



2023/24 Operational Plan Quarter Three

Proudly GRC

WELCOME

Welcome to the Gladstone Regional Council (GRC) 2023/24 Operational Plan Quarter Three Performance Report, which demonstrates our performance from January to March 2024. This report is to be presented for consideration by Council at its General Meeting on 21 May 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... 14-19
Resilient Economy... 20-21
Our People... 22-27
Accountable Council... 28-31

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 sustainability, growth and prosperity for our business and region and progress delivery of our 2021-26 Corporate Plan. Core services are the essential things we do every day to deliver for our community and remain the focus for many of our people. Comparisons between Quarter Two (Q2) and Quarter Three (Q3) highlight our trends.

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

89%

initiatives
on track

71%

average progress
50% in Q2 ↑

50

core services highlights
and stories



Table One: Q3 Initiative Progress Overview

Goal	Initiative	Q3 Target Progress	Q3 Actual Progress	Q3 Spend	Status
Connecting Communities	Access and Inclusion Action Plan	85%	85%	\$63,000 under target	●
	Social Infrastructure Strategic Plan Review & Update	90%	90%	Nil	●
	Planning Scheme Review	60%	60%	\$176,631	●
Delivering Value	Works Delivery	70%	70%	\$616,027 under target	●
	Community Waste Education	85%	85%	\$19,063	●
	Future of Fleet	45%	45%	\$0	●
Our People	Creating Constructive Culture	71%	71%	\$127,727 under target	●
	Psychosocial Safety	92%	92%	Nil	●
Accountable Council	Information Management	41%	41%	\$198	●

* Target progress may reflect an approved revised target. Actual budget spend for the quarter is reflective of the spend at the time individual initiative reports are submitted and subject to variance with the timing of reporting.

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.

271,998

website visits
240,147 in Q2 ↑

63,918

library visits
58,098 in Q2 ↑

1402

posts across all our
social media channels
1349 in Q2 ↑

6835

views on Conversations
engagement platform
4071 in Q2 ↑

95

people engaged at
drop-in sessions for the
Planning Scheme Review

180+

people attended
Moonlight Movies
during Parks Week



Top Notch Citizens

On the eve of Australia Day, about 440 people adorned in black tie, huddled into the Gladstone Entertainment Convention Centre (GECC) for a celebration of our community.

Our first Citizenship Ceremony of the year was combined with the 2024 Gladstone Region Australia Day Awards to recognise the newest 'official' members of our community as well as the unsung heroes of our region.

Thanks to a collaborative effort from our GECC and Brand and Communications Teams, the event was livestreamed giving family, friends and other interested folk the opportunity to take in the wonder of this event.

A warm welcome was given to 42 citizens from 10 different countries, who now proudly call Australia home.

Outstanding achievements in our community were also put on show, with 63 nominees over nine (9) categories for the 2024 Gladstone Region Australia Day Awards. Ron Streeter humbly took home Citizen of the Year for his years of tireless work and selfless commitment to our community.

Congratulations to all Gladstone Region Australia Day Award Winners:

- Ron Streeter
- Abiksha Murali
- William (Bill) Webb
- Ethan Sharpe
- Ann Hooper
- Combined Services Gladstone Touch Football Day (Event)
- Josephine Meng
- Ronald and Patricia Doherty
- Sidney Crawshaw.

Thank you to our Community Events, Brand and Communications and Office of the CEO Teams for making this event possible.

Community is the core of Council's business, and it is an honour to connect with, recognise, and celebrate the people who make up our unique communities, through this celebratory event.

Visit Council's website to find out more about the 2024 Gladstone Region Australia Day Awards winners.

www.gladstone.qld.gov.au

Volun-cheer for our volunteers!

Gladstone Regional Council (GRC) is proud to recognise and celebrate the contributions that volunteers make in our community.

Nominations opened this quarter to recognise volunteers across our region. We will take time next quarter, from 20 to 26 May to celebrate our volunteers during National Volunteer Week.

Our Community Partnerships Team are busy preparing for the celebrations and look forward to continuing to build partnerships and connection across the unique communities of our region.

Visit Council's Conversations platform to learn more about National Volunteer Week 2024.

www.conversations.gladstone.qld.gov.au

Community voices informing Council's Planning Scheme Review

Early in 2024, the Development Services and Brand and Communications Teams partnered to deliver community engagement sessions across the region on the Planning Scheme review. This activity supports progress of the Planning Scheme Review Initiative, detailed on page 13.

A community wide survey was released on Council's community engagement platform – Conversations. Responses from 236 community members and 26 industry organisations and groups were collated to influence and inform the review of our Planning Scheme.

Community drop-in sessions across the region provided further opportunities for feedback and input from members of our community. Over 80 community members joined the drop-in session at Agnes Water, two (2) at Calliope and eight (8) in Gladstone. A targeted workshop with industry groups was also delivered at the GECC with 57 attendees in total.

Thank you to everyone who provided feedback and input to help inform the review of our Planning Scheme, Our Place Our Plan.

Aussie Aussie Aussie – Oi Oi Oi

It was the night before Australia Day and the Community Events Team wondered, would the event go ahead with this looming rain and thunder? We are happy to share the rain clouds did clear and the Australia Day Family Fun Day was delivered with cheer!

Council proudly delivered the Australia Day Family Fun Day as a celebration of culture, country and community. This year over 4000 people made their way to Millennium Esplanade in Tannum Sands for a morning of family-friendly fun.

The event was brought together by our Community Events Team with support from our Brand and Communications Team and featured live entertainment, face painting, a free sausage sizzle, local food vendors, amusement rides, as well as some classic Aussie themed games to make the event a sure hit.

Festival of Summer

Council's Community Events Team proudly delivered the fifth annual Festival of Summer from 8 to 12 January 2024, with support from teams across the business.

The week-long program gave the youth in our community, opportunities to explore our region and enjoy the summer school holidays with 15 events on offer. The most popular activity was the Lady Musgrave Island Day Tour. Additional bookings were made available to keep up with the popular demand.

The week ended on a high with the SOUNDS Music Festival, bringing together over 180 young people to dance the summer away.

Visit Council's website to find out more about our annual Festival of Summer program.

www.gladstone.qld.gov.au

Parks Week 2024

Parks Week was celebrated from 1 to 9 March 2024 with four free events to promote community wellness and deliver activities our whole region can enjoy.

Parks Week is recognised by hundreds of organisations across Australia and New Zealand with events that celebrate the vital role parks play in creating liveable cities and thriving communities.

The Gladstone Region has an extensive network of parks and recreation areas just waiting to be discovered. To showcase our parks and encourage our community to get outdoors, our Community Events Team hosted Moonlight Movies and Yoga in the Park across the region for Parks Week 2024.

The first Moonlight Movies was hosted at Alf Larsen Park in Miriam Vale, bringing 80 people together to watch the family movie, Wonder. Super Mario Bros. was a hit at Bunting Park Calliope with over 100 attendees coming to enjoy the film on the big screen with popcorn and fairy floss available.

Over 55 community members joined Yoga in the Park at Anzac Park, Gladstone, and an intimate group of five (5) enjoyed an early morning Yoga in the Park session at Air Sea Rescue Park, Seventeen Seventy.

Next time you are out and about, why not make the most of the outdoors and visit one of the 150 parks and open spaces in our region.

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

85%

progressed
target 85%

\$63,000

of revised budget \$100,000
revised target spend \$80,000

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

- ✓ 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 have been assessed and awarded, resourcing us to deliver the audit and community engagement activities in a fiscally responsible way.
- ✓ We are clear on existing access and inclusion principles and practices that are currently in place with Gladstone Regional Council.
- ✓ Recent legislative and strategic changes have been reviewed, along with Council's 2013 Accessibility Audit, to ensure the plan we develop is appropriately informed.
- ✓ We have completed community engagement, enabling us to better understand the needs of the community.
- ✓ We have undertaken 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 drafted the Access and Inclusion Action Plan, ready for review by the community and Council.
- ✓ We will have a Council endorsed Access and Inclusion Action 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.

At the time of submitting progress for this initiative, the invoice for March activities had not been received. It is anticipated that upon receipt of this invoice, the initiative target spend will be met. As a matter of timing, the initiative is showing as below target, however forecast spend is on track.

As noted in the *2023/24 Operational Plan Quarter Two Performance Report*, a budget variance was approved by the Sponsor during quarter two. The revised spend target reflects the updated payment schedule following the approved budget variance.

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

90%

progressed

revised target 90%
original target 100%

This initiative is being delivered with internal resources only.

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

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 has been 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 Social Infrastructure Investment Priorities (SIIP) document will be complete and ready for endorsement by Council. Through review, the document was renamed from SISP to SIIP to better reflect its intent and align with our business planning terms.</p>	<p>The SIIP will be endorsed by Council. This document will outline 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			

To better reflect the intent of the document and align with our business planning terms, our reviewed SISP has also been renamed to Social Infrastructure Investment Priorities (SIIP). Initial consultation on the draft SIIP allowed us to ensure the plan was strategically aligned, considered a broad range of perspectives and provided meaningful value. As a result, it was agreed that a second round of consultation was not required. Following consultation, priorities were added within each key focus area to ensure we captured a consolidated list of social infrastructure priorities as defined by our existing suite of strategic documents. This provides greater value to project proponents by directing them to investment opportunities that will provide the greatest community benefit. To accommodate for these changes, our timeline was revised with the initiative still projected to be completed by 30 June 2024.

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

60%

progressed
target 60%

\$176,631

of revised budget \$183,360
revised target spend \$170,340

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

- ✔ 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.
- ✔ We have selected a suitably qualified consultant who can provide the resources, skills and expertise we need to successfully deliver this initiative.
- ✔ 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.
- ✔ 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.
- ✔ We have sought input from our people to understand our opportunities for collaboration and collective delivery as part of our first round of stakeholder engagement (internal).
- 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 have completed a review of the current State Planning Policy (SPP) requirements and are working through a review of Council strategic documents.
- ✔ We have sought 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 provided the opportunity to enhance community understanding of how the Planning Scheme applies to and impacts, our community and region.
- 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.
- 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.

In January 2024 it was decided to extend the community engagement from digital only to include in-person engagement events, providing more inclusive avenues for our community to have their say. It also provided greater confidence that our reviewed Planning Scheme will address the needs of our diverse communities over the next ten years. A budget variation and revised payment schedule has been endorsed by the Sponsor, capturing the additional \$33,360 to account for the further community engagement. See page 10 for more information on the engagement activities. The original budget is noted as \$150,000 with the revised budget being \$183,360. The revised spend target reflects the updated payment schedule following the approved budget variance.

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.

30,164

Customer Solutions interactions
32,700 in Q2 ↓

158

community park bookings
160 in Q2 ↓

5098

tonnes of waste collected kerbside
4887 in Q2 ↑

1993

ICT service requests
1864 in Q2 ↑

56,751

visits to our waste transfer stations
53,743 in Q2 ↑

1087

bookings in our community halls & centres excl. GECC

1536

road work activities
(road grading and sealing, line marking, signs maintenance, litter & debris collection, etc.)

230L

average daily water use per person – all areas
256L in Q2 ↓

82%

Contact Centre calls resolved at first point
84% in Q2 ↓



Works Delivery internal videos

This quarter, some of our Team Leaders connected with our Transformation and Brand and Communications Teams to develop in-house videos to share with the business.

These videos focused on the challenges Team Leaders were facing and shared the differences they were starting to feel as a result of the improvement activities being implemented through the Works Delivery Improvement Program (WDIP).

The WDIP is a three-year program that has initially been focused on the foundational work required to implement a much-needed technical solution to improve our ability to effectively and efficiently plan and execute maintenance. This year, with the introduction of centralised planning and more on the ground changes, the benefits for our people are starting to be realised.

More maintenance work is now being planned and delivered, our culture is improving, and we are working more efficiently to deliver value for rates. See page 16 for more detail on this year's focus for the WDIP.

Wastewater Treatment Plants Report

The Asset Planning Team have finalised reports for Council's Wastewater Treatment Plants (WWTPs), located at Gladstone, South Trees, Calliope, Boyne Island and Tannum Sands.

Our WWTPs process sewage to remove contaminants to produce an effluent that is suitable for discharge, preventing water and environmental pollution.

The report outcomes have provided us with valuable information, which helps us understand the current state of our wastewater treatment infrastructure, areas for improvement, and recommendations for future investments and upgrades.

The report looks at:

- The effectiveness and efficiency of existing WWTP facilities and processes
- Innovations and best practices
- The stakeholders involved
- Infrastructure deficiencies and vulnerabilities

- Factors driving future demand for wastewater treatment services
- The challenges and opportunities we face
- Prioritised plans for infrastructure investments, considering cost, risk, and environmental impact.

These reports will help Council make informed decisions about how we allocate our resources to ensure reliable, efficient and sustainable operation of our WWTPs now and into the future.

Animal Inspection Program

Council's annual Animal Inspection Program (AIP) kicked off in February 2024 and will continue through to 31 July 2024. This program is designed to meet Council's obligation to monitor compliance with the *Animal Management (Cats and Dogs) Act 2008*, while promoting responsible pet ownership across the region.

Authorised Officers from the Local Laws Team conduct inspections of unregistered dogs and registered regulated dogs to meet our legislative obligations and duty of care.

Thank you to the majority of responsible dog owners in our region, who continue to register and microchip their pets in accordance with the law.

In addition to doing the right thing, it makes it easy for your pet to be reunited with you, should they ever get lost.

Visit Council's website to learn more about animal registration in the Gladstone Region.

www.gladstone.qld.gov.au/registration

Field Trip!

The Water Team proudly hosted 80 University Of Queensland (UQ) Chemical Engineering students at the Gladstone and Tannum Sands WWTPs this quarter. The team gave students an overview of each facility, it's operations as well as the physical and chemical processes, control systems and laboratories that work behind the scenes.

Each year, Council's WWTPs process about 2130 olympic size swimming pools worth of sewage. Hosting students eager to learn and who are excited to start their careers, is a fresh reminder of the important part we play in delivering value for our region through this critical service.

Works Delivery

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

Concern

with delivery by
30 June 2024

70%
progressed

revised target of 70%
original target of 78%

\$616,027
of \$2.2M spent
target of \$1,440,000

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

- ✓ 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 have enhanced the capability of our planning resources to improve the performance of our assets.
- Moved to Quarter Four**
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 have been updated and 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.
- Moved to Quarter Four**
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.

A persistent risk to completing work in accordance with the timeline is elevated, after a critical project within the program took on new important but unanticipated work. The risk is elevated due to not having a detailed project schedule or visibility of critical milestones. The Initiative Team are actively working toward reducing the likelihood of the risk eventuating, aiming for resolution by April 2024. The initiative is also reporting below budget and is likely to have an overall budget reduction with some key activities costing significantly less than expected. The team are now reforecasting final spend.

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

85%
progressed
target of 85%

\$19,063
of \$180,000 spent
target of \$34,554

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

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.

✓ We have appointed our new Community Engagement and Education Specialist - Waste, providing us with the resources required to successfully deliver this initiative.

✓ We have onboarded the newly appointed person and assessed the deliverables of the initiative.

We have identified the levers for behaviour change in sustainable community waste management practices.

✓ We have developed measures for sustainable community waste management practices, enabling us to establish a baseline and prepare us to monitor community behaviour change.

✓ We have defined 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.

Our Brand and Communications Action Plan has been developed which will support delivery of our Waste Education Program.

✓ Our Community Waste Education Program was endorsed in March 2024 and published, providing our community with information and support to build more positive and sustainable waste management habits.

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.

The Community Waste Education Program has now been published, following endorsement from our Internal Strategic Waste Management Working Group and Executive Leadership Team (ELT).

We look forward to starting to deliver the program next quarter and applying for funding from the Department of Environment Science and Innovation (DESI) in April 2024 to enable our program to continue into next financial year.

Although budget for this initiative appears below target, the initiative is on track for all targets to be achieved by 30 June 2024.

View Council's Waste Education and Engagement plan at www.gladstone.qld.gov.au/waste

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 Global Positioning System (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

45%

progressed

revised target 45%
original target 86%

\$0

of \$138,000 spent
target \$0

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

<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>Moved to Quarter Four 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>Moved to Quarter Four 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>Moved to Quarter Four 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>Moved to Quarter Four 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>Moved to Quarter Four 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>Moved to Quarter Four 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>Moved to Quarter Four 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>Moved to Quarter Four 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>

A Privacy Impact Assessment has been completed and has informed the Data Use Guidelines. The Guidelines have been released for employee consultation which is set to close in early April 2024. Endorsement of the Guidelines, following consultation is a critical activity, with all remaining milestones dependent on it to move forward. We planned to have the Guidelines finalised in late 2023, however probity in our procurement practices, resourcing and competing priorities have

impacted our ability to deliver. This delayed our progress however does enable us to confidently deliver responsible, meaningful and reliable outcomes.

A timeline revision has been endorsed by the Sponsor, extending completion date of this initiative from 30 April to 30 June 2024. This revision sees all remaining milestones originally scheduled between December 2023 and April 2024 shifted, to be delivered between April and June 2024.

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.

8870

attendees at our Gladstone
Entertainment Convention
Centre
30,011 in Q2 ↓

9

Performances of 'The Little
Mermaid' Combined
Schools Musical

\$1.8M+

in external
funding secured
23/24 total to date \$52.6M+

5

major economic
development industry
engagements (national and
international)



Securing substantial funding

This quarter, the Strategic Grants Team supported the business to secure \$1,879,236 external funding through five state and federal competitive grant applications and funding allocations.

This brings the total funding secured for the financial year to \$52,610,570. Another 14 applications are currently pending, seeking a further \$16,590,256 worth of funding.

Some of the funding secured will enable multi-year projects to be delivered with some funds to be received in future years.

We are thrilled to have secured this funding which alleviates financial strain on our ratepayers. At the same time, the Strategy and Improvement Team remain dedicated to supporting Council's efforts in advocating to state and federal governments to enhance Financial Assistance Grants. Council is committed to advocating for accessible funding that adequately addresses the growing cost pressures councils are facing across the nation.

All things go swimmingly at The Little Mermaid Musical

Gladstone Entertainment Convention Centre (GECC) staged nine (9) performances of the Combined School Musicals "The Little Mermaid" throughout March 2024.

Congratulations to everyone involved in bringing "The Little Mermaid" to life. To our Arts and Entertainment and Brand and Communications teams, the cast and crew, orchestra, volunteers, Friends of the Theatre volunteers, Gladstone Municipal Band, Happy Faces, local schools, and local businesses – thank you and well done!

Record breaking crowds flocked to the event with four school shows and five public shows, bringing a total of 5392 patrons to the show.

It is clear our region is filled with talent, with 180 auditions taking place before landing the cast of 68 students from across 17 Gladstone Region schools.

The final production showcased 180 costumes, brilliantly designed sets, special effects and even some flying! Our dedicated ushers collectively volunteered 311 hours to ensure our audiences had a great theatre experience. Countless hours of meticulous rehearsals over eight months by the

cast and crew go in to presenting the production. The benefits of "The Little Mermaid" Combined Schools Musical production extend far beyond the stage, enriching individuals, strengthening communities, stimulating economic growth, and fostering a love for the arts. Through collective effort and shared experiences, we realise these benefits and continue to enrich the lives of our people and community.

Council is proud to deliver our Combined Schools Musical every two years, providing opportunities for local rising stars to shine, develop skills, network and connect with a cross section of our community.

Easter in Gladstone

Gladstone was the place to be for the Easter Long Weekend! The region's destination event of the year is brought to you by a cross-section of Council teams, Gladstone Area Promotion and Development Limited (GAPDL), a generous group of Sponsors and many dedicated local businesses, volunteers and individuals.

The long weekend included:

- The 76th Brisbane to Gladstone Yacht Race
- Line Crossing Party
- B2G Village
- Gladstone Harbour Festival
- Road Runners Fun Run
- Yachtsman's Long Lunch
- Raft Regatta
- Seafood Festival
- Harbour Cruise Brunch
- Sprintcar Harbour City Classic
- Live Music at the Gladstone Yacht Club
- Fireworks displays
- Free shuttle buses
- And more!

Head to Council's website to see what you missed – and lock in dates for Easter in Gladstone 2025.

www.gladstone.qld.gov.au

Council is committed to supporting the success of our region. What a pleasure it is to see our teams and community come together to showcase the unique charm of our region. This event sees enriched tourism, promotion of our region's appeal, and offers a one-of-a-kind experience, all of which is enhancing the liveability of and visitation to the region.

OUR PEOPLE

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

6574

hours of training
undertaken
4744 in Q2 ↑

66

role appointments
38 in Q2 ↑
Excl. Apprentices, Trainees

106

employees attended
reserved disability
awareness training

35

compliments received
from the public
40 in Q2 ↓

22

new Apprentices and
Trainees join Council in
annual intake



Welcoming new Apprentices and Trainees

In January 2024, we welcomed 22 new Apprentices and Trainees to the GRC Team.

The Apprentice and Trainee Program (ATP) is led in partnership by our Learning and Development and People Services teams and is made possible through strong collaborative efforts by numerous teams across the business. From initial recruitment, through to assessments and placements in teams, to ongoing support, it's a truly collaborative process.

Positions for our 2024 intake included:

Apprenticeships

- Diesel Fitter
- Electrician (x2)
- Mechanical Fitter
- Parks and Gardens - Agnes Water.

Traineeships

- Business Administration (x11)
- Conservation and Land Management
- Governance (Business Cert IV)
- Pest Management
- Process Operator (x2)
- Theatre Tech (Live Production).

The ATP is a great opportunity to strengthen and diversify our workforce and support career development, networking, and growth for our newest Apprentices and Trainees.

Visit Council's website to learn more about the ATP.

www.gladstone.qld.gov.au

Employee Skin Check Program

It's a concerning statistic that more Australians will develop skin cancer before 60, than not. With a large portion of our workforce regularly out in the sun, it is important that we provide the best in protection and prevention for our people. We slip, slop, slap, seek, slide and keep our personal protective equipment (PPE) on, but the Australian sun can still be damaging.

In February 2024, the Employee Skin Check program returned. This program provides our people access to free appointments with a specialised certified practitioner for comprehensive skin assessments.

Employees nominated as Health and Safety Representatives from across the business led the initiative with support from our Health, Safety and Wellbeing team, from research and recommendations to getting things up and running.

In total, 120 checks were completed across Miriam Vale, Calliope and Gladstone sites, with 22 individuals referred for further review and treatment.

Council is committed to continuing to offer this important and potentially life saving service to our people each year. We look after our people, so they look after you, our community.

Disability Awareness Training

With the support of the Queensland Government's Accessible Tourism Elevate Fund, the Community Partnerships team coordinated two training sessions on Disability Awareness and Confidence. A large cross-section of employees joined the sessions, with priority given to those who are more often in contact with people with disabilities. We saw a great turnout of 106 employees, with 36 employees attending the face-to-face session in February 2024 and over 70 participating online in March 2024.

The purpose of the training was to foster empathy, understanding, and confidence in interacting with individuals with disabilities. Facilitated by Get Skilled Access, the sessions equipped our teams with practical tools to navigate various situations effectively.

Feedback from employees was overwhelmingly positive with many eager to implement the actionable insights right away. This investment encourages a more inclusive work environment for our people and services for our community.

LCF Training

Our Leadership Capability Framework (LCF) exists for all employees and creates a shared vision and a clear identity of what a great leader looks like here at Gladstone Regional Council.

Training to support professional growth and leadership as part of strengthening our leadership capability was put on offer this quarter, through our Learning and Development Team. The sessions were made available to leaders in the first instance and then opened to all employees.

The training delivered in March 2024 focused on creating self-awareness, emotional intelligence, and interpersonal relationships.

The five (5) courses offered included:

- Leading Change
- Strengthening Collaboration
- The Art of Accountability
- Strengthening Emotional Intelligence to Lead from the Inside Out
- Strengthening Resilience to Support Emotional Wellbeing and Flexibility with Change.

The training outcomes guided by the LCF, set each participant up for success on an individual level which feeds into organisational success. This training also provided our people with practical tools and insights to drive positive change towards our ideal constructive culture.

CARE Club – An Employee Support Committee

In January 2024, the employee CARE Club was launched. The CARE Club is a program made by employees, for employees with a focus on Compassion, Assistance and Respect for Employees (CARE).

The CARE Club have established a 'personal leave pool' to provide short term assistance where an employee suffers a critical or terminal illness and has exhausted all paid leave entitlements in accordance with the Certified Agreement.

The personal leave pool is made up of voluntary contributions of personal leave entitlements from employees. The voluntary contributions of personal leave go into a reserve which can be accessed upon application by employees that need assistance during their time of need.

Since launch, donations of personal leave equating to about three (3) months in wages have been received.

At Council we don't just work together, we care for each other and make sure no workmate is left behind. This program showcases the community spirit alive within our business. We take care of each other, so we can take care of you, our community.

Creating Constructive Culture

Collectively work together to deliver the Culture Action Plan.

On Track

to deliver by
30 June 2024

71%

progressed
target of 71%

\$127,727

of \$181,740 spent
target of \$141,750

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

- ✓ 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 has been made available to our people, enabling them to anonymously express what their experience at work is.
- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ Enhanced culture learnings have been 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 have been 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.

Budget spend appears below target this quarter as a result of a delay in invoicing. This is expected to be resolved in April, with all targets anticipated to be reached by 30 June 2024.

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 April 2023

92%

progressed

revised target of 92%
original target 100%

This initiative is being delivered with internal resources only.

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

- ✓ 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.
 - ✓ 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.
 - ✓ 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.
 - ✓ 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.
 - ✓ 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.
 - ✓ We have updated our Psychosocial Health Safety & 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.
 - ✓ We have provided 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.
 - ✓ 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.
- Moved to Quarter Four**
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.

A Sponsor endorsed timeline revision was made in January 2024, extending the completion date of this initiative from 31 March to 30 April 2024. This change allows time for our new Manager Health Safety and Wellbeing to be onboarded, manage priorities, and dedicate quality time to ensure the deliverables get the attention they deserve. This change enables meaningful outcomes for our people, without negatively impacting our team's business as usual activities.

This 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.

1774

plants and trees
planted
1359 in Q2 ↑

46,738

records registered in our
central record keeping
system

92%

of 26 Administrative Action
Complaints resolved or have
actions in place to resolve



Welcoming our new Councillor Group

Early in the quarter, many teams across the business worked together to prepare for onboarding a new Councillor group. With some of our previous Councillors announcing they would not be returning; it was clear change would come.

Thanks to our Governance and Risk, Office of the CEO and many other teams involved in supporting the business during the caretaker period and onboarding process for our newly formed Councillor group.

We acknowledge and commend the dedication of our previous Councillors, whose contributions have driven our region forward. Their leadership and commitment to public service has left a lasting impact on the Gladstone Region.

We warmly welcome our new Councillor group who will play an important role in leading Council to ensure we continue to meet community needs. The diversity and experience of this group is sure to set us up for a successful term.

Visit Council's website to learn more about our Mayor and Councillors.

www.gladstone.qld.gov.au/mayor-councillors

Our 2024 Youth Council

As we welcomed a fresh new year in January, our fresh-faced Youth Council were endorsed by the Mayor and Councillors.

The Gladstone Region Youth Council is a formal advisory committee that voice interests of youth in our region on Council related matters and initiatives.

The group were off to a busy start with orientation and training in January, including Individual Asset Mapping focusing on 'The gifts I can give my community' and 'The Art of Hosting'.

Our Community Partnerships Team organised an official Welcoming Ceremony on 5 February 2024 followed by a meet and greet function with the Mayor and Councillors, Chief Executive Officer (CEO), Executive Leadership Team (ELT), as well as family members of the Youth Council.

Later in February, the Youth Council participated in governance training and conducted the second most highly anticipated election of the year – Youth Council chairperson and vice chairperson. Well done to Rosharne and Holly!

The team has already successfully sourced \$5000 in funding and are working on several initiatives including Youth Week, a Sun Safety Campaign, and are representing the youth of our community at local meetings and events.

We look forward to seeing our Youth Council connect across the region and support Council to make good decisions by strengthening our perspective on youth related matters.

Conservation collaboration

Monique, Anjelica, and Liam from Council's Conservation Operations Team collaborated with Local Hands for Nature and Agnes Conservation Community groups to deliver a joint Coastal Restoration Project in early 2024.

Over 20 volunteers met at Ocean Dune Court in Agnes Water and over two days planted 502 native plants, grown by the Friends of Conservation Volunteer Group.

This area was identified as requiring remediation to protect the natural environment and biodiversity. The team put thoughtful consideration into planning and delivery of the project, including the best techniques for planting and ongoing monitoring to give the new plants the best chance of survival.

By collaborating with the community, we have been able to strengthen partnerships, which will play a vital role in keeping the site maintained.

Thank you to all involved, from planning through to shovels in the ground.

It is wonderful to see the sense of ownership and commitment from the Agnes Water community to come together to protect, preserve and prosper our natural environment.

Emergency Animal Disease Response Plan

In November 2023, Council secured \$18,500 in funding from Biosecurity Queensland Department of Agriculture Fisheries and Forestry (DAFF) through the *African Swine Fever Prevention and Preparedness Project Grant Program* to:

1. Develop an effective and coordinated Emergency Animal Disease (EAD) Response Plan
2. Upskill Gladstone Regional Council, Rockhampton Regional Council and Banana Shire Council Biosecurity, Environmental Health and Disaster Management officers in EAD awareness and response; and
3. Support evaluation of response plans by participating in a simulation exercise that involved discussion on EAD confirmation, initial impacts, support and recovery.

This quarter, the Biosecurity and Environmental Health Team have worked with consultant P2R2 and South Burnett Regional Council, to outwork these commitments and facilitate development of the EAD Response Plan. This plan will be a Queensland first and will be used by the Local Government Association Queensland (LGAQ) as a template for other Councils to work from.

A simulation exercise was held on 28 March with Rockhampton Regional Council, Banana Shire Council, South Burnett Regional Council, North Burnett Regional Council and Gladstone Regional Council, along with LGAQ, Queensland Police Service (QPS) and DAFF.

Learnings from the simulation will inform updates to the final EAD Response Plan, which is set to be published next quarter. The final plan will provide a great foundation for future responses, aligning with DAFF's requirements and processes and form part of Council's broader Disaster Plan.

Working alongside other Council's and agencies for training and workshops has also provided greater opportunities for networking. By bringing together a wealth of experience, we have been able to develop a well-considered plan, share invaluable knowledge and have set the bar for how to tackle our shared challenges with EAD response in Queensland.

These (not so) little piggies are causing a ruckus

In partnership with Biosecurity Queensland Department of Agriculture, Fisheries and Forestry (DAFF), Council's Biosecurity Team delivered a Feral Pig Workshop in February 2024.

Feral pigs are a serious threat to our agricultural industry. According to DAFF, they cost our agricultural industry over \$100 million per year. They are also a threat to the biodiversity of our natural environment. Feral pigs cause extensive damage to natural habitats by turning over vast areas of soil when rooting for food. They also wallow and foul up water sources, trample and consume native vegetation and facilitate the spread of weeds.

Feral pigs can also introduce, reintroduce and maintain endemic, emerging animal diseases (EADs) that can affect livestock, wildlife, plants and humans. They can harbour and transmit over 30 exotic endemic and zoonotic pathogens of significance as well as over 30 different types of parasites.

We take this threat seriously and are committed to working in partnership with landholders and other agencies to mitigate the environmental, agricultural, and social impacts associated with these invasive pests.

On 21 February 2024, the free Feral Pig Workshop was delivered, bringing together Local Government Land Protection Officers, Queensland Parks and Wildlife Service (QPWS) Rangers, Natural Resource Management (NRM) Group Officers and Pest Management Contractors.

This workshop provided valuable information about:

- Feral pig ecology for better management
- Emergency animal disease awareness
- Health and safety considerations
- Traps and baiting methods
- Community engagement
- Feral pig control tools
- Zoonotic diseases

It is important that we continually work towards improving how we manage these pests, to protect our communities and region.

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

revised target of 41%
original target of 65%

\$198

of \$10,000 spent

target of \$0

Milestones achieved from July 2023 to March 2024 (Quarters One, Two and Three)

- ✓ 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.

Moved to Quarter Four

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.

Moved to Quarter Four

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

Moved to Quarter Four

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.

Moved to Quarter Four

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.

Progress on this initiative was paused this quarter with business-as-usual activities taking priority. This was following the loss of a resource in the team and additional effort put towards preparing for onboarding of our newly elected Councillor group, knowing we would experience at least 50 per cent changeover. It is important that we adequately deliver the framework and properly embed good information management practices into our business. To enable this, the Sponsor and ELT supported a change to shift milestones planned for quarter three into quarter four and to transition training and change management activities planned with release of the framework into business-as-usual activity in the new financial year. This frees up time for the team to focus on finalising development and release of an Information Management Framework that provides rigor and facilitates good stewardship of our information assets, by 30 June 2024.

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.



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