

2024/25 Operational Plan Quarter Four

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 fourth and final 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*.

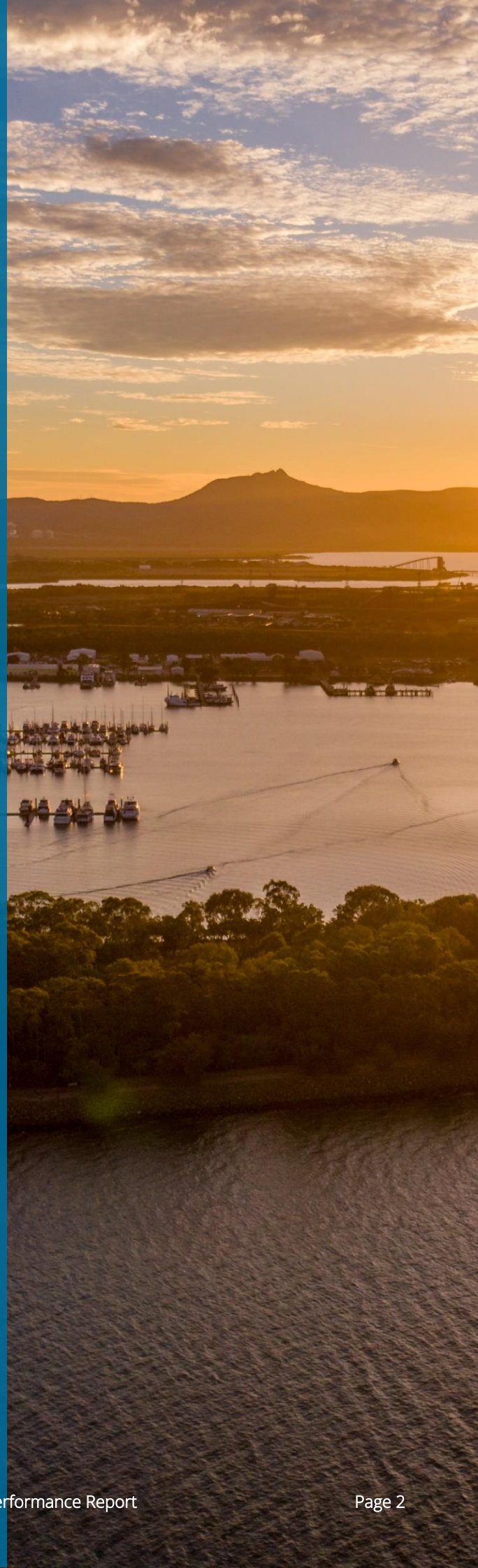
The theme for the 2024/25 year is '**Proudly Playing Our Part**'. This theme highlights the active role Council plays in serving and improving our region.

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 19 August 2025, General Meeting.



Contents

Welcome...	2
Initiatives On a Page...	4
Core Services On a Page...	5
Report Details...	6
Our Summary of Progress...	7
Connecting Communities...	8-15
Delivering Value...	16-23
Resilient Economy...	24-29
Our People...	30-37
Accountable Council...	38-44

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>

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 the outcomes of Council's initiatives and core services for 2024/25. Initiatives are priority projects being delivered to improve Council service delivery, community outcomes and deliver on promises made in the 2021-26 Corporate Plan and are reported as either:

- **Complete** – The intended value of this initiative has been achieved
- **In Progress** – Work is still in progress to achieve the intended value of the initiative

Our performance snapshot

The 2024/25 Operational Plan included eight Initiatives that allowed us to enhance value for our community and progress the goals of our 2021-26 Corporate Plan.

7 / 8
Initiatives completed

\$3,286,654
spent (94 per cent) of the \$3,511,378
Initiatives budget

Initiative status as of 30 June 2025:

- Making community facilities more accessible and inclusive
- Finalising the Planning Scheme review
- Strengthening community involvement in our decision making
- Optimising maintenance delivery
- Making it easier for our people to stay safe
- Embedding constructive culture
- Making employee facilities safer and more contemporary
- Towards Target Zero and a healthier environment

The Initiative extended from 2023/24 into 2024/25 has also now been completed:

- Future of fleet

Completion of this work allows us to transition to the final year of our 2021-26 Corporate Plan.

2021-26 Corporate Plan

✓ 2021/22
Operational
Plan & Budget

✓ 2022/23
Operational
Plan & Budget

✓ 2023/24
Operational
Plan & Budget

✓ 2024/25
Operational
Plan & Budget

Next: 2025/26
Operational
Plan & Budget

Adopted on 3 July 2025, the 2025/26 Operational Plan and Budget positions Council to *Proudly delivering results*, reflecting our commitment to achieving meaningful outcomes for our community through focused action, accountability and a shared sense of purpose. It sets clear priorities for our top operational improvements for the year.

Visit www.gladstone.qld.gov.au/budget to learn more about the 2025/26 Operational Plan & Budget.

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

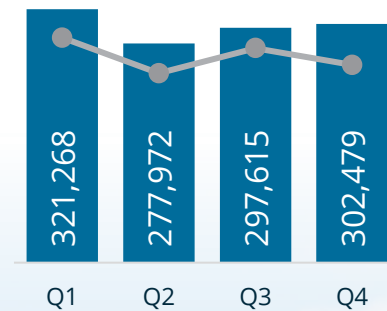
- 1.2.1 Create positive two-way empathetic engagement processes that provide Council with feedback which contributes to decisions and better partnerships.
- 1.2.2 Review the planning scheme alignment to community expectations and overall needs.



Service snapshot

1,199,334

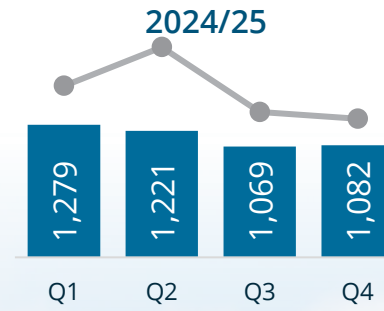
website visits in 2024/25



2023/24 | 2024/25

4651

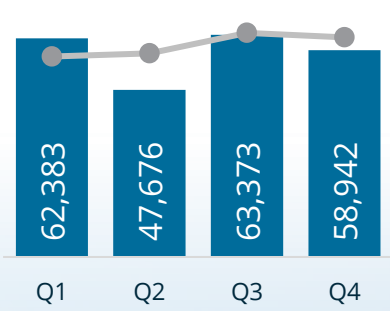
social media posts in
2024/25



2023/24 | 2024/25

232,374

library visits in 2024/25



2023/24 | 2024/25

50,365

views on Conversations
engagement platform
in 2024/25

2940

Home Library visits
in 2024/25

3/3

Connecting Communities
Initiatives

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!

reflect our diverse and vibrant community, bringing unique perspectives and capabilities to the region.

Learn more about our journey at www.gladstone.qld.gov.au/welcoming-cities

This work connects with Outcome 1.1 *Communities are well understood with programs and services designed to strengthen our region as we work to Connect Communities.*

Council welcomes accreditation

In 2019, Council joined the Welcoming Cities Network, alongside 89 local councils and governments across Australia and in May 2025 became one of only eight councils across Australia to proudly achieve accreditation as an Established Welcoming City.

An Established Welcoming City celebrates success in initiatives and policies that foster leadership in social and cultural inclusion. Accreditation provides councils with the opportunity to benchmark policies and practices, receive expert feedback, and continuously improve to become more inclusive and welcoming.

Council proudly earned accreditation with an outstanding score of 4.1 out of 5, with contributing factors including:

- ✓ Reconciliation Leadership: Our dedication through the Reconciliation Action Plan and the incredible efforts of First Nations Liaison Officer, the RAP Committee, and RAP Reference Group set us apart.
- ✓ Strategic Community Development: Our strengths-based approach drives sustainable, inclusive growth by aligning resources and encouraging active community participation.
- ✓ Inclusive Disaster Preparedness: Our open engagement with all stakeholders ensures we draw on local knowledge and deliver culturally appropriate solutions during emergencies.
- ✓ Inclusive Workforce Development: We continue to attract skilled workers who

Celebrating our RAP Reference Group

During National Reconciliation Week, we took a moment to acknowledge our Reconciliation Action Plan (RAP) Reference Group. Their purpose is to inform the wider Gladstone Region community of the RAP actions and work we're doing in the First Nations space. They also provide us with strategic advice on the views, needs and interests of First Nations people in our region. The RAP Reference group is a volunteer group made up members of our community and Council staff.

Find out what reconciliation means to our RAP group on LinkedIn at www.shorturl.at/75qw4

Moonlight Movies: Youth in Action

Council's pilot *Eventsters* program set out to empower young people to design and deliver real community events. Its aim: build practical skills, leadership, and confidence while fostering youth engagement.

The first project, Moonlight Movies, saw Tannum Sands State High School students transform Bray Park into an outdoor cinema with family-friendly activities, including an Easter Egg Hunt. More than 400 locals enjoyed a night under the stars, celebrating youth-led creativity and community connection.

Delivering the event tested the team's skills in planning, logistics, marketing, public speaking, and on-the-day coordination. When rain forced the Easter Hunt to be cancelled, the students

faced a real-world challenge – how to adapt and maintain community value. This hands-on experience developed transferable skills in event management, communication, and problem-solving, showing the value of giving youth the reins.

Students turned a setback into a positive, donating 1,000 Easter Eggs to Foundations Care Foster Families. The pilot achieved its goal, to build youth confidence and leadership, fostering social connection, and demonstrating that investing in young people creates real community benefits. Moonlight Movies now sets the stage for the next *Eventsters* project with Calliope High School in September 2025.

This program connects with Outcome 1.1 *Communities are well understood with programs and services designed to strengthen our region.*



What the community are saying about Council services?

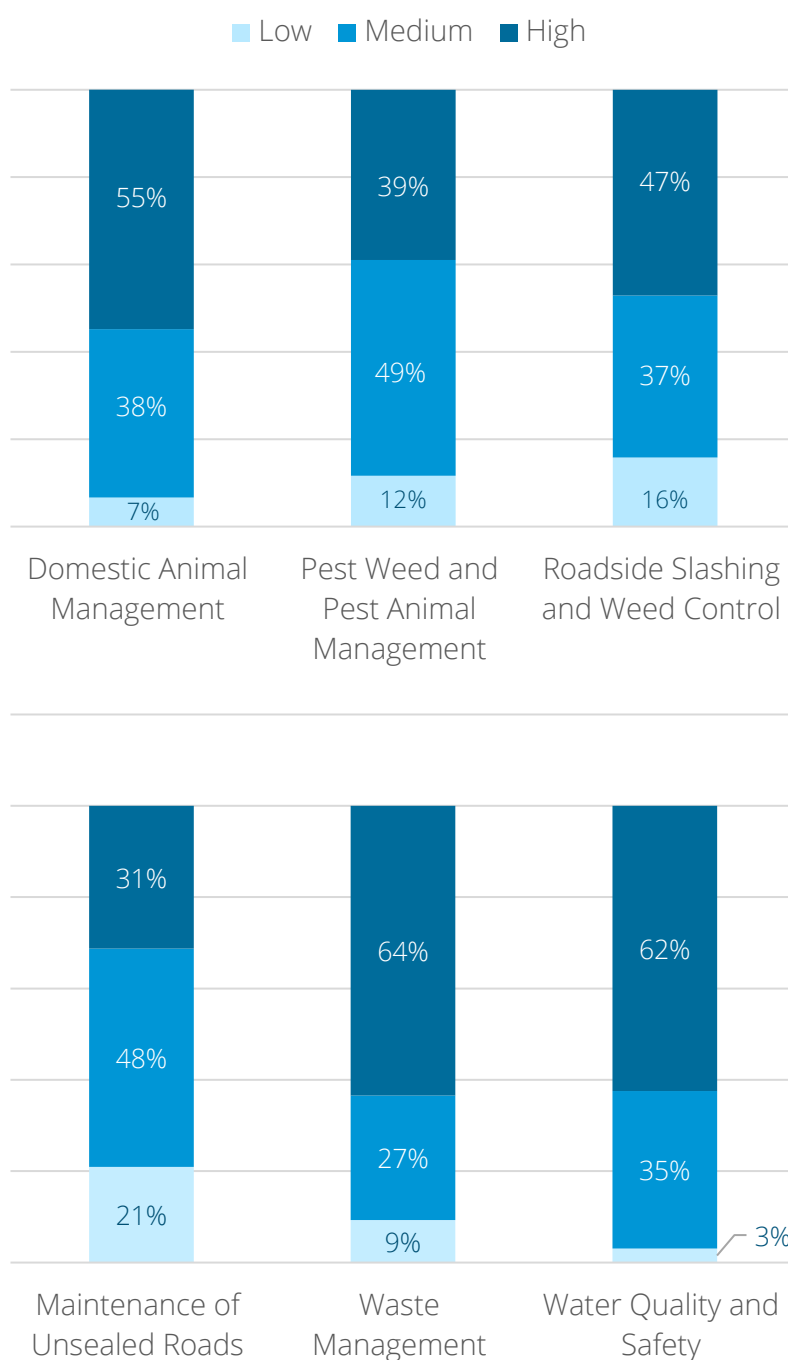
At Gladstone Regional Council, we focus on understanding and meeting community needs by engaging with residents through forums and surveys.

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. Note the below reflects a selection of services, not a response based on all services.

According to our customers, how well does Council perform on:

- **Domestic Animal Management:** 55 per cent of ratings were in the high range
- **Pest Weed and Pest Animal Management:** 39 per cent of ratings were in the high range
- **Roadside Slashing and Weed Control:** 47 per cent of ratings were in the high range
- **Maintenance of Unsealed Roads:** 31 per cent of ratings were in the high range
- **Waste Management:** 63 per cent of ratings were in the high range
- **Water Quality and Safety:** 62 per cent of ratings were in the high range

Customer perception of performance



Total number of responses: 1781

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.

Complete
by 30 June 2025

100%
value achieved

\$234,134
spent of the
\$200,000 budget

Outcomes

- ✓ Check accessibility levels for places you visit, before heading out
- ✓ Safer, more inclusive features for those with limited mobility
- ✓ Increased opportunity to fully participate when visiting community facilities and public places
- ✓ Commitment to more change

Community members can now enjoy a range of accessible features across Council facilities, including:

- Easier movement around Lions Park, Boyne Island with new concrete paths linking accessible toilets, a BBQ, and a picnic shelter with wheelchair-friendly seating.
- Safer and smoother access at Wyndham Park, Boyne Island from the carpark to a picnic shelter, with a new kerb ramp, closer persons with disabilities (PWD) parking, and level connections for wheelchairs and prams.
- Dedicated accessible parking at Boyne Tannum Community Centre near the Heron Room and Castletower building, making it easier for everyone to attend events and activities.
- New push-button beach showers installed at Tom Jeffrey Park, Agnes Water, Air Sea Rescue Park and Endeavour Park, 1770, making it easier

for people with mobility needs to rinse off after visiting the beach.

- Easier parking and entry at the Gladstone Aquatic Centre, through a simple re-design for those with limited mobility.

With a prioritised list of enhancements extending through to 2027, we are ensuring investments target the right improvements at the right time for our community. The final Facilities Hierarchy and Accessibility Standards also ensures future upgrades and investments are designed with inclusivity at their core.

Savings from another capital project allowed us to deliver

What's next

Council will continue delivering priority improvements to enhance accessibility across community facilities, by removing barriers and offering safer, more welcoming spaces. Through this process we encourage greater participation and connection within the community.

Learn more about our commitment to accessibility and inclusion at www.gladstone.qld.gov.au/access-inclusion

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.

Completed
by 30 June 2025

100%
progressed

\$24,637
spent of the \$34,700
budget

Outcomes

- ✓ 233 community members engaged
- ✓ Easier ways to have your say through the upgraded Conversations website
- ✓ Local forums held regularly, regionally
- ✓ Direct input into Council decisions
- ✓ Feedback is making a real difference
- ✓ Ongoing improvements to how Council listens and responds to the community

A major upgrade to Council's community engagement website, *Conversations*, has transformed the way our community can interact with Council. With a clearer layout, easier navigation, and more accessible information, the refreshed platform enables residents to quickly find, understand, and engage with Council projects, services and initiatives.

Sixteen community forums were delivered across the region, providing regular and structured opportunities for residents to engage directly with Council. Forums held in places like Miriam Vale, Lowmead, Gladstone and Builyan allowed locals to discuss matters important to their communities and influence decision-making more effectively.

Initial evaluations of the forums identified what's working well and where we can improve, including how we schedule,

prepare topics and close the loop on outcomes. These learnings are being embedded into future forum planning to ensure the process continues to evolve in line with community expectations.

Council is already seeing stronger alignment between community priorities and Council outcomes. With the Community Participation Model now in place and being continuously improved, engagement is becoming a more natural and consistent part of how we work together with the community.

What's next

Council will continue to refine the Community Participation Model by applying feedback from recent forums. This will improve how we schedule, communicate and respond, ensuring ongoing, meaningful community involvement in decisions that matter.

Learn more and find upcoming forum details at www.gladstone.qld.gov.au/conversations



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

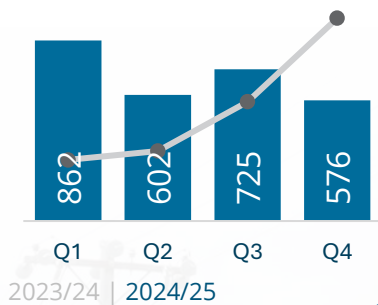
- 2.4.1 Embedded a continuous improvement culture focusing on creating value, reducing waste, and improving efficiency.
- 2.4.2 Embedded Asset and Service Management across the business.
- 2.4.3 Implement technology enhancements and digital capabilities to support the improvement of service delivery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



Service snapshot

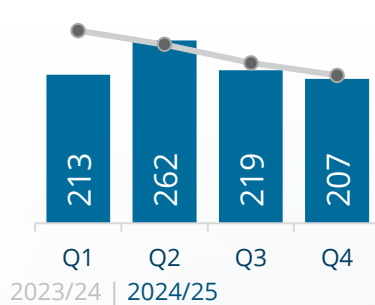
53

potholes repaired on average/week in 2024/25



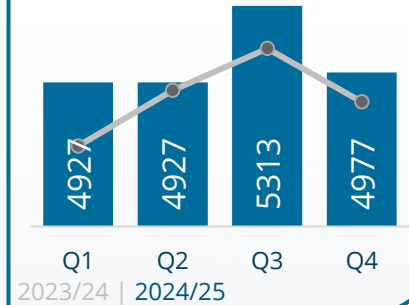
216L

average daily water use per person in 2024/25



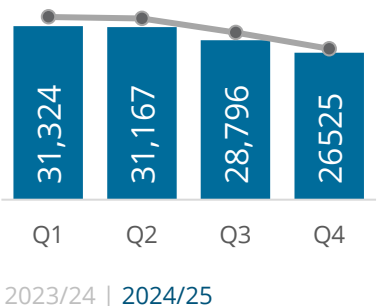
20,144

tonnes of waste collected kerbside in 2024/25



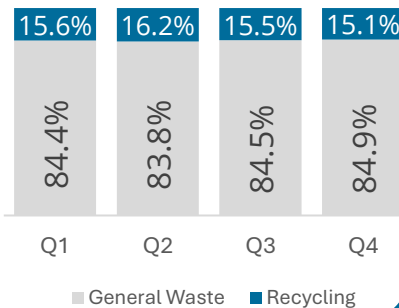
117,812

Customer Solutions interactions in 2024/25



15.6%

of collected kerbside waste was recycling in 2024/25



517

community park bookings in 2024/25

7630

ICT service requests in 2024/25 (7613 in 23/24)

1477

signs replaced or maintained in 2024/25

85%

Contact Centre calls resolved at first point of call in 2024/25

1/1

Delivering Value Initiatives completed

What's been happening?

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

P2P Go Live!

This quarter, we successfully delivered a major improvement to our Procure to Pay (P2P) process in just 12 weeks – a transformation that typically takes up to 18 months.

Whilst it has been a challenging program, and significant change to the business, we streamlined key modules in our back-end systems to better support the full supply chain lifecycle.



These enhancements are making the process smoother for our people and our customers, with benefits such as:

- Improved cost control and budgeting
- Over time, will reduce errors, manual handling
- Enhanced compliance and audit readiness
- Streamlined operations through automation for accounts payable
- Visibility of Invoicing including workflows.

This improvement strengthens our procurement capability and positions us to better serve our community with greater efficiency and transparency. Over the next 12 months we will continue to build and refine this process to maximise the benefits of this work.

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

Bin there, done that But are we recycling right?

Recycling is part of everyday life in our region. Most households have access to yellow-lid bins and want to do the right thing but with

packaging frequently changing and rules varying, it's not always easy to know what can and can't be recycled.

This uncertainty has led to ongoing contamination in recycling bins, with household items placed in the recycling bin including hazards like batteries, vapes and bagged recyclables. As a result, more waste ends up in our landfill, increasing environmental impact and processing costs. Regional recycling rates have remained around 15 per cent across the year, with limited improvement, highlighting the need for great guidance.

This quarter, Council's Waste Education team set to make recycling simpler through the distribution of 22,500 waterproof, UV-resistant bin stickers to households across the region.

Supported by the Queensland Government's Recycling and Jobs Fund, these stickers provide clear, easy-to-follow guidance and serve as a long-term reminder of correct recycling practices - helping residents make informed choices about recycling, waste diversion and resource recovery every day. A region-wide communications campaign supported the program, using radio, print media, social media, billboards, and community engagement activities to encourage the community to recycle.



Residents now have a practical tool to support everyday recycling decisions.

Early feedback shows increased confidence and reduced confusion, contributing to:

- Easier recycling choices
- Reduced contamination
- Increased recycling rates
- Enhanced waste management sustainability

Learn more about how to manage your waste well at www.gladstone.qld.gov.au/waste

This project reflects our commitment to Delivering Value through Outcome 2.4 *The way we do business is continuously improving* and Accountable Council, Outcome 5.3 *The environment is front of mind in what we do*.

Amped about our SAMP

Did you know that Council owns, manages, operates and maintains nearly three billion dollars' worth of assets for our community? That's around fifty thousand dollars for every person in the Gladstone region, including those who are pre-pocket money age!

Have you ever wondered:

- What goes into managing an asset portfolio of this size?
- How do we ensure our communities have the assets they need to enjoy the services they value?
- How we keep an eye on the ripple effects of today's decisions, to stay sustainable for the next generations to come?

This is where our Strategic Asset Management Plan (SAMP) 2025-29 comes in. This plan set's us up to make smart decisions around our asset management so we can sustainably deliver services to our community.

It explores important topics like:

- What assets do we have, and what do we do with them for our community?
- How do our asset management strategies align with our overall corporate strategies?
- What does the lifecycle of our assets look like, and how are we planning for this?

With a clear view of our asset management objectives and a strong commitment to achieving them, we're paving the way for improvements such as:

- Works Management | Harnessing technology to increase planned maintenance and reduce reactive maintenance, while capturing better information for planning and decision making
- Service Planning | Understanding the levels of service we want to provide to our community, and what we need to do to get there
- Updated Asset Management Plans | Diving into the details of asset management for each specific asset class
- Project Lifecycle Management | Streamlining our processes for investment decisions and enhancing project management through technology
- Strategic Asset Management | Improving analytical oversight of our asset portfolio and our capacity to plan and model, using a central source of truth

Looking forward, much of this work will underpin the success of our 2025/26 Initiative, Improving Customer Experience as we close out our commitment to Delivering Value through Outcome 2.1 *Asset management is smart, effective and efficient*.

Footbridges reopen for use

The Turtleway Cycle Path is a much-loved 18km route connecting parks, playgrounds, and natural spaces across Boyne Island and Tannum Sands. It's a popular track for walkers, cyclists, and families, offering a safe and scenic way to stay active and connected.

Two key pedestrian bridges along the Turtleway recently reached the end of their serviceable life, no longer meeting modern accessibility standards and becoming costly to maintain.

As part of Council's 2024/25 Capital Works Program, with funding from the Australian Government's Local Roads and Community Infrastructure (LRCI) Program, both bridges were replaced with new, accessible designs.

The bridges were constructed with Fibre Reinforced Polymer (FRP), a lightweight, durable material that's resistant to corrosion, termites, and acid sulphate soils. This makes them ideal for the riverside environment, reduces long-term maintenance needs and increases longevity of the asset.

We thank the community for their patience during the works, taking alternative routes and safely using detours while we finished this important work. We were pleased to see:

- Stirling Park bridge reopened in May 2025
- Canoe Point bridge reopened in July 2025

Completion of these works, support our commitment to Delivering Value for our community.



Pipes, Plans, and Progress

Agnes Water and Seventeen Seventy are growing coastal communities with increasing demand for reliable water and sewerage services. As more people choose to live, visit, and invest in the area, it's essential that our infrastructure keeps pace, ensuring safe, sustainable services for everyone.

Until recently, Council was relying on hydraulic models that were over a decade old to manage water and sewerage networks. These outdated models made it harder to accurately assess current performance or plan for future needs.

Council has now completed a major network planning project, delivering updated and validated hydraulic models for both water supply and sewerage systems in Agnes Water and Seventeen Seventy. These models give us a clear picture of how the networks are performing and where upgrades are required to meet community needs through to 2046 and beyond.

The planning identifies future improvements to:

- Water mains
- Sewerage pump stations
- Drinking water reservoirs
- Sewerage rising mains
- Emergency storage structures in the sewer network

This work was delivered as part of Council's strategic infrastructure planning and enables more informed decisions on how we can best allocate resources to ensure reliable, efficient, sustainable and compliant network performance across both water and sewerage network assets.

This supports progress toward Delivering Value through Outcome 2.1 *Asset management is smart, effective and efficient.*

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.

Completed
by 30 June 2025

100%
milestones achieved

\$2,138,919
spent of the \$2,137,002
budget

Outcomes

- ✓ Faster, more reliable maintenance services
- ✓ Fewer unexpected disruptions in your area
- ✓ Better value for your rates
- ✓ Smarter use of Council resources and budgets
- ✓ Improved quality of services for our parks, water, and wastewater services
- ✓ More rigour in how maintenance is planned

Council has successfully transformed how it maintains community assets, delivering more reliable services with fewer disruptions. By overhauling planning, budgeting, and delivery processes, smarter, faster, and more cost-effective maintenance has been enabled.

Enhanced technology now offers clearer insights into labour and asset costs. A centralised asset register, now fully operational and actively maintained, links maintenance activities with long-term asset performance. This means Council can track what's working, what's not, and make better decisions for the future.

New software and streamlined processes are already in use across Parks, Water, and Wastewater teams. These tools help crews plan, record, and complete maintenance tasks more efficiently.

Procurement and payment systems have also been upgraded, introducing automation that strengthens supplier relationships and is streamlining administrative activities.

With centralised maintenance beginning to be embedded across all operational teams, Council is better equipped to manage assets proactively.

What's next

Completion of this three-year program of work marks the end of our organisation's transformation journey. As we focus on improving customer experience in 2025/26, benefits of the program will continue being built on and embedded, to ensure affordable and effective maintenance works programs are consistently delivered, using the right information at the right time to effectively prioritise, plan, and pay for maintenance.

Learn more about our plan to improve customer experience in the 2025/26 Operational Plan and Budget at www.gladstone.qld.gov.au/plans-reports

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.

Completed
by 30 June 2025

100%
milestones achieved

\$54,958
spent of the \$150,000
budget

Outcomes

- ✓ New GPS-enabled Fleet System now live across our vehicles
- ✓ Employee feedback shaped system design and data use standards
- ✓ Privacy and data protections fully assessed and implemented
- ✓ Our people trained and supported through change management
- ✓ System already improving safety, efficiency, and decision-making

Council's new Fleet Management System is live, marking a major milestone in how we manage our light vehicle fleet. The outcomes of this work enable improved operational efficiency, employee safety, and more effective use of Council resources.

Meaningful engagement with our people shaped every step of this initiative. Through consultation, we identified key concerns and opportunities, allowing us to refine the system selection, design, and approach that meets the needs of both our people and our operations. We took our time to listen, respond and action feedback so that we got it right and so our people felt informed and supported.

A qualified contractor was engaged following a targeted procurement process. Together, we developed and implemented a fleet-wide installation plan, progressing GPS installation across our light vehicles

with minimal disruption to operations. The system now provides accurate, real-time data to support safe, efficient fleet use.

Hands-on training, system testing, and change management supported our transition. An updated Corporate Standard offering clear guidance aligns with the new system and a planned rollout has prepared us for the system to be fully operational in 2025/26.

It's now easier for our people to book vehicles and understand conditions of use of data. Additionally, Council is now equipped with the tools and data to make informed decisions, reduce operational risk, enhance community value and improve safety.

By listening, adapting, and acting transparently, we've delivered a system that adds long-term value for our people and the community we serve.

While we strengthened our data governance, we delayed getting access to system data and avoided unnecessary subscription costs, resulting in saving of about 63 per cent of the total budget.

What's next

Now we are live, works will begin on fleet optimisation by looking at our data to understand how we can improve vehicle utilisation, reduce costs, and minimise environmental impact. This data-driven approach will support smarter decisions that increase efficiency and sustainability across our operations.



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.



Service snapshot

112,118

attendees at our Gladstone
Entertainment Convention
Centre (GECC) in 2024/25

83

major economic
development industry
engagements in 2024/25

\$34.02M

in external funding
secured in 2024/25

47+

key project and
proponent engagements
in 2024/25



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.

Tiny Tourism Town Award

Our very own Seventeen Seventy took out the Queensland Top Tiny Tourism Town 2025 Award this quarter! Awarded by Queensland Tourism Industry Council, our whole region celebrates this beautiful town that blends history, coastal beauty and adventure. Tourists are encouraged to explore serene beaches, abundant mangroves, and reef-bound waters in one of the best spots in Queensland to watch an east coast ocean sunset.

Thanks goes to Gladstone Area Promotion and Development Limited (GAPDL) for their efforts in driving tourism and visitation across our region.

Thanks also goes to our residents of Seventeen Seventy, who play an important part in why this tiny town shines as a top coastal destination.

This award highlights our success in liveability and visitation across our region, a commitment in Outcome 3.2 *Increased liveability and visitation to the region* of the Corporate Plan.

Learn more about the awards at www.qtic.com.au/top-tourism-town-awards

Details in the data

As the Gladstone Region grows, reliable data is key to planning for housing, jobs, services, and community wellbeing. To help more people access and apply this data, Council hosted tailored training sessions in May 2025 to support use of our demographic portal including our:

- Regional Economic Profile
- Regional Community Profile

A free public session welcomed local business owners and community leaders. Participants learned how to use regional data to support grant applications, project planning, and local initiatives.

Two separate internal sessions held for employees, offered targeted focus on:

- Community & Forecast Profiles – population, housing, and demographic trends
- Economy, Tourism & Infrastructure and Services Impact Mode (ISIM) – business insights and infrastructure impact modelling

34

attendees over the two days join free training on regional demographics

These sessions have strengthened our region's ability to make data-driven, community-focused decisions. For residents, it means better-informed projects and funding opportunities. For Council, it means smarter planning and services that reflect the region's evolving needs.

Learn more about our region's demographics at www.gladstone.qld.gov.au/demographics

This training enables progress in economic resilience through Outcome 3.1 *Support for the region's transition and role as a driver of economic growth*.

Record Funds Raised at 2025 Santos GLNG Mayor's Charity Ball

The 2025 Santos GLNG Mayor's Charity Ball was celebrated with 454 in attendance and funds raised as a record-breaking \$147,529.64, with generous contributions supporting three local organisations:

Communities of Gladstone Supporting Youth, Tannum Sands Surf Life Saving Club, and the Zonta Club of Gladstone. Each group will receive over \$49,000 to continue delivering vital programs that support youth, safety, and women in the Gladstone Region. The success of this year's event highlights the strong community spirit and generosity within the region, with thanks to major sponsor Santos GLNG and the dedicated team behind the event.

Easter in Gladstone

Gladstone was bouncing with energy for Easter in 2025, as the region's destination event of the year brought together locals and visitors for a vibrant celebration of community spirit and culture.

Held from 17 to 21 April 2025, the long weekend was packed with iconic events, including:

- The 77th Brisbane to Gladstone Yacht Race
- Line Crossing Party
- The 63rd Gladstone Harbour Festival
- An all-ages Fun Run (3km and 10km)
- Raft Regatta

- Yachtsman's Long Lunch
- Live music at Gladstone Yacht Club
- McCosker Harbour Festival Vehicle Parade
- McCosker Gladstone Speedway Harbour City Classic
- Seafood Festival
- Harbour Cruise Brunch
- Sound Sanctuary at the Village
- Fireworks displays
- Free shuttle buses
- And more!

Whether you were cheering on yachts, dancing by the harbour, or enjoying local seafood, Easter in Gladstone 2025 was a celebration to remember.

Learn more about these events and stay tuned for Easter in Gladstone 2026 at www.gladstone.qld.gov.au/Easter

Easter in Gladstone supports our commitment to a resilient economy through Outcome 3.2 *Increased liveability and visitation to the region*



CQ steps forward as a strategic defence hub

Central Queensland (CQ) is making strong progress in its efforts to become a key location for Defence and defence industry investment. We've been collaborating closely with Livingstone Shire Council, Rockhampton Regional Council, and Regional Development Australia (RDA) Central and Western Queensland as part of Central to Defence Working Group, to actively promote our position.

Together, we are leading Central to Defence, which aims to showcase the CQ's strengths and attract new opportunities for Defence-related activity. Our diverse CQ region, offers a unique combination of assets that make it ideal for Defence operations, including:

- A strategic geographic location
- Deep-water ports
- Versatile airports
- World-class military training facilities
- Strong infrastructure

To support this vision, the Queensland Government has committed \$1 million to develop a detailed business case for a Defence Industry Precinct in the region. This funding will help build a strong foundation for future investment and growth.

While the CQ has much to offer, national awareness of our region's capabilities remains limited. That's why the Central to Defence Working Group is actively promoting the region at major events such as the Australian Industry Defence Network (AIDN) Conference, and through participation in international training exercises like 7th Brigade WarFighter and Talisman Sabre 2025.

Leading consultancy Deloitte Touche Tohmatsu has been appointed to develop the business case, using the Central to Defence prospectus to advocate for increased Defence activity, highlight supply chain opportunities, and encourage investment in local infrastructure.

We are proud to be working together to put CQ on the map. The region is ready to play a bigger role in supporting Australia's Defence capabilities and we invite Defence and industry stakeholders to explore the opportunities available right here in our backyard.

Learn more about Central to Defence at www.gladstone.qld.gov.au/central-defence

This work supports progress in Outcome 3.1 *Support for the region's transition and role as a driver of economic growth.*





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

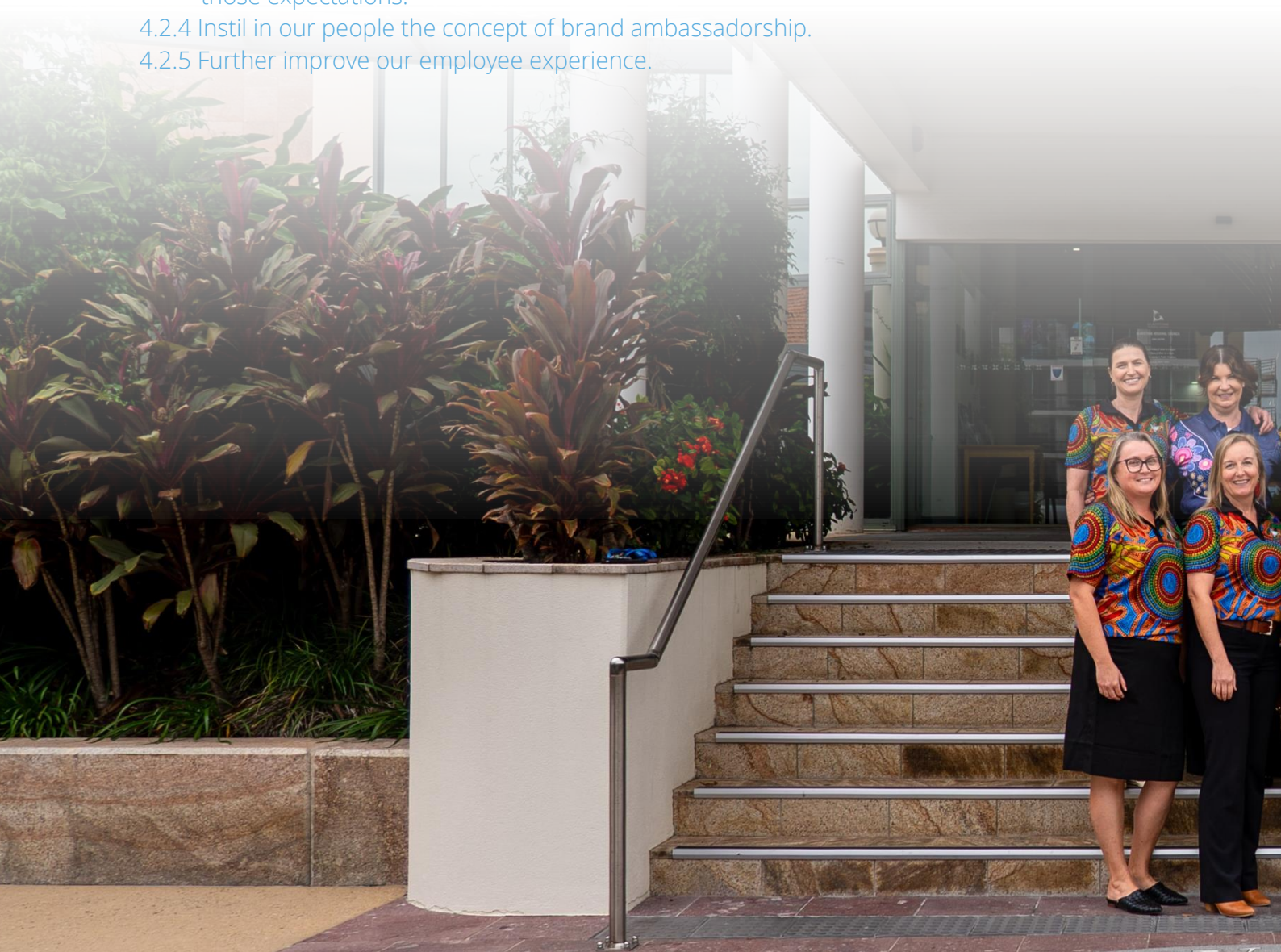
4.2.1 Enable collaborative workplaces and contemporary work practices.

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.



Service snapshot

205

compliments received from
the public in 2024/25

2/3

'Our People' initiatives
completed



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.

Every community begins with a vision.

In our third and final video in our Proudly Playing Your Part video series, we hear about how our Development Services team work to guide and shape the future of this incredible region we're proud to call home.

From navigating complex government and private development projects to working with homeowners wanting to build or renovate their dream properties, we have a team of people dedicated to their profession who take great pride in delivering a quality service.

Their work is multi-layered and sometimes challenging, often requiring them to put many intricate puzzle pieces together to make sure Council, our communities and our customers can achieve the right outcomes.

Click on the image below, to view the video:



Celebration of our Development Services teams form part of our Embedding Constructure Culture Initiative (page 32) which supports progress of our Corporate Plan Objective 4.2.5 *Further improve our employee experience.*

Careers Expo

Gladstone Regional Council was proud to once again partner with Communities of Gladstone Supporting Youth Inc (COGSY) to host the annual Careers Expo at the Gladstone Entertainment & Convention Centre on 13 May 2025. COGSY's mission to empower youth aligns with Council's commitment to supporting pathways into employment and lifelong learning.

Around 1000 students from high schools across the region were invited to attend to gain valuable insights into career and education opportunities for students in Years 10–12. The Expo provided a hands-on platform for young people to explore future pathways and connect with professionals across industries.

At the expo, Council promoted the 2026 Apprentice and Trainee Program, with support from current apprentices and trainees across teams including Biosecurity, GECC, GRAGM, Environment & Conservation, and more. Their conversations with students helped showcase real career journeys and inspire future applicants.

Each year, we are eager to join this event, supporting our people who are proud to work for Council (Outcome 4.2)

Insourcing of Cleaning Services

Council is bringing cleaning services back in-house in 2025/26 to enhance our service delivery and further align our operations to our values and strategic goals – to deliver value and improve our facilities and amenities for our people and our communities.

This move has created local jobs and allowed Council to directly oversee service quality across its facilities. Despite a tight timeline, teams worked together in the final months of 2024/25 to ensure a smooth transition, showing strong collaboration and their dedication to efficient community service. Thank you to all those involved in the process.



Compliments Received

During this quarter, our teams received over 60 compliments, bringing the financial year total to 205 compliments received. Compliments received this quarter included:

Shout out to

Customer Solutions!

"Customer Solutions Officer was so polite & helpful- Thank you!"

"...Thank you for the polite call and the manner in which you spoke to me."

"I wish to congratulate Council as they have professional & efficient service."

"...Always extremely helpful & a pleasure to deal with – a true asset to the Council team."

Shout out to

Community and Lifestyle!

"A huge shout out to the Gladstone Regional Council and their regional arts development fund which is a partnership between the Queensland Government and GRC to support local arts and culture in regional Queensland."

Shout out to

Development Services!

"Thank you to all the council staff who ensure that everything is legal, safe and compliant. But most importantly, do so in a respectful and helpful manner."

"...Very happy with the way the employee was presented and how they helped while onsite."

Shout out to the

Parks Program Crews!

"Just wanted to congratulate Council on how well they keep the parklands in Gladstone."

"A heartfelt thank you to the Gladstone Regional Council for actioning my feedback in regard to the gardens & lawns... It looks great now and walkways are cleared."

"A big thank you to the Council for supporting and guiding us in the new tree plantings. The trees are thriving!"

"The parklands and facilities are lovely and very well maintained."

"Compliments to the Parks Team for going the extra mile..."

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.

Complete
by 30 June 2025

100%
achieved

\$89,903
spent of the \$107,076
budget

Outcomes

- ✓ Easier access to safety tools and information
- ✓ Improving investigation and prevention of incidents
- ✓ More engaged safety representatives and safety leadership across the business
- ✓ Ongoing improvements that keep safety simple

It's now easier for employees to access safety information and tools, with the launch of our streamlined health and safety management system. Quick-win improvements have already been rolled out, and ongoing enhancements are in place to ensure the system stays effective and relevant.

Our people are now better equipped to identify and manage risks, thanks to practical tools, clear processes, and targeted training. Health and Safety Representatives are more engaged and actively contribute to decision-making. Incident investigations are more effective, leading to fewer repeat incidents and stronger compliance.

A new verification of competency program ensures that only trained individuals operate machinery, reducing risk and improving confidence.

Leadership's commitment to safety has been reinforced, and employees feel more supported and empowered to work safely.

The initiative came in under budget as the dedicated resource was in place for a shorter period than originally planned. Despite this, the initiative was completed in full with the intended value achieved.

What's next?

Looking forward into 2025/26, accountability to safety will underpin our priority initiative, Improving Customer Experience.

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.

Completed
by 30 June 2025

100%
achieved

This initiative was delivered
with internal resources.

Outcomes

- ✓ Increased visibility and recognition of employee contributions
- ✓ Roadblocks removed to empower teams and improve collaboration
- ✓ Constructive culture embedded across key initiatives and teams

Teams now experience stronger support and clearer guidance on the behaviours that define our ideal culture. By increasing access to leaders and actively removing roadblocks for teams in focus, employees feel more empowered to collaborate, innovate, and deliver outcomes for the Gladstone Region.

Constructive culture was also embedded to ensure sustained benefits, in initiatives:

- Optimising Maintenance Delivery
- Making Employee Facilities Safer and More Contemporary
- Making It Easier for Our People to Stay Safe.

As a result, we can better see how culture drives performance, engagement and a safer, more supportive workplace.

Improved systems and internal communications have made it easier for employees to contribute to decision-making and understand the tools and support available to them. Regular sharing of success

stories have helped teams see the value of their work and the positive impact they have on our community.

Support provided throughout the year has helped teams better understand and apply constructive behaviours in their day-to-day work. This has made it easier for select areas to solve problems together, feel more supported, and work productively to deliver results for the community. We've seen positive changes in how teams interact, approach challenges, showing that our focus on embedding constructive culture is making a real difference.

What's next?

In 2025/26, we'll continue moving toward our ideal constructive culture and support how we work together and deliver for our community. As part of this, we will introduce ways to make our culture more relatable and easier to connect with. This work will underpin our broader efforts to improve customer experience and ensure our people are supported to lead and contribute in constructive, consistent ways.

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.

In Progress
at 30 June 2025

71%
progressed

\$596,610
spent of the \$640,000
budget

Outcomes

- ✓ Safer, more comfortable facilities
- ✓ Employee input shaping investment decisions
- ✓ 2/3 priority upgrades completed
- ✓ Clear roadmap for future improvements

We've progressed on our commitment to provide safe, compliant, and contemporary facilities that support our people to do their best work. Improvements were guided by direct engagement with employees and leaders across Council sites, ensuring diverse perspectives and safety needs were considered.

Two of the three scheduled major upgrades for 2024/25 have been completed:

- ✓ New amenities at Tannum Sands Parks Depot
- ✓ Refreshed amenities and crib room at Calliope Depot

In the final quarter, it was identified that we could realise greater value by delaying the final package of work and aligning it more closely with future planned works. Rather than moving forward with the prefabricated amenities for three sites, a conscious decision was made to move this work out into 2025/26. Due to the condition of the related assets and other planned work, the scope of this final piece – prefabricated amenities for three sites – may be absorbed into larger facility upgrades.

Due to the changes in the project, there was a surplus in the initiative. Knowing this, and a separate emerging need for office upgrades in

Gladstone due to changes in office spaces, this budget supplemented the additional site upgrade which has allowed for increased capacity, while creating a more contemporary space that is also conducive to productivity.

Employees at the two completed priority sites are starting to experience the benefits of enhanced safety, greater comfort, and improved productivity. While employees at the additional site are expected to feel the benefits of that upgrade by early August 2025.

While three key packages of work were prioritised, some small-scale improvements were also rolled out like replacement of furniture that was no longer fit for purpose.

This initiative has contributed to our strengthened culture by showing employees that their voices matter and that we're committed to providing them fit-for-purpose environments that then allow them to successfully deliver for our community.

What's next?

Future improvements to employee facilities have been identified and prioritised, with targeted upgrades scheduled across 2025/26 and 2026/27. Lessons from completed projects have shaped upcoming plans to reduce disruption and improve delivery efficiency. This work progresses our commitment to safer, more modern facilities that support our people and the services we provide to the Gladstone Region.

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.

Service snapshot

3915

plants and trees planted
in 2024/25

122

Administrative Action
Complaints resolved of the
133 received in 2024/25

12 in part, 17 in full, substantiated

184,144

records registered in our
central record keeping
system in 2024/25



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.

PAWS 2025

From 19-22 May 2025, the Pest Animal & Weed Symposium was presented by Invasive Species Queensland (ISQ). The occasion celebrated its 50th anniversary and was hosted by Gladstone Area Water Board (GAWB) with Gladstone Regional Council (GRC), as venue partner. The event saw over 200 attendees bringing together experts, researchers, and practitioners to share strategies focused on planning, coordination, and collaboration for long-term success in pest and weed management.

Councillor Chris Cameron officially opened the symposium, highlighting GRC's biosecurity initiatives including the Indian Myna Bird Control Program, African Tulip Tree removal, and a Fox Control Bounty. Council's Biosecurity team also presented a display in the foyer.

The event showcased Gladstone's biosecurity efforts and local attractions through field tours such as:

- Discovery Coastal Tour
- Industry Tour
- Boyne Valley Tour.

The program featured keynote presentations, video sessions and hands-on practical demonstrations, building employee capability, fostering collaboration and providing insights into emerging tools, regional priorities, and expert knowledge. This in turn strengthens our local capacity to deliver effective science-based biosecurity programs, supports compliance with our General Biosecurity Obligation, promotes innovation and strengthens inter-agency partnerships.

This symposium supports our progress as an Accountable Council through Objective 5.3 *The environment is front of mind in what we do* and via Objective 5.3.3 *Partner with our communities and industries to promote sustainable environmental practices*.

Learn more about ISQ at www.isq.asn.au

Erosion and Sediment Control

Council recently participated in an Erosion and Sediment Control (ESC) management system review led by Healthy Land and Water, through the Water by Design program (a Department of Environment, Tourism, Science and Innovation funded, not-for-profit initiative). The review assessed Council's policies and processes against best-practice ESC standards to identify improvements and strengthen compliance on development and Council worksites.

A cross-functional team from Development Services, Compliance, Environmental Health, Strategic Planning, and Infrastructure Works collaborated to create an action plan. The plan focuses on improving internal processes, setting clearer expectations for developers and contractors, and enhancing team collaboration.

Site visits assessed compliance with approved Development Applications. Practical takeaways included the importance of staged works, progressive stabilisation, using flocculants, and high-efficiency sediment basins to meet water quality targets. The review reflects our commitment to continuous improvement and environmental protection.

The learnings from this review moves us closer to achieving Objective 5.3 *The environment is front of mind in what we do* and Objective 5.3.2 *Improve methods for assessing and monitoring the environment and proactively address environmental breaches in a timely manner*.

Ecofest returns to Tondoon Botanic Gardens

On 1 June 2025, Ecofest returned. This free, family-friendly festival promoting sustainability and ecofriendly living, drew in around 6000 visitors to our Tondoon Botanic Gardens.

Council's Biosecurity Pest Management Team's involvement in this year's EcoFest boosted community awareness, sparking public interest, and driving greater support for invasive species control programs. Through an engaging Q&A panel and an eye-catching stall, the team helped locals understand how they can play a hands-on role in protecting our environment from invasive weeds and pest animals.

The team joined forces with EcoFest sponsors and environmental leaders including Dr Angela Capper (CMERC, CQUniversity), Angie Honeyman (Rio Tinto), Darren Barlow (CEO, Gladstone Area Water Board), John Linden (Queensland Energy Resources), and Lewis Heuvel (Senior Biosecurity Pest Management Officer, Gladstone Regional Council). Together, they tackled some challenging community questions and explored practical solutions to pressing environmental issues. A key focus was on the shared responsibility of biosecurity, how landholders, residents and local industry can all contribute.

The team talked to the importance of washdown facilities in preventing the spread of invasive species, Council-run incentive programs that support proactive land management, and offered advice on how residents can get involved in pest animal control through initiatives like bounty schemes.

The open format encouraged meaningful conversation, giving the community a chance to voice their concerns and, in turn, helping the team refine how they communicate complex biosecurity challenges. This informative session empowered local, arming them with the knowledge and tools to take action.

EcoFest was a celebration of sustainability and a platform for community-led change, reinforcing that everyone has a part to play in protecting our natural assets for future generations. EcoFest demonstrates our commitment to Accountable Council through Objective 5.3 *The environment is front of mind in what we do* and Objective 5.3.3 *Partner with our communities and industries to promote sustainable environmental practices*.

Learn more about Ecofest at www.gladstone.qld.gov.au/ecofest

Reduction in policies & CPS

Clear policies and standards are essential for consistent, transparent decision-making across Council operations. Over time, the system we operate within changes which can lead to these the documents becoming outdated or redundant. This year, we've taken a focused review and clean up, aiming to reduce the overall number of policies to a more manageable number that:

- Improves access to and visibility of our policies making information easy to find, access, and use
- Makes it easier for our people to do their work
- Ensures that our framework of policies and standards continue to raise the bar (Objective 5.1.3 in the Corporate Plan).

Policies set Council's intent and direction. Of our 77 policies, 31 per cent (24) were reviewed in 2024/25. Following review, 16.8 per cent (13) have been repealed due to redundancy or legislative change. Corporate Standards provide the operational detail to implement policies. Of our 56 corporate standards, 16 per cent (9) were reviewed leading to 11.2 percent (5) being repealed as part of process simplification. With outdated documents removed, we now have a clearer framework that supports our work.



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.

Complete
by 30 June 2025

100%
achieved

\$199,873
spent of the
fully funded budget

Outcomes

- ✓ Energy audits underway across key Council facilities
- ✓ Improved understanding of environmental impacts and energy use
- ✓ Smart instrumentation and solar upgrades planned
- ✓ Clear path toward Net Zero and a healthier region

We've taken meaningful steps toward reducing corporate greenhouse gas emissions and contributing to a healthier environment for the Gladstone Region. Energy audits across 20 Council facilities have commenced, using the right equipment and methods to identify and prioritise energy-saving opportunities.

Historical energy usage has been reviewed to help estimate and measure future benefits. Half of the total audits are now complete as we planned, with the remaining to continue in 2025/26, laying the groundwork for targeted recommendations in the coming year.

Specialised services have been engaged to better understand the environmental impact of discharges from our largest wastewater

technical requirements in mind, supporting more accurate monitoring and reduced nitrogen levels in waterways.

Plans are in place for the installation of a solar array at the Gladstone Aquatic Centre, one of Council's highest energy users, with scheduling designed to minimise disruption to operations and the community.

A detailed plan for a modern environmental monitoring program is also underway, ensuring we continue to improve how we measure and manage our environmental footprint.

What's next?

In 2025/26, we'll build on this momentum by finalising energy audits, implementing solar and instrumentation upgrades, and launching our environmental monitoring program, supporting our journey toward Net Zero and a healthier region to live, work and play.

