



# 2023/24 Operational Plan Quarter Two

**Proudly GRC**

## WELCOME

Welcome to the Gladstone Regional Council (GRC) 2023/24 Operational Plan Quarter Two Performance Report, which demonstrates our performance from October to December 2023. This report is to be presented for consideration by Council at its General Meeting on 6 February 2024.

We produce a quarterly report 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.





## CONTENTS

- Welcome... 2
- Operational Plan on a Page... 4
- Core Services on a Page... 5
- Report Details... 6
- Our Performance Snapshot... 6-7
- Connecting Communities... 8-13
- Delivering Value... 14-18
- Resilient Economy... 20-21
- Our People... 22-25
- Accountable Council... 26-28

## 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



### Connecting Communities

#### 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

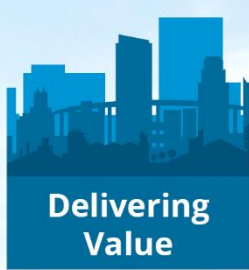
##### Internal resources

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.



### Delivering Value

#### 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.



### Resilient Economy

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



### Our People

#### Creating Constructive Culture

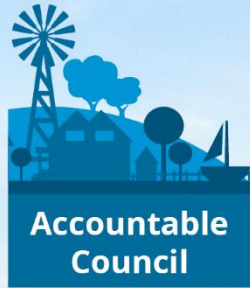
**\$159,240**

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.



### Accountable Council

#### 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:

**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. Completed milestones will be in black font, while milestones for future periods will be in grey font.

## OUR PERFORMANCE SNAPSHOT

**100%**

initiatives  
on track

**50%**

average progress  
(33% increase from  
last quarter)

**44**

core services highlights  
and stories



Table One: Quarter Two (Q2) Initiative Progress Overview

Goal	Initiative	Q2 Target Progress	Q2 Actual Progress	Budget	Status
Connecting Communities	Access and Inclusion Action Plan	35%	50%	\$44,000 (on target)	●
	Social Infrastructure Strategic Plan Review & Update	80%	80%	-	●
	Planning Scheme Review	50%	40%	\$27,079 (below target)	●
Delivering Value	Works Delivery	60%	60%	\$406,211 (below target)	●
	Community Waste Education	30%	30%	\$5,505 (below target)	●
	Future of Fleet	52%	35%	\$0 (on target)	●
Our People	Creating Constructive Culture	51%	51%	\$33,550 (below target)	●
	Psychosocial Safety	67%	63%	-	●
Accountable Council	Information Management	41%	41%	\$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.

**240,147**

website visits

**58,098**

library visits

**1349**

posts across all our  
social media channels

**4071**

views on Council's  
Community Engagement  
Platform - Conversations

**4000+**

people attended the  
2023 Santos GLNG  
Mayors Carols

**31**

new registrations for  
the Gladstone Region  
Funding Finder





### Celebrating Senior's Month together

During October 2023, Council partnered with the community to deliver and promote inclusive events catered to the region's seniors as we celebrated Seniors Month 2023. The theme for 2023, *Social Connections*, saw senior residents enjoying social connection, meaningful experiences and having fun!

The HOPE Café Seniors Lunch returned again this year with input from Council's Community Development and Brand and Communications teams. The event reached capacity in just two days and transported over 120 seniors on a countryside bus charter to Builyan and Many Peaks Progress Association Hall in the Boyne Valley. The Gladstone Ukuleles provided entertainment on the trip and a delicious buffet roast lunch and desserts kept bellies full. More local entertainment included Mackenzie May and a performance by Builyan State School students.

Council also compiled a calendar of events on behalf of local groups and organisations, encouraging community involvement at over 30 different events across the region. From Croquet Come and Try, to Bonsai for Seniors, and Morning Melodies, there was something for everyone.

Council is proud to be involved in Seniors Month every year to improve connections and enhance opportunities for our seniors to participate in their communities.

- ▶ [Builyan State School Students Perform for Seniors Month 2023](#)

### Busy quarter for Tondoon Botanic Gardens

Quarter two was a busy time for the Tondoon Botanic Gardens (TBG), celebrating their 35<sup>th</sup> birthday, welcoming over 56,000 visitors through the gates and winning awards!

On 23 October 2023, TBG celebrated its 35<sup>th</sup> birthday. As part of the celebrations and as a thank you to the community who have supported TBG over the years, 350 plants from our own TBG nursery were given away to the community for free.

TBG's Botanic Gardener Apprentice, Tristan, was awarded the prestigious Botanic Gardens Australia New Zealand (BGANZ) annual professional development award, to the value of \$2,000.

Tristan will use his award to travel to Mt Coot-tha Botanic Gardens in Brisbane, to study specimens of *Macadamia janseni* onsite that were originally propagated at TBG's nursery as part of our longstanding research and conservation project with the Macadamia Trust and Sunshine Coast University.

Tristan will study these specimens against those growing in our TBG, and have a report published in the BGANZ 'The Botanic Gardener' magazine later in 2024.

### Agnes Water Library turns 25

On 2 December 2023, our Agnes Water Library celebrated 25 years of engaging with our communities through delivery of library services. Over 950 community members joined us in celebrating with a special story and craft time, petting zoo, book sale and giveaways. Thank you to all those who joined in the event and to our Libraries, Disaster Management and Brand and Communications teams as well as several external organisations for making it possible. Council is proud to connect communities across the region through our seven libraries and Out & About services.

### Welcome to the Discovery Coast Region

Collaboration was strengthened on the Discovery Coast for families and community when Council, in partnership with the Gladstone Neighbourhood Centre, joined forces with Uniting Care, Heart of Agnes, and Gladstone Community Linking Agency to welcome new residents to the Gladstone Region.

The welcoming event partnered with the Agnes Water Library for their 25th birthday celebration, welcoming new residents to the beautiful Discovery Coast in the Gladstone Region. The event allowed attendees to learn more about the services available, attractions in the region and make connections with other community members.

Highlights from the event included a welcome from the Mayor and special Welcome to Country, morning tea and a services expo. There were children's activities and stallholders with information on services valuable to new residents.

This raised the profile of organisations on the Discovery Coast and helped to welcome residents to the Discovery Coast Region, creating a sense of belonging for all.

#### **It's the most wonderful time of the year!**

On Friday 1 December 2023, Gladstone merged our iconic Goondoon Street Christmas Tree lighting with the 2023 Santos GLNG Mayors Carols to make this Christmas celebration bigger and better than ever!

Welcoming an estimated 4000 people to the Marina Parklands Stage, the night was packed with prizes, entertainment and fun for all.

There were performances from special guests Charli Robinson (High 5) and Marcus Corowa, who led our first ever First Nations Community Choir performance. Also gracing the stage were 11 Gladstone Region school choirs with the support of 11 local soloists, Gladstone Performing Arts Company (GPAC) and the Cast of the 2024 Combined Schools Musical, The Little Mermaid.

Drones dropped prizes to crowd members with the lucky recipients taking home bikes, TV's and even a trip to Heron Island!

For the first time ever, the Mayor lit up the Goondoon Street Christmas tree via live broadcast on stage at the event. Mother nature's lightning display went in direct competition with the fireworks so the decision was made to send them up early at 8.30pm, followed by an all in performance of We Wish you a Merry Christmas, ending the evening on a high.

#### **Sending off 2023 with a BANG at GRC's New Year's Eve Party**

Over 3000 people enjoyed a New Year's Eve full of food, fun and fireworks at the Gladstone Marina.

Families and friends were treated to great entertainment and a mesmerising 8pm fireworks display. Although we didn't get quite the show to welcome the New Year, with midnight fireworks being cancelled due to the stormy conditions, the evening was a wonderful celebration of community in 2023!

A special thanks to Beccy and the Jets and supporting local musicians Mackenzie May, Jacinta Bradley, John Eade, Callan Reah and Kahn Goodluck for great tunes to see out 2023.

Council's Community Events Team is proud to present this event, free to the community each year.

### 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

**50%**

progressed  
target of 35%

**\$44,000**

of \$100,000 spent  
original budget \$50,000

#### Milestones achieved in quarter one (July–September) and quarter two (October–December)

<p>✓ Existing documentation has been reviewed to clearly understand Council's position regarding access and inclusion as we prepare for development of the new Plan.</p>	<p>✓ 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.</p>	<p>✓ Both tenders for consultancy work have been assessed and awarded, resourcing us to deliver the audit and community engagement activities in a fiscally responsible way.</p>
<p>✓ We are clear on existing access and inclusion principles and practices that are currently in place with Gladstone Regional Council.</p>	<p>○ Recent legislative and strategic changes will be reviewed, along with Council's 2013 Accessibility Audit, to ensure the plan we develop is appropriately informed.</p>	<p>We will complete the required community engagement, enabling us to better understand the needs of the community.</p>
<p>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.</p>	<p>We will have a drafted Access and Inclusion Plan, ready for final review by the Mayor, Councillors and Executive Leadership team.</p>	<p>We will 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.</p>

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.

Progress has been made toward the next milestone with the completion of a review and update of Council's 2013 Accessibility Audit, seeing this initiative tracking ahead of the target progress for the quarter two period.

As an outcome of the tender process, it was identified that additional budget would be required to deliver the initiative. A formal change request was submitted, and approved by the Project Sponsor. The initiative budget has increased to \$100,000.

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

### 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

**80%**

progressed  
target of 80%

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

#### Milestones achieved in quarter one (July–September) and quarter two (October–December)

Delivering Value	<p>✓ We have completed a desktop review to improve our understanding of historical social infrastructure needs.</p>	<p>✓ We have analysed our region’s population forecast model and infrastructure and services impact model to understand our current and future infrastructure needs.</p>	<p>✓ We have reviewed 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 our analysis we understand social infrastructure shortfalls in the Gladstone Region and better understand the gap between what we have now and what we will need in the future.</p>	<p>✓ Taking an evidence-based approach, we 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>
Resilient Economy	<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>
Our People			
Accountable Council			

The development of the draft SISP marks completion of a major milestone in this initiative. We look forward to refining and finalising the SISP in the coming months.

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

**40%**

progressed  
target of 50%

**\$27,079**

of \$150,000 spent  
target of \$49,998

#### Milestones achieved in quarter one (July–September) and quarter two (October–December)

<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 have hosted 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>○ The initiative has been 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 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 documents.</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 our 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>

Following Councillor review and feedback on our Communication and Engagement Plan, it was agreed that the December 2023 milestone to launch the project on Council's online engagement platform be postponed to January 2024. This then aligns the launch with an industry forum and subsequent community drop-in sessions also planned for January 2024.

The initial budget targets were estimated prior to awarding a contractor. Now the contract has been awarded and we have a confirmed contractor payment schedule, we will re-align the target spend with the payment schedule in January 2024.

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.

**12,612**

in-person visits to our customer service centres

**160**

community park bookings

**4887**

tonnes of waste collected kerbside  
(6.62% increase on Q1)

**1864**

ICT service requests

**53,743**

visits to our waste transfer stations

**40+ km**

of fire breaks delivered by GRC during Oct/Nov bushfire response

**1569**

operational maintenance & repair activities undertaken

**256L**

average daily water use across our region per person

**9522**

customer service phone interactions



### Mount Larcom Pool makes a splash again

Following necessary maintenance work, the Mount Larcom Pool reopened to the community in December 2023.

Built in the early 1970s, the Mount Larcom pool had reached its end of useful life and was set to close. The pool has been a central part of the town for more than 50 years and is considered a highly valued asset for the Mount Larcom community. After listening to feedback from locals, Council made the decision to enact a temporary solution that allowed the pool to safely continue operating while we explore options for a replacement.

To ensure the pool remained safe and compliant, the temporary solution included the replacement of filtration systems, chemical dosing plants, several tanks, electrical upgrades, painting and replacement of damaged fencing.

Council is continuing to work with the Mt Larcom community to understand their vision for a new swimming pool while also looking for opportunities to secure funding for construction of a new pool, to reduce the cost impact on our ratepayers.

### Progress in 'Reorganising for Maintenance'

Council's Reorganising for Maintenance project continues to progress with the latest phase being stood up on 2 January 2024.

Reporting line changes were made in the Property Team (Operations) and Community Facilities Team (Community & Lifestyle) who will now report to Council's Maintenance Manager.

These changes continue to make maintenance easier for our people and deliver value for our community.

### Yarwun Wastewater Treatment Plant receives much needed upgrade

Council is proud to share that the Yarwun Wastewater Treatment Plant is fully operational and taking full flows from the network.

Getting to this point is a culmination of over five years work, with the project having faced numerous obstacles along the way. This included COVID-19 timeline impacts, supply issues in receiving the plant from Japan, weather, compliance and contractual challenges. In light of these things, the delivery of this project is a major achievement.

The confirmation of full flow from the plant closes out the construction element of the project and moves into a proof of performance period before the old plant is decommissioned.

Council's Asset Planning, Project Delivery, Environment and Conservation and Water Program Delivery Teams collaborated to achieve this project milestone.

### Piloting AI for water maintenance optimisation

We are excited to be piloting an advanced wastewater maintenance system which takes water monitoring beyond our existing Supervisory Control and Data Acquisition (SCADA) based systems, to using Artificial Intelligence (AI) to deliver insights and optimise maintenance operations.

With a focus on predictive maintenance, the system will provide more valuable information on pump health and other maintenance requirements, enabling our people to act before a failure occurs.

Being able to act quickly means we could see less incidents such as sewerage overflows occurring from pump blockages.

The pilot project has reached its final stage and the investigation has been completed. Council is awaiting a final outcome report before evaluating and considering future use of the system.

**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

**60%**

progressed  
target of 60%

**\$406,211**

of \$2.2M spent  
target of \$820,000

**Milestones achieved in quarter one (July–September) and quarter two (October–December)**

- ✓ We have welcomed key resources that will enable us to lead the improved maintenance delivery model and key projects within the Works Delivery program.
- ✓ 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.
- ✓ We have defined standards that provide consistency for our people for how we plan, deliver and monitor maintenance.
- ✓ We have the structure and people in place to support successful planning and delivery of maintenance.
- ✓ We have refined an approach to implementing our safety priorities and technological enhancements required to improve our maintenance processes.
- We will have enhanced the capability of our planning resources to improve the performance of our assets.
- We will complete assessments and refine 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.
- Our Roads Priority ratings will be 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.
- We will further enhance the capability of our planning resources to improve the performance of our assets, clearly define our future resourcing needs and our Team Leaders will be focussing more on core leadership activities.
- We will have completed the foundational work needed to implement the technology required to improve our maintenance processes.

The program is on track with all planned milestones achieved to date. We are now in a position to start maintenance planning differently from January, with the right people in the right roles and improved processes in place. The foundational work required to enable our asset data cleansing to be accelerated is complete and this work and additional budget spend will progress through the next quarter.

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

**30%**

progressed  
target of 30%

**\$5,505**

of \$180,000 spent  
target of \$11,000

#### Milestones achieved in quarter one (July–September) and quarter two (October–December)

<p>✓ We have finalised the Position Description 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 have appointed our new Community Engagement and Education Specialist - Waste, providing us with the resources required to successfully deliver this initiative.</p>	<p>✓ We have onboarded the newly appointed person and assessed 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>

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

**35%**

progressed  
target of 52%

**\$0**

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

#### Milestones achieved in quarter one (July–September) and quarter two (October–December)

<p>✓ 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.</p>	<p>✓ 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.</p>	<p>✓ 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.</p>
<p>✓ We have released 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.</p>	<p>○ 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.</p>	<p>○ 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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>

Work is underway on both quarter two milestones with completion expected in January. The Project Team faced challenges with unforeseen procurement processes that delayed progress, however this is not anticipated to impact completion of future milestones. These processes are in place to protect the business and supports Council in our accountability and transparency.

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.

**30,011**

people through our doors at Gladstone Entertainment Convention Centre

**700+**

delegates attended the 2023 LGAQ conference hosted by our GECC

**\$16.4M**

in external funding secured



### Boyne Tannum Aquatic Recreation Centre reaches significant milestone

At the 5 December 2023 General Meeting, Council resolved to enter into a funding agreement with the Department of Infrastructure, Transport, Regional Development, Communication and the Arts, for the Australian Government's 2022 election campaign commitment.

In October 2023, notice of funding approval was received for the commitment towards the construction of an aquatic centre for Boyne Island and Tannum Sands.

This milestone decision enables Council to now proceed to tender the construction of the Boyne Tannum Aquatic Recreation Centre Project in 2024.

The proposed aquatic centre is designed to provide a hub for families, schools, clubs and visitors to connect, recreate and learn, and enhance health, fitness and social wellbeing.

You can stay up to date with the project via our [Conversations](#) engagement platform.

### Economic Transition Roadmap one year on

One year on from the launch of the 10-year Economic Transition Roadmap, Council is proud to share that 95 actions from the project are on track with more than 70 per cent of the plan activated.

The detailed plan was a response to major changes in the energy sector and has since been well received locally, nationally, and internationally.

The Transition Roadmap supports and guides the Gladstone Region in becoming a renewable energy superpower.

It highlights work needed in six key areas to achieve a positive economic transition:

- Energy security and affordability
- Establishing a viable hydrogen industry
- Economic diversification
- Workforce development
- Community benefits
- Environmental protection

There are now over 20 renewable energy projects under development in the region, and Council's New Project Guidelines have been issued to proponents looking to invest in the region.

### Gladstone Hosts LGAQ 2023 Conference

The Gladstone Entertainment Convention Centre (GECC) played host to this year's Local Government Association of Queensland (LGAQ) Annual Conference.

Teams across Council, including Arts and Entertainment, Brand and Communications, Community Partnerships, Environment and Conservation and more, worked hard to ensure the three-day event was successful for all attendees.

More than 700 delegates from 77 local governments across Queensland came together to advocate for changes to improve their communities. Collectively, the group voted on 152 motions, shared ideas and challenges, and worked together to find solutions for their council areas.

All of Gladstone Regional Council motions were passed at the meeting and will influence LGAQ's advocacy work in the future. Our Councillors passionately advocated across four topics to drive change for our community, these topics include:

- Amending the Planning Act 2016 to enable community consultation on renewable energy projects, such as solar farms
- Financial support for local governments to transition to net zero emissions
- Establishing a dedicated fund to invest in critical infrastructure and to support the workforce sectors needed to enable the transitioning energy sector
- Investment in social infrastructure and services to improve liveability and attract and retain workers in regional communities.

You can find more information on Council's advocacy work at [www.gladstone.qld.gov.au/economic-information](http://www.gladstone.qld.gov.au/economic-information)

## OUR PEOPLE

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

**4744**

hours of training  
undertaken

**38**

role appointments  
(internal and external)

**72%**

of employees  
completed our Culture  
Survey re-measure



### Prioritising Mental Health

Council's Health, Safety and Wellbeing Team engaged [The Outback Mind Foundation](#) to conduct mental health seminars across the region for our people in November 2023.

The seminar featured the documentary *Healing Men's Minds*, Q&A sessions with the founder of The Outback Mind and an employee barbeque that brought staff together to connect and share.

The seminars served as a timely reminder to our people to take the time out to connect with those around them and look after our mental health. Out here, men's health matters.

▶ [Healing Men's Minds Documentary](#)

### GRC Retirees Lunch

Council recently hosted its second GRC Retirees Lunch event to reconnect and celebrate the contributions of our retired employees.

The event was well attended by almost 50 people and saw us take a trip down memory lane, acknowledging the many years of collective experience between our retirees.

Council's Arts and Entertainment and People Services teams proudly organised this wonderful event for our retirees.

### 2024 Apprentice and Trainee Program

Around 50 apprentice and trainee candidates attended Council's Apprentice and Trainee Assessment Centre over two days in November 2023.

Candidates participated in various activities, assessments, and interviews in the hopes of securing one of the 22 Apprenticeship or Traineeship roles with Council in 2024.

Council is working with successful candidates on the final stages of the intake process as they prepare to begin their journey with Council at the end of January.

Council's Apprentice and Trainee Program provides opportunities to upskill community members to strengthen our region's future workforce.

Council's Learning and Development team facilitated the assessment centre while the Talent and Acquisition Team coordinated candidates and provided support to our Leaders and Assessors in the selection process.

### In October, we wear PINK

Each October, our people are supported to wear pink in support of Breast Cancer Awareness Month.

Our Wellness team encouraged employees to 'wear it pink', boost awareness and encourage proactive monitoring because we know that early detection leads to better outcomes.

Thank you to our employees who wore it pink to raise awareness and shine a light on this important topic.

### Creating Constructive Culture

Collectively work together to deliver the Culture Action Plan.

**On Track**

to deliver by  
30 June 2024

**51%**

progressed  
target of 51%

**\$33,550**

of \$181,740 spent  
target of \$104,500

#### Milestones achieved in quarter one (July-September) and quarter two (October-December)

<p>✓ We have closed out the 2022/23 Culture Journey with lessons learned as we continually improve and embed the culture we want to see.</p>	<p>✓ 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.</p>	<p>✓ The culture survey has been made available to our people, enabling them to anonymously express what their experience at work is.</p>
<p>✓ We have compared 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.</p>	<p>✓ We have identified and reviewed highly constructive teams across the business to improve our understanding of what good looks like at Council, how these teams achieve that and will share these learnings with the wider business.</p>	<p>✓ We have released an online hub to support contemporary and collaborative work practices for our people, provide opportunities for leadership and a place to foster brand ambassadorship.</p>
<p>✓ Our leaders have been debriefed on the culture survey results and are equipped with the skills and knowledge to create meaningful actions for their teams.</p>	<p>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.</p>	<p>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.</p>
<p>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.</p>	<p>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.</p>	<p>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.</p>

Current spend is below target spend for this initiative. This is due to Council awaiting invoices from our contractor. Once invoices are received and paid in January, spend is expected to return to be back on track as per the project plan.

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  
30 March 2023

**63%**

progressed  
target of 67%

This initiative is being  
delivered with internal  
resources only.

### Milestones achieved in quarter one (July-September) and quarter two (October- December)

- |  |   |  |
|--|---|--|
| <p>✓ 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 we are better informed about behaviours that lead to psychosocial risk.</p>  | <p>✓ 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>✓ 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>✓ We have developed 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 to improve our controls for psychosocial risks.</p> | <p>✓ 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 and 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 have updated 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 temporary Project Lead appointed following the previous lead ending their employment with Council. A conscious decision was made to move December milestones to the new year, to coincide with the onboarding of Council's new Manager of Health Safety and Wellbeing.

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.

**1359**

plants and trees  
planted

**88%**

Customer calls resolved  
at the first point of  
contact

**43,000 ha**

of land burnt during the  
Oct/Nov bushfires



### Environmental Management System gets an update

Over the last six months, our Environment and Conversation Team have conducted a review and updated Council's Environmental Management System (EMS) Manual, including the Environmental Aspects and Impacts Register.

Council's Environmental Advisor undertook the significant review and update to ensure the important document continues to meet Council's legislative obligations. The update included reviewing and documenting the actions and controls we take to mitigate and reduce environmental harm and climate change.

The EMS supports Council to achieve our environmental goals through reviewing, evaluating, and improving our environmental performance, keeping the environment front of mind in what we do every day.

### Baffle Creek and Lowmead bushfire response

While fires burnt 43,000 ha of land during October and November 2023 in Baffle Creek and Lowmead, Council teams came together to keep our community safe.

Our Roads Teams were putting in firebreaks and helping resupply water to firefighting trucks, our Brand and Communications Team kept our people and community informed with regular and reliable updates and information and our Disaster Management Team worked closely with Queensland Fire and Emergency Services (QFES) to oversee the disaster response. Many teams across Council played a role in assisting those responding to the fires and keeping the community safe

Our Miriam Vale Customer Solutions Team and Gladstone Entertainment Convention Centre Teams worked closely with SES Welfare to stand up places of refuge at the GECC and Miriam Vale Community Hall, for residents severely impacted by the fires, while our Community Partnerships Team assisted with community outreach following the fires.

Prior to disaster season, Council worked with QFES on preparation and lessons learnt from previous responses. This proactive preparedness resulted in timely and efficient communications on the fire ground, ensuring our teams safety.

In challenging times, the Gladstone Region spirit shines while we each do our bit to make sure we all get through. A special thanks to the Rosedale Hotel who, in collaborating with State Emergency Service (SES) Welfare, assisted with offering accommodation to impacted community members.

### Central Queensland Council's unite to keep our communities safe from animal diseases

In November 2023, Council hosted a workshop attended by Gladstone Area Water Board, Rockhampton Regional Council and Banana Shire Council aimed at upskilling and educating officers on emergency animal disease response.

The workshop was delivered by the Biosecurity Queensland Department of Agriculture and Fisheries Principal Project Officer and Manager Projects for Emergency Animal Disease.

Our Biosecurity Pest Management Officers, Environmental Health Officers and Disaster Management Officers attended the workshop and acquired valuable information and insight on Council's responsibilities in the event of an animal disease outbreak.

Officers will continue to improve planning for disaster management by developing an Emergency Animal Disease Response Plan and participating in a simulation exercise to test and evaluate the response plan.

This upskilling opportunity would not have been possible without funding from the Queensland Government and in-kind support from the Biosecurity and Environment Health Team.



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

**41%**

progressed  
target of 41%

**\$198**

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

#### Milestones achieved in quarter one (July–September) and quarter two (October–December)

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

