



2023/24 Operational Plan Quarter Four

Proudly GRC

WELCOME

Welcome to the Gladstone Regional Council (GRC) 2023/24 Operational Plan Final Quarter Performance Report. This report demonstrates performance outcomes for the financial year, focusing on achievements in the fourth quarter of the year, April to June 2024. This report is to be presented for consideration by Council at the 20 August 2024 General Meeting.

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

This report shares outcomes 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, making Council a place our people enjoy walking into every day, where we can be proud of what we do.

Looking forward, our 2024/25 Operational Plan and Budget extends our focus to highlight the role we play in actively contributing to the success and betterment of our region through our theme, '**Proudly Playing our Part**'. This Plan was adopted by Council on 16 July 2024 and presents 48 core services and eight (8) initiatives to guide our year ahead. View the 2024/25 Operational Plan and Budget on Council's website at www.gladstone.qld.gov.au/plans-reports

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... 8-15
- Delivering Value... 16-23
- Resilient Economy... 24-27
- Our People... 28-33
- Accountable Council... 34-38

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	 Delivering Value	 Resilient Economy	 Our People	 Accountable Council
<p>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.</p> <p>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.</p> <p>Planning Scheme Review \$150,000 Undertake a review of the current GRC Planning Scheme.</p>	<p>Works Delivery \$2,200,000 Improve how we safely deliver achievable and affordable asset maintenance to meet our community's needs.</p> <p>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.</p> <p>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.</p>	<p><i>Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-2032.</i></p>	<p>Creating Constructive Culture \$159,240 Collectively work together to deliver the Culture Action Plan.</p> <p>Psychosocial Safety Internal resources Introduce robust strategies and training to mitigate psychosocial risks in the workplace.</p>	<p>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.</p>

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 outcomes of the nine (9) initiatives and 50 core services from Council’s 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 One (Q1), Quarter Two (Q2), Quarter Three (Q3) and Quarter Four (Q4) highlight trends across the year.

Initiative’s performance is reported on 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

OUR PERFORMANCE SNAPSHOT

8/9

Initiatives completed

72

performance highlights
from initiatives and core
services

\$1.4 M

under \$2,989,740 budget
for 2023/24 initiatives



Table One: Q4 Initiative Outcomes Overview

Goal	Initiative	Q4 Target Progress	Q4 Actual Progress	Total Spend	Status
Connecting Communities	Access and Inclusion Action Plan	100%	100%	\$99,989 of \$100,000	✓
	Social Infrastructure Strategic Plan Review & Update	100%	100%	Delivered with internal resources	✓
	Planning Scheme Review	100%	100%	\$176,631 of \$180,000	✓
Delivering Value	Works Delivery	100%	100%	\$999,292 of \$2.2 million	✓
	Community Waste Education	100%	100%	\$60,444 of \$180,000	✓
	Future of Fleet	100%	45%	\$0 of \$138,000	●
Our People	Creating Constructive Culture	100%	100%	\$159,239 of \$181,740	✓
	Psychosocial Safety	100%	100%	Delivered with internal resources	✓
Accountable Council	Information Management	100%	100%	\$5637 of \$10,000	✓

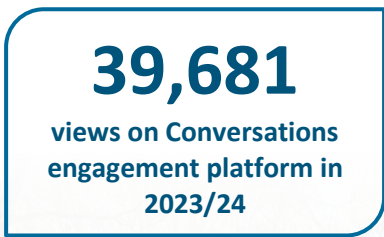
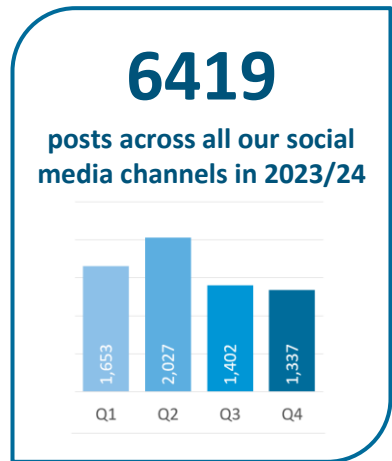
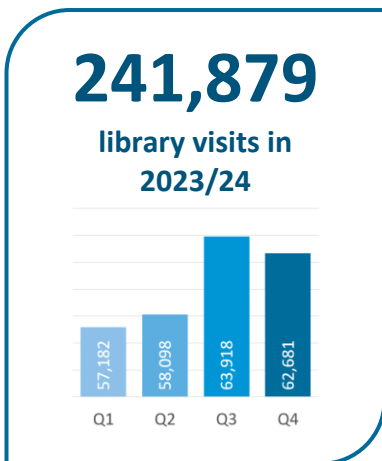
Figures may reflect approved revisions from original commitments ✓ Completed | ● Extended

For more detail on initiative outcomes, 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.



Booked and busy: Libraries in high demand

Regional libraries play an important role in our community, serving as vital hubs for learning, exploration and connection. They offer a great range of inclusive programs and services designed to connect communities and promote health, happiness and wellbeing.

Between July 2023 and June 2024, 241,879 visitors walked through our doors. That is around 7000 more than the previous year and over 26,000 more than two years ago. These year-on-year increases in popularity demonstrate the importance of our libraries as valued community spaces.

Our Home Library services extends our connection to community to those who may face barriers to access our physical locations, giving access to our collection of 85,571 physical items and an upwards of one and half million digital items. This financial year, 2647 Home Library visits were made, more than triple the services we provided in 2021/22.

Facilitating 16,250 computer bookings, our libraries also ensure equitable access to technology for all community members. Beyond digital resources, our libraries offer a diverse array of programs and events tailored to interests of our local communities. From stimulating Book Clubs and practical Tech Help sessions to enchanting Story Times for children and hands-on Crafting and Gardening Programs, there is something to inspire and engage everyone.

Learn more out more about our Library Services and their upcoming events at www.gladstonelibraries.qld.gov.au

National Reconciliation Week

National Reconciliation Week, held between 27 May and 3 June 2024, reminded Australians now more than ever, no matter what, the fight for justice and rights of Aboriginal and Torres Strait Islander people will and must continue.

During this important week, Council facilitated various events to build connection and strengthen relationships. Events included Men's Business Learn to Play the Didgeridoo Workshops led by Yuwaalaraay man Gordon Lister, a Crochet Workshop delivered by distinguished Gooreng Gooreng Elder Aunty Juliri Ingra, and Wattle Woman's Clay Sculpting Workshop led by Gubbi Gubbi Artist Lili Jacobsen.

Over the next 12-months we will continue to advance reconciliation efforts between Gladstone Regional Council, First Nations local traditional owners Bailai, Gurang, Gooreng Gooreng and Taribelang Bunda peoples and all First Nations people in our region. By prioritising implementation of our 2023-25 Innovate Reconciliation Action Plan (RAP), we will strengthen relationships, encourage respect, and promote opportunities to support progression in our reconciliation journey.

Ecofest 2024: leafing us eco-minded

Ecofest, Central Queensland's largest environmental awareness event returned on 2 June 2024, providing a platform for fun and learning for all. The gates of Tondoon Botanic Gardens were opened to approximately 5000 attendees for another year of educational and informative workshops, demonstrations, activities, food vendors and live entertainment.

This year's theme, 'Land restoration, desertification, and drought resilience', captured the urgent need to address pressing environmental issues. A diverse selection of activities and workshops inspired action and commitment to building a more sustainable and successful future for the Gladstone Region.

Many Council teams collaborate to make this day possible with our Community Events Team playing an important part in bringing everyone together. A special thanks also goes out to our generous Sponsors. Learn more about our annual Ecofest event at our website www.gladstone.qld.gov.au/ecofest

Immunisation Clinics

As part of Council's commitment to protect the public health and safety of our community, free vaccinations were provided to eligible high school students, at-risk residents, and employees between April and May 2024.

Council's mobile vaccination clinic was out and about, across all areas of the region, delivering free vaccinations boosting immunity prior to the commencement of the flu season.

Our people and their families received a boost through our workforce program which aims to prevent illness in our community and across our workplaces. By potentially saving 2,600 days of sick leave annually, it also promotes a more resilient and productive workforce, benefiting our people, operations and ultimately our community.

In addition to flu vaccinations, the school immunisation program offers a highly efficient and cost-effective way to safeguard the health and wellbeing of our region's students.

Council's Environmental Health Team proudly facilitates local delivery of various immunisation programs, following state and federal advice, to protect public health and prevent vaccine-preventable disease outbreaks.

Students learn how to prepare for disasters

In May 2024, students from Clinton State School visited Council's Disaster Hub Room to learn about disaster preparedness.

Our Disaster Management Team discussed why disaster preparedness is essential for their safety and helped them understand how to react in emergencies. We explained emergency plans and kits, what Council and other agencies do during an event and what evacuation would mean for them.

Combining this information helps school children become well-prepared, resilient, and confident in their ability to handle emergencies. It is important that our programs

and services are designed to strengthen our communities and we cherish opportunities to build connections with students in our region.

Engaging with our community

Council's engagement website, Conversations, is a place where our community can learn more about Council projects that affect them and provide valuable feedback to guide Council decision making. Between July 2023 and June 2024, the platform recorded 39,681 views, 2238 contributions and included 3351 members.

Projects and events shared on Conversations during 2023/24 included:

- Boyne Tannum Aquatic Recreation Centre
- Agnes Water Beach Visitor Carpark
- Council's Planning Scheme Review
- Easter in Gladstone Photography Competition
- Access and Inclusion Action Plan
- National Volunteer Week

Outside of Conversations, our teams are out and about to better connect with the community. The Brand and Communications team, in partnership with various other teams across Council, facilitated 13 public events across the Gladstone Region including pop-up stalls, drop-in sessions and community workshops.

Thanks to our volunteers

Between 19 and 25 May 2024, Council celebrated National Volunteer Week, acknowledging the hundreds of volunteers across our region, who play an important part in enabling Council to deliver exceptional events and services for the Gladstone Region to enjoy.

Thank you to all the volunteers across our region who play a vital role in the success communities!

Learn more about volunteering in our region at www.gladstone.qld.gov.au/volunteering

Volunteer Benefits

Why I volunteer

To give back to my community

make new friends!

Social connections

Satisfaction of helping others

Meet likeminded people

Make youth members smile & have more meaning

I want to conserve the environment for future generations

to be a role model for my children

To help create a safer community ☺

Mum encouraged me to step out of my comfort zone.

to meet new friends get involved → felt the sense of "Belongingness" - Lenny

to help protect our wildlife ♡

To integrate into the community

Because I want the youth of Gladstone to have a better future!

to get out of cutting the grass

Great for your mental health

to gain new skills and meet new people

It benefits yourself and your community

To provide diverse opportunities for community engagement.

Learn new things. + make new friends.

To help our important pollinators - bats!

To follow your passions!

"If it is to be up to me" WILLIAM JOHNSON



It's addictive!

Mental Health First Aid

The Gladstone Region Neighbourhood Centre hosted four booked-out Mental Health First Aid (MHFA) courses for the community in May and June 2024. MHFA equips you with the knowledge, skills and confidence to recognise, understand and respond to a person experiencing a mental health problem or mental health crisis.

These two-day intensive courses offered 40 community members a MHFA Certification for a period of two years, strengthening individuals in our communities and supporting those they interact with in their workplaces, community groups and social networks.

This program is funded in partnership with the Queensland Government Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and Arts.

Youth Week 2024

From skateboarding workshops, to relaxing pool days and Sun Smart initiatives led by the Gladstone Region Youth Council, celebrations during Youth Week 2024 in April had everyone smiling. A big thank you to all who supported Youth Week 2024 including our Community Partnership's Team, the Gladstone Region Youth Council, Roseberry Queensland, Gladstone PCYC, Headspace and Agnes Water Skateboarding. Learn more about Youth Week at conversations.gladstone.qld.gov.au/youth-week-2024

Connected and resilient communities before, during and after disasters

In June 2024, our Disaster Management Team facilitated a Disaster Resilience World Fusion Dinner at the Philip Street Communities and Families Precinct. This incredible evening brought together local chefs, emergency management officers, officials, and community members to combine delicious food and important discussions about disaster preparedness.

This event promoted connectedness and resilience before, during and after disasters amongst our communities, with a focus on the culturally and linguistically diverse (CALD) members of our community.

Useful tips on how we can collectively better prepare for emergencies as a community and individuals were shared followed by valuable discussions across a variety of cultural contexts.

Attendees enjoyed a range of fusion dishes, blending flavours from Vietnam, Cambodia, and France. These meals not only tasted great but also showed how different cultures adapt, thrive and connect - just like our communities in the event of a disaster!

Our Disaster Resilience World Fusion Dinner also provided an informal setting for practicing language skills. Effective communication is crucial before, during and after disaster and opportunities to break down language and cultural barriers, can make it easier for CALD community members to remain informed and prepared before, during and after a disaster.

The night concluded with a powerful call to action, urging community members to take proactive steps in their disaster preparedness efforts.

Thank you to everyone who participated and helped make this event a success. Together, we can build a more resilient and prepared region.

Access and Inclusion Action Plan

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

Completed

by 30 June 2024

100%

milestones achieved

\$99,989

spent of the
\$100,000 budget

Initiative Outcomes:

Accessibility and inclusion are set to improve across the region, with our 2024-27 Access and Inclusion Action Plan (AIAP) unanimously endorsed by Council at the 18 June 2024 General Meeting.

Community feedback shaped this business-wide plan, which ensures accessibility and inclusion are front of mind, embedded in Council operations and empowers those living with disability to feel valued and included in their communities.

Developed with our community, this plan will guide delivery of 37 actions across six priority areas to foster a thriving and inclusive community where diversity is celebrated, and all individuals have equal access to opportunities and resources. Our priority areas are:

- Services
- Spaces and Places
- Policies and Procedures
- Employment and Culture
- Communication and Engagement
- Strengthening Community through Advocacy

As detailed in Council's 2023/24 Operational Plan Quarter Two Performance Report, the budget for this initiative was revised part way through the year using reallocated funds and our total spend was within our revised target parameters.

Delivery of this initiative advances our 2021-26 Corporate Plan goal, Connecting Communities, improving understanding of our communities,

enabling programs and services designed to strengthen the region (Outcome 1.1). The Access and Inclusion Action Plan applies a strategic approach to community development (Objective 1.1.2), supporting connections that promote health, happiness and wellbeing (Objective 1.1.3).

What's next:

Looking ahead, the Plan will integrate into our day-to-day operations as 62 percent of actions are set to be activated in 2024/25, such as:

- Facility upgrades
- Inclusive communication guides
- Sensory spaces at major Council events.

An investment of \$200,000 is included in the 2024/25 Operational Plan to make community facilities more accessible and inclusive.

Through this initiative we will improve access and inclusion of community facilities through improved design and construction principles and delivery of prioritised enhancements to continue through to 2027.

We will continue to remove barriers, enabling all people in our region to actively engage and meaningfully participate in the community.

Diversity enriches our lives, broadens our perspectives, and ultimately makes our community stronger and more vibrant. Learn more about our commitment at www.conversations.gladstone.qld.gov.au/access-and-inclusion-action-plan

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.

Completed
by 30 June 2024

100%
milestones achieved

This initiative was delivered with internal resources only.

Initiative Outcomes:

We are proud to have delivered our Social Infrastructure Investment Priorities (SIIP) publication, formerly the SISP, in June 2024.

This evidence-based document supports industries and project proponents to make informed decisions to meaningfully invest in our region.

Economic and demographic modelling suggests our population could grow by about 14,000 to 17,700 people over the next 22 years which will increase demand on the social infrastructure and service needs of our communities and region.

Eight key focus areas guide targeted investment to where it is needed most by our community now and into the future. Investment into these priorities will further strengthen the Gladstone Region as we transition to our future economy.

Our eight key focus areas include:

- Housing
- Ageing in Place
- Early Childhood
- Safety and Security
- Health and Wellbeing
- Enabling Infrastructure
- Community, Facilities and Services
- Education, Employment and Training.

The SIIP has now been incorporated in an existing suite of resources to strengthen the economic development services and support

available to project proponents and industry stakeholders. We look forward to proudly playing our part in growing our region's economy with this evidence-based resource, providing direction for investment in our regions priority social infrastructure needs.

Delivery of this initiative advances our 2021-26 Corporate Plan goal of Connecting Communities, improving understanding of our communities and encouraging investment in infrastructure and services designed to strengthen the region (Outcome 1.1). The SIIP implements a strategic approach to community development (Objective 1.1.2), encouraging connections that promote health, happiness and wellbeing (Objective 1.1.3).

What's next:

We will continue working with project proponents and industry stakeholders, driving meaningful investment into our region to develop a prosperous and connected community, where industry and local communities can thrive.

We will also continue to advocate to the State Government, Federal Government and other key stakeholders for investment into our communities, to build a resilient economy and support our region's role as a driver of economic growth. Learn more about the SIIP, our New Project Guidelines and our future economy at www.gladstone.qld.gov.au/economic-information

Planning Scheme Review

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

Completed
by 30 June 2024

100%
milestones achieved

\$176,631
spent of the
\$180,000 budget

Initiative Outcomes:

We are pleased to have completed a comprehensive review of the Gladstone Regional Council Planning Scheme. Over the past 12-months our Project Team has been examining, reviewing and consulting with key stakeholders to understand if our Planning Scheme is fit for purpose and meets the needs of our local communities, businesses and industries.

Understanding our communities' needs was crucial for this initiative; a total of 2130 interactions were made during consultation including 236 community responses to our survey and engagement with 26 industry organisations and groups.

The draft review report identifies 26 themed key findings and information gaps in the current Planning Scheme and includes recommendations arising from the consideration of these findings that will be presented to Council for endorsement in year two of this multi-year initiative.

Delivery of this initiative advances our 2021-26 Corporate Plan goal of Connecting Communities, enabling communities to influence and actively participate in Council decision making (Outcome 1.2) through review of the Planning Scheme in alignment to community expectations and needs (Objective 1.2.2).

What's next:

This initiative will rollover into the 2024/25 Operational Plan as we finalise the Planning Scheme Review. This will enable us to satisfy our legislative requirement and understand how we can inform future development for our region in a contemporary, responsible and relevant way.

We anticipate the review report will be finalised early in the new financial year, at which point we will share outcomes with our community.

The findings of the report will inform changes and amendments required to our Planning Scheme, if any, and what that means for the future of development in our region.

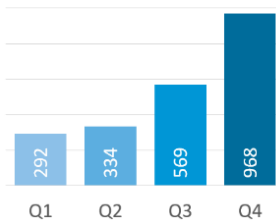
Learn more about our Planning Scheme at www.conversations.gladstone.qld.gov.au/planning-scheme-review

DELIVERING VALUE

We will work efficiently to deliver value for your rates.

2163

potholes repaired in
2023/24



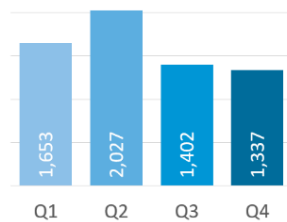
244L

average daily water use per
person in 2023/24



19,420

tonnes of waste collected
kerbside in 2023/24



122,974

Customer Solutions
interactions in 2023/24

713

community park
bookings in 2023/24

83%

Contact Centre calls
resolved at first point of call
in 2023/24

207,701

visits to our waste transfer
stations in 2023/24

7630

ICT service requests
in 2023/24

2/3

'Delivering Value' initiatives
delivered in full in 2023/24



Ever wondered where your flush ends up?

Council's sewerage system transfers sewage and wastewater from the pipes beneath our homes, businesses, and community facilities to our Wastewater Treatment Plants (WWTPs). Along the way, Council's Mechanical Electrical, Sewer Network Maintenance and Water Process teams are working behind the scenes to safeguard the health and safety of our region.

Over the past year, about 5200 mega litres of sewage was processed across our five WWTPs. To put this into perspective, that is equivalent to about 600,000 flushes of wastewater per minute!

Unfortunately, wipes, tampons, cotton swabs, clothing, dental floss, coins, toys and other unmentionables interrupt the sewer network. These items are blocking pipes, straining processes, increasing the cost of operations and risking contamination to our natural environment and public health.

Our teams spent 2125 hours clearing sewer network blockages by removing these types of products from our pipes between July 2023 and June 2024. One night, the team recalled pulling three 10 litre buckets filled with wipes, to clear a blockage. Therefore, we urge the community not to rush the flush: if it's not one of the 4 "p's", - pee, poop, puke or (toilet) paper – please put it in the bin!

Mowing what's growing

According to our community sentiment surveys, 80 percent of residents consider well-maintained public spaces to be very or extremely important. A sentiment shared by the business as well as our Mayor and Councillors.

As members of this community, we too take personal pride in showcasing our region's natural beauty and ensuring our public spaces are safe, clean, and inviting. We recognise the need for increased focus on maintaining the greenery in our parks, drainage areas, and roadsides, especially during the wet seasons. We have been actively exploring ways to

improve the efficiency and frequency of maintenance in these key areas.

In our 2024/25 Budget, Council allocated \$1.4 million to support more frequent and efficient maintenance activities such as mowing, slashing, and clearing by our dedicated Parks and Roads crews. This investment will allow us to enhance the upkeep of our parks and open spaces.

We are committed to delivering value, continuously improving our operations, and making it easier for our people to deliver services we can be proud of.

Tannum Sands Pedestrian and Cyclist footpath upgrade

In June 2024 our Roads Crew finished work on a 690m long footpath designed to increase safety for those walking or riding along Hampton Drive, Tannum Sands with support from Queensland Government's Cycle Network Local Grants Program.

A raised priority crossing section was installed at the Hampton Drive/Latrobe Street intersection, which will improve driver visibility, and reduce speeds at the potential conflict point. *The Hampton Drive, Langdon Stree to Garnet St, Construct Shared Path project is proudly supported by the Queensland Government's Cycle Network Local Government Grants Program 2022-2023.*

If you would like to have your say on projects like this, view our Active Transport Plan at www.conversations.gladstone.qld.gov.au/active-transport-plan

Swinging into action to keep playgrounds safe

You can be assured that the playgrounds in our region are safe and sound following completion of Council's annual Playground Inspection Program. Playground equipment, exercise equipment and soft fall across 75 park spaces have been audited and condition assessed against Australian safety standards and regulations. Our Asset Planning team works

with specialist contractors to inspect equipment for integrity, maintenance needs, compliance, and potential hazards. These inspections help us prevent issues and maintain safe, enjoyable play environments for everyone in our community.

We've 'bin' taking care of waste

Between July 2023 and June 2024, waste from 2,834,387 bins was collected kerbside bringing 16,268 tonnes of general waste and 3152 tonnes of recycling waste into our facilities for management.

A total of 207,701 visits were made to our Landfill and 13 Regional Transfer Stations. The most popular facilities included Gladstone Transfer Station (109,733 visits), Benaraby Landfill (49,089 visits) and Agnes Water Transfer Station (17,946 visits).

As we work towards our regional waste reduction targets, improving recycling rates and resource recovery, education on sustainable waste management practices is

being delivered through Council's 2024-26 Community Waste Education and Engagement Plan 2024-26. See page 23 for more information or visit our website at www.gladstone.qld.gov.au/waste

Cheap chips, priceless protection

We were delighted by the turnout of local pet owners who participated in the Council's Microchipping Day in May 2024, welcoming 15 furry friends at the Gladstone Pound Facility. Our Microchipping Days offer local pet owners microchipping at a special rate of \$20 per pet to support and encourage responsible pet ownership.

In accordance with the Queensland Government's *Animal Management (Cats and Dogs) Act 2008*, all dogs and cats born after April 2009 must be microchipped by the age of 12 weeks and their microchip details supplied to their Local Council.

One in three pets will become lost at some point in their lives and a microchip is their best chance of being reunited with you.



Clean bill of health for the Biosolids Facility

Our Biosolids Facility receives, treats, and processes wastewater sludge from our WWTPs. It is where sewerage sludge is reduced, organic matter is stabilised and residual biosolids are prepared for safe disposal, ensuring environmental protection and regulatory compliance within our sewerage network.

Earlier this year, Resources Safety and Health Queensland (RSHQ), Petroleum and Gas Inspectorate, visited our Biosolids Facility in Gladstone along with the Water Program Delivery Team. RSHQ prioritise the health and safety of workers in Queensland's mining, quarrying, petroleum, gas, and explosives industries, as well as the well-being of communities affected by resource operations and the use of explosives.

In preparation for the inspection, our Water Program Delivery teams have been working in partnership with various internal and external stakeholders, to improve how we manage and maintain our Biosolids facilities and products. Our Water Program Delivery teams have undergone extensive training and prepared critical documents, including a Blast Analysis, Hazard and Operability Study, Gas Analysis, Combustion Analysis, Standard Operating Procedures (SOP), and an Emergency Management Plan to enhance our compliance.

As part of our improvement journey, we also actively engaged with various internal and external stakeholders, to introduce a new permit-to-work system and appoint a Site Safety Manager to ensure ongoing compliance, sustainability and safety for our people. We are pleased to report the inspection was successful with no pending actions and look forward to continuing operations more efficiently and sustainably.

Automated Incident Checklist boosts efficiency and accuracy

In April 2024, an in-house automated solution was launched to help manage incidents of

sewage overflow. A digital form was developed for the Water Delivery Program teams, through a collaborative effort with various teams, to support our people in the field to capture the details of sewage overflows, streamline the process with automated actions and reduce the time it takes us to administrate.

This digital solution ensures accurate data and speeds up reporting processes by promptly lodging incidents and notifying our teams and the Department of Environment, Science and Innovation (DESI) automatically, in cases of reportable incidents.

Employees from our Water Program Delivery, Environment and Conservation, Business Improvement, Information Communication and Technology (ICT) and Records Management teams came together, taking a practical approach to developing this simple solution that makes it easier for us to work with and focus on delivering value. This improvement highlights our commitment to creating efficiencies and leveraging technology to enhance service delivery and provide greater value for the community.

Roads Successes

Every day is a little different for our Road teams, with over 6617 activities delivered through the year, including:

- Filling potholes (2163 jobs completed)
- Clearing debris to keep roads safe and open (1161 jobs completed)
- Repairing and replacing signs (810 jobs completed)

Crews also performed upkeep on 1260km of our unsealed network, amongst day-to-day activities including gravel repairs, bitumen re-sheeting, line marking, roadside slashing, grids and gates repairs, drain maintenance, vegetation control, removing dangerous debris from our roads as well as disaster preparedness and recovery.

Throughout the year, we partner with the Queensland Government to maintain various sections of state-owned sections of our road network and deliver major projects like:

- Tannum Sands Pedestrian and Cyclist footpath upgrade
- Glenlyon Street (Bramston St to Herbert St), Gladstone Major Upgrade
- Dawson Drynan Drive Signalisation Project

Sustainable, stylish and cost-saving solutions for our parks and open spaces

Over the past year, our Parks teams have been replacing existing hardwood infrastructure in our parks with an environmentally friendly, wood-like recycled plastic material. This product has the aesthetics of hardwood, with reduced maintenance requirements.

Three boardwalks at Reg Tanna Park, Gladstone have been upgraded saving 9456 kgs of plastic

which was recycled to create this material as well as saving an estimated \$210,000 in maintenance costs over the next 30 years. Similarly, the viewing platform at Koowin Park New Auckland, as shown below, was upgraded with the same material, recycling 1741 kg of plastic and saving almost \$100,000 in maintenance costs over the same 30-year period.

Bollards, signage, walkways, and other park infrastructure will be upgraded when they are due for replacement. You can also find this recycled plastic material in Bray Park, Boyne Island and at the SES Grounds in Seventeen Seventy.

We are proud to continuously improve, enhance the sustainability of our assets and work efficiently to deliver value for our community now and into the future.



Works Delivery

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

Completed
by 30 June 2024

100%
milestones achieved

\$999,292
spent of the \$2.2M
budget

Initiative Outcomes:

This initiative forms part of our multi-year Works Delivery Improvement Program (WDIP) which aims to ensure Council assets are available in an appropriate condition to meet the expectations of our community.

This year foundational improvements have been delivered, enabling safer, more achievable and affordable asset maintenance to meet community needs. Improvements to our structure and processes now better support asset maintenance, including an established centralised Maintenance Planning Team that enables more proactive planning for asset maintenance, taking this burden from our Team Leaders. We are pleased to report our teams can now more effectively concentrate on delivering value for our community and as a business we can mature our Maintenance Management Framework (MMF).

People and process improvements have set the groundwork so technology to advance how we manage asset maintenance, can be implemented. By establishing operational standards and creating maintenance strategies, we can ensure consistent data application, accurate asset data and a system configured to meet our needs. Early consultation has allowed teams to provide input and ensure the system sets us up for efficient operations. We look forward to testing in the latter half of 2024.

Spending for this initiative was approximately \$1.2 million under budget. This was the result of some activities costing less than anticipated and other work overlapping into the 2024/25

year of the overall WDIP. This spending will now fall into the new financial year.

Delivery of this initiative advances our 2021-26 Corporate Plan goal of Delivering Value, supporting asset management that is smart, effective and efficient (Outcome 2.1), enhancing focus on smart asset management (Objective 2.1.1), and developing business processes that support collection and maintenance of a single source of truth of reliable data (Objective 2.1.2). Supporting consistent delivery of capital and maintenance programs (Outcome 2.2) and robust program workflows (Objective 2.2.1), we are making it easier for others to work with us (Outcome 2.3) and for our people to work and to serve our community (Objective 2.3.2). The way we do business is continuously improving (Outcome 2.4) and we are supporting technology enhancements to improve service delivery and employee experience (Objective 2.4.3).

What's next:

This multi-year initiative will roll over into the 2024/25 Operational Plan as we commit \$2.1 million to optimising maintenance delivery. As the third and final year of our WDIP, over the next 12 months we will see a transformational shift in how we manage maintenance, with technological changes going live and activities transitioning into our teams business-as-usual. The close of the WDIP is not the end of our improvement journey, with activities continuing to incrementally improve our maturity in optimising maintenance delivery.

Community Waste Education

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

Completed
by 30 June 2024

100%
milestones achieved

\$60,444
spent of the
\$180,000 budget

Initiative Outcomes:

We are excited to share targeted educational events and activities to encourage responsible waste management in our community have commenced, through delivery of the Community Waste Education and Engagement Plan 2024-26. Published in March 2024, this Plan guides Council to improve our region's waste reduction and recycling targets through continuing community waste education.

Immersive educational activities to promote sustainable waste management practices have been delivered, including engagement with over 150 students, teachers and parents between April and June 2024.

We have been proudly playing our part, engaging with our community at:

- Agnes Water's Emergency Services Day
- Central Queensland's largest environmental awareness event, Ecofest
- World Science Festival held at Gladstone Entertainment Convention Centre
- Port City Kids Early Learning Centre
- Clinton State School's Waste Wise Wednesday.

We aim to impart knowledge, skills, and awareness of sustainable waste management practices, focusing on changing attitudes and influencing behaviours related to responsible waste disposal, recycling and overall environmental sustainability.

By incorporating a strategic and conscious approach to the use of education funds, we

were able to meet the intended outcomes of this initiative, \$119,556 under budget.

Delivery of this initiative advances our 2021-26 Corporate Plan goal of Delivering Value, as the way we do business is continuously improving (Outcome 2.4) and the environment is front of mind in what we do (Outcome 5.3), with operations encouraging good stewardship and adaption to environmental risks (Objective 5.3.1).

What's next:

Our strategic internal Waste Working Group (WWG) will drive our waste education forward, with our Waste Education Specialist leading the way.

Our WWG brings together internal subject matter experts in operations, asset management, finance, revenue, analysis, communications and strategy to provide a holistic view of how we manage waste in our region and to guide well-considered and informed business decisions.

Over the next 12 months, we will see enhanced community awareness of the lifecycle of waste management and improved recycling compliance with our 'Let's get it sorted' campaign and the Recycle Mate app going live. Understanding the small actions we take daily with our waste can have a big impact on our future sustainability. We are eager to implement this program, connect with our communities, deliver value and drive meaningful change toward a better future for us all.

Future of Fleet

Implement a fully functional Global Positioning System (GPS) in our fleet that provides accurate and reliable data to support the safety of our people and community.

Extended
to 30 September
2024

45%
progressed as of
30 June 2024

\$0
spent of the
\$138,000 budget

Initiative Progress:

Preparation for introducing the new fleet system is completed with development of Data Use Guidelines, employee consultation and tendering for a suitable contractor to support set up and implementation of the system.

Measures taken to ensure integrity of our procurement practices delayed the progress in the first half of the financial year. This resulted in planned milestones overlapping with peaks in day-to-day operations for teams we were dependent on.

Consulting on the final Data Use Guidelines and receiving sign-off is a critical milestone and necessary before commencing the remaining activities.

All milestones within the control of the project team have been delivered. Progress towards a critical milestone is being prioritised so the initiative to move forward.

Delivery of this initiative will advance our 2021-26 Corporate Plan goal of Delivering Value, with asset management that is smart, effective and efficient (Outcome 2.1) and business processes, supporting collection and maintenance of a single source of truth of reliable data to inform investment decisions (Objective 2.1.2)

What's next:

Once the consultation feedback is documented and the Data Use Guidelines receive sign-off, work to deliver the remaining milestones will commence.

Key milestones remaining include:

- Installation of GPS devices in our fleet
- Training for teams managing the new fleet management system
- Implementation and employee training for a new Fleet Booking system
- Configuration of fleet management reporting

The initiative budget will fall into the 2024/25 financial year to enable delivery of the initiative in full by September 2024. A further \$12,000 to cover cost increases based on the Consumer Price Index (CPI) will be absorbed by our existing operational budget.

We look forward to implementing the new GPS system early in the new year and will share our outcomes in Council's 2024/25 Operational Plan Quarter One Performance Report.

RESILIENT ECONOMY

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

106,375

attendees at our Gladstone
Entertainment Convention
Centre in 2023/24

25

major economic
development industry
engagements Jan-June 2024

\$64.6M+

in external funding secured
in 2023/24



Our Industrial Ecosystem video wins prestigious local government award

Gladstone Regional Council is leading the way towards a new economic future, helping our region manage the transition from an industrial powerhouse to a renewable energy superpower. Our *Gladstone Region Industrial Ecosystem* video was officially unveiled at the 2023 Local Government Australia Queensland (LGAQ) Annual Conference, breaking down the intricacies of our journey to reach a future where renewable energy shapes every aspect of our region.

At the 2024 LGx Awards for Excellence in May 2024, our Industrial Ecosystem video was awarded Local Government Communications Best Use of Video!

The video was scripted and produced in-house, with a collective effort from our Economic Development and Brand and Communications teams as well as our Mayor Matt Burnett.

Our industrial ecosystem is a complex environment; however, our teams have done an incredible job in interpreting technical and complicated material into something that is easily understandable. The video is also available in four languages making it a valuable multi-national resource for economic development and industry attraction.

Council is incredibly fortunate to have talented professionals capable of creating this standard of media. If you have not seen our Industrial Ecosystem video yet, you can view it by clicking on the link above or visit www.youtube.com/GRCTV

Representing Gladstone at the World Hydrogen 2024 Summit and Exhibition

Mayor Matt Burnett and Chief Executive Officer (CEO) Leisa Dowling represented the Gladstone Region and Team Australia at the World Hydrogen 2024 Summit and Exhibition from 13 to 15 May in Rotterdam, Netherlands.

We were the only local government and stand-alone region represented on Team Australia at the Summit. The Team Australia exhibition formed part of a larger contingent of Austrade delegates attending to promote Australia's growing hydrogen industry.

The Summit brought together hydrogen proponents, investors and hydrogen policy makers from around the world. Attending this event offered a platform and opportunity to share expertise, develop strategy, access the latest industry developments.

Our Mayor and CEO have brought home a wealth of knowledge and new connections and will work with our Economic Development team to continue strengthening our position as we continue to lead the way in supporting a new economic future for the Gladstone Region.

Visit Council's website to learn more about how our region is leading the way in planning for a new economic future at www.gladstone.qld.gov.au/economictransition

Securing funding; securing our future

During 2023/24 our Strategic Grants team secured \$64,604,034 in external funding through state and federal grant programs. This is almost double the funding secured in 2023/24 which totalled just over \$33 million. This funding boosts our economy by improving our infrastructure and services, without adding financial strain on our community.

A total of 31 competitive funding applications were submitted. Of these, 20 were successful, 5 were unsuccessful, and 6 are pending outcomes, potentially adding \$7,265,414 in funding. Some of the secured funding has allowed for projects to be completed this year, while other funds will support multi-year projects and be received in the future.

Council remains dedicated to advocating for

increased funding from state and federal governments to adequately address growing cost pressures and sustainably meet community needs through essential infrastructure, services, and development projects.

From achievements to aspirations: Ministerial visit showcases funded work and future needs

In May 2024, we welcomed the Honourable Kristy McBain, Federal Minister for Regional Development, Local Government and Territories to our region.

We excitedly took the opportunity to showcase some of the federally funded infrastructure projects underway in our region and demonstrating the benefits they have for our local communities. Additionally, other crucial projects and priorities needing Federal Government policy or funding support were highlighted.

Our Strategy and Improvement, Strategic Grants and Capital Program teams played an important role in preparing the information and site visits, supporting Mayor Matt Burnett to effectively advocate for continued federal support and demonstrate its impact on our region's development.

This visit was a wonderful opportunity to connect and foster collaboration and alignment between all levels of government, to ensure effective governance, optimal resource allocation, and responsiveness to local needs for community benefit.

Showcasing career opportunities at Council

Our Learning and Development Team hosted the GRC Stall at the Gladstone Careers Expo at the GECC on 14 May 2024.

Employees from several teams attended the stall throughout the day to share their stories, encourage advancement of our region's skill base and promote GRC and our region as a great place to work.

Our region has an exceptional talent pool just waiting to be unlocked and we wish everyone in attendance all the best for building their careers in Gladstone Region.

We're officially an ECO certified destination!

In June 2024, our region achieved the globally recognised ECO Destination certification through Ecotourism Australia.

The certification process considers six main themes, including:

- Destination Management
- Nature and Scenery
- Environment and Climate
- Culture and Tradition
- Social Wellbeing
- Business and Communication.

Holding ECO Destination Certification recognises the Gladstone Region as a world-class destination, strengthened by a commitment to continuous improvement of sustainable practices as well as providing high-quality nature-based tourism experiences.

This initiative was led by Gladstone Area Promotion and Development Limited in partnership with Gladstone Regional Council, Gladstone Ports Corporation, and other key stakeholders.

Learn more about ECO Destination Certification at www.ecotourism.org.au



OUR PEOPLE

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

175

formal compliments
received from the public in
2023/24

262

role appointments
in 2023/24
Excl. Apprentices, Trainees

476

free employees skin checks
in 2023/24

21,780+

hours of training undertaken
in 2023/24

3/3

'Our People' initiatives
delivered in full in 2023/24



A beat of culture for our teams with a show of Traditional Sri Lankan Drumming

Teams located in our Gladstone Offices received a welcomed surprise in May 2024, when Jananath Warakagoda, a distinguished musician, award-winning international artist and cousin of one of our employees invited them to a free performance.

Jananath shared his culture with us while delivering a captivating 20-minute performance of Traditional Sri Lankan Drumming at the Gladstone Entertainment Convention Centre for employees.

We are incredibly fortunate to have team members from diverse backgrounds who have a willingness to share and educate us about their unique cultures and history.

Employee Skin Checks making a difference

The weather may have cooled off, but the impacts of sun exposure never do. That's why our Health, Safety and Wellbeing and Brand and Communications teams continue to promote sun safe behaviour all year round.

Even as we slip, slop, slap, seek, slide and keep our personal protective equipment (PPE) on, the Australian sun can still be damaging. Our Employee Skin Check program confirms this importance as free skins checks in October 2023 and February 2024 resulted in 101 referrals to further investigation after 476 checks were completed. A further reminder that prevention and early intervention are so very important.

We are pleased to see positive uptake from our workforce and encourage all employees and members of the community to stay sun safe and if you are ever concerned, see your GP or Skin Cancer Clinic.

Learn more about how to stay safe in the sun and take the SunSmart quiz on the Cancer Council website at www.cancer.org.au

Strengthening leadership with the GRC Leadership Certificate

The second annual GRC Leader Certificate Program closed in June 2024, fostering strong leadership abilities and supporting consistent leadership across the business.

Opened to formal and emerging leaders, this program develops critical leadership competencies as defined in Council's Leadership Capability Framework (LCF), which creates a shared vision and identity of what a great leader looks like at Council. The program includes a mix of learning workshops, self-led development, assessments and coaching sessions to develop our leaders and enhance organisational culture.

Ten emerging and formal leaders completed the certificate in 2024, adding to the existing 15 leaders who completed the certificate last year.

We are dedicated to developing our workforce and supporting their growth to enhance our services and make Gladstone Regional Council a place we can be proud to walk into each day.

Leading the way with a new leadership hub

The new and improved Leader Essentials hub was launched in May 2024, serving as a central hub of information and resources to make it easier for our leaders to support their teams and deliver critical services.

Thanks to a collaborative effort from our Learning and Development and Brand and Communications teams, our leaders now have an easy-to-access, one-stop-shop for all things leadership, including tools to develop skills and links to key procedures, guides and systems.



Our First Nations Fire Program is well received

‘I wish to convey my absolute satisfaction for the way in which this burn was conducted, planned and the outcome... The burn was managed and carried out by your recently appointed First Nations Fire Officer... [who] brings a wealth of knowledge and a caring attitude to fire management and regional ecosystems.’

A BIG thank you to our Parks Team!

‘A big thank you to the Parks Team that did an amazing job cleaning up the lantana on the discovery trail... and for also clearing a 5m buffer zone around the playground fence. It has made a huge difference - thank you all so much!!’

Thanks for the road repair!

‘Thanks to the Roads Crew who have fixed Davies Road, Captain Creek. They have done a really great job and it is appreciated!’



Thanks for making Friend Park a lovely place!

'I was truly impressed by the beauty of the garden and want to convey our heartfelt thanks for the hard work and dedication in making Friend Park, Barney Point such a lovely place. Efforts have not gone unnoticed and are greatly appreciated by all who visit the park.'

Well done Agnes Water Library

A customer reached out to share their appreciation of the staff at Agnes Water Library and thanking them for their patience. 'We love Library days in Agnes Water.'

Thank you to the Local Laws Team!

Shout out to the Officer who handled the dog attack in Calliope. The customer shared their appreciation for their handling the situation with kindness and compassion.

Creating Constructive Culture

Collectively work together to deliver the Culture Action Plan.

Completed
by 30 June 2024

100%
milestones delivered

\$159,239
spent of the
\$181,740 budget

Initiative Outcomes:

This year, we achieved a positive shift towards our ideal culture with significant improvements in our constructive behaviours and decreases in our defensive and passive behaviours as evidenced by our 2023 Culture Survey responses.

In September 2023, our second Culture Survey achieved a remarkable 72 percent response rate, surpassing our industry benchmark of 50-60 percent, reflecting positive engagement of our workforce.

Our people are the drivers behind our success. Our Culture champions also play an important role, continuously championing and role modelling our ideal culture with peers and many supporting our teams to debrief on our recent survey results. Their efforts complement the enthusiastic top-down support from our leadership, enabling transformational and sustainable shifts in our culture.

Over the final few months of this initiative, we have been partnering with teams and leaders to explore opportunities to improve and address challenges that impact our culture. Cross-functional teams that exist outside the formal hierarchy of the business were also supported to foster constructive and effective cross-collaboration.

Using the outcomes of these activities, we now better understand how our culture results show our lived experiences and have been able to recommit focusing on building

humanistic-encouraging and achievement behaviours and reducing avoidance as we move to the next phase of our Culture Journey.

In May 2024, we were honoured to be awarded the 2024 Local Government Managers Australia (LGMA) Award for Excellence in Workplace Wellbeing in recognition of our ongoing Culture Journey. This achievement is a testament to the dedication of every employee at Gladstone Regional Council who contributes to our ProudlyGRC culture.

Delivery of this initiative advances our 2021-26 Corporate Plan goal, Our People, so our people return home safely (Outcome 4.1) and are proud to work for Council (Outcome 4.2). It also moves forward the eight subsequent Objectives of these Outcomes.

What's next:

This multi-year initiative will roll into the 2024/25 Operational Plan, with a focus on embedding a constructive culture. Moving forward we will be supporting teams with greater access to business leaders, removing roadblocks to getting work done and getting clear on the behaviours that embody our ideal culture. We will be integrating with other Operational Plan initiatives to embed constructive behaviours, improve how we support and engage our people and show our teams they are valued for the part they play.

We'll also be giving our community a glimpse into the people behind the scenes at GRC so stay tuned into our socials!

Psychosocial Safety

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

Completed
by 30 June 2024

100%
milestones delivered

This initiative is being delivered with internal resources only.

Initiative Outcomes:

In early 2023 we shared the Queensland Government Workplace Health and Safety 'Safe at Work' survey with our people. Fifty-two percent of our workforce completed the survey with outcomes indicating an overall low rating for psychosocial risk at Council.

To further understand the impact of psychosocial hazards in our workplaces, the Health, Safety and Wellbeing (HSW) Team facilitated a series of one-on-one interviews, completing 42 risk assessments across four (4) teams.

The top three (3) psychosocial hazards as determined by interview responses were:

- 71 percent - High emotional demand
- 57 percent - High and/or low job demand
- 57 percent - Violence and aggression from external parties

The top areas for improvement included:

- Improving communication
- Providing further support to team leaders, so they can support their teams
- Providing further training to team leaders to strengthen hard and soft skills to support their teams in managing these hazards.

Keeping our people safe is our top priority and while we currently meet our legislative obligations, we are committed to doing our best to protect the psychosocial safety of our people. In April 2024, Code of Practice and Psychosocial Hazard training was made available to all employees to support this approach.

We currently have numerous early intervention strategies for extreme and high-risk psychosocial hazards including:

- Risk assessments
- Training and education
- Clear policies and procedures
- Supportive work environments
- Employee assistance programs
- Supervisor support
- Regular employee check-ins
- Workload management
- Flexible work arrangements
- Collaboration with healthcare professionals

We also have Gold Workplace Recognition from Mental Health First Aid (MHFA) Australia with over five percent of our employee trained in MHFA. In addition to a grassroots group of Culture Champions, supporting our people and promoting constructive behaviours in our workplaces.

Delivery of this initiative advances our 2021-26 Corporate Plan goal, Our People, so our people return home safely (Outcome 4.1) and wellbeing management supports their physical and mental health (Objective 4.1.2).

What's next:

Our Business Partners will continue to support teams to manage psychosocial hazards and ensure controls are identified and in place to protect our people. Through the 2024/25 Operational Plan we will be making it easier for our people to stay safe as we continue integrating all elements of safety into operations through simple and accessible support, skills development and resources for our people.

ACCOUNTABLE COUNCIL

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

7715

plants and trees planted
in 2023/24

186,224

records registered in our
central record keeping
system in 2022/23

259

Administrative Action
Complaints resolved from the
328 received in 2023/24

553

Indian Myna pest birds
trapped in 2023/24

829

photos 'snaps' taken at our
six CoastSnap stations in
first 6 months

1/1

'Accountable Council'
initiatives delivered in full
in 2023/24



Recognition for our First Nations Fire Officer

In May 2024, we were honoured to receive the 2024 Awards for Excellence in Community Shaping for our First Nations Fire Officer and subsequent Fire and Land Management Program.

As the only Queensland Council with a dedicated First Nations Fire Officer, Gladstone stands out for its commitment to country, cultural preservation and sustainable environmental stewardship.

Our First Nations Fire and Land Officer, proud Wakka Wakka man, Michael Willmot, leads the program integrating traditional land management techniques with modern practices to drive positive change through education, collaboration and community engagement.

Beyond land management, the program brings in volunteering opportunities, offers community workshops, collaboration with local landowners, Rural Fire Brigades, various Council teams alongside our local First Nations community, the Port Curtis Coral Coast Group (PCCC).

This program promotes deeper community connections, enriching our environments and safeguarding our cultural heritage.

Furthermore, by securing two Trainee positions for Council's 2025 Apprentice and Trainee intake, we are investing in the future and generations to come.

Learn more about our program in our nomination pack and on Council's website at www.gladstone.qld.gov.au/first-nations-fire-officer

But first, let's take a snap

In May 2023, six CoastSnap stations were launched at coastal sites across our region as part of our community beach monitoring program, aligned with our commitment to preserving our coastlines through the Our Coast Our Future Strategy.

The CoastSnap global citizen science project encourages community members to capture a moment in time using their smartphones and upload the photo via the QR Code to aid in monitoring coastal changes.

Our stations form part of a broader network overseen by the University of New South Wales (NSW) Water Research Laboratory, dedicated to tracking coastal hazard impacts on a national scale. Community participation (usage) reports are compiled by calendar year, with an initial report showing that from installation in May 2023 to December 2024, 829 snaps were taken.

- 90 snaps at Doloa – Barney Point
- 32 snaps at Wagun - Turkey Beach
- 245 snaps at Goondool - Canoe Point
- 247 snaps at Winyim - Wild Cattle Inlet
- 105 snaps at Koonggullunee - Agnes Water
- 110 snaps at Meeroonyanee - Seventeen Seventy

We look forward to compiling the snaps into a timelapse video for each location, offering insights into the coastal changes over time and enhancing our understanding of how our coastlines are changing enabling us to better manage our coastal environments for future generations to come.

Click, learn, protect: More information on Erosion and Sediment Control online now

Council's website now includes new and improved information and resources on erosion and sediment control, making it easier for our community to get the information they need and to interact with Council.

Councils Erosion and Sediment Control Compliance Program has been formalised and shared on our website thanks to a collaborative effort between our Biosecurity and Environmental Health, Development Services and Brand and Communications teams. This program was developed leveraging tools, resources and information from the Healthy, Land and Water Reef Erosion and Sediment

Control and Urban Stormwater Best Practice Capacity Building Program 2023-2026, funded by the Queensland DESI.

This overarching program was developed by Water by Design in consultation with Councils across the state, Great Barrier Reef Marine Park Authority (GBRMP), LGAQ and DESI. Tools and resources developed through this program provide guidance to local government in regulating erosion and sediment control on development sites and aims to improve standards and consistency of implementation and regulation of erosion and sediment controls across the state.

A field trip for field skills in erosion and sediment control

Our Environmental Health and Biosecurity Team play a crucial role in serving our community through a broad range of services to protect the health, safety and environmental sustainability of our region.

The team's services include:

- Livestock control
- Public health risks
- Immunisation programs
- Environmental nuisances
- Stormwater management
- Erosion and sediment control
- Invasive pest plants and animals
- Food safety and food complaints
- Weed control and hire equipment
- Businesses licensing and regulation
- Environmental and Health licencing
- Trapping techniques, baiting programs.

In May 2024, our dedicated Environmental Health Officers attended asbestos training in Bundaberg and seized an opportunity to attend a free erosion and sediment control field event in Caloundra, Queensland, hosted by 'Water by Design'. The field event allowed the Officers to learn about practical erosion and sediment control applications to support monitoring and enforcement, community education and outreach, and natural disaster preparedness.

Having these events back-to-back allowed our team to get the best value out of their time away from the office, while enhancing their knowledge and skills.

The Officers have returned with renewed appreciation and insights and have shared their learnings with the team. This exchange of knowledge maximises continuous quality improvement opportunities to protect the environment, public health and Council services.

You can learn more about erosion and sediment control on Council's website at www.gladstone.qld.gov.au/erosion-sediment-control

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.

Completed
by 30 June 2024

100%
milestones delivered

\$5637
spent of the \$10,000
budget

Initiative Outcomes:

A significant amount of information and data is used and managed by Council. Over six million digital records are captured in the official record keeping system with several other systems storing and using information. To better secure and manage this information, an Information Management Framework has been developed.

Launched in June 2024, the Framework establishes clear principles and practices to effectively, efficiently and safely store, use, manage and safeguard Council's information assets.

The Information Management Framework is comprised of the following elements:

- Information governance
- Knowledge management
- Information asset management
- Information access and use management
- Records management
- Data management
- Information security

A comprehensive Register of Information Assets (RIA) has also been developed to complement the framework. Metadata captured for each information type in our RIA allows for better understanding of information assets, by capturing information like who the custodian of the information is, the format, right to access, disposal classes and security classifications.

Applying the practices and principles from the Framework together with the RIA further

enables identification of efficiencies, management of information, identification of private and sensitive information, understanding of types of information collected and held by Council, and identification of information that can be proactively released to the public while protecting the information that cannot.

Delivery of this initiative advances our 2021-26 Corporate Plan goal of being an Accountable Council and demonstrates our commitment to embedding risk management, transparency and accountability into what we do (Outcome 5.1). Risk management strategies have been enhanced (Objective 5.1.1) for information assets, a framework that continue to raise the bar (5.1.3) has been launched with the business and our people have improved access and visibility of governance tools (Objective 5.1.4), supporting efficient operations and security of our business and community's information.

What's next:

Implementation and embedding of the Framework will continue as business-as-usual for the Governance and Risk Team in late 2024. Training will be provided to our people and targeted support will be on offer during implementation to ensure the principles and practices are sustained through our day-to-day operations into the future.



www.gladstone.qld.gov.au

