



GLADSTONE
REGIONAL COUNCIL

**MINUTES OF A BUSINESS IMPROVEMENT
COMMITTEE MEETING OF
GLADSTONE REGIONAL COUNCIL**

**HELD AT THE GLADSTONE ADMINISTRATION
CENTRE BOARDROOM
101 GOONDOON STREET, GLADSTONE**

**ON 25 SEPTEMBER 2019 COMMENCING AT
9.00AM**

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PRESENT

COMMITTEE MEMBERS

Kerry Phillips (External Member, Chairperson)
Sandra Collins (External Member)
Stephen Coates (External Member)
Cr Rick Hansen (Councillor)
Cr Kahn Goodluck (Councillor)

OFFICERS

Leisa Dowling, Chief Executive Officer
Mark Holmes, General Manager Finance Governance and Risk
Anna Scott, General Manager Strategic Asset Performance
John Tumbers, General Manager Operations
Stacey Hogarth, Risk Specialist/General Manager People Culture and Safety (Acting)
Brooke Saunders, Manager Governance
Rowena Smallcombe, Ethics Integrity and Audit Specialist
Kristie Wockner, Manager Contracts and Procurement
Ashleigh Tomkins, Manager Asset Governance
Nerrilynne Taylor, Team Leader Financial Operations
Tania Brown, Strategic Asset Accountant
Jessica Rossow, Statutory Accountant
Ashlyn Chalker, Compliance and Reporting Officer
Holly Ning, Executive Secretary

OTHERS IN ATTENDANCE

Chantelle Hanna, Queensland Audit Office (by telephone link)
Junaide Latif, William Buck, External Audit (in person)
Mayor Matt Burnett – part of meeting
Councillor Desley O'Grady – part of meeting
Councillor Natalia Muszkat – part of meeting

1. APOLOGIES

Nil.

2. DECLARATION OF CONFLICTS OF INTEREST

CONFLICTS OF INTEREST

Councillor Rick Hansen declared a conflict of duty in Item 5.1.1 Unaudited Financial Statements for the Year Ended 30 June 2019, as he is a Council appointed board member of the Gladstone Airport Corporation.

Chairperson Initials:

3. CONFIRMATION OF MINUTES

3.1. CONFIRMATION OF BUSINESS IMPROVEMENT COMMITTEE MINUTES FOR 26 JUNE 2019

Officer's Recommendation:

That the Committee confirm the Minutes of the Business Improvement Committee Meeting held on the 26 June 2019.

Decision:

That the Committee confirm the Minutes of the Business Improvement Committee Meeting held on the 26 June 2019, with an amendment to page 10 noting the next meeting date for committee members to attend the Councillor Information Session on **Tuesday 8 October 2019 at 9.00am.**

Moved Sandra Collins
Seconded Stephen Coates

4. BUSINESS ARISING FROM MINUTES

4.1. BUSINESS IMPROVEMENT COMMITTEE OPEN TASKS REPORT

Officer's Recommendation:

That the Committee note and receive the report.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Stephen Coates
Seconded Cr Hansen

5. FINANCE REPORTS

5.1. UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2019

Discussion:

The Team Leader Financial Operations presented to the committee the draft financial statements including detail on net result, income budget vs actuals, expenses revised budget vs actual, capital expenses budget vs actual, income statement comparison to last year's actuals, statement of financial position comparison to last year's actuals, asset sustainability ratio, operating surplus ratio, net financial liabilities ratio, new standards applied 2018/2019, and the impact of new standards effective 1 July 2019.

Junaide Latif questioned the impact of the increase in receivables and the effects on outstanding rates. Team Leader Financial Operations confirmed that there are effects; a 1.7% rates increase as expected in accordance with budget. General Manager Finance Governance and Risk confirmed that through the sale of arrears process that is ongoing, this will occur after the balance date.

Chantelle Hanna and Junaide Latif advised there is no specific guidance for local governments on prepaid rates, but there are articles and blogs available on their website, along with standard general advice for applying the standard for the 2019/2020 budget process. This topic was to be taken offline to be discussed at a later date.

Kerry Phillips noted that the financial statements were provided to the external auditor prior to being provided to the Business Improvement Committee. Kerry sought assurance that in the future, the financial statements would be provided to the Business Improvement Committee prior to being provided to the external auditor – in accordance with the legislative function of the Business Improvement Committee. Kerry also commented that the non-rounding of the current year made it difficult to read the statements. Kerry confirmed there is no underlying issue, but from committee's perspective having rounded numbers makes review easier, especially with a long agenda.

In answer to a question posed by Kerry Phillips, Junaide Latif advised that when comparing Council and the Gladstone Airport Corporation financials the combined total would not equate to the consolidated position due to the consolidation adjustments and due to the Airport being a corporation with different accounting treatments.

A discussion was held regarding the Committee's request for a briefing by the Airport at the next meeting. It was confirmed that the preference is for a representative from the Airport board, preferably Tina Zawila who is the financial representative, to present for members to review sustainability ratios and difficulties with them to ensure clarity is documented.

Sandra Collins raised concerns about the errors in the financial statements, and General Manager Finance Governance and Risk confirmed there is consistent disclosure, with rounding undertaken at conclusion of the process.

Officer's Recommendation:

That the Business Improvement Committee note the report.

Decision:

The Committee endorsed the Officer's recommendation, with an action for the Gladstone Airport Corporation be requested to present to the next BIC meeting in December.

Moved Sandra Collins
Seconded Stephen Coates

5.2. ANNUAL BUDGET REPORT AND LONG-TERM FINANCIAL FORECAST

Discussion:

Kerry Phillips questioned the Long-Term Financial Forecast and the increase of \$10 million in depreciation from 2020 to 2022 and what is driving this. General Manager Finance Governance and Risk confirmed that with new assets coming on board, renewal upgrades,

Chairperson Initials:

Philip Street assets, this will be substantial. Sandra Collins questioned the operating revenue having a steady increase that has not been reflected in the last five years actuals. General Manager Finance Governance and Risk confirmed that drivers for increasing revenue include growth and some additional sewer and water charges for cost recovery. 80% income comes from rates; growth over the last five years has been quite flat.

Officer's Recommendation:

That the report be received and noted by the Business Improvement Committee.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Stephen Coates
Seconded Sandra Collins

5.3. PRIOR PERIOD FINANCIAL STATEMENTS - 27 AUGUST 2019

Purpose:

To provide the Business Improvement Committee with the Monthly Financial Reports for Period ending 27 August 2019 presented to Council on 17 September 2019.

Discussion:

Discussion was held regarding the impending caretaker period in 2020, and how this will impact on awarding contracts. Chief Executive Officer advised that the caretaker period is likely to commence in February 2020 with processes underway to ensure that necessary decisions are planned. The Chief Executive Officer also advised the Operations team required updated software for scheduling. Capital Expenditure is not currently where it should be due to the delay with scheduling for programs etc. Kerry Phillips enquired about budget reviews and when they are done. General Manager Finance Governance and Risk confirmed that part of the new corporate standard, budget reviews would be undertaken twice a year going forward.

Officer's Recommendation:

That the Business Improvement Committee note the Monthly Financial Reports for Period ending 27 August 2019.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Cr Hansen
Seconded Cr Goodluck

6. EXECUTIVE REPORTS

6.1. CHIEF EXECUTIVE OFFICER BRIEFING - SEPTEMBER 2019

Purpose:

For the Chief Executive Officer to provide an overview of strategic issues affecting the organisation.

Discussion:

The Chief Executive Officer took the report as read and welcomed any questions from the committee. Sandra Collins advised she was expecting a report on the transformation plan; what was to be delivered, and did we achieve the deliverables? She questioned whether some sort of reconciliation of actions to either change the plan or what was corrected would be provided. The CEO advised that the transformation program office was still in the process of being set up, and some business units have progressed well with the necessary changes. She also reiterated for the need to have an efficient planning software system in order to align with the pace and scale of change issues, as well as the importance of putting people first.

Kerry Phillips enquired about whether the risks associated with the transformation plan were considered and documented and whether there was a financial impact identified to ensure flexibility to support sustainability. Councillor Hansen commented that this should be an essential part of the process; there has been good work happening with the strategy side of the transformation plan and the ability to measure where Council is, and the expected outcomes.

Discussion was also held on the 26 June 2019 meeting closed session regarding the Gladstone Area Water Board action and the need for transparency and being on top of uncertainty.

Sandra Collins commented that there is still a degree of uncertainty of resources in the Internal Audit Business Unit. Ethics Integrity and Audit Specialist confirmed that a review of positions has occurred in the team and there is now an Internal Auditor position to undertake this work and resources have been elevated to ensure the audits are completed prior to the next meeting in December 2019.

Officer's Recommendation:

That the Chief Executive Officer's report be noted.

Decision:

The Committee endorsed the Officer's recommendation, with an action for the Chief Executive Officer to provide a further report on the transformation program and deliverables at the December BIC meeting.

Moved Stephen Coates
Seconded Cr Hansen

Chairperson Initials:

6.2. MIRIAM VALE WATER SUPPLY UPDATE

Purpose:

The purpose of this report is to provide an update to the Business Improvement Committee on the emerging risks associated with a decline in the supply of water in Miriam Vale.

Discussion:

General Manager Operations presented the committee with an overview of the water supply shortage in Miriam Vale advising the community engagement was very successful with the community achieving the reductions. Cr Goodluck questioned the water usage from Miriam Vale State School and General Manager Operations confirmed leak detection has been undertaken and improvements have already been made. General Manager Operations confirmed the Operations business unit will run an audit on the process to this point and make those changes to the drought management plan as an update (there have been many lessons learned). Stephen Coates suggested reaching out to other Councils as well as updating the GRC website to show we are under water restrictions.

Officer's Recommendation:

That the report on the Miriam Vale Water Supply be received and noted.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Cr Hansen
Seconded Cr Goodluck

7. COMPLIANCE AND ASSURANCE ACTIVITIES

7.1. PROGRESS REPORT ON COMPLIANCE AND AUDIT RECOMMENDATIONS

Purpose:

Progress report for internal audit including a summary of recommendations, a summary of actions taken, and a summary of actions not taken by Council in response to recommendations.

Discussion:

Ethics Integrity and Audit Specialist provided the audit updates and the committee commented on the high-risk ratings. It was noted by the committee that there are 18 overdue items in Operations, 10 being in water and 5 are complete but have not been changed in the system. Kerry Phillips commented that she struggled with reading this report, as she was more accustomed to more commentary against items. The description of the issue is not adequate and more data on the high-risk ratings is required. Kerry also expressed concerns on her discomfort on overdue items, these are worse when overdue and high. Cr Goodluck questioned the OH&S Audit and questioned the result. The Acting Manager People Culture and Safety provided further information on the report contents and advised that the audit was undertaken in accordance with a different method than that

Chairperson Initials:

previously undertaken. She advised that a work plan was being developed to address the audit findings.

Officer's Recommendation:

That the progress report for internal audit including a summary of recommendations, a summary of actions taken, and a summary of actions not taken by Council in response to recommendations be received and noted.

Decision:

The Committee endorsed the Officer's recommendation, with an action for the Ethics Integrity and Audit Specialist to review the reporting structure with input from the Chair.

Moved Stephen Coates
Seconded Cr Hansen

**The meeting adjourned for morning tea at 11.33 am
and reconvened at 11.51 am.**

7.2. COMPLIANCE REPORT

Purpose:

Report on compliance activities, fraud and reportable/material losses.

Discussion:

Ethics Integrity and Audit Specialist presented the report. Sandra Collins queried getting a better idea of what the 3 formal warnings from the Department Environmental Science were. Ethics Integrity and Audit Specialist confirmed these were the nonreporting of quarry material, environmental harm and a formal water warning in the wastewater treatment plants. Stephen Coates commented on the financial risks to Council if they are not actioned appropriately. Ethics Integrity and Audit Specialist assured the committee that they are all being actioned, and the role descriptions clearly identify responsibilities for those positions.

Officer's Recommendation:

That the report on compliance activities, fraud and reportable/material losses be received and noted.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Cr Hansen
Seconded Stephen Coates

7.3. INTERNAL AUDIT REPORTS AND INVESTIGATIONS

Purpose:

The purpose of this report is to provide the Business Improvement Committee the opportunity to review and seek further information on internal audits and investigations completed during the period.

Discussion:

It was determined to discuss the outcomes of the recent safety audit in closed session.

Councillor Goodluck raised a question about the quarry report and noted the noncompliance in Operations for quarries. Ethics Integrity and Audit Specialist confirmed Council did not have a licence for all of its extracting quarries and that the investigation had identified the need for internal control improvements. Cr Goodluck also questioned how Council can ensure moving forward that they are complying and following correct procedures and questioned what procedures are in place now. Kerry Phillips questioned what was previously being done in comparison to what we are doing now with regards to compliance, and what quarry locations would be appropriate, as well as the financial impacts and further improvements and enhancements. Ethics Integrity and Audit Specialist confirmed that the investigation findings are now tracked closely as part of the audit tracking tool and that quarry extraction levels are recorded in the stores system providing data that was not previously recorded.

Officer's Recommendation:

That the internal audit reports and investigations be received and noted.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Stephen Coates
Seconded Sandra Collins

7.4. BUSINESS IMPROVEMENT COMMITTEE SELF ASSESSMENT SURVEY

Purpose:

To seek support from the Business Improvement Committee approval for the content, method of delivery and distribution of the Business Improvement Committee Self-Assessment Survey for 2019.

Officer's Recommendation:

That:

1. To provide comparative analysis, the Business Improvement Committee endorse the utilisation of the content of the 2016 and 2018 surveys.
2. The Ethics Integrity and Audit Specialist investigate and recommend the tool to be used for the survey
3. The following stakeholders be invited to participate in the 2019 Business Improvement Committee Self-Assessment Survey

Chairperson Initials:

- a. Business Improvement Committee members
 - b. Council officers - Chief Executive Officer, General Managers, Ethics Integrity and Audit Specialist, Manager Governance
 - c. Representatives from External Audit and Queensland Audit Office.
4. A short Councillor Survey also be conducted using the same survey questions from the 2016 and 2018 Councillor Survey.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Kerry Phillips
Seconded Cr Hansen

8. EXTERNAL AUDIT

8.1. REPORT FROM EXTERNAL AUDIT REPRESENTATIVES

Purpose:

External audit update.

Discussion:

Junaide Latif presented the report to the committee and noted that the milestones are currently on track, the GAC audit was completed and clearance has already been provided to the board and audit committee. Junaide noted that last year was very different to this year. It was also noted that this will be the last meeting for William Buck, as the contract has come to an end with QAO. Junaide thanked management and the committee. Chantelle Hanna (via telephone) commented that a new dashboard has been implemented; this easily compares against the average for financials and reports etc. December 2019 will be a focus in getting reports done for the local government sector.

Officer's Recommendation:

That the update presented by External Audit, be noted.

Decision:

The Committee endorsed the Officer's recommendation.

9. RISK MANAGEMENT

9.1. SEPTEMBER 2019 - RISK MANAGEMENT UPDATE

Purpose:

The purpose of this report is to provide the Business Improvement Committee with the quarterly risk summary and an update of work being undertaken to revise the Risk Management Policy and Corporate Standard (Risk Framework), including Council's risk appetite statement in consideration of the 2018-2023 Corporate Plan.

Chairperson Initials:

Discussion:

The Risk Management Specialist presented the report, and provided updates on the strategic risk register, the workshops to be held in November with key business units, and the new REAIC system being implemented in April 2020. The new system will be able to provide a more transparent approach across the business (will alleviate some concerns). Sandra Collins raised questions about the incidents raising risks, water availability (not being on the report), and emergency or disaster response preparedness. The Risk Specialist confirmed these are all being done separately with a different approach to the risk framework; the new risk matrix will provide consistency. Kerry Phillips asked about the Auckland Hill risks starting at extreme, but the controls are showing as adequate. The Risk Specialist confirmed the risk is reduced after more information was provided. Stephen Coates questioned why the risk management framework was compounding and is there a tool coming? The Risk Specialist confirmed that new system, REAIC will allow for a new dashboard report.

Officer's Recommendation:

It is recommended that the Business Improvement Committee note the update provided.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Sandra Collins
Seconded Stephen Coates

10. ASSET MANAGEMENT

10.1. ASSET MANAGEMENT UPDATE

Purpose:

Provide the Business Improvement Committee with an update on Council's asset management activities.

Discussion:

The General Manager Strategic Asset Performance took the report as read and took questions from the committee. Sandra Collins questioned the phases of the asset data project (which was the desktop version) and what the timeframe looks like in phase 2 and how it links to the Transformation Program. The General Manager Strategic Asset Performance confirmed there are 2 components – what the program can be utilised to put data into, as well as making sure data integrity is met through extraction of asset information. It is difficult to say the timeline, as it is a 12-month transformation program that will tie in with other programs occurring in Council. The team has recognised gaps in the data, and they are now using a staged approach with no specific deadline. Junaide Latif questioned how the recommendations from the external independent expert report were tracking. General Manager Strategic Asset Performance confirmed they are tracking well and a high-level program as an attachment to the report has been added. It is time to start implementing those plans and ensuring the BIC is kept up to date.

Chairperson Initials:

Officer's Recommendation:

It is recommended that the update be noted.

Decision:

The Committee endorsed the Officer's recommendation, with an action for the General Manager Strategic Asset Performance to bring more information regarding the Phase 2 Project Plan to the next BIC Meeting.

Moved Cr Hansen

Seconded Cr Goodluck

11. OFFICER'S REPORTS

11.1. LEGAL REPORT

Purpose:

The purpose of this report is to update the committee on legal matters within the business.

Discussion:

Manager Governance took the report as read. Kerry Phillips advised the content of the report was reasonably useful and suggested going forward to provide a verbal report to contain information on emerging exposures and contingent liability, in a confidential setting to allow for committee members and officers to be open and frank. Stephen Coates advised he was expecting to see quite significant legal actions Council is defending or going after; he is looking for this from a BIC perspective, where Council is having to defend their actions. He also advised it would be good to see a legislative compliance register. Manager Governance agreed with this, and will work more closely with Ethics Integrity and Audit Specialist to include the risks identified etc.

Officer's Recommendation:

That the committee note the information presented and provide feedback on any improvements requested for the next report to this committee.

Decision:

The Committee endorsed the Officer's recommendation, with an action for Manager Governance to bring a verbal report to BIC quarterly as confidential.

Moved Cr Hansen
Seconded Stephen Coates

11.2. PEOPLE SERVICES REPORT

Purpose:

The purpose of this report is to provide the Business Improvement Committee with an update of the People Services statistics and activities.

Discussion:

General Manager People Culture and Safety (Acting) explained the Certified Agreement implementation and took the report as read. Sandra Collins questioned the reporting of injuries and requested to have these figures quarterly. Stephen Coates questioned the leave balances increasing, and General Manager People Culture and Safety (Acting) confirmed that Payroll has now been tasked to take the lead on leave plans by providing information the managers and actively providing recommendations as to when leave plans should be in place. People Culture and Safety will therefore be driving this a little harder to get some good outcomes. Councillor Goodluck questioned the position description project not being started yet, and General Manager People Culture and Safety (Acting) confirmed

Chairperson Initials:

position descriptions are being re-evaluated at recruitment stage and should all be completed within the 2 year timeframe.

Officer's Recommendation:

That the People Services update report be received and noted.

Decision:

The Committee endorsed the Officer's recommendation, with an action for General Manager People Culture and Safety to provide Injury figures quarterly.

Moved Sandra Collins
Seconded Stephen Coates

11.3. STRATEGIC ICT REPORT

Purpose:

The purpose of the report is to provide Business Improvement Committee (BIC) with an update on the work managed by Strategic Information, Communication and Technology (SICT) team.

Discussion:

Manager Strategic Information, Communications and Technology and the General Manager Strategy and Transformation took the report as read and questioned the committee on what type of content they would like to see in future and also the level of detail required going forward. Kerry Phillips commented that she was delighted with what was in the report, and that it was a good quality report. Stephen Coates questioned the risk appetite on page 350 of the agenda, and what the risk appetite is. Kerry Phillips commented that the remote worker opportunity will deeply broaden that resource access across Council enormously, and also having one password will be great strategically.

Officer's Recommendation:

Note the Strategic, Operational and Projects update provided.

Decision:

The Committee endorsed the Officer's recommendation.

Moved Cr Goodluck
Seconded Sandra Collins

11.4. CONTRACTS AND PROCUREMENT REPORT

Purpose:

The purpose of this report is to update the committee on business improvement activities being completed by the Contracts and Procurement team.

Discussion:

Manager Contracts and Procurement and General Manager Operations presented the report as read and confirmed that out of the 60 action items 9 have been completed since August 2019 and there are an additional 31 to completed by the end of 2019. Sandra Collins requested to see the KPI's as an attachment to the next BIC meeting; this was agreed to place in as a standing item for the next agenda. Councillor Goodluck would also like to see a breakdown of the local content, as well as confirmation of whether this is accessible on the GRC website.

Officer's Recommendation:

It is recommended that the Business Improvement Committee accept this Contracts and Procurement report as received and noted.

Decision:

The Committee endorsed the Officer's recommendation, with an action for the Manager Contracts and Procurement to include the KPI's and local content breakdown as an attachment for future BIC Meetings.

Moved Sandra Collins
Seconded Cr Hansen

12. SELF-DEVELOPMENT

There was no self-development to report.

13. COUNCIL REFERRALS

There were no referrals from Council.

14. GENERAL BUSINESS

There was no general business to report.

15. CLOSED SESSION - AUDIT REPRESENTATIVES

Council's management representatives left the meeting at this point and the Committee had a closed session with internal and external audit to discuss any matters that the Committee or audit representatives wished to raise. There are no action items as a result of this closed session.

15.1 NEXT MEETING DATE

The next meeting of the Committee is scheduled for **Monday 9 December 2019**. Members also noted that they are scheduled to attend a Councillor Information Session to discuss Committee business with all Gladstone Regional Councillors on **Tuesday 8 October 2019 at 9.00 am** and a teleconference of the Committee on **11 October 2019 at 3:00pm AEST (Qld)** to discuss the final 2018/2019 Financial Statements.

Chairperson Initials:

15.2 MEETING CLOSE

There being no further business the Chair closed the meeting.

THE MEETING CLOSED AT 1.44 pm.

CERTIFICATION

I hereby confirm that I have read the minutes and they are a true and correct record of the proceedings of the meeting. I certify that these 17 pages form the official copy of Gladstone Regional Council Business Improvement Committee Meeting Minutes of the 25 September 2019.

.....
Kerry Phillips (Chairperson)

...../...../.....
Date