

Objective 3: Service Provision

To provide information, corporate and facility management services.

Overview

Service Provision

To achieve this objective, Parliamentary Service resources have been allocated to:

- » provide quality administrative support services
- » provide fit-for-purpose parliamentary accommodation
- » connect people, processes, and technology
- » maintain a professional and progressive Parliamentary Service.

These resources and services are primarily delivered through the following Parliamentary Service Divisions:

- » Information Services Division
- » Corporate and Electorate Services Division
- » Property and Facility Services Division.

The key performance indicators for Objective 3 relate to the extent to which the quantity, quality, timeliness, and cost of specified services provided by each of the relevant service areas meet the agreed standards and targets. The methods of measurement include client surveys, benchmarking, internal self-assessment through information management systems and external assessment through audit reports.

Key performance indicators for Objective 3 are set out in the Appendix.

453

Appointments processed for permanent, temporary and casual staff



34,413 guests attended events at the precinct



77,900 visitors processed through security scanning procedures

12,332

enquiries processed by ITS service desk

Workforce management

The Parliamentary Service monitors its recruitment and selection activities and a variety of key indicators to ensure that the Service continues to attract quality applicants. The Parliamentary Service generally attracts significant numbers of applicants for positions that are advertised, and processes vacancies in a timely manner.

Performance planning is undertaken for eligible staff (for example, not under probationary requirements, or excluded under the policy), within the Parliamentary Service to ensure individual performance is formally reviewed on an annual basis.

The Parliamentary Service promotes work life balance for staff through a variety of initiatives including a system of variable working hours to assist staff to manage their working time, purchased leave arrangements, flexibility with rostered days off, part-time employment, job sharing arrangements, work from home arrangements and casual employment where it is suitable.

Training and professional development

The Parliamentary Service considers training and professional development as a high corporate priority and manages this centrally via the Executive Leadership Team to:

- ensure training is aligned to corporate goals and objectives
- maximise the value for money spent on training and professional development across the organisation.

A Training and Development Plan for the Parliamentary Service is developed each year to address the training needs of all staff. Corporate training activities are also addressed through the plan each year.

Conferences and seminars

Some of the conferences and seminars attended by staff during 2024–25 included:

- Australian Parliamentary Library Association Conference
- Australia and New Zealand Parliamentary IT Conference
- Presiding Officers and Clerks Conference
- Australia and New Zealand Clerks at the Table Conferences and Seminars
- Commonwealth Parliamentary Conference.

Parliamentary Service Workforce Strategy

In May 2022, the Speaker approved the Parliamentary Service Workforce Strategy. The Strategy sets the objective of continuing to build a diverse, knowledgeable, skilled, and agile workforce capable of delivering Queensland Parliament's vision and purpose. The Strategy will guide several specific workforce engagement reforms planned over the period up to the end of 2025, and beyond.

Opportunity and Support Systems

Equal employment opportunity

The Parliamentary Service has a policy of equal employment opportunity, which ensures that recruitment and selection is based on fairness, equity, open competition, and selection on merit. The recently updated Recruitment and Selection Procedure of the Parliamentary Service ensure that:

- the best eligible person is selected for the job
- the principles of equity and merit are applied
- recruiting strategies are used to attract a wide applicant pool and all applicants are provided with standardised information
- all applicants are assessed against the specific criteria
- selection techniques are used fairly
- all applicants are entitled to post selection feedback, and all information gathered is confidential.

Support and wellness programs

The Parliamentary Service maintains an Employee Assistance Service (EAS) for Members and Parliamentary Service staff.

The EAS has been established to promote the wellbeing of Members and staff and to assist those who may be experiencing personal or work-related problems which are affecting their health, work performance or general wellbeing. The EAS may also act as a support service for employees who may be affected by organisational or technological changes.

The EAS is a voluntary and confidential professional counselling service which is free and available to immediate family members.

During 2024–25, the Parliamentary Service also sponsored a number of workplace wellness programs including onsite influenza vaccinations, as well as access to a basic health check.

Anti-Discrimination Policy

The Parliamentary Service is committed to creating a work environment which is free from all forms of discrimination and where all members of staff are treated with dignity, courtesy, and respect.

The Anti-Discrimination Policy affirms this commitment to a discrimination-free workplace and outlines the avenues available to staff who wish to make a complaint. While the Parliamentary Service has a broader formal complaints procedure that covers a wide range of matters, this policy refers to that process as the mechanism for addressing discrimination complaints..

The policy applies to all Parliamentary Service staff in all their work-related dealings with each other, and with any clients or customers. It applies to staff while in the

workplace or offsite, at work-related functions (including social functions and celebrations), while on trips and attending conferences.

Public Sector Ethics Act 1994

The Code of Conduct guides staff when dealing with situations that may arise during their duties, particularly those situations that may have an ethical dimension. The Code is important given that the Parliamentary Service provides support to Parliament, the body to which all other public entities in Queensland are ultimately accountable. The Code was developed in accordance with the *Public Sector Ethics Act 1994 (Qld)*.

Training in relation to the Code and the *Public Sector Ethics Act 1994* is undertaken periodically and included in induction processes for all staff.

The provisions of the *Public Sector Ethics Act 1994* and the Code are considered when reviewing and/or developing any human resource policies and procedures. Any other policies developed within the Parliamentary Service are in accord with the provisions of the Code.

Employee disclosure hotline

In 2024–25, employees were offered access to a confidential Employee Disclosure Hotline. This initiative aims to empower all Parliamentary Service employees to take an active role in reporting and rectifying improper or concerning conduct in the workplace, including work practices that deviate from Parliamentary Service values. The Hotline will connect employees to Stopline, an independent provider of confidential employee disclosure services. Through this avenue, concerns can be shared via phone, email, website, or SMS and advice will be provided. Subsequently, relevant anonymised information will be communicated to the Parliamentary Service for the appropriate actions.

Human Rights Act 2019

The Parliamentary Service continues to protect and promote human rights, while also building a culture of human rights within the service. In 2024–25 we furthered the objectives of the *Human Rights Act 2019* by:

- Streamlining the policy and process for persons attending the parliamentary precinct with guide, hearing or assistance animals. The updated process aligns with State Government access policies, such as the Translink policy for assistance animals, making it easier for people with assistance animals to access the precinct.
- Inviting the Human Rights Commissioner to the induction program for new members of Parliament to further their understanding of human rights and how the *Human Rights Act 2019* interacts with their role as a member of Parliament and their work with constituents.
- Ensuring procedures incorporate consideration of accessibility needs for off-precinct parliamentary proceedings such as committee hearings and educational programs.
- Engaging the Queensland Human Rights Commission to provide training to managers to create a discrimination and harassment-free workplace and build a cohesive and productive workforce.

During the reporting period, the Queensland Parliamentary Service finalised one complaint, with action being taken including amending policies and procedures and further training for employees. There were no new human rights complaints received in 2024–25.

Communication strategies

General staff meetings

During the year, the Clerk of the Parliament scheduled regular general staff meetings, which all precinct staff were encouraged to attend. The meetings offer all staff the opportunity to receive direct updates from executive leadership on key initiatives and projects, welcome and meet newly appointed staff, receive advice on upcoming events, and discuss any proposed changes in key policies or service delivery. Any visual presentations are then published on the intranet after each meeting.

Intranet

The Parliamentary Service intranet contains information relevant to Members of Parliament as well as staff. It offers a comprehensive repository of corporate policies, forms, and pertinent information, alongside contact details for all service areas.

A 'Notice Board' gives advice of all events in which the Parliament is involved in the coming weeks. 'Parliamentary Events' advises of functions and activities currently taking place in the parliamentary precinct. A calendar advises of functions and activities booked to take place in the coming months.

Consultative committee

Meetings between management and unions are conducted via the Parliamentary Service Local Consultative Committee (LCC), established under the relevant enterprise bargaining agreement.

Parliamentary Service staff located at Parliament House are covered by the State Government Entities Certified Agreement 2023 (the Core Agreement). The consultative committee is established under that Agreement.

Electorate Office staff are covered by a separate Agreement which has primarily the same features as the Core Agreement as well as additional electorate office staff specific items which have been previously agreed.

The wage increases provided for in the Electorate Office Staff Agreement are the same as those provided for in the Core Agreement.

Staff recognition

In 2024–25, twenty staff were issued with badges in recognition of their length of service. These staff are listed below.

10-year service	15-year service	20-year service	30-year service	40-year service
Barry Arnold	Michael Caisley	Melissa Cook	Josephine Mathers	Azra Besic
Denisa Begic	Gail Easton	Michelle Dippelsman		
Janet Hackwood	Patricia Griffin	Margaret Telford		
Leanne Hams	Annemarie Groth			
Kate Hay	Kelli Longworth			
Lisa Hedges	Michelle Yoon			
Robyn Pelenyi				
Melissa Salisbury				
Kerri Swaine				

Outstanding service awards

In 2023, three new awards were introduced to recognise outstanding service. The 2024 recipients were:

Outstanding Leadership Award

Monique Harmer, Property and Facility Services

Monique exemplifies the key values of the Parliamentary Service, integrity, continual learning, innovation, client focus, and valuing people, and consistently demonstrates our desired leadership attributes.

New Employee of the Year Award

Holly Van Blerk, Property and Facility Services

Commencing in 2022, Holly has consistently delivered service beyond the call of duty. Well-known across the Precinct for her efficiency, attention to detail, and positive attitude, she achieved an outstanding 98% satisfaction rating in the 2024 Members Survey for Precinct Services (including Housekeeping and Gardening).

Outstanding Project Management Award

Kit Kowol, Committee Office

Project Leadership of the State Opening of Parliament.

The Speaker's Award and Clerk's Award

The Speaker's Award and Clerk's Award were introduced in 2008 to acknowledge staff excellence. For 2024, the recipients of these awards were:

Clerk's Award

Annemarie Groth, People and Culture

For the development and management of the ParLELearn LMS project.

Speaker's Award

Tracey Lindfield, Catering Services

For her consistently high standard of customer service and leadership in the Parliamentary Café.

Meritorious service

In 2024–25, eighteen staff were issued with badges in recognition of meritorious service beyond normal duty for initiative or noteworthy involvement in (a) special projects, (b) events, or (c) ongoing programs that contribute to the functions and services of the Parliamentary Service or the morale or welfare of staff. These staff and their service award details are:

Karen Beath, Parliamentary Library

For guiding the successful research, analysis, procurement, and installation of a new VoD (Video on Demand) solution for the Parliamentary Library, delivered within the allocated budget.

Alana Bonenfant, Assembly and Committee Services

For refreshing the design, recoding, and training others in the use of committee report templates.

Andy Currey, Security and Reception Services

For his customer focus and leadership, role-modelling the behaviours we want to see across the precinct.

Nadine Davidson-Wall, Communications and Marketing Services

For going above and beyond in delivering the Hydronaut filming project.

Yvette Dollar, Catering Services

For professionalism, planning, and leadership valued by the catering team and clients of events she supervises.

Patrick Flynn, Property Services

For leveraging his expert technical knowledge across the electorate office portfolio and leading or consulting on several major projects throughout the year.

Jason Freeman, Information and Technology Services

For exemplary dedication to the Queensland Parliamentary Service.

Michael Hermann, Information and Technology Services

For going above and beyond in supporting the implementation and cutover of new AV systems for the Legislative Assembly Chamber, new committee spaces on level 3, and the level 7 function areas.

Tim Horne, Assembly and Committee Services

For developing a risk assessment and management tool to support staff and committees travelling for committee inquiries.

Briony Johnston, Assembly and Committee Services

For her role in delivering the State Opening of the 58th Parliament project.

Carmel King, Information and Technology Services

For taking on substantial additional duties due to resourcing changes in ITS.

Cliff Ku, Security and Reception Services

For consistently maintaining a positive attitude and an unwavering focus on delivering the highest level of service to Members, staff, and guests.

Rebecca Meehan, Legal and Compliance

For her role in the New Members' Induction project.

Nigel Mills, Catering Services

For being the unsung hero of the Parliament House kitchen brigade and consistently delivering high-quality dishes in a calm and measured manner.

Peter Morris, Payroll Services

For service above and beyond in payroll services and commitment to clients over many years, particularly in 2024.

Tamara Vitale, Assembly and Committee Services

For her role in the State Opening of the 58th Parliament and New Members' Induction projects.

Mary Westcott, Assembly and Committee Services

For outstanding commitment to working across the Service.

Michelle Yoon, Financial and Administrative Services

For project management of the Technology One Financial Management Information System Implementation.

Staff information

2024–25 Staff information	
Study and Research Assistance Scheme (SARAS)	
Officers receiving assistance	10
Permanent retention rate¹	%
Parliamentary precinct staff	82.7 (201)
Electorate office staff	67.2 (266)
Permanent separation rate²	%
Parliamentary precinct staff	17.3 (42)
Electorate office staff	32.8 (130)
Sick leave (average number of days per officer)	
Parliamentary precinct staff	7.03
Electorate office staff	3.8

¹ Permanent employees still employed for the period 1 July 2024 to 30 June 2025.

² Permanent employees who separated during the period 1 July 2024 to 30 June 2025.

2024–25 Staffing by employment classification and gender table				
Number of Staff	Male	Female	Non-binary	% Female
Managerial	12	18		60.0
Professional	0	18		100.0
Clerical	26	81		75.7
Operational	28	18		39.1
Electorate	65	195	1	74.7
Total	131	330	1	71.4

Percentage of staff by area		
	FTE	%
Information Services	48.2	9
Corporate and Electorate Services	34.55	7
Assembly and Committee Services	72.86	14
Property and Facility Services	71.2	13
Electorate Office Staff	303	57
	529.81*	

* Total number of FTE includes budgeted permanent, temporary and casual positions but excludes Members of Parliament.

Note: Assembly and Committee Services includes Speakers Office, Clerks Office, and graduates.

2024–25 Target group data		
Gender	Number (Headcount)	Percentage of total workforce (% calculated on headcount)
Woman	330	71.44
Man	131	28.4
Non-binary	1	0.2
Diversity Groups	Number (Headcount)	Percentage of total workforce (% calculated on headcount)
Women	330	71.44
Aboriginal Peoples and Torres Strait Islander Peoples	10	2.16
People with disability	29	6.27
Culturally and Linguistically Diverse – Born overseas	70	15.15
Culturally and Linguistically Diverse – Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	50	10.82
	Number (Headcount)	Percentage of total Leadership Cohort (% calculated on headcount)
Women in Leadership Roles*	8	72.73

*Leadership cohort are considered those positions that are Senior Officer and equivalent and above.

Key initiatives for Objective 3

Modernising Infrastructure, Strengthening Defences

Strengthen cybersecurity defences

The Parliamentary Service continues to maintain round-the-clock threat monitoring across its entire ICT environment. IT Services have commissioned penetration testing to assess the integrity of existing controls, commenced the rollout of Mobile Application Management (MAM) to better manage Bring Your Own Devices (BYOD) and enhanced end-user protections by embedding additional Essential Eight controls within the new Windows 11 SOE image. The Service's disaster recovery and cybersecurity response plans were fully tested in response to the worldwide CrowdStrike outage in July 2024. IT Services remains vigilant in maintaining the currency of its applications and critical infrastructure by remediating software vulnerabilities as they are detected. User education remains a key priority with the introduction of mandatory training courses for staff and in-person briefing sessions with Members on the legitimate threats posed by external actors.

Upgrade core servers

IT Services continues to consolidate its IT and AV networks across the precinct to improve resilience, reduce costs, and strengthen cybersecurity by having all network traffic managed and surveilled by its 24/7 threat monitoring service. The migration of the Service's backend server infrastructure to new hardware, along with the upgrade of existing firewalls, is nearing completion.

Strengthening Financial and Administrative Capability

Financial and Administrative Services provides a range of core functions including financial accounting, budgeting, Members' entitlements, travel services, procurement, contract management, asset management and systems administration. These services support business transactions with suppliers and customers, while also delivering information and advice to internal clients to assist their activities and enable informed, strategic decision-making.

New Financial Management Information System (Technology One)

Technology One, a cloud-based financial management system, was successfully implemented for the Queensland Parliamentary Service on 1 July 2024 and for the Office of the Governor on 3 February 2025. In addition to accounting functions, Technology One offers a wide range of integrated software solutions to enhance efficiency and support future service delivery.

Driving Continuous Learning

Learning Management System

Since its launch in November 2024, ParLELearn, the Service's online Learning Management System (LMS), has underpinned induction, onboarding, and ongoing development across all precinct and electorate offices.

ParLELearn delivers consistent, user-friendly training accessible anytime, anywhere. Regional, remote and casual staff now engage with flexible, self-paced modules based on adult-learning principles, eliminating reliance on occasional in-person sessions.

Supervisors can manage course completions, generate reports and monitor onboarding and probation progress via a real-time dashboard, ensuring timely interventions and high standards. Each employee's dashboard highlights upcoming and overdue courses with recommendations for relevant modules to empower proactive planning and continuous development.

The blended catalogue of in-house and external courses is centrally hosted with training history summaries and completion certificates recorded, making training management seamless, cost-effective and scalable.

Precinct-based onboarding and probation workflows are now fully digitised on ParLELearn through its Momentum feature, with automated email notifications and embedded forms, keeping People and Culture, supervisors and new starters aligned through milestone tracking, feedback and timely updates.

Stage 1 of the project focused on compliance and induction courses, which received positive feedback from staff. From 1,762 survey responses, 91% of staff rated the training between 4–5 stars. 89% found the training to be very applicable and transferable to their roles. Most responses (96%) found the level of information to be appropriate and 95% found the level of interactivity of the courses to be just right.

Since its implementation, a total of 7,581 courses have been enrolled in, with 5,418 courses being completed.

Stage 2 of content delivery is in development and focuses on service area specific training for new staff, with topics including:

- committee office induction program
- parliamentary attendant induction program
- Member's entitlements program
- recruitment, selection and appointment training.

Future content and LMS features will continue to be identified and developed in consultation with relevant stakeholders to ensure it continues to address emerging skills and professional development requirements and aligns with the Service's strategic objectives.

Preserving Information Through Digital Governance

Internal audit on digital recordkeeping

In the 2024–25 financial year, IRM participated in and completed an internal audit to evaluate the design and operating effectiveness of key internal controls specific to Parliamentary Service's Digital Records Management processes. This audit was organised by the Audit and Risk Management Group.

A major outcome from this audit is for an organisational wide physical and digital information inspection to take place to complement the existing Information Asset Register (IAR).

Information Management Policy Framework

As part of ongoing governance, a number of information and records management policies were reviewed and updated. A key addition to the framework was the establishment of a Data Breach Policy that helps the Parliamentary Service to contain, mitigate, assess, and respond when a data breach, or suspected data breach, has occurred. The Data Breach Policy supports the Service to comply with the Mandatory Notification of Data Breach (MNDB) scheme introduced by the Office of the Information Commissioner (OIC).

Digital preservation initiatives

Throughout the year, a formal program of works continued as part of the *Towards a Digital Preservation Strategy*. The strategy seeks to ensure the accessibility and longevity of the Parliament's significant digital information collections (and in particular, those collections with a permanent retention status). These works aim to minimise the risk of information loss and ensure the longevity of digital content of enduring value.

An annual digital collections risk assessment was undertaken in 2024. The assessment enabled a 'check-in' about the health of business information systems and file formats in which digital collections of significance are stored. The assessment uncovered business systems that are in the planning stages to move to cloud-hosted solutions. These outcomes will inform the digital preservation activities for the upcoming years.

The internal Digital Preservation Community of Practice continued, with three meetings held. These meetings enabled participants to share expertise and practical learnings to build further capacity across the organisation for digital preservation activities.

Digitisation activities

Throughout the year, various teams undertook projects involving the digitisation of paper-based information. As such, legacy corporate information and records were digitised and captured in the Electronic Document and Records Management System (eDRMS) using dedicated fit-for-purpose equipment.

Catering and Gift Shop Evolution

After several years without a strategic review, the Service undertook a comprehensive evaluation of the Gift Shop to ensure it continues to meet the needs of Members, staff, and visitors. Drawing on historical sales data and stakeholder feedback, a refreshed strategy was developed in collaboration with key internal and external contributors. The updated approach aims to achieve the following objectives:

- *Revenue Growth:* Introduce a balanced product mix of core items and limited-edition merchandise, with pre-order options for exclusive releases.
- *Visitor Experience:* Offer distinctive, high-quality souvenirs and educational items that allow guests to take home a meaningful part of their visit.
- *Educational Engagement:* Provide Parliament-related books and materials to encourage learning and connection.
- *Values Alignment:* Ensure merchandise reflects the values of the Queensland Parliament.
- *Cultural Representation:* Showcase Queensland's artistic and cultural heritage, including First Nations contributions, through locally made products.
- *Member Support:* Supply requested items across various price points to meet Member needs.
- *Sustainability:* Incorporate environmentally responsible products and practices.

Product range

Core products include:

- Parlimints, silk scarves, ties, socks, boxed pens, notebooks, pencil cases/travel bags, and educational books.

Limited-edition items include:

- silk scarves, ties, greeting/postcards, notebooks, pocket squares, and canvas tote bags.

Core items feature the Parliament House illustration as well as including designs by Casey Coolwell-Fisher of Chaboo, whose RAP artwork is used on select items, including scarves and ties. These products are available year-round, competitively priced, and meet high-quality standards.

Limited-edition designs, created by the Parliamentary Service's Marketing and Communications team, draw inspiration from the architecture and aesthetics of Parliament House. Special collections have also been developed for key events, such as the "100 Women in Parliament" commemoration, which included a silk scarf, tote bag, and signature pink gin liqueur.

Visual merchandising and staff engagement

The level 3 display area was redesigned to improve layout, highlight feature products, and tell the stories behind limited-edition items and local artisans. Displays are refreshed regularly to maintain visual interest.

Staff received training in visual merchandising techniques and were encouraged to actively engage with customers to enhance the overall visitor experience.

Revenue History

Revenue more than doubled in 2024–25, reflecting a 156% year-on-year increase, the highest growth in the past five years, following the implementation of a refreshed Gift Shop strategy and enhanced product offerings.

2020–21	2021–22	2022–23	2023–24	2024–25
\$24,805	\$25,849	\$14,029	\$17,372	\$44,533

Showcasing Dining Experiences Online

In 2024, the decision to create a dedicated Instagram account for Queensland Parliament dining marked a significant step in expanding both dining and event opportunities at Parliament. It also enhanced our ability to showcase the venue's exceptional facilities and the talent of our kitchen and catering teams. Since instigating the account followers have grown over 7850%, reaching 943 followers.

This specially curated account allows us to craft targeted content aimed directly at our dining and event clientele, increasing engagement and boosting brand visibility both locally and beyond. The account features visually engaging content, including culinary highlights, behind-the-scenes glimpses, and previews of upcoming events. This premium, curated approach sets Parliamentary dining and events apart from our primary social media channels, which focus more on parliamentary processes, education, history, and precinct happenings.

During the 2024–25 period, some of our highest-performing organic Instagram content included behind-the-scenes videos of our team polishing the silverware and preparing cocktails. These posts not only attracted substantial views and engagement but also resonated strongly with audiences, underscoring the widespread appeal of our dining experiences at Queensland Parliament.

To support cost-efficiency in the operation of Member dining facilities and increase revenue from Strangers' Restaurant, Brisbane social media influencers were engaged in May and June 2025 to promote dining offerings to a broader audience. Influencers included @Brisbane (222K followers), @BrisbaneFoods (26.5K followers), and @LadyBrisbane (151K followers), each producing high-quality content showcasing our lunch and dinner services. Early results from the campaign indicate strong public interest and engagement, with full performance data expected in the coming months.

From time to time, targeted social media campaigns have been run on Instagram to promote specific events, including themed high teas and the milestone celebration of 100 women elected to Queensland Parliament. Most recently, a dining awareness campaign was delivered in conjunction with local influencer posts to boost visibility and attract new followers. Across the 2024–25 financial year, total spending on paid Meta advertising (Facebook and Instagram) for dining and catering promotions was \$1,202.89. These efforts ensure that the time and resources invested in creating social media content are maximised, expanding reach and increasing engagement with potential diners.

Enhancing Precinct Spaces

Speaker's Green

The condition of Speaker's Green had deteriorated due to several factors:

- inappropriate turf selection for shaded areas, particularly during winter
- poor drainage resulting from ponding at low points
- wear and tear from regular use for functions
- turf disease affecting foliage and root health
- inadequate irrigation coverage.

Following extensive consultation and expert advice, a full re-turf was identified as the most effective remediation strategy.

Timeline and Works Completed
Stage 1: 20 January–17 February 2025 <ul style="list-style-type: none">• Removal of existing turf.• Excavation of approximately 30 cubic metres of soil to correct levels.• Full replacement of irrigation system to improve coverage and performance in shaded areas.• Installation of new green couch turf.
Stage 2: 24 February – 9 March 2025 <ul style="list-style-type: none">• Lawn height adjustment.• Re-sanding of surface.
Stage 3: 17 March – 30 March 2025 <ul style="list-style-type: none">• Over-sowing with winter rye grass.• Implementation of a treatment schedule to address the impact of excessive rainfall.