



GLADSTONE
REGIONAL COUNCIL

GENERAL MEETING AGENDA

**TO BE HELD AT THE COUNCIL CHAMBERS - CIVIC CENTRE
101 GOONDOON STREET, GLADSTONE**

On 16 July 2019

Commencing at 9.00am

**Leisa Dowling
CHIEF EXECUTIVE OFFICER**

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G/1. MAYORAL STATEMENT OF CURRENT ISSUES

Nil.

G/2. CONFIRMATION OF MINUTES

G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 2 JULY 2019

Responsible Officer: Chief Executive Officer

Council Meeting Date: 16 July 2019

File Ref: CM7.2

Purpose:

Confirmation of the minutes of the General Meeting held on 2 July 2019.

Officer's Recommendation:

That the minutes of the General Meeting of Council held on 2 July 2019 be confirmed.

Attachments:

1. Minutes of the General Meeting of Council held on 2 July 2019.

Tabled Items:

Nil.

Report Prepared by: Executive Secretary

G/3. OFFICERS' REPORTS

G/3.1. OFFICER'S REPORTS

G/3.1.1. GLADSTONE AIRPORT CORPORATION - STATEMENT OF CORPORATE INTENT 2019/2020

Responsible Officer: Chief Executive Officer

Council Meeting Date: 16 July 2019

File Ref: FM19.1, CA3.1

Purpose:

This report provides for Council's consideration the Gladstone Airport Corporation's Statement of Corporate Intent for 2019/2020.

Officer's Recommendation:

Council endorse the attached Gladstone Airport Corporation Statement of Corporate Intent for Financial Year 2020.

Background:

Under the *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010* (repealed) ('the Regulation'), Gladstone Airport Corporation (GAC) is required annually to present a Statement of Corporate Intent to Council for their consideration.

The Statement of Corporate Intent represents the performance agreement between Gladstone Airport Corporation and Council (as the owner and sole shareholder) for the 2019/2020 year. Section 92 of the Regulation details the information the Statement of Corporate Intent must contain.

Consideration:

Officers have reviewed the draft Statement of Corporate Intent for 2019/2020 (Attachment 1) and are recommending Council endorse the document.

Upon establishment of the Corporation on 1 July 2012, it was recognised that there would be period upon where GAC would be required to build up a sustainable cash reserve to fund:

- an ability to withstand financial shocks;
- future capital works; and
- full repayment obligations associated with Airport Debt.

The initial Statement of Corporate Intent prepared for 2012/2013 flagged a Target Dividend Ratio of 60% that would commence FY2016. 2016/2017 was the first year that saw Gladstone Airport Corporation return a dividend to Council, equivalent to 50% of Net Profit after Tax, which was \$0.716m based on the performance of the entity for the financial year ended 30 June 2016.

The proposed dividend to be returned to Council with respect to performance in 2018/2019 is \$0.325m. The dividends are in addition to the payments made to Council either as required by

statute (*Local Government (Beneficial Enterprises and Business Activities) Regulation 2010*) or by Commercial Agreements (Shareholder Loan Agreement and past Statement of Corporate Intents).

The cash flow of the business demonstrates that GAC, at the end of the budget reporting period FY 2020, demonstrates an ability to return a dividend to the shareholder at a rate of 50% of Net Profit After Tax, based on the forecast financials within the draft Statement of Corporate Intent, and retain a solid cash position that would see the business reporting a Cash Expenses cover of 35.50 months as at 30 June 2020, as opposed to 33.2 months at end of June 2019.

This is well in excess of the recommended 3-month minimum cash expenses cover sought by Queensland Treasury Corporation, as lender to Council, and via Shareholder Loan Agreement to Gladstone Airport Corporation. From a consolidated entity perspective, it is inappropriate treasury management for the Corporate Entity to not be paying dividends, and retaining a large cash reserve, when the net cash outlay by Council after receipts from the corporate entity total \$3.7m to service the total debt attributable to the Airport, before the receipt of dividends.

Communication and Consultation (Internal/External):

Gladstone Airport Corporation Board and Management.

Legal Environmental and Policy Implications:

Under the *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010*, Council is required to review and adopt the Statement of Corporate Intent for Gladstone Airport Corporation each financial year.

Financial and Resource Implications:

The Statement of Corporate Intent sets out the agreed commercial parameters for the corporate entity and includes the repayment terms of tax equivalents and competitive neutrality fee to Council in accordance with the Regulation. These repayments were deferred for the first three years of Gladstone Airport Corporation's operation, expiring on 30 June 2015, and then to be repaid equally over the subsequent three financial years, of which 2017/2018 was the final year.

The proposed Statement of Corporate Intent for 2019/2020 sees a net cash inflow from GAC to Council of \$2.499m before dividend, which sees a net consolidated cash outflow from Council of \$3.712m with respect to the provision of the Airport service to the community. This deficit reduces to \$3.691m with the payment of a dividend of 50% of Net Profit after Tax.

Compared to the projected final position for 2018/2019 the proposed 2019/2020 result of \$0.094m before tax, is a \$0.006m decrease in the operating result, year on year. Net cost position of \$0.59m, is a \$0.375m improvement from the previous final year.

Commentary:

Nil.

Summary:

Nil.

Anticipated Completion Date:

The decision can be implemented without delay following confirmation of the relevant meeting minutes.

Attachments:

1. Proposed Gladstone Airport Corporation Statement of Corporate Intent FY 2020

Tabled Items:

Nil.

Report Prepared by: Manager Governance / General Manager Finance Governance & Risk

G/3.1.2. LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND ANNUAL CONFERENCE MOTIONS 14 -16 OCTOBER 2019

Responsible Officer: General Manager Strategy and Transformation

Council Meeting Date: 16 July 2019

File Ref: CM6.1

Purpose:

To provide Council with the opportunity to consider submission of motions and confirm Councillor attendance to the Annual Conference of the Local Government Association of Queensland (LGAQ) to be held on 14 – 16 October 2019 in Cairns.

Officer's Recommendation:

That Council:

1. Submit the following conference motions to the Local Government Association of Queensland (LGAQ) for consideration:
 - a. That the LGAQ call upon the State Government to provide the principles of privilege, those same privileges of State and Federal Government of debate within Council General Meetings.
 - b. That the LGAQ lobby the Australian Electoral Commission and Electoral Commission of Queensland to advocate for the formulation of a set of guidelines regarding electoral signage placement to be policed and enforced.
2. Authorise Cr _____ and Cr _____ to attend as Councils Conference delegates at the LGAQ Annual Conference on 14 – 16 October 2019 in Cairns.

Background:

The Local Government Association of Queensland will be hosting the 2019 Annual Conference on 14 – 16 October in Cairns. The Annual Conference is a valuable networking forum with most Queensland Councils participating.

As part of the annual subscription fee, Council has already paid the registration fee for two delegates, which also entitles Council to two votes for each motion debated at the Conference. Additional representatives can attend as observers with the full registration fee to apply. Early bird registration for the full conference is \$1,540.

In preparation for the Annual Conference, LGAQ seeks Councils to submit motions in advance to be debated at the upcoming conference. Motions are due to be submitted by Monday 5 August 2019 and must first be agreed and approved through Council processes. Accordingly, this report identifies proposed motions for discussion and endorsement before submitting to LGAQ for consideration.

Consideration:

Council has previously resolved (G/19/3799) the below motion to be considered for inclusion in the 2019 submission:

That the Gladstone Regional Council call upon the State Government to provide the principles of privilege, those same privileges of State and Federal Government of debate within Council General Meetings.

In addition, the following motion has been suggested:

- Electoral signage placement

Consideration is to be given to who will be the two delegates (already paid as part of LGAQ subscription fees) to attend and hold voting rights for the conference motions. In addition, consideration is also to be given for any further attendees / observers.

Communication and Consultation (Internal/External):

Internal communication has occurred with the Office of the CEO, Finance Governance and Risk Business Unit and Councillors for suggested submissions.

Legal Environmental and Policy Implications:

Council is required to formally approve motions for submission to the LGAQ Policy Executive prior to 5 August 2019.

Financial and Resource Implications:

There are no costs associated with submitting motions for debate other than internal staff resources. Registration fees are not applicable for the two delegates to attend and hold voting rights at the conference as this is included in Council's annual LGAQ subscription. If Council elects to authorise attendance to additional observers, the individual registration fee of \$1,540 would apply. Travel and accommodation costs will be applicable for attendees. Expenses for travel, accommodation and meals will be funded from the Elected Members budget which includes provision for attendance at this conference of \$2,000.

Commentary:

Nil.

Summary:

Nil.

Anticipated Resolution Completion Date:

5 August 2019.

Attachments:

1. 2019 Proposed LGAQ Resolutions

Tabled Items:

Nil.

Report Prepared by: Strategy & Policy Specialist

G/3.1.3. RISK REVIEW - DRY HIRE COUNCIL PLANT AND EQUIPMENT

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 16 July 2019

File Ref: RM1.7, SP5.2

Purpose:

To present a report as requested at the General Meeting held on 7 May 2019 for insurance options and risks associated with the dry hire of Council plant and equipment.

Officer's Recommendation:

That Council does not amend the Community Investment Policy to include dry hire of plant and equipment.

Background:

There are inherent risks associated with the hire of plant and equipment (P & E) to external parties including:

1. Damage to P & E
2. Down time to operations and ability to deliver capital works program if P & E are being repaired due to external damage
3. Injury during use of P & E to external operator and/or third party
4. Damage to third party land, equipment or other.

To ensure Council can demonstrate that it has acted reasonably in relation to these risks, risk assessments will need to be undertaken, to determine appropriate risk treatments/controls in relation to each specific circumstance in order to explain the decision taken, in the event of any potential claim. There would also need to be appropriately documented hire agreement forms detailing the requirements of each party to ensure the safe transfer of control between Council and the hiring party.

Conducting such an assessment has a number of advantages for Council. Firstly, it will provide a process by which all risks that may have an impact on Council can be considered (including risks to such things as Council's reputation or public image), in addition to the risks that are solely associated with Council's legal liability exposure. Secondly, the assessment will assist Council to attempt to provide evidence of its reasonable response to risks should a future incident eventuate which results in a claim against Council.

Dry Hire – Liability insurance

In relation to the management of liability risks, the liability of others is not included as part of Council's cover arrangements. This means that if Council enters into agreements with others with agreement to cover the other party's liability, then Council's LGM cover will **not respond** in the event of a claim for that liability.

It has always been the advice from LGM to Members that when Members enter into agreements with other parties, the Members obtain indemnities from those other parties and this would need to occur for dry hire. LGM's further advice is that, because the indemnities only have the value of the parties granting them, the indemnities should be supported by adequate and appropriate insurance.

The LGM Contract (Indemnities and Insurance) Guide makes the point that indemnities need to be precisely drawn by persons who are experienced in that area and are aware of all the circumstances. There is no “one size fits all” wording, however Council may wish to instruct its legal advisers to prepare necessary documentation if the decision to dry hire Council’s plant and equipment is continued.

In relation to the provision, use and maintenance of the hire equipment, Council will be required to establish appropriate documentation, procedures, record keeping, pre-and-post inspections and user instruction and training (including with respect to the manufacturer’s equipment manuals and specifications). It is recommended that these documentation, processes and instructions be reviewed on a regular basis to account for any changes to the manufacturer's instructions, Australian Standards or legislation relating to the equipment or any substances used in or with the equipment.

Plant and Equipment – Asset Coverage

Council’s current Industrial Special Risks insurance policy (equivalent to LGM Assets) is silent with respect to dry hire other than noting where vehicles/plant are loaned it will indemnify Council. This means that Council’s policy can cover this activity subject to disclosure on how often, what vehicles/plant and fees derived from these arrangements.

With respect to the community groups these are loaned to, wet hire is preferred as it will ensure Council’s insurance policy is protected from claims as a result of inexperienced operators, etc. It is therefore recommended that if dry hire is endorsed, it be mandated that the groups operator is very experienced and has provided sufficient evidence of this.

Consideration:

When considering options for Dry Hire of Plant and Equipment (P&E), it is important to clarify and confirm that Wet Hire arrangements have been included in the Community Investment Policy and therefore the below items are covered by a wet hire arrangement whereby if approved, Council staff deliver and set up at requested site:

- Variable Message Boards
- Port-a-loo's

Option 1: Do not provide Dry Hire of Council Plant & Equipment

This option minimises all risk to Council associated with hiring plant and equipment to external third parties without a Council employed operator. Costs are minimised as no additional insurance or resources to administer risk assessments / hire agreements are required.

This is the preferred option as it removes the risks identified above to Council.

Option 2: Provide Dry Hire for all Plant & Equipment

This option provides the greatest risk to Council as it would allow the dry hire of any plant and equipment without a Council employed operator. Council resources will be needed to establish operational processes that mitigates risks (eg, risk assessments, hire agreements, indemnities, etc) as well as sourcing additional insurance coverage for this option. It is also noted that proceeding with this option may result in unexpected delays to the delivery of Council’s own capital works program if machinery is not available due to the hiring out to external parties.

If Council wish to proceed with this option, an alternative recommendation is suggested below:
That Council amend the Community Investment Policy to include the words ‘dry hire’ in the focus area of the Plant & Equipment Fund.

Communication and Consultation (Internal/External):

Internal communication has occurred with officers from Finance, Governance & Risk, Operations and Community Development & Events.

Legal Environmental and Policy Implications:

There are legal and policy implications if dry hire of plant and equipment is endorsed including ensuring adequate risk assessments are undertaken, indemnities and insurance coverage is organised and hire agreements are established.

Financial and Resource Implications:

Option 1 presents no resource implications to Council.

Option 2 presents resource implications by requiring officers to develop and implement administrative processes to minimise the risks presented to Council (i.e. risk assessments, pre and post inspection checks, insurance / indemnity assessments on application, agreements for hire, etc). In addition, this option will lead to sourcing (and increased costs) of insurance outside of the current LGM product for the sole purpose of dry hire arrangements.

Commentary:

Nil.

Summary:

Whilst it is an option for Council to allow the dry hire of plant and equipment to community organisations, officers opinion is that the risks outweigh the benefits for the organisation.

Anticipated Resolution Completion Date:

Not applicable if recommendation endorsed.

Attachments:

Nil.

Tabled Items:

Nil.

Report Prepared by: Manager Governance / Risk Specialist

G/3.1.4. ADOPTION OF SHOW HOLIDAY 2020

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 16 July 2019

File Ref: CM23.1

Purpose:

The purpose of this report to provide options for consideration and for Council to nominate a preferred 'show public holiday' for the 2020 calendar year.

Officer's Recommendation:

That Council nominate _____ as a Show Holiday for the Gladstone Region in 2020.

Background:

Council's Chief Executive Officer has received a request from the Office of Industrial Relations (OIR) to nominate a 'special holiday' for the 2020 calendar year by 19 July 2019. There are 2 types of special holidays that can be considered:

1. Show Holiday - special holidays which are for the purpose of an agricultural, horticultural or industrial show. Show holidays are also public holidays. A show holiday can only be approved *for a date which a show is being held*; or
2. Bank Holiday - bank holidays can be for significant events held within a local government area *however* these are not public holidays.

As a Bank Holiday is not a 'public holiday', nomination of a bank holiday has not been further considered in this report.

Consideration:

There are two main options in relation to the request with Option 2 incorporating a number of sub-options for consideration:

Option 1 – Council does not elect to nominate a show public holiday.

This would result in no public holiday to be declared for an annual show in the 2020 calendar year.

Option 2 – Council nominates a preferred show public holiday.

This option would result in Council nominating a preferred show public holiday date for the 2020 calendar year for one of the options listed below noting that this can only be approved for a date on which a show is being held.

- a) *Gladstone Show*
 - Public holiday could be declared for event date of Friday 5 June 2020;
 - Aligned to intent of show public holiday to allow locals to participate locally.
- b) *Mt Larcum Show*

- Public holiday could be declared for event date of either Saturday 20 or Sunday 21 June 2020;
 - Public holiday would be declared for a weekend date and therefore will not be of benefit to persons whose ordinary working days are Monday – Friday;
 - Less impact on business who operate during the week for penalty rates however more impact for business on weekends to pay higher penalty rates (this is subject to any relevant industrial agreements);
 - Aligned to intent of show public holiday to allow locals to participate locally.
- c) *Brisbane 'Ekka' Show*
- Public holiday could be declared for one of the days on or between Friday 7 – Sunday 16 August 2020;
 - Ability to align to a Friday or Monday to make a 'long weekend' if so desired.
- d) *Rockhampton Show*
- Public holiday could be declared for one of the days on or between Wednesday 10 – Friday 12 June 2020;
 - Ability to align to a Friday to make a 'long weekend' if so desired; or
 - Ability to align to same day as Rockhampton Show Holiday (historically on the Thursday) to increase retention of discretionary spending in the region;
 - Could be seen as supporting neighbouring show instead of local show.
- e) *Bundaberg Show*
- Public holiday could be declared for one of the days on or between Wednesday 27 – Friday 29 May 2020;
 - Ability to align to a Friday to make a 'long weekend' if so desired;
 - Retention of discretionary spending in region during public holiday reduced;
 - Could be seen as supporting neighbouring show instead of local show.
- f) *Boyne Tannum Hook Up*
- Public holiday could be declared on one of the days on or between Friday 1 – Sunday 3 May 2020;
 - Ability to align to a Friday to make a 'long weekend' if so desired although would result in a four day weekend (Labour Day holiday is Monday 4 May 2020);
 - Strong risk that won't be accepted by OIR due to the event primarily being a fishing competition and not being accepted as an 'agricultural, horticultural or industrial' show.

Local events excluded from consideration

Harbour Festival - this is not considered an option as it would not be considered an agricultural, horticultural or industrial show and as such, a public holiday could not be declared for any of its event dates.

Melbourne Cup Day – this is not considered an option as it would not be considered an agricultural, horticultural or industrial show and as such, a public holiday could not be declared for its dates.

Communication and Consultation (Internal/External):

Council is being consulted with to nominate a preferred 'special' holiday for the 2020 calendar year in the region.

A ReachTel phone poll was conducted in July 2018 to gain community feedback into the proposed show holiday and attendance at the Gladstone Show. In summary:

- 76.5% community did not attend the Gladstone Show last year
- 75% community stay in Gladstone on Show Holiday

- 44% community neutral in respect of moving the Show Holiday; 40% either agree or strongly agree to move the Show Holiday
- 75% would like to see the holiday in line with a long weekend.

Legal Environmental and Policy Implications:

Section 4 of the *Holidays Act 1983* outlines the requirements by the Minister approving of a 'Special Holidays' which includes that requirement that a preferred 'show' public holiday can only occur for a date on which an agricultural, horticultural or industrial show is being held. There is no definition for such events within the *Holidays Act 1983* and general practice has been to align with a declared 'agricultural show' as published by the Queensland Chamber of Agricultural Shows; known as 'Queensland Ag Shows'.

Financial and Resource Implications:

The nomination of a show public holiday (if approved) creates an obligation on Council and businesses within the region to pay public holiday 'penalty rates' as specified within relevant industrial legislation and agreements.

Commentary:

Nil.

Summary:

Nil.

Anticipated Completion Date:

19 July 2019.

Attachments:

Nil.

Tabled Items:

Nil.

Report Prepared by: Manager Governance

G/3.1.5. REVIEW OF CEMETERIES POLICY

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 16 July 2019

File Ref: CM28.2

Purpose:

To consider the adoption of a revised Cemetery and Crematorium Policy.

Officer's Recommendation:

That Council:

1. Repeal existing policy P-2014-07 Cemetery and Crematorium Policy; and
2. Adopt revised policy P-2019-03 Cemetery and Crematorium Policy as tabled.

Background:

The Regional Cemeteries and Crematorium Management Strategies Report was presented to Council in December 2016 with a significant amount of work undertaken to streamline administration functions, recordkeeping and management of these facilities. The existing Cemetery and Crematorium Policy which pre-dates the recent report, is due for review and incorporating these improvements is timely to support the work undertaken in this area.

The Policy has been redrafted with a focus on providing strategic public facing information on such issues as:

- which cemeteries are open, closed or restricted;
- the application process required for services; and
- other general principles the public may need to know in order to access this service.

Key proposed changes to the policy include:

- Improved definitions to assist in interpretation of the policy
- Removal of the opening hours information as this is set by Local Law and displayed at each facility
- More concise information regarding the keeping of registers which are now held digitally
- Improved articulation of Burial Rights Holder
- Some of the more detailed information on burial depths, etc, has been transferred out to a supporting operational Corporate Standard
- The inclusion of information on those Cemeteries that are Open, Closed and available for Restricted Use
- The discretion to allow for refunds of plot reservation fees (Section 6.4.3) – as our cemeteries fill, the availability of plots will reduce, hence those that may wish to relinquish a plot reservation may be encouraged to do so if a refund of reservation fees will be considered. This is worded as a discretionary clause via 'may' and it is anticipated that this will be considered only on request basis or via a plot reservation confirmation program should Council wish to conduct one in the future to free up plots as cemetery capacities reduce.

Consideration:

Whether to adopt a policy is at Council's discretion as there is no requirement for Council to have a Cemetery and Crematorium Policy.

Option 1 – Adopt the Revised Policy as Tabled

The risks and opportunities associated with the recommendation include:

Risks:

- The policy will need to be periodically reviewed and revised as required.
- Council is committed to the adopted position on these matters and it would require Council intervention to deviate from an adopted policy position.

Opportunities:

- There is clear Council endorsed principles and guidance for both the community and Council workers on how services will be managed and how the public can access the facilities.

Option 2 – Endorse the Revised Policy with Amendments

Should Council support the adoption of a policy but would like some amendment/s to the proposed policy position as tabled, it may wish to adopt the revised policy subject to amendment. This would require an alternative resolution as follows:

That Council:

1. *Repeal existing policy P-2014-07 Cemetery and Crematorium Policy; and*
2. *Adopt revised policy P-2019-03 Cemetery and Crematorium Policy as tabled, subject to the following amendments:*
 - (a)
 - (b)

Option 3 – Repeal and not replace the Cemetery and Crematorium Policy

This option would result in Gladstone Regional Council not adopting a policy for its cemetery / crematorium. If this option is Council's preferred position, Council has local laws in place that set the legal principles for their operation and use. Other matters could be communicated via other means (eg. factsheet) but would be set by the business and not determined directly by Councillors. However, our operational and customer teams are seeking a clear policy position to assist in achieving consistency of service across all of Council's cemetery and crematorium services until such time as level of service standards can be documented as part of our asset management transformation.

Risks:

- In the absence of a policy, there is potential for inconsistency and a lack of certainty in delivering cemetery/crematorium services across the region
- Staff have no point of reference to determine the position of Council in respect to standards and servicing
- The work invested in developing the policy associated with the changes arising out of the Regional Cemeteries and Crematorium Management Strategies Report may be lost and would need to be captured in another form as required.

Opportunities:

- Council would not need to periodically review its policy and Officers could amend service principles and practices administratively.

This option would require an alternative resolution as follows:

That Council repeal existing policy P-2014-07 Cemetery and Crematorium Policy.

Communication and Consultation (Internal/External):

- Executive Team

- Manager Parks Program Delivery
- Administration Officer, Customer Experience (Officer responsible for managing the cemetery applications and approvals processes)
- Process Improvement Leader
- Parks Program Delivery Team (those Officers involved in the maintenance of cemeteries and the crematorium)

Legal Environmental and Policy Implications:

There is no legal requirement that obligates Council to adopt a Policy on the strategic management of Cemeteries / Crematoriums. Council's Subordinate Local Laws outlines the types of activities that are prohibited or restricted to occur within local government cemeteries identified in the subordinate local law. The proposed policy complements these restrictions.

Financial and Resource Implications:

The management and operation of Council cemeteries and crematorium are provided for in the operational budget. The policy implications will not see any significant changes to costs.

Commentary:

Not applicable

Summary:

Not applicable

Anticipated Resolution Completion Date:

31 July 2019

Attachments:

1. Existing P-2014/7 Cemetery and Crematorium Policy
2. Draft P-2019-03 Cemetery and Crematorium Policy
3. Draft P-2019-03 Cemetery and Crematorium Policy - tracked changes.

Tabled Items:

Nil.

Report Prepared by: Manager Governance

G/3.1.6. BUSINESS IMPROVEMENT COMMITTEE CHAIR

Responsible Officer: Chief Executive Officer

Council Meeting Date: 16 July 2019

File Ref: CM26.2

Purpose:

This report recommends the extension of Business Improvement Committee Member, Kerry Phillips, tenure and appointment to chairperson of the committee.

Officer's Recommendation:

That Council:

1. Endorse an extension to the tenure of Kerry Phillips on the Business Improvement Committee for an additional 3.5 years;
2. Endorse Kerry Phillips as Chairperson of the Business Improvement Committee to take effect from the Committee Meeting in September 2019, up to and including December 2022 committee meeting.

Background:

Council is required to decide on appointments and extensions to the Business Improvement Committee members inclusive of determining a Chairperson as required. External member, Kerry Phillips was appointed in January 2018 via the below resolution (G/18/3301):

That Council:

.....

2. *Adopt the recommendation of the Business Improvement Committee and offer an external member position on the Committee, to Kerry Phillips for an initial period of 18 months at the schedule of rates nominated in the Expression of Interest submission, with the option to extend for the maximum tenure term, being a further period of 3.5 years, subject to the extension being mutually agreed.*

Accordingly, it is now appropriate to determine the extension of 3.5 years in line with the resolution above.

In addition, the tenure period for the current Chair, Ross Cook, has now come to an end in accordance with the Business Improvement Committee Policy for maximum tenure of external members. It is also appropriate to appoint a new Chair to commence in readiness for the next Business Improvement Committee meeting in September 2019.

Consideration:

Extension of Term of Appointment

Council policy provides that external appointments to the Business Improvement Committee will be for a five year term unless sooner terminated by resignation or dismissal of a member. As Kerry Phillips appointment has been for 1.5 years, it is considered appropriate to extend this appointment

for an additional 3.5 years. This consideration takes into account the valuable input and advice provided by Kerry Phillips since commencement on the committee.

Alternatively, Council may elect not to extend the current term of Ms Phillips. If this option is preferred, Council may wish to recruit a new external member or leave the position vacant given there are an additional two external members on the committee.

Appointment of Chair

Ross Cook previously chaired the Committee with his five year term ending at the June 2019 meeting. It is generally accepted best practice in the industry that the role of Chairperson of these types of committees be an external representative as it provides an additional level of independence. Council and the committee have previously operated under the best practice model. Accordingly, it is recommended that external representative, Kerry Phillips, as the external member with longest tenure presently on the Business Improvement Committee fill the Chairperson role. Kerry Phillips has indicated that she would be pleased to fill the role of Committee Chairperson if Council were to endorse the proposal.

Alternatively, Council may choose to elect a different member of the Committee as Chairperson.

Communication and Consultation (Internal/External):

Discussions with Business Improvement Committee.

Legal Environmental and Policy Implications:

It is a legislative requirement that Council's Business Improvement Committee (acting in its capacity as an 'Audit Committee') oversee audit, annual financial reporting and other relevant governance functions to provide Council with an additional level of assurance that systems and controls are in place to assist Council in minimising its risk exposures. Council's Business Improvement Committee Policy (P-2018-28) outlines the terms of reference for the committee including appointment of members and the chairperson.

Financial and Resource Implications:

Committee External member fees are budgeted each year within the Governance Operational expenses. All current members have been included in the proposed 2019/20 budget.

Commentary:

Nil.

Summary:

Nil.

Anticipated Resolution Completion Date:

Within one month of resolution.

Attachments:

Nil.

Tabled Items:

Nil.

Report Prepared by: Manager Governance

G/3.1.7. BUSINESS IMPROVEMENT COMMITTEE MEETING MINUTES 26 JUNE 2019

Responsible Officer: Chief Executive Officer

Council Meeting Date: 16 July 2019

File Ref: CM26.2

Purpose:

Pursuant to Section 211 of the Queensland *Local Government Regulation 2012* presentation of a written report about the matters reviewed at the Business Improvement Committee Meeting held on 26 June 2019.

Officer's Recommendation:

That the minutes of the Business Improvement Committee Meeting held on 26 June 2019 be received and accepted.

Background:

Pursuant to Section 211 of the Queensland *Local Government Regulation 2012* an Audit Committee (our Business Improvement Committee) must as soon as practicable after a meeting of the Committee, give the local government a written report about the matters reviewed at the meeting and the committee's recommendations about the matters.

Consideration:

The Business Improvement Committee met on the 26 June 2019. The minutes of this meeting are attached for Councillor consideration.

Recommendations from the Business Improvement Committee for consideration by Council

Nil.

Issues of significance for information:

10.1 2018/19 FINANCIAL STATEMENT PREPARATION TIMELINE

The Committee received a report on the preparation timeline for the financial statements and acknowledged the timeline provided by the Queensland Audit Office for audit services relating to the 2018/19 financial year, noting that a two-week delay in meeting the valuations milestone is not expected to delay meeting other milestones.

14.1 CLOSED SESSION - AUDIT REPRESENTATIVES

Four recommendations emanated from the closed session of the Business Improvement Committee. Whilst they are recommendations from the Committee, it is considered that the recommendations relate to actions for the Chief Executive Officer to consider rather than specific recommendations for Councillor action. The recommendations are:

1. The Business Improvement Committee members raised a concern at the potential dilution of the accountability and authority of the internal audit function with the utilisation of the

Ethics Integrity team members for short term resource gaps in other areas of Council. Where internal audit resources are displaced resourcing the delivery of the audit plan is impacted, in addition to the increased risk of conflicts of interest for internal audit.

2. The Business Improvement Committee recommend that the internal audit function report directly to the Chief Executive Officer, so as to reinforce the position of separation of this resource from other Council functions.
3. The Business Improvement Committee recommend that greater accountability for Council's largest asset, the Gladstone Airport Corporation, be pursued via a reporting mechanism via Council's Chief Executive Officer to the Business Improvement Committee at least quarterly. This is in recognition that as part of the Business Improvement Committee's legislative obligation to review and monitor the integrity of consolidated financial documents, and to provide some visibility of the risk to Gladstone Regional Council.
4. Seek an update from Council on the stakeholder relationship and reporting arrangements with the Gladstone Area Water Board (GAWB). The Business Improvement Committee raised a concern about the level of risk that Council rates are subject to and the potential impact on our ratepayers based on the decisions made by GAWB. Information gathered by effective stakeholder relationships could assist in the long term financial planning for Council.

Communication and Consultation (Internal/External):

Business Improvement Committee
External Audit
Queensland Audit Office
Manager Governance

Legal Environmental and Policy Implications:

It is a legislative requirement that Council's Business Improvement Committee (acting in its capacity as an 'Audit Committee') oversee audit, annual financial reporting and other relevant governance functions to provide Council with an additional level of assurance that systems and controls are in place to assist Council in minimising its risk exposures.

Financial and Resource Implications:

Business Improvement Committee External Member fees are included within the annual operational budget each year.

Commentary:

Nil

Summary:

Nil

Anticipated Resolution Completion Date:

N/A

Attachments:

1. Business Improvement Committee Minutes 26 June 2019.

Tabled Items:

Nil.

Report Prepared by: Ethics Integrity and Audit Specialist

G/3.1.8. MONTHLY FINANCIAL REPORTS FOR THE PERIOD ENDING 30 JUNE 2019

Responsible Officer: General Manager Finance Governance and Risk

Council Meeting Date: 16 July 2019

File Ref: FM15.1

Purpose:

This report seeks Council adoption of the Monthly Financial Statements for the 2018-19 year to date, for the period ended 30 June 2019, as required under Section 204 *Local Government Regulation 2012*.

Officer's Recommendation:

That Council adopt the Monthly Financial Statements attached to this report for the 2018-19 year to date, for the period ended 30 June 2019 as required under Section 204 *Local Government Regulation 2012*.

Background:

Nil.

Consideration:

End of year processing is currently underway with figures yet to be finalised, with accruals still in progress, after which the financial statement will be audited for the 2018/19 financial year. As a result, all actual figures provided throughout this report may not reflect the true actual position as at 30 June 2019.

Budget Variations

Since the adoption of the 2018-19 budget on 24 July 2018, several variations to budget have been processed in line with emergent needs. Revisions are visible through the Program Budgets and Aggregated Financial Statements with both Adopted and Revised Budget columns displayed.

Council has recently undertaken a forecasting process and budgets have been revised to align with expectations for the rest of the financial year. As a result of this process, Council now has a budgeted operating surplus of \$6.8m. The original budgeted operating surplus for 2018-19 was \$0.5m. This revised budget position will be subject to adjustments in accordance with end of year processes.

Statement of Income and Expenditure

Recurrent Revenue

Recurrent revenue is reporting slightly below expectations at \$182.9m or 94.04% of the revised budget of \$194.5m. Notable variations from expectations include:

Rates and Utility charges	Percentage of Revised Budget
	93.28%

Currently at \$137.4m of the revised budget of \$147.3m. This variance is partially due to an increase in discounts provided; \$11.8m of a revised budget amount of \$10.7m, equal to 110.28%. Water consumption charges for the period of January to June 2019 are yet to be generated and accrued. Once this transaction has been processed this amount will reflect closer to the budgeted amount of \$31.4m.

Grants, Subsidies, Contributions and Donations	Percentage of Revised Budget
	86.67%

Currently at \$16.9m of the revised budget of \$19.5m. The largest variance being a \$1.4m difference in the amount budgeted versus the amount received of Natural Disaster Relief and Recovery Arrangements (NDRRA) funding.

At the time of processing the report a \$0.5m contribution from the Airport was still yet to be processed.

Sales – contract and recoverable works	Percentage of Revised Budget
	109.61%

The year to date figure \$3.3m exceeded the revised budget of \$3.0m, however includes \$0.4m in budgeted contributions that was processed as actual income received under contract and recoverable works. This is still an increase when compared to this time last year unaudited figure of \$2.4m as at 30 June 2018.

The original budget for this revenue type had been reduced from \$5.3m to \$3.0m, as recoverable work undertaken for the year had been less than originally anticipated.

Interest received	Percentage of Revised Budget
	106.31%

The total interest earned for the year is \$3.6m which is slightly above revised budget of \$3.4m. Interest from overdue rates and utility charges is sitting at \$0.9m compared to a revised budget of \$0.8m equalling 113.02%. Interest received from investments was \$2.7m compared to a revised budget of \$2.6m which equates to 104.30%. The amount for interest received from ratepayers exceeded the 17/18 amount of \$0.8m. Council currently charges a 11% penalty interest; this percentage will reduce in 2019-20 to a maximum of 9.83% due to a change in legislation.

Capital Revenue

Capital revenue is reporting at 80.98% of the revised budget, totaling \$10.5m of an expected \$13.0m for the year. Included in this category are:

Grants, Subsidies, Contributions and Donations	Percentage of Revised Budget
	80.56%

Currently at \$9.9m of the revised budget of \$12.3m. The variance can be explained by a difference in the amount budgeted versus the amount received of NDRRA funding. Additional claims for \$2.0m of NDRRA funding are expected to be lodged and paid in the coming months. The balance of the 2017-19 Works for Queensland funding of \$0.6m is yet to be received.

Recurrent Expenses

Year to date expenditure is tracking slightly below expectations, currently sitting at 92.51% of the revised budget of \$187.7m. Included in this category are:

Employee Benefits	Percentage of Revised Budget
	96.38%.

Employee expenses are reporting in line with budgetary expectations at this time. Costs are currently at \$64.0m, a 17.22% increase when compared with this time last years unaudited figure of \$54.6m. The final pay fortnight of June is not processed until the first week of July which will bring the employee expenses in line with budget expectations.

Materials and Services	Percentage of Revised Budget
	84.93%.

Despite being under budget at \$61.6m of a revised budget of \$72.6m, Council expenditure on materials and services expenditure saw an increase in expenditure when compared to the same period last year unaudited figure of \$52.5m. These figures will be subject to adjustments in accordance with end of year accrual processes.

Finance Costs	Percentage of Revised Budget
	90.85%.

Council's finance costs are currently under budget at \$6.9m of a revised budget of \$7.6m. Interest payments for June are yet to be accrued.

Statement of Financial Position

Year to Date Assets	Current Value	Revised Budget	Percentage of Revised Budget
	\$2.3b	\$2.2b	101.45%
Year to Date Liabilities	Current Value	Revised Budget	Percentage of Revised Budget
	\$147.0b	\$142.2b	103.38%

Assets and liabilities are within expectations for this time of year.

Capital Expenditure

Year to Date Capital Expenditure	Year to Date	Revised Budget	Percentage of Revised Budget
	\$44.97m	\$54.3m	84.31%

Capital works expenditure up to 30 June was 84.31% of the revised budget. However, once the end of year accrual process is finalised this figure should be in line with budget expectations.

Significant actual capital expenditure (not including commitments) is presented by group in the table below:

Group	Adopted Budget	Revised Budget	YTD Actual	Actuals as % of Revised Budget
Road Assets	\$36.937m	\$26.499m	\$22.293m	84%
Water Assets	\$14.263m	\$5.115m	\$3.920m	77%
Sewerage Assets	\$29.535m	\$11.500m	\$9.798m	85%
Waste Assets	\$1.645m	\$0.987m	\$0.370m	37%

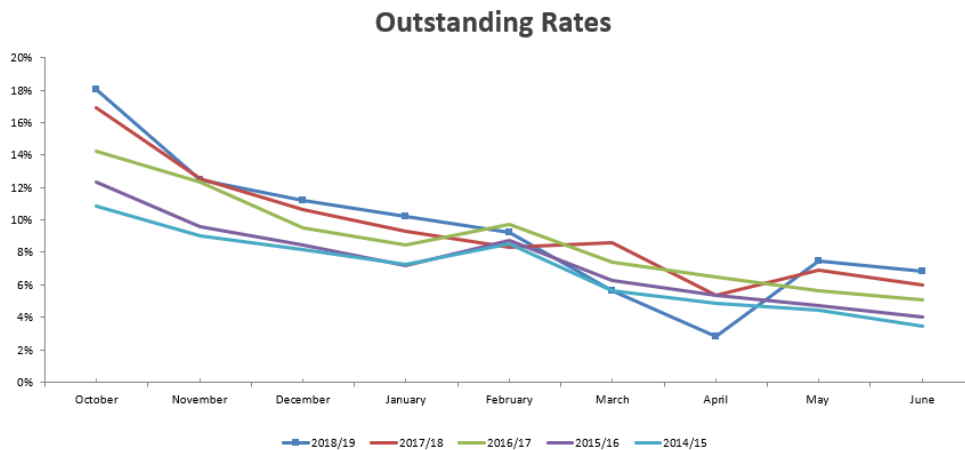
Parks & Environment Assets	\$2.875m	\$2.082m	\$1.534m	74%
Asset Planning	\$2.276m	\$0.000m	\$0.000m	-
Delivery Support & Performance	\$6.815m	\$4.919m	\$5.173m	105%
Property Assets	\$0.000m	\$1.227m	\$0.982m	80%
Strategy & Transformation	\$6.752m	\$1.015m	\$0.904m	89%

Outstanding Rates

Outstanding rates as a percentage of gross rates levied and collectible is at 6.82% at the end of June, compared to 5.99% for the same period last year. All rates are now due.

Of the \$11.9m of outstanding rates 12.6% relates to commercial / industrial assessments and 87.4% represents residential assessments. These figures include \$0.8m of rates that are currently being repaid under an authorised payment plan, for which there were 12 commercial/industrial assessments and 460 residential assessments. A total of 472 assessments, which is a decrease from 1,664 assessments in May.

As at 30 June, there were 6,189 ratepayers who had paid their rates in advance, in the amount of \$7.2m.



Sustainability Ratios

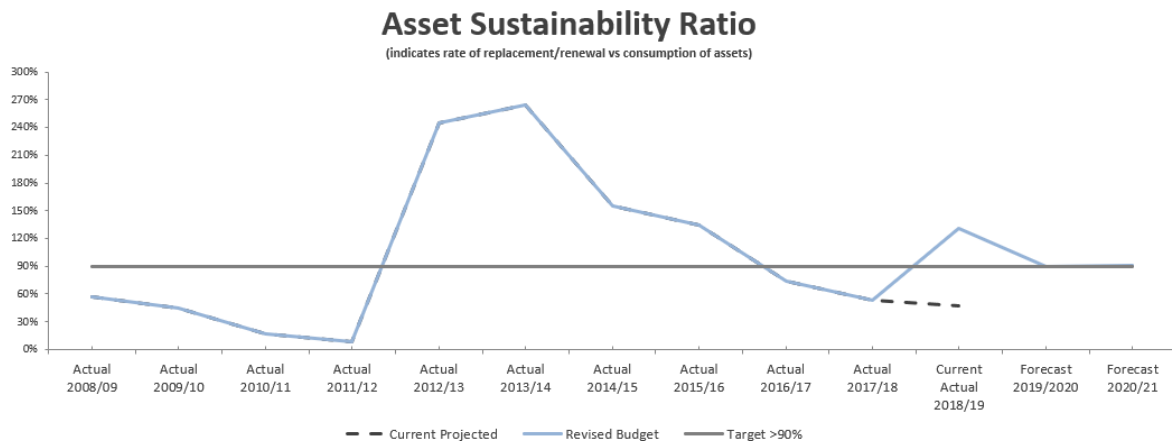
Councils Sustainability Ratios for the period are generally in line with expectations at this stage of the reporting year. Throughout the year the ratios are distorted as revenue is raised in stages and not evenly across the year. Capital and operating expenditure is incurred on an incremental basis throughout the year.

Financial ratios provide a useful snapshot of Council's financial status and emerging trends. Individual ratios do not provide enough information to form a comprehensive opinion of Council's financial position and performance, but when the right mix of ratios are considered together, they become an important tool in analysing Council's overall financial performance.

Asset Sustainability Ratio

This ratio compares Councils expenditure on capital renewal or replacement assets with the rate at which our assets are depreciating. A slower rate of capital spending has produced a lower result compared to the same period in the previous year. Council has not achieved the target range since the 2015/16 financial year.

Asset Sustainability Ratio			
Current Year to Date	Prior Year to Date	Budget	Target
46.61%	55.50%	131.48%	>90%



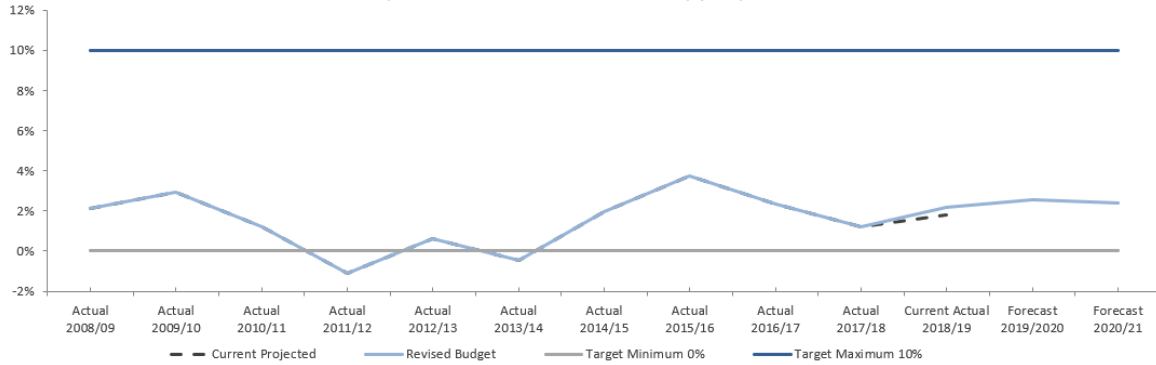
Interest Coverage Ratio

The interest coverage ratio for the year to date is within the target range.

Interest Coverage Ratio			
Current Year to Date	Prior Year to Date	Budget	Target
1.81%	0.89%	2.17%	0% - 10%

Interest Coverage Ratio

(indicates extent of commitment of revenue to interest payments)



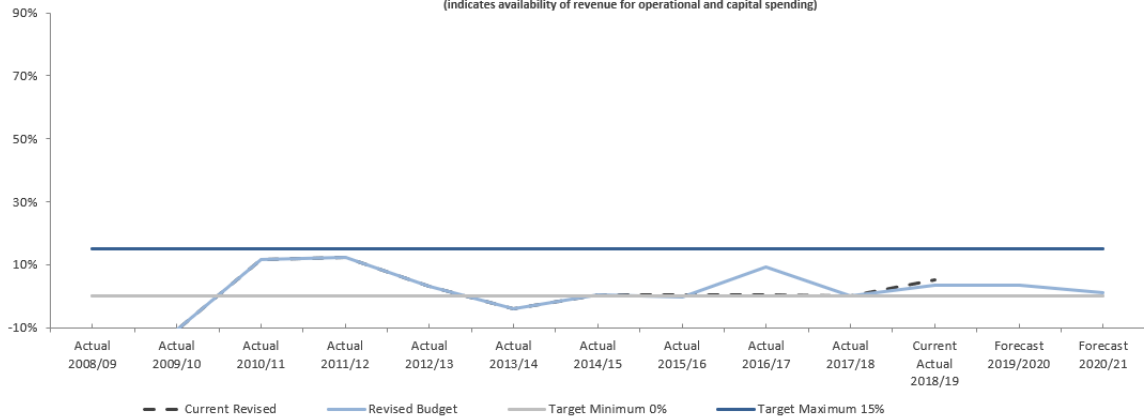
Operating Surplus Ratio

The current results of this ratio are sitting within the target range. The current operating surplus is exceeding the budgeted operating surplus, which is reflected in these ratio results, however this result is likely to decrease as accruals are processed.

Operating Surplus Ratio			
Current Year to Date	Prior Year to Date	Budget	Target
5.06%	3.21%	3.50%	0%-15%

Operating Surplus Ratio

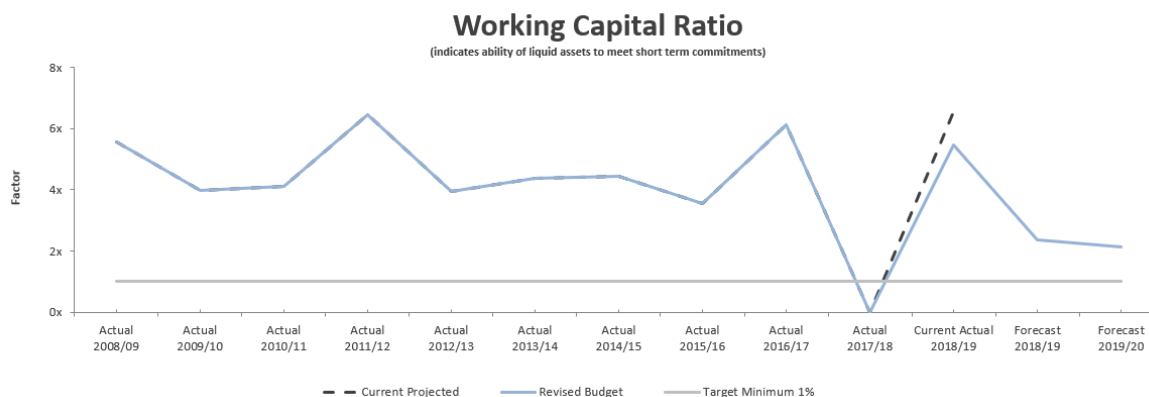
(indicates availability of revenue for operational and capital spending)



Working Capital Ratio

Council has a large balance of current assets including cash and receivables that increase the results of this ratio. Although slightly lower than this time last year, the ratio remains in excess of the target minimum, reflecting a healthy position for Council.

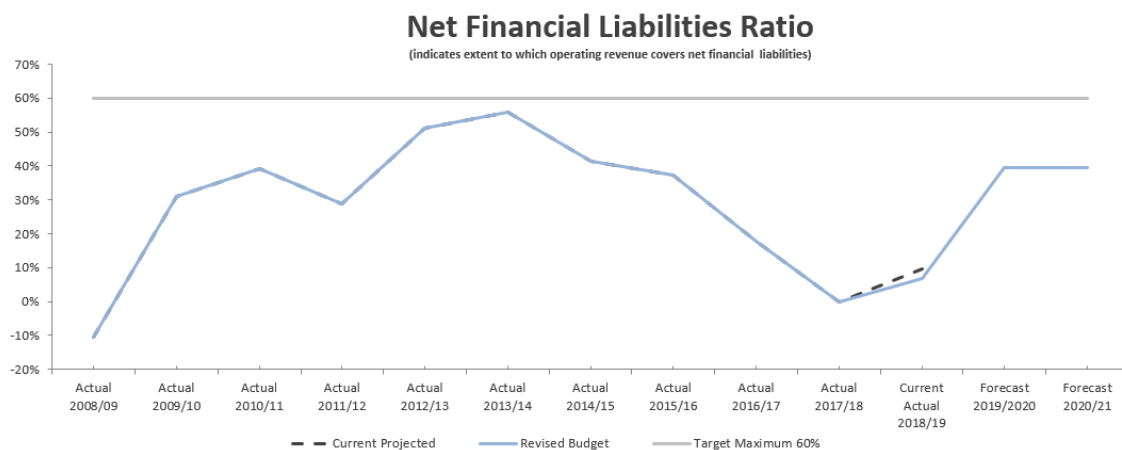
Working Capital Ratio			
Current Year to Date	Prior Year to Date	Budget	Target
6.54x	7.98x	5.45x	> 1:1



Net Financial Liabilities Ratio

This ratio is also affected by a strong current asset value. The results are better than the same period last year, however below budget expectations.

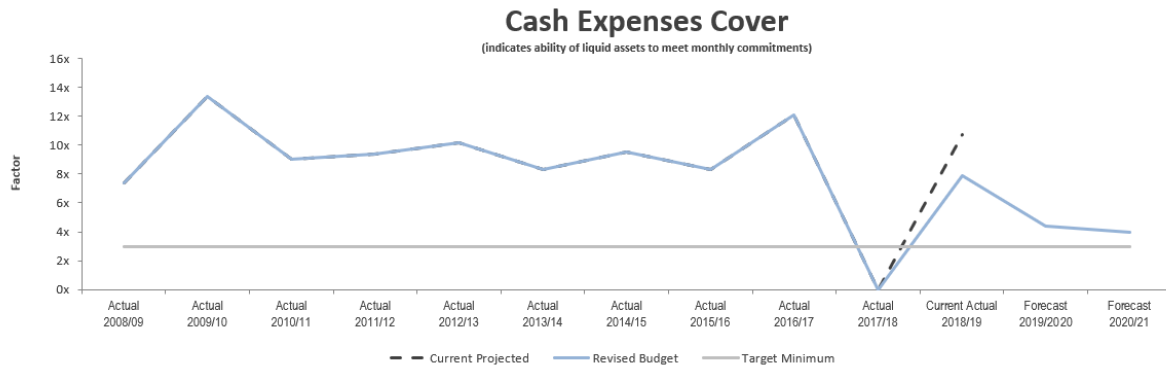
Net Financial Liabilities Ratio			
Current Year to Date	Prior Year to Date	Budget	Target
9.68%	16.95%	6.73%	< 60%



Cash Expenses Cover Ratio

The current result reflects a continuing strong cash position proportional to operating costs. This result is well above the target ratio.

Cash Expenses Cover Ratio			
Current Year to Date	Prior Year to Date	Budget	Target
10.72x	11.91%	7.90x	>3x



Communication and Consultation (Internal/External):

Input regarding budget variations sought from Systems Modelling and Metrics Specialist.
Input regarding unpaid and prepaid rates sought from Manager Revenue Services.

Legal Environmental and Policy Implications:

Nil

Financial and Resource Implications:

Nil

Commentary:

Nil

Summary:

Nil

Anticipated Resolution Completion Date:

Nil

Attachments:

1. Operating Statement for Month End June 2019
2. Monthly Financial Statements period ending 30 June 2019

Tabled Items:

Nil.

Report Prepared by: Accountant

G/3.1.9. GLADSTONE REGIONAL EVENTS STRATEGY 2019 - 2024

Responsible Officer: General Manager Community Development and Events

Council Meeting Date: 16 July 2019

File Ref: CC5.1; CR2.11

Purpose:

To advise Councillors of the completion of the Gladstone Regional Events Strategy 2019 - 2024.

Officer's Recommendation:

That Council note the completion of the Gladstone Regional Events Strategy 2019 – 2024, a deliverable under Goal 1.4 - *Build community capacity for events* of the 2018/19 Operational Plan.

Background:

Gladstone Regional Council (GRC) has recently placed a renewed focus on events. It is recognised that events (of all types) have a significant role to play in both the economic and social stimulus of the region and community.

In November 2018, Krista Hauritz Consultancy was engaged to research and develop the Regional Events Strategy with the below key outcomes to be achieved:

1. Develop a 5 Year Events Strategy that delivers outcomes that support and compliment the Council Plan indicators and objectives.
2. Create an Action Plan outlining key priorities, projected costs and timelines for 1, 3 and 5 year actions to achieve the strategy. Action Plan to include key stakeholders and strategic partners and Key Performance Indicators with measurement framework to determine effectiveness and Return on Investment.
3. Identify at least one major event that GRC can attract or develop as a Hallmark Event and provide an event strategy and action plan to achieve this event including strategy, marketing, resources and funding.

Consideration:

Events are very important contributors to local and regional economies. A successful, well run event can provide significant value to an area by adding jobs and money to the local economy and providing additional cultural and social benefits.

It is imperative that the Community Events calendar is guided by a strategy to ensure key objectives are being met and time and resources allocated appropriately. It is also an important tool for the assessment of major event attraction, funding and sponsorship. The strategy itself does not determine which current events are to be funded however it provides a tool to support assessment.

The data in the strategy is sourced from Tourism Research Australia's Economic data in the Local Government Area Profiles 2017, Gladstone and used in conjunction with previous event acquittals and outcome reports.

Communication and Consultation (Internal/External):

Internal and External Stakeholders were consulted throughout the strategy development. Stakeholders including;

- Gladstone Region Mayor and Councillors
- Internal GRC Stakeholders from various departments
- Community Groups and Local Event Organisers
- Other Councils for benchmarking purposes

Legal Environmental and Policy Implications:

Nil.

Financial and Resource Implications:

The strategy provides clearer guidelines around financial and resource allocation. The Regional Events Strategy will inform Council's annual budget allocation of events across the region, which is adopted by Council each year.

Commentary:

The Regional Events Strategy will assist in the future development of GRC's community events calendar as well as provide clear criteria for consideration for event funding and event attraction.

The purpose of the strategy is to offer a focused and strategic, collaborative approach for how we support our current community events, grow existing major events and attract new events to the region.

The strategy provides Council and key stakeholders with best practice procedure and policy to follow to meet defined key deliverables.

The Regional Events Strategy delivers the following elements:

- Identifying Gladstone's brand and story;
- Clarity of roles and responsibilities for events;
- Exploration of Gladstone's competitive advantage to attract events;
- Review event hosting capabilities, infrastructure and unique selling points;
- Strategic direction and vision for Gladstone to be nationally recognised as an event friendly destination;
- Strategic alignment with Council's corporate and operational plan, policies and tourism strategies;
- Activation of Council's venues and public spaces;
- Review of an annual event calendar to ensure a balanced portfolio of events, addressing gaps and seasonality;
- Identify events that have potential to be major economic drivers and support the destination brand for the Gladstone region.

The strategy has identified a series of many smaller events across the Region and proposes that GRC focus on larger events that celebrate the Region's points of difference (sailing, fishing, STEM, MICE). The strategy also identifies competitive advantages that we can leverage in the events market. In addition, the goals as identified by the stakeholders have been prioritised and can be used as a lens for when assessing event concepts.

Summary:

The Regional Events Strategy provides a clear strategic direction for Council when developing community events, considering the support of regional events and the attraction of events as a catalyst to drive economic and social stimulus.

The strategy has incorporated GRC's desired outcomes and extensive community engagement to ensure a holistic approach to events in the Gladstone Region.

The associated Action Plan provides concise deliverables for the Community Events and Community Engagement teams to use to ensure resources are appropriately allocated for events and clear, measurable outcomes are achieved.

Anticipated Resolution Completion Date:

16 July 2019.

Attachments:

1. Gladstone Regional Events Strategy 2019 – 2024

Tabled Items:

Nil.

Report Prepared by: Manager Events and Entertainment

G/4. DEPUTATIONS

G/4.1. DEPUTATIONS

Nil.

G/5. COUNCILLORS REPORT

Responsible Officer: Chief Executive Officer

Council Meeting Date: 16 July 2019

File Ref: CM7.2

Purpose:

To brief Council on the ideas and content presented at the Australian Local Government Association National General Assembly, which was attended by Councillor Rick Hansen on 16 – 19 June 2019 in Canberra, ACT.

Councillor's Recommendation:

That the report be received.

Attachments:

Cr Hansen Conference Report LGAQ June 2019

Tabled Items:

Nil.

Report Prepared by: Executive Secretary

G/6. URGENT BUSINESS

Nil.

G/7. NOTICE OF MOTION

Nil.

G/8. CONFIDENTIAL ITEMS

G/8.1. 206-19 YARWUN WWTP UPGRADE - AWARD

Responsible Officer: General Manager Operations

Council Meeting Date: 16 July 2019

File Ref: PE1.1

Reason for Confidentiality:

This report is **CONFIDENTIAL** in accordance with Section 275 (1) of the Local Government Regulation 2012, the meeting is to be closed to the public to discuss business relating to the following: -

- (e) contracts proposed to be made by it.

G/8.2. PSA 154-19 SURVEY SERVICES - AWARD

Responsible Officer: General Manager Operations

Council Meeting Date: 16 July 2019

File Ref: PE1.1

Reason for Confidentiality:

This report is **CONFIDENTIAL** in accordance with Section 275 (1) of the Local Government Regulation 2012, the meeting is to be closed to the public to discuss business relating to the following: -

(e) contracts proposed to be made by it.

G/8.3. PSA 151-19 SAFETY PRODUCTS - AWARD

Responsible Officer: General Manager Operations

Council Meeting Date: 16 July 2019

File Ref: PE1.1

Reason for Confidentiality:

This report is **CONFIDENTIAL** in accordance with Section 275 (1) of the Local Government Regulation 2012, the meeting is to be closed to the public to discuss business relating to the following: -

(e) contracts proposed to be made by it.

G/8.4. PSA 176-19 SUPPLY AND DELIVERY OF ROAD FURNITURE - AWARD

Responsible Officer: General Manager Operations

Council Meeting Date: 16 July 2019

File Ref: PE1.1

Reason for Confidentiality:

This report is **CONFIDENTIAL** in accordance with Section 275 (1) of the Local Government Regulation 2012, the meeting is to be closed to the public to discuss business relating to the following: -

(e) contracts proposed to be made by it.

G/8.5. THERMO SCIENTIFIC MICROPHAZIR - SOLE SUPPLIER

Responsible Officer: General Manager Operations

Council Meeting Date: 16 July 2019

File Ref: PE1.1

Reason for Confidentiality:

This report is **CONFIDENTIAL** in accordance with Section 275 (1) of the Local Government Regulation 2012, the meeting is to be closed to the public to discuss business relating to the following: -

(e) contracts proposed to be made by it.

G/8.6. SOLUS - SOLE SUPPLIER

Responsible Officer: General Manager Operations

Council Meeting Date: 16 July 2019

File Ref: PE1.1

Reason for Confidentiality:

This report is **CONFIDENTIAL** in accordance with Section 275 (1) of the Local Government Regulation 2012, the meeting is to be closed to the public to discuss business relating to the following: -

(e) contracts proposed to be made by it.

ATTACHMENTS