



2020-21 Operational Plan Quarter 1 Report

Our Community. Our Future.

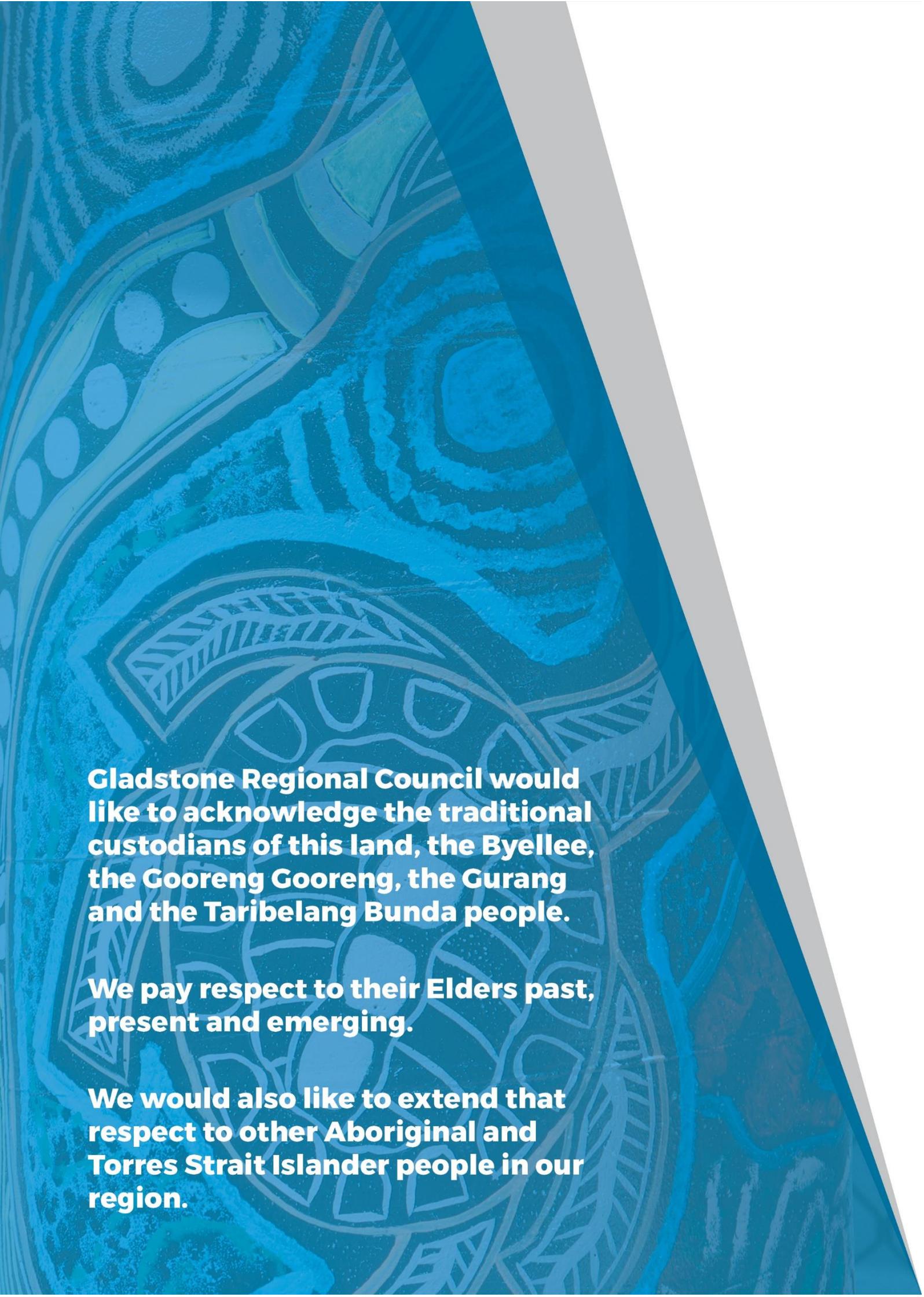
Connect. Innovate. Diversify.



The 2020-21 Operational Plan is Council's third annual operational plan outworked from the five-year Corporate Plan. This Quarterly Report reports on the progress of the plan.

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Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Byellee, the Gooreng Gooreng, the Gurang and the Taribelang Bunda people.

We pay respect to their Elders past, present and emerging.

We would also like to extend that respect to other Aboriginal and Torres Strait Islander people in our region.

OUR CHARTER

Gladstone Regional Council's charter defines who we are, what we do and guides how we work.

VISION

CONNECT. INNOVATE. DIVERSIFY.

MISSION

We are Gladstone Regional Council, working together to balance our Region's lifestyle and opportunity.

VALUES - SERVICE

Safe

We are uncompromising in our commitment to safety, which is reflected in our attitude, our decisions and our actions.

Ethical

We operate with transparency, openness and accountability at the fore.

Responsive

We respond by being present, proactive and solutions-focused, and we deliver on our commitments.

Visionary

We plan as future-thinkers and opportunity seekers and we have the courage to shape a better future for our community.

Inclusive

We create and value diversity and we actively demonstrate our commitment to equality and inclusivity.

Community

We care about each other and our environment and we recognise that community is the core of our business.

Efficient

We deliver; we challenge the status quo and we continually find better ways to reduce cost and improve services.

Strategic Planning Framework

The Corporate Plan sets out Gladstone Regional Council's commitment to a dynamic, proud and diverse future for the region through to 2023. It serves as the primary strategic planning document to guide us in learning about the needs of our community and in future-proofing our organisation to deliver on them.

The Operational Plan is a 12 month list of Actions, Outcomes and Measures that enables progressive implementation of the 5 year Corporate Plan. The current Operational Plan the business is working towards is the 2020-21 Operational Plan – Year 3 of the 5 year Corporate Plan.

The Operational plan follows the strategic direction defined in our Corporate Plan 2018-2023 is set against the landscape of our vision –

CONNECT. INNOVATE. DIVERSIFY.

These three intentions are woven throughout our strategic goals and community commitments to create a strong fabric of community connectedness; an organisation whose culture is proudly defined by innovation and a region that celebrates the diversification of opportunities and lifestyle.

To that end, over the next year we will deliver on the 9 strategic goals via a series of 15 operational plan actions. These actions are summarised in our Operational plan in a page, page 7. They are also reported on in detail from pages 9-17.

We are required to report on the implementation of the Operational Plan on a quarterly basis, in accordance with *s.174(3) Local Government Regulation 2012*.

Performance against annual measures are reported as:

- **On Track** – reaching all milestones as planned
- **Concern** – Issues are affecting delivery, but they are manageable within the project team
- **Action Needed** – Issues are affecting delivery and require Executive support
- **Complete** – Indicates operational output has been 100% delivered and no longer requires quarterly updates

This is the Quarter one report of the 2020-21 year, ending **30 June 2021**, and is presented for consideration by Council. The report summarises progress to date.

OPERATIONAL PLAN

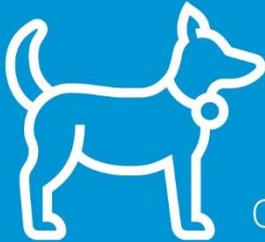
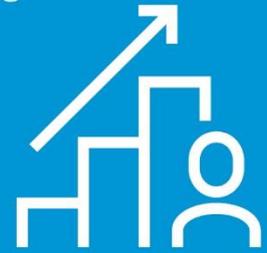
Quarterly Reporting

Population
63,412



Median Age

35



12
Off-leash
spaces



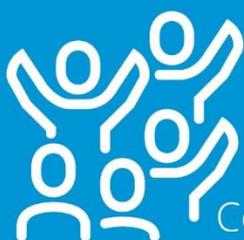
11
Landfills and
waste transfer
stations



Parks
35



12
Cemeteries



6
Community
Centres and
halls

3

Pools



2020-21 Operational Plan on a Page

VISION	CONNECT							INNOVATE				DIVERSIFY			
	Engaged, involved and proud communities		Healthy environment, healthy communities	Our people, our values			Ethical and responsible government	Outstanding customer service	Smart asset management	Operational excellence		Grow the region		Smart investment	
GOAL	Resilient communities	Investing in our future	Protecting our coastlines	Keeping us safe	Constructive and collaborative leaders	Engaging our Employees	Making compliance easier	Delivering value for money	Community focused asset management	Maximising delivery of our works program	Transforming our maintenance	Economic resilience	Grow the region	Improving investment decisions	Accessible technology
ACTIVITY	Deliver the Community Recovery Plan.	Stage one of the Philip Street Communities and Families Precinct.	Develop a Coastal Hazard Adaptation Strategy.	Embed a safety management system.	Develop a Leadership Capability Framework.	Implement the Employee Engagement Survey action plan.	Implement a software solution for managing incident, risk, internal audit and Contractors.	Develop a renewed catalogue of Council services including delivery costs.	Implement an ISO5001 aligned asset management system.	Alignment of our processes, systems and people to collaboratively deliver Council's work programs.	Implement the maintenance planning and scheduling process.	Deliver the Economic Recovery Plan.	Develop a new Economic Development Strategy.	Implement the Investment Decisions Framework.	Upgrade Technology One to an intuitive Ci Anywhere user interface.

Our Community. Our Future.

Performance Overview

The 2020/21 Operational Plan has 15 actions and 12 Key Performance Indicators (KPIs). The Operational Plan is presented here in an overall summary as well as broken down by each vision intention from our Corporate plan. This year there are 7 actions in Connect, 4 actions in Innovate and 4 actions in Diversify.

Goal Overall - Summary

Goal	Action Needed	Concern	On Track	Complete	Total
Goal 1. Engaged, involved and proud communities.	0	0	2	0	2
Goal 2. Healthy environment, healthy community.	0	0	1	0	1
Goal 3. Our people, our values.	0	0	3	0	3
Goal 4. Ethical and responsible government.	0	0	1	0	1
Goal 5. Outstanding customer service.	0	0	1	0	1
Goal 6. Smart asset management.	0	0	1	0	1
Goal 7. Operational excellence.	0	0	2	0	2
Goal 8. Grow the region.	0	0	2	0	2
Goal 9. Smart investment.	0	0	2	0	2
Total	0	0	15	0	15



■ Action Needed ■ Concern ■ On Track ■ Complete



■ Action Needed ■ Concern ■ On Track ■ Complete



■ Action Needed ■ Concern ■ On Track ■ Complete



■ Action Needed ■ Concern ■ On Track ■ Complete

Engaged involved and proud communities

Our community is engaged, involved and proud. They say, “Gladstone Regional Council is easy to deal with and understands my needs”. We will be seen by the community to be efficient, financially and socially responsible and provide value for money. We will know people are confident in our engagement processes and actively participate in providing their feedback and contributing to community decisions.

KEY PERFORMANCE INDICATORS

- Community Sentiment score of >30
- 100 percent delivery of endorsed Community Recovery Group plans for the year.

HIGHLIGHTS

Celebrating our seniors

GRC hosted its first ever virtual seniors’ week celebrations this year. The week ran from 15-23 August and hosted two virtual events – An Unlikely Conversation and the Mayor’s Seniors Week Morning Tea.

The Unlikely Conversation was a free online event that brought together our 12 seniors and 3 youth from different backgrounds to enjoy coffee and cake, while being guided by a menu of conversation. Minister Coralee O’Rourke also sat in on the chat.

The Morning Tea, hosted by the Mayor was delivered via a one-hour live stream and featured live music by local musician Clyde Cameron, poetry, gardening tips, yoga and a special Seniors Week message from our Councillors. Over 80 people tuned in to watch. \$10 gift vouchers were given to seniors so they could enjoy a morning tea on Council at their choice of 17 food outlets throughout the region. Of the 2000 printed, 1226 were redeemed.

Lorna and Daph chose to use their voucher at Kandy Couture and were delighted with the exceptional customer service and delicious high tea served. “Our sincere thanks to Council and Kandy Couture for making Seniors feel appreciated and special.”

Helping to reduce the stress of tax time

Our Council opened the Tax Help Program for another year to eligible Gladstone Region residents. The program facilitated by the Australian Tax Office provides free confidential assistance to residents who earn \$60,000 or less and have basic tax needs.

Action	Output	Progress	Overall Health
1.1 - Resilient Communities			
Deliver a program of endorsed community initiatives from the Human and Social Recovery Group to better plan and manage disaster and recovery.	A measured increase in community engagement and resilience as a result of the Community Recovery Plan.	40%	
1.2 - Investing in our future			
Deliver Stage One of the Philip Street Communities and Families Precinct	Stage One of the Philip Street Communities and Families Precinct completed.	60%	

Healthy Environment, Healthy Community

To take a leadership role in protecting the environment, using resources efficiently and improving the health and safety of the community.

KEY PERFORMANCE INDICATORS

- 90 percent or greater closeout of environment non-compliance actions within the agreed timeframe.



391

Trees and Native plants planted



41,193

visits to our landfill and transfer stations

HIGHLIGHTS

Giving our land a new lease on life

A 1100m² parcel of land running adjacent to Auckland Creek, is now home to more than 370 native plants. The land was cleared of invasive pest weeds by a Council Conservation Field Officer and Conservation trainee. Following minor earthworks and the laying of mulch by a contractor, additional Council employees joined 12 Gidarjil Development Corporation’s Skilling Queenslanders work students and volunteers from Gladstone Regional Council’s Friends of Conservation program for the planting event. The revegetation and mulching of the area will help native plants to thrive and outcompete the weeds, with the mulch also helping to stifle weed regrowth. The site will be monitored every month for the next three to six months, continuing indefinitely every six to 12 months as required.

Fire Prevention

Council has conducted 11/13 planned burns around the region in preparation for the 2020-21 Bushfire season. Council plans and completes planned burns annually to reduce the frequency and impacts of destructive wildfire.

Action	Output	Progress	Overall Health
2.1 - Protecting our coastlines			
Through active community and stakeholder engagement and recognition of current and future liveability values, complete the Coastal Hazard Adaptation Strategy (CHAS).	Our region understands the potential impacts of coastal hazards and has contributed to the development of the strategy for how we manage coastal hazards and adapt to change over time.	50%	●

Our People Our Values

Our success is built on a foundation of safe, engaged, high performing talent and teams. Safe and engaged people ensures we will have a safety culture that underlies how we operate our business. We will have visible and accessible leaders that provide clear direction and purpose, with community engagement at the forefront. We will be accountable, inclusive and collaborative. We will have established programs for learning and development; succession planning; mentoring; talent identification and utilisation; recognition, and our performance management will be meaningful.

KEY PERFORMANCE INDICATORS

- 20 percent reduction on the average LTIFR over a 12 month period
- Minimum employee engagement score of 65 percent

HIGHLIGHTS

RU OK?

Staff at GRC showed their support for RU OK day by wearing yellow on 10 September. The Executive and Councillors hosted 20 Health and Safety toolbox talks with staff throughout the region to inspire and empower employees to connect and start a conversation with someone who maybe struggling emotionally. 67 staff also attended a webinar focused on this year's theme 'there's more to say after R U OK?'. The webinar educated staff on the four steps of the RU OK? conversation and reiterated the importance of engaging colleagues in conversations that could change a life.

Keeping us safe

Safety is everyone's responsibility and as a business we are committed to keeping our people safe. As part of improvements to Council's Safety Management System, a process has been established to ensure a consistent, streamlined and timely approach for the distribution of all types of health and safety alerts. In July, employees started receiving direct email notification about Council incidents and hazards, outcomes and safety information. Alerts will also be uploaded to the Health, Safety and Wellbeing Cloud page, discussed at pre-start and team meetings and placed on safety noticeboards.

Action	Output	Progress	Overall Health
3.1 - Keeping us safe			
Embed a safety management system to create a safe, secure and well-managed workplace that identifies and minimises hazards and helps reduce incidents and injuries.	Improved safety performance	15%	
3.2 - Constructive and collaborative leaders			
Introduce a leadership capability framework that informs how we recruit and develop our leaders.	Improved leadership capability	55%	
3.3 - Engaging our Employees			
Deliver the Employee Engagement Survey action plan and communicate the progress of implementation with our people.	Implement the Employee Engagement Survey action plan	25%	

Ethical and responsible government

To create a culture that minimises risk and maintains compliance by strengthening governance, risk management, and compliance awareness, processes, reporting and accountability.

KEY PERFORMANCE INDICATORS

- 95 percent compliance with audit items within the agreed timeframe

HIGHLIGHTS

Celebrating International Access to Information Day

Gladstone Regional Council is an Official Partner of International Access to Information Day. This year's theme for International Access to Information Day, 'Building trust through transparency', was about government agencies building trust with the community and being open, accountable & transparent.

International Access to Information Day is designed to raise awareness of every individual's right of access to government-held information; and the public sector's responsibility to release information, if it is in the public interest to do so. It is a day on which citizens and governments from around the world can support this fundamental human right and promote open, democratic societies in which there is full citizen empowerment and participation in government.

Rates at a Discount

Gladstone Regional Council's rates notices for 2020-21 arrived in ratepayers' letterboxes in August with the offer of a 60-day discount period available. Ratepayers will have until 19 October 2020 to pay their rates in full and be eligible to receive the 10 percent discount. The rate notice includes the general rate levy, water and sewerage availability charges, half-yearly water consumption charge, waste bin charge and the Queensland Government's Emergency Management Levy.

Did you know?

A team of 10 staff from GRC are responsible for reading 24,925 water meters twice per year. The readers typically complete their work in a four week reading cycle and cover a total distance of about 418 km, which is approximately the same distance, as the crow flies, from Gladstone to Redcliffe. Reading water meters assists Council to keep track of how much water each household uses and calculate appropriate charges. Rate payers can also read their meter at any time to check for leaks on their property.

Action	Output	Progress	Overall Health
4.1 - Making compliance easier			
Implementation of an integrated software solution for managing incident, risk, internal audit and contractors to ensure our people, community and environment is safe.	Improved compliance performance	60%	

Outstanding Customer Service

We have a reputation for being easy to deal with and delivering value for money customer service.

KEY PERFORMANCE INDICATORS

- 80 percent of enquiries resolved at first point of contact
- 85 percent of Customer Service Requests completed within 10 days.

HIGHLIGHTS

Microchipping our furry friends

Council hosted four discounted microchipping events within August and September. Events were held at the Gladstone pound and Miriam Vale Community Centre and chipped a total of 55 pets. The discount offered a savings of \$27 per pet.

Action	Output	Progress	Overall Health
5.1 - Delivering value for money			
Develop a renewed catalogue of all Council services so the community understands the value and cost of delivery.	Defined base line of services and delivery costs.	25%	●



Smart Asset Management

Our asset management practices support smart infrastructure decisions and ensure reliable, affordable, safe and sustainable infrastructure is available for the community and supports the lifestyle and economic goals and sustainability of the region for current and future generations.

KEY PERFORMANCE INDICATORS

- 100 percent completion of scheduled asset management improvement action plan.

HIGHLIGHTS

Have your say

Council is seeking community feedback on a range of topics in relation to its asset-based services across the Gladstone region. A series of surveys were launched 14 September via Council's Conversations platform, with the first topic of Parks and Open Spaces. The aim of these surveys is to seek feedback to better understand Community priorities and focus areas. Community participation in these upcoming surveys will help support Council's infrastructure decisions and continue Council's efforts to provide reliable, affordable, safe and sustainable infrastructure across the Gladstone Region for current and future generations.

Dividing Fences

Council has endorsed the Dividing Fences guidance document. This guidance document, fact sheet and risk assessment were endorsed by Executive in July. The document will facilitate the consistent application of legislative requirements, provide officers clear direction on Council's position and provide support for assessment of the asset both in response to requests for service and whilst works within the vicinity of such assets are being performed.

Making Progress

Many improvement activities occurred this month against the Asset management maturity improvement plan (AMMIP).

Work is progressing to develop a strategy for water mains replacement. A data assessment is underway to evaluate these many factors and prioritise main replacements. The intent is to develop a Water Mains Replacement Program by using the data collected in conjunction with the asset register and co-ordinate replacement projects with other Council improvement projects.

The Lake Awoonga Water Growth Plan is progressing. In the last quarter the model has been calibrated and performance assessment over all planning horizons is complete. Work is well underway in determine the required new and upgrade solutions as well as non-asset solutions.

Action	Output	Progress	Overall Health
6.1 - Community focused asset management			
Implement an ISO55001 aligned asset management system that supports the business to better manage its assets. The system will ensure safe, reliable and affordable services, that meet community expectations, and are delivered to the community.	An asset management system manual that will guide the business to ensure the community receives value from its asset investments.	60%	

Operational Excellence

Strengthen our competitive advantage and achieve industry-leading performance in our operations by continuously improving our ability to consistently and reliably deliver work at lower cost and lower risk.

KEY PERFORMANCE INDICATORS

- 100 percent achievement of the agreed Capital Delivery Program.

HIGHLIGHTS

Respecting our loved ones

Work is now complete on the first of two stages to upgrade Calliope Cemetery; a cemetery which traces burials in our region back to 1884.

To date 200 meters of fencing has been installed adding to the overall aesthetics and safety of the facility.

Further work will take place at the cemetery in October and November with 64 Modern BurialSystems (MBS) crypts set to be installed within the south-east platform of the cemetery. The MBS will offer greater land utilisation, a safe environment for employees and visitors to the Cemetery.

Managing the results of drought

Council completed works in late August to remove several unhealthy trees located on Centenary Drive at Boyne Island. Council identified several Melaleuca (paperbark) trees that have severely declined in health as a result of a prolonged drought period. Following the tree removal, Council will replant the median strip with similar trees more suitable to the location, improving the aesthetics of the area in the process. As part of these works, Council will install kerbside watering greatly increasing tree health and durability.

Action	Output	Progress	Overall Health
7.1 - Maximising delivery of our works program			
Align our processes, systems and people to collaboratively deliver Council's work programs for the community's benefit.	Improved delivery of Council's work programs	30%	
7.2 - Improved maintenance planning and scheduling			
Implement the maintenance management process to enable delivery of efficient and effective maintenance programs across the business.	Improved maintenance planning and scheduling	15%	

Grow the Region

Actively promote and support the Gladstone Region and enable its growth and prosperity.

KEY PERFORMANCE INDICATORS

- 100 percent delivery of endorsed Economic Recovery Group plans for the year.

HIGHLIGHTS

And the award goes to . . .

GRC's Luminous 2019 event was awarded the Queensland Event of the Year 2020 at the QLD Parks and Leisure Australia Awards. Winning this award places the Gladstone Region on the national scene, marketing us positively for those looking to invest.

Let's go to the Drive-In

224 vehicles attended the three-day Drive-in event hosted by Council and Gladstone Cinemas at the Kirkwood shopping center, 11-13 September. Movies were displayed on a giant LED screen and sound transmitted via FM radio.

Reel Classics

Council and Australia Pacific LNG operated by ConocoPhillips was thrilled to host the 8th year of Symphony Under the Stars on the 24th and 25th of September. The Queensland Symphony Orchestra and its Conductor Dane Lam dazzled the audience with a free night of original movie scores including legendary pieces from Star Wars, E.T and Lord of the Rings. The perfect weather set the stage for 1204 residents to enjoy the power of music.

Action	Output	Progress	Overall Health
8.1 - Economic resilience			
Deliver a program of endorsed initiatives from the Economic Recovery Group to better position the region for economic recovery.	Regional economic prosperity and diversity as a result of the Economic Recovery Plan.	65%	
8.2 - Grow the region			
Develop a new Economic Development Strategy to improve and guide the region's growth and prosperity.	Regional economic prosperity and diversity.	45%	

Smart Investment

Actively promote and support the Gladstone Region and enable its growth and prosperity.

KEY PERFORMANCE INDICATORS

- the Investment Decision Framework (IDF) is being actively used to ensure prudent decision making and smart investment for our community.

HIGHLIGHTS

GRC is getting SMARTer

The Strategic Information, Communications and Technology (SICT) team opened three new Smart meeting rooms this quarter to improve the way we create and share information with our internal and external networks. To support the launch of the new Smart meeting rooms, during September SICT hosted 15 information sessions in the new Gooreng Gooreng Room (Civic Centre, Gladstone), Gurang Room (Calliope) and Taribelang Bunda Room (Miriam Vale).

Is it Freezing in here?

The theme of this year’s budget is Our Community. Our Future, with the Operational Plan and Budget reflecting Council’s focus on helping the community and economy recover from the Novel Coronavirus (COVID-19) health emergency. Highlights include a freeze to rates for the year for rural, residential, commercial and light industrial land categories including freezes to sewerage, water access and refuse charges.

During these uncertain times, our Council is focused on building and maintaining our capital assets to support the standard of living in the Gladstone Region and seeking opportunities to partner with our community, industry and other tiers of government to ensure our region remains a great place to work, live and play.

Action	Output	Progress	Overall Health
9.1 - Improving investment decisions			
Implement the Investment Decision Framework to ensure we are making informed and sustainable investment decisions.	Disciplined approach to investment.	65%	
9.2 - Accessible technology			
Upgrade Council’s current Technology One modules to intuitive Ci Anywhere user interface.	Improve the user experience now and into the future, improving accessibility and streamlining	0%	

Covid Recovery Plan – Progress Summary

The Covid Recovery Plan represents Council’s commitment to support the Region through COVID-19. The Covid Recovery Plan is divided into three parts: Economic, Tourism and Community. This portion of the report is intended to demonstrate the detailed progress on action items within the plan.

1. Economic Recovery

Focus area	Description	Year	Status	Comments
Investment Attraction	GRC to prepare Investment Attraction collateral to market the region as investment ready and open for business, with support of local stakeholders	2020/21	●	Investment attraction kit being developed with Stakeholders
Advocacy and Lobbying	Formally request Premier to increase travel radius to 150KM from home	2020/21	●	May 2020 Qld Government COVID19 Update
	Advocate to open Qld Borders in line with State Medical Advice	2020/21	●	Awaiting Medical Advice to allow advocacy
	Develop a list of Shovel Ready Projects to support recovery funding opportunities	2020/21	●	List presented to State and Federal Departments and has resulted in a total of \$6.8M Covid Funding to deliver critical infrastructure in the Gladstone Region
	Review GRC Procurement Policy and processes, to encourage the development of competitive local suppliers	2020/21	●	Review of GRC Procurement Policy currently underway
Business and Industry	Review possible 6-month waiver on camping fees for GRC Controlled facilities	2020/21	●	Currently waived under Council’s Covid Support Package
	Consider extension of Gladstone Regional Council Community Response Package post 30 June 2020	2020/21	●	Council has endorsed extension of some elements of the package and included a Rates Freeze for 20/21 Rates in addition to the package
	GCCI to launch a Buy Local campaign with the support of the Economic Recovery Group	2020/21	●	New Local Buy Campaign Launched for 2020/21 by GCCI
	Examine Social Distancing and Hygiene requirements to work with business to remain open and operational under the limitations.	2020/21	●	Providing advice and consultation to approximately 350 local businesses
Funding Opportunities	Help connect the community/local business with Grant availability and support information available – social and economic	2020/21	●	In progress
	Review opportunity to partner with GCCI and QGC to subsidise a resource in the community to assist with identification and application for grants and assistance packages. GCCI to deliver, GRC and QGC to fund	2020/21	●	Building partnership with QGC to co-fund Community Grant Writer
	Develop a Funding Program for Small Business based on parameters and gaps identified by the Economic Recovery Group	2020/21	●	In progress

2. Community Recovery

Focus area	Description	Status	Percent complete	Comments
Communication and information	Ease of access to services and information, linking people with the right information in a welcoming way.		50%	Communication platforms established and information distributed
	Develop and deliver a Virtual Neighbourhood Centre to enhance social connectivity, health and wellbeing and access to information.		100%	
	Undertake a community survey to directly understand the challenges in the social landscape.		70%	Draft Community Perception Study received. Final in 21 January
	Develop and implement a communication strategy to continue to inform the community and employees of our recovery progress.		75%	Communication strategy created; implementation ongoing
Community economic relief	Provide the community with vision into grant availability and provide support in grant application development.		100%	
	Advocate for funding to support financial planning for impacted community members following the decrease of government subsidies and potential trend of increased spending.		0%	
	Implement Gladstone Region Rise Up initiative, a Council approved \$490,000 investment to support sporting, recreation and community organisations impacted from COVID-19.		100%	
	Review Council's Community Investment Program and Policy to support the recovery initiatives.		15%	Community engagement commenced
	Annual review of Community Investment Policy to ensure it is supporting the community in the most relevant way.		5%	Community engagement commenced
Health and Wellbeing	Build community capability in mental health first aid through subsidised programs.		5%	
	Lobby for an increase in availability of social services, priority mental health, financial support and services, relationships, anxiety.		0%	Planned start in 2021
Social cohesion and community capability	Identify opportunities to utilise the State Government's Care Army		0%	
	Develop a strategy for the reintroduction of community events that promote social cohesion.		75%	Covid event planning tools implemented and successful events delivered

3. Tourism Recovery

Focus area	Description	Year	Status	Comments
Marketing & Communication	Develop collateral and messaging campaigns ready to launch to attract people back to the region – both Tourism and Commercial travellers	2020/21	●	Holiday at Home campaigns, GAPDL campaigns and GRC/Our Gladstone Region campaigns delivered and ongoing. TEQ are also providing support with inclusion of the Gladstone Region in the broader QLD 'Good to Go' campaigns.
	Develop a marketing strategy to reinvigorate regional tourism.	2020/21	●	As above
	Messaging to highlight Gladstone Region as a safe place to stay.	2020/21	●	As above
	Re-start funding programs for tourism operators; small business owners, etc. Look for ways to get our Tourism and Hospitality sector safely open for business with Patrons and Workers feeling confident that their safety is being well cared for.	2021/22	●	GRC to work on funding criteria and assessment guidelines for Tourism Innovation Fund. GAPDL is working closely with Members and other tourism organisations to support re-opening and safe operations of tourism businesses.
	Re-establishing tourism, restoring tourism tour providers, increase trust in providers.	2022/23	●	As above
RV Market	Explore short-term Pop-Up Visitor Information Centres at Miriam Vale and Mount Larcom.	2020/21	●	Draft proposal prepared for Council.
	Develop and clearly communicate RV friendly information	2020/21	●	GRC and GAPDL websites updated. RV promo brochure due for distribution October, Signage audit currently underway.
	Update current Miriam Vale RV signage to be larger and contain more information	2020/21	●	Signage audit currently underway.
	Commence community consultation on RV strategy implementation through conversations platform	2020/21	●	Initial conversations with interested community stakeholders hosted. Some site identification works underway but broader community consultation not yet undertaken.
Affordable and Increased Air Access	Advocate for competitive airfares and increased access	2020/21	●	GAPDL developed and delivering aviation strategy.
Drive Market	Deliver a regional promotional campaign within 400km radius	2020/21	●	
	Develop regional signage strategy for tourist information	2020/21	●	GRC delivering this work – Signage audit currently being undertaken.

Focus area	Description	Year	Status	Comments
Cruise Ships and Tours	Update cruise ship attraction strategy	2020/21		On hold – alternative emerging industries/focuses identified. Cruise Strategy on GAPDL workplan for Q4.
Events	Continue implementation of Gladstone Region Events Strategy within COVID safe restrictions	2020/21		Delivery of Drive in Movies (first event). New event in design phase for November. NYE on hold.
	Plan recovery events that employ local artists and suppliers and encourage the community to engage with events in a safe way	2020/21		As above
	Develop and deliver COVID recovery business attraction strategy for GECC with a focus on local and intrastate business events and conferences	2020/21		GECC ‘Open for Business’ campaign currently being rolled out and commercial business picking up. A number of bids and proposals are currently in for review with conference organisers.
Signature “One of a Kind” Experiences	Commence delivery of experience development and mentoring programs	2020/21		GAPDL delivering on this work plan item in Q2 and Q3
Tourism Innovation Fund	Research, develop guidelines and budget for Tourism Innovation Fund to be part of Community Investment Program	2021/22		In GAPDL workplan for delivery (in conjunction with GRC) for Q1. GRC to develop funding criteria as first action
Southern Great Barrier Reef Campaign	Actively participate in SGBR campaigns	2020/21		Continuing work with SGBR through GAPDL.
Digital Distribution	Increase Gladstone Region presence on Australian Tourism Data Warehouse	2020/21		Free ATDW membership is helping to increase traction on ATDW – this is an ongoing deliverable for GAPDL.
Explore your own Back Yard	Visiting friends and relatives and Holiday at Home campaigns delivered locally	2020/21		



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