



2024/25 Operational Plan Quarter One

Proudly playing our part

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.

We are committed to cultivating a culture of inclusion and connectedness, acknowledging that our communities are richer when diversity is embraced.

WELCOME

Welcome to Gladstone Regional Council's first quarterly performance report for the 2024/25 financial year.

This report details outcomes achieved and progress made towards Council's goals for the community. Specifically, this report shows progress towards delivery of promises made in the 2024/25 Operational Plan, in accordance with Section 174(3) of the *Local Government Regulation 2012*.

The theme for the 2024/25 year is '**Proudly Playing Our Part**'. This theme highlights the active role Council plays in serving and improving our region.

We serve as one of 537 council's across Australia, proudly serving the Gladstone Region through management of:

- Public health, safety and wellbeing
- Infrastructure
- Environment and sustainability
- Community and economic development
- Regulation and enforcement of local as well as some state laws; and
- Policies and programs that meet the needs of our local region and communities.

We hope you enjoy reading this report and learn how Council proudly plays it's part in serving the Gladstone Region.

This report is to be presented for consideration by Council at the 5 November 2024 General Meeting.





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OUR VISION

Connect. Innovate. Diversify.






OUR VALUES

Safe
Ethical
Responsive
Visionary
Inclusive
Community
Efficient

OUR GOALS

Connecting Communities
Delivering Value
Resilient Economy
Our People
Accountable Council

2024/25 OPERATIONAL PLAN INITIATIVES

 <p>Connecting Communities</p>	 <p>Delivering Value</p>	 <p>Resilient Economy</p>	 <p>Our People</p>	 <p>Accountable Council</p>
<p>Making community facilities more accessible and inclusive \$200,000</p> <p>Enhance access and inclusion of facilities through improved design and construction principles and delivery of prioritised enhancements to continue through to 2027.</p> <p>Finalising the Planning Scheme review \$200,000</p> <p>Finalise the review to satisfy our legislative requirement and to understand how we can inform future development for our region in a contemporary, responsive and relevant way.</p> <p>Strengthening community involvement in our decision making \$37,400</p> <p>Improve connection between Council and the community through a Community Participation Model.</p>	<p>Optimising maintenance delivery \$2,137,002</p> <p>Be more responsive in undertaking maintenance work by making practical changes to how we plan, deliver and budget for maintenance work.</p>	<p><i>Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-32, reported on six-monthly.</i></p>	<p>Making it easier for our people to stay safe \$107,076</p> <p>Integrate safety into daily operations through simple and accessible support, skills development and resources.</p> <p>Embedding a constructive culture Internal resources</p> <p>Support teams by providing greater access to business leaders, removing roadblocks, getting clear on the behaviours that embody our ideal culture and showing our teams they are valued for the part they play in delivering for the Gladstone Region.</p> <p>Making employee facilities safer and more contemporary \$640,000</p> <p>Provide our people with safe, compliant, and comfortable facilities and amenities that are conducive to productivity.</p>	<p>Towards target zero \$189,900 Fully funded</p> <p>Reduce corporate greenhouse gas emissions by supporting Net Zero organisation activities.</p> <p><i>This initiative is fully funded by the Australian Government as detailed on page 32.</i></p>

CORE SERVICES

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>Corporate and Community Projects</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 Planning</p> <p>Business Improvement</p> <p>Capital Program</p> <p>Cemeteries and Crematorium</p> <p>Engineering Asset Solutions</p> <p>Information, Communication and Technology</p> <p>Maintenance</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>Advocacy</p> <p>Disaster Management</p> <p>Economic Development</p> <p>Gladstone Entertainment Convention Centre</p> <p>Tourism</p>	<p>Health and Safety</p> <p>Learning and Development</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>Business Planning</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>

DELIVERING 48 CORE SERVICES TO OUR COMMUNITY

REPORT DETAILS

This report shares progress towards and outcomes of Council’s initiatives and core services. Initiatives are priority projects being delivered to improve Council service delivery, community outcomes and deliver on promises made in the 2021-26 Corporate Plan.

Initiative performance is reported on with a progress percentage and a status of:

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

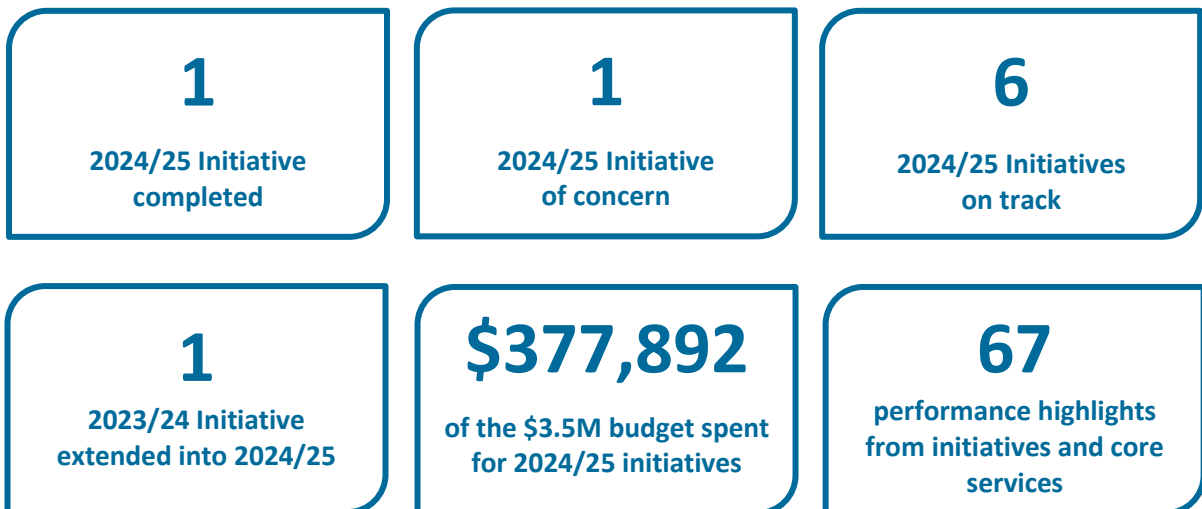
Concern – There are concerns or issues affecting delivery

Complete – All actions have been 100 per cent delivered; or

Extended – The completion date has been extended past the end of the financial year.

Statistical highlights in the report show current year data in a shade of blue and previous years in grey to demonstrate trends over time.

OUR PERFORMANCE SNAPSHOT



The tables on the following page show progress of our initiatives. Figures that reflect approved revisions from original commitments are marked with an asterisk and details included on individual initiative report pages.

Summary of progress

2024/25 Operational Plan Initiative Progress

Table One: Quarter One (Q1) 2024/25 Progress Overview

Goal	Initiative	Target Progress*	Actual Progress	Total Spend	Status
Connecting Communities	Making community facilities more accessible and inclusive	2%	0%	\$0 spent of \$200,000	●
	Finalising the Planning Scheme review	100%	100%	\$2,578 spent of \$200,000	●
	Strengthening community involvement in our decision making	28%	28%	\$600 spent of \$37,400	●
Delivering Value	Optimising maintenance delivery	12%	12%	\$304,309 spent of \$2,137,002	●
Our People	Making it easier for our people to stay safe	13%	11%	\$25,725 spent of \$107,076	●
	Embedding a constructive culture	12%	12%	Nil – Internal resources only	●
	Making employee facilities safer and more contemporary	23%	23%	\$0 spent of \$640,000	●
Accountable Council	Towards Target Zero and a healthier environment*	24%	22%	\$44,680 spent of \$189,900	●

2023/24 Operational Plan – Extended Initiative Progress

Table Two: Quarter One (Q1) 2024/25 Progress Overview

Goal	Initiative	Q1 Target Progress	Q1 Actual Progress	Total Spend	Status
Delivering Value	Future of Fleet*	100%	45%	\$0 of \$150,000	●

For more detail on initiative outcomes, click on the initiative title or keep scrolling through this report.

Connecting Communities

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

1.1 Communities are well understood with programs and services designed to strengthen our region

1.1.1 Understand the needs of our communities and customers in order to design and enhance the way we deliver our services.

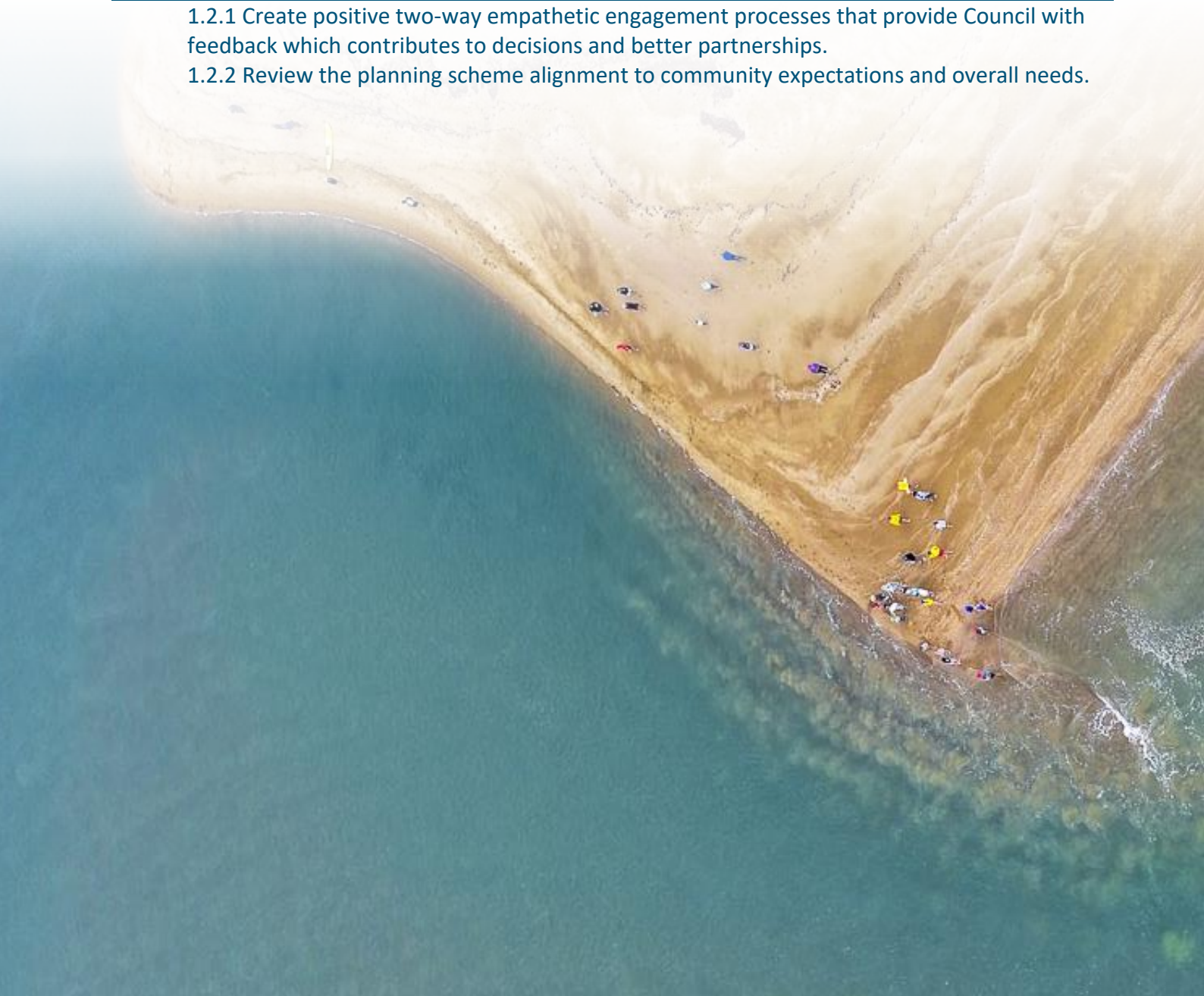
1.1.2 Implement a strategic approach to community development that is focused on inclusion, planning, capacity building and place making.

1.1.3 Engage our communities to build connections and promote health, happiness and wellbeing.

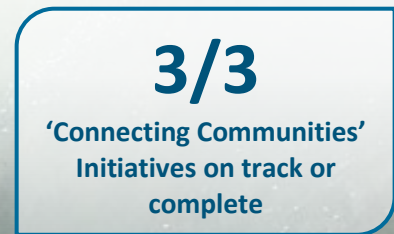
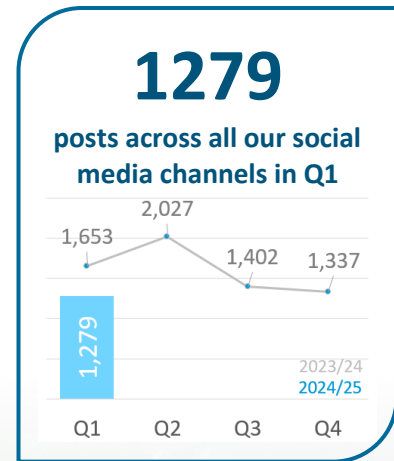
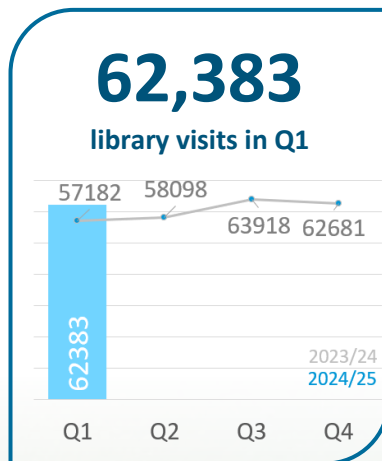
1.2 Communities can influence and actively participate in Council decision making.

1.2.1 Create positive two-way empathetic engagement processes that provide Council with feedback which contributes to decisions and better partnerships.

1.2.2 Review the planning scheme alignment to community expectations and overall needs.



Our performance highlights



Welcoming Week

Gladstone Regional Council proudly extended a warm welcome to our new residents during Welcoming Week, from 13 to 22 September 2024. Three (3) main events celebrated the vibrant diversity of the Gladstone Region with:

Beach Safety Day

On 17 September 2024, community members were invited to a beach safety day with two (2) beach safety sessions.

The first session included vital beach safety and awareness information to help community members stay safe while visiting our beaches and waterways. Aquatic dye was released in Wild Cattle Creek to demonstrate the dangers of rips. Drone footage of this will be released soon as part of a wider community safety campaign.

The second session was a Nippers ‘come and try’ event for youth where they could experience what it is like to be a part of the Nippers program. Attendees learnt about beach safety, from local lifeguards and participated in fun beach games and activities.

This day was held in partnership with Surf Life Saving Queensland, Tannum Sands Surf Life Saving Club and the Gladstone Region Neighbourhood Centre.

The delivery of these three (3) events moves Council closer to achieving our Communities Goal through Outcome 1.1 *Communities are well understood, with programs and services designed to strengthen our region.*

Welcome to the Region Morning Tea

Over 300 people came together on 18 September 2024 to recognise and celebrate the people, places and values that unite us as a community at our Welcome to the Region Morning Tea.

This event was held at the Calliope Library and Community Centre alongside the Calliope First Five Forever Family Fun Day. Our regions newest residents had the opportunity to connect with other members in our community as well as services they have access to with stalls from 18 local groups and organisations.

As a *Welcoming City*, the Gladstone Region embraces diversity, fosters social cohesion and is focused on building economic success.

‘A Taste of the Gladstone Region’ Cookbook

A heartwarming collection of recipes showcases the diverse flavours of our community in the ‘Taste of the Gladstone Region’ cookbook.

Brought to you by the generous contributions of local residents, this cookbook was created through a collaborative effort between Gladstone Regional Council and Gladstone Region Neighbourhood Centre. The book was proudly presented as part of Welcoming Week celebrations and can now be [downloaded](#) from Council’s website.

At the time of writing this report, **the cookbook had been downloaded 675 times!**

You are encouraged to take a peek and celebrate our shared heritage by trying out a new dish this for your next meal.

NAIDOC Week

Blak, Loud and Proud! The theme for this year's National Aboriginal and Islanders Day Observance Committee (NAIDOC) Week was a powerful message meant to resonate deeply with the enduring strength and vitality of First Nations culture.

Events to celebrate were held across the region including:

- the NAIDOC Services and Cultural Expo with around 250 attendees on 3 July 2024 at the Philip Street Communities and Families Precinct (the Precinct).
- a Cultural Weaving Workshop at the Precinct, where 25 eager weavers joined Gamilaroi/Kamilaroi woman Janalli Griffiths on 5 July 2024.
- the Flag Raising Ceremony, where Council reaffirmed its commitment to the acknowledgement of our First Nations people at the Gladstone Civic Centre. The event on 8 July included speeches from First Nations Elders and Mayor Burnett.
- the NAIDOC Exhibition Official Opening and First Nations Markets were held on 7 July 2024 which profiled art, heritage works, local voices and memories of our First Nations People. The markets were held at the Gladstone Regional Art Gallery Museum (GRAGM) and included food vendors on site. Members of the public were able to purchase hand made goods and view demonstrations.
- the NAIDOC Week Community March on 12 July 2024, starting at ANZAC Park ending at the corner of Goondoon Street and Lord Steet, Gladstone celebrating the rich heritage and indomitable spirit of First Nations Peoples.

The NAIDOC week celebration is an important cultural recognition event and Council is proud to play our part in Connecting Communities goal through Outcome 1.1 *Communities are well understood, with programs and services designed to strengthen our region.*

Intervention Plus facilitator sessions

A professional development course was delivered to 60 youth workers, school-based nurses, chaplains and guidance officers from across our region in August 2024. The training focused on boosting facilitation skills through the Chillax and Managing the Bull programs dedicated to breaking vicious behavioural cycles and promoting life empowerment.

The ongoing impact of this strengths-based training will benefit youth across the region as it helps build resilience against bullying and supports management of symptoms of attention deficit hyperactivity disorder (ADHD) through fun, interactive sessions.

Facilitated by Interventions Plus, this training was made available by Gladstone Regional Council, with sponsorship from Queensland Mental Health Commission and the Gladstone Region Neighbourhood Centre.

This is a great example of Council delivering on our Connecting Communities goal through Outcome 1.1 *Communities are well understood with programs and services designed to strengthen our region.*

An evening in the Japanese Tea Garden

Council proudly celebrated 28 years of friendship with Saiki City by hosting a cultural evening for residents in the Japanese Tea Garden at Tondoon Botanic Gardens.

On 4 September 2024, 120 community members joined us to celebrate the anniversary with activities such as tea tasting, wearing kimono, calligraphy, paper fan art and origami. Attendees were also treated to performances by Toko-ton Taiko drumming group and a koto (Japanese stringed instrument) performance by Mr David Shield, president of the Australia-Japan Society of Queensland.

The Japanese Tea Gardens were looking beautiful, with the installation of a new tsukubai at the entrance. The Consul General of Japan from Brisbane, Mr Gomakubo, was a special guest at the event.

This event gave us the opportunity to learn about the sister city relationship and Japanese culture.

The Saiki Sister City Advisory Committee also coordinated three (3) community taiko drumming workshops, and two (2) school visits to introduce students to the koto.

We value our sister city relationship and look forward to continuously Connecting Communities and striving to achieve Outcome 1.1 *Communities are well understood with programs and services designed to strengthen our region.*

Show holiday dates locked in until 2028

Dates for the Gladstone Show Holidays have been set for the next four (4) years, aligning with the Brisbane Ekka:

- 11 August 2025
- 10 August 2026
- 9 August 2027
- 14 August 2028

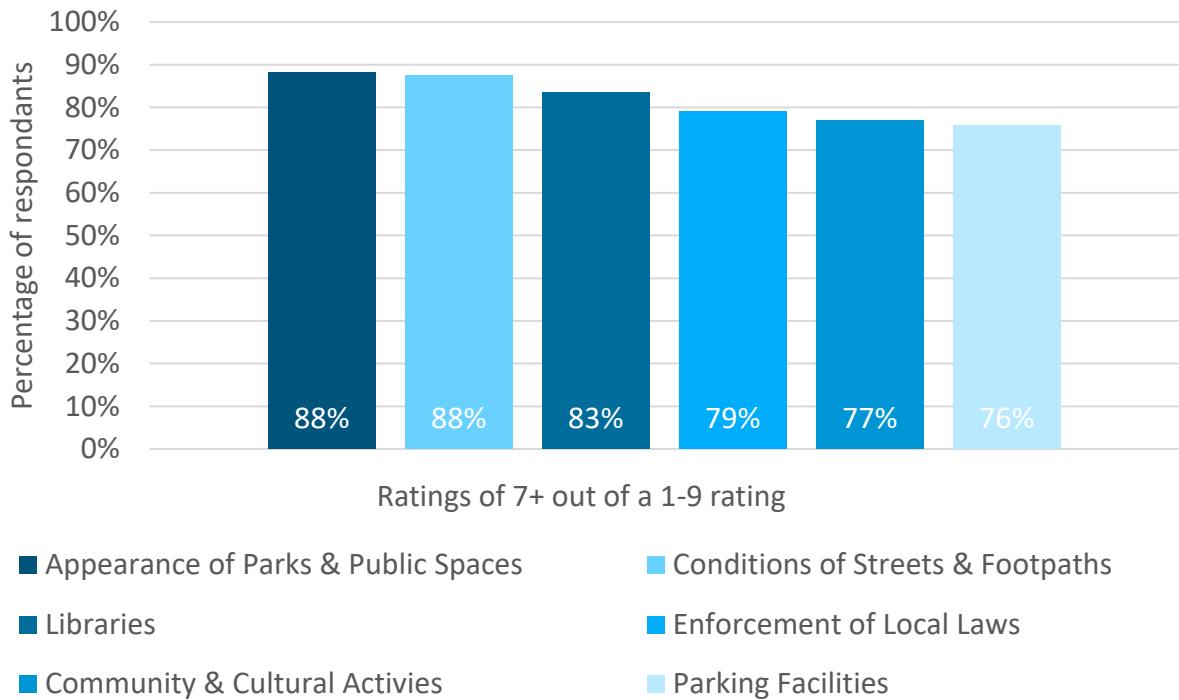
Council previously set public holidays annually but shifted to a four-year view to give our community greater certainty for future planning and to streamline Council proceedings. The *Holidays Act 1983*, allows for a public holiday to align with an agricultural, horticultural or industrial show. Therefore, the Gladstone Show Holidays have been set to align with the Queensland Royal National Agricultural and Industrial Association show holiday (the Ekka). The decision to keep the Monday public holiday is based on previous community consultation and feedback that long weekends are preferred. It also allows communities wishing to enter in the Ekka agricultural events, the opportunity to represent the Gladstone Region.

This decision was made based on community preferences which supports our Connecting Communities goal through Outcome 1.2 *Communities can influence and actively participate in Council decision making.*

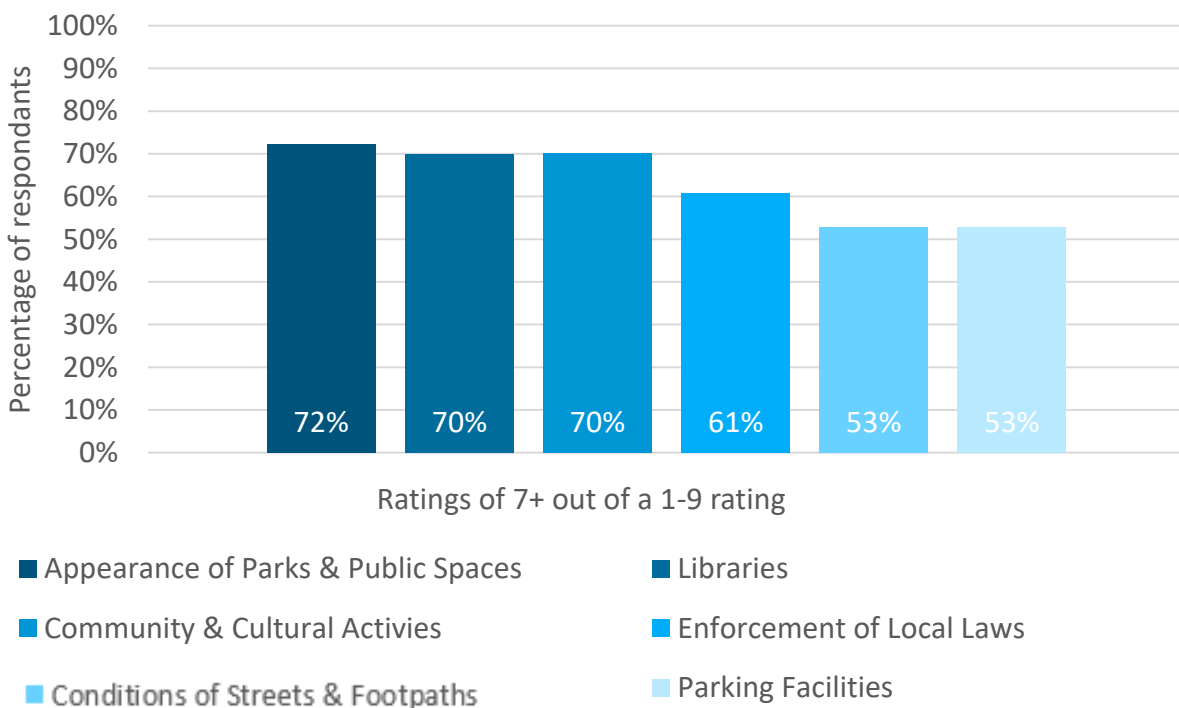
Customer Sentiment Surveys

The below data shares public interest (what the public value) and perception of Council services (how customers rate Council’s performance in those areas) based on Community Sentiment Surveys. These statistics are captured from surveys at the end of calls, service request close-out emails and online chat surveys.

Services ranked as highly important



Perception of high performance



Initiative: Make Community Facilities More Accessible and Inclusive

Enhance access and inclusion of facilities through improved design and construction principles and delivery of prioritised enhancements to continue through to 2027.

As a result, individuals of all backgrounds and abilities will have greater opportunity to fully participate when visiting our community facilities and public places.

On Track
to be delivered by
30 June 2025

0%
Progressed
2% target

\$0
spent of the
\$200,000 budget

Delivering Value

A prioritised and validated list of audit actions has been prepared ensuring enhancements made through this initiatives will make the right change at the right time for the community.

Council is in a better position to make informed decisions around future improvements to community facilities with a 'Facilities Hierarchy' that details the level of accessibility to be provided.

Facilities and public spaces designed from this point forward will be accesible and inclusive to people of all abilities, with our new standards embedded in our design processes.

Resilient Economy

Council is setup to deliver fast, tangible results to our community with construction-ready work packages prepared for issue to our Operations teams for small-scale projects.

Our ongoing commitment to provide value for money investment into improving access and inclusion at community facilities is locked-in with a prioritised list of projects to be delivered over three (3) years.

A structured approach for considering the large- and medium-scale projects and our resources, is set to support progress through our investment decision process.

Our People

Our community know the level of accessibility they can expect when visiting our Premier Parks after accessibility standards are assessed and shared with the community.

Designs for prioritised medium sized projects are complete and ready for consideration by Council to invest in, through the 2025/26 budget cycle.

Our community can enjoy improved accessibility and inclusion at various locations following completion of small-scale projects. They can also look forward to ongoing improvements as part of our commitment to continue improving access and inclusion across our region.

Accountable Council

A resource is dedicated to this Initiative for six (6) of the twelve (12) months. This resource was scheduled to have been onboarded and has only recently been appointed. This will not affect the delivery of further milestones.

Initiative: Strengthening Community Involvement in our Decision Making

Improve connection between Council and the community through a Community Engagement Model.

As a result, Council can better align its decisions with community needs, as the participation model creates more and better opportunities for engagement.

On Track
to be delivered by
30 June 2025

28%
progressed
28% target

\$600
spent of \$34,700 budget
\$0 target

✓ Council’s community engagement website, Conversations, has been upgraded and is ready to publish. Leveraging existing technology and in-house talent, this upgrade has transformed the way our community can engage with Council.

✓ It is easier for our community to find information about, understand and become involved in Council projects, programs and services, through Council’s refreshed Conversations website.

✓ Sixteen community forums are established across the region, making it easier for the community to engage with us, improving connection and strengthening community involvement in Council decision making.

Community forums will be facilitated, allowing locals to engage with Council on matters that are important to them. The regular and structured engagement forums will strengthen access to Council for residents and increase their influence in Council decisions.

Opportunities to improve community forums have been identified through an evaluation process looking at what worked well and where we can improve. Evaluations will be undertaken on forums held between June and December 2024.

Our community will now see outcomes from forums and we will begin to see more alignment between Council and community expectations. The Community Participation Model will be continuously improved and embedded into Council operations, strengthening community involvement in our decision making.

Find out more about upcoming forums near you at conversations.gladstone.qld.gov.au

Initiative: Finalise the Planning Scheme Review

Finalise the review to satisfy our legislative requirement and to understand how we can inform future development for our region in a contemporary, responsive and relevant way.

As a result, our reviewed Planning Scheme will enable decision-making and development that is aligned with our community's needs and expectations.

Completed
30 September 2024

100%
progressed

\$2,578
spent of the \$200,00
budget

Initiative Outcomes

Council has adopted the Planning Scheme Review Report and its recommendations to deliver a series of major amendments.

The current planning scheme was found to be operating effectively and fundamentally sound, with opportunities to strengthen alignment with recent local and state policy and update mapping and studies that serve as the scheme's foundation and reflect emerging trends throughout the Gladstone Region. Council resolved to make a series of amendments to the current planning scheme over several years rather than preparing a new planning scheme. This will ensure the current planning scheme remains contemporary and responsive to local social, economic and environmental matters.

Adoption of the report satisfies our legislative requirement to do so and sets direction for how we can inform future development across our region in a contemporary, responsible and relevant way.

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

Completion of this initiative marks the end of the beginning, with next steps focused on making tangible changes the community will feel.

We are now scoping the first amendment based on Council's priorities and the recommendations made in the report.

The proposed amendment scope will be presented to Council for endorsement at a General Meeting before the end of 2024. Future amendments will be scoped towards the end of work on this amendment which is expected in early 2026. This approach ensures Council can continue to react to changing priorities and emerging trends.

View the full report and more details about our Planning Scheme on Council's Conversations website at www.gladstone.qld.gov.au/planning-schemes



Delivering Value

2. We work efficiently to deliver value for your rates.

2.1. Asset Management is smart, effective and efficient

- 2.1.1 Continuously improve focus and process around smart asset management.
- 2.1.2 Develop business processes that support the collection and maintenance of a single source of truth of reliable data to inform investment decisions.
- 2.1.3 Focus on proactive and preventable approaches in our asset planning.

2.2 Capital and Maintenance programs are consistently delivered

- 2.2.1 Provide a robust deliverable workflow of efficient capital and maintenance programs.

2.3 We are easier to work with

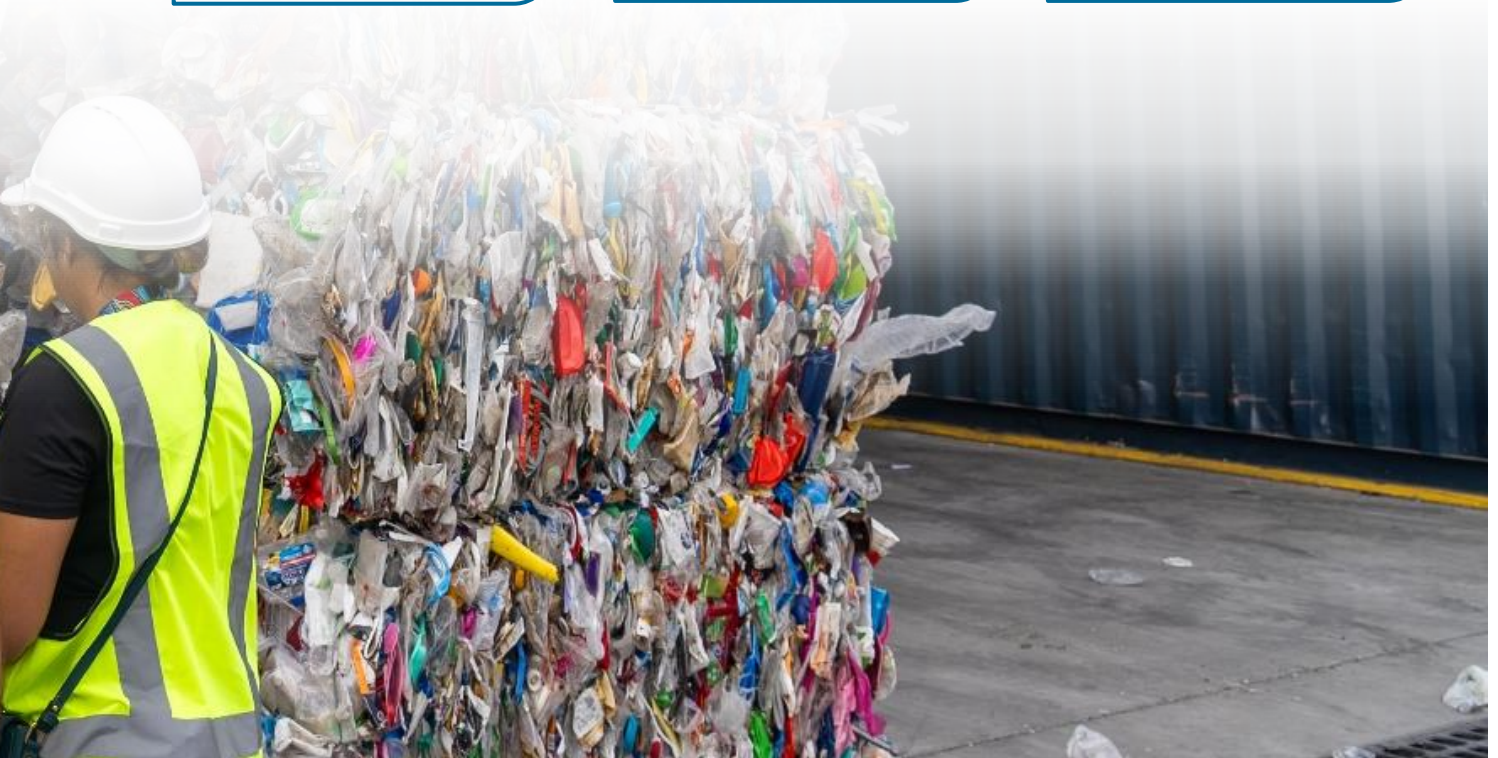
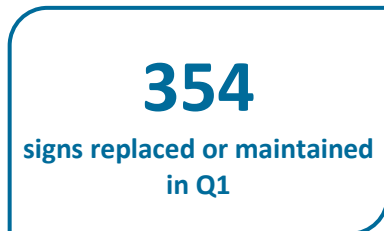
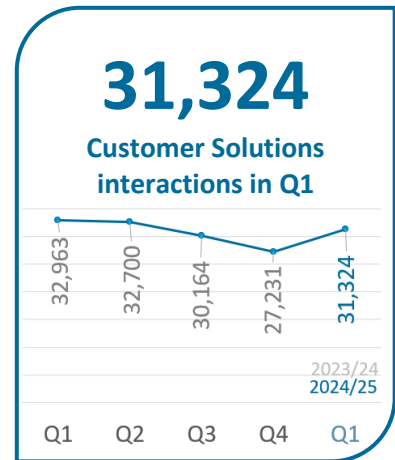
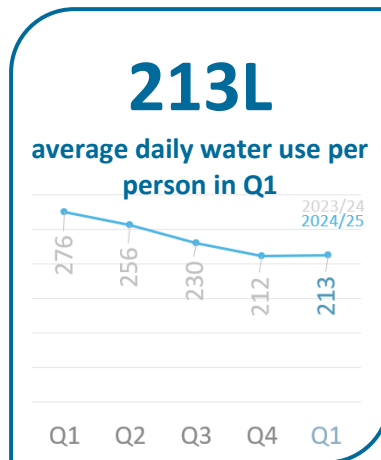
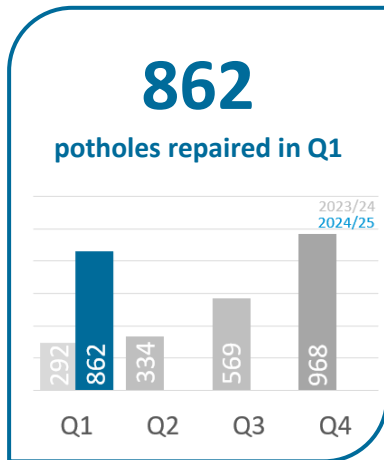
- 2.3.1 Continue building a reputation of being easy to deal with through efficient and effective customer interactions.

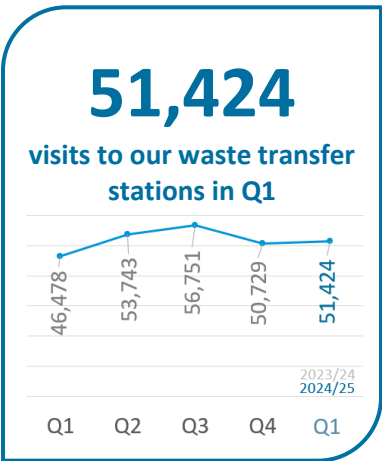
2.4 The way we do business is continuously improving.

- 2.4.1 Embed a continuous improvement culture focusing on creating value, reducing waste and improving efficiency.
- 2.4.2 Embed Asset and Service Management across the business.
- 2.4.3 Implement technology enhancements and digital capacity to support the improvement of service delivery and employee experience.



Our performance highlights





Community Waste Education and Engagement Plan 2024-26 in full swing

We are one step closer toward changing waste behaviour and improving resource recovery rates with the 2024-26 Waste Education Program in full swing. Thanks to the help of our community, our newest Waste Heroes have names. Meet our Waste Heroes, *Benjamin Binny* and *Rollanda Recycle* in the below posters! Thank you to everyone who cast their vote for their favourite names. Our Waste Heroes will now play an important part in Council's ongoing waste education program.

Recent program highlights:

- Encouraging the community to never put batteries in kerbside bins with the Safe Battery Disposal Campaign
- Reminding the community green organics must not be disposed of in general or recycling waste bins
- Promoting Council's free mulch program
- Education session at Calliope State School
- Promoting sustainable living with our new Love Food Hate Waste resource at the Gladstone Health Expo.

Learn more about this program at www.gladstone.qld.gov.au/waste-education

Red Landfill Bin

EVERYTHING in your RED BIN goes to landfill. We must extend our landfill life by reducing waste and conserving natural resources.

- Take stock of your fridge and plan ahead.
- Redirect food and green waste and get in free markets for your plants through composting.
- Where possible, buy quality goods that will last or that are easy to repair.
- Switch to little or no packaging - loose as opposed to pre-packaged.
- Keep household batteries OUT of your household bins. Take the terminals and take them to your nearest participating retailer or supermarket.

General Waste Bin Weekly Collection
NO Green Waste
NO Gas Bottles
NO flares
NO BATTERIES

Household waste

- Soiled linens
- Broken household appliances (to be repaired or wrapped in paper for safety)
- Carbon paper
- Laminated paper
- Print waste
- Broken pipes or fittings (using tin and copper)
- Soft drink cans (aluminum), oil, car oil, car tires, car batteries, car seats and car seats (wrap)
- Plastic/foam/styrofoam meat trays
- Icepacks
- Single use coffee cups and lids
- Single use water bottles
- Broken cookware

Illegal dumping and littering is an important concern. You can report illegal dumping to Council, call 07 4970 0700 or email: info@gladstone.qld.gov.au

You can take these items to your nearest Waste Facility

Green organic waste	Timber	LPG Gas Cylinders
Computer products	Waste engine oils	Scrap metal
Car bodies	Mattresses	Car batteries
Paint	White goods	

For more information please visit Council's website: www.gladstone.qld.gov.au/waste

Let's Recycle Right

Yellow Recycling Bin

EVERYTHING in your YELLOW BIN goes to the MRF - Materials Recovery Facility to be sorted and organised. Putting the wrong thing in your recycling bin is called contamination. The more we recycle right by reducing contamination, the less waste goes into our landfill.

So choose to reduce, re-use and recycle

- Buy fruit and vegetables loose to avoid packaging
- Composting is a good way to redirect your waste and gain free nutrients for your plants.
- Where possible, buy quality goods that will last or that are easy to repair.
- Choose goods made from recycled materials or with a high level of recycled material in them.

Steel/Aluminium

- Coffee cans
- Food cans
- Soft drink cans
- Aluminium
- Soft drink cans
- Oil based paint (in a can)

Glass

- Alcohol bottles (green, brown and white)
- NOT byresiduary
- Soft drink bottles

Paper

- Clean newspaper
- Cardboard (except wax coated)
- Magazines & advertising brochures
- Toilet paper rolls
- Soft drink bottles
- Gift wrapping paper
- Office paper
- Phone books
- Junk mail
- Books
- Food cartons
- Egg cartons

Moulded Plastic

- Dairy & milk bottles
- Ice cream containers & lids
- Styrofoam egg crates
- Shampoo/Conditioner containers
- Soft drink bottles
- Yoghurt containers
- Cleaning liquid bottles
- Clearer meat trays (NOT Styrofoam)

NO!

- NO Takeaway cups, lids or coffee pods
- NO Disposable plates or cutlery
- NO Emotive, batteries, green organic waste, food scraps, glassware, laminated or stretched paper
- NO Tins of paint
- NO Bagged recyclables
- NO Polystyrene
- NO Soft plastics (e.g. bags or electrical leads)

Check out our new cheat sheets on Council's website to see if you are recycling right!



Population Model Update

Council's Asset Planning team maintains a Population Model which captures key data, including historic and forecast infrastructure demand on Council's water and sewer assets. This enables Council to plan for the future and ensure community needs are met.

The Population Model has been updated in line with the 2021 Census data and 25-year forecasts from the Queensland Government Statisticians Office.

The Population Model assists in achieving our Delivering Value goal through Outcome 2.1 *Asset Management is smart, effective and efficient* and through Objective 2.1.3 *Focus on Proactive and preventative approaches in our asset planning*.

User-Friendly Update to Our Mapping System

We are excited to announce a major upgrade to the look and feel of our Geographic Information System (GIS)! This update aims to make it easier for our community and officers to create, manage, analyse, and map all types of data. Our new GIS user experience is clean, intuitive, and up to the latest standards, ensuring that everyone can navigate and use the system effortlessly. Whether you're a resident looking for local information or an officer working on a project, our enhanced mapping system is designed with the intent of easy to use for all.

Visit gladstone.qld.gov.au/mapping to explore the new features and see how this upgrade can benefit you!

When following the link, be sure to click on this button:

Open Geocortex



Calliope reservoir renewal improves water security and safety

Critical infrastructure that supplies drinking water to more than 400 properties in the township of Calliope has been renewed, enhancing the safety and increasing security and reliability of the reservoir.

The work on Silverdale Reservoir commenced in January 2024 and included:

- Construction of aluminium stairs, landings
- Lighting protection
- Overflow pipeline replacement
- Fencing and locking systems installed
- Reservoir integrity upgrades
- Isolation and control valves for internal pipework replaced.

The Silverdale Reservoir Renewal project has been proudly funded by the Queensland Government's Building our Regions program. This enables us to achieve our Delivering Value goal through Outcome 2.2 *Capital and Maintenance programs are consistently delivered*.



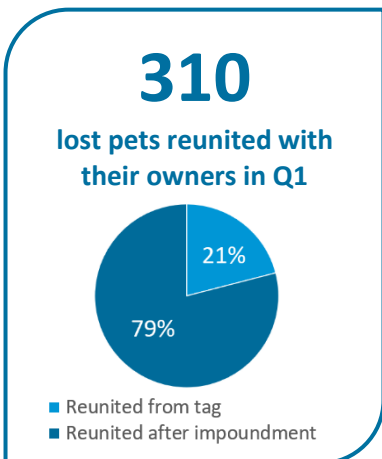
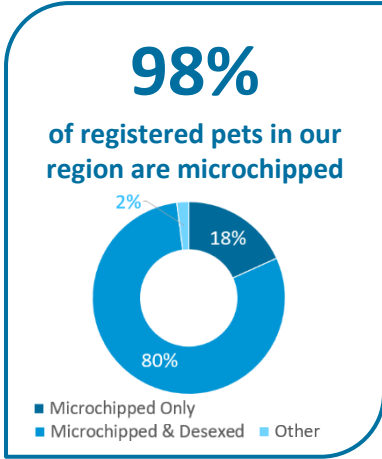
Connecting Communities

Delivering Value

Resilient Economy

Our People

Accountable Council



Let's talk about pets

Pet owners can take advantage of massive discounts on registration fees by choosing to desex their pets. Desexing plays an important part in providing health, behavioural, and economic benefits, it helps control pet overpopulation, and improves community welfare. Desexing also reduces the likelihood of unwanted litters, which can overwhelm local rescue groups. This year alone, our local pet rescue group have received 261 unwanted kittens and 204 unwanted puppies further highlighting the importance of responsible breeding practices.

Additional discounts are available for those who microchip their pets, which is one of the most effective ways to ensure pets are reunited with their owners should they escape. Furthermore, in Queensland all dogs and cats over 12 weeks of age must be microchipped. This year has seen a record high in the number of pets registered with microchips, being 15,369 pets in our region.

From July to September 2024, **310 pets were reunited** with their owners via Council thanks to microchips and registration tags.

Council hosts regular discounted microchipping days to provide greater accessibility to microchipping for our region's pet owners. On 29 August 2024, 14 dogs and 10 cats received discounted microchips at \$20

each. This program offers microchipping for up to 50 pets per session and this quarter introduced a new pre-paid booking system. This new approach reduced non-attendance on the day and allowed us to deliver the event with less staff, streamlining the process and

Pets owners who choose to both microchip and desex their pets, can receive a combined **discount of 65% on their registration fees** while supporting a safer and more pet-friendly region.

reducing the cost to Council to facilitate. Council's annual Animal Registration period promotes responsible pet ownership and supports cost recovery for Council's animal management services. To further support responsible pet ownership, Council has installed new signage in local parks featuring a user-friendly traffic light system - green, yellow and red – to help pet owners visiting parks, beaches and other public spaces easily identify areas where their dogs are prohibited, should be restrained or can play freely.

We thank those in our community who take their responsibilities as pet owners seriously and contribute to creating a fur-friendly region. We are proud to play our part in ensuring public safety for all residents in our region – as well as our pets.

Learn more on Council's website at www.gladstone.qld.gov.au/animals

Initiative: Optimising Maintenance Delivery

As Council, we will be more responsive in undertaking maintenance work by making practical changes to how we plan, deliver and budget for maintenance work. As a result, we will have more reliable services with less unexpected disruptions.

On Track
to be delivered by
30 June 2025

12%
progressed
12% target

\$304,309
spent of the \$2,137,002
budget

✓ Accounting enhancements to improve understanding of maintenance costs for labour and plant have been identified.

System standards to capture costs for projects and activities are activated for future financial management improvements.

Asset register improvements and software is in use to enable and link maintenance costs and activities over time.

A staged approach to rolling out improved maintenance processes and software has commenced.

Parks, Water and Wastewater are using improved processes and software to record, plan and complete maintenance more efficiently.

Improvements to our procurement to payment system are implemented, to achieve automation efficiencies and stronger supplier relationships.

How we maintain our assets has been improved, making it easier for our people and delivering value for our community.

Optimising Works Delivery is a complex program made up of various projects including cost management, maintenance processes, software implementation and asset register improvements. The milestones simplify the work, with more detail on outcomes shared below each quarter.

Between July and September 2024:

- The necessary accounting enhancements and timeline to improve cost management for more accurate financial forecasting is aligned with our strategies
- End users' needs are validated, ensuring functionality, usability, and alignment with program objectives, minimising live software rework risk
- An approach and timeline to mature our labour and plant costing is defined, to have knowledge of our maintenance costs at an asset level
- Asset Register user training & User Acceptance Training are completed in TechOne software.

Connecting Communities

Initiative: Future of Fleet – 23/24 Operational Plan Extended

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

Concern
to **extended** date of
31 March 2024

45%
progressed
100% target

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

Delivering Value

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

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

Resilient Economy

- ✓ 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.
- ✓ We have finalised the Data Use Standards and undertaken a privacy impact assessment on the preferred technology, so our people have clarity and assurance that we are managing data from the system in a safe, ethical and efficient manner.

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

Our People

We will update our Corporate Standard so our people better understand the applicable conditions when using a supplied motor vehicle.

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

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

Accountable Council

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

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

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

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

Due to the initiative being extended into the new financial year, unexpected impacts on the timeline have led to the decision to further extend the completion date of the initiative. A timeline revision has been endorsed by the Sponsor, extending completion date of this initiative from 30 September 2024 to 31 March 2025. The project team is remapping the milestones across the revised timeline which will be reflected in future reports.

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

2023/24 Progress

The below reports detail the progress of this Initiative across the previous financial year:

Quarter One Report

Quarter Two Report

Quarter Three Report

Quarter Four Report

Resilient Economy

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

3.1 Support for the region's transition and role as a driver of economic growth

- 3.1.1 Support a diverse economy of existing and emerging industries that includes advanced manufacturing and a low-carbon industry hub
- 3.1.2 Encourage investment in and delivery of, enabling infrastructure and catalyst project opportunities including transport and logistics
- 3.1.3 Advocate for the advancement of the region's skill base with a focus on modern skills training and emerging industries
- 3.1.4 Support the resilience of the region's existing industries including the micro and small-medium enterprise sector.

3.2. Increased liveability and visitation to the region

- 3.2.1 Increase key markets including First Nations cultural experiences, fishing, recreational vehicles, drive market, cruises, events and business tourism through improved access and one-of-a-kind experiences
- 3.2.2 Explore additional tourism infrastructure including private sector investment
- 3.2.3 Promote the region's appeal as a place to work, live, play and stay.



45,341

attendees at our Gladstone Entertainment Convention Centre in Q1

15

major economic development industry engagements in Q1

\$14M+

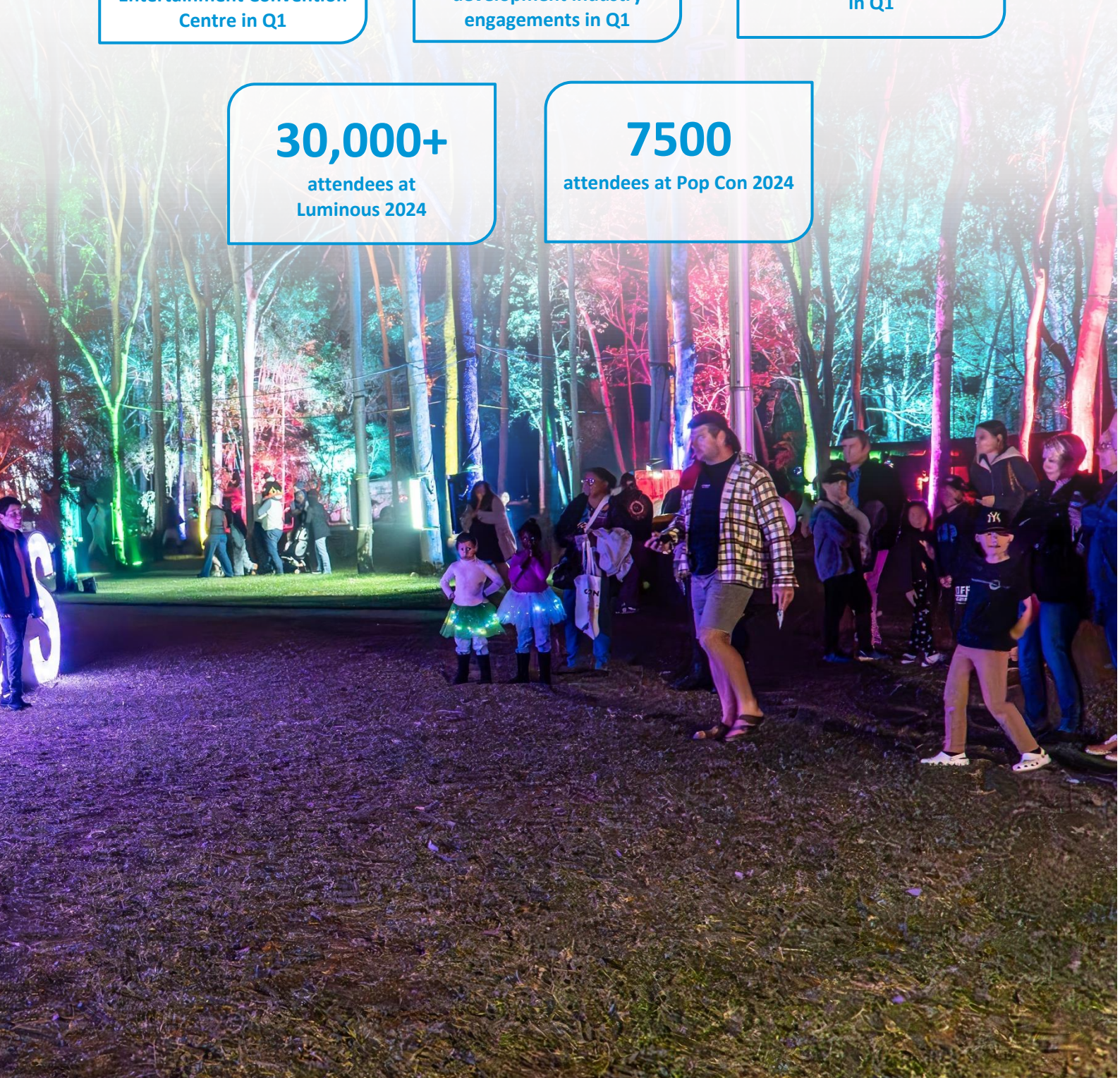
in external funding secured in Q1

30,000+

attendees at Luminous 2024

7500

attendees at Pop Con 2024



Connecting Communities

Luminous gives Tondoon the ultimate glow up!

Over 20,000 LED lights lit up the Tondoon Botanic Gardens between 12 and 14 July 2024 for Luminous. Over 30,000 people who attended across the three (3) nights got to experience this mesmerising visual event of lighting displays.

LuminART awards also offered up opportunity for artists to display their work and compete for prize money.

We are proud to play our part in the success of our region, with this major event that supports our goal, Resilient Economy, through Outcome 3.2. *Increased liveability and visitation to the region.*

Delivering Value

Advocacy in the lead up to the State Election

In the lead up to the Queensland state election, Council took the opportunity to advocate for the needs of the Gladstone Region. Eight priorities were raised to all State candidates, asking them to play their part in filling and fundings the gaps in our region with:

- Immediate solutions to the housing crisis
- Fit for purpose, affordable and accessible health care solutions
- Long-term sustainable, recovery and recycling waste solutions for Central Queensland
- Pathway to state-wide implementation of Food Organics Garden Organics services
- \$15M to match the Australian Government funding for the construction of the Boyne Tannum Aquatic Recreation Centre
- \$3M to secure approvals and complete detailed designs to develop the Harvey Road Sports and Events Precinct
- \$11.3M to stimulate urban renewal and revitalising the city centre (Harbour Arbour)
- \$170M to fund and meet current and future regional water supply and wastewater infrastructure needs.

Resilient Economy

Delivering on the Resilient Economy goal, this advocacy supports us in reaching Outcome 3.1 *Support the region’s transition and role as a driver of economic growth* and Outcome 3.2 *Increased liveability and visitation to the region.*

Our People

Accountable Council

Secured funding for our region

Between July and September 2024, Council successfully secured \$14,948,369 in external funding through state and federal grant programs.

In partnership with the business, Council’s Strategic Grants team submitted 15 applications, bringing our total applications still pending outcomes to 16, to the value of \$23,383,530.

Funding from external grant programs boosts the Gladstone Region’s economy by improving infrastructure and services across the region, without adding financial strain on our community through Council fees and charges.

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

Securing funding for our region enables a Resilient Economy with Outcome 3.1 *Support for the region’s transition and role as a driver of economic growth*. It also supports our Accountable Council goal through Outcome 5.2. *Finances are managed to ensure sustainability.*

POP Con

On 7 September 2024, Gladstone’s annual POP Con event was held at the Gladstone Entertainment Convention Centre (GECC) and Gladstone Library. This event saw workshops, guest speakers and a cosplay parade and competition. Next to that, there were market stalls with plenty of food options for event goers.

This free-entry event also included, Artist and Authors Allies, Big Screen Let’s Dance, Funko Pop Art competition, Lego speed building challenge, a scavenger hunt and virtual reality gaming.

“This event was **by far the best to attend.**”

The GECC events team received a formal compliment regarding POP Con. The complemator has attended POP Con since 2014 and is of the impression that attendance has grown. The layout of the event is better as there was more room for stalls and vendors, as well as the inclusion of the bar.

“The dedication that the staff put into **the event is fantastic** and their engagement and enthusiasm shines through the pre-planning.”

This event supports our Resilient Economy goal through Outcome 3.2 *Increased liveability and visitation to the region.*



Connecting Communities

Delivering Value

Resilient Economy

Our People

Accountable Council

Strategic Priorities adopted

To help advance our region, 12 Strategic Priorities have been identified and adopted in July 2024. These priorities aim to encourage engagement and/or investments from all levels of government, industry, investors, and other key stakeholders.

The priorities to enable prosperity are:

- Renewable Energy and the Transitioning Economy
- Health
- Housing
- Waste and recyclables
- Skills Development and Retention
- Regional Water Supply and Wastewater Infrastructure.

The priorities to enable infrastructure are:

- The Royal Navy Fleet Base North in the Port of Gladstone
- Gladstone Heavy Vehicle and Oversize Over-mass Load Transport Corridor
- Inland Rail Extension to the Port of Gladstone
- Boyne Tannum Aquatic Recreation Centre (BTARC)
- Harvey Road Sports and Events Precinct
- Harbour Arbour.

Our priorities align with Council’s commitment to a Resilient Economy including Outcome 3.1 *Support the region’s transition and role as a driver of economic growth* and Outcome 3.2 *Increased liveability and visitation to the region.*

Learn more about Council’s Strategic Priorities at www.gladstone.qld.gov.au/economic-information

Liveability Campaign

The highly anticipated Gladstone Region Liveability Campaign launched on 22 July at Gladstone Entertainment Convention Centre (GECC) in front of local stakeholders and Council employees.

The *Glad you made it!* marketing campaign aims to attract skilled workers to the region in areas such as medical and allied health services, industry, energy and corporate.

The campaign features former Brisbane Broncos National Rugby League player Casey McGuire and many other locals who volunteered their time to be involved in the campaign.

It also showcases the region’s unique blend of picturesque landscapes, rich cultural experiences and its beautiful climate, while highlighting the long-term economic opportunities available for investors and skilled workers considering calling the Gladstone Region home.

A series of videos will be shared on Council’s social media channels soon. Visit gladyoumadeit.com.au to learn more about this exciting campaign.

We are proud to play our part in the success of our region, with this campaign that propels forward our goal of having a Resilient Economy through Outcome 3.2. *Increased liveability and visitation to the region.*

Economic Development Highlights

International Delegates

In September 2024, Council supported Trade and Investment Queensland (TIQ) in welcoming more than 160 guests to Gladstone in a variety of international trade delegations. Delegates from Austria, Germany, Holland and Japan joined us in Gladstone ahead of the Asia Pacific Hydrogen Summit 2024 in Brisbane thanks to our attendance at the World Hydrogen Summit earlier this year.

Harbour and industry tours, as well as roundtable and networking sessions were coordinated to support delegates in building connections with local stakeholders and establishing further opportunities for investment into renewable energy developments in the Gladstone region.

Our highly skilled workforce, sophisticated supply chain, extensive state development area, significant existing industry networks, a world class port and a community that welcomes development puts our region on the top of the list for international investors. Positive feedback received following this visit validates the true scale and opportunity that we know our region is bringing.

APAC Hydrogen Summit 2024

Following the three (3) days of delegates visiting our region, over 3000 global hydrogen leaders gathered alongside policy makers and energy stakeholders at the Asia Pacific (APAC) Hydrogen Summit in September 2024. Mayor Matt Burnett and Manager Economic Development Kristy Marks, together with broader #TeamGladstone representatives, participated in the two-day summit dedicated exclusively to hydrogen advancement and industry growth across the Asia Pacific.

Key stakeholders across industry, government, investors and research institutes connected, collaborated and explored the latest project and technology developments, forming new partnerships to drive the hydrogen industry forward.



Developing Northern Australia Conference

With the shared vision for developing Australia's northern regions, over 370 domestic and international delegates came together over a three-day conference designed to unite leaders, decision makers, industry representatives and community members.

Councillor Glenn Churchill highlighted the region's nearly two-year journey in delivering the 10-year Economic Transition Roadmap during a keynote briefing. Key themes of the conference closely aligned with those already being advanced in the Gladstone Region, reinforcing the region's position as a leader in the economic transition. Discussions centred around; the powerful desire to decarbonise while delivering regional and First Nations benefit and support, mining and resources innovation to provide better social, economic, environmental and cultural outcomes, major enabling infrastructure, and greater support for place-based approaches towards solving complex problems.

The release of the Northern Australia Action Plan 2024–2029 was a key announcement made by the Federal Government during the conference as the plan reaffirms the Government's commitment to the north and builds on the north's comparative advantages including its strategic location, natural resources and resilient communities.

Council's participation in the annual Developing Northern Australia Conference is invaluable. As a southeast outpost of Northern Australia, the Gladstone Region serves as a critical gateway for trade and industrial development.



Small Business Friendly Program

Gladstone Regional Council has committed to back small businesses to thrive after signing onto the Small Business Friendly Charter in August 2024.

Facilitated through the Queensland Small Business Commissioner's Office, the Small Business Friendly Program brings together the support of the Queensland Government and Queensland councils.

Committing to the simple, yet powerful Small Business Friendly Program Charter, Council will focus on improving how we transact, interact and support small businesses in the Gladstone Region.

Queensland Small Business Commissioner Dominique Lamb visited the Gladstone region for the official Charter signing and Program launch. During her visit in region, Council facilitated an intimate Small Business Commissioner round table with Gladstone's key industry organisations representing the small business supply chain as well as a number of our local small business leaders.

We sincerely thank Gladstone Chamber of Commerce & Industry (GCCI) for their collaboration towards the Program launch and beyond. Collaboration between other industry organisations and groups such as Gladstone Engineering Alliance (GEA), Gladstone Area Promotion and Development Limited (GAPDL), Gladstone Industry Leadership Group (GILG), First Nations Chamber of Commerce and Industry (FNCCI) and Discovery Coast Tourism and Commerce (DCTC) is critical for supporting the small business community and we are grateful for all organisations' support to date as well as direct feedback from the broader small business community. It has allowed for terrific conversation about the challenges and opportunities you see for small business within the Gladstone region.

Activities undertaken as part of Economic Development support our Corporate Plan Goal of Resilient Economy, in Outcome 3.1 *Support for the region's transition and role as a driver of economic growth* and Outcome 3.2 *Increased liveability and visitation to the region*.



Our People

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

4.1 Our people return home safely

4.1.1 Improve our safety management system and visible leadership to ensure our employees go home safely

4.1.2 Improve our wellbeing management including physical and mental health support

4.1.3 Improve our employee capability, support and upskilling.

4.2 Our people are proud to work for Council

4.2.1 Enable collaborative workplaces and contemporary work practices

4.2.2 Build leadership capability and define competencies and development pathways

4.2.3 Ensure our leaders have clarity on their roles and are supported to successfully deliver on those expectations

4.3.4 Instil in our people a sense of brand ambassadorship

4.3.5 Further improve our employee experience.



Our performance highlights

52

formal compliments
received from the public in
Q1

57

role appointments
in Q1
Excl. Apprentices, Trainees

114

free employees skin checks
in Q1

4668

hours of training undertaken
in Q1

2/3

'Our People' initiatives
delivered in full in Q1



Employee Skin Checks Continue

Council's free Employee Skin Check Program will be continuing throughout this year, with a new round of checks offered in September 2024.

Over five (5) days 114 employees were checked:

- 26 per cent had their first-time screen
- 62 per cent were female
- 10 were referred to see their medical practitioner
- 32 percent had lesions of concern.

The most common lesion locations were:

- 40 per cent - face, nose, mouth
- 30 per cent - right arm, shoulder, hand.

We are pleased to see our people getting involved and encourage all employees and members of the community to stay sun safe. If you are ever concerned, see your General Practitioner (GP) or Skin Cancer Clinic.

We're proud to continue this program for our people which supports the Our People goal, through Objective 4.1.2 *Improve our wellbeing management including physical and mental health support*.

Fitness Passport promotes healthy living

Council employees and their families now have access to the Fitness Passport! The Fitness Passport is a discounted workplace health and fitness program offering access to a wide range of gyms, pools and fitness centres both locally and statewide at the fraction of the price of a regular gym membership.

We're proud to bring this initiative to our workplaces, reducing the barriers of cost and limited choices for our people, encouraging membership with local gym businesses all with no added cost to Council and our ratepayers.

To date, 157 employees and family members have signed up!

Launching this program supports our goal of Our People, through Objective 4.1.2 *Improve our wellbeing management including physical and mental health support*.

30-Day Safety Challenge

The 30-day safety challenge was put to our employees in late June 2024. Throughout July, our teams worked to reduce open incident investigations to prevent recurring incidents. By closing out all outstanding items, we are now better able to identify trends, track progress, and focus on the most critical safety issues. By working together, we cleared the clutter and have gained valuable insights to improve workplace safety, for our people, and our community. A big thank-you to our leaders for prioritising safety.

This 30-day safety challenge complements the work being delivered in our Initiative 'Making it Easier for our People to Stay Safe'. For more information about this initiative, see page 38.

This challenge is an example of one of the many ways we are continuously working towards achieving the Our People goal through Outcome 4.1 *Our people return home safely*.

Complements Received

Vietnam Veterans Day

“Thanks for the wonderful support”

While attending the Vietnam Veterans Day, our CEO was thanked for all the support that Council provides to the subbranch. Appreciation was noted of support through attendance at special events and in many other ways that enable the group to operate.

Stocked and Sanitary

“Amazed how clean and well stocked the public toilets are”

An interstate tourist first visited the region in 2020 and was amazed how clean and stocked the public toilets across the region are, the tourist was visiting from NSW again in July 2024, and complemented that they are happy to see nothing has changed.

“Thank the cleaners of the toilets as they were spotlessly clean and tidy, we were impressed”

Council received an email complementing the cleanliness of toilet facilities in Miriam Vale. The customers were travelling to Turkey Beach and stopped by Miriam Vale for a toilet break.

Operational Works Applications

“Gladstone Regional Council has been excellent in dealing with our applications”

A customer complemented and thanked the Development Services team for the way they handled their applications with consideration of the number of other agencies involved.

Excellent Customer Service

“Very kind, caring and patient”

A support worker attended our main office assisting an elderly client, the worker complemented our counter staff on how the elderly customer was assisted in updating pet registration details.

“Really appreciate how helpful, kind and dedicated”

A customer complemented our staff on their efforts in assisting them with complaints relating to animals being kept at a neighbouring property.

“Very helpful and it was clear they were doing their best”

The Calliope Library and Transaction Centre received a complement in August 2024 for how friendly and professional the staff were.

Connecting Communities

Delivering Value

Resilient Economy

Our People

Accountable Council

Initiative: Making It Easier for Our People to Stay Safe

We will integrate safety into daily operations through simple and accessible support, skills development and resources.

As a result, keeping safe is simplified through easy to understand, practical and accessible tools. Employees feel encouraged to identify and mitigate potential hazards leading to fewer injuries and incidents. We are preventing future safety incidents through prioritising and undertaking effective safety incident investigations. We are sharing our lessons and continuously improving.

On Track
to be delivered by
30 June 2025

11%
progressed
13% target

\$ 25,725
spent of the
\$107,076 budget

✔ Our people are better positioned to positively and constructively engage in the implementation of the health and safety management system following employee engagement.

○ Our people are safer, our compliance has been enhanced and leaderships commitment to safety has been reinforced following incident investigation training for our low-medium risk incidents.

Our Health and Safety Representatives better understand the part they play in making it easier for our people to stay safe and are more actively involved in our decision making.

We are making it easier for our people to stay safe following the kicked-off of quick win improvements within our health and safety management system.

Our safety management system has been improved, has a simpler structure and is ready to be launched for our people.

We can implement changes our people asked for now that actions to enhance our health and safety management system have been set.

We are actively managing competency to operate machinery safely, following commencement of our verification of competency program.

It is easier for our people to stay safe and access critical safety information easily on our updated health and safety management system.

Critical gaps are being addressed and tools in our health and safety management system are being enhanced to protect our people and our community.

Ongoing improvement opportunities have been defined with processes to ensure they are outworked and our health and safety management system is effectively maintained.

We've implemented tangible improvements to our health and safety management system and have empowered our people and leaders to stay safe.

It is easier for our people to plan and do their work safely and keep our people and community safer.

Initiative: Embedding Constructive Culture

We will support teams by providing greater access to business leaders, removing roadblocks, getting clear on the behaviours that embody our ideal culture and showing our teams they are valued for the part they play in delivering for the Gladstone Region.

As a result, our teams will deliver greater service outcomes for our community, experience improved team dynamics and employee involvement, enhanced psychological safety and improved overall performance.

On Track
to be delivered by
30 June 2025

12%
progressed
12% target

This initiative is
being delivered with
internal resources.

- ✓ The Optimising Maintenance Delivery, Making Employee Facilities Safer and More Contemporary and Making It Easier for Our People to Stay Safe initiatives are clear on how constructive culture is embedded in their work.

Improved systems will be in place that get employees more involved in decision making and they will better understand the support and tools available to them through our Internal Communications function.

Employees will see the value of their contributions and the part we all play in delivering for the Gladstone Region with regular success stories shared internally.

You will get to see how our Regional Libraries Team service our region and play their part in Connecting Communities. The team will also get a boost in support to remove roadblocks getting in the way of their work, giving more room to collaborate, innovate and be constructive.

You will get to see how our Roads Team service our region and play their part in Delivering Value. The team will also get a boost in support to remove roadblocks getting in the way of their work giving more room to collaborate, innovate and be constructive.

You will get to see how our Development Services Team service our region and play their part in progressing Council's goals. The team will also get a boost in support to remove roadblocks getting in the way of their work giving more room to collaborate, innovate and be constructive.

Our ideal culture will be reflected in the Project Teams and outputs of the initiatives listed in the first milestone. Support offered to the teams throughout the year will ensure culture is embedded and it is easy for our people to be constructive in how they work.

Our teams will understand the behaviours that embody a constructive culture, feel supported, and be better at solving problems. It will be easier for them to do their work constructively.

Enhanced service outcomes and improved employee experience will be reflected in our performance. We will more clearly see our transition from creating to embedding a constructive culture.

Connecting Communities

Initiative: Making Employee Facilities Safer and More Contemporary

We will provide our people with compliant and comfortable facilities and amenities that are conducive to productivity.

As a result, our people will feel safe in their work environment, positively influencing organisational culture, strengthening productivity and allowing our people to work in an environment that delivers improved services to the community.

Delivering Value

Concern
to be delivered by
30 June 2025

23%
progressed
23% target

\$0
spent of the
\$640,000 budget

Resilient Economy

✓ Primary areas for improvements have been identified following engagement with employees and leaders from various Council sites.

✓ An informed decision about how we invest in making our facilities safer and more contemporary was determined a cross-section of employees were engaged with diverse perspectives and safety challenges.

✓ Scopes for priority pieces of work have been defined, giving us clarity on how we'll plan and deliver improvements.

Our People

Small scale improvements are underway and the scopes for the bigger pieces of work have been defined.

Employees at sites requiring important upgrades are experiencing improved safety, comfort, and productivity as a result of these projects being finalised.

Our progress has been reviewed and lessons learned have been applied to future work plans. This ensures we minimise impacts on our people and operations when delivering upcoming improvements.

Accountable Council

Improvements for the remaining focus areas to be delivered in the 2025/26 and 2026/27 financial years have been scheduled.

All improvements scheduled for the 2024/25 year have been delivered, and outcomes and next steps have been shared with our people to demonstrate our commitment to providing safe and comfortable facilities that are conducive to productivity.

Although progressing of milestones as planned, this initiative is reporting of concern due to resourcing risks. Measures are being taken to ensure this initiative returns on track.



Accountable Council

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

5.1 Council has embedded risk management, transparency and accountability into what we do

- 5.1.1 Provide comprehensive risk management strategies for all identified risks
- 5.1.2 Improve decision making based on our risk assessments
- 5.1.3 Ensure we have a framework of policies and standards that continues to raise the bar
- 5.1.4 Ensure we comply with all legislative requirements to maintain community confidence
- 5.1.5 Improve access and visibility of our governance tools to the business.

5.2. Finances are managed to ensure sustainability

- 5.2.1 Continue to embed good financial practices in our decision making
- 5.2.2 Improve our long-term asset and financial plans to meet community needs
- 5.2.3 Select the right capital and maintenance work.

5.3 The environment is front of mind in what we do

- 5.3.1 Ensure our operational practices are investment decisions are environmentally sound and encourage good stewardship and adaptation to environmental risks.
- 5.3.2 Improve methods for assessing and monitoring the environment and proactively address environmental breaches in a timely manner.
- 5.3.3 Partner with our communities and industries to promote sustainable environmental practices.



Our performance highlights

858

plants and trees planted
in Q1

49,727

records registered in our
central record keeping
system Q1

26

Administrative Action
Complaints resolved from the
35 received Q1

800

potential water leak letters
issued to residents

\$349M

budget adopted

1/1

'Accountable Council'
initiatives on track in Q1



Responsible and responsive Plan and Budget

Centred around increased service levels and a renewed focus on community pride, our 2024/25 Operational Plan and Budget is responsive to community needs and responsible in how we manage the community's finances.

Our theme for 2024/25 is Proudly playing our part, complementing a reinvigorated focus on delivering for the community.

About **80 percent** of Council's \$349M Budget is dedicated to the fundamental things we rely on each day, like roads, bridges, water, waste, sewerage and our region's parklands and outdoor areas.

Our Operational Plan details the 48-core services Council provides as well as eight key initiatives which enable us to progress the goals in our 2021-26 Corporate Plan and meet the needs of our community.

Council's Budget includes a \$107M Capital Works Program that funds projects related to roads and drainage, water and wastewater, parks, footpaths, sport and recreation.

\$50M in funding sourced from State and Federal Government grants, supports Council's Capital Works program.

As the Budget was being developed, Council undertook a holistic review of its rating structure. The review of the general rates was done to make sure the rating system is split between properties in an equitable manner.

Building upon the solid foundation of Council's previous term, the 2024/25 Operational Plan and Budget is the first of the current Council term. Councillors and Council officers will continue to proudly play their part in driving the region forward with continued success.

Development of our 2024/25 Operational and Budget supports our Corporate Plan goal to be an Accountable Council, through Outcome 5.1 *Council has embedded risk management, transparency and accountability into what we do* and Outcome 5.2. *Finances are managed to ensure sustainability.*

Learn more at Council's website at www.gladstone.qld.gov.au/budget



RegionWatch Warning System Upgrades

We now have a reduction in SMS alerts sent outside of peak disaster events and seasons. Users now have the ability to select areas they receive bushfire alerts for.

Users can now select areas within the Gladstone Region for which they would like to receive weather and bushfire warnings, this is aimed to reduce the number of SMS alerts being received by an individual and keeping the alerts relevant to the area that is applicable to them. Council will no longer be sending SMS alerts for non-disaster level weather events.

Users who have a subscription will have to update their settings to receive bushfire alerts.

Those users who would like to receive alerts for all other weather events will be able to subscribe to email alerts. We trust these improvements for our Region Watch subscribers will assist the community to stay better informed about disaster events in our region.

To head directly to RegionWatch and subscribe for alerts, visit www.gladstone.qld.gov.au/regionwatch

For instructions on how to update your Region Watch subscription to receive alerts for your preferred areas, head to www.gladstone.qld.gov.au/regionwatch

The Region Watch warning system upgrade helps us move us closer to achieving our Accountable Council goal through Outcome 5.1 *Council has embedded risk management, transparency and accountability into what we do.*

Reducing water wastage

We have commenced the installations of advanced water metres across the region over the last year, these metres assist residents in managing their water consumption and addressing water leaks on their property. Residents can now access their own water consumption data through the MyWater app that is linked to the advanced water metre.

Link to MyWater app
mywater.gladstone.qld.gov.au

Residents can efficiently meet their obligations by preventing water wastage on their property and save money. They will be able to identify unusual trends in their water consumption data through the app.

The southern areas of Agnes Water, Seventeen Seventy, Miriam Vale, Bororen and Beecher/Burua are now connected, with further rollouts across the region to occur over the next three years, including 5000 installations by March 2025.

We have created further transparency and efficiency for our ratepayers, with the inclusion of trade waste consumption in our rates notices this year. A phenomenal effort from the Revenue, Development Services and ICT teams working together has allowed us to consolidate our trade waste charges into one bill.

The implementation of these advanced water metres and trade waste consumption added to our rates notices delivers on our Accountable Council goal through Outcome 5.1 *Council has embedded risk management, transparency and accountability into what we do.*

Connecting Communities

Delivering Value

Resilient Economy

Our People

Accountable Council

National Tree Day

Nearly 500 trees were planted by 150 volunteers at Webb Park, Gladstone as part of National Tree Day 2024. This day is Australia's largest community tree-planting and nature care event, and aims to encourage Australians to give back to the environment, enhance local biodiversity, and foster a sense of community involvement in ecological conservation. There were several local businesses and local community groups involved in the delivery of this successful day.

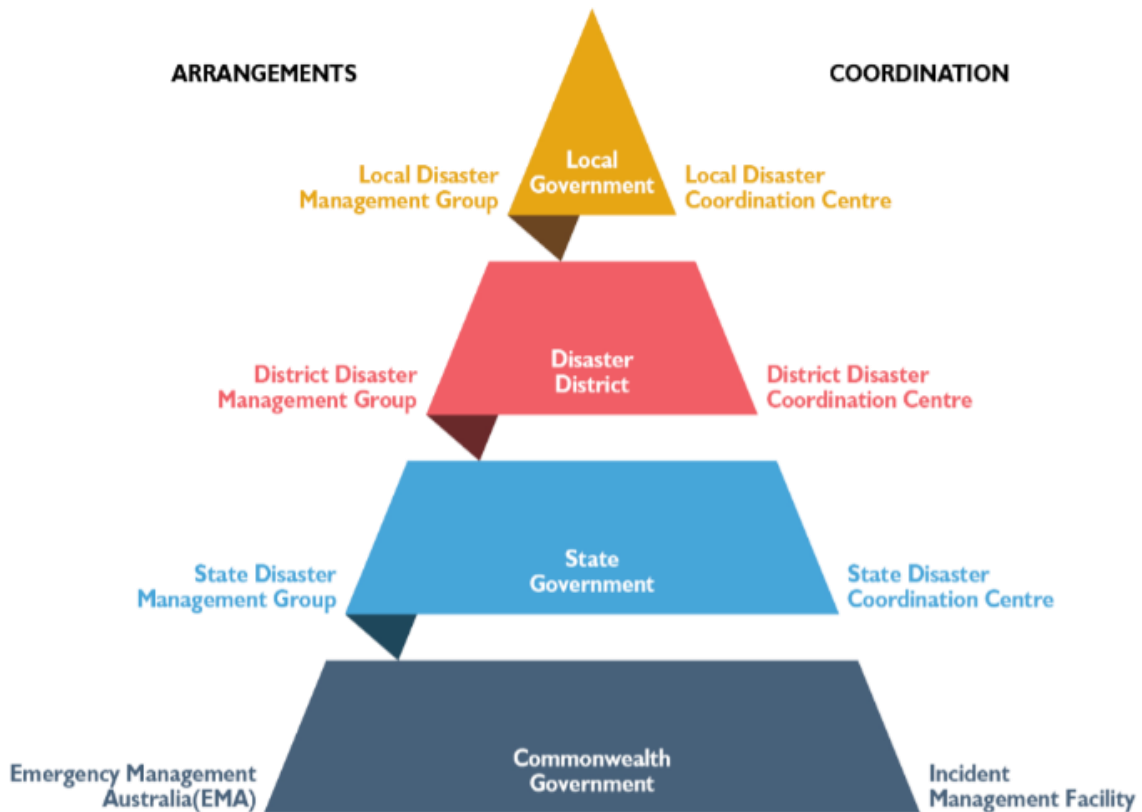
Council's involvement in this event delivers on Outcome 5.3 *The environment is front of mind in what we do.*

Local Disaster Management Plan Update

We have a newly updated Local Disaster Management Plan which was endorsed by Council on 2 July 2024. Although the plan is reviewed annually, it hadn't been thoroughly reviewed since 2013. The plan has been reduced by 130 pages and duplicated information was removed. Other information was merged and expanded upon making it more user friendly for the Local Disaster Management Group.

An important outcome of this review was the formation of an evacuation subgroup who are now meeting on a biannual basis to review practical and streamline arrangements for evacuation.

The Local Disaster Management Plan can be found at www.gladstone.qld.gov.au/disaster-information



Initiative: Towards Target Zero and a healthier environment

We will prepare for reduced corporate greenhouse gas emissions by supporting Net Zero organisation activities. We will play our part in implementing energy efficient measures with the environment front of mind in what we do to contribute to a healthier region to live, work and play.

As a result, we will incrementally and collaboratively work towards the national Net Zero target and a healthier environment with identified future projects to reduce energy consumption, emissions, and improve operational efficiencies.

On track
to be delivered by
30 June 2025

22%
progressed
24% target

\$44,680
spent of the
fully funded budget

✓ Energy audits across 20 Council facilities with the right equipment and methods to identify and prioritise energy savings will have commenced.

An understanding of energy usage and identification of the right instrumentation will be used to reduce energy usage and nitrogen levels discharged to waterways at selected wastewater treatment plants.

A contract scope to obtain specialised services to understand what we are discharging into our waterways and the environmental impact from our largest wastewater treatment plant will be complete.

Historical energy usage across 20 Council facilities will be reviewed so we can estimate and measure future benefits of opportunities identified in the energy audits.

Installation methods will be decided for a solar array at a wastewater treatment plant, one of Council's largest energy users.

The specialised nature of wastewater instrumentation and supplier availability will be considered in the purchasing of smart instrumentation.

Approximately 50% of energy audits across 20 Council facilities will be complete in preparation to make recommendations on energy saving opportunities in the following year.

Installation of a solar array and instrumentation at wastewater treatment plants will be scheduled to ensure impact to our people, wastewater treatment plant and community services is mitigated.

A detailed plan and specialised services to conduct environmental studies will be obtained to enable development of a modern environmental monitoring program for the receiving environment.

Work will continue in 2025/26 to complete delivery of the energy audits, solar array, wastewater treatment plant instrumentation and update environmental monitoring programs to reduce the impact on the environment.



www.gladstone.qld.gov.au

