

2024/25 Operational Plan Quarter Three

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 third 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*.

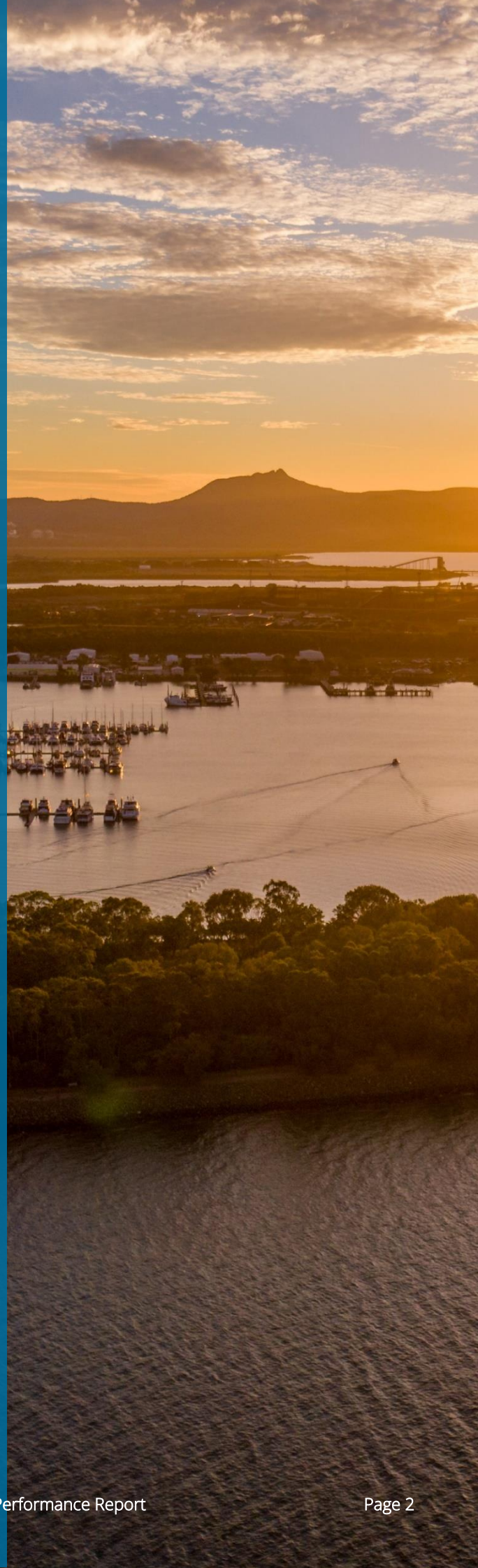
The theme for the 2024/25 year is '**Proudly Playing Our Part**'. This theme highlights the active role Council plays in serving and improving our region.

We are one of 537 councils 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 20 May 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	 Delivering Value	 Resilient Economy	 Our People	 Accountable Council
<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>

* 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
Brand and Communications Corporate and Community Projects Community Events Customer Solutions Community Partnerships Development Services Gladstone Regional Art Gallery and Museum Regional Libraries Tondoon Botanic Gardens	Asset Design Asset Governance Asset Planning Business Improvement Capital Program Cemeteries and Crematorium Engineering Asset Solutions Information, Communication and Technology Maintenance Parks Program Quarries Roads Program Stores, Facilities and Fleet Management Transformation Waste and Resource Management Waste Water Program Water Program	Advocacy Disaster Management Economic Development Gladstone Entertainment Convention Centre Tourism	Health and Safety Learning and Development Payroll Services People Services Recruitment, Remuneration and Benefits Rehabilitation Health and Wellbeing	Animal Management Biosecurity and Environmental Health Business Planning Contracts and Procurement Environment and Conservation Ethics, Integrity and Audit Finance Governance and Risk Legal Services Local Law Compliance Revenue Services
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



Summary of progress

2024/25 Operational Plan Initiative progress

Table One: Quarter Three (Q3) 2024/25 Progress Overview

Goal	Initiative	Target Progress	Actual Progress	Status
Connecting Communities	Making community facilities more accessible and inclusive	92%	84%	●
	Finalising the Planning Scheme review	100%	100%	●
	Strengthening community involvement in our decision making	74%	74%	●
Delivering Value	Optimising maintenance delivery	61%	61%	●
Our People	Making it easier for our people to stay safe	50%	50%	●
	Embedding constructive culture	60%	60%	●
	Making employee facilities safer and more contemporary	64%	60%	●
Accountable Council	Towards Target Zero and a healthier environment	62%	62%	●

2023/24 Operational Plan – Extended Initiative

Table Two: Quarter Three (Q3) 2024/25 Progress Overview

Goal	Initiative	Target Progress	Actual Progress	Status
Delivering Value	Future of Fleet	65%	55%	●

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 connections and promote health, happiness and wellbeing.

1.2 Communities can influence and actively participate in Council decision making

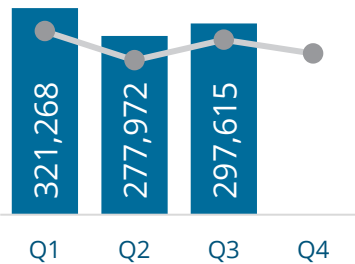
- 1.2.1 Create positive two-way empathetic engagement processes that provide Council with feedback which contributes to decisions and better partnerships.
- 1.2.2 Review the planning scheme alignment to community expectations and overall needs.



Our performance highlights

297,615

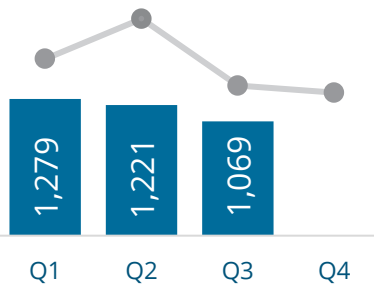
website visits in Q3



2023/24 | 2024/25

1069

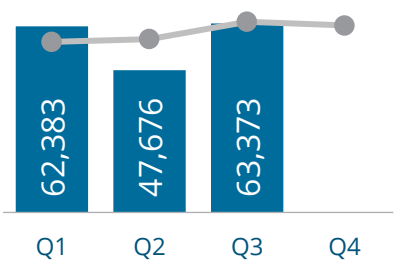
social media posts in Q3



2023/24 | 2024/25

63,373

library visits in Q3



2023/24 | 2024/25

10,167

views on Conversations
engagement platform
in Q3

722

Home Library visits
in Q3

3/3

Connecting Communities
Initiatives on track or
complete in Q3



What's been happening?

Council teams have been working to *Connect Communities* through a variety of events and programs. Local students, volunteers, residents, and businesses have joined us to strengthen community bonds through connection, celebration, skill-building and good old-fashioned fun!

A ripper Australia Day Family Fun Day

Over 5,000 attendees enjoyed a day of entertainment and community spirit at the Australia Day Family Fun Day! Local stalls were buzzing while lively conversation, activities, and delicious food brought friends, neighbours, and families together to connect and celebrate in true Aussie style.

Branching out for Parks Week

To celebrate the vital role that parks play in creating liveable cities and thriving communities, a series of free outdoor events were hosted right across the region for Parks Week 2025.

Our region's beautiful parks and open recreational spaces were put on show with events including:

- Moonlight Movies
- Pilates in the Park
- Yoga in the Park
- Mental Health Walk 'n' Talk BBQ
- Pickle Ball in the Park; and
- Mums on the Move

The most popular event was Pilates in the Park with 95 keen community members joining in the fun at Millennium Esplanade, Tannum Sands.

Learn more about the value of Parks Week, visit www.parks-week.org/about

Parks Week events support progress in our Corporate Plan Objective 1.1.3 *Engage our communities to build connections and promote health, happiness, and well-being.*

Australia Day Award winners

On 26 January, local community members with a consistent record of excellence, who've made outstanding achievements in their field, and contributed significantly to our region were celebrated at the 2025 Gladstone Region Australia Day Awards.

A big congratulations to:

- Citizen of the Year: Alison Kelly
- Young Citizen of the Year: Benjamin Campbell
- Sport and Recreation: Gary Porteous and Miles Sierp
- Young Peoples Sport and Recreation Award: Tom Crawshaw
- Arts and Culture Award: Paulette Flint
- Community Event Award: 2024 IOM World Championships organised by Gladstone Radio Control Yacht Club
- Community Volunteer Award: Fred Brushe
- Mayor's Community Champion Award: Grant Cooper
- Mayor's Young Community Champion Award: Isabelle Asplet.

Congratulations to all nominees and winners. It is an honour to be able to publicly recognise and celebrate those in our community who make significant contributions to our region's success.

View the live-streamed event on Council's YouTube Channel www.youtube.com/@GRCTV



Learn more about the winners at www.gladstone.qld.gov.au/australia-day-awards

Festival of Summer

From 13 to 17 January, a weeklong program of adventure, connection, skill building and creativity was put on offer for our region's youth through Festival of Summer. Events included:

- Beach days in Agnes Water/1770
- Art workshops (Clay & Paint) Modelling and Department
- Make-up tutorials
- Video creation sessions
- Circus workshops
- Fast Karts and adventure activities
- Lady Musgrave experience
- Surf and Larc Tours
- Yoga

Overall, 239 young community members joined in these events with an average 11 participants per event. Council is currently reconsidering how Festival of Summer is planned so we can better engage young people, enhance learning, improve social connection and create a more enjoyable and accessible festival experience in future years.

Festival of Summer supports Council's commitment to Connecting Communities through Objective 1.1.3 *Engage our communities to build connections and promote health, happiness and wellbeing.*

What's been happening at GRAGM

The Gladstone Region Art Gallery and Museum have had an inspiring quarter with 2679 visitors walking through the doors.

The GRAGM also held a successful Saiki Children's Day with 200 people partaking in a vibrant line up of Saiki craft and culture. The team engaged 450 students through school visits and welcomed 330 hours of support from our fabulous volunteers.

"Absolutely stunning to see what is held by the gallery out on display."

– Local visitor, Gladstone

Capacity building workshops were delivered in February 2025, providing local artists the opportunity to build in skills in Artist Biographies and Grant Writing skills. Additionally, two exhibitions by local artists and creatives have been put on show, with three more scheduled for next quarter.

Proudly Connecting Communities, these programs support progress in Objective 1.1.3 *Engage our communities to build connections and promote health, happiness and wellbeing.*



"Wonderful spaces. Incredible work."

– Visitor, Brisbane

What the community are saying about Council services?

At Gladstone Regional Council, we focus on understanding and meeting community needs by engaging with residents through forums and surveys.

Customer surveys, included in emails and calls, help us track satisfaction and improve. Ratings range from poor (zero) to excellent (nine), with the percentages showing how many people rated us in each range. The percentages below represent the proportion of customers who rated us either low (zero to three), medium (four to six) or high (seven to nine) in our performance.

This quarter new topics were presented for customer sentiment ratings, as detailed below. Over time, we will begin to see trends and better understand the impact of our services on the community. Note the below reflects a selection of services, not a response based on all services.

How well does Council perform on:

- Domestic Animal Management:**

60 per cent of ratings were in the high range, with a cumulative 93 per cent in high and medium.

- Pest Weed and Pest Animal Management:**

52 per cent of ratings were in the high range, with a cumulative 93 per cent in high and medium.

- Roadside Slashing and Weed Control:** 38 per cent of ratings were in the high range with a greater 54 per cent in the medium range, a cumulative 92 per cent in high and medium.

- Maintenance of Unsealed Roads:**

33 per cent of ratings were in the high range, the lowest of all ratings in the high range, with 52 per cent in the medium range, a cumulative 85 per cent in high and medium.

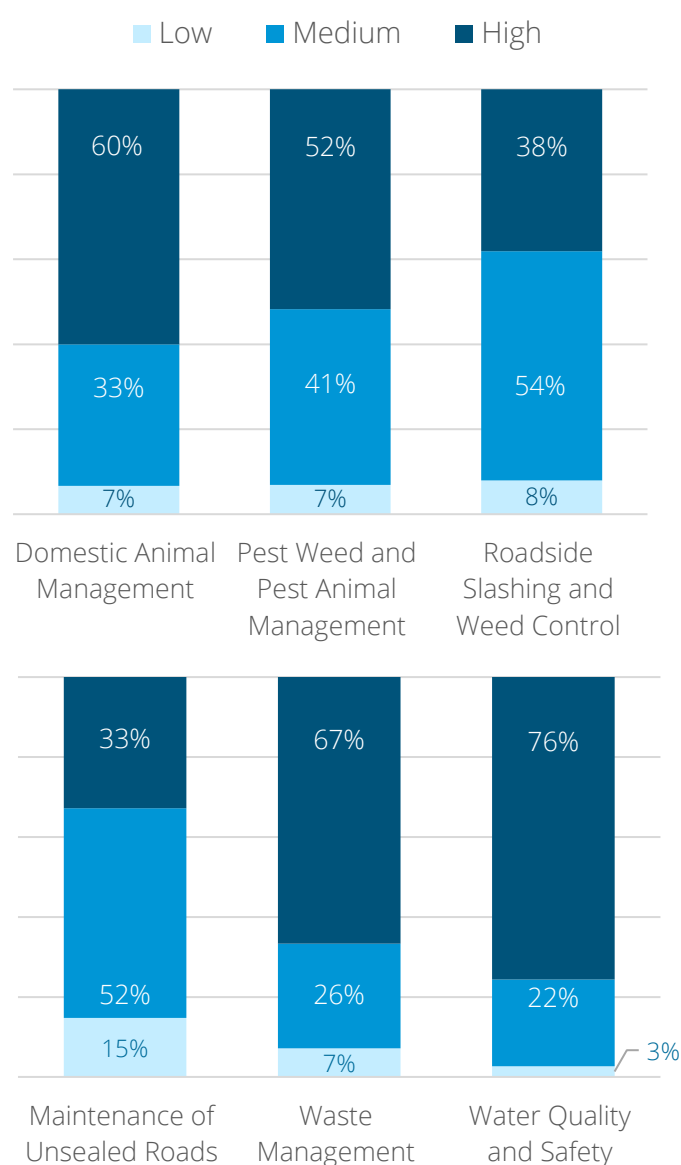
- Waste Management:**

67 per cent of ratings were in the high range and 26 per cent in the medium range, a cumulative 93 per cent in high and medium.

- Water Quality and Safety:**

A cumulative 98 per cent rated this as high or medium, with the greatest high rating of 76 percent, of which the majority rated nine out of nine.

Customer perception of performance



Total number of responses: 5505

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

84%
progressed
92% target

\$53,760
spent of the
\$200,000 budget

- ✓ 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.
- ✓ 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 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 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.

Although our premier parks have been assessed on the level of accessibility standards, this has yet to be shared with the community. The website will soon be updated to help our community plan visits to our premier parks. This accounts for the variance in progress, with no future impacts expected from this delay.

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

74%

progressed
74% target

\$18,908

spent of the \$34,700
budget

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

✓ 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.

✓ 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.

✓ 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.

✓ 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.

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.

Opportunities to improve community forums have been identified through an evaluation process with improvements planned for how we schedule, prepare topics and close the loop on outcomes.

Forums this quarter were held at Miriam Vale, Lowmead, Gladstone, and Builyan. Learn more about our Community Forums including details on upcoming forums and wrap ups from past forums at www.conversations.gladstone.qld.gov.au/community-forums.



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

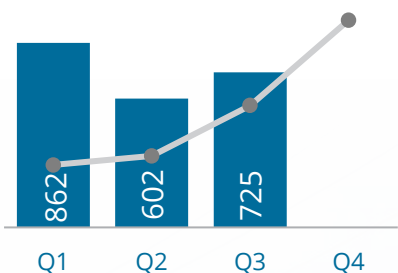
- 2.4.1 Embedded a continuous improvement culture focusing on creating value, reducing waste, and improving efficiency.
- 2.4.2 Embedded Asset and Service Management across the business.
- 2.4.3 Implement technology enhancements and digital capabilities to support the improvement of service delivery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



Our performance highlights

725

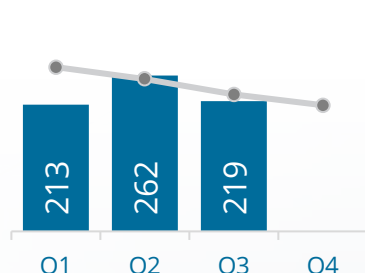
potholes repaired
in Q3



2023/24 | 2024/25

219L

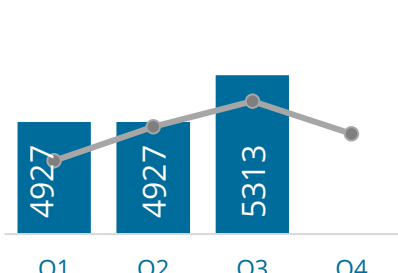
average daily water use
per person in Q3



2023/24 | 2024/25

5313

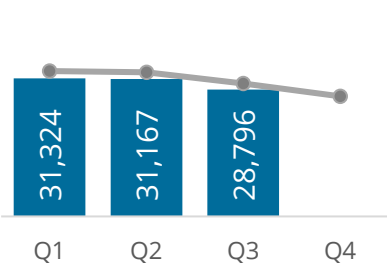
tonnes of waste collected
kerbside in Q3



2023/24 | 2024/25

28,796

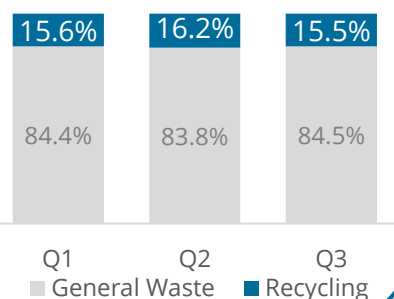
Customer Solutions
interactions in Q3



2023/24 | 2024/25

15.5%

of collected kerbside waste
was recyclable in Q3



Q1 Q2 Q3
■ General Waste ■ Recycling

114

community park
bookings in Q3

1945

ICT service requests
in Q3

383

signs replaced or
maintained in Q3

83%

Contact Centre calls
resolved at first point of
call in Q3

1/1

Delivering Value
Initiatives on track in Q3

What's been happening?

Council teams have been working to *Deliver Value* through a variety of programs and services.

Road resurfacing works

As part of the 2024/25 Capital Works Program, Council has commenced asphalt overlay and bitumen resealing across various Gladstone streets, to improve key transport routes for residents, businesses, and commercial users.

Stage One of the resurfacing program has commenced in Clinton focusing on around 2.7 kilometres of J Hickey Avenue, along with Tinaroo Court and Fairbairn Place. By 30 June 2025, our roads resurfacing works will deliver over 43,500m² of new road surfaces and line marking.

To minimise disruption, the project is being delivered in stages to avoid impacts on peak traffic over school holiday periods.

This project is supported by the Australian Government's Local Roads and Community Infrastructure (LRCI) Program – Phase Four, contributing to long-term improvements in road quality, safety, and connectivity across the region.

This project reflects our commitment to Delivering Value and supports Outcome 2.2 *Capital and maintenance programs are consistently delivered*.

Customer Solutions

During this quarter, the Customer Solutions Team connected with our community through 28,796 customer interactions, with:

- 45 per cent in person across our regional customer contact centres
- 39 per cent via phone
- 11 per cent via email/online request
- Two per cent via online chat.

Council proudly offers a range of accessible

channels to ensure our community can get in contact with us when needed. Over the coming months, the team will be working on improvement opportunities that make it easier for customers to get the information they need from Council.

This team is proudly Delivering Value through Objective 2.3.1 *Continue building a reputation of being easy to deal with through efficient and effective customer interactions*.

Policies reduction

A comprehensive review of Council's policies and corporate standards is being undertaken to ensure that they are current and align with Council's strategic intent. As part of this process, Council has set a target to reduce the total number of policies by 15 per cent.

A refreshed Policy Framework supports effective and efficient decision making. During this quarter, five policies were repealed and not replaced, streamlining processes and eliminating duplication where existing legislation already provide sufficient guidance. The review of the Policy Framework consisting of 77 policies and 56 corporate standards will continue through to 2026.

This project reflects our commitment to being an Accountable Council through Objective 5.1.3 *Ensure we have a framework of policies and standards that continue to raise the bar*. It also supports our efforts in Delivering Value through Objective 2.4.1 *Embedded continuous improvement culture focusing on creating value, reducing waste and improving efficiency*.

Strong governance, frameworks and controls continue to guide operations, ensuring Council's integrity and compliance is maintained. Council's policies can be accessed on Council's website at:

www.gladstone.qld.gov.au/policies

Footpath connecting community

Construction of a concrete footpath to connect Donohue Drive and the Agnes Water Skate Park on Springs Road was completed in late February 2025.

The link between Donohue Drive and Springs Road was identified as a valuable connection for the community. Before the footpath construction, a dirt track linked these two roads to the nearby skate park, however its deteriorating condition limited accessibility.

Close to Agnes Water State School, this was a popular shortcut for students and works were planned to minimise disruptions during school drop-off and pick-up times.

A new two-metre-wide footpath now links to the existing paths on all three sides and includes kerb ramps for safe access for cyclists, prams and wheelchair users.

This project supports Council's Pedestrian and Cycle Strategy, providing cyclists and pedestrians with a safe and dedicated pathway, reducing the need to share the roadway with motorists. It also supports Outcome 2.2 *Capital and maintenance programs are consistently delivered*.

Free mulch on offer

While self-loading of mulch has been free for some time, there has been a \$5 fee for use of the loader for domestic customers and a \$10 fee per tonne for use of the loader for commercial customers.

However, this is no longer the case after a recent Council decision to remove the assisted loading fee. Mulch is now available for free at various times of the year and subject to availability at Benaraby Landfill and Gladstone and Agnes Water Waste Transfer Stations. The Gladstone and Benaraby facilities offer the free use of the loader, while Agnes Water will remain self-loading.

Customers collected 668 loads of mulch this quarter, a slight decrease from the 672 recorded in the previous three months. However, self-loading saw a notable jump, rising from just four per cent to 22 per cent.

668 loads of mulch were collected from our waste facilities this quarter!

Learn more about the free mulch program including current availability on Council's website at:

www.gladstone.qld.gov.au/transfer-stations-landfills

This project reflects our commitment to Delivering Value through Outcome 2.3 *We are easier to work with*.



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

61%

progressed
61% target

\$997,710

spent of the \$2,137,002
budget

- ✓ Accounting enhancements to improve understanding of maintenance costs for labour and plant have been identified.
 - ✓ A staged approach to rolling out improved maintenance processes and software has commenced.
 - How we maintain our assets has improved, making it easier for our people and delivering value for our community.
 - System standards to capture costs for projects and activities are activated for future financial management improvements.
 - Parks, Water and Wastewater are using improved processes and software to record, plan and complete maintenance more efficiently.
 - ✓ Asset register improvements and software is in use to enable and link maintenance costs and activities over time.
 - Improvements to our procurement to payment system are implemented, to achieve automation efficiencies and stronger supplier relationships.
- 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.*

Centralised maintenance has been implemented for all operational teams and following launch of the Asset Register last quarter, it is now being actively used and updated. This is now forming part of how we effectively manage our assets and identify efficiencies in our day-to-day work. Parks crews have started using automated Work Management, making it easier to do their work and delivering a more efficient and effective service for our communities.

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
30 June 2025

55%
progressed
65% target

\$0
spent of the \$150,000
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 have awarded 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 have developed 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.

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.

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.

Installation of the GPS devices was paused in February 2025 to address questions raised through consultation and to enable effective change management. To ensure the system capabilities and intended use are clear to our people, additional focus has been put into communications. This has delayed progress in the remaining milestones however, adjustments have been made to ensure the initiative can be completed within the financial year. The initiative is now set to be finalised by 30 June 2025.

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

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

14,273

attendees at our Gladstone
Entertainment Convention
Centre (GECC) in Q3

25

major economic
development industry
engagements in Q3

18

key project and
proponent engagements
in Q3

\$5.98M

in external funding
secured in Q3
\$33.5M to date in 2024/25

4635

patrons visit the GECC to
see Community Musical
"Mamma Mia"



What's been happening?

Council teams have been working to support a *Resilient Economy* through a variety of events, programs and services to enhance liveability and visitation to the region and driving economic growth.

Mamma Mia Musical:

One of the most anticipated events of the season arrived this quarter with the *Mamma Mia* Community Musical – and it did not disappoint.

It was truly wonderful. I have seen this musical in London, and this was comparable!

- Audience testimonial

This local production attracted 4635 patrons across eight shows to the Gladstone Entertainment Convention Centre.

Thank you to everyone involved in the show who made it such a wonderful event, noting:

- 38 cast members (23 returning)
- 26 ensemble performers
- 41 rehearsals over 192 hours

Community musicals offer far more than just entertainment, they provide tangible economic value through local spending, volunteerism and improving our region's appeal as a great place to live, play and stay.

This program reflects our commitment to a resilient economy through Outcome 3.2 *Increased liveability and visitation to the region.*

Central to Defence

Central Queensland (CQ) is a future strategic hub for Australia's Defence Industry, and we are proud to have joined our neighbouring Council's as founding members of the *Central to Defence Working Group*. This working group was established to advocate and promote the strategic opportunities for Defence

manufacturing, logistics, operations, training and more in Central Queensland. The working group are actively collaborating to promote our region and highlight the unique opportunities and strategic advantages Central Queensland has to offer.

Learn more about Central to Defence at www.AdvanceRockhampton.com.au/Defence/Central-to-Defence

We proudly take on this opportunity to strengthen our economy and progress Outcome 3.1 *Support for the region's transition and role as a driver of economic growth* and subsequent Objectives.

National advocacy for our region

Following the announcement of the 2025 Federal Election, Council called on all political parties and their leaders to play their part in growing the Gladstone Region.

Our region is home to 65,000 people, supports almost 28,000 jobs, has an annual economic output of over \$20 billion, so, our message is simple - support the region that supports the national economy.

With an annual economic output of over \$20 billion, our message is simple – support the region that supports the national economy.

Council called for the Federal Government to:

- Provide immediate solutions to the housing crisis.
- Establish a permanent Royal Australian Navy (RAN) Base in Gladstone (Fleet Base North), as the primary home of the RAN's east-coast fleet.
- Provide \$170 million over the next three years to fund and meet current and future regional water supply and wastewater infrastructure needs.

- Provide \$3.4 million to secure approvals and complete detailed designs for the Harvey Road Sports and Events Precinct project to be construction investment ready.

Our advocacy efforts progress our commitment to Outcome 3.1 *Support for the region's transition and role as a driver of economic growth.*

Small Business Friendly

Council has been actively outworking its commitments in the Small Business Friendly Charter, signed in August 2024.

An action plan has been developed based on key focus areas identified by the local small business community through survey feedback and face to face conversations.

The first phase of this program will be delivered over the next 12 to 18 months as we activate the plan, ensuring meaningful impact is made for our local small businesses. Council will be:

- Strengthening connections between local businesses, Council decision-makers, and procurement.
- Enhancing small business visibility and capability through education on doing business with Council.
- Developing resources to improve business owners' access to support and information.
- Supporting small business resilience and recovery through proactive strategies.

This program enables progress in Objective 3.1.4 *Support the resilience of the region's existing industries including the micro and small-medium enterprise sector.*

Regional Enablers Program

Council has been working with CQUniversity and multiple other key stakeholders through involvement in the Enhancing Renewable Innovation in Regional Queensland Project, as part of the Regional Enablers Program (REP) in the Gladstone region.

This is an exciting three-year initiative, funded through Advance Queensland, and led by CQUniversity. The program aims to empower students and entrepreneurs with targeted programs, fostering a thriving innovation ecosystem, workforce development and career pathways—particularly in the renewable energy sector.

Four key program components focus on:

- Inspiring and developing emerging talent
- Encouraging collaboration and knowledge sharing
- Supporting local businesses and entrepreneurs; and
- Providing the opportunity for local innovators to attend the Cairns Tropical Innovation Festival.

Council's participation in this program reinforces our commitment to enhancing renewable innovation in the region, growing the future workforce, and supporting local businesses through strengthening connections.

We are proud to play our part in supporting the success of our region and a resilient economy through Objective 3.1.3 *Advocate for the advancement of the region's skill base with a focus on modern skills training and emerging industries.*

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

21

new apprentices and
trainees welcomed to
Council in Q3

3398

hours of training
undertaken in Q3

3/3

'Our People' initiatives
on track in Q3

50 +

compliments received from
the public in Q3

25%

of compliments received in
Q3 were for our Customer
Solutions team



What's been happening?

Council teams have been working to *look after our people so they look after you*, through a variety of programs, training and services.

Council is committed to developing employees by providing programs that improve skills, develop leadership, and support career advancement. By investing in our people's growth, we build a skilled and adaptable workforce, ready to deliver great results for our community.

Apprenticeships & Traineeships

January 20, 2025 marked the first day for our new cohort of apprentices and trainees (A&Ts). Receiving a warm welcome from the Member for Gladstone, the Minister of Department of Trade, Employment and Training (DTET) and Gladstone Regional Council Mayor, Councillors, CEO, General Managers and the workforce, they took their first step in building a career with Council. Our 21 new A&Ts will be based at facilities including Tondoon Botanic Gardens, Gladstone Entertainment Convention Centre, Philip Street Communities and Families Precinct, as well as various offices, depots, and rural transaction centres.

Council's A&T program supports progress of our Corporate Plan Objective 4.1.3. *Improve our employee capability, support and upskilling.*

Developing leadership at every level

This quarter, employees from across the business joined in eight fully booked leadership courses focusing on a shared vision and clear identity of what a great leader looks like at Council.

Each year a selection of half-day leadership courses are offered to all employees. With limited spaces on offer, it gives those with a desire to develop, the opportunity to build skills and knowledge in how to tackle common performance challenges.

Courses on offer this quarter included:

- Situational Leadership
- Art of Accountability
- Challenging Mindsets & Thinking Differently
- Leading Change
- Strengthening Resilience

"These courses help us in our day-to-day roles by providing tools and techniques that we can put into practice every day with our teams"

– Participating employee

This program supports progress of our Corporate Plan Objective 4.2.2 *Build leadership capabilities and define competencies and development pathways.*

Leader Certificate Program

The GRC Leader Certificate Program returned in February 2025, offering 13 current and emerging leaders the opportunity to develop critical leadership competencies. This program connects leadership development with Council's vision and identity of what a great leader looks like as defined in our Leadership Capability Framework.

Kicking off this quarter and continuing through to June 2025, these individuals will be building their skills and knowledge through a mix of workshops, self-led development, practical assessments, and coaching sessions.

This program supports progress of our Corporate Plan Objective 4.2.2 *Build leadership capabilities and define competencies and development pathways.*

Strategic Senior Leaders

Council's Senior Leadership Team (SLT) is committed to building stronger connections and working together to ensure they are working as a high-performing, effective team. By

applying the right skills, mindset, and tools, they're focused on tackling key business challenges together.

In March 2025, the SLT (Council Managers and Leads) came together over two days to build on this vision and collectively enhance their leadership impact.

Small cross-functional groups of around 4-6 leaders are now connecting monthly, tapping into the diverse views and experiences of the group to develop skills in-house, learn from each other's expertise and hold each other accountable in tackling business challenges. This program supports progress of our Corporate Plan Objective 4.2.2 *Build leadership capabilities and define competencies and development pathways*.

Managing challenging interactions

In response to an increase in aggressive customer behaviour, targeted training has been offered to our teams. The training covered how to deal with challenging interactions, responding to de-escalate and recovering from these types of situations. Delivered through our Employee Assistance Program on 27 March 2025, around 60 employees joined in, taking away the tools to handle challenging situations with professionalism and care.

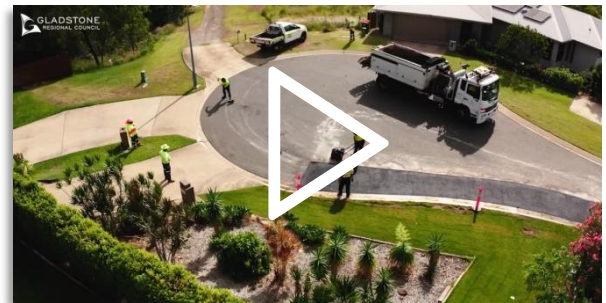
Thank you to all our customer who recognise that our people are community members too and for working with us through mutual respect and compassion.

This program supports progress of our Corporate Plan Objective 4.1.2 *Improve our wellbeing management including physical and mental health support*.

Our Roads Crews proudly playing their part

Everything we depend on as a society relies on transport. Without roads, the connections between people, ideas and opportunities simply would not exist.

So, Council wanted to take a moment to thank our Roads Crews for the critical work they do in looking after our local road networks. As part of our Embedding Constructive Culture Initiative, Leaders connected with the team to help give them a culture boost and pieced together a video to showcase and recognise the important work this team does.



Council's Roads Crews maintain over 1,000 kilometres of sealed roads, comparable to a trip from Gladstone to Cunnamulla, Queensland. Our Crews also manage an impressive 1,408 kilometres of unsealed roads, close to the distance between Gladstone and Sydney, New South Wales. Now that's a long haul - especially behind the wheel of a grader!

Servicing these roads are 108 dedicated people, working hard to keep our communities on the road. From your typical potholes and roadworks to stormwater drainage, maintenance works, capital works and critical support following major weather events and disasters. Our crews are experts at their craft, with skill, tenacity and an admirable spirit of community and mateship. Thank you to our Roads Crew!

This activity forms part of our Embedding Constructive Culture Initiative (page 34) which supports progress of our Corporate Plan Objective 4.2.5 *Further improve our employee experience*.

Making easier for our people to stay safe

This quarter, a Verification of Competency (VOC) program was launched, supporting the business to ensure operators of heavy machinery (yellow plant) are prepared to work safely. The launch of this program strengthens Council's commitment to protecting our people, the community, and the environment.

By setting a clear standard, the VOC program supports safe, consistent operations, reduces operational risks and gives residents greater confidence in how Council delivers essential services for the community.

This program supports the Making it easier for our people to stay safe Initiative (page 32) and Corporate Plan Outcome 4.1 *Our people return home safely.*



Compliments received

During this quarter over 50 compliments were received for our teams, including:

Shout out to

Arts and Entertainment!

"Mama Mia is the best musical I have ever seen!"

"I'm so impressed by the professionalism and talent"

"Mama Mia deserves to go on an official tour"

"Thank you to Gladstone's Arts and Entertainment for the Seniors Week events and efforts of organising it."

Shout out to

Customer Solutions!

"The customer service at the front counter is wonderful"

"They have real care in assisting customers"

"... I must say I am extremely impressed with your customer service team!"

"...other Councils could learn from GRC how to look after their customers"

Shout out to the

Parks Program Crews!

"We are always impressed with how clean and tidy and well maintained the park is."

"Every park and garden I have been to around Gladstone has been fantastic"

"Appreciation to the dedicated and efficient workers who look after the park."

"Thank you to the team taking care of the parks."

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

50%
progressed
50% target

\$59,073
spent of the \$107,076
budget

- | | | |
|---|--|---|
| <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 type="checkbox"/> We are making it easier for our people to stay safe following the kicked-off quick win improvements within our health and safety management system.</p> <p><input checked="" type="checkbox"/> We are actively managing competency to operate machinery safely, following commencement of our verification of competency program.</p> <p><input type="checkbox"/> 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><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 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 type="checkbox"/> 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>We've implemented tangible improvements to our health and safety management system and have empowered our people and leaders to stay safe.</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 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 checked="" type="checkbox"/> 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>It is easier for our people to plan and do their work safely and keep our people and community safer.</p> |
|---|--|---|

A Sponsor endorsed change has shifted completion of the Safety Management System launch into early quarter four, providing additional time to ensure the site is functional and accessible. The team are confident the initiative will be achieved by 30 June 2025.

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

60% progressed
60% 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 (see page 31).
 - 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.

Concern
to be delivered by
30 June 2025

60%
progressed
64% target

\$6375
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.
*Through assessment, three key packages of work have been prioritised.

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.

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.

Due to a high dependency on timing and receipt of submissions from the market, there is risk that one of the three key packages of work (prefabricated amenities for three sites) will be delayed. Additional support is being wrapped around this Initiative as we actively monitor and work to mitigate the risk, so the work can be completed by 30 June and the Initiative outcomes and benefits can be achieved.

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

565

plants and trees planted
in Q3

32

Administrative Action
Complaints resolved of the
44 received in Q3

44,734

records registered in our
central record keeping
system in Q3



What's been happening?

Council teams have been providing good stewardship based on a foundation of trust, cementing our drive to be an Accountable Council.

Responsible waste management

Council faces several challenges in delivering financially and environmentally sustainable waste services. These include an evolving regulatory environment, aging infrastructure, rising operational costs, and increasing risks from hazardous material, particularly the growing number of battery-related fires at our facilities.

These issues are common across the local government sector, and we are actively collaborating with neighbouring Councils to identify joint solutions. We are also actively advocating to other levels of government for increased backing through reasonable targets, regulatory support, and appropriate funding to ensure community value.

In March 2025, Council Officers facilitated a workshop with the Mayor and Councillors to explore current challenges, opportunities, and priorities in strategic waste management. The session provided the opportunity to ensure alignment on the direction of our waste program with community sentiment, through our elected members.

Outputs from this session helped shape a more targeted and responsive waste program, to ensure we stay focused on delivering high-impact outcomes.

This work reflects our commitment to being an Accountable Council through Outcome 5.2 *Finances are managed to ensure sustainability* and Outcome 5.3 *The environment is front of mind in what we do*. It also demonstrates our commitment to Delivering Value through Outcome 2.4 *The way we do business is continuously improving*.

Cyber protection

As part of ongoing efforts to strengthen Council's cyber resilience, all employees have played their part in improving our first line of defence against cyber threats through a successful organisation-wide password reset.

Compromised passwords remain one of the most common and preventable attack vectors in cyber incidents globally. Fortunately, password security is one of the few frontline defences fully within our control. By adopting strong, unique passwords and enabling multi-factor authentication we are better placed to protect our community's data.

Council's Information Community Technology (ICT) Team partnered with all employees across the business, providing practical guidance and support to help users adopt stronger password practices.

Stay cyber safe by remembering to:

- Frequently update your passwords
- Use a secure password manager
- Never click on a hyperlink in an unsolicited email or SMS
- Always enable multifactor authentication (MFA)

Additionally, employees reported 712 simulated phishing emails and 253 real potential threat emails, as part of our cyber defence.

This project supports an Accountable Council through Outcome 5.1 *Council has embedded risk management, transparency and accountability into what we do*.

Toad Busters at Tondoon

On 7 March 2025, 54 Calliope Scouts Volunteers and six volunteers from Conservation Volunteers Australia (CVA) caught an impressive 450 toads, weighing in at 50kg.

Toad Busters at Tondoon proved productive as local eco-warriors caught 450 toads, weighing in at a total of 50kg!

Facilitated by Conservation Volunteers Australia with the help of our local scouts, this Toad Busters event at Tondoon Botanic Gardens proved quite productive and a great opportunity to educate the community on the impacts toads pose to our environment. It also proves that no matter how young you are, we can all play our part in being eco-warriors!

This program supports our commitment to being an Accountable Council through Outcome 5.3 *The environment is front of mind in what we do.*

Tondoon's 'Ever-popular' Microgreens Community Educational Workshop

Since Tondoon commenced adult community educational workshops in September 2016, the most popular workshop has been our Microgreens workshop. It is consistently fully booked even as we increased capacity to facilitate larger numbers to meet community demand.

At our March 2025 workshop, participants had the opportunity to 'taste test' radish, broccoli, alfalfa, basil, rocket, and sunflower microgreens. A soil tray, seeds, and a custom premixed growth substrate were mixed by the Tondoon Botanic Gardens Team and provided to all to take home. All participants also received an information booklet created by the team to help them continue the good work from home.

24,000 seeds taken home for harvest to promote self-sufficiency and food security.

The Microgreens workshop falls under an important role through Botanic Gardens Conservation International (BGCI) for Botanic Gardens to play their part in addressing Food Security in their communities. Through this, we help address the Sustainable Development Goals set by the United Nations.

These workshops also promote self-sufficiency and foster community connections, which are critical elements in building resilience in times of disruptions due to environmental disasters our region's community can face at times.

Our team check back in with participants after the workshop to see how seeds sown at the workshop are developing and build connections with our community for lasting impact through this work.

These workshops help us to Connect Communities and be an Accountable Council, through Objective 5.3.3 *Partner with our communities and industries to promote sustainable environmental practices.*

Indian Myna bird trapping program

Indian Myna birds are an invasive species that threaten native wildlife by competing for food, nesting sites, and spreading disease.

This quarter, 318 Indian Myna birds have been removed from our environment through Council's community trapping program. This program supports our region to control the population of these pest birds and has resulted in the capture of 1359 Indian Myna birds since it began in April 2023.

Community members are encouraged to report sightings of Indian Myna birds through the Feral Scan app and discourage nesting on private property by limiting food availability and nesting areas. Community members can also hire traps and take advantage of the bounty program.



Learn more about feral and invasive animals on Council's website at:
www.gladstone.qld.gov.au/feral-animals

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	62% progressed 62% target	\$110,508 spent of the <i>fully funded budget</i>
<div><div><div></div></div><div>Energy audits across 20 Council facilities with the right equipment and methods to identify and prioritise energy savings will have commenced.</div></div> <div><div><div></div></div><div>Historical energy usage across 20 Council facilities has been reviewed so we can estimate, and measure future benefits of opportunities identified in the energy audits.</div></div> <div><div><div></div></div><div>Approximately 50 per cent of energy audits across 20 Council facilities have been complete in preparation to make recommendations on energy saving opportunities in the following year.</div></div>	<div><div><div></div></div><div>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.</div></div> <div><div><div></div></div><div>Installation methods will be decided for a solar array at the Gladstone Aquatic Centre*, one of Council's largest energy users.</div></div> <div><div><div></div></div><div>Installation of a solar array and instrumentation at the Gladstone Aquatic Centre* will be scheduled to ensure minimal impact to our people, operations and community.</div></div>	<div><div><div></div></div><div>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.</div></div> <div><div><div></div></div><div>The specialised nature of wastewater instrumentation and supplier availability has been considered in the purchasing of smart instrumentation.</div></div> <div><div><div></div></div><div>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.</div></div>

The solar array was originally planned to be delivered at one of Council's wastewater treatment plants however our electrical infrastructure was incompatible due to its size and age. It has been determined the solar array will now be installed at the Gladstone Aquatic Centre, one of Council's largest energy use sites. Installation planning for this site will soon start, with efforts to ensure minimal impact to our community and operations of the Aquatic Centre.





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