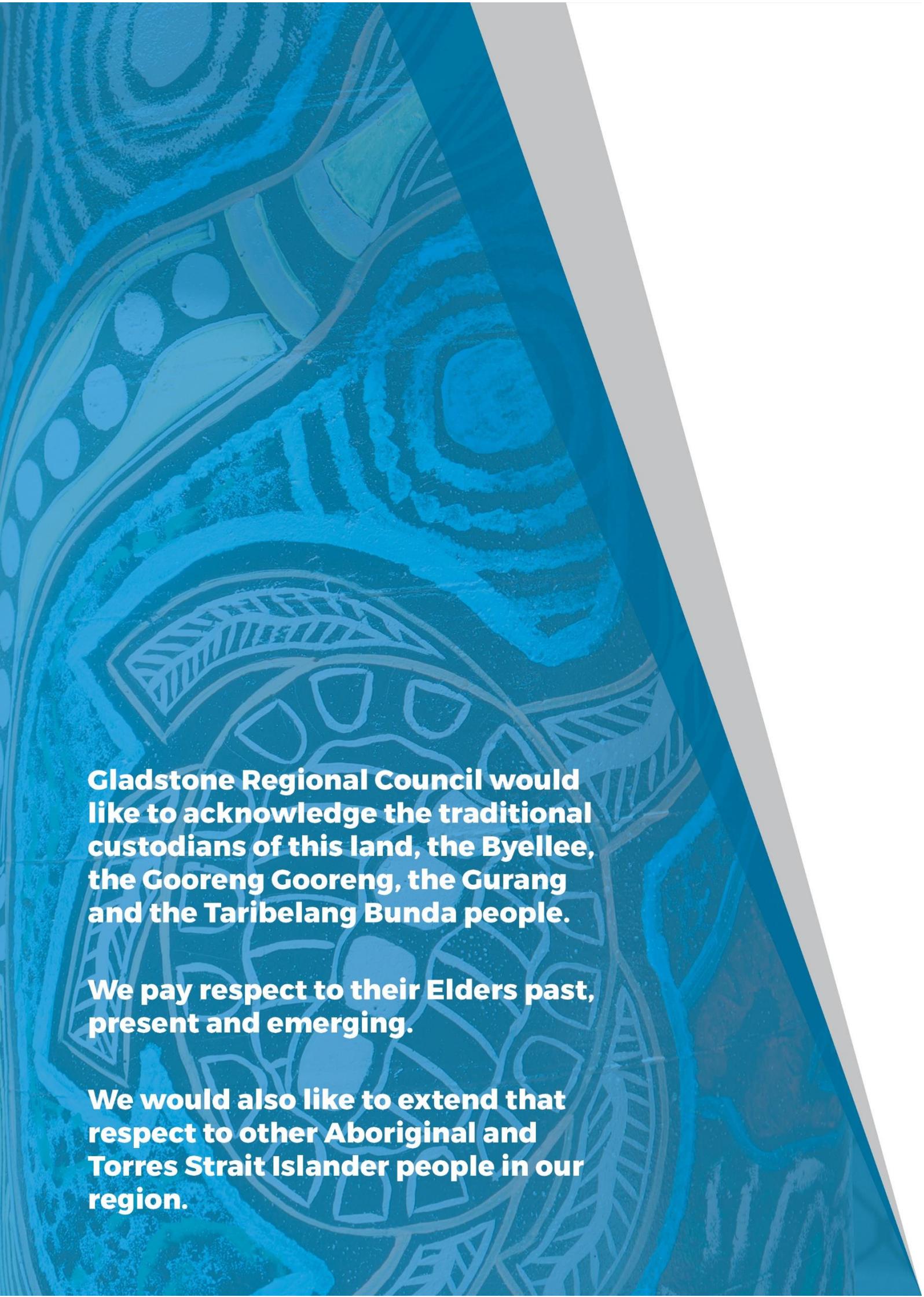




2020-21 Operational Plan Quarter Three

Our Community. Our Future



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.

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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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.

Introduction

Welcome to our Operational Plan Quarterly Report. This report is written every three months with the intent to share highlights, interesting infographics, KPI performance, and Operational Plan Performance.

The format of our report focuses on our nine strategic goals from the 2018-23 Corporate Plan.

The highlights and infographics are chosen from successes and challenges that we have experienced during the quarter. They are placed on each goal page matching the core services that feed into that goal.

The infographics represent a three month value unless noted otherwise. They also align with the core services related to that strategic goal and display some of the interesting information we have in our business.

We hope you enjoy reading this new style of report and learn something new about your region each quarter.



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 8). They are also reported in detail from pages 10 to 18.

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

Performance is 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 output has been 100% delivered and no longer requires quarterly updates
- **Amended** – This activity has been revised due to a change in priority or a shift in targets for the activity.

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 does not 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 did not 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

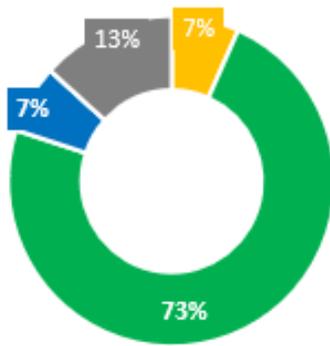
VISION	CONNECT							INNOVATE				DIVERSIFY			
	Engaged, involved and proud communities		Healthy environment, healthy communities	Our people, our values			Ethical and responsible government	Outstanding customer service	Smart asset management	Operational excellence		Grow the region		Smart investment	
GOAL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

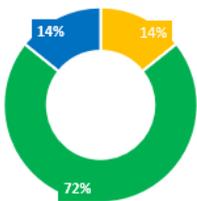


■ Concern ■ On Track ■ Complete ■ Amended

Goal Overall - Summary

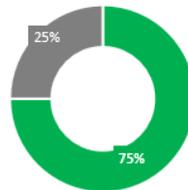
Goal	Action Needed	Concern	On Track	Complete	Amended	Total
Goal 1. Engaged, involved and proud communities.	0	0	2	0	0	2
Goal 2. Healthy environment, healthy community.	0	0	1	0	0	1
Goal 3. Our people, our values.	0	1	2	0	0	3
Goal 4. Ethical and responsible government.	0	0	0	1	0	1
Goal 5. Outstanding customer service.	0	0	1	0	0	1
Goal 6. Smart asset management.	0	0	0	0	1	1
Goal 7. Operational excellence.	0	0	2	0	0	2
Goal 8. Grow the region.	0	0	2	0	0	2
Goal 9. Smart investment.	0	0	1	0	1	2
Total	0	1	11	1	2	15

Connect



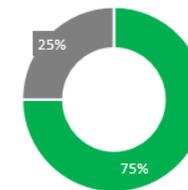
■ Concern ■ On Track ■ Complete

Innovate



■ On Track ■ Amended

Diversify



■ On Track ■ Amended

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	●



146,953

Number of times GRC engaged with the community on social media



224,127

Page views of GRC website

HIGHLIGHTS

Precinct gaining traction

Collaboration was key for members of the Philip Street Communities and Families Precinct working group and several organisations that submitted an Expression of Interest (EOI) for the precinct at the recent Collaborative Change training. Led by Dr. Sara Branch and Charmaine Stubbs, the four-day Collective Change Facilitation course helped attendees develop techniques and tools to ensure the Precinct meets the needs of the community. Ultimately, Council wants to see working group members and EOI submitters move beyond colocation at the Precinct to collaboration for the betterment of our region. The working group consists of Gladstone Regional Council, The Salvation Army, the Department of Communities, Disability Services and Seniors, Gladstone Area Promotion and Development Limited (GAPDL) Communities for Children and other groups involved in the social services sector.

Library Out and About Service back out on the road in 2021

Gladstone Regional Libraries hit the road on 11 January 2021 with the Library Out and About van making fortnightly visits to rural areas of our region. The Library Out and About Service enables residents to remain connected to Council’s library resources without having to visit one of the six libraries located across the Gladstone Region. The van will visit locations within the Baffle Creek and Boyne Valley areas once a fortnight.

Action	Output	Progress	Overall Health	Comments
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.	90%	●	Eight deliverables 100% complete, two are 90% complete, two are 80% and one needs commencement (see pg. 20 for more detail).
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.	75%	●	The operationalisation of Philip Street continues to be positive with progress on track to mobilise the facility in June 2021 (pending completion of Building 01A construction).

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

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	●



1049
Trees and native plants planted



46,294
Visits to our landfill and transfer stations

HIGHLIGHTS

Embracing our Cultural history

Council’s Tree Assessment Officer and the Port Curtis Coral Coast Cultural Heritage Coordinator worked together with Operational crews in January to carefully relocate two scar trees found at the Benaraby Landfill site. The trees are now on showcase at the landfill. We welcome you to stop in for a visit and reflect on our rich, cultural history.

Progressing Coastal Hazard Adaptation Strategy

Council released a draft Coastal Hazards Adaptation Strategy in late December 2020, more widely recognised as the *Our Coast Our Future* Strategic Plan. The strategy was developed in consultation with community, industry and government stakeholders and has been tailored to include the full coastal landscape and their communities. This Strategic Plan enables Council, community organisations, industry and residents to be better prepared for, and adapt to, the impacts of coastal hazards on our communities, environment, cultural values, infrastructure, lifestyle and services.

The Strategic Plan was opened for six weeks for public review and feedback from interested parties was collated and considered in the final version. The *Our Coast Our Future* Strategic Plan was endorsed by Council on 16 March 2021, and planning is already underway to implement the numerous recommendations and actions.

Action	Output	Progress	Overall Health	Comments
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.	95%	●	The Final <i>Our Coast Our Future</i> Strategic Plan is on schedule for an April adoption date.

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

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%	●



35
Fulltime trainees and apprentices



1837
Volunteer hours

HIGHLIGHTS

What the WAT?

Council recognises that our people are the key to our success and our ability to successfully achieve objectives depends on the health, wellbeing and engagement of our people. This led to the development of our Wellness Action Team (WAT), a network of 12 employees from across locations and business units with the goal to develop and deliver dedicated programs and initiatives that support a safe, productive, engaged and resilient workforce. Since the first meeting in November 2020 the team has finalised the Terms of Reference, collated information on existing wellbeing offerings and evaluated data to gain an understanding of our workforce characteristics, business priorities and drivers. The vision, goals and objectives have been established and the team will now work on establishing a program of health and wellbeing strategies.

Action	Output	Progress	Overall Health	Comments
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	65%	●	Progress has slowed in this quarter as attention was transferred to the roll-out of the integrated incident, risk, internal audit and contractor management software solution. This software solution is part of our improvements to our Safety Management System.
3.2 - Constructive and collaborative leaders				
Introduce a leadership capability framework that informs how we recruit and develop our leaders.	Improved leadership capability	65%	●	No progress made in Quarter Three but this item is expected to be back on track and delivered by end of year.
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	55%	●	19/33 items have been completed. Officers continue to outwork the remaining items. Planned completion for 30 June 2021.

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

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	●



10
Corporate Standards and Policies reviewed



85
Agreed audit actions closed out this year

HIGHLIGHTS

Implementing our risk management framework

We are all responsible for identifying and managing risks associated with tasks and activities that we perform and to ensure that risks are escalated as required.

To help Council employees meet and simplify our risk compliance requirements an online Risk module has been developed.

The Risk module will be used to lodge and manage risks and record treatment plans. Having all related activity contained in one system will make it easier to track processes, see what actions have been taken and view what remains to be done.

Action	Output	Progress	Overall Health	Comments
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	100%	●	The latest module; Incidents for Health and Safety and Environment went live 1 April 2021.

Key ● Action Needed ● Concer ● On Track ● Complete ● Amended

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	●



HIGHLIGHTS

Let's keep it clean

Illegal dumping and littering are concerns across the Gladstone Region. Over the past 18 months we have experienced 134 offences! Illegal dumping can harm our environment by leading to stormwater and ocean pollution and it is not very nice for our neighbours to have to look at and deal with.

The interesting thing is that most of the items found to date can be disposed of at Council transfer station for free. It is much cheaper for everyone to dispose of waste correctly and avoid the thousands of unnecessary dollars charged to our ratepayers for the added waste management and clean up.

If we all work together, we can keep our region beautiful!

Action	Output	Progress	Overall Health	Comments
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.	85%	●	A draft interactive and costed service catalogue has been developed and is linked to the core services.

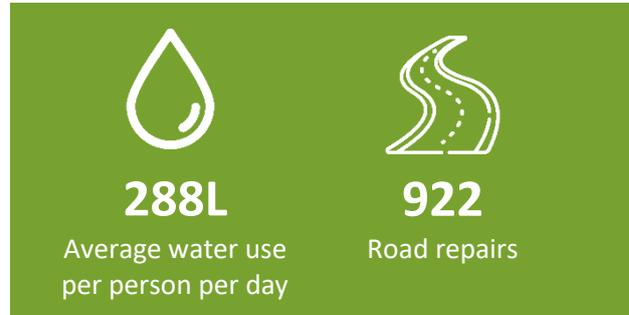
Key ● Action Needed ● Concern ● On Track ● Complete ● Amended



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	●



HIGHLIGHTS

Connecting employees to our Infrastructure Assets

The Asset Governance team has been working to create improved accessibility for all employees to Council’s Infrastructure Asset Register. Assetic myData is Council’s Corporate Infrastructure Asset Register for capturing and recording infrastructure assets which are owned or maintained by Council. An End-User Training Manual has been developed to support employees to learn more about our assets and assist them in manoeuvring through the register.

Action	Output	Progress	Overall Health	Comments
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.	65%	●	On review of the immediate requirements of the business, a decision has been made to remove the manual from the operational plan activity. Given that an Asset Manual is not a required ISO artefact resources have been re-tasked to successfully deliver the Maximising Delivery of Works action (7.1).

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

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.



26,315
Page views of
RegionWatch

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

HIGHLIGHTS

Cemetery upgrades bring benefits

The Calliope Cemetery now has an additional 61 Modern Burial Systems (MBS) crypts and fencing along Herbertson Road. These systems make better use of cemetery grounds and offer a safe environment for visitors to the cemetery and for our people. The space-efficient MBS crypts also provide ability for burials in areas where the traditional burial process was difficult or impossible. The underground crypts require no excavation with a patented machine used to lift the crypt lid, soil and turf prior to a burial.

Roaring through improvements

During Quarter Two, small groups of managers and subject matter experts from across the business worked together to plan improvements to the delivery of our capital and maintenance works programs. The concept, known as Tiger Teams, strongly encouraged cross-functional collaboration, ensuring the right people are brought together to clarify issues and work on the solutions together. This approach will help to build a culture of early involvement of key stakeholders and continued involvement throughout the improvement journey. Over the past quarter, our teams have started implementing the improvement plans, and will continue to do so over the coming months.

Action	Output	Progress	Overall Health	Comments
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	60%	●	Extensive business-wide consultation has supported preparation to operationalise the Investment Decision Framework for capital asset projects. Process improvements realised in Capital Portfolio development, including Council's ability to deliver the proposed program of work.
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	75%	●	Computer Maintenance Management System trial roll-out of safety showers completed. Training on field app for parks and pump run maintenance commenced.

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

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	●



57

Events hosted at GECC

HIGHLIGHTS

Welcoming RV Tourism in new ways

A new Recreational Vehicle (RV) Dump Station has been installed in Gladstone Central. Located on Cemetery Road, the station was a deliverable of the GRC RV Strategy and will see an increase in RV and Caravan Tourism. The next step for implementation of the strategy is community consultation around RV Tourism and infrastructure, scheduled to commence in Winter 2021.

It's great to be Blonde!

Council's Community Musical, produced by Gladstone Entertainment Convention Centre, had a sold out season and rave reviews.

Five shows of Legally Blonde the Musical were presented over two weekends in February and March. The show saw the return of live community theatre in the region almost one year after the COVID-19 pandemic closed the venue. Reviews for the show have been overwhelmingly positive with a focus on our local talent, professional production values and volunteers. The 2021 show exceeded previous attendance and financial outcomes. Plans are now commencing for the 2022 Combined Schools Musical – Charlie and the Chocolate Factory.

Action	Output	Progress	Overall Health	Comments
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.	90%	●	An Investment prospectus and digital media for the Gladstone Region has been developed and launched highlighting the range of investment opportunities in the Gladstone Region. The free Gladstone Region Funding Finder is available now with strong uptake (see pg. 19 for more detail).
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.	90%	●	A draft of the Economic Development Strategy is being reviewed by the Working Group. Adoption of the strategy is on track for June.

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

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	●



9.7M
Successful grants



2359
ICT service requests

HIGHLIGHTS

Streamlining tracking of invoices

Our Accounts Payable process is being streamlined to make it easier to track invoices that the business has received. To make the process smoother, our Financial Operations team is adjusting how the business receives invoices. All invoices will now be sent to a central inbox to ensure consistency and timely response.

Operating longer to serve you better

The Strategic Information, Communication and Technology (SICT) team is trialing extended Service Desk operating hours. The trial is running for eight weeks until 9 April with the SICT Service Desk operating from 6.30am-5pm, Monday to Friday. The intention is to learn what demand exists outside of standard hours. If demand is high, we will look to keep the extended hours and serve the organisation better.

Action	Output	Progress	Overall Health	Comments
9.1 - Improving investment decisions				
Implement the Investment Decision Framework (IDF) to ensure we are making informed and sustainable investment decisions.	Disciplined approach to investment.	80%	●	The IDF principles and phases continue to be used consistently. Work is now underway to embed these principles across other areas including Capital and Operational portfolios.
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	5%	●	The business has decided to align this action with the Maximising delivery of works action (7.1) and therefore progress at a pace determined by that activity.

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

Covid Recovery Plan – Progress Summary

The Covid Recovery Plan represents Council’s commitment to support the Gladstone 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 ● Amended

Focus area	Description	Status	Per cent complete	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	●	95%	Investment attraction collateral developed with stakeholders to highlight the investment ready Gladstone economy. Prospectus and digital media launched 29 March 2021.
Advocacy and Lobbying	Formally request Premier to increase travel radius to 150km from home	●	100%	
	Advocate to open Qld borders in line with State Medical Advice	●	100%	
	Develop a list of Shovel Ready Projects to support recovery funding opportunities	●	100%	
	Review GRC Procurement Policy and processes, to encourage the development of competitive local suppliers	●	100%	
Business and Industry	Review possible 6-month waiver on camping fees for GRC Controlled facilities	●	100%	
	Consider extension of Gladstone Regional Council Community Response package post 30 June 2020	●	100%	
	GCCI to launch a Buy Local campaign with the support of the Economic Recovery Group	●	75%	New Local Buy Campaign for 2020/21 is being developed and will be launched by Gladstone Chamber of Commerce and Industry 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%	
Funding Opportunities	Help connect the community/local business with grant availability and support information available – social and economic	●	100%	
	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	●	100%	
	Develop a Funding program for small business based on parameters and gaps identified by the Economic Recovery Group	●	75%	Working with key stakeholders to deliver programs to assist with the Economic Recovery of Subject Matter Expert in the Gladstone Region.

2. Community Recovery

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

Focus area	Description	Status	Per cent complete	Comments
Communication and information	Ease of access to services and information, linking people with the right information in a welcoming way.	●	100%	
	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.	●	100%	
Community economic relief	Develop and implement a communication strategy to continue to inform the community and employees of our recovery progress.	●	100%	
	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.	●	90%	Regular stakeholder meetings taking place to map need and ongoing impact.
	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.	●	80%	Draft policy developed additional engagement in planning.
	Annual review of Community Investment Policy to ensure it is supporting the community in the most relevant way.	●	80%	Draft policy developed additional engagement in planning.
	Health and Wellbeing	Build community capability in mental health first aid through subsidised programs.	●	90%
Lobby for an increase in availability of social services, priority mental health, financial support and services, relationships, anxiety.		●	10%	A partnership with Stronger People, Stronger Places will provide research and reports that will support leverage of additional social services in the region.
Social cohesion and community capability	Identify opportunities to utilise the State Government's Care Army	●	100%	
	Develop a strategy for the reintroduction of community events that promote social cohesion.	●	100%	

3. Tourism Recovery

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

Focus area	Description	Status	Per cent complete	Comments
Marketing & Communication	Develop collateral and messaging campaigns ready to launch to attract people back to the region – both Tourism and Commercial travellers	●	100%	
	Develop a marketing strategy to reinvigorate regional tourism.	●	100%	
	Messaging to highlight Gladstone Region as a safe place to stay.	●	100%	
	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.	●	100%	
	Re-establishing tourism, restoring tourism tour providers, increase trust in providers.	●	100%	
RV Market	Explore short-term Pop-Up Visitor Information Centres at Miriam Vale and Mount Larcom.	●	25%	Pop Up Visitor Information Centres (VIC) determined to be unviable. GRC and GAPDL exploring a collaborative approach to opening virtual and augmented reality VIC's, commencing with Miriam Vale.
	Develop and clearly communicate RV friendly information	●	80%	Current promotional material updated and distributed. GRC and GAPDL working on RV campaign and strategy to be delivered September School Holidays. New RV Dump point completed.
	Update current Miriam Vale RV signage to be larger and contain more information	●	25%	Signage audit currently underway. Item to be actioned prior to RV campaign roll-out.
	Commence community consultation on RV strategy implementation through conversations platform	●	20%	Consultation strategy currently in development.
Affordable and Increased Air Access	Advocate for competitive airfares and increased access	●	100%	
Drive Market	Deliver a regional promotional campaign within 400km radius	●	100%	
	Develop regional signage strategy for tourist information	●	15%	GRC delivering this work. Signage audit currently being undertaken. Mount Larcom signage project no longer part of this project.

3. Tourism Recovery (cont'd)

Key ● Action Needed ● Concern ● On Track ● Complete ● Amended

Focus area	Description	Status	Per cent complete	Comments
Cruise Ships and Tours	Update cruise ship attraction strategy	●	50%	Cruise ship business development/attraction commenced by GPC in conjunction with GAPDL. Offering competitive rates, creative options positioning Gladstone as an appealing option for the re-start of the cruise ship industry.
Events	Continue implementation of Gladstone Region Events Strategy within COVID safe restrictions	●	100%	
	Plan recovery events that employ local artists and suppliers and encourage the community to engage with events in a safe way	●	100%	
	Develop and deliver COVID recovery business attraction strategy for GECC with a focus on local and intrastate business events and conferences	●	100%	
Signature “One of a Kind” Experiences	Commence delivery of experience development and mentoring programs	●	75%	GAPDL delivering on this work plan item in Quarter Two and Quarter Three. Work has commenced and continues.
Tourism Innovation Fund	Research, develop guidelines and budget for Tourism Innovation Fund to be part of Community Investment Program	●	10%	Funding guidelines and criteria being worked on in April by Engagement and Partnerships, Events and Entertainment and GAPDL, Ready for 2021/22 implementation/roll-out. Funds budgeted in CC 465 for 2021/22.
Southern Great Barrier Reef Campaign	Actively participate in Southern Great Barrier Reef Campaigns (SGBR).	●	100%	
Digital Distribution	Increase Gladstone Region presence on Australian Tourism Data Warehouse (ADTW)	●	100%	
Explore your own Back Yard	Visiting friends and relatives and Holiday at Home campaigns delivered locally	●	100%	



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