

Quarter Four Snapshot

April to June 2026

Strategic Planning Scheme



100 %
Deliverables
Achieved

Community Priorities Reflected in Future Planning

This initiative was successfully completed during Q3. Key deliverables included completion of community engagement activities, development of the Planning Scheme Amendment Road Map 2026-29, and preparation of a recommendation for formal adoption. The project has established a clear framework to guide future planning scheme amendments and support Council's long-term strategic planning objectives.

Improving Customer Experience



100 %
Deliverables
Achieved

~ 80%
Benefits
realised.

A Stronger Foundation for Everyday Services

This quarter brought the Improving Customer Experience Program to a close, having successfully delivered on what it set out to achieve. Over the year, we saw real shifts: more accountable leadership, simpler ways for residents to get things done, better-informed decisions about service levels and future budgets, more consistent maintenance across the region, and a smarter system for planning and delivering capital projects.

These achievements aren't where the work stops — they're the foundation for what comes next. Our focus now is on embedding these changes, delivering their full benefits, and continuing to build on them as part of our 2026-31 Vision.

This year's progress has made a difference to how reliable, consistent and accessible our services are.

There's always more to do, and we've built a strong platform to keep improving. We look forward to building on this momentum and delivering a better everyday experience for our community.

Keep reading for a closer look at each project



A New Chapter: Our Vision

Our next five years starts 1 July 2026:

Creating a better everyday for our community through Our Vision.

- Clearer communication, well-kept public spaces, more room for community-led ideas
- Growth that makes sense, with clear, consistent pathways for business & development
- Practical, visible improvements to the places the community values, and smarter use of our resources
- Decisions people understand, commitments are delivered, and consistent service standards applied the same way every time.

To learn more:
Click or scan the QR code:



A Year of Getting in Touch

111,967↓

Total Customer
Interactions

29,714↓

Customer
Requests Lodged

77,510↑

People Visited
Our website

5,217↑

Came To Website To
Pay/Apply/Report

37,258↓

In Person
Interactions

34,873↓

Phone Calls
Received

82%↑

Requests Resolved
In 10 days

80%↑

Resolved at First
Contact

- ✓ Customer behaviour is shifting towards digital self-service, with website use increasing as phone and face-to-face interactions decline.
- ✓ Council has strong service responsiveness with 80% of requests resolved at first contact.
- ✓ Demand is being managed more efficiently. Despite 111,967 customer interactions, only 29,714 required intervention beyond the initial enquiry.

Improving Customer Experience

Progressing our corporate goals: Connecting Communities, Delivering Value, Resilient Economy, Our People, Accountable Council

Accountable Leadership

Reliable service delivery starts with capable, accountable leaders. Having built strong engagement across our leadership programs, focus now shifts to impact, tracking whether leadership development is genuinely improving how our team's work. We surveyed Team Leaders on culture and began building a dashboard giving leaders visibility of their team's safety and performance.

- ✓ Stronger engagement across leadership and culture programs
- ✓ Team Leader Culture Survey completed
- ✓ Dashboard development to support smarter performance management



Moving Forward leaders who are accountable for what matters most.

Asset & Service Performance

We have a more consistent, evidence-based way of deciding how Council services are planned and funded. This quarter closed out the first year of building that approach. Council now has a clearer, evidence-based picture of what key functions of our Transport and Community, Recreation and Open Spaces services cost and the levels of service our community expect.

- ✓ Held a further 4 discussions on service levels across the region
- ✓ Asset and Service plans are available and being improved over time.
- ✓ Directly shaped service decisions and direction for the new budget



Moving Forward service planning, now embedded in decision-making.

Business Continuity Planning:

Our Business Continuity Planning Team remains active, continuing to monitor emerging risks. We have assessed Council's exposure to the Middle East conflict, identifying fuel supply as a key risk to critical services. In line with sector-wide practice, we mapped our fuel usage and storage, strengthened supplier arrangements, and reviewed measures to protect essential services if disrupted.

- ✓ Assessed our exposure to the Middle East conflict as an emerging risk
- ✓ Mapped fuel usage, storage, and strengthened supplier arrangements
- ✓ Reviewed operational measures to protect essential services if disrupted



Moving Forward to protecting the services you rely on.

Improving Customer Experience

Progressing our corporate goals: Connecting Communities, Delivering Value, Resilient Economy, Our People, Accountable Council

Customer Journey

Finding information and accessing Council services is becoming easier and more convenient. More residents are choosing to self-serve, completing tasks online and accessing information when it suits them. Increased use of digital channels indicates customers are finding what they need more quickly and with less effort.

- ✓ More residents are finding information and completing tasks online
- ✓ Customers are increasingly using self-service channels that suit their needs
- ✓ Website chat use is growing - quick answers, no waiting

➔ **Moving Forward** interacting with Council is easier, your way.

Embedding Work Management

The majority of our critical services delivery teams are now managing maintenance work within the one system. This means better-planned upkeep of the places and services that our residents depend on, with less reliance on reactive fixes.

- ✓ Maintenance and repairs are now planned and tracked in the one system
- ✓ Less reactive repairs, more planned and coordinated maintenance
- ✓ How repairs are requested from council is now significantly more consistent

➔ **Moving Forward** better planning improves our response.

Project Lifecycle Management

Capital project delivery is now easier, with our new technology solution now live. This quarter, we completed the system changes needed and tested it thoroughly with users. Next, we're transferring existing project data across, followed by training so the new system becomes part of how we work.

- ✓ System configuration changes & user acceptance testing completed
- ✓ Technology solution now live, with a plan for an intentionally paced transition
- ✓ Data migration underway and training has been scheduled

➔ **Moving Forward** to better-informed, more deliverable capital programs.

Maturing Maintenance Delivery

Year in Review - What We Said We Would Achieve

And Where We've Landed

We set out this year to build the foundations for a more accountable, better-planned, and more customer-focused Council. Across six key areas, we made genuine progress and achieved 100% of the set deliverables for the year. This translated to around 80% benefits realised. To fully realise the benefits, some work now carries forward into 2026/27.

Accountable Leadership

We committed to: Build shared accountability across the organisation.

We achieved:

- 96% participation in the Blue Bus program
- Introduced a new performance framework with clearer expectations and standards.
- Commenced development of a Leader Dashboard to improve visibility of performance metrics.

Still to do:

- Launch the Leader Dashboard
- Embed Accountability and the performance framework into everyday practice.

Asset & Service Performance

We committed to: Know our true cost to serve.

We achieved:

- Service Profiles developed for every service, including cost to serve
- Cost-to-serve methodology established
- New Parks Hierarchy completed, reflecting agreed service levels
- 24 service planning discussions held, shaping future service plans

Still to do:

- Complete Asset and Service Plans across all services
- Translate service direction into delivery and community communication

Business Continuity Planning

We committed to: Establish a practical business continuity framework.

We achieved:

- Developed the framework
- Put the framework into practice by assessing Council's exposure and readiness in response to the Middle East conflict.

Still to do:

- Complete business continuity planning across all critical services.
- Continue to test and refine Council's preparedness through exercises and reviews.

Customer Journey

We committed to: Make it easier for customers to self-serve.

We achieved:

- Increased online task completion by almost seven times
- Reduced contact demand by approximately 2600 enquiries per month
- Enabled more customers to resolve enquiries through a website chat, a lower-cost service channel.

Still to do:

- Continuously improve online services and digital self-serve options.

Embedding Work Management

We committed to: Shift from reactive to more planned maintenance.

We achieved:

- Brought all remaining core service delivery teams onto a single work management system
- Established a consistent foundation for managing maintenance activities across Council.

Still to do:

- Complete implementation of preventative maintenance into CMMS for remaining areas - wastewater, facilities and waste.
- Increase the proportion of planned maintenance, to improve asset performance and reduce reactive work.

Project Lifecycle Management

We committed to: Implement a smarter capital project delivery system.

We achieved:

- Developed and piloted project lifecycle improvements, including templates, processes and RACI.

Still to do:

- Continue developing and embedding the end-to-end Capital Lifecycle Framework.

Achieving Real Impact

What People Are Talking About



A Cleaner, Greener Region Starts at the Kerb

Our new Garden Organics (GO) bins have officially landed, giving garden waste like clippings, leaves and pruning's, a home of its own, separate from general and recycling.

Collected fortnightly, it's processed and returned to the community as nutrients for parks and gardens. It's more than a new bin; it's a community-wide step towards a cleaner, greener Gladstone Region for generations to come.

[Want To Know More?](#)

The GO Service is proudly funded/supported by the Queensland Government.



Kick-Starting Careers: 2027 Apprenticeship and Traineeship Intake

Council has opened the door to its 2027 Apprenticeship and Traineeship Program, hosting an information session for locals interested in trades like mechanical fitting, electrical and plumbing, as well as business, ICT, library and waste management roles. This is an ongoing commitment to growing local talent.

On-the-job training & real support are provided to successful candidates along with mentoring from people who've completed their apprenticeships or traineeship themselves with Council.

[Kickstart Your Career](#)



Strengthening Community Preparedness

Council delivered free Fire Management Workshops across the region to help residents better understand bushfire and land-based hazards and their potential impacts.

By bringing residents, landholders and emergency management partners together, the workshops supported a shared understanding of local risks and strengthened the region's capacity to prepare for and respond to future natural disasters.

[Fire Management Workshops](#)

Jointly funded by Council and the Commonwealth and State Disaster Recovery Funding Arrangements