Memorial Park, the entryway to Agnes Water's main beach. The upgraded metal frame bridge improves access for beachgoers with enhanced access for emergency services.

Further beach access renewal work is scheduled for next quarter to provide a smoother bridge-to-beach transition.

This project is jointly funded by the Australian and Queensland governments under the Disaster Recovery Funding Arrangements.

### Condition Assessments

We know that the condition of our roads, pathways and carparks is important. This quarter our Asset Governance and Asset Planning teams facilitated a comprehensive revaluation and condition assessment of all of the roads, pathways and carparks in the region through our specialist contractor, Shepherd Services. This assessment covered:

- 977km of sealed roads
- 1269km of unsealed roads
- 219km of pathways
- 340 carparks (including on-road parking)

Across our pathways almost 6,000 defects were identified, with 95 per cent being low to medium severity. A priority works renewal program is currently being developed for the sections of pathway with significantly poor condition to ensure we keep our community safe.

The condition scores given for sections of our roads will also be used to determine the priority of resurfacing, resheeting and rehabilitating works over the next few years.

Undertaking assessments like these, provides us with valuable data that enables us to make informed decisions about prioritising our maintenance so we can target our effort to where it is needed most.

### Litter bugs

We are committed to keeping our public areas clean, tidy and safe. Although we do our best to keep an eye on our region, we also rely on our community to report incidents of littering and illegal dumping so that we can address it.

This quarter we received 67 customer service requests (CSRs) for illegal dumping and littering. Our Local Laws team were able to issue 11 infringements totalling \$16,712, which included two (2) offences for failure to comply with the first notice to remove materials.

A shout out to our Parks, Roads and Local Laws teams, who play a critical role in enabling us to keep our public spaces clean, tidy and safe.

Thank you also to our community who help us to keep our region beautiful!

### Better transparency and accountability

This quarter Council's Strategy and Improvement team made it easier for the business to execute our annual Operational Plan.

The team introduced a new way of establishing targets and monitoring progress, providing new tools and coaching to Initiative Leads.

This new approach is underpinned by partnership, and provides greater clarity, consistency and confidence in how we report. It also improves transparency and accountability to our community.

*"I am so pleased to see the Strategy and Improvement team using their amazing expertise to create constructive culture at GRC. They have enabled all of the Project Leads and Sponsors to achieve success by creating clear expectations, helpful tools and supportive coaching where we needed it most. With each step, we are collectively increasing our culture style of achievement and humanistic-encouraging and decreasing our style of avoidance. #ProudlyGRC"*

- Leslie, Creating Constructive Culture  
Initiative Lead 2023/24

### Smart asset solution improves cost recovery

Following a failure of our fixed standpipes water metering systems in late 2022, our teams were faced with a challenge. Our fixed standpipes offer commercial water supply for about 200 regular customers with access provided through a third party software program. This failure meant that we were unable to accurately capture water metering data. Suddenly, knowing how much water was being supplied via our standpipes became a real concern. An interim honesty system was implemented while we took the opportunity to explore our options for a long-term solution.

Our Senior Engineering Officer, Nigel, identified a smart asset solution, which could be modified and integrated with existing Council software, meaning maintaining our security and enhancing accuracy and ease of use for our people and customers.

This improvement is a great example of collective delivery bringing together our Water, Revenue, Operations Administration and Business Improvement teams to make positive change. Our internal processes were updated and a plan was made to implement the new system in a way that adds the best value for our people and customers.

Installation of new equipment as part of the system will be undertaken by Council's own electricians in a phased approach. This will provide upskilling opportunities, improving our electricians understanding of how the equipment and software functions, better equipping them to maintain it into the future.

This project is a great demonstration of our commitment towards continuously improving our practices around smart asset management, cost recovery, employee capability and implementing technology and process improvements that make it easier for our people to do their work and serve our community.

### A big machine for a big job

In September, our Fleet team delivered a new waste compactor to Benaraby Landfill. This is one of the largest pieces of machinery we now own, which will support our operations and enhance the stability and longevity of our landfill cells.

On average, we receive about 138 tonnes of waste per day across the region. This new machine will be critical in helping us manage that.

Waste compactors play a critical role in enabling efficient operations of landfill. They enable us to spread and compact waste to maximise space, support a stable landform and extend the life of our landfill.

### Which report, this report?

If you are a regular reader of this report, you may have noticed something different when you opened it up. With the intent to make it an easier and more enjoyable read, the design was simplified and realigned with Council's brand. Our Strategy and Improvement team, who deliver this report each quarter, led the refresh with support from our internal Graphic Designer.

Our quarterly reports are legislatively required but also provide the opportunity to reflect on our achievements and demonstrate how we are providing value for our community.

We are committed to being transparent and accountable to our community, and with a touch of personality, we hope you enjoy following along in our journey to connect, innovate, diversify.

Enjoy the read!



### Works Delivery

Improve how we safely deliver achievable and affordable asset maintenance to meet our community's needs.

**On Track**

to deliver by  
30 June 2024

**15%**

**progressed**  
target of 15%

**\$120,000**

**of \$2.2M spent**  
target of \$369,770

#### Milestones achieved in quarter one (July to September)

<p>✓ We have welcomed key resources that will enable us to lead the improved maintenance delivery model and key projects within the Works Delivery program.</p>	<p>✓ We have established guiding principles to allow us to assess our maturity in planning and delivering maintenance, enabling us to target areas that require improvement.</p>	<p>We have defined standards that provide consistency for our people for how we plan, deliver and monitor maintenance and asset performance.</p>
<p>We have the structure and people in place to support successful planning and delivery of maintenance.</p>	<p>We have refined an approach to implementing our safety priorities and technological enhancements required to improve our maintenance processes.</p>	<p>We have enhanced the capability of our planning resources to improve the performance of our assets.</p>
<p>We have completed assessments and refined approaches for; changes required to our warehouse processes, how we will capture our maintenance costs and the progression of this multi year program into 2024/25.</p>	<p>Our Roads Priority ratings have been updated to streamline how we prioritise fixing road defects to enable our people to effectively deliver achievable maintenance targets in line with Council's endorsed service levels.</p>	<p>We have further enhanced the capability of our planning resources to improve the performance of our assets, clearly defined our future resourcing needs and our Team Leaders are focussing more on core leadership activities.</p>
<p>We have completed the foundational work needed to implement the technology required to improve our maintenance processes.</p>		

This initiative represents one year of our multi-year Works Delivery Improvement Program (WDIP). Council is responsible for maintaining \$3.5 billion worth of assets and the WDIP is helping us to ensure we do this well. The WDIP includes changes across people, process, and technology over several years. Much of the work we have completed to date has been foundational to enable on the ground changes for our people in the future. This work is ensuring processes are aligned, our systems seamlessly integrate, and our people have time, ability and resources to safely do what needs to be done to maintain our assets.

This initiative progresses Outcome 2.1, Objective 2.1.1, Objective 2.1.2, Outcome 2.2, Objective 2.2.1, Outcome 2.3, Objective 2.3.2, Outcome 2.4, and Objective 2.4.3 of the Corporate Plan 2021-26.

### Community Waste Education

Deliver community education to support behavioural change regarding waste habits and reduce contamination, positively impact climate change and extend landfill life.

**On Track**

to deliver by  
30 June 2024

**10%**

**progressed**


revised target of 10%  
original target of 20%

**\$0**

**of \$180,000 spent**

target of \$0

#### Milestones achieved in quarter one (July to September)

<p> We have finalised the Position Description (PD) for the new Community Engagement and Education Specialist - Waste role so we can advertise the position, with clarity around the required skills to enable successful delivery of this initiative.</p>	<p>We will appoint our new Community Engagement and Education Specialist - Waste, providing us with the resources required to successfully deliver this initiative.</p>	<p>We will onboard the newly appointed person and assess the deliverables of the initiative.</p>
<p>We will identify the levers for behaviour change in sustainable community waste management practices.</p>	<p>We will develop measures for sustainable community waste management practices, enabling us to establish a baseline and prepare us to monitor community behaviour change.</p>	<p>We will define our Education Program concept that will enable us to encourage our community to improve waste habits, reduce contamination, positively impact climate change and extend landfill life.</p>
<p>Our Brand and Communications Action Plan will be developed that will support delivery of our Waste Education Program.</p>	<p>Our new Waste Education Program will be endorsed and published, providing our community with information and support to build more positive and sustainable waste management habits.</p>	<p>We will provide program updates to Council in April, May and June 2024 to show our progress in delivering the program and benefits we are realising.</p>

We originally targeted 20 per cent progress for this quarter, however the timeline was revised during the quarter following delays in recruitment. A review of achievability of the milestones across the original timeline was endorsed by the Sponsor, which included shifting the September 2023 milestone, appointing the new role, to November 2023. As a result of this shift, some milestones from October, November and December 2023 were moved to January 2024 to ensure adequate time will be given for us to provide best value outcomes for the initiative. During the review, an additional milestone was identified, onboarding the new role, which is anticipated to be completed by December 2023. Otherwise, the milestones remain unchanged, and the initiative is still expected to be delivered by the due date of 30 June 2024.

This initiative progresses Outcome 2.4, Objective 2.4.1, Outcomes 5.3 and Objective 5.3.1 of the Corporate Plan 2021-26.

### Future of Fleet

Implement a fully functional GPS system that provides accurate and reliable data to support the safety of our people and community.

**On Track**

to deliver by  
30 June 2024

**25%**

progressed  
target of 25%

**\$0**

of \$138,000 spent  
target of \$0

#### Milestones achieved in quarter one (July to September)

- ✓ We have prepared communication tools and plans for consulting with the business on the impact of this initiative, to ensure our people receive meaningful messages and we can effectively engage with them.
- ✓ We have completed the first round of consultation to understand the needs and impacts of this initiative on our people and operations. This better places us to make informed decisions as we prepare for and rollout the new Fleet System.
- ✓ We have used feedback received through consultation to make an informed decision about how we will implement the new Fleet System. This includes finalising and consulting on Data Use Guidelines before purchasing the system.

We will release a tender to a contractor detailing the resources, skills and expertise we need, with an approach to market that aims to attract qualified professionals to support set up and implementation of the new Fleet System.

We will update our Corporate Standard, finalise the Data Use Guidelines and undertake a privacy impact assessment on the preferred technology, so our people have clarity and assurance that we are managing data from the system in a safe, ethical and efficient manner.

We will award a contract to a suitably qualified contractor which will equip us with the resources, skills and expertise to successfully move forward with the set up and implementation of the new Fleet System.

We will develop an installation plan and schedule to ensure we can install new GPS devices in our vehicles with minimal disruption to our people and operations.

Our Finance, Fleet and ICT teams will complete training and participate in testing of the new system to ensure we are set up for successful implementation.

All 160 light vehicles in Council's fleet will have the new GPS devices installed, enabling us to capture real time data to support fleet management decisions.

We will facilitate the changes required as we prepare to implement the new Fleet Booking System, to make sure it is easy to use, reliable and provides value to our people and organisation.

Communications and training for the new Fleet Booking System will be provided to our organisation, providing our people with the capability to easily book pool vehicles while allowing for the capture of valuable fleet data.

The new Fleet Management System will be live, with scheduled reporting enabling us to capture accurate and reliable data to support the safety of our people and community and improve our fleet management practices.

This quarter, we finalised consultation with our people on the initiative. In response to feedback, we have made a conscious decision to delay purchase of software and onboarding of a consultant until the Data Use Guidelines, including clear approval processes, have been formalised and shared with our people. This will provide assurance that we are moving forward in a way that considers our people's experience and meets the needs of the business. To ensure we do this, we have shifted the order of milestones we set out to achieve, without changing the milestones or anticipated due date.

This initiative progresses Outcome 2.1 and 2.1.2 of the Corporate Plan 2021-26.

## RESILIENT ECONOMY

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

**44,135**

people through our doors at  
Gladstone Entertainment  
Convention Centre

**31**

work experience  
placements to date in  
2023

**\$34.3M**

in external funding  
secured



### Securing funding; securing our future

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

This quarter, we are proud to share that Council has successfully secured \$34,352,834 in external funding through 13 state and federal competitive grant applications and funding allocations. The funding secured this quarter, surpasses the total funding secured in 2022/23 of \$33.1 million.

With another \$23 million in pending applications, we look forward to securing more funds to reduce the financial burden on our ratepayers while strengthening opportunities to prosper our region.

### Boyne Tannum Aquatic Recreation Centre (BTARC)

Detailed design of the BTARC is 80 per cent complete and stakeholder updates continue to be provided on [Conversations](#) via our Strategic Projects Specialist. We look forward to completing designs next quarter and receiving a response to our funding application to the Australian Government's Priority Community Infrastructure Program to secure \$15 million from the election campaign commitment made in 2022. Securing this funding will inform Council's next investment decision and how we move the project forward.

### Work experience for local students

This quarter, Council hosted 16 work experience placements across the business. We welcomed students from all over the region including Gladstone, Calliope, Tannum Sands, Mount Larcom and Agnes Water. This year marks a record for the highest count of work experience placements, with 31 students joining us between January and September 2023. We are thrilled to have even more scheduled to join us later in the year. Work experience placements assist students in their transition from school to work and provide opportunities to relate school studies with a workplace, prepare for expectations of the workplace, get insight into workplace diversity, help students explore potential careers, improve confidence and self reliance. We are proud to invest in the future of our region, and advocate for the advancement of our region's skillbase.

### Transitioning economy and transitioning team

We are proud to share that we have activated more than half (62%) of the actions coming out of our [Economic Transition Roadmap](#). This Roadmap supports and guides our region to become a renewable energy superpower over the next 10 years.

Our Economic Development team have been busily collaborating with internal and external stakeholders, driving forward actions that will help our region manage the shift away from fossil fuels.

Our Economic Development Lead is liaising with project proponents to progress over 20 new industry projects which will strengthen our region's position in the race towards net zero emissions. These projects will support the infrastructure and services our region needs now, while building up long term resilience as we transition to a carbon neutral future.

New Project Guidelines have also been developed and distributed to project proponents to encourage them to operate to the standard expected by the community.

Another great highlight includes supporting the development of an export market to advance hydrogen supply chains from Gladstone, which has been supported by relationships our Economic Development Lead has built with Project Proponents from Japan, Taiwan and across Europe.

As our Economic Development Lead, Garry, prepares to embark on his next big project - retirement - we reflect on his incredible contributions. Garry has been instrumental in positioning the Gladstone Region as a renewal energy hub and his devotion to building a sustainable future has left an undeniable mark that will be felt for generations to come.

As we prepare to bid farewell to Garry, we embrace an exciting new chapter. We recently welcomed our new Economic Development Business Partner, Madi, who is keen to kick-start her career in economic development and brings valuable business experience to this role. We're also excited to find our next Economic Development Lead, who is ready to make a positive and lasting mark on the future of region through continued delivery of our 10-year Transition Economy Roadmap.

## OUR PEOPLE

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

**4426**

hours in face-to-face  
training

**65**

role appointments  
(internal and external)

**354**

applications for our  
traineeship and  
apprenticeship program

**165**

job interviews

**765**

years of service  
celebrated at our  
anniversary lunch



### Apprenticeship and Trainee Program

Applications opened and closed this quarter for our 2024 Apprentice and Trainee Program. We received 354 applications for 22 available positions within the program, 100 more than we received for our 2022 intake.

In the lead up to release of the program, our Learning and Development team were out and about across the region, to spread the word about the program. In July 2023, they met with students at Tannum Sands State High School and led conversations about what a career with Council could look like. Throughout the year our Learning and Development team members meet with other students in the region through Dorrie Day, Careers Expo and STEM events.

Our Learning and Development team collaborate with our Talent Acquisition function, as well as teams from across the business to enable this program to be a success.

We look forward to connecting with applicants next quarter and to finding out who the newest members of our Council family will be.

### Happy Anniversary!

Each year, Council hosts an anniversary lunch celebrating employees who have reached milestones in their career with Council.

This year, we had 51 of our people celebrating a total 765 combined years of service to our region.

- 24 celebrating 10 years of service
- 12 celebrating 15 years of service
- 10 celebrating 20 years of service
- 3 celebrating 25 years of service
- 1 celebrating 30 years of service
- 1 celebrating 40 years of service.

The 36 people celebrating either 10- or 15-years' service, achieved that under the banner of Gladstone Regional Council. The remaining 15 employees, would have started with either Calliope Shire Council or Miriam Vale Shire Council prior to amalgamation in 2008.

Special thanks to the Payroll, People Services, and Events teams and our Executive Assistant for People and Strategy, for organising the event.

We are proud to celebrate our people, who have given so much of their lives in service to this beautiful region that we get to call home.

We want Council to be a place our people are proud to walk into everyday, where employee experience is positive. We will continue to encourage our ideal culture as we look after our people, so they look after you, our community.

### Proudly GRC

Our Brand and Communications team continued the #ProudlyGRC campaign this quarter, showcasing one of our amazing Customer Solutions Officers, Shaun.

Shaun shares how rewarding it is to be part of a group of professionals that just want to do a great job, knowing Council is a great place to work and the Gladstone Region is a great place to live.

[▶ ProudlyGRC | Shaun](#)

### Well, well, well...

Council's Wellness Program is progressing *well* this quarter, as our newly onboarded Rehabilitation and Wellbeing Business Partner, Nikita, has hit the ground running. Existing wellbeing offerings have remained available for our people and, with an infusion of passion and enthusiasm from our new Business Partner, we are looking at a fresh new take on wellness at Council.

This quarter, Nikita has been working with a group of Wellness Champions from across the business, coming together as part of the Wellness Action team to promote healthy habits and building up awareness of existing wellbeing services available to our people.

Highlights from this quarter included:

- R U OK? Day Celebrations. We are proud to recognise this day at Council as a day of action where we come together to ask 'R U OK?'
- An internal campaign promoting our Employee Assistance Program
- Promotion of First Aid and Mental Health First Aid Training available to our people.

At Council, we're committed to looking after our people, so they look after you.

## Creating Constructive Culture

Collectively work together to deliver the Culture Action Plan.

**On Track**

to deliver by  
30 June 2024

**7%**

progressed  
target of 7%

**\$11,815**

of \$181,740 spent  
target of \$19,850

### Milestones achieved in quarter one (July to September)

✓ We have closed out the 2022/23 Culture Journey with lessons learned as we continually improve and embed the culture we want to see.

✓ We now have foundational tools to support us in guiding our working groups and communicating with our people about the survey, what debriefs will look like, and impacts on them throughout the year.

The culture survey will be made available to our people, enabling them to anonymously express what their experience at work is.

We will compare our 2021 and 2023 survey results to understand how our culture is shifting, whether we've realised benefits from our efforts to improve and where further opportunities exist to enhance our culture.

We will identify and review highly constructive teams across the business to improve our understanding of what good looks like at Council, how these teams achieve that and share these learnings with the wider business.

We will release an online hub to support contemporary and collaborative work practices for our people, provide opportunities for leadership and a place to foster brand ambassadorship.

Our leaders will be debriefed on the culture survey results and be equipped with the skills and knowledge to create meaningful actions for their teams.

Enhanced culture learnings will be shared, providing our people with inspiration for how they can apply learnings from their culture debriefs to improve their team culture and experience in the workplace.

Using the results from the 2023 culture survey, we will review our Culture Action Plan to ensure we continue to focus on work that matters and will make a difference for our people in the future.

Our people will be debriefed on the culture survey results to see how their experience at work compares to others and are better informed on how they can contribute to progressing our ideal culture.

We will work with cross-functional teams that exist outside the formal hierarchy of the business to support understanding of the role of collaboration and culture in the success of these teams.

Teams with a decline in constructive culture will be supported to understand the shift in results. We will work with these teams and leaders to explore opportunities to improve and address challenges.

This quarter, a recommendation by the Culture Steering Group was supported by the CEO to allocate additional resources to ensure our leaders are supported to debrief culture survey results with their teams and develop timely and meaningful action plans to continue our culture improvement journey. This requires an increased investment of \$22,000 which is being funded by savings in other areas of the People & Strategy budget, therefore it represents no additional overall cost to Council. For this period, we are under the projected spend by approximately \$9,000. Anticipated costs related to training will be utilised in quarter two.

This initiative progresses all outcomes and objectives from the Our People goal in the Corporate Plan 2021-26.



## Psychosocial Safety

Introduce strategies and training to mitigate psychosocial risks in the workplace.

**On Track**

to deliver by  
24 December 2023

**37%**

progressed  
target of 43%

This initiative is being  
delivered with Internal  
resources only.

### Milestones achieved in quarter one (July to September)

- |  |  |   |
|--|--|---|
| <p><input checked="" type="checkbox"/> We have shared the People at Work survey results with our people, giving them the opportunity to see how their experience at work compares to others and are better informed about behaviours that lead to psychosocial risk.</p>   | <p><input checked="" type="checkbox"/> We have recorded an organisational level psychosocial risk in Council's Corporate Risk Register, giving the Executive Leadership team visibility of the organisational risk and initiating quarterly reporting for this risk.</p>   | <p><input checked="" type="checkbox"/> We have debriefed on our Psychosocial Risk Assessment process to understand the best way to undertake them across the business. We have tested and refined the process which we will use to analyse psychosocial hazards in our workplaces.</p>  |
| <p><input type="checkbox"/> We will develop an organisation wide Psychosocial Risk Register to improve our understanding of psychosocial risks across the business, what controls are already in place, the effectiveness of these controls and where we have opportunities for improve our controls for psychosocial risks.</p> | <p><input checked="" type="checkbox"/> We have identified high-risk teams and completed interviews with employees as part of Psychosocial Risk Assessments for two teams. Responses from these interviews have improved our understanding of the effectiveness of our current controls, better places us to make informed decisions about how to protect our people and supports us to meaningfully prioritise and address our psychosocial risks.</p> | <p>We will update our Psychosocial Health Safety &amp; Wellbeing Procedure to make it easy for our people to access and use to effectively manage psychosocial risks. We are currently compliant with our legislative obligation, but by improving our tools we can make it easier for our people to manage processes and prevent harm.</p> |
| <p>We will provide training for our people to improve understanding of and capability to manage psychosocial risks. Targeted Code of Practice Training will also be delivered to our managers and leaders to support them in leading a psychosocially safe workplace.</p>  | <p>We will identify early intervention strategies for extreme and high-risk psychosocial hazards and address any high-risk actions identified from the People at Work survey results.</p>  | <p>We will provide our Executive Leadership team and Council a report, Maintaining Risk of Psychosocial Hazards, allowing for visibility and accountability for how we effectively mitigate psychosocial safety risks at Council.</p>   |

This quarter saw a new Project Lead appointed following the original lead ending their employment with Council. This delayed progress toward the planned milestone to develop an Organisation-Wide Psychosocial Risk Register. Work leading to this milestone is underway and is anticipated to be completed by October 2023. A conscious decision was made to move Code of Practice training for our managers and leaders from September to October, resulting in a revised target progress for quarter two. We still anticipate completing this initiative by December 2023.

This initiative progresses Outcome 4.1 and Objective 4.1.2. of our Corporate Plan 2021-26.

## ACCOUNTABLE COUNCIL

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

**2544**

plants and trees  
planted

**8776**

general emails received  
for distribution across  
the business

**192**

pest birds captured in  
2023



### In the weeds

An educational video on how to prevent aquarium fish and water weeds becoming pests in our waterways was finalised this quarter.

Barry, one of Council's Biosecurity Pest Management Officers, talks us through invasive aquatic weeds and fish and explains how the community can help to control and prevent the spread of pest aquatic weeds and fish in our region.

This in-house production was a collective effort brought together by the Brand and Communications and Biosecurity Pest Management teams.

▶ [Help control pest aquatic weeds and fish in our region](#)

At Council, we keep the environment front of mind and are committed to protecting Australia's beautiful, natural environment.

### Don't stop; won't stop protecting ourselves from cyber security threats

Council's ICT team continues to embed the Cyber Security Program which involves a mix of people, process and technology defences that protect us from cyber threats. Cyber security remains a priority for our business as our multi-layered defences continuously improve, so that we can keep our people, community and business safe.

### Reconciliation Action Plan (RAP) Launch

Council proudly launched our third RAP, [Innovate RAP 2023-2025](#), on Monday 31 July at the Philip Street Communities and Families Precinct. Our First Nations Liaison Officer led the development of our latest RAP as part of the 2022/23 Operational Plan, which will continue to guide our region's success in our reconciliation journey.

*"Our Reconciliation Action Plan is not just another paper document; it is a foundation on which to achieve lasting and successful reconciliation in the Gladstone Region."*

- Mayor Matt Burnett

### A bounty on Indian Myna Birds

Indian Myna (*Acridotheres tristis*) birds are highly intelligent birds that aggressively compete with native animals for food and nesting resources.

Due to their aggressive nature, their presence can reduce populations of local native bird species and are declared as pests within the Gladstone Region within *Subordinate Local Law No. 3 (Community and Environmental Management) 2011*.

Council's Biosecurity Pest Management team is promoting the humane control of these pests with a \$5 bounty and coordinated trapping with residents. In 2023, almost 200 of these birds have been trapped and passed on to Council for humane euthanasiation.

Council works with Gladstone's Men's Shed Association and Choice Passion Life (CPL) Disability Services to build Indian Myna bird traps. The Indian Myna bird traps are free for hire to the community for humane capture of these pest birds on private property.

Our Brand and Communications and Biosecurity Pest Management teams collaborated again to develop an Education and Awareness campaign for our community and residents. Council encourages the community to take part in the program which will help protect our environment and native wildlife.

🔗 [Gladstone Regional Council | Feral Animals](#)

▶ [Indian Myna Trapping Program | Bounty for pest birds](#)

Connecting Communities

Delivering Value

Resilient Economy

Our People

Accountable Council

### Information Management

Better understand our information assets and develop strong governance for the management of information, to improve security of our community's and our people's data.

**On Track**

to deliver by  
30 June 2024

**7%**  
progressed  
target of 7%

**\$198**  
of \$10,000 spent  
target of \$0

#### Milestones achieved in quarter one (July to September)



We have completed a gap analysis to help us understand where we need to improve when it comes to information management.

We will commence meetings with information owners to better understand how information is used and managed across our business, which will help us to make informed decisions as we progress with this initiative.

We will create a Register of Information Assets (RIA) that captures all the types of information we collect at Council. The RIA is foundational in enabling ongoing efficiencies in how we manage and improve security for our information assets.

We will conduct consultation on the newly proposed framework to ensure it provides value, is meaningful and has been informed by our people. We will also consult with the Executive Leadership team to ensure alignment and confidence in our approach.

We will review our existing training and reference material to ensure it is aligned with our refreshed approach to information management.

We will seek endorsement from the Executive Leadership team and Council on the Information Management Framework to ensure we are aligned and that our resources are meeting business and community expectations.

We will release the Information Management Framework to the business, providing us with governance and practices to manage and protect our information, increasing efficiency and reducing corporate risk.

This quarter, \$198 was invested in training to enhance our understanding of best practice for Information Management Governance which will support us in developing the Information Management Framework.

This initiative progresses Outcome 5.1, Objective 5.1.1, Objective 5.1.3 and Objective 5.1.4 of our Corporate Plan 2021-26.





[www.gladstone.qld.gov.au](http://www.gladstone.qld.gov.au)

