



Reviving our community for a brighter future

An action plan for the Gladstone Region
to recover from COVID-19

RESPONDING TO COVID-19

In March 2020, Council stood up its Local Disaster Management Group and its Incident Management Team in response to the global pandemic, Coronavirus or COVID-19. The focus for both groups was to ensure the immediate health and wellbeing of the community and its employees, as well as the immediate continuity of essential services and the temporary modification of services during the COVID-19 restrictions.

Response Initiative	Response Area	Description
Council Services	Customer Experience	<p>To protect the health and wellbeing of staff and the community, as of 18 March, Council moved to close the following facilities to the public:</p> <ul style="list-style-type: none"> • Reduced operating hours for Gladstone Pound (23 March) • Further reduction to operating hours for Gladstone Pound to Monday, Wednesday and Friday, 1pm to 3pm. (9 April) • Reduction of operating hours of Mount Larcom Post Office, Monday - Friday 9am to 1pm (16 April) • Closure of Customer Service Centres (20 March) and promotion of online services. <p>Reopening of Customer Service Centres with installation of sneeze guards and social distancing signage (11 May)</p>
Community Facilities	Community Development & Events	<p>To protect the health and wellbeing of staff and the community, as of 20 March, Council moved to close the following facilities to the public:</p> <ul style="list-style-type: none"> • Gladstone Aquatic Centre (20 March) • Mount Larcom Swimming Pool (20 March) <p>Council's six libraries closed to the public on 23 March however implemented a revised program of works including:-</p> <ul style="list-style-type: none"> • Click and Collect Library Service (30 March) • Increased borrowing numbers up to 40 items for six weeks. • Converting library programs to online and digital experiences.
Arts and Culture Facilities	Community Development & Events	<p>Following advice from the Federal and State Governments, Council closed the following arts and culture facilities.</p> <ul style="list-style-type: none"> • Gladstone Entertainment Convention Centre (18 March) • Gladstone Regional Art Gallery & Museum (23 March) • Tondoon Botanic Gardens Administration Centre (20 March) • Volunteer programs in all facilities ceased in accordance with the CHOs Directives.

Response Initiative	Response Area	Description
Waste, Recycling, Street Cleansing, Road Maintenance and Open Space Response	Operations	<p>Changes to Council's Waste program were put in place as follows:-</p> <ul style="list-style-type: none"> • Opening hours for Turkey Beach and Bororen to change to Sunday and Monday 8am - 11am. • Tip Top Shops at Gladstone and Benaraby Transfer Stations close from 20 March. <p>Chief Health Officer Directive issued on 25 March to close the following camping grounds:-</p> <ul style="list-style-type: none"> • 1770 Camping Ground • Workman's Beach Camp Grounds, Agnes Water • Lilley's Beach, Boyne Island • Futter Creek Camping Reserve, Boynedale • Calliope River Picnic Area, River Ranch • The Oaks Camping Ground, Facing Island • South End Camping Ground, Curtis Island. <p>On the 1 April hours of operation of Council's Transfer Stations were amended to ensure safety of employees and the community.</p> <ul style="list-style-type: none"> • Turkey Beach (Sunday and Monday 8am - 11am) • Bororen (Thursday-Saturday 8am - noon) • All other Transfer Stations operating hours remain unchanged. <p>From 2 April several public amenities will remain open with increased daily cleaning:</p> <ul style="list-style-type: none"> • Millennium Esplanade – middle public amenities block • Canoe Point – disabled toilet only • Wyndham Park • Bray Park – disabled toilet only • Bunting Park • Apex Park • Coon Street • William Miskin Park • Port Curtis cemetery • Clinton sports grounds • Gladstone cemetery • 101 Goondoon Street • Tom Jeffery Park • Endeavour Park • Alf Larson Lions Park • Bororen • Lowmead • Turkey Beach.

Response Initiative	Response Area	Description
Waste, Recycling, Street Cleansing, Road Maintenance and Open Space Response	Operations	<p>On 2 April, public amenities at the following locations will close:</p> <ul style="list-style-type: none"> • Barney Point Park • Reg Tanna Park • Memorial Park • Bray Park – disabled toilet will remain open • BITS Club sporting grounds • Lions Park (Boyne Island) • Millennium Esplanade – north and south toilet blocks • Canoe Point wetlands • Canoe Point – disabled toilet will remain open • Garnet Park • Captain Cook Lions Park • Air Sea Rescue Park • South End, The Oaks and Workman’s Beach Camp Ground toilets were closed earlier with camp ground closures. <p>On 1 May Council provided community access to several areas and facilities:</p> <ul style="list-style-type: none"> • Lilley’s Beach reopen for day use (6am-6pm) • Public amenities reopen
Sport, Recreation and Leisure	Community Development & Events	<p>On 30 March, Council closed the following recreation and sporting facilities as per CHO advice.</p> <ul style="list-style-type: none"> • Council owned playgrounds • Outdoor fitness equipment • Skateparks (including pump tracks) • BBQs
Essential Services	Operations	<p>Council implemented its Business Continuity Plan to ensure the continuation of essential services provided to the community. Essential services include, water, roads, waste, sewerage and cemeteries.</p> <p>The following measures were put in place to ensure service provision:-</p> <ul style="list-style-type: none"> • Alternating rosters (days and starting hours) • Working at different localities • Practising good hygiene • Physical distancing • Limit of people in Council vehicles • Risk assessments • Working remotely

Response Initiative	Response Area	Description
Human Resources	People, Culture and Safety	<p>To ensure the health and wellbeing of Gladstone Regional Council's employees, a remote work strategy was implemented.</p> <p>As a result, those who could undertake their work from home or remotely were encouraged to do so. Employees attending offices were by exception.</p> <p>GRC provided employees with the flexibility in undertaking their work, with a deliverable based approach rather than a time-based approach. This was further embedded when Queensland schools implemented a learn from home strategy, where parents were balancing work deliverables and supporting children's learning.</p>
Communication	Community Development & Events	<p>An extensive and engaging communications program was delivered both internally and externally, including:-</p> <ul style="list-style-type: none"> • 40 Employee Bulletins • Media releases • Dedicated Intranet site • Strong social media presence both informing and encouraging (GRC and OGR) • Website content • Frequent (either twice weekly or weekly) Facebook Live communications • Screen savers on employee technology embedding important messaging. • Digital content for Virtual Neighbourhood Centre)
Community engagement and support	Community Development & Events	<p>To ensure the safety of employees and residents Council closed the Community Engagement Centre on the 20 March.</p> <ul style="list-style-type: none"> • Programs currently offered at the Community Engagement Centre were successfully delivered to the community by phone or online.
Information Communication Technology	Strategy & Transformation	<p>An extensive program of works was undertaken to enable remote access by up to 300 users. This included:</p> <ul style="list-style-type: none"> • Purchase of Laptops, mobile phones and Tablet devices • Purchase of Servers • Rebuilding of existing servers • Understanding user needs to define a blended program that would work within our ICT Infrastructure current constraints and the business continuity of our people • Prioritised approach with 100 users identified by the BCP being the first to be enabled with remote access • 236 priority users were enabled by 31 March to support the business to progress to Work from Home <p>By 10 April, all users who require remote access had access.</p>

Gladstone Regional Council Community Response (Rate and Financial Relief, Resource Support)

Gladstone Regional Council (GRC) has approved a \$1million Novel Coronavirus (COVID-19) support package to assist residents, business, sporting and community groups in the Gladstone Region.

Response Initiative	Response Focus	Description	Value
Rent concessions for Council leased facilities	Financial	Rent relief provided to businesses leasing or operating out of Council facilities up to 30 June 2020. Waiving of fees for Council controlled campgrounds.	\$197,000
Extension of time for Licenced premises by six months	Policy	All existing permits for regulated uses and premises including, but not limited to, Environmentally Relevant Activities, Personal Appearance Services, Food Business, Roadside Vending and Street Marketing, , commercial activities on council controlled land receive an extension of time for six months to enable a dedicated focus on COVID-19 related impact.	\$151,000
Extension of time on trade waste licensing by six months	Policy	All existing permits for regulated uses such as Trade Waste, for a period of six-months from the relevant expiry date.	\$45,000
Effective freezing of interest on outstanding rates and charges	Financial	A concession equivalent to the Interest on Overdue Rates or Charges will be granted until 30 June 2020.	\$179,000
Extension of due date for payment of water consumption charge	Financial	Extension of payment due date for six-monthly water consumption charge from 20 April 2020 to 30 June 2020.	Included in interest concession
Financial support for sporting and community organisations.	Financial	Funding of \$400,000 from the Community Investment Program to implement a grant program for community, sport and recreation groups during the cessation of sport and events.	\$400,000
Rating Financial Hardship Policy	Policy	Council policy to provide support to residents experiencing financial hardship by approving payment plans for rates.	Included in interest concession

COMMUNITY RECOVERY PLAN

In March 2020 Council's Local Disaster Management Group requested the stand up of both the Human & Social and Economic Recovery Groups. These groups were tasked with the role of developing recovery strategies to rejuvenate the Gladstone Region.

Membership of the Human and Social Recovery Group consists of representatives of Gladstone Regional Council, Department of Communities, Department of Health, Department of Housing, Department of Education, The Salvation Army, St Vincent de Paul, Roseberry Community Services, Women's Health Centre, and other support services as required.

Several initiatives were developed by the Committee to support the recovery process, categorised in short, medium and long-term projects.

Focus area	Business Unit	Lead	Involved	Description	Year
Communication and information	CD&E CE	Manager Communications	Manager I&I Manager Customer Solutions	Ease of access to services and information, linking people with the right information in a welcoming way.	2020/21
	CD&E	Manager Engagement & Partnerships	CD&E leaders Manager I&I	Develop and deliver a Virtual Neighbourhood Centre to enhance social connectivity, health and wellbeing and access to information.	2020/21
	CD&E	PR Specialist	External consultant Manager Customer Solutions	Undertake a community survey to directly understand the challenges in the social landscape.	2020/21
	CD&E	Manager Communications	Internal Comms Specialist Communications Advisor	Develop and implement a communication strategy to continue to inform the community and employees of our recovery progress.	2020/21
	Operations	TBC	2022	Undertake a review of Council's Business Continuity Plan.	2022/23
	CD&E	PR Specialist	External consultant Manager Customer Solutions	Undertake a further Community Perception Survey to obtain a health check on the community in order to develop long-term initiatives.	2022/23

Focus area	Business Unit	Lead	Involved	Description	Year
Community economic relief	CD&E S&T	Community Investment Officer	Grants Specialist	Provide the community with vision into grant availability and provide support in grant application development.	2020/21
	CD&E	Manager Engagement & Partnerships	Social services sector	Advocate for financial support programs to support financial planning for impacted community members following the decrease of government subsidies and potential trend of increased spending.	2020/21
	CD&E	Manager Engagement & Partnerships	Community Investment Officer	Implement Gladstone Region Rise Up initiative, a Council approved \$400,000 investment to support sporting, recreation and community organisations impacted from COVID-19.	2020/21
	CD&E	GM Community Development & Events	Manager Engagement & Partnerships	Review Council's Community Investment Program and Policy to support the recovery initiatives.	2020/21
	CD&E	GM Community Development & Events	Manager Engagement & Partnerships	Annual review of Community Investment Policy to ensure it is supporting the community in the most relevant way.	2021/22
Health and Wellbeing	CD&E	Manager Engagement & Partnerships	Salvation Army	Build community capability in mental health first aid through subsidised programs.	2020/21
	CD&E S&T		Mayor GM CD&E	Lobby for an increase in availability to social services, priority mental health, financial support and services, relationships, anxiety.	2021/22
Social cohesion and community capability	CD&E	Manager Engagement & Partnerships	Community Development Officer	Identify opportunities to utilise the State Government's Care Army	2020/21
	CD&E	Manager Events & Entertainment	CD&E Leaders	Develop a strategy for the reintroduction of community events that promote social cohesion.	2020/21

Focus area	Business Unit	Lead	Involved	Description	Year
Social cohesion and community capability	CD&E	GM CD&E	CD&E Leaders	Review arts and culture programming to incorporate digital elements aligning with new audience preferences. These digital elements should be complimentary to programming sourced or developed.	2020/21
	CD&E	Community Development Specialist	Neighbourhood Centre Coordinator Community groups	Connect neighbourhoods through community-led development initiatives	2020/21
		Community Development Specialist	CD&E Leaders	Value-adding volunteer programs (potentially funded) to support increased connection and unemployment rates.	2021/22
	CD&E	Community Development Specialist	Community Development Officer Disaster Response Specialist	Build capacity with community, sport and recreation organisations to develop Disaster Management Plans. Funding submission for a resource to collaboratively develop Disaster Management Plans.	2021/22
	CD&E	GM CD&E	Mayor CEO Councillors	Lobby to ensure there is a continued focus on the availability of social services, priority on mental health, financial support and services, relationships, anxiety.	2022/23

ECONOMIC RECOVERY PLAN

The impacts of COVID-19 on business and tourism has been significant with Chief Health Officer directives to cease in-house operations and restrict travel in order to reduce the spread of the virus. This has had an immense impact on the region's commercial and tourism sectors with increased pressure on business continuity and loss of employment.

The Economic Recovery Group has been established with representatives from Council, Chamber of Commerce, Gladstone Area Promotion & Development Ltd (GAPDL), Gladstone Engineering Alliance (GEA), Department of State Development, Discovery Coast Tourism Committee (DCTC), Gladstone Airport Corporation, Regional Development Australia (RDA), Qld Reconstruction Authority, and other major industry and local business group representatives.

The following plan represents a multi-year recovery strategy to support the Region's resurgence.

Focus area	Business Unit	Lead	Involved	Description	Year
Investment Attraction	S&T	Economic Development Specialist	Brand & Comms	GRC to prepare Investment Attraction collateral to market the region as investment ready and open for business, with support of local stakeholders	2020/21
Advocacy and Lobbying	Council	Mayor	State Member for Gladstone	Formally request Premier to increase travel radius to 150KM from home	2020/21
	Council	Mayor	State Member for Gladstone	Advocate to open Qld Borders to Interstate travel	2020/21
	S&T	Mayor CEO Councillors	S&T, FGR, SAP, OPS	Develop a list of Shovel Ready Projects to support recovery funding opportunities	2020/21

Focus area	Business Unit	Lead	Involved	Description	Year
	OPS, FGR	Manager Contracts and Procurement		Review GRC Procurement Policy and processes, to encourage the development of competitive local suppliers	2020/21
	Council	Mayor Councillors CEO	Economic Development Specialist	Advocate to remove stamp duty and payroll tax	2021/22
	GAC	CEO Board Gladstone Airport Corporation	CEO Mayor Councillors	Federal Government Regional Airports Program – currently 50% matched funding on eligible critical support airport infrastructure. Advocate for 100% grant funding. GAC has Runway Augmentation Shovel Ready project.	2021/22
	S&T	Gladstone Industry Leaders Group	GEA, GILG, GAPDL	Attraction and retention of skilled labour and delivery of employment generating projects.	2022/23
	Council	Mayor Councillors	Economic Development Specialist	Advocate to extend Inland Rail to the Port of Gladstone	2022/23
Business and Industry	FGR	Manager Revenue Services	Customer Solutions	Review possible 6-month waiver on camping fees for GRC Controlled facilities	2020/21
	FGR	Manager Revenue Services	Development Services, Revenue	Consider extension of Gladstone Regional Council Community Response Package post 30 June 2020	2020/21
		Gladstone Chamber of Commerce & Industry	GCCI, GRC, GAPDL, Media	GCCI to launch a Buy Local campaign with the support of the Economic Recovery Group	2020/21

Focus area	Business Unit	Lead	Involved	Description	Year
	S&T	Gladstone Chamber of Commerce & Industry	Economic Recovery Group	Develop local voucher system where local businesses can recover goods and services from other local businesses in recovery – commercial and tourism	2021/22
		GILG	GEA	Develop and Promote revised Shutdown Calendar	2021/22
	CE	Manager Biosecurity & Environmental Health	Environmental Health Officers	Examine Social Distancing and Hygiene requirements to work with businesses to remain open and operational under the limitations	2020/21
Funding Opportunities	CD&E	Community Investment Officer	Strategic Grants Specialist, Communications, Insights & Innovations	Help connect the community/local business with Grant availability and support information available – social and economic	2020/21
		GCCI	Economic Development Specialist	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

Focus area	Business Unit	Lead	Involved	Description	Year
	SAP / OPS	Manager Works Planning	SAP, OPS, FGR	Deliver 100% of Council's 2020/2021 Capital Delivery Program	2021/22
	CDE/S&T/FR	Economic Development Specialist	Economic Recovery Group Community Investment Officer	Develop a Funding Program for Small Business based on parameters and gaps identified by the Economic Recovery Group	2020/21

CONFIDENTIAL / DRAFT

TOURISM RECOVERY PLAN

The impacts of COVID-19 on tourism has been significant with Chief Health Officer directives to restrict travel in order to reduce the spread of the virus. This has had an immense impact on the region's commercial and tourism sectors with increased pressure on business continuity and loss of employment.

The following initiatives are proposed over multiple years to support the recovery process.

Focus area	Business Unit	Lead	Involved	Description	Year
Marketing & Communication	CD&E	Manager Brand	Manager Events & Entertainment Economic Development Specialist	Develop collateral and messaging campaigns ready to launch to attract people back to the region – both Tourism and Commercial travellers	2020/21
	CD&E	Manager Brand	2020	Develop a marketing strategy to reinvigorate regional tourism.	2020/21
	External	GAPDL	Manager Events & Entertainment Economic Development Specialist.	Messaging to highlight Gladstone Region as a safe place to stay.	2020/21

Focus area	Business Unit	Lead	Involved	Description	Year
			GAPDL Arts & Culture leaders	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
	S&T	GAPDL	S&T CD&E	Re-establishing tourism, restoring tourism tour providers, increase trust in providers.	2022/23
RV Market	CD&E	Manager E&E	GAPDL	Explore short-term Pop-Up Visitor Information Centres at Miriam Vale and Mount Larcom.	2020/21
	CD&E	Manager E&E	GAPDL	Develop and clearly communicate RV friendly information	2020/21
	CD&E	Manager E&E	Manager Brand	Update current Miriam Vale RV signage to be larger and contain more information	2020/21
	CD&E	Manager E&E	GAPDL Manager E&P	Commence community consultation on RV strategy implementation through conversations platform	2020/21
Affordable and Increased Air Access	CD&E	GAPDL	Mayor Councillors CEO	Advocate for competitive airfares and increased access	2020/21
Drive Market	CD&E	GAPDL		Deliver a regional promotional campaign within 400km radius	2020/21
	CD&E	GAPDL		Develop regional signage strategy for tourist information	2020/21
Cruise Ships and Tours	CD&E	GAPDL		Update cruise ship attraction strategy	2020/21

Focus area	Business Unit	Lead	Involved	Description	Year
Events	CD&E	Manager E&E		Continue implementation of Gladstone Region Events Strategy within COVID safe restrictions	2020/21
	CD&E	Manager E&E		Plan recovery events that employ local artists and suppliers and encourage the community to engage with events in a safe way	2020/21
	CD&E	Manager E&E	Business Development Officer	Develop and deliver COVID recovery business attraction strategy for GECC with a focus on local and intrastate business events and conferences	2020/21
Signature “One of a Kind” Experiences	CD&E	GAPDL		Commence delivery of experience development and mentoring programs	2020/21
Tourism Innovation Fund	CD&E	Manager E&E	Manager E&P	Research, develop guidelines and budget for Tourism Innovation Fund to be part of Community Investment Program	2021/22
Southern Great Barrier Reef Campaign	CD&E	GAPDL		Actively participate in SGBR campaigns	2020/21
Digital Distribution	CD&E	GAPDL		Increase Gladstone Region presence on Australian Tourism Data Warehouse	2020/21
Explore your own Back Yard	CD&E	GAPDL	Manager Brand	Visiting friends and relatives and Holiday at Home campaigns delivered locally	2020/21



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