

COVID19 RESPONSE
LESSONS LEARNT AND
FRAMEWORK FOR THE FUTURE





THE PROJECT

In November 2021 LGMA(Qld) engaged Stevenson Consulting to undertake a project in three phases.

Initially described as a 'Handbook' for future pandemic responses.

Evolved into a more complete framework for the future and record of the experience.

Initial Research

- Define topics of enquiry
- Interview nominated referees
- Collate case study/best practice evidence
- Review academic research
- Review media reports

Engagement and Exploration

- Survey of Councils
- Case Study Councils confirmation
- External perspective identification
- Interview of identified candidates

Analysis and Reporting

- Conduct data analysis
- Define format and platform
- Prepare content
- Quality checks
- Submit content
- Website development



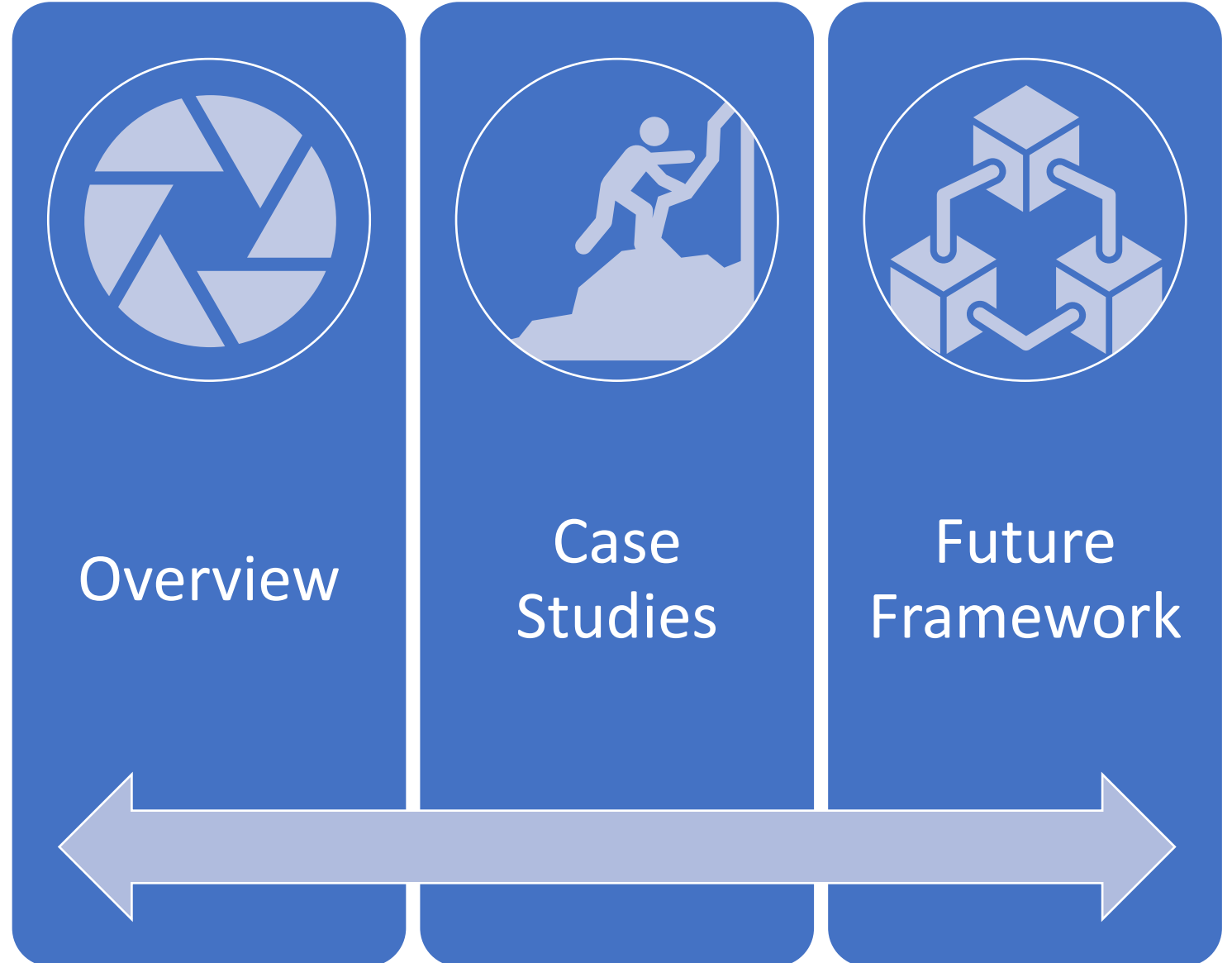


THE END PRODUCT

An interactive website is soon to be launched by LGMA (Qld).

There are three main components.

It contains downloadable tiered matrices, templates and reference documents from Case Study Councils and other Queensland Councils.



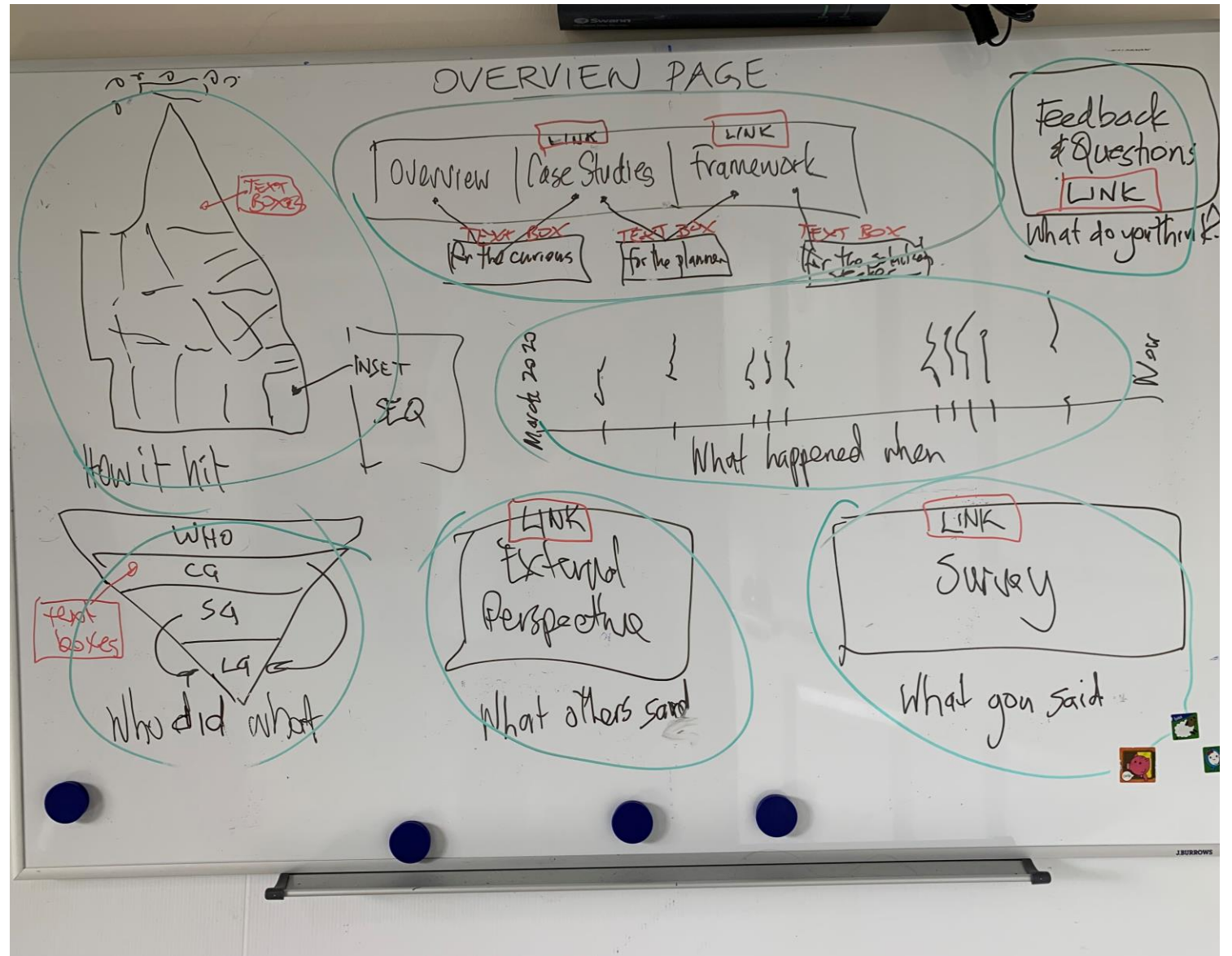


OVERVIEW

The Overview page started like this on a whiteboard.

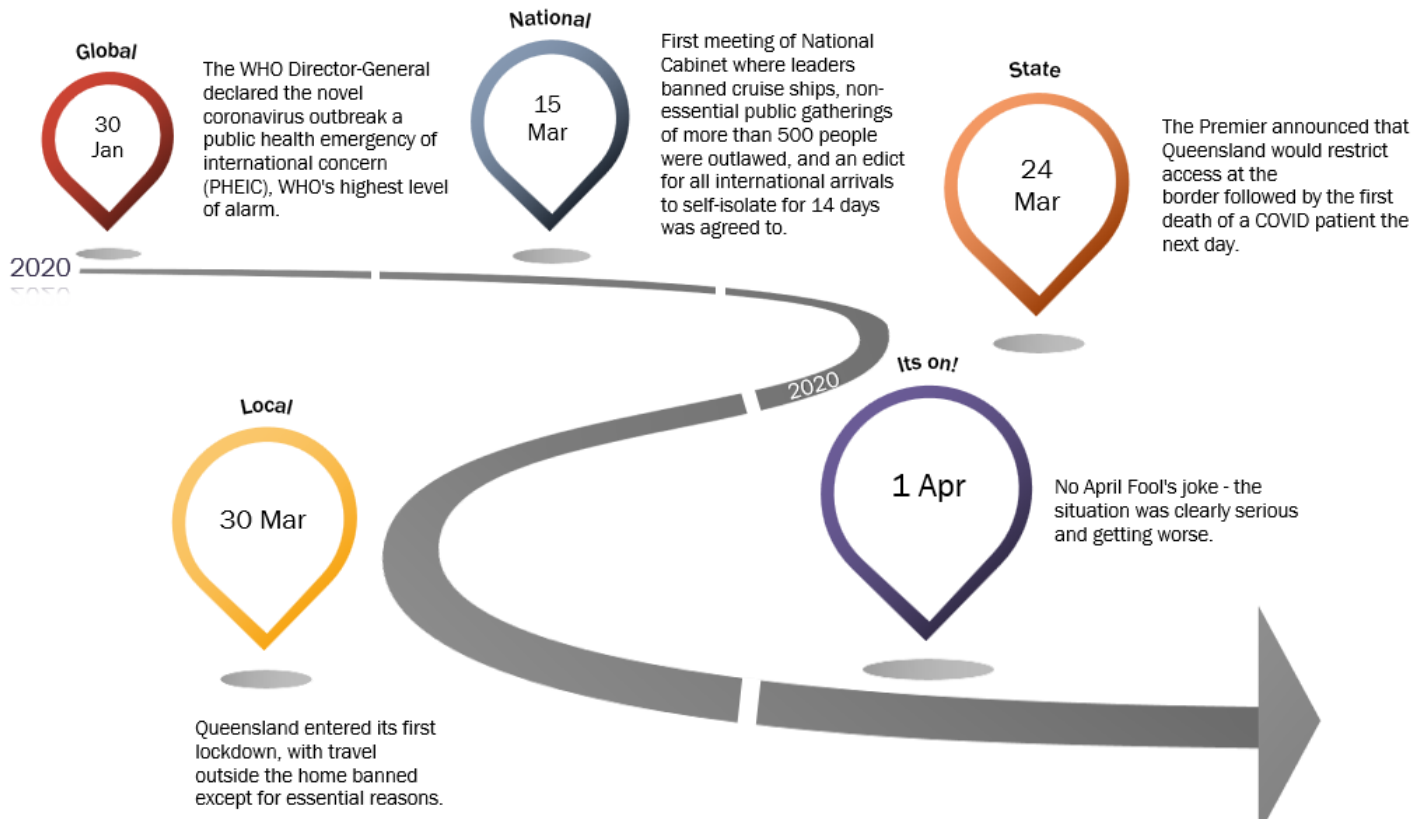
This page is for the passer-by who is curious about Queensland's COVID 19 experience.

Importantly captures results of survey and interviews to present internal and external perspectives on local government's handling of the pandemic





OVERVIEW



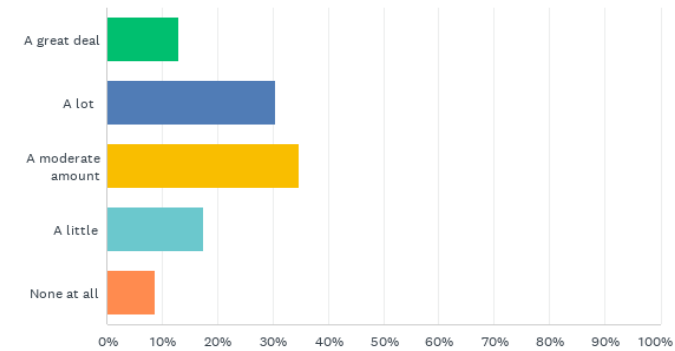
SURVEY - PLANS



Q4 What relevant plans/strategies were in place prior to the pandemic?



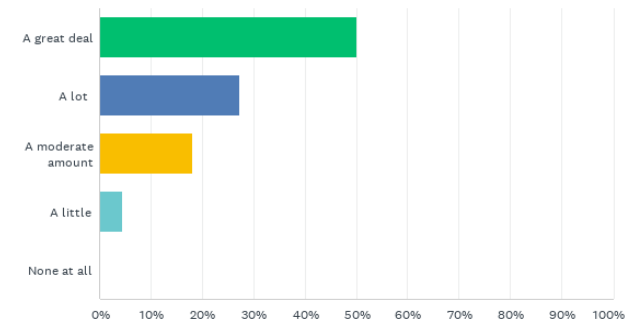
Q6 To what extent were they suited to the circumstances



Q8 What plans/strategies were developed specifically for the pandemic response during the pandemic experience?



Q13 To what extent were they suited to the circumstances?



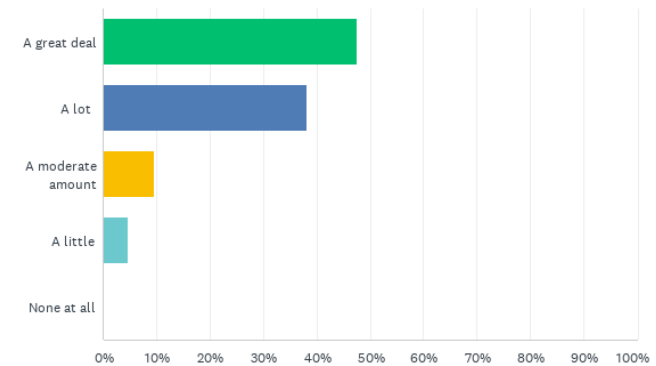
SURVEY - STAFF



Q23 What measures did you put in place to protect employees from infection?

Meetings mask wearing teams COVID Safe rooms face masks cleaning customers
 requirements required work spaces facilities Supply
social distancing personal **staff** education
working home Increased cleaning Health increased PPE
 Encourage vaccination employees hand sanitiser COVID meeting rooms signage etc

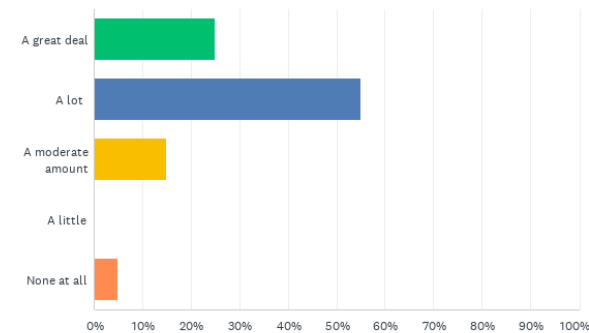
Q24 To what extent were they successful?



Q25 What measures did you put in place to manage mental health and general well-beir

communications Council Employee Assistance customers Teams meetings team
 meetings EAP available **Regular** Employee Assistance Program
staff mental health support provided safety Health working access
 wellbeing mental health awareness Council

Q26 To what extent were they successful?



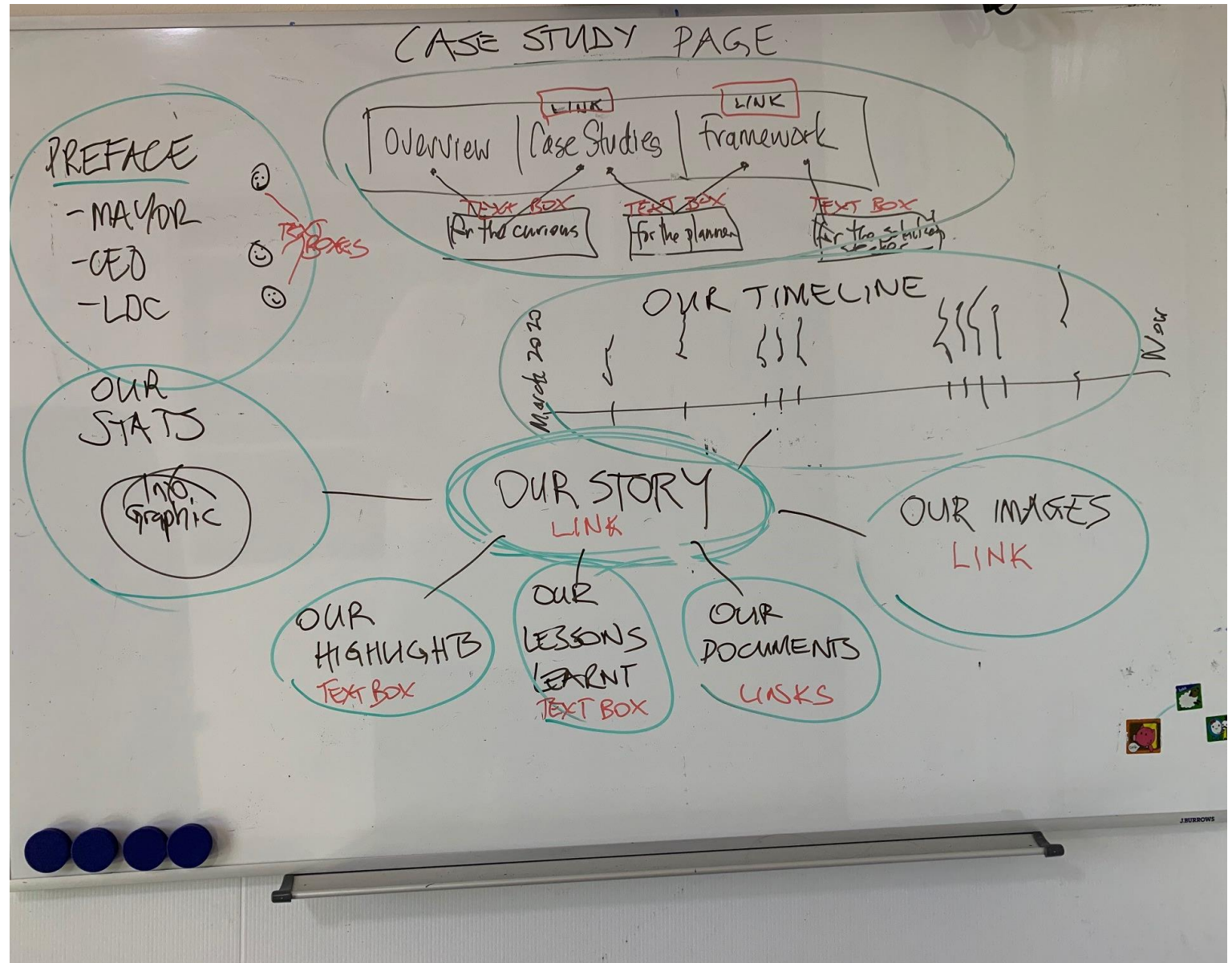


CASE STUDIES

The Case Study page started like this on a whiteboard.

The end-product comprises fewer elements than the whiteboard genesis as a result of merging content.

This page is for the passer-by who is curious about Queensland Local Governments' COVID 19 experience and also for those who truly want to see what worked for the Case Study Councils and why.





CASE STUDY SELECTION

From desk-top research, references, external perspective interviews and survey data six case study Councils were selected.

Case study Council are diverse by location, by scale, by key characteristics and by COVID19 exposure and experience.

Key: Yes = suitable candidacy 3 points, Maybe = possible candidacy 1 point, No = Not suitable candidacy 0 points

Respondent No	Respondent Organisation	Pre existing Plans	Pandemic plans	Financial management initiatives	Working from home initiatives	Well being and safety initiatives	Public venue management initiatives	Service and program experiences	Regulation and enforcement experiences	Community support initiatives	Business support initiatives	Economic stimulus initiatives	Communication initiatives	Agency interactions	Advocacy experiences	Mayors perspective	CEOs perspective	LDC perspective	No of Yes	No of Maybe	Candidate rating	Candidate ranking
1	Longreach	Maybe	Maybe	No	Maybe	Maybe	No	No	No	No	No	No	No	No	No	No	No	No	0	4	4.00	15
2	Boulia	Maybe	Maybe	No	No	Maybe	No	Maybe	No	No	No	No	No	No	No	No	Maybe	No	0	5	5.00	14
3	Carpentaria	No	Yes	Maybe	No	No	No	No	No	No	No	No	No	No	No	No	No	No	0	1	1.00	16
4/17	Fraser Coast	Yes	Yes	Maybe	Yes	Maybe	Maybe	Maybe	No	No	Maybe	Maybe	No	No	No	No	No	No	3	6	15.00	8
5	Hinchinbrook	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	3	0	9.00	11
6	Western Downs	Maybe	Maybe	No	Yes	Yes	No	No	No	No	No	No	No	No	No	No	No	No	2	2	8.00	12
7/18	Moreton Bay	Yes	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Maybe	No	Maybe	Yes	No	Yes	11	2	35.00	1
8	Balonne	Maybe	Yes	Maybe	Maybe	Maybe	Maybe	No	No	Maybe	No	No	Maybe	No	No	Maybe	No	Maybe	2	9	15.00	8
9/19	Sunshine Coast	Maybe	Yes	No	Yes	Yes	Yes	Yes	No	Yes	No	No	Maybe	No	No	No	No	Maybe	7	3	24.00	2
10	Weipa	Maybe	Maybe	Yes	Yes	Maybe	Maybe	No	No	Maybe	Maybe	No	Maybe	Maybe	Maybe	Yes	No	No	3	9	18.00	6
11	Etheridge	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	Maybe	Maybe	1	2	5.00	14
12/13	Cook	Yes	Yes	Maybe	Yes	Maybe	Maybe	Maybe	No	Maybe	Maybe	Maybe	Maybe	Maybe	No	Maybe	No	No	4	10	22.00	3
14	Charters Towers	No	Maybe	Maybe	No	Maybe	Maybe	No	No	Maybe	Maybe	No	Maybe	No	No	Maybe	Maybe	Maybe	1	10	13.00	9
15	Burke	No	No	No	Maybe	No	No	No	No	No	No	Maybe	No	No	No	Maybe	No	No	1	3	6.00	13
16	Mt Isa	Maybe	Yes	No	Yes	Maybe	Maybe	No	No	No	No	No	Yes	No	No	No	No	No	4	3	15.00	8
20	Goondiwindi	Maybe	Yes	Maybe	Yes	Maybe	No	Yes	No	Yes	Yes	Yes	No	No	No	No	No	No	6	3	21.00	4
21	South Burnett	Yes	Maybe	No	Yes	No	No	No	No	No	No	No	No	No	No	No	No	No	3	0	9.00	11
22	Cherbourg	Maybe	Maybe	No	No	Maybe	No	No	No	Yes	No	No	Maybe	No	No	Maybe	Maybe	No	2	4	10.00	10
23	Cairns	Maybe	Yes	No	Yes	Maybe	No	No	No	Maybe	Yes	Maybe	No	Maybe	Yes	No	No	No	5	5	20.00	5
24	Isaac	Maybe	Yes	No	Yes	Maybe	Maybe	No	Maybe	No	Yes	Yes	Maybe	No	Maybe	No	No	No	5	6	21.00	4
25	Rockhampton	Maybe	Yes	No	Yes	Maybe	No	No	No	Maybe	Yes	Maybe	Yes	No	No	Maybe	No	No	4	5	17.00	7



THE CHOSEN SIX

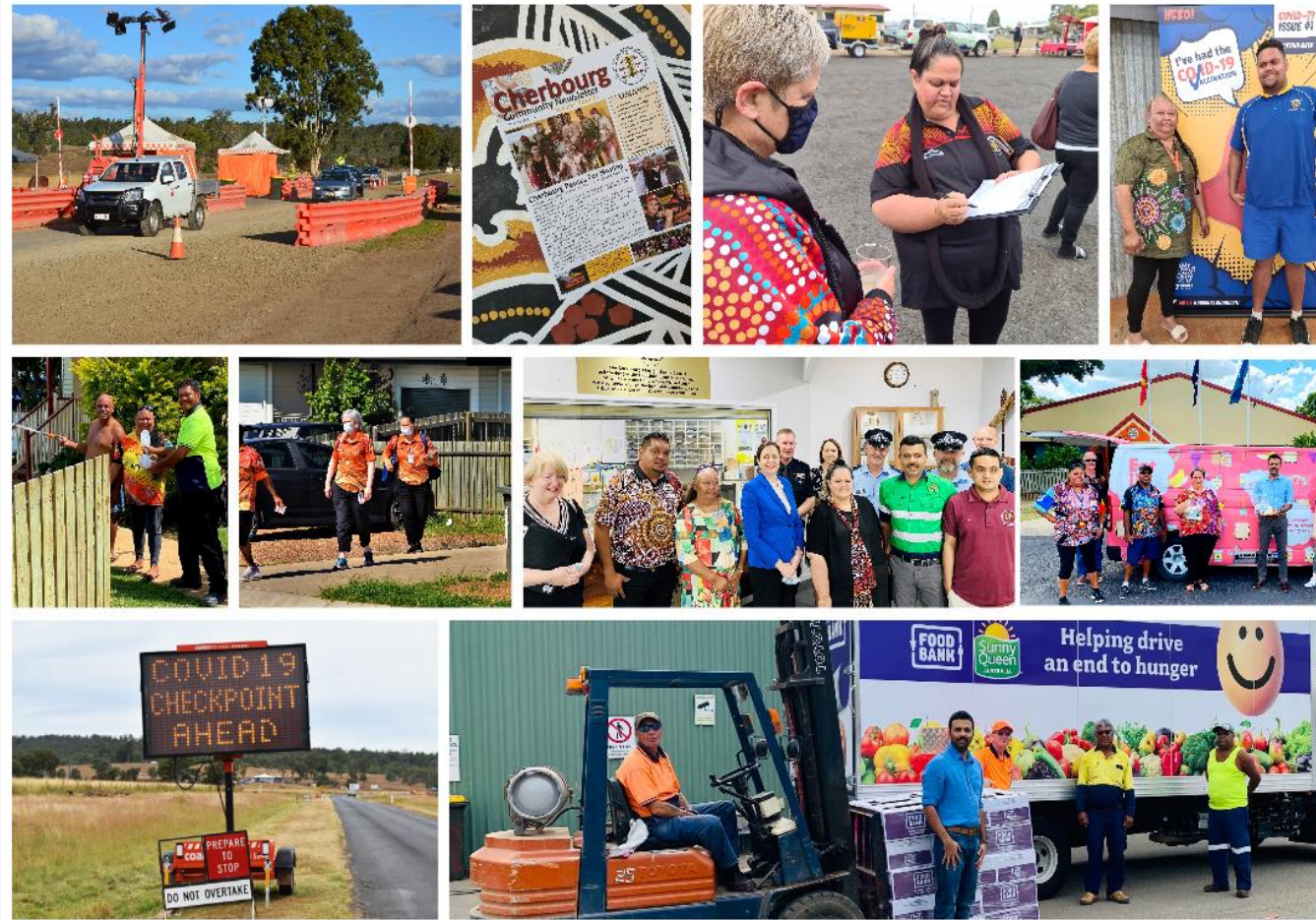
Council	Notable highlights
Cairns Regional Council	Comprehensive research and planning (with James Cook University), Initial Recovery Plan adopted early, subsequent Pathway to Recovery Plan from COVID 19, Pulse of the Community survey, business community engagement and support (including Investment Incentive Policy, establishment of the Cairns Resilient Businesses Network, 'Meet the Buyer' event, 'Keep it in Cairns' buy local campaign).
Cherbourg Aboriginal Shire Council	Initial caring response to closure, community engagement and support, honest but positive messaging, mental health support initiatives, re-supply and food drops to families, rapid mobilisation of testing and employee support.
Cook Shire Council	Dedicated Call Centre, sustained and demanding closure exemptions administration, Cooktown and Cape York Expo, employee support and vaccination encouragement in remote towns.
Goondiwindi Regional Council	E-gate innovation (remote gate access), community and business engagement (webinars), employee support, vaccination results and advocacy.
Isaac Regional Council	Early adoption of Strategic and Tactical Pandemic and Recession Response Framework and associated Response Packages, comprehensive COVID-19 Recovery Plan, employee communication and support, community support, business engagement and support and advocacy.
Moreton Bay Regional Council	Dedicated Call Centre, EMBARC website, Emergency Stimulus Package, Trigger and Response Guideline, employee support, business support and advocacy.







Many Tribes. One Community





www.cook.qld.gov.au/



Bought local? Take a pic, share it and tell us why you love it





REGIONAL AUSTRALIA
at its best!





ISAAC REGION

HELPING TO ENERGISE THE WORLD





CASE STUDY LESSONS LEARNT



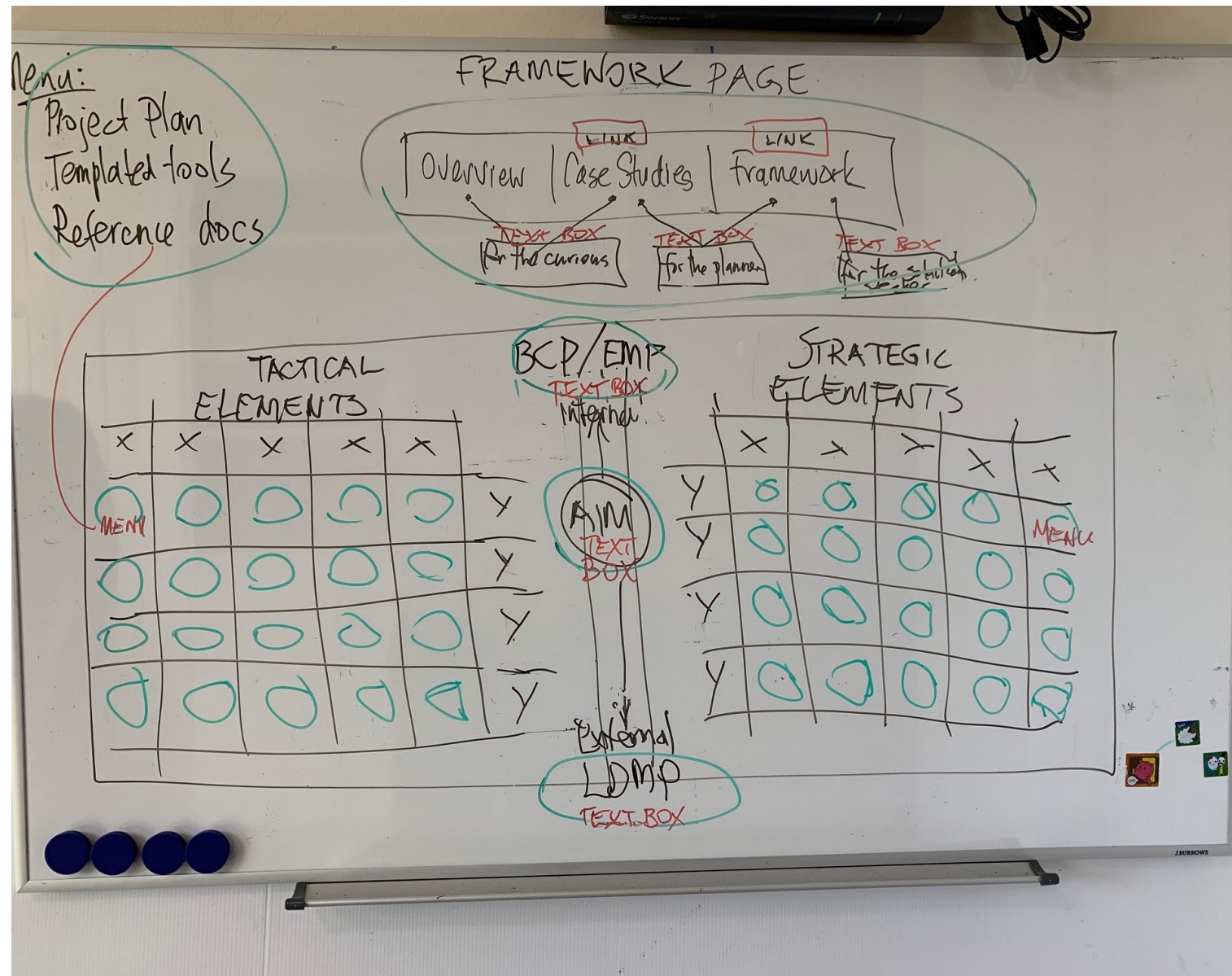


FUTURE FRAMEWORK

The Future Framework page started like this on a whiteboard.

This page is for the disaster management and business continuity planners who want to be ready next time with benefit of Queensland best practice learnings.

It comprises a head matrix, 36 second tier response matrices, 146 response actions, 3 project plan and risk assessment templates and many reference documents.





THE FRAMEWORK

	THINGS WE CAN INFLUENCE OR CONTROL							
	RISKS	PEOPLE	INFORMATION	SERVICE	FACILITIES	COMPLIANCE	STIMULI	COSTS
Council Business Continuity and Resilience	BC/R Activate Business Continuity Plan and/or Emergency Management Plan	BC/P Ensure health and wellbeing of employees, agents, elected members and volunteers	BC/I Provide information and engage with stakeholders, customers, suppliers etc	BC/S Manage service provision for the community	BC/F Manage provision of infrastructure and facilities for community use	BC/C Optimise regulation and enforcement	BC/ST Take initiatives and facilitate interventions	BC/CO Manage financial implications
Disaster Management	DM/R Activate Disaster Management Plan	DM/P Oversee implementation of public health initiatives and provide support for health and well-being of emergency workers	DM/I Provide information to community and engage with response agencies	DM/S Oversee essential service provision to the community	DM/F Oversee critical infrastructure and facilities and facilitate provision of disaster response facilities	DM/C Oversee enforcement of and community compliance with public health directives	DM/ST Take initiatives and facilitate interventions	DM/CO Oversee economic implications
Business Support	BS/R Understand business community risks	BS/P Facilitate support for health and well-being of small business operators	BS/I Provide information and engage with businesses	BS/S Identify and facilitate provision of special services for businesses	BS/F Identify and facilitate provision of special facilities for businesses	BS/C Moderate enforcement regime to provide relief for businesses	BS/ST Facilitate economic stimuli to support businesses	BS/CO Moderate imposed financial burden on businesses and provide financial support
Community Support	CS/R Understand community risks	CS/P Support public health initiatives and facilitate support for health and well-being of vulnerable groups and individuals	CS/I Provide information and engage with the community	CS/S Identify and facilitate provision of special services for the community	CS/F Identify and facilitate provision of special facilities and infrastructure for the community	CS/C Moderate enforcement regime to provide relief for the community	CS/ST Facilitate social stimuli to support the community	CS/CO Moderate imposed financial burden on community and provide financial support



THE DETAIL

BC/I - Provide information and engage with employees, elected members, volunteers, stakeholders, customers, suppliers etc

	Potential Actions	Timeframes	Templates/References
BC/I/1	Identify and connect with reliable information sources	Immediately and ongoing	
BC/I/2	Establish messaging protocols to achieve accuracy, timeliness and consistency	Immediately	
BC/I/3	Establish website/social media focal points for sharing pandemic information	Immediately	MBRC EMBARC webpage
BC/I/4	Establish public information release regime	Immediately	
BC/I/5	Establish virtual call centre for routine operations	Immediately	
BC/I/6	If required establish dedicated pandemic call centre	As required	Cook SC Call Centre
BC/I/7	Facilitate on-line broadcasting of Council meetings and events	Early	
BC/I/8	Facilitate personal communications with vulnerable groups and individuals	Immediately	CASC doorknocking
BC/I/9	Promote use of virtual meeting capacity	Immediately	
BC/I/10	Establish clear and regularly updated guidelines for supervisors	Ongoing	IRC Supervisors guide MBRC Supervisors guide
BC/I/11	Engage with stakeholder groups including employee unions	Ongoing	



WHAT'S NEXT?

- Website launch – date TBA...
- Users exploit the framework and customise for their own needs
- Creative users exploit the framework for other applications
- Users share their ideas and LGMA (Qld) further enhances the framework
- Users contribute valuable templates and documents for future reference
- Users network with other users on development potential



ACKNOWLEDGEMENTS

- LGMA(Qld) Board and CEO for its initiative
- Survey respondents (in order of response; Longreach, Boulia, Carpentaria, Fraser Coast, Hinchinbrook, Western Downs, Moreton Bay, Balonne, Sunshine Coast, Weipa, Etheridge, Cook, Charters Towers, Burke, Mount Isa, Goondiwindi, South Burnett, Cherbourg, Cairns, Isaac and Rockhampton)
- Case Study Councils and their teams' effort to participate (Cairns, Cherbourg, Cook, Goondiwindi, Isaac and Moreton Bay)
- Other contributing Councils (Scenic Rim, Mareeba and Mount Isa)
- Intellectual property sharing by all Councils
- External perspective contributors (DSDILGP, LGAQ and LGMA)
- Initial referees (ALGA, DSDILGP, LGMA, LGAQ)
- The webmaster who has to turn my content into an end-product of beauty and practical value