



# 2020-21 Operational Plan Quarter Two

Our Community. Our Future

# Connect. Innovate. Diversify.

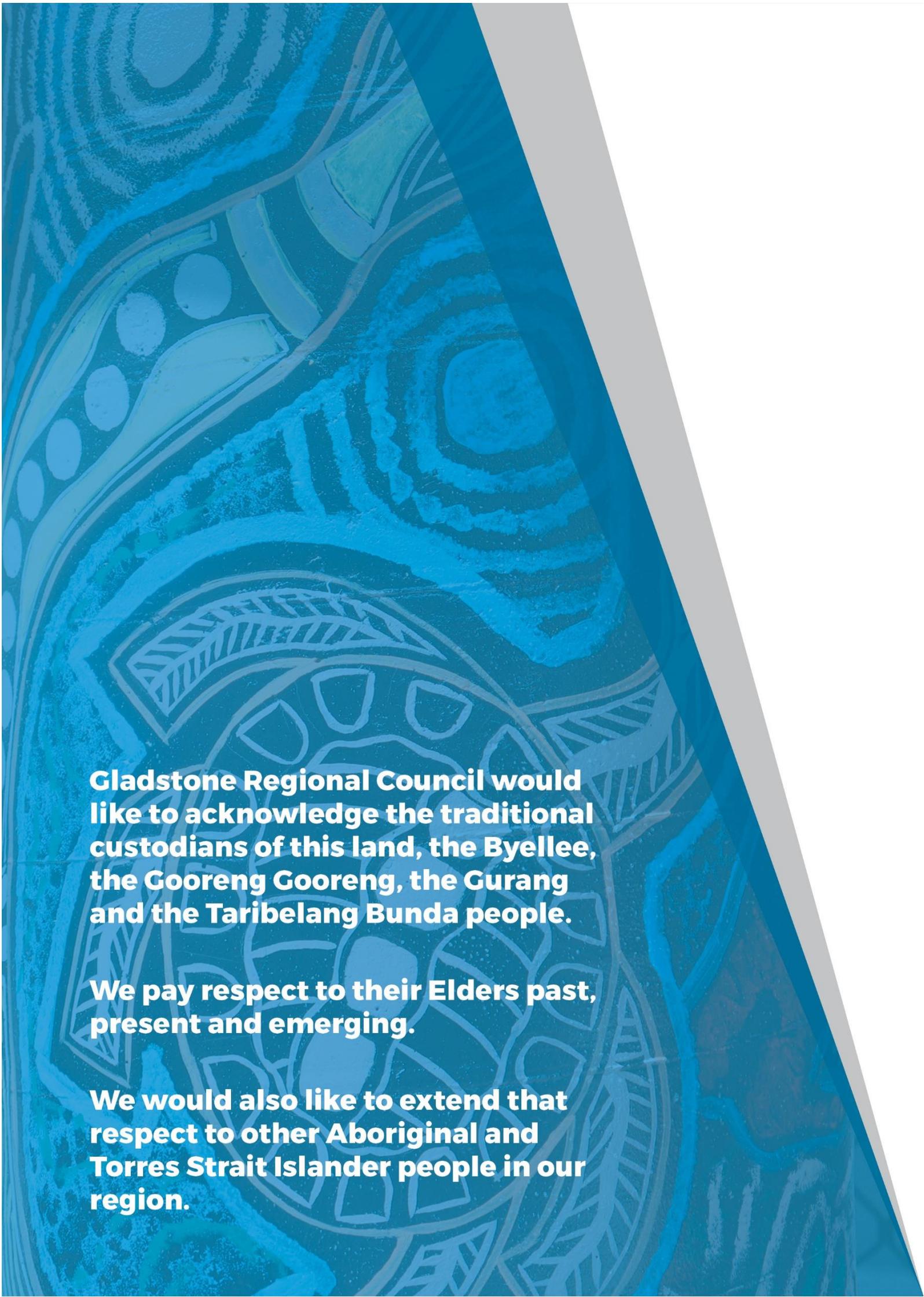


The 2020-21 Operational Plan is Council’s third annual operational plan outworked from the five-year Corporate Plan. This Quarterly Report shares the progress of the plan.

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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

### **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.

# GLADSTONE REGION

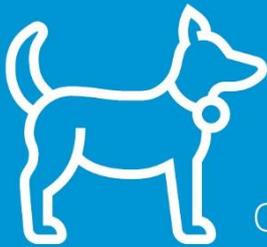
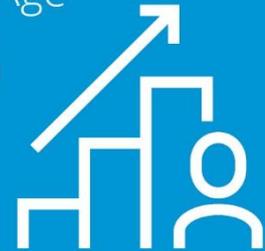
## AT A GLANCE

Population  
**63,412**



Median Age

**35**



**12**  
Off-leash  
spaces



**11**  
Landfills and  
waste transfer  
stations



Parks  
**35**



**12**  
Cemeteries



**14**  
Community  
Centres and  
halls

**10**  
Pools



# 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 future-proofing our organisation to deliver on those needs.

The Operational Plan is a 12 month view of actions, outcomes and measures that enables progressive implementation of the Corporate Plan. The Operational plan follows the strategic direction defined in our Corporate Plan and 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 nine strategic goals via a series of 15 operational plan actions. These actions are summarised in our Operational Plan on a Page (page 7). They are also reported in detail from pages 9 to 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*.

### Demonstrating Performance

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

Performance against annual measures are reported with an overall health, coloured traffic light:



- **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 style of reporting shows us quickly if the action is following the plan that was set for the quarter or if it needs some support. We also measure performance in per cent progress. This measure extends over the year and is expected to rise and reach 100 per cent by 30 June 2021.

Per cent progress and overall health together work to tell us how we are tracking over the quarter and the year. If an action doesn’t have any milestones over a quarter, you may notice that the per cent progress stays the same as the previous quarter. For example, in Quarter one we had an action that didn’t have any milestones. It reported ‘zero per cent’ progress and an ‘on track’ status. This was because the activity had no planned milestones in Quarter one; it was ‘on track’ as per the plan set out at the start of the year.

# 2020-21 Operational Plan on a Page

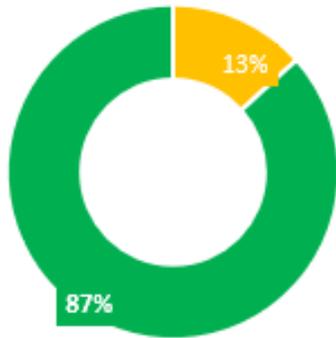
VISION	CONNECT							INNOVATE				DIVERSIFY			
	Engaged, involved and proud communities		Healthy environment, healthy communities	Our people, our values			Ethical and responsible government	Outstanding customer service	Smart asset management	Operational excellence		Grow the region		Smart investment	
GOAL	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 ISO55001 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

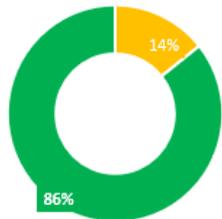
The 2020/21 Operational Plan has 15 actions and 12 Key Performance Indicators (KPIs). The Operational Plan is presented here in an overall summary as well as broken down by each vision intention from our Corporate plan. This year there are seven actions in Connect, four actions in Innovate and four actions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

## Overall



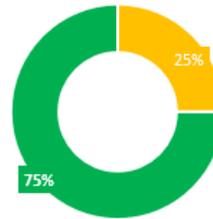
■ Concern ■ On Track

## Connect



■ Concern ■ On Track

## Innovate



■ Concern ■ On Track

## Diversify



■ On Track

## 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	1	0	0	1
Goal 5. Outstanding customer service.	0	0	1	0	1
Goal 6. Smart asset management.	0	1	0	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
<b>Total</b>	<b>0</b>	<b>2</b>	<b>13</b>	<b>0</b>	<b>15</b>

# 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 INDICATOR	Status
Community Sentiment score of >30	●
100% delivery of endorsed Community Recovery Group plans for the year	●



**99,057**  
Number of times GRC engaged with the community on social media



**185,742**  
Page views of GRC website

## HIGHLIGHTS

### It's ok when you're not ok

Gladstone Regional Council joined with Treescape to support the Blue Tree Project ahead of Queensland Mental Health Week, which ran 10 to 18 October 2020. Our new Blue Tree was unveiled on the banks of Police Creek on 17 September and joins over 500 other Blue Trees around Australia.

The Blue Tree project aims to spark difficult conversations and encourages those with mental health concerns to speak up. This iconic blue tree will be a great conversation starter and Council encourages people struggling with their mental health to seek support – whether that's professional help or simply checking in on friends and family. The Blue Tree project received strong support from the community, with 90 rock messages placed by the Blue tree. The social media posts of mental health that coincided with the Blue Tree project reached 9159 people over the month of October.

### Happy Birthday Tondoon Botanic Gardens

Tondoon celebrated its 32nd Birthday in October. As part of the Birthday week, the Secret Spaces tour and the Champion Trees tour were created for the community to enjoy.

Action	Output	Progress	Overall Health	Comments
<b>1.1 - Resilient Communities</b>				
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.	65%	●	Six deliverables 100% complete. All other deliverables are in progress.
<b>1.2 - Investing in our future</b>				
Deliver stage one of the Philip Street Communities and Families Precinct	Stage one of the Philip Street Communities and Families Precinct completed.	70%	●	Timing on track to complete construction by May.

Key ● Action Needed ● Concern ● On Track ● Complete

# 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 INDICATOR	Status
90% or greater closeout of environment non-compliance actions within the agreed timeframe	●



**898**  
Trees and native plants planted



**49,192**  
Visits to our landfill and transfer stations

## HIGHLIGHTS

### New and improved

The Benaraby Landfill has a new waste spec front end loader which will provide increased safety and efficiency for our employees while reducing ongoing costs. The replacement machines' larger moving capacity is better suited to the landfill environment with additional safeguards to protect both operators and the vehicle itself; reducing costly downtime. The teams' old loader will be returning to the Roads Fleet to continue its working life in the role it was originally designed to perform.

### Celebrating our community charm

Congratulations to Rose McLeod, the winner of the 2020 Mount Larcom Photography Competition with 'A Brahman under a stormy sky'. Rose's image will be featured on a future line of Mount Larcom-themed souvenirs available exclusively from the Mount Larcom Post Office gift shop.

Thank you to everyone who entered this year to showcase their unique vision of 'the spirit and charm of the North'.



Action	Output	Progress	Overall Health	Comments
<b>2.1 - Protecting our coastlines</b>				
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.	85%	●	Draft Strategy released for public exhibition. Additional time invested in critical review of Strategy. Public exhibition extended by two weeks. This fits within the timeline of the action.

Key ● Action Needed ● Concern ● On Track ● Complete

# 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 INDICATOR	Status
20% reduction on the average LTIFR over a 12 month period	●
Minimum employee engagement score of 65%	Annual measure in Q3



35

Fulltime trainees and apprentices



1921

Volunteer hours

## HIGHLIGHTS

### Achieving results

We're beginning to see results from the Employee Engagement Survey Action Plan. Some of the highlights include:

- Launching a new Intranet platform to improve connections between employees and the organisation
- Conducting an Operating Model Health Check; an activity intended to make it easier for employees to understand how their roles work together to serve our community
- Introducing the Workplace Health and Safety Responsibilities Matrix and Resources and Responsibilities Procedure
- Creating a Wellness Action Team dedicated to developing and delivering a Health and Wellbeing program
- Streamlining our communication tools to ensure employees receive timely, consistent messaging
- Completing a Corporate Plan Refresh which will help us to understand where we are in our journey and mapping our way forward.

Action	Output	Progress	Overall Health	Comments
<b>3.1 - Keeping us safe</b>				
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	40%	●	Work is progressing to plan. Exploring external resources to assist with completion of identified priorities.
<b>3.2 - Constructive and collaborative leaders</b>				
Introduce a leadership capability framework that informs how we recruit and develop our leaders.	Improved leadership capability	65%	●	Leadership feedback received on progress to date. Further consultation with leadership is ongoing.
<b>3.3 - Engaging our employees</b>				
Deliver the Employee Engagement Survey action plan and communicate the progress of implementation with our people.	Implement the Employee Engagement Survey action plan	50%	●	Improvements to how we share action plan updates with employees are continuing.

Key ● Action Needed ● Concern ● On Track ● Complete

# 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 INDICATOR	Status
95% compliance with audit items within the agreed timeframe	●



**12**  
Corporate Standards and Policies reviewed



**71**  
Agreed audit actions closed out this year

## HIGHLIGHTS

### Keeping with the times

Our new Flexible Work Arrangements Corporate Standard was approved by the Chief Executive Officer in October. The Corporate Standard provides the context of the business' commitment to flexibility in the workplace. This commitment supports the practical balance of responsibilities and our obligations to serve the community. It outlines the types of flexible work arrangements, how a request is made, how requests are considered and decided and how flexible work arrangements are implemented, monitored and reviewed. The key changes from the current Corporate Standard include change of name, alignment with the Industrial Relations Act 2016, and expansion of scope to include additional flexible arrangement types.

### Rates update

A big 'Thank You' to the 4610 ratepayers who are currently paying their rates in advance! Rates are one of the biggest revenue sources for Council. In addition to earning the discount, paying rates on time helps us to deliver on our services and projects outlined each year – so your timely payment makes a big difference. At 31 December 2020 9.8 per cent of rates, at a value of 17.6M remained outstanding. These figures include 5.3M of rates that are currently being repaid under authorised payment plans by 1899 ratepayers. Reminder and final notice mailouts have contributed to arrears payment receipts totaling 6.9M between 24 November and 31 December 2020.

### Making compliance easier

Beakon is our new software platform developed to capture and manage data for risk and compliance activities within the business. Different modules are being developed for managing audit, incidents, risk, and contractors. Quarter two saw the launch of the Audit module. With audit actions and related activity now in one place, our people have better visibility of progress and outstanding actions. The system workflows have created efficiencies and improved compliance.

Action	Output	Progress	Overall Health	Comments
<b>4.1 - Making compliance easier</b>				
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	75%	●	User acceptance testing (UAT) has gone slower than the predicted schedule. More users will be added to correct this. UAT is not expected to impact timely completion of the activity.

Key ● Action Needed ● Concern ● On Track ● Complete

# Outstanding Customer Service

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

KEY PERFORMANCE INDICATOR	Status
80% of enquiries resolved at first point of contact	●
85% of Customer Service Requests completed within 10 days	●




32,552

Interactions across Customer Solutions

89%

Of customers rated the response as excellent

## HIGHLIGHTS

Quarter two of 2020 saw an increase in development industry activity largely due to the Economic Stimulus Grants for new homes and renovations. Gladstone was well positioned to support the increase with many readily available lots.

Increased interstate migration from COVID-19 has also been identified in many Queensland local government areas, resulting in increased demand and residential real estate sales activity.

Action	Output	Progress	Overall Health	Comments
<b>5.1 - Delivering value for money</b>				
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.	75%	●	A draft interactive catalogue has been developed for phase one of the project. The catalogue is linked to the core services defined in the Operational Plan with the services categorised by our customer's experience.

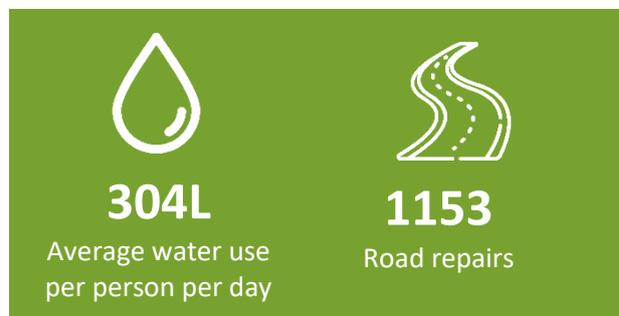
Key ● Action Needed ● Concern ● On Track ● Complete



# 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 INDICATOR	Status
100% completion of scheduled asset management improvement action plan	<span style="color: green;">●</span>



## HIGHLIGHTS

### And the award goes to . . .

It was a proud day for Gladstone Regional Council Friday, 16 October at the Asset Management Excellence Awards. Six awards categories were presented at a virtual awards ceremony and Council was the winner of the Asset Management Diversity award.

The Diversity category recognises and promotes the positive contribution made by organisations that demonstrate a holistic and long-term commitment to diversity within the Asset Management community. This category also covers workforce diversity.

Council's submission highlighted its diverse portfolio of assets and range of internal and external stakeholders including community members, local businesses and organisations, sporting groups and industry. It was exciting to win the Award given the calibre of competition. As one of only two local governments listed as finalists among a group featuring major companies and organisations, this award gives Council employees great encouragement that their work in asset management is appreciated and recognised.

### Thank you for your feedback

Strategic Asset Performance (SAP) has embraced the community focused aspects of asset management. We are moving towards earlier engagement to better understand what the community values and the problems that they are experiencing. Information gathered is being used to become more disciplined and ensure engagement happens at the right stage of every project.

SAP is seeking community feedback to help inform decisions around how existing assets perform. This approach is reflected in their recent survey to understand customer satisfaction with existing parks. We asked for your thoughts and received 321 responses.

Action	Output	Progress	Overall Health	Comments
<b>6.1 - Community focused asset management</b>				
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.	65%	<span style="color: orange;">●</span>	The project is behind schedule. Discussion with the business planned in Quarter three to address concerns.

Key ● Action Needed ● Concern ● On Track ● Complete

# 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 INDICATOR	Status
100% achievement of the agreed Capital Delivery Program	●



## HIGHLIGHTS

### Preparing for natural disaster

Preparation is important in many aspects of life, but even more so when it comes to preparing for the extreme weather and natural disasters that are inevitable in Queensland. Gladstone Regional Council encouraged residents to think about how they can prepare by participating in Get Ready Week 2020, 12-18 October. Many resources were shared including online resources available on the Get Ready Queensland website. Residents were reminded that Council's RegionWatch website is also a valuable resource where community members can access live updates from multiple sources. RegionWatch highlights road conditions, roadworks, Bureau of Meteorology weather warnings, power outages, flood cameras, school closures from the Department of Education and emergency bulletins from Council's disaster management system.

### Streamlining how we plan and schedule maintenance

The trickle feed maintenance process was prioritised by the Transforming our Maintenance project team as critical work. Mapping our current trickle feed processes from start to finish has helped capture better data and identified where process improvements can be made. Benefits of this work include: A planned approach to preventative maintenance, a consistent, corrective maintenance process enabling customers to receive correct water flow consistently, easier data entry and reduced data entry for Council teams, and increased opportunity for first point resolution of trickle feed issues.

Action	Output	Progress	Overall Health	Comments
<b>7.1 - Maximising delivery of our works program</b>				
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	50%	●	Stage one of the project is complete. Four implementation plans have been developed. These plans will be enacted in January 2021.
<b>7.2 - Improved maintenance planning and scheduling</b>				
Implement the maintenance management process to enable delivery of efficient and effective maintenance programs across the business.	Improved maintenance planning and scheduling	30%	●	Training and trialling of Computer Maintenance Management System commenced. Purchase and testing of iPads with field staff in 'Field App'. Workpack development commenced.

Key ● Action Needed ● Concern ● On Track ● Complete

# Grow the Region

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

KEY PERFORMANCE INDICATOR	Status
100% delivery of endorsed Economic Recovery Group plans for the year	<span style="color: green;">●</span>



**43**  
Events hosted at GECC

## HIGHLIGHTS

### Shaping the region's economic development

Community members, business groups and progress associations were invited to attend a series of workshops to contribute their views and ideas about the region's needs and priorities. Workshops were held on 3 November at Rosedale and Agnes Water, and 5 November at Calliope and Gladstone, an online survey was offered on our Conversations platform and information stalls were held at the Rotary Markets and Tondoon Botanic Gardens. We were pleased to welcome a range of stakeholders to the workshops, receive over 130 completed surveys, and have 673 views of the Conversations platform.

The results of this engagement will help us develop an evidence based actionable Economic Development Strategy 2021-2025 and guide Council's role as a facilitator and enabler of economic development. The draft strategy will be presented for feedback in February 2021.

### Entertainment with a COVID twist

The Community Events Team helped reignite the entertainment industry with an Australian First COVID Safe concert. Air Beats featured a huge lineup of local artists and was Headlined by Sheppard! The event was well attended and contributed enormously to an industry which heavily felt the effects of the COVID-19 pandemic.

Action	Output	Progress	Overall Health	Comments
<b>8.1 - Economic resilience</b>				
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.	75%	<span style="color: green;">●</span>	A key outcome to advocate for the opening of the borders has been achieved. Collaboration between GRC and Shell QGC to co-fund grant writing capacity has identified a preferred candidate.
<b>8.2 - Grow the region</b>				
Develop a new Economic Development Strategy to improve and guide the region's growth and prosperity.	Regional economic prosperity and diversity.	65%	<span style="color: green;">●</span>	Extensive community consultation has been completed to gain insight into the Strategy.

Key ● Action Needed ● Concern ● On Track ● Complete

# Smart Investment

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

KEY PERFORMANCE INDICATOR	Status
The Investment Decision Framework (IDF) is being actively used to ensure prudent decision making and smart investment for our community	<span style="color: green;">●</span>



**3.3M**  
Successful grants



**2376**  
ICT service requests

## HIGHLIGHTS

### Innovative arts projects receive RADF funding

A multimedia exhibition, an artist in residence and a community music video are some of the local arts projects to receive Regional Arts Development Fund (RADF) assistance from Round Two of the 2019/2020 funding. Gladstone Region Council accepted the recommendations of its RADF Committee to allocate a total of \$75,655 to nine different recipients. The long standing RADF program helps to boost Queensland’s economic recovery, supporting artists and arts workers with employment opportunities through 4.2M in funding for regional cultural projects.

### Service Desk records 50,000th request

Well done to our Strategic Information Communications and Technology (SICT) Service Desk staff who celebrated their 50,000th service request on Friday, 4 December 2020. SICT Service Desk assists with any incident requests related to computer hardware as well as general service requests.

Action	Output	Progress	Overall Health	Comments
<b>9.1 - Improving investment decisions</b>				
Implement the Investment Decision Framework (IDF) to ensure we are making informed and sustainable investment decisions.	Disciplined approach to investment.	65%	<span style="color: green;">●</span>	Council has endorsed the Select the Right Work initiative to advance the implementation of the IDF. This will be completed in Q3 and Q4.
<b>9.2 - Accessible technology</b>				
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%	<span style="color: green;">●</span>	This project is scheduled to commence in January 2021.

Key ● Action Needed ● Concern ● On Track ● Complete

# Covid Recovery Plan – Progress Summary

The Covid Recovery Plan represents Council’s commitment to support the Region through COVID-19. It 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. Focus areas are outlined with a detailed description of the activity. Status is noted as per the key below along with the current per cent complete and supporting comments.

## 1. Economic Recovery

Key ● Action Needed ● Concern ● On Track ● Complete

Focus area	Description	Status	Per cent complete	Comments
<b>Investment Attraction</b>	GRC to prepare Investment Attraction collateral to market the region as investment ready and open for business, with support of local stakeholders	●	70%	Investment attraction kit being developed with stakeholders to highlight the investment ready Gladstone economy.
<b>Advocacy and Lobbying</b>	Formally request Premier to increase travel radius to 150km from home	●	100%	May 2020 Qld Government COVID-19 Update.
	Advocate to open Qld borders in line with State Medical Advice	●	100%	Borders opened with all States.
	Develop a list of Shovel Ready Projects to support recovery funding opportunities	●	100%	List presented to State and Federal Departments resulted in a total of 6.8M COVID-19 funding to deliver critical infrastructure in the Gladstone Region.
	Review GRC Procurement Policy and processes, to encourage the development of competitive local suppliers	●	90%	Review of GRC Procurement Policy almost complete focusing on maximising local content spend.
<b>Business and Industry</b>	Review possible 6-month waiver on camping fees for GRC Controlled facilities	●	100%	Currently waived under Council’s COVID-19 support package.
	Consider extension of Gladstone Regional Council Community Response package post 30 June 2020	●	100%	Council has endorsed extension of some elements of the package and included a rates freeze for 2020/21 rates in addition to the package.
	GCCI to launch a Buy Local campaign with the support of the Economic Recovery Group	●	50%	New Local Buy Campaign for 2020/21 will be launched by GCCI and supported by Gladstone Regional Council.
	Examine social distancing and hygiene requirements to work with business to remain open and operational under the limitations.	●	100%	Providing advice and consultation to approximately 350 local businesses.
<b>Funding Opportunities</b>	Help connect the community/local business with grant availability and support information available – social and economic	●	70%	Providing information and ongoing support through the Gladstone Regional Council Virtual Neighbourhood site. Investigating specialised Grant portal.
	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	●	90%	Partnering with QGC to co-fund Community Grant Writer capacity. A preferred service provider has been appointed and will be launched in early 2021.
	Develop a Funding program for small business based on parameters and gaps identified by the Economic Recovery Group	●	65%	Working with key stakeholders to deliver programs to assist with the Economic Recovery.

## 2. Community Recovery

Key ● Action Needed ● Concern ● On Track ● Complete

Focus area	Description	Status	Per cent complete	Comments
<b>Communication and information</b>	Ease of access to services and information, linking people with the right information in a welcoming way.	●	100%	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%	Community Perception Study has been drafted and implementation is on track.
	Develop and implement a communication strategy to continue to inform the community and employees of our recovery progress.	●	75%	Communication strategy has been created and implementation is on track.
<b>Community economic relief</b>	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.	●	30%	Engagement taking place, inaugural working group planned for January to map trends to inform advocacy.
	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.	●	35%	Community engagement commenced; initial program development underway.
<b>Health and Wellbeing</b>	Build community capability in mental health first aid through subsidised programs.	●	30%	Potential programs are being scoped.
	Lobby for an increase in availability of social services, priority mental health, financial support and services, relationships, anxiety.	●	0%	Planned start in 2021.
<b>Social cohesion and community capability</b>	Identify opportunities to utilise the State Government's Care Army	●	0%	All networks have been advised that the Care Army is available for events and activities as needed. No need to use currently. Will initiate if COVID resurges in Queensland.
	Develop a strategy for the reintroduction of community events that promote social cohesion.	●	75%	COVID-19 event planning tools implemented, and successful events delivered.

### 3. Tourism Recovery

Key ● Action Needed ● Concern ● On Track ● Complete

Focus area	Description	Status	Per cent complete	Comments
<b>Marketing &amp; Communication</b>	Develop collateral and messaging campaigns ready to launch to attract people back to the region – both Tourism and Commercial travellers	●	90%	Holiday at Home campaigns, Gladstone Area Promotion and Development Ltd (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.	●	90%	As above.
	Messaging to highlight Gladstone Region as a safe place to stay.	●	100%	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.	●	10%	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.	●	90%	As above.
<b>RV Market</b>	Explore short-term Pop-Up Visitor Information Centres at Miriam Vale and Mount Larcom.	●	10%	Conversations with GAPDL are ongoing about setting up virtual VIC's. GAPDL continuing work on this deliverable.
	Develop and clearly communicate RV friendly information	●	80%	GRC and GAPDL websites updated. RV promo brochure due for distribution November, Signage audit currently underway. RV dump point to be installed in Gladstone City before end of year.
	Update current Miriam Vale RV signage to be larger and contain more information	●	25%	Signage audit currently underway.
	Commence community consultation on RV strategy implementation through conversations platform	●	10%	Consultation not yet started. RV dump point to be installed in Gladstone City before end of year.
<b>Affordable and Increased Air Access</b>	Advocate for competitive airfares and increased access	●	80%	GAPDL developed and delivering aviation strategy. Sales are good and looking at future aviation possibilities.
<b>Drive Market</b>	Deliver a regional promotional campaign within 400km radius	●	100%	Campaign completed.
	Develop regional signage strategy for tourist information	●	15%	GRC delivering this work – Signage audit currently being undertaken. Mount Larcom signage project added and being delivered.

Key ● Action Needed ● Concern ● On Track ● Complete

Focus area	Description	Status	Per cent complete	Comments
<b>Cruise Ships and Tours</b>	Update cruise ship attraction strategy	●	0%	On hold – alternative emerging industries/focuses identified. Cruise Strategy on GAPDL workplan for Quarter four.
<b>Events</b>	Continue implementation of Gladstone Region Events Strategy within COVID safe restrictions	●	100%	GECC delivering programming again within current restrictions. Easing of restrictions further from 17 November 2020 allows for a return to almost normal – Commercial business in the venue is positive. Air Beats COVID Safe (Australian first) event delivered 20 and 21 November with positive interest. Progress toward delivering NYE under Qld Health advice. Festival of Summer and Australia Day planning continuing under current COVID-19 advice.
	Plan recovery events that employ local artists and suppliers and encourage the community to engage with events in a safe way	●	100%	As above.
	Develop and deliver COVID recovery business attraction strategy for GECC with a focus on local and intrastate business events and conferences	●	100%	GECC ‘Open for Business’ campaign currently being rolled out and commercial business picking up. Completed and continuing.
<b>Signature “One of a Kind” Experiences</b>	Commence delivery of experience development and mentoring programs	●	50%	GAPDL delivering on this work plan item in Quarter two and Quarter three. Work has commenced already.
<b>Tourism Innovation Fund</b>	Research, develop guidelines and budget for Tourism Innovation Fund to be part of Community Investment Program	●	10%	In GAPDL workplan for delivery (in conjunction with GRC) for Quarter one. GRC to develop funding criteria as first action.
<b>Southern Great Barrier Reef Campaign</b>	Actively participate in Southern Great Barrier Reef Campaigns (SGBR).	●	100%	Continuing work with SGBR through GAPDL.
<b>Digital Distribution</b>	Increase Gladstone Region presence on Australian Tourism Data Warehouse (ADTW)	●	100%	Free ATDW membership is helping to increase traction on ATDW – this is an ongoing deliverable for GAPDL.
<b>Explore your own Back Yard</b>	Visiting friends and relatives and Holiday at Home campaigns delivered locally	●	100%	Campaign delivered through GAPDL and GRC ‘Our Gladstone Region’.



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