



2024/25 Operational Plan Quarter Two

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 second 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 are 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 its part in serving the Gladstone Region.

This report is presented for consideration by Council at the 4 February 2025, 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



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.

2024/25 OPERATIONAL PLAN INITIATIVES



Connecting Communities

Making community facilities more accessible and inclusive
\$200,000
 Enhance access and inclusion of facilities through improved design and construction principles and delivery of prioritised enhancements to continue through to 2027.

Finalising the Planning Scheme review
\$200,000
 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.

Strengthening community involvement in our decision making
\$37,400
 Improve connection between Council and the community through a Community Participation Model.

Delivering Value

Optimising maintenance delivery
\$2,137,002
 Be more responsive in undertaking maintenance work by making practical changes to how we plan, deliver and budget for maintenance work.

Resilient Economy

Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-32, reported on six-monthly.

Our People

Making it easier for our people to stay safe
\$107,076
 Integrate safety into daily operations through simple and accessible support, skills development and resources.

Embedding a constructive culture
Internal resources
 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.

Making employee facilities safer and more contemporary
\$640,000
 Provide our people with safe, compliant, and comfortable facilities and amenities that are conducive to productivity.

Accountable Council

Towards target zero
\$189,900
Fully funded
 Reduce corporate greenhouse gas emissions by supporting Net Zero organisation activities.
This initiative is fully funded by the Australian Government as detailed on page 32.

** For further information please refer to pages 18-32.*

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

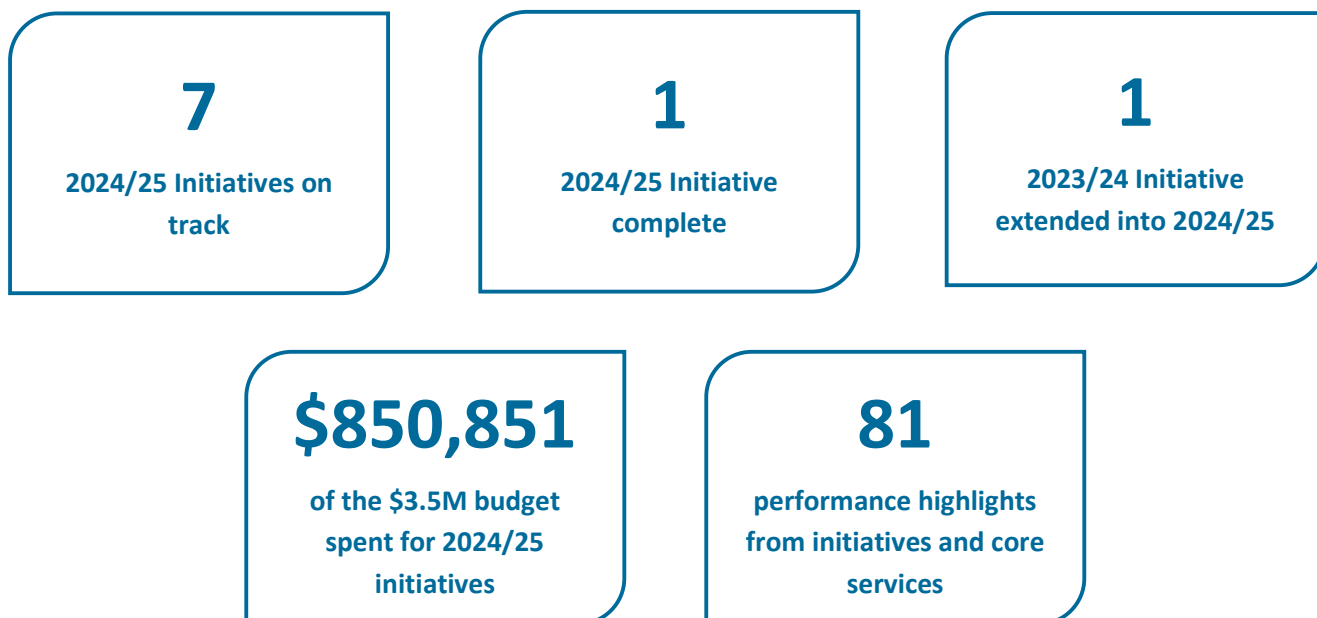
This report shares progress towards and outcomes of Council’s initiatives and core services. Initiatives are priority projects being delivered to improve Council service delivery, community outcomes and deliver on promises made in the 2021-26 Corporate Plan.

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 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 Two (Q2) 2024/25 Progress Overview

Goal	Initiative	Target Progress	Actual Progress	Status
Connecting Communities	Making community facilities more accessible and inclusive	35%	27%	●
	Finalising the Planning Scheme review	100%	100%	●
	Strengthening community involvement in our decision making	52%	52%	●
Delivering Value	Optimising maintenance delivery	46%	44%	●
Our People	Making it easier for our people to stay safe	32%	32%	●
	Embedding constructive culture	38%	38%	●
	Making employee facilities safer and more contemporary	55%	55%	●
Accountable Council	Towards Target Zero and a healthier environment	26%	38%	●

2023/24 Operational Plan – Extended Initiative

Table Two: Quarter Two (Q2) 2024/25 Progress Overview

Goal	Initiative	Target Progress	Actual Progress	Status
Delivering Value	Future of Fleet	55%	50%	●●

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

Connecting Communities

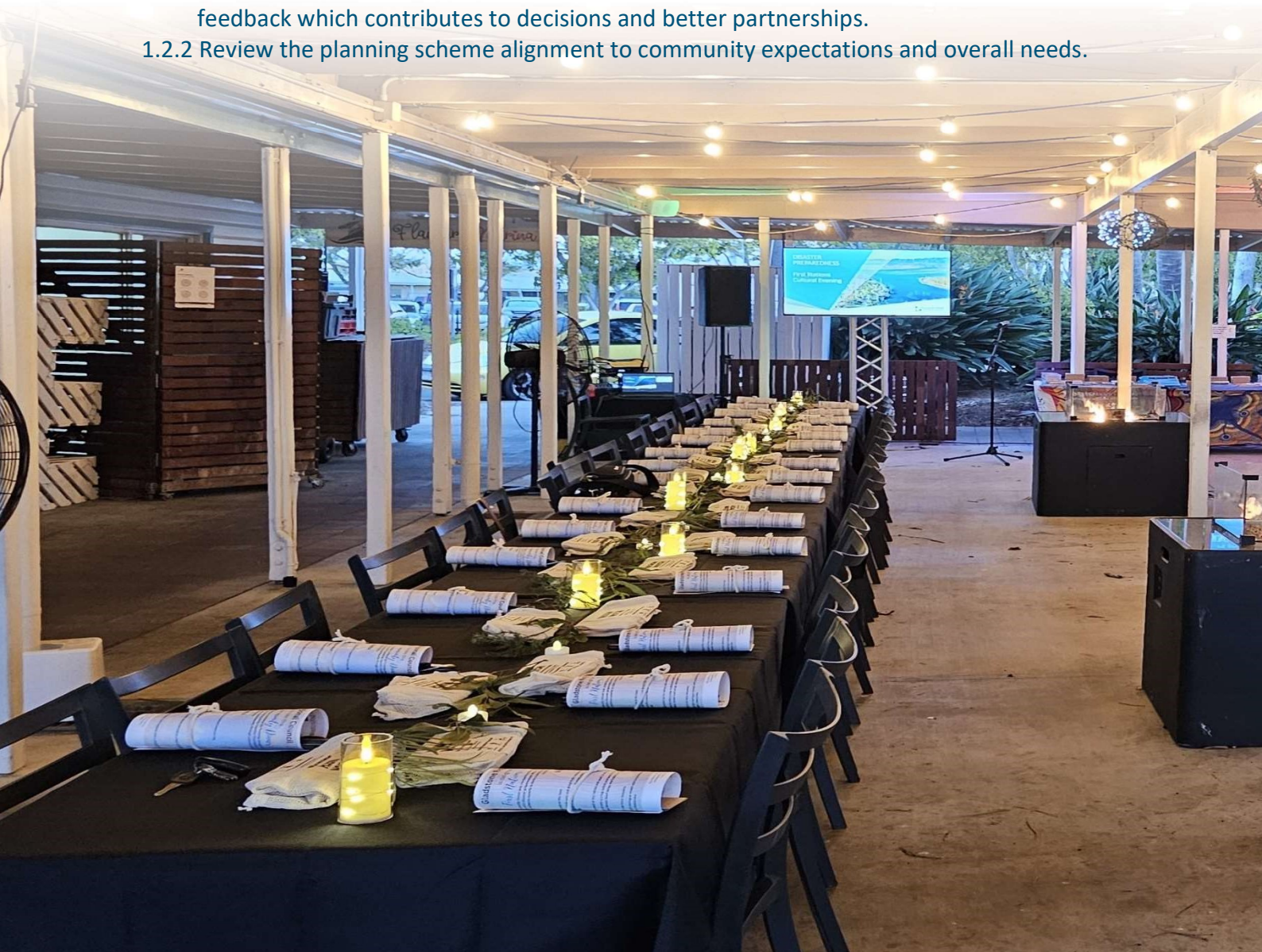
1. We work with you and for you, supporting the success of our communities

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

- 1.1.1 Understanding the needs of our communities and customer 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 connection and promote health, happiness, and wellbeing.

1.2 Communities can influence and actively participate in Council decision making

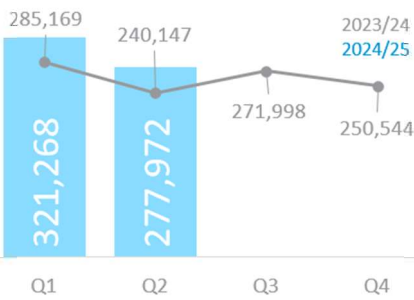
- 1.2.1 Create positive two-way empathetic engagement processes that provide Council with feedback which contributes to decisions and better partnerships.
- 1.2.2 Review the planning scheme alignment to community expectations and overall needs.



Our performance highlights

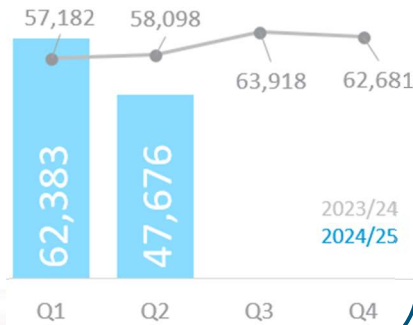
277,972

website visits in Q2



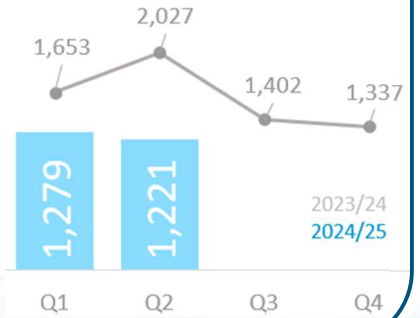
47,676

library visits in Q2



1,221

posts across all our social media channels in Q2



19,975

views on Conversations engagement platform in Q2

699

Home Library visits in Q2

3/3

'Connecting Communities' Initiatives on track or complete



First Nations community dinner

On 16 October 2024, a vibrant celebration of culture and community spirit united members of Gladstone Region's First Nations communities with disaster resilience experts. Held at Flavors Marina, the event showcased the benefits of cultural burning, the deep connection First Nations people have to Country, and the critical importance of community-wide disaster preparedness. It emphasised the need for meaningful engagement with First Nations communities to strengthen disaster resilience efforts.

With 60 attendees, the dinner provided a platform to discuss how disasters uniquely affect First Nations people, particularly when Country is damaged.

It also created an opportunity for First Nations participants to share their invaluable perspectives and traditional knowledge, fostering more inclusive and effective approaches to disaster preparedness and recovery.

This event moves Council closer to achieving our Connecting Communities goal through Outcome 1.1 *Communities are well understood with programs and services designed to strengthen our region.*



Small Business Friendly Council

Small businesses are at the heart of liveable communities, creating local jobs, growing our local economy, and providing essential goods and services. In August 2024, Gladstone Regional Council proudly became an official member of the Queensland Small Business Commissioner's Small Business Friendly Program (SBF program).

Being a SBF Council ensures that small businesses are provided the opportunity to thrive and are supported by their Local Government through a consistent SBF framework and approach across Queensland. Committing to the simple, yet powerful SBF Program Charter, Council will focus on improving how we transact, interact, and support small businesses in the region.

We will continue to take a planned approach to deliver the highest value for both council and small businesses. This includes surveying between October and December to listen and gain feedback to help us improve the service and support we provide to small businesses. We also intend to keep this survey portal open on Council's Conversations page, so if you are a small business, you can still have your say and take the survey at www.conversations.gladstone.qld.gov.au/small-business-friendly-program

The facilitation of this survey helps us achieve our goal Connecting Communities through Outcome 1.1 *Communities are well understood, with programs and serviced designed to strengthen our region.*



Community Forums introduced

As a community member, you can now take part in meaningful discussions about topics that are important to you. We have proudly introduced Community Forums which are ongoing and are at multiple locations across the Gladstone Region. Round One of the Community Forums saw 137 attendees to the first eight events. The feedback from attendees has been overwhelmingly positive.

The forums bring Councillors and Council officers together with the community and consists of three segments:

- Meet-and-Mingle, this allows for informal conversations over tea or coffee
- Topic Tables, this allows subject matter experts explain Council projects that may affect the community
- Community Questions, this is the chance for Council to provide answers to the community's most requested queries.

Over the 2024/25 Financial Year, Council will host a total of **16 Community Forums** at various locations **across the region**. The forums have been well-received by the community with attendees sharing positive feedback with Council on this engagement approach.

We look forward to evaluating the first round and make improvements ahead of Round Two which will begin from February 2025. For information on 2025 forums, visit Council's Conversations website at www.conversations.gladstone.qld.gov.au/community-forums

This new and innovative engagement method helps us achieve our goal Connecting Communities through Outcome 1.2 *Communities can influence and actively participate in Council decision making.*



Welcoming morning tea

On 24 November 2024, the community was buzzing as they came together for a cuppa and conversation in the township of Builyan. The Gladstone Neighbourhood Centre, Gladstone regional Council's Community Partnership team and Councillors welcomed new residents to the community and formed valuable connections, helping both new and long-term residents feel at home.

Our Community Partnerships team and Neighbourhood Centre were joined by Disaster Management and Gladstone Women's Health to extend a warm welcome to our region's newest locals and connect them with services and supports in the Boyne Valley Community. There was also a local Christmas Market that participants could browse and enjoy.

These events allow us to reach Connecting Communities goal through Outcome 1.1 *Communities are well understood with programs and services designed to strengthen our region.*



Customer sentiment surveys to measure our performance

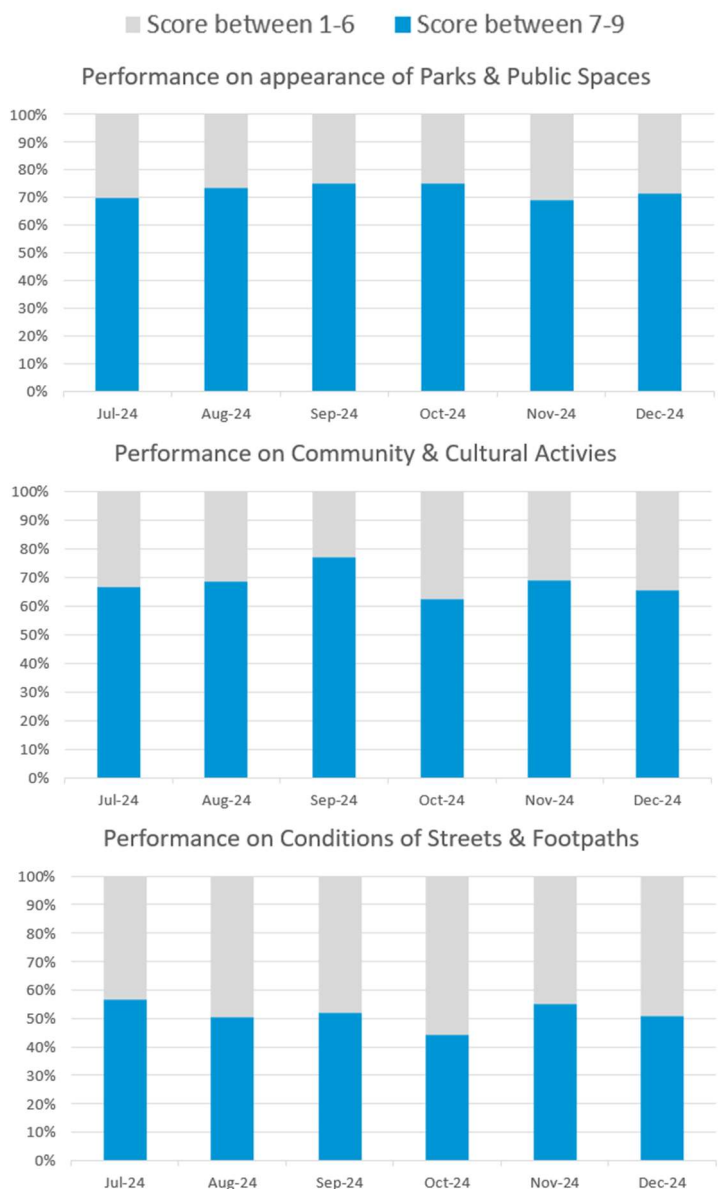
At Gladstone Regional Council, we are dedicated to understanding and addressing the needs of our community. By actively engaging with residents through community forums and customer sentiment surveys, we gather valuable insights to refine and improve our services.

Customer sentiment surveys are an integral part of our feedback process. These surveys, conveniently available at the end of emails and phone calls, enable us to continuously monitor community satisfaction and identify areas for improvement. In this survey, our community rates our service on a scale from one (poor performance) to nine (outstanding performance). The percentages below represent the proportion of customers who rated us either in the one-six range or the seven-nine range.

Performance Highlights – Quarter Two

- Parks and Public Spaces:** Our survey results show consistent performance over the past six months, reflecting ongoing efforts to maintain and enhance these areas.
- Community and Cultural Activities:** While perceptions in this area show greater variability over time, more than 60 per cent of respondents over the last quarter rate their experience a seven or higher, highlighting positive engagement with our cultural initiatives.
- Streets and Footpaths:** The condition of streets and footpaths remains a key focus. Last quarter, 43 per cent to 54 per cent of survey respondents rated this category above a seven. Notably, we repaired 80 per cent more potholes this quarter compared to the same period last year (see page 17). We anticipate these efforts will positively impact future survey results.

As we continue to address community priorities, your feedback remains invaluable!



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

27%
progressed
35% target

\$25,444
spent of the \$200,00
budget

Delivering Value

A prioritised and validated list of audit actions has been prepared ensuring enhancements made through this initiative 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 accessible 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

The levels of accessibility to be provided in our facilities are nearly finalised, with the completion of the Facilities Hierarchy expected shortly. This minor delay is not expected to impact future milestones.

Complete On track Concern Extended

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

52%

progressed
52% target

\$9728

spent of the \$34,700
budget

Delivering Value

✔ Council’s community engagement website, Conversations, has been upgraded and is ready for publish. Leveraging existing technology and in-house talent, this upgrade will transform 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.

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

Resilient Economy

○ Community forums are being facilitated, allowing locals to engage with Council on matters that are important to them. The regular and structured engagement forums 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 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.

Our People

Accountable Council

✔ Complete ○ On track ○ Concern ○ Extended



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 practices 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 preventative approaches in our asset planning.

2.2 Capital and Maintenance programs are consistently delivered

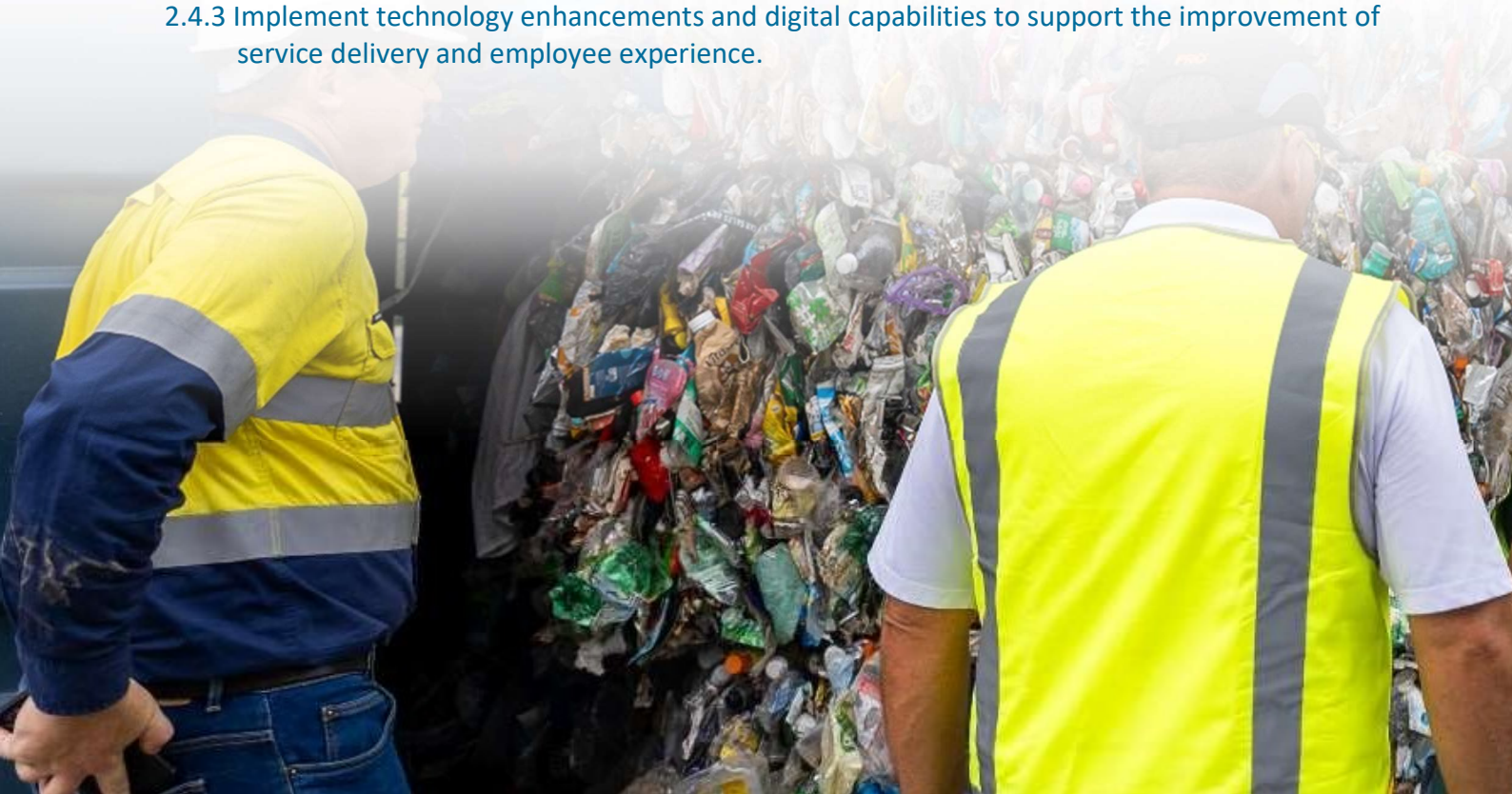
- 2.2.1 Provide a robust deliverable workflow of efficient capital and maintenance programs.

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.
- 2.3.2 Improve business processes and systems to make it easier for our employees to do their work and serve our community.

2.4 The way we do business is continuously improving

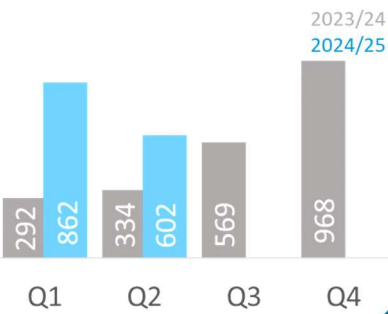
- 2.4.1 Embedded a continuous improvement culture focusing on creating value, reducing waste, and improving efficiency.
- 2.4.2 Embedded Asset and Service Management across the business.
- 2.4.3 Implement technology enhancements and digital capabilities to support the improvement of service delivery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



Our performance highlights

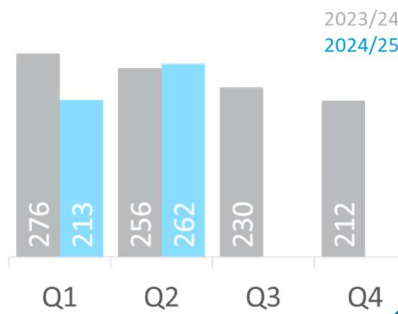
602

potholes repaired in Q2



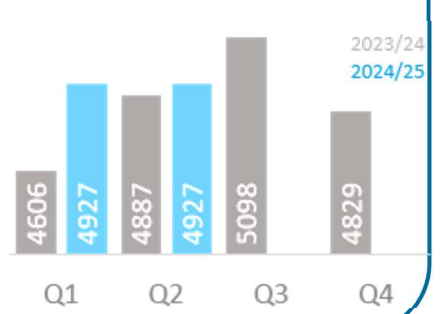
262L

average daily water use per person in Q2



4927

tonnes of waste collected kerbside in Q2



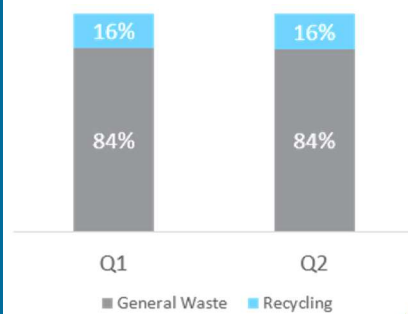
31,167

Customer Solutions interactions in Q2



16%

of collected kerbside waste was recyclable



63

community park bookings in Q2

1723

ICT service requests in Q2

354

signs replaced or maintained Q2

86.87%

Contact Centre calls resolved at first point of call Q2

1/1

'Delivering Value' initiative on track Q2

New Asset Register

On 17 December 2024, we launched our new Asset Register which has been designed store information about our assets as well as of any repairs, changes or breakdowns that have occurred to each asset. This provides comprehensive history that informs future decision making.

Detailed and accurate data on our assets is collected and stored in the Asset Register. This launch ensures more informed decision making on upgrades, maintenance, repairs, and replacements of our assets. We will deliver value by improving how we manage our assets through an efficient, cost saving and effective asset maintenance approach. Our new Asset Register will set the scene for future improvement work in the 2025 calendar year.

It is a remarkable achievement, resulting from dedication, collaboration, and hard work by our people to migrate over 300,000 assets and seven (7) million records into our new Asset Register.

The Asset Register is part of a larger initiative, Optimising Maintenance Delivery (for more on this initiative, see page 21).

The implementation of our new Asset Register contributes to our goal, Delivering Value through Outcome 2.1 *Asset Management is smart, effective, and efficient.*

Position based profiles

We have increased efficiency by reconfiguring the staff profiles for access to our finance and assets system. This creates a seamless experience for our people as permissions and delegations are automatically applied at the position level when staff are onboarded or relieving in other positions.

This change ensures that all staff have permissions and delegations at the level appropriate to their current position.

This was a large body of work, where all individuals were changed from user-based to position-based system profiles making an equally large positive impact for our teams and processes.

This change to user profiles delivers on our Delivering Value goal through Outcome 2.4 *The way we do business is continuously improving.*

Efficient contracting

Contracts and procurement have become more productive and environmentally friendly through recent improvements. This included introducing a digital signing program that significantly reduces delay time and paper usage from contract and procurement approvals and an update of our corporate standard that allows our teams to make faster decisions about purchases.

We have **reduced procurement timelines** from over eight (8) weeks to nine (9) business days.

These improvements contribute to our goal Delivering Value through Outcome 2.4 *The way we do business is continuously improving.*

New speed limit Agnes Water

Agnes Water rural-residential area traffic is now a safer place. Council received community feedback regarding the speed limit on Countess Russell Crescent. We undertook a relevant investigation into the feedback and the speed limit has now been reduced from 80km/h to 70km/h, added new line markings and yield signs.

It is important to us that the needs of our local communities are heard, in order to achieve our goal Delivering Value through Outcome 2.3 *We are easier to work with.*

New signs for dog management

It's now easier to understand and adhere to our animal management laws following the installation of new signs across the region's parks and recreational spaces. The new signage offers a basic traffic light system of red, yellow, and green when visiting our parks, beaches, and public spaces.

The signs indicate areas that are off leash for dogs, and areas where dogs are not permitted. Some signs indicate the months where dogs must be on a leash and months where they are permitted to go off leash (associated with wildlife breeding seasons).

They are installed in several areas such as, Bunting Dog Park in Calliope, Tom Jeffery Memorial Park in Agnes Water and the Millennium Esplanade in Tannum Sands.

The installation of these signs aligns with our Delivering Value goal through Outcome 2.3 *We are easier to work with.*

Introducing the Community Soils Workshop

We have introduced a Community Soils Workshop and held the first of its kind on 30 November 2024. The aim of these workshops is to bring awareness to World Soils Day which is celebrated on 5 December every year.

Attendees received information on conducting soil pH testing, determining soil texture by feel and ribbon testing, mineral testing, soil structural testing and soil compaction testing. The workshop was very well supported.

This event helps Council work towards our Delivering Value goal through Outcome 2.4 *The way we do business is continuously improving.*

Composting Community Workshop

The annual Composting Workshop introduced a new topic, managing worm farms and Bokashi (fermented organic matter) bins at home. This year's workshop aligned with the Community Waste Education and Engagement Program 2024-26 and took place during National Recycling Week (11-17 November 2024).

This workshop aimed to educate our community more about food waste at home, not just green waste.

Events like this move us closer to completing our Delivering Value goal through Outcome 2.4 *The way we do business is continuously improving.*



Initiative: Optimising maintenance delivery

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 be able to deliver more reliable services with less unexpected disruptions and our community will be able to rely on Council to consistently deliver value for money services.

On Track
to be delivered by
30 June 2025

44%
progressed
46% target

\$692,923
spent of the
\$2,137,002

- 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 improved, making it easier for our people and delivering value for our community. Q4

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 October and December 2024:

- Our new Asset Register went live (refer to page 19).
- Our computerised maintenance management system went live for some of our Parks Program Delivery teams and will be implemented for the remaining program delivery teams over the next six months (excluding Roads Program Delivery). This system will increase efficiency for those teams and provide them the ability to input information about our assets immediately, therefore serving our community better.
- We have commenced centralised maintenance planning based on best practice for several of our program delivery teams. This will continue to be implemented across all teams to realise the benefits.

Complete On track Concern Extended

Initiative: Future of fleet | 2023/24 Operational Plan extended Initiative

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

On Track
to extended date of 31
March 2025

50%
progressed
55% target

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

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.
- 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.
- 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.

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.

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.

Connecting Communities

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.

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

Delivering Value

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.

Resilient Economy

The planning and scheduling of the GPS devices was delayed, enabling appropriate contractual negotiation processes. The contract is now finalised, and the planning and scheduling is underway to enable the project to be finalised by the end of March 2025.

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

Our People

Accountable Council



Resilient Economy

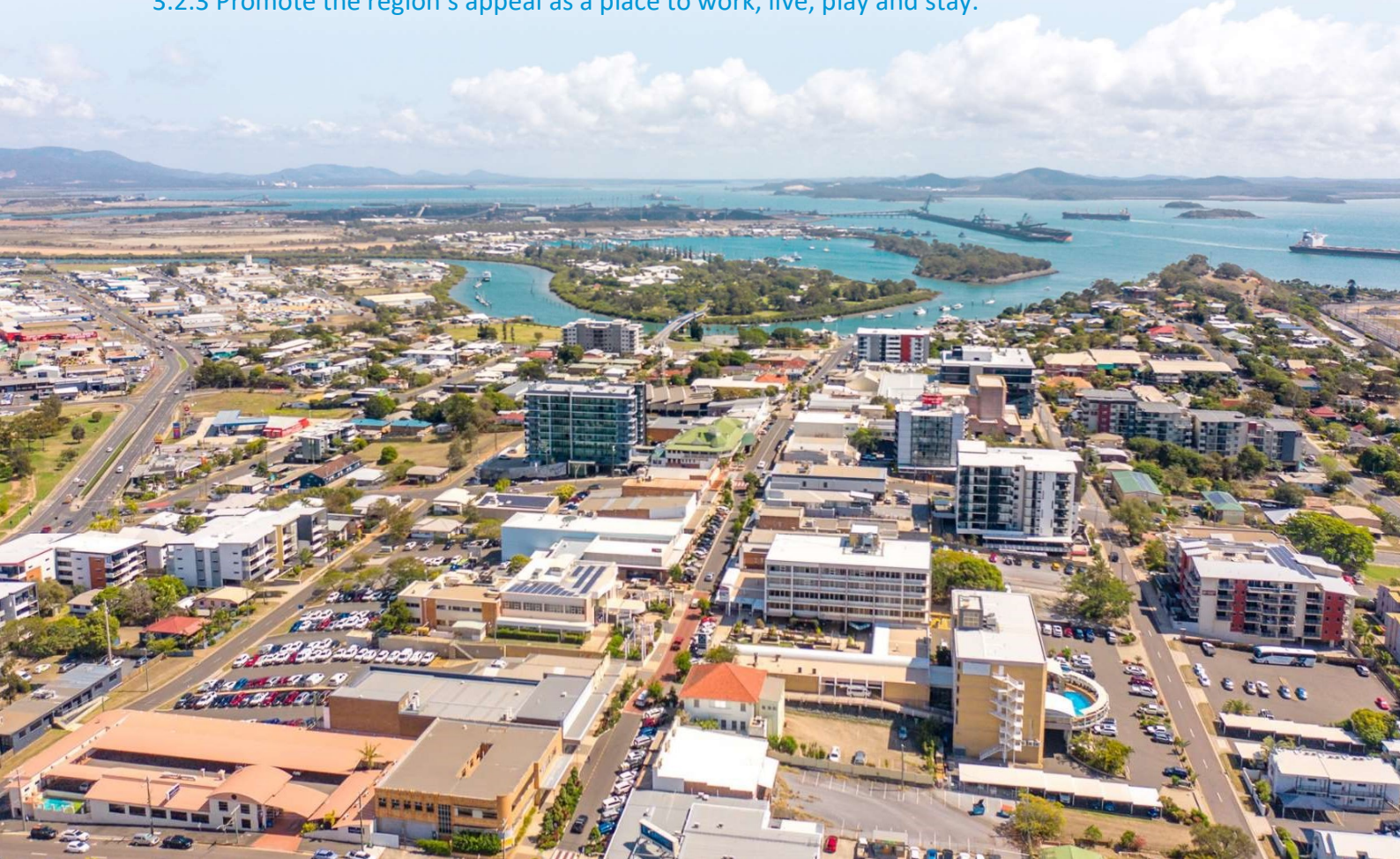
3. We play our part in supporting the success of our region

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-level carbon industrial 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 micro and small-medium enterprise sector.

3.2 Increased liveability and visitation to the region

- 3.2.1 Increase key markets including First Nation cultural experiences, fishing, recreation vehicles, drive market, cruises, events and business tourism through improved access and one-of-a-kind experience.
- 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.



Our performance highlights

30,052

attendees at our Gladstone Entertainment Convention Centre

19

major economic development industry engagements in Q2

14

key project and proponent engagements in Q2

\$12.6M+

in external funding secured in Q2

231

attendees at Boyne Island Tannum Sands Library Halloween Treat 2024

170

attendees at Agnes Water Library Halloween Treat 2024



Santos GLNG Mayor's Carols

The community enjoyed Christmas cheer on Friday 6 December 2024, at the Mayor's Carols held at Gladstone Ports Corporation's Marina Parkland. The evening was illuminated by a spectacular fireworks display, proudly sponsored by Queensland Alumina Limited.

This free-to-attend event included the Merry Markets which later led into live entertainment with performers such as Suellen Cusack and award winning First Nations musician Marcus Corowa who mentored a First Nations choir. There was also amazing talent from our local schools and community groups performing live on stage.

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

Martin Hanson Memorial Art Awards

Local First Nations artist Gordon Lister was awarded the Overall Winner of the 49th Rio Tinto Yarwun & QAL *Martin Hanson Memorial Art Awards 2025*. Gordon Lister won this coveted award for his artwork *Acknowledgement of Country*, taking home \$15,000 in prize money.

The Art Awards are a highlight in our community's cultural calendar and are one of the most eagerly anticipated Art Awards in Regional Queensland.

The awards presentation and official exhibition opening, held at the Gladstone Regional Art Gallery and Museum (GRAGM) on Saturday 19 October 2024, was attended by over 350 members of our community. Events during the day included a floor talk and illustrated lecture from this year's judge Kyle Wesie, Curator at the University of Queensland Art Museum.

The competition received 236 entries across the four sections. Easel Works, Works on Paper, Three-Dimensional & Fibre Works, and Digital Works. Over half of the entrants were from the Gladstone Region.

The Art Awards is delivered by the team at GRAGM but not possible without sponsorship and support from local individuals, businesses, and industry. The Art Awards has been part of our community for 49 years, which is testament to the ongoing support and passion of our local community.

The hosting of the event contributes to our Resilient Economy goal through Outcome 3.2 *Increased liveability and visitation to the region*.

Prosperity through Australian Defence Force

Council has secured \$1 million dollars in funding through the Queensland Government's Regional Economic Futures Fund to support the development of a business case towards a defence industry precinct in Central Queensland. The project is being advanced by the Central to Defence Working Group, in partnership with Rockhampton Regional Council (RRC), Livingstone Shire Council (LSC), and Regional Development Australia (RDA). Led by RRC, the initiative aims to attract further defence sector investment and create economic opportunities for the regions.

Key project stakeholders, alongside Central Queensland defence force representatives, gathered for the inaugural collaborative kick-off meeting on 16 December 2024, to discuss further planning and development of the initiative into 2025. While the project is still in its early stages, we are excited to be working towards strengthening the defence industry across Central Queensland.

This partnership aligns with our Resilient Economy goal through Outcome 3.1 *Support for the region's transition and role as a driver of economic growth*.

Halloween treat

Local community members celebrated the spooky season with a treat from our regional libraries. Face painting, stories, craft, spooky trail, laser tag, Dungeons and Dragons and more were on offer. On Thursday 31 October 2024, 401 excited attendees graced the Agnes Water and Boyne Island Tannum Sands Libraries to partake in the festivities.

This was a first time such an event was delivered at either library. Around 25 people joined Gladstone City Library for a Halloween themed story time and Miriam Vale Library made the event even more immersive with decorations and plenty of spooky costumes.

The success of these events moves the needle closer to completing our Resilient Economy goal through 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 the 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.
- 4.2.4 Instil in our people the concept of brand ambassadorship.
- 4.2.5 Further improve our employee experience.



Our performance highlights

39

formal compliments
received from the public
in Q2

6,269

hours of training
undertaken in Q2

3/3

'Our People' initiatives on
track in Q2



Streamlining recruitment

A win for job seekers, our organisation, and our community!

Council have implemented targeted changes to reduce recruitment timeframes and streamline the overall recruitment process. These improvements have created clearer and more efficient workflows, allowing us to fill vacancies sooner and ease the workload on our teams. Job seekers can now experience a faster, clearer process and feel more connected to Council, leading to longer service and higher job satisfaction. A more efficient recruitment process also helps with better workforce planning, allowing us to address staffing needs promptly.

With less delays in hiring, we can quickly respond to resourcing needs, making sure essential services and initiatives continue to run smoothly.

Revised job advertisements have aligned with our Employee Value Proposition demonstrating why working at Council is a great opportunity, highlighting the culture you're walking in to and the benefits you'll have access to. Our aim is to attract the best possible candidates to support us in delivering value to our community.

We have listened to our communities' feedback and are committed to improving our processes based. This work supports to progress the Our People goal through Outcome 4.2 *Our people are proud to work for Council.*

Considering a job at Council? Visit our website to see our current vacancies and how you can find purpose in a career with Council www.gladstone.qld.gov.au/current-vacancies

Apprentice and Trainee Program

In the 2024/25 financial year, 18 Council apprentices and trainees are due to complete their certificates.

Of the 12 that have already completed

- seven (7) have secured roles at Council
- five (5) will be launching into other opportunities outside of Council

The remaining six (6) will complete their certificates by March 2025.

GRC has a record of high retention for our apprentice and trainee group. In 2023/24 we hired 90 per cent of our graduates.

Looking ahead, we are encouraging our Apprentices and Trainees to celebrate their successes and nominate for the 2025 Queensland Training Awards.

On 20 January, we will also welcome 21 new apprentice and trainees to GRC keeping our overall numbers at 38 apprentices and trainees for the business.

Each year we review the business, and community needs for apprentices and trainees, targeting our A&T positions to ensure we are appointing the right roles at the right time.

This builds Council's skills base and improves apprentices and trainees' likelihood to secure full-time employment in the community.

This program shifts us closer to achieving Our People goal through Outcome 4.2 *Our people are proud to work for Council.*

Improving our parks and open spaces

To ensure a higher and more consistent standard of presentation across our parks, gardens, and cemeteries, we have expanded our team and reorganised our approach.

We now have dedicated geographical teams, each responsible for mowing, horticulture, and infrastructure maintenance in their assigned areas. This structure allows our teams to develop a strong connection with the spaces they care for, ensuring a sense of ownership and commitment to maintaining them at the highest standard.

Additionally, we have introduced a specialised team that provides region-wide maintenance services. This team focuses on essential areas such as playground upkeep, cleansing services, arboriculture, cemetery care, and the crematorium, ensuring these spaces remain safe, clean, and well-maintained.

With these improvements, we are confident that our parks and open spaces will continue to be places the community can enjoy and take pride in. Next to that, this change moves us closer to achieving Our People goal through Outcome 4.2 Our people are proud to work for Council.

Breast Cancer Awareness Month

Each October Council supports employees to get involved in raising awareness and shining a light on the impacts of breast cancer during Breast Cancer Awareness Month. During October, you may have noticed our employees sporting their uniforms with a touch of pink.

Teams were encouraged to get together to discuss prevention and early intervention as well as support fundraising opportunities.

Council cares about its people and is proud to support this program as we also progress the Our People goal through Outcome 4.2 *Our people are proud to work for Council.*

Movember

During November, our people wore uniforms with a touch of blue and some donned a moustache in support of Movember. Teams were encouraged to get involved in and support fundraising activities to awareness of men's health issues, including prostate and testicular cancer, mental health, and suicide prevention.

A growing number of men are facing life with prostate cancer diagnosis and globally, testicular cancer is the most common cancer among young men. Across the world, males account for 75 per cent of all suicides. Learn more about these topics at au.movember.com



This program is another way we progress the Our People goal through Outcome 4.2 *Our people are proud to work for Council.*

Compliments received

Shout out to our Roads Crews!

"Excellent quality of work being carried out at Monomeath Road in the Boyne Valley!"

"The team are doing a fantastic job on the repair of Mount Stowe Road, West Stowe. Drainage is superb, the best job they have ever done!"

"Thank you for sending your crew to Hourigan Creek Road, Raglan to clear the road shoulders and grade the road. They did a great job! Our family really appreciates that Council hasn't forgotten us out here."

Shout out to our Water Crews!

"Your workers that did the job replacing storm water pipes are an asset to the Gladstone Council, 5 stars. If I could give 6 stars I would!"

"Council workers came and fixed the tap. Well-mannered and should be employee of the month."

"Thanks for the quick response fixing the uneven footpath and sunken water meters outside our house. The team did a great job, we appreciate it very much!"

Shout out to our Parks Crews!

"The team did a wonderful job cleaning the land bordering our property up so we could put a fence in. The area is much safer and nicer, they attended promptly, and their hard work, friendliness and professionalism is truly appreciated!"

"Thanks to Miriam Vale parks mowing team for their fantastic work in always keeping the parks and streets neat and tidy, especially in this heat!"

"Thanks to the gardeners/parks for the beautiful gardens in Goondoon Street, they are doing an excellent job!"

Shout out to Customer Solutions!

"...when I called Council, this particular officer answered and was more than helpful and understanding of the situation. Together we were able to come up with a suitable solution to the collection of the waste bins!"

"Thank you for the kind and gently worded correspondence regarding the update of my animal's registration details, I greatly appreciated it!"

"Just wanted to say thanks to the officer in Agnes Water at the transaction centre, the officer is always so lovely, pleasant and helpful but today, the officer really went out of the way to help me in a kind and respectful way!"

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.

<p>On Track to be delivered by 30 June 2025</p>	<p>32% progressed 32% target</p>	<p>\$ 38,958 spent of the \$107,076 budget</p>
<p><input checked="" type="checkbox"/> Our people are better positioned to positively and constructively engage in the implementation of the health and safety management system following employee engagement.</p>	<p><input checked="" type="checkbox"/> 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.</p>	<p><input checked="" type="checkbox"/> 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.</p>
<p><input type="checkbox"/> 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.</p>	<p><input type="checkbox"/> Our safety management system has been improved, has a simpler structure and is ready to be launched for our people.</p>	<p><input checked="" type="checkbox"/> We've identified areas where our safety system can be improved, and we are focusing on the right things that keep our people and community safe.</p>
<p><input type="checkbox"/> We are actively managing competency to operate machinery safely, following commencement of our verification of competency program.</p>	<p>It is easier for our people to stay safe and access critical safety information easily on our updated health and safety management system.</p>	<p>Critical gaps are being addressed and tools in our health and safety management system are being enhanced to protect our people and our community.</p>
<p>Ongoing improvement opportunities have been defined with processes to ensure they are outworked, and our health and safety management system is effectively maintained.</p>	<p>We've implemented tangible improvements to our health and safety management system and have empowered our people and leaders to stay safe.</p>	<p>It is easier for our people to plan and do their work safely and keep our people and community safer.</p>

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

38%
progressed
38% 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.

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.

On Track
to be delivered by
30 June 2025

55%
progressed
55% target

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

✔ 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.

○ 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. Q4

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.

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 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 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 and investment decisions are environmentally sound and encourage good stewardship and adaptation to environmental risks.
- 5.3.2 Improve method for assessing and monitoring 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

789

plants and trees planted in
Q2

24

Administrative Action
Complaints resolved from
the 28 received in Q2

45,092

records registered in our
central record keeping
system in Q2

1/1

'Accountable Council'
initiatives on track in Q2



Weed Spotters Workshop

The community and Council have been working together to protect the long-term health of the environment and avoid costly recovery efforts. On Thursday, 17 October 2024, we held a free educational workshop for the community at the Calliope Library and Transaction Centre.

The workshop was presented by Phoebe French, Weed Spotters Network Coordinator from the Department of Primary Industry Queensland.

Topics covered at the workshop included:

- Weed ecology
- Surveillance identification
- Specimen collection and reporting
- *Biosecurity Act 2014*
- Control methods.

The facilitation of this workshop included around 63 attendees. These workshops are one of the ways delivering our Accountable Council goal through Outcome 5.3 *The environment is front of mind in what we do.*

Reef Guardian grant

Council was awarded \$900,000 in grant funding for projects and initiatives that support the Reef 2050 Long-Term Sustainability Plan.

Other work is being delivered as part of the Reef Plan is our Towards Target Zero, and a Healthier Environment initiative (more on page 46).

Existing projects and initiatives include:

- Installation of a solar array
- Dissolved Oxygen instrumentation at wastewater treatment plants
- Comprehensive energy audit on 20 Council facilities.

The activity associated with this grant moves us closer to our achieving our Accountable Council goal through Outcome 5.3 *The environment is front of mind in what we do.*

Costal Fox Control Program

Our region is home to many species of nesting turtles, including the loggerhead turtle. European red foxes threaten nesting turtles as they dig up turtle nests and prey on hatchlings when they emerge from nests on local beaches.

As part of our resuming Costal Fox Control Program, Council have engaged a fox control specialist to cull our local fox population using safe and humane methods. The program will run on various dates between November to mid-February 2025, focussing on areas near Angas Water and Tannum Sands.

Warning signs have been installed, and residents are advised to keep pets out of designated areas. We encourage the community to report any evidence of fox activity or sightings.

This program has been ongoing since 2021 and we have decreased turtle nest predation by 40 per cent in our costal townships. Decreasing fox population provides positive impacts on inland ecosystems, ground nesting birds, reptiles, shorebirds, and small mammals helping us progress towards our Accountable Council goal through Outcome 5.3 *The environment is front of mind in what we do.*

Advanced Erosion and Sediment Control training

Our Environmental Health team now have advanced tools and knowledge in best practice for Erosion and Sediment Control (ESC) methods. These advanced methods can now be applied to urban construction sites to reduce sediment run-off and protect our waterways and Great Barrier Reef.

In November 2024, our Environmental Health team attended three days of comprehensive advanced ESC training in Bundaberg.

The mandatory training, delivered by the Water by Design team and the Topo Group, came at half the cost with thanks to government funding for Water by Design ESC program for best practices in sustainable urban water management.

Animal disease response

Our animal disease response has been enhanced through stronger collaboration across industry, community, and government. This includes initiatives led by the Department of Primary Industry (DPI), such as workshops, resources, eLearning courses, and improved surveillance networks. Additionally, councils have been allocated funding to develop Emergency Animal Disease Response Plans.

Together with neighbouring Councils and Emergency Services, we completed a training workshop held in Gladstone, which included mock exercises to demonstrate how Local, State and Federal governments would react in an emergency animal disease outbreak. This helped inform the development of the plan.



Council worked collaboratively with South Burnett Regional Council (SBRC) to develop our plan. Plans have been submitted to the Local Government Association of Queensland and now sits as part of our larger Disaster Management Plan.

The plans set out roles and responsibilities between the DPI and GRC to best respond to an animal disease emergency, like the African Swine Fever Virus which has the potential to decimate our pork industry.

The development of the Emergency Animal Disease Response Plan helps progress our Accountable Council goal through Outcome 5.1 *Council has embedded risk management, transparency, and accountability into what we do.*



Improved monitoring of organisational health and performance

Through dashboard reporting, we've improved our ability to monitor key performance and health indicators, enabling our Executive Leadership Team (ELT) to make timely and informed decisions.

Teams across the organisation have been working together to collect and analyse data on the key metrics identified by the ELT. These metrics, which include both leading and lagging indicators, help us identify when action may be needed to keep progress on track. With monthly updates, the ELT is empowered to take swift action to support and maintain desired outcomes.

This dashboard moves the achievement needle closer on our Accountable Council goal through Outcome 5.1 *Council has embedded risk management, transparency, and accountability into what we do.*

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

26%
progressed
38% target

\$81,220
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. Q2

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. The proposed solar array requires infrastructure upgrades. It was identified through the initial assessment that the Council wastewater treatment plants requires electrical infrastructure upgrades due to the size and age. Further investigation is in progress to determine locations and installation strategies to maximise sustainability and decrease emissions.



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