



**GLADSTONE**  
REGIONAL COUNCIL

**GENERAL MEETING MINUTES**

**HELD AT THE GLADSTONE ENTERTAINMENT AND CONVENTION CENTRE,  
56 GOONDOON STREET, GLADSTONE**

**On Tuesday 16 February 2021**

**Commencing at 9.00am**

**Leisa Dowling  
CHIEF EXECUTIVE OFFICER**

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**Elected Members**

Councillor - Mayor M J Burnett  
Councillor G G Churchill  
Councillor K Goodluck  
Councillor R A Hansen  
Councillor D V O'Grady  
Councillor C A Trevor  
Councillor N Muszkat  
Councillor C Cameron

**Officers**

Mrs L Dowling (Chief Executive Officer)  
Mrs R Millett (Executive Secretary)  
Mrs B Saunders (Manager Governance)  
Ms K Lee (General Manager Community Development & Events)  
Mr R Huth (General Manager Customer Experience, Acting)  
Mr M Holmes (General Manager Finance, Governance & Risk)  
Mr M Francis (General Manager Strategic Asset Performance, Acting)  
Mr T Mienie (General Manager People, Culture & Safety)  
Ms K Roberts (Manager Events & Entertainment)  
Ms S Hunter (General Manager Strategy & Transformation, Acting)  
Ms L Semnutin (Corporate Planning Business Partner)

## **G/0.3.2. APOLOGIES AND LEAVE OF ABSENCE**

### **APOLOGIES**

An apology from Councillor Darryl Branthwaite was received due to his approved attendance at the LGAQ Waste conference.

### **G/0.3.3. MESSAGES OF CONDOLENCE**

Nil.

## **G/0.3.4. DECLARATION OF INTERESTS**

### **Declarable Conflict of Interest**

#### **Cr Muszkat**

Councillor Natalia Muszkat advised that in Agenda Item G/3.1 GLADSTONE AREA PROMOTION DEVELOPMENT LIMITED, she has a declarable conflict of interest as she is the Director of Strong Communities Limited who hold a service agreement with Gladstone Area Promotion & Development Limited (GAPDL). However, although Cr Muszkat declared a conflict of interest, she advised she does not believe a reasonable person could have a perception of bias because item G/3.1 is a deputation update by GAPDL and is not seeking any decisions from Council. Cr Muszkat advised she would like to remain in the room.

#### **GM/21/4438 Council Resolution:**

Moved Cr Churchill  
Seconded Cr Hansen

That Cr Muszkat remain in the room for Agenda Item G/3.1.

**CARRIED**

## **G/1. MAYORAL STATEMENT OF CURRENT ISSUES**

I'd like to start by thanking Senator Anthony Chisolm who visited Gladstone on 3 February 2021 and hosted an inland rail round table at the Gladstone Engineering Alliance. The Central Queensland Regional Organisation of Councils (CQROC) commissioned a report, which will be released soon, which proves the connection to Gladstone is the best economical Port destination.

On Thursday 4 February 2021, Cr Goodluck, CEO Leisa Dowling and I attended the first CQROC meeting for 2021 in Rockhampton. Regional Queenslanders working together and during that meeting the Electoral Commission of Queensland declared the poll in the local by-election and Cr Tony Williams was sworn in as Mayor. Congratulations Tony.

Last week I travelled to Canberra with Bundaberg Mayor Jack Dempsey to represent Queensland Councils at the Australian Local Government Association Strategic Planning Meeting for 2021. While ALGA will continue to lobby on many issues that affect local government across Australia we agree to focus our attention on 5 key areas.

1. Financial Sustainability for Local Government. A return of Financial Assistance Grants to 1% of Commonwealth Taxation. These untied grants help reduce the cost to ratepayers and are especially vital for smaller Councils which rely on this funding to help with operational costs.
2. Roads and Infrastructure
3. Waste and Recycling
4. Disaster resilience & mitigation
5. A Seat a National Cabinet.

On 11 February 2021, Queensland Minister for Communities, Leeanne Enoch was in Gladstone and we took the opportunity to show the Minister around the Philip Street Communities and Families precinct, which is on target for completion in June. The precinct looks fantastic and the road works are going really well, I thank the Member for Flynn, Mr Ken O'Dowd for the \$20 million he injected into the duplication of that road and all partners in the Philip Street Community Precinct.

On the same day the Queensland Co-ordinator General gave approval for the Alpha HPA project to proceed in the Gladstone State Development Area, which is fantastic news. Global demand for High Purity Alumina (HPA) is growing fast and the material can be used for applications such as coating for lithium ion batteries, in LED lights, and in scratch-resistant glass – which can be used for iPhones and iPads.

And yesterday I attended the final Queensland Connects workshop with Team Gladstone in the Massachusetts Institute of Technology Regional Entrepreneurship Acceleration Program (MIT REAP). This program has been supported by the team at Queensland University of Technology with funding from the Queensland Government's Advance Queensland initiative. Team Gladstone Region has been and will continue to focus on the Must Win Battle of "Supporting Innovation Driven Entrepreneurship" which diversifies the regional economy. Exactly what we are doing at Gladstone Regional Council to Connect, Innovate and Diversify.

This weekend is the Agnes Blues Roots and Rock Festival. 3 day passes have completely sold out however last time I checked you could still purchase tickets for Friday and Sunday. It is fantastic to see that event being so popular not just locally but right across Queensland. Jump on their website, [www.agnesbluesandroots.com.au](http://www.agnesbluesandroots.com.au), to get your tickets.

Also coming up is the Gladstone Region Community Musical Legally Blonde, which will start on Thursday 25 February through to Saturday 27 February 2021 and continues on Friday 5 March and Saturday 6 March 2021. Get your tickets at the GECC box office.

And I wrap up by thanking Queensland Shadow Minister for Local Government, Ann Leahy for being here this morning and meeting with Councillors to provide a briefing. Councillors also provided a briefing on the issues important to the Gladstone Region.



## **G/2. CONFIRMATION OF MINUTES**

### **G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 2 FEBRUARY 2021**

**Responsible Officer:** Chief Executive Officer

**Council Meeting Date:** 16 February 2021

**File Ref:** CM7.2

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#### **Purpose:**

Confirmation of the minutes of the General Meeting held on 2 February 2021.

#### **Officer's Recommendation:**

That the minutes of the General Meeting of Council held on 2 February 2021 be confirmed.

#### **GM/21/4439 Council Resolution:**

Moved Cr Hansen  
Seconded Cr Trevor

That the Officer's Recommendation be adopted.

**CARRIED**

## **G/3. DEPUTATIONS**

### **G/3.1. GLADSTONE AREA PROMOTION AND DEVELOPMENT LIMITED**

**Responsible Officer:** Chief Executive Officer

**Council Meeting Date:** 16 February 2021

**File Ref:** CM7.6

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#### **Purpose:**

Gladstone Area Promotion Development Limited (GAPDL) will provide an update to Council including recent activities and Key Performance Indicators.

#### **Officers Recommendation:**

That the deputation from Gladstone Area Promotion Development Limited (GAPDL) be received (attached as Addendum 1).

#### **GM/21/4440 Council Resolution:**

Moved Cr Churchill  
Seconded Cr Trevor

That the Officer's Recommendation be adopted.

**CARRIED**

## G/4. OFFICERS' REPORTS

### G/4.1. LOCAL GOVERNMENT DEBT REFINANCING INITIATIVE

**Responsible Officer:** General Manager Finance Governance and Risk

**Council Meeting Date:** 16 February 2021

**File Ref:** FM9.3; CM28.2

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#### **Purpose:**

That Council consider options available to it with respect to the management of its corporate debt, and the benefits of refinancing at lower interest rates, offered by Department of State Development, Infrastructure, Local Government and Planning as part of the State Government recovery initiatives associated with the impacts of COVID-19 pandemic.

#### **Officer's Recommendation:**

That Council:

1. Approve the submission of an application to the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) to refinance the existing loans as per Option 4, detailed below:

<b>Loan</b>	<b>Account Number</b>	<b>Refinancing Term (Years)</b>	<b>Repayments</b>	<b>ERA</b>
General	81147	20	Principal & Interest	Cash
Calliope Refuse Reuse	80766	20	Principal & Interest	Cash
Lake Awoonga Water	81049	20	Principal & Interest	Cash
Agnes/1770 Sewerage	81047	20	Principal & Interest	Cash
Regional Landfill	81052	20	Principal & Interest	Cash
BITS Sewerage	81048	20	Principal & Interest	Cash
Miriam Vale Water	81203	20	Principal & Interest	Cash
Airport – GRC Portion	81044	20	Principal & Interest	Cash
Airport – GAC Portion \$29,800,000	81044	20	Principal & Interest	Debt
Airport – GAC Portion \$13,670,156			Interest Only	Debt
Agnes/1770 Water	81050	20	Principal & Interest	Cash
Entertainment Centre	81046	20	Principal & Interest	Cash

2. Approve the submission of an application to DSDILGP to convert the Gladstone Airport Corporation (GAC) portion of the Airport loan in alignment with the Shareholder Loan Agreement as follows:
  - \$29,800,000 of shareholder loan to principal and interest; and
  - \$13,670,156 of shareholder loan to be interest only loan.
3. Delegate authority to the Chief Executive Officer to renegotiate the Shareholder Loan Agreement with the Gladstone Airport Corporation to reflect the refinancing arrangement.
4. Repeal P-2020-11 Debt Policy; and
5. Adopt P-2021-03 Debt Policy provided as Addendum 2.

**GM/21/4441 Council Resolution:**

Moved Cr Goodluck  
Seconded Cr Cameron

That the Officer's Recommendation be adopted.

**CARRIED**

**A Division was called on the motion.**

**In Favour of the Motion:** Crs Goodluck, O'Grady, Cameron, Hansen, Churchill, Burnett

**Against the Motion:** Crs Trevor and Muszkat

**Absent:** Cr Branthwaite

**The meeting was adjourned for morning tea at 11.13am  
and reconvened at 11.37am**

## **G/4.2. MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 26 JANUARY 2021**

**Responsible Officer:** General Manager Finance Governance and Risk

**Council Meeting Date:** 16 February 2021

**File Ref:** FM15.1

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### **Purpose:**

This report seeks Council adoption of the Monthly Financial Statements for the 2020-21 year to date, for the period ended 26 January 2021.

### **Officer's Recommendation:**

That Council adopt the Monthly Financial Statements attached to the officer's report for the 2020-21 year to date, for the period ended 26 January 2021 as required under Section 204 Local Government Regulation 2012.

### **GM/21/4442 Council Resolution:**

Moved Cr Goodluck  
Seconded Cr O'Grady

That the Officer's Recommendation be adopted.

**CARRIED**

### **G/4.3. OPERATIONAL PLAN - QUARTER TWO REPORT**

**Responsible Officer:** General Manager Strategy and Transformation

**Council Meeting Date:** 16 February 2021

**File Ref:** CM 14.2

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**Purpose:**

To present the quarterly progress toward implementation of Gladstone Regional Council's 2020/21 Operational Plan for Quarter two, ending 31 December 2020.

**Officer's Recommendation:**

That the 2020/21 Operational Plan – Quarter two report be noted.

**GM/21/4443 Council Resolution:**

Moved Cr Goodluck

Seconded Cr Hansen

That the Officer's Recommendation be adopted.

**CARRIED**

## **G/4.4. PHILIP STREET COMMUNITIES AND FAMILIES PRECINCT - TERMS OF REFERENCE**

**Responsible Officer:** General Manager Community Development and Events

**Council Meeting Date:** 16 February 2021

**File Ref:** CC5.1, PRJ-076

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### **Purpose:**

The purpose of this report is to seek Council's endorsement to adopt the Philip Street Communities and Families Precinct Advisory Group Terms of Reference (TOR).

### **Officer's Recommendation:**

That, in accordance with section 264 of the *Local Government Regulation 2012*, Council adopt the Philip Street Communities and Families Precinct Advisory Group Terms of Reference (TOR) as Addendum 3.

### **GM/21/4444 Council Resolution:**

Moved Cr Muszkat  
Seconded Mayor Burnett

That, in accordance with section 264 of the *Local Government Regulation 2012*, Council adopt the Philip Street Communities and Families Precinct Advisory Group Terms of Reference (TOR) as Addendum 3 with the following amendments:

- 4.1 Membership of the Committee shall be voluntary and consist of:

#### Ordinary Members

Up to six (6) representatives to include one (1) representative of the region's youth, one (1) representative of the indigenous community, one (1) representative of the culturally and linguistically diverse community, one (1) representative of the senior community and one (1) representative of the disability community.

- 6.5 If a member does not attend at least three (3) meetings (half the minimum number of meetings to be held per year) without prior notification of a proposed absence, their position will be considered vacant.

**CARRIED**

## **G/4.5. BUSINESS CONTINUITY MANAGEMENT POLICY REVIEW**

**Responsible Officer:** General Manager Finance Governance and Risk

**Council Meeting Date:** 16 February 2021

**File Ref:** CM28.2

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### **Purpose:**

To present a proposed revision to the Business Continuity Policy for consideration and approval.

### **Officer's Recommendation:**

That Council:

1. Repeal P-2014/34 - Business Continuity Policy; and
2. Adopt P-2021-04 Business Continuity Management Policy as Addendum 4.

### **GM/21/4445 Council Resolution:**

Moved Cr Churchill

Seconded Cr Hansen

That the Officer's Recommendation be adopted.

**CARRIED**



**G/5. COUNCILLORS REPORT**

Nil.

**G/6. URGENT BUSINESS**

Nil.

**G/7. NOTICE OF MOTION**

Nil.

**G/8. CONFIDENTIAL ITEMS**

Nil.

There being no further business the Mayor formally closed the meeting.

**THE MEETING CLOSED AT 12.33pm**

**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 45 pages form the official copy of Gladstone Regional Council General Meeting Minutes of the 16 February 2021.

.....  
Mayor Matt Burnett

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

**ATTACHMENTS**

**Addendum 1**



**GRC and GAPDL  
Partnerships with  
Purpose**

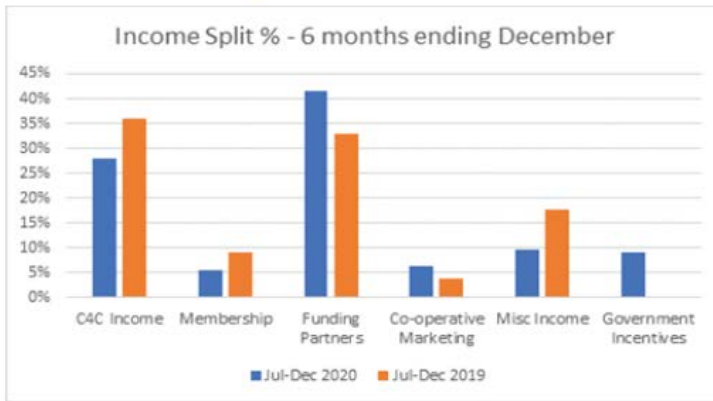
FEBRUARY 2021

**Acknowledgement**



**Gooreng Gooreng, Gurang,  
Bailai, and Taribelang Bunda**

# Budget In Review



\*6 months ending December 2020 draft and unaudited



## VISITATION INFORMATION CENTRE STATISTICS JULY - DECEMBER

Visitation	July – December 2020	July – December 2019
<b>Agnes Water:</b>	Jul 2020: 1627 Aug 2020: 1820, Sep 2020: 1859, Oct 2020: 1591 Nov 2020: 1167 Dec 2020: 1296	Jul 2019: 2128 Aug 2019: 1690 Sep 2019: 1255 Oct 2019: 1235 Nov 2019: 843 Dec 2019: 981
<b>Gladstone:</b>	Jul 2020: 1322 Aug 2020: 1470 Sep 2020: 1716 Oct 2020: 1449 Nov 2020: 1177 Dec 2020: 976	July 2019: 1886 Aug 2019: 1654 Sep 2019: 1281 Oct 2019: 1459 Nov 2019: 1541 Dec 2019: 1335

**Agnes Water: + 1228**  
**Gladstone: - 1046**

# INTERNATIONAL & DOMESTIC VISITATION STATISTICS YEAR ENDING SEPTEMBER 2020

International visitation, night and expenditure													
Year ending September 2020													
Regions	Visitors	Annual Change	Trend Change	Nights	Annual Change	Trend Change	Expenditure (\$million)	Annual Change	Trend Change	Average Length of Stay	Spend per visitor	Spend per night	
Bundaberg	21,000	-51.7%	-17.8%	412,000	-55.0%	-25.0%	\$11	-68.3%	-29.7%	20.1	\$515	\$26	
Capricorn	29,000	-56.5%	-21.8%	247,000	-70.2%	-17.7%	\$10	-79.4%	-12.4%	8.6	\$339	\$39	
Gladstone	27,000	-53.3%	-19.0%	93,000	-60.8%	-56.8%	\$7	-61.0%	-22.1%	3.5	\$253	\$73	
<b>Total</b>	<b>62,000</b>	<b>-54.4%</b>	<b>-20.6%</b>	<b>752,000</b>	<b>-62.0%</b>	<b>-29.3%</b>	<b>\$27</b>	<b>-72.4%</b>	<b>-21.7%</b>	<b>12.1</b>	<b>\$435</b>	<b>\$36</b>	

Domestic visitation, night and expenditure													
Year ending September 2020													
Regions	Visitors	Annual Change	Trend Change	Nights	Annual Change	Trend Change	Expenditure (\$million)	Annual Change	Trend Change	Average Length of Stay	Spend per visitor	Spend per night	
Bundaberg	583,000	-26.8%	0.0%	1,744,000	-34.2%	-5.9%	\$259	-26.7%	0.5%	3.0	\$444	\$148	
Capricorn	945,000	-19.8%	-1.1%	3,788,000	-16.0%	4.7%	\$415	-28.4%	-8.7%	4.0	\$439	\$109	
Gladstone	427,000	-12.5%	-3.3%	1,416,000	-19.4%	-2.5%	\$244	13.2%	6.8%	3.3	\$572	\$173	
<b>Total</b>	<b>1,807,000</b>	<b>-21.9%</b>	<b>-1.8%</b>	<b>6,948,000</b>	<b>-22.1%</b>	<b>0.2%</b>	<b>\$918</b>	<b>-20.0%</b>	<b>-3.0%</b>	<b>3.8</b>	<b>\$508</b>	<b>\$132</b>	

Source: Tourism Research Australia

## DOMESTIC VISITATION STATISTICS GLADSTONE REGION JULY - DECEMBER 2020

Occupancy (%)	Year To Date							Year To Date		
	Jul	Aug	Sep	Oct	Nov	Dec	2018	2019	2020	
<b>This Year</b>	48.9	52.1	61.1	48.1	51.8	54.7	48.5	52.1	42.8	
<b>Last Year</b>	67.7	55.0	57.1	49.6	52.5	47.3	47.1	48.5	52.1	
<b>Percent Change</b>	-27.8	-5.1	6.9	-3.1	-1.4	15.5	3.1	7.4	-17.9	

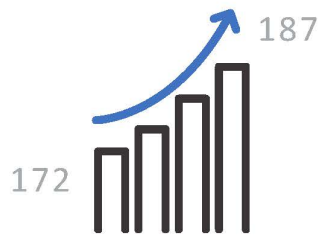
ADR	Year To Date							Year To Date		
	Jul	Aug	Sep	Oct	Nov	Dec	2018	2019	2020	
<b>This Year</b>	123.21	121.53	132.82	138.49	136.76	159.70	112.36	115.69	127.40	
<b>Last Year</b>	116.44	112.21	119.19	118.48	114.11	138.81	113.70	112.36	115.69	
<b>Percent Change</b>	5.8	8.3	11.4	16.9	19.8	15.0	-1.2	3.0	10.1	

RevPAR	Year To Date							Year To Date		
	Jul	Aug	Sep	Oct	Nov	Dec	2018	2019	2020	
<b>This Year</b>	60.27	63.37	81.12	66.58	70.78	87.36	54.52	60.29	54.49	
<b>Last Year</b>	78.89	61.66	68.09	58.75	59.92	65.73	53.52	54.52	60.29	
<b>Percent Change</b>	-23.6	2.8	19.1	13.3	18.1	32.9	1.9	10.6	-9.6	

Supply	Year To Date							Year To Date		
	Jul	Aug	Sep	Oct	Nov	Dec	2018	2019	2020	
<b>This Year</b>	56,854	56,854	55,020	56,854	52,560	54,312	663,744	666,674	663,877	
<b>Last Year</b>	56,575	56,575	54,750	56,575	55,020	56,854	661,218	663,744	666,674	
<b>Percent Change</b>	0.5	0.5	0.5	0.5	-4.5	-4.5	0.4	0.4	-0.4	

Demand	Year To Date							Year To Date		
	Jul	Aug	Sep	Oct	Nov	Dec	2018	2019	2020	
<b>This Year</b>	27,809	29,647	33,603	27,332	27,202	29,711	322,099	347,454	283,943	
<b>Last Year</b>	38,329	31,089	31,275	28,055	28,890	26,920	311,269	322,099	347,454	

# GAPDL Membership



# GAPDL Events

## City Plaza Sundown Markets

**GAPDL organised two Sundown Markets in December**  
**Exceeded expectations in terms of visitation**  
**Stallholders and tenants raved about how busy the markets were**

## GAPDL Charity Golf Days

**Agnes Water / 1770: Over \$3000 raised for Local Ambulance Committee**  
**Gladstone: Over \$7000 raised, with \$2000 donated to The Gladstone Junior Golf Club and the remainder to The Smith Family.**

# INFORMATION HUBS



Calliope River Historical Village



Junction Cafe - Tannum Sands

# TOURISM MARKETING - AVIATION

**Gladstone Region**  
Southern Great Barrier Reef  
Queensland *Where great begins*

**Super Sale**

**\$479 pp\***  
**GLADSTONE**  
Return Air Ex Brisbane, 2 Nights 4 star accommodation, 2 Days Car Hire, Zero Excess, Unlimited Kilometres, \$50 breakfast voucher x1

**\$499 pp\***  
**AGNES WATER**  
Return Air Ex Brisbane, 2 Days Car Hire, Zero Excess, Unlimited Kilometres, 2 Nights 4 star accommodation, Agnes Water, \$25 Resort Credit Per Room

**Why Not?**  
Stay a little longer and enjoy more of the Southern Great Barrier Reef, including:

- A Great Barrier Reef adventure
- A working outback station
- Spectacular National Parks

DeparturePoint  
DREAM | EXPLORE | DISCOVER

**Alliance AIRLINES**

**Phone 1800 075 516 for more information**

\* Terms and conditions apply. Prices are per person, two adults share one room and subject to availability. Prices are correct at the time of submission (Sep 2020) but are subject to change without notice. Valid for travel 1 Oct 2020 to 31 Dec 2020. Blackout periods and surcharges may apply.

## Outcomes from October - December

- Reach of 1,037,033
- 25,991 link Clicks
- 101 enquiry
- 3 bookings

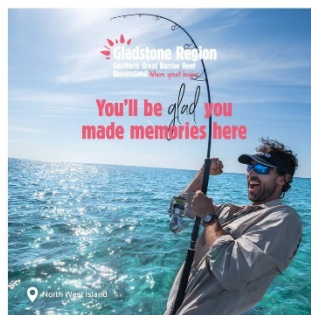
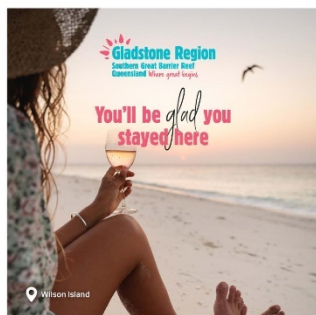
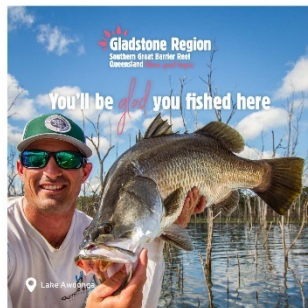


### Workplan:

- 1.2 Advocate for competitive airfares and increased access to the Gladstone Region
- 1.4 Implement a Tourism Host / Ambassador Program



# TOURISM MARKETING - 'YOU'LL BE GLAD'



## Outcomes from November - December

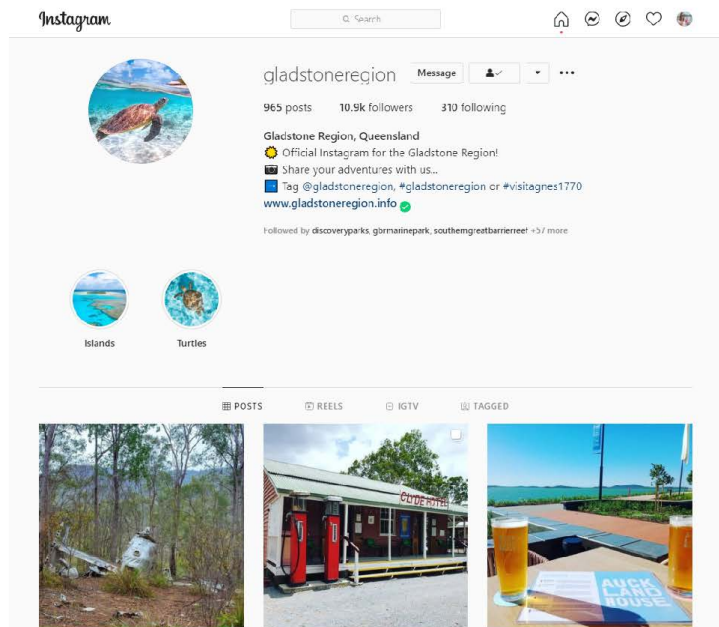
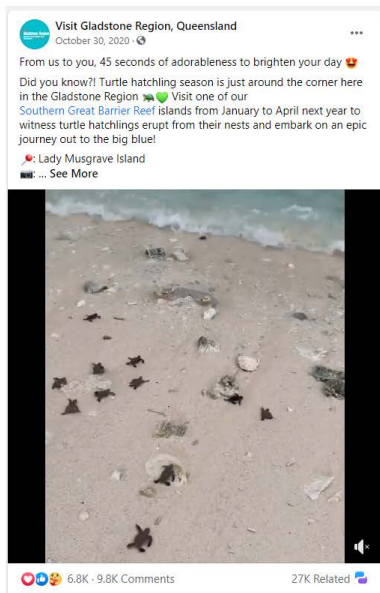
- 1,155,258 Impressions
- 377,920 Reached
- 5,792 link Clicks

### Workplan:

1.3 Develop a strong drive campaign, focusing on recovery from COVID-19

# TOURISM MARKETING - GLADSTONE REGION SOCIAL MEDIA

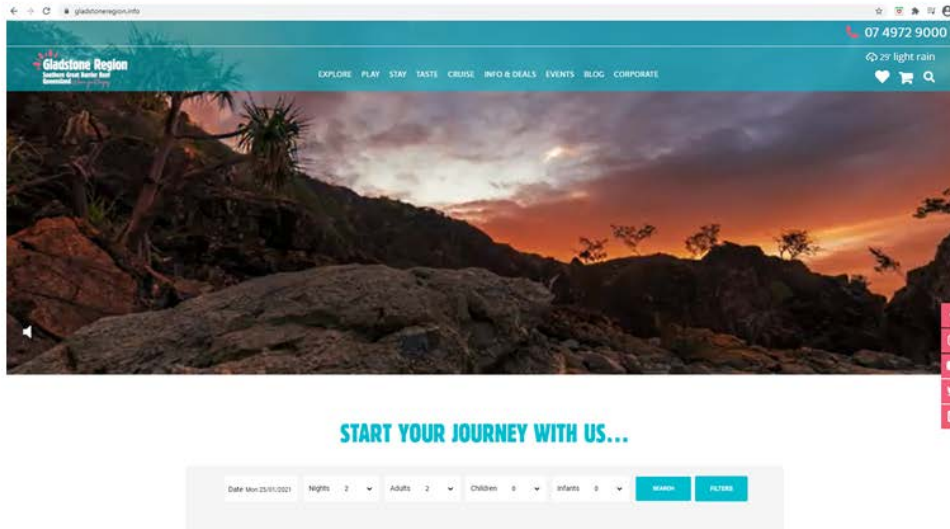
2020/21 Overview									
<b>Instagram</b>									
	Jul '20	Aug '20	Sept '20	Q1 Totals	Oct '20	Nov '20	Dec '20	Q2 Totals	Q1 VS Q2
No of Posts	16	16	16	48	16	16	16	48	0%
Follower Count	9,497	9,613	9,834	-	10,063	10,303	10,683	-	-
Follower Growth	227	116	221	564	229	240	380	849	51%
Impressions	120,730	125,709	151,515	397,954	334,321	780,845	907,667	2,022,833	400%
Reach	89,849	95,009	125,635	310,493	295,086	706,890	829,557	1,831,533	490%
Total Likes	4,221	3,520	4,599	12,340	4,832	5,676	4,270	14,778	20%
Total Comments	54	65	91	210	98	85	67	250	19%
Avg Engagement Rate	3.12%	2.75%	3.11%	2.99%	3.40%	3.57%	2.68%	3.22%	7%
Avg Engagement Rate (on reach)	5.05%	4.16%	3.91%	4.37%	4.23%	4.35%	3.60%	4.06%	-7%
Ad spend	\$150	\$130	\$170	\$450	\$153	\$150	\$100	\$403	-10%
<b>Facebook</b>									
	Jul '20	Aug '20	Sept '20	Q1 Totals	Oct '20	Nov '20	Dec '20	Q2 Totals	Q1 VS Q2
No. of Post	16	16	16	48	16	16	16	48	0%
Follower Count	10,193	10,298	10,449	-	10,534	11,291	11,695	-	-
Follower Growth	93	105	151	349	85	757	404	1,246	257%
Page Likes	9,096	9,092	9,082	-	9,082	9,122	9,133	-	-
Page Likes Growth	-9	-4	-10	-23	0	40	11	51	-
Impressions	325,259	380,064	352,386	1,057,709	721,823	5,449,199	3,620,332	9,791,354	826%
Reach	279,975	313,304	314,791	908,070	654,087	4,959,278	3,239,413	8,852,778	875%
Total Reactions	5,677	5,273	7,189	18,139	12,732	7,142	5,010	24,884	37%
Total Comments	264	330	588	1,182	9,667	254	173	10,094	734%
Total Shares	686	573	644	1,903	25,926	557	373	26,856	1311%
Clicks received	12,227	14,247	13,990	40,464	193,298	7,042	5,934	206,274	410%
Average Engagement Rate / Post	12.95%	13.21%	15.42%	13.86%	166.29%	10.30%	7.87%	61.49%	344%
Ad spend	\$625	\$575	\$630	\$1,830	\$600	\$620	\$481	\$1,701	-7%



- 5.1 million Impressions
- 4.2 million reached
- 9.8 thousand comments
- 27 thousand shares

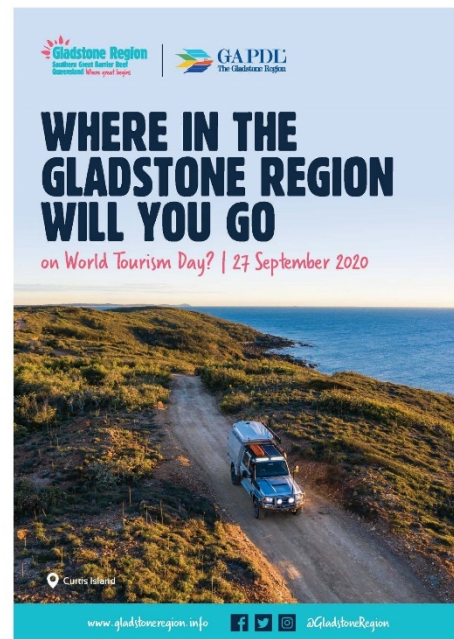


# TOURISM MARKETING - GLADSTONE REGION WEBSITE

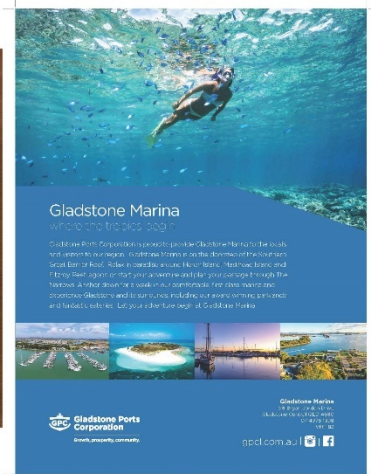


Website	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Average
Users	8,814	9,859	11,959	10,050	13,321	17,183	11,831
New Users	8,148	9,396	11,327	9,621	12,871	16,635	11,333
Sessions	10,807	11,924	14,406	11,226	14,711	19,781	13,776
Pageviews	21,625	24,900	28,677	19,429	22,238	33,461	25,055
Avg. Session Duration	1:42	1:37	1:33	1:14	0:50	1:18	1:22
Bounce Rate	69.09%	68.18%	69.75%	79.10%	82.82%	77.91%	74.48%
Event Page Views	1,373	1,341	1,885	2,347	3,181	4,107	2,372
Event Session Duration	1:51	1:10	1:37	2:43	1:35	1:43	1:46
Event No Bounced Sessions	59.46%	57.07%	50.63%	53.86%	55.57%	44.62%	53.54%

# TOURISM MARKETING - PRINT MEDIA



## TOURISM MARKETING - PRINT MEDIA



### Club Marine Magazine

- **97,000 paid subscribers**
- **Potential reach over 400,000**

## TOURISM MARKETING - VIDEO / PRODUCTION



- **Lady Elliot Island Highlights**
- **Lady Elliot Island with Amy Gash**
- **Curtis Island with Adam Balkin**
- **Lady Musgrave Island**
- **Turkey Beach and surrounds**



- **One Road & Our Town**  
**Production: 1 x One Road Episode and 1 x Our Town Episode**  
**Airing proposed from March**



- **Reel Action**  
**Production: 2 x episodes**  
**Airing proposed from March**

# TOURISM DEVELOPMENT

- **Volunteer Airport Ambassador Program**

**Mid December**

**18 Ambassadors**

**Full day training with Amanda Kruse of Success Matrix**

**37 attendees at the workshop with a 100% satisfaction rate**



- **Consumer Experience Development Workshops**

**Agnes Water/1770 and Gladstone Workshops**

**Focus on visitor experiences, finding the hidden gems, creating more profit and repeat visitation, creating a memorable experience, bringing experiences to life**

**Over 20 attendees at each workshop with a 100% satisfaction rate**

# CRUISE RESTART

**CLIA Australasia is continuing to engage with AUS/NZ governments to develop a framework for a phased carefully managed resumption**

- **Current suspension is until 17 March 2021**
- **Cruise Lines are to operate at 50 - 75% capacity**
- **On-line check in**
- **Less touch points at the terminal**
- **Extending check in windows for turnarounds**
- **Wearable technology - allows cruises to unlock their stateroom, swipe and pay and even order food and drinks**



## CRUISE RESTART

What can ports do to attract more cruise ships?

- **Ensure the port is vetted to take large ships**
- **Offer competitive pricing**
- **Provide COVID safe activities/tours for guests and crew**
- **Provide extensive tour program**

Would the cruise lines consider cruises to nowhere out of remote ports?

- **Probably not as a home port but as a transit port. Any new or additional ports will be great for local cruise itineraries**



## CRUISE RESTART

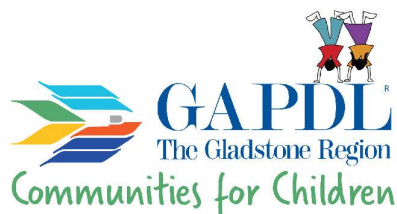
Would cruise lines consider a shoreside party in remote ports if they could secure free berth costs?

- **Any cost saving incentives are looked at seriously, especially if COVID safe guest's programs are also included.**



# WORKPLAN PROGRESS

Deliverable	Progress
1.1 Administer Tourism Innovation Funding Program on behalf of GRC	<ul style="list-style-type: none"> <li>GRC Community Investment Team are currently reviewing Community Investment Policy. They anticipate this will now be operational in 21/22 FY.</li> </ul>
1.2 Advocate for competitive airfares and increased access to the Gladstone Region	<ul style="list-style-type: none"> <li>Alliance campaign and packages from October – December (since extended until March)</li> <li>Working on Easter in Gladstone Alliance/accommodation campaign</li> <li>‘You’ll be glad’ billboards and always on social media campaign.</li> <li>Addition of social media highlights</li> <li>Print media.</li> <li>Local radio</li> </ul>
1.3 Develop Strong Drive campaign, focusing on recovery from COVID-19	<ul style="list-style-type: none"> <li>Workshop completed and program initiated with Airport Ambassadors</li> </ul>
1.4 Implement a Tourism Host / Ambassador program	
1.5 Create and Roll Out Business Events Collateral for the Gladstone Region	<ul style="list-style-type: none"> <li>Collateral is in drafting stage and has been sent to businesses involved for proofing</li> </ul>
2.1 Create and Roll Out Gladstone Region Digital Tourism kit	<ul style="list-style-type: none"> <li>Branding toolkit in progress</li> <li>Virtual workshop/facilitator organised</li> </ul>
2.2 Complete an audit of the Region's fishing infrastructure and present proposal with requirements to Council for consideration	<ul style="list-style-type: none"> <li>Initial discussions with Lyndal Hansen shone light that this has already been done several times in the past with GRC.</li> </ul>
2.3 Update RV Marketing Information	<ul style="list-style-type: none"> <li>Plans for this to commence in March</li> </ul>
3.1 Commence Delivery of Experience Development and Mentoring Programs	<ul style="list-style-type: none"> <li>EOI currently out with GAPDL Members</li> <li>Facilitators confirmed, just waiting for member feedback and dates to be set.</li> <li>Mentoring already currently be done through QTIC</li> <li>Junction Café &amp; Calliope Historical Village</li> </ul>
3.2 Set up 2 information hubs in RV areas within the Gladstone Region	
3.3 Collaborate with key fishing competition event organisers and attract new fishing events to establish an annual fishing tourism product	<ul style="list-style-type: none"> <li>Support behind SCF King of Kings Fishing Competition</li> </ul>
4.1 Develop a Domestic Cruise Attraction and Retention Strategy to be ready for peak domestic cruise season in 2024.	<ul style="list-style-type: none"> <li>Working with GPC and GAPDL Event Coordinator has begun working in this space</li> </ul>
4.2 Provide advice to GRC on 'Dive Trail' – requirements, inclusions, funding required	<ul style="list-style-type: none"> <li>Initial discussions have begun with GPC and National Parks.</li> </ul>



## Highlights for July 2020 - December 2020

- **Funding extension for five years – until June 30, 2026**
- **No opportunity for review of funding amounts**
- **Request to extend reach to include Miriam Vale, Agnes Water,**
- **1770 underway**

## Changes to the CfC Program

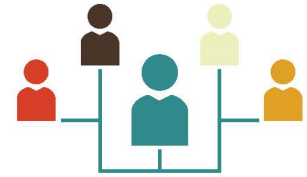
**CfC FP will continue to aim to deliver positive and sustainable outcomes for children and families in disadvantaged communities throughout Australia with the focus areas being:**

- **Families and children are safe and well**
- **Families and children are strong and resilient**
- **Children are ready to learn**

# CfC Program

## Principles

- **Local Level Management**
- **Networking and Collaboration**
- **Client Diversity**



## Service Delivery

- **Planning and Consultation**
- **Contracted Community Partners**
- **Capacity Building**

## Community Partner Capacity Building



- **Strong Communities - Circle of Security, sponsorship and fundraising over \$16,000**
- **CCRFV - Domestic and Family Violence Education and Awareness Resources \$18,300**

# ASPIRATIONS & GOALS



# Questions?

## Addendum 2

# Gladstone Regional Council

## Council Policy

<b>Title</b>	<b>DEBT POLICY</b>
<b>Policy Number</b>	<b>P-2021-03</b>
<b>Business Unit/s</b>	<b>FINANCE GOVERNANCE AND RISK</b>
<b>Date of Adoption</b>	
<b>Resolution Number</b>	
<b>Review Date</b>	
<b>Date Repealed</b>	

### 1.0 PURPOSE:

Under section 192 of the *Local Government Regulation 2012*, Gladstone Regional Council (Council) must prepare and adopt a debt policy for a financial year. This policy sets out how Council will maintain responsible financial management of the loan funding of infrastructure capital projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

### 2.0 SCOPE:

This policy applies to the use of loan borrowings to fund infrastructure and other important capital projects.

### 3.0 RELATED LEGISLATION:

- *Local Government Act 2009*; and
- *Local Government Regulation 2012*.

### 4.0 RELATED DOCUMENTS:

- Financial Management (Sustainability) Guideline 2013.

### 5.0 DEFINITIONS:

Nil.

### 6.0 POLICY STATEMENT:

- At a minimum Council will annually review its forward projections for reserves, borrowings and major capital funding and any decision to undertake external borrowings taking into account an examination of projected reserves for the fund relative to the works to be financed and the community's ability to service that debt.





- Where possible:
  - external borrowings will be limited to the funding of major items of physical infrastructure whose life will exceed the term of any loans; and
  - will occur where these works cannot be funded by Council's own resources.
- Priority Infrastructure Plans have been developed as part of the Our Place Our Plan Gladstone Regional Council Planning Scheme in addition to the continual review of Long Term Asset Management Plans for all asset classes.

The outcomes of these plans and reviews are incorporated into Council's Long Term Financial Forecast to identify funding gaps for the construction of new and replacement infrastructure over the life of the financial plan. It is these funding gaps that are considered for funding via debt.

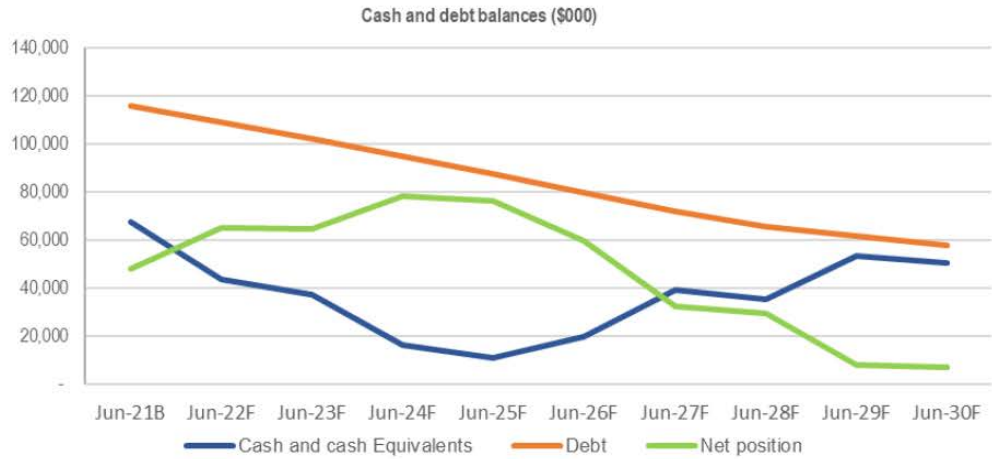
- Council will manage its financial assets, holistically, taking a treasury management approach to the management of its financial assets, and will establish a working capital facility through Queensland Treasury Corporation and manage the facility in accord with the approval parameters set by the Department of Local Government.
- The current Long Term Financial Forecast identifies the need for a working capital facility and it is expected that this facility will negate the need for long term borrowings based on current capital requirements and anticipated funding for the 2012/2021 financial year and the nine (9) subsequent years, as indicated in Table 1 below:

**Table 1:**

<b>Financial Year End</b>	<b>Indicative Borrowing (\$)</b>
2020/2021	Nil
2021/2022	Nil
2022/2023	Nil
2023/2024	Nil
2024/2025	Nil
2025/2026	Nil
2026/2027	Nil
2027/2028	Nil
2028/2029	Nil
2029/2030	Nil

- Expected levels of borrowings balances over the 2020/2021 year and the following nine (9) years are set out in Graph 1 below:

Graph 1:



- This debt policy proposes that long term loans as set out in Attachment 1 will be in place as at 30 June 2021. The attachment also sets out the expected loan balances and repayment periods.

#### 7.0 ATTACHMENTS:

1. External Loan Summary 2020/2021

#### 8.0 REVIEW MECHANISM:

This policy will be reviewed when any of the following occur:

1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. Three years from date of adoption.



TABLE OF AMENDMENTS			
Document History	Date	Council Resolution No.	Notes (including the prior Policy No, precise of change/s, etc)
Originally Approved	06 July 2010	10/123	
Amendment 1	05 July 2011	G/11/596	
Amendment 2	06 December 2011	G/11/80	
Amendment 3	18 September 2012	G/12/1238	
Amendment 4	01 July 2013	S/13/1606	
Amendment 5	02 July 2014	G/14/2060	
Amendment 6	06 July 2015	S/15/2465	
Amendment 7	05 July 2016	S/16/2830	
Amendment 8	04 July 2017	S/17/3090	
Amendment 9	24 July 2018	S/18/3481	
Amendment 10	17 July 2019	S/19/3865	Formerly P-2018-15
Amendment 11	07 July 2020	S/20/4227	Formerly P-2019-17
Amendment 12			Formerly P-2020-11. Amendment made in response to Local Government Debt Refinancing Initiative.

.....  
**LEISA DOWLING**  
**CHIEF EXECUTIVE OFFICER**

# Gladstone Regional Council

## Council Policy

### ATTACHMENT 1

#### EXTERNAL LOAN SUMMARY

LOAN	REPAYMENT PERIOD	LOAN EXPIRY	OPENING BALANCE 1/07/2020	NEW BORROWINGS 2020/2021	DEBT SERVICE PAYMENT 2020/2021	FINANCE COSTS 2020/2021	PRINCIPAL REPAYED 2020/2021	LOAN BALANCE 30/06/2021
General	11	15/03/2022	\$ 1,702,838	\$ -	\$ 1,039,033	\$ 91,241	\$ 947,793	\$ 755,045
(General) GEC Flat Floor 2012-13	19	15/12/2032	\$ 8,983,249	\$ -	\$ 975,725	\$ 448,414	\$ 527,311	\$ 8,455,938
<b>General Total</b>			<b>\$ 10,686,087</b>	<b>\$ -</b>	<b>\$ 2,014,758</b>	<b>\$ 539,655</b>	<b>\$ 1,475,104</b>	<b>\$ 9,210,983</b>
Airport	19	15/06/2030	\$ 45,560,700	\$ -	\$ 6,232,542	\$ 2,891,933	\$ 3,340,609	\$ 42,220,091
<b>Airport Total</b>			<b>\$ 45,560,700</b>	<b>\$ -</b>	<b>\$ 6,232,542</b>	<b>\$ 2,891,933</b>	<b>\$ 3,340,609</b>	<b>\$ 42,220,091</b>
Water Lake Awoonga	14	15/12/2025	\$ 358,169	\$ -	\$ 79,482	\$ 24,536	\$ 54,946	\$ 303,223
<b>Water - Lake Awoonga Total</b>			<b>\$ 358,169</b>	<b>\$ -</b>	<b>\$ 79,482</b>	<b>\$ 24,536</b>	<b>\$ 54,946</b>	<b>\$ 303,223</b>
Water Miriam Vale	18	15/09/2029	\$ 686,409	\$ -	\$ 98,537	\$ 42,166	\$ 56,370	\$ 630,038
<b>Water - Miriam Vale Total</b>			<b>\$ 686,409</b>	<b>\$ -</b>	<b>\$ 98,537</b>	<b>\$ 42,166</b>	<b>\$ 56,370</b>	<b>\$ 630,038</b>
Water - Agnes Water	21	15/03/2032	\$ 8,933,309	\$ -	\$ 1,029,831	\$ 469,432	\$ 560,399	\$ 8,372,909
Interest Free - Agnes Water Integrated Water and Sewerage	13	1/01/2024	\$ 5,151,520	\$ -	\$ 606,060	\$ -	\$ 606,060	\$ 4,545,460
<b>Water - Agnes/1770</b>			<b>\$ 14,084,829</b>	<b>\$ -</b>	<b>\$ 1,635,891</b>	<b>\$ 469,432</b>	<b>\$ 1,166,459</b>	<b>\$ 12,918,369</b>
Industrial Sewerage	9	15/09/2020	\$ 25,809	\$ -	\$ 26,290	\$ 481	\$ 25,809	\$ -
<b>Sewerage - Industrial Total</b>			<b>\$ 25,809</b>	<b>\$ -</b>	<b>\$ 26,290</b>	<b>\$ 481</b>	<b>\$ 25,809</b>	<b>\$ 0</b>
Calliope Refuse	11	15/06/2022	\$ 878,661	\$ -	\$ 465,408	\$ 37,855	\$ 427,553	\$ 451,108
<b>Sewerage - Calliope Refuse Total</b>			<b>\$ 878,661</b>	<b>\$ -</b>	<b>\$ 465,408</b>	<b>\$ 37,855</b>	<b>\$ 427,553</b>	<b>\$ 451,108</b>
Sewerage Agnes 1770	17	15/03/2028	\$ 3,902,651	\$ -	\$ 630,158	\$ 220,763	\$ 409,396	\$ 3,493,255
<b>Sewerage - Agnes/ 1770 Total</b>			<b>\$ 3,902,651</b>	<b>\$ -</b>	<b>\$ 630,158</b>	<b>\$ 220,763</b>	<b>\$ 409,396</b>	<b>\$ 3,493,255</b>
Sewerage BITS	18	15/03/2029	\$ 8,871,394	\$ -	\$ 1,359,546	\$ 595,736	\$ 763,810	\$ 8,107,584
<b>Sewerage - BITS Total</b>			<b>\$ 8,871,394</b>	<b>\$ -</b>	<b>\$ 1,359,546</b>	<b>\$ 595,736</b>	<b>\$ 763,810</b>	<b>\$ 8,107,584</b>
Regional Landfill	17	15/06/2028	\$ 1,243,236	\$ -	\$ 209,259	\$ 92,248	\$ 117,011	\$ 1,126,225
<b>Regional Landfill Total</b>			<b>\$ 1,243,236</b>	<b>\$ -</b>	<b>\$ 209,259</b>	<b>\$ 92,248</b>	<b>\$ 117,011</b>	<b>\$ 1,126,225</b>
Sewerage Pipeline and Infrastructure	16	15/03/2028	\$ 24,364,761	\$ -	\$ 3,838,759	\$ 1,219,937	\$ 2,618,822	\$ 21,745,940
<b>Sewerage - Curtis Island</b>			<b>\$ 24,364,761</b>	<b>\$ -</b>	<b>\$ 3,838,759</b>	<b>\$ 1,219,937</b>	<b>\$ 2,618,822</b>	<b>\$ 21,745,940</b>
<b>Grand Total</b>			<b>\$ 110,662,706</b>	<b>\$ -</b>	<b>\$ 16,590,631</b>	<b>\$ 6,134,741</b>	<b>\$ 10,455,890</b>	<b>\$ 100,206,816</b>

GRC ECM Subject Index: File Reference:- CM2B.1

## Addendum 3



# Philip Street Communities and Families Precinct Advisory Group Terms of Reference

## 1.0 Background

- 1.1 Gladstone Regional Council ("Council") is committed to creating healthy communities that are engaged, involved, proud and connected. Council has expressed its commitment to this goal through the development of the Philip Street Communities and Families Precinct ("the Precinct").
- 1.2 The Philip Street Communities and Families Precinct Advisory Committee ("the Committee") was established by resolution of Council on 2 November 2020 as an Advisory Committee to Council under the *Local Government Regulation 2012, ss. 264-265*.

## 2.0 Purpose

- 2.1 The purpose of the Committee is to provide Council with advice on strategic planning, management and service delivery for the Precinct.

## 3.0 Objectives

The Committee will advise Council on:

- 3.1 The Precinct's progress and proposed initiatives to achieve Council's vision for the Precinct to be a vibrant and evolving space that supports and enhances community wellbeing for all.
- 3.2 Opportunities to offer services in the Precinct to assist in improving the community's physical and mental wellbeing and health literacy.
- 3.3 Proposals for the Precinct to create opportunities for lifelong learning and to assist children and young people and their families to transition through learning stages.
- 3.4 The Precinct's performance on creating a sense of community connectedness, access to current information and opportunities to build social and cultural capacity.

#### **4.0 Membership**

4.1 Membership of the Committee shall be voluntary and consist of:

Council Members:

- One (1) Gladstone Regional Council Councillor
- One (1) other representative from Council

Appointed Members:

- One (1) representative from the Salvation Army (primary tenant)
- One (1) representative from the Gladstone Area Promotion and Development Limited (GAPDL)

Ordinary Members:

- Up to four (4) ordinary members, to include one (1) representative of the region's youth and one (1) representative of the indigenous community
- One (1) community member representing business and industry.

The following ex-officio representatives are entitled to attend and take part in meetings but are non-voting participants:

- The Mayor
- Committee Secretary, who will be an employee of Council.

4.2 The position of Committee Chair will be determined by the Committee.

4.3 The Committee may request Council increase or decrease Committee membership at any time through the Committee's Secretary.

#### **5.0 Role of Members**

5.1 Members of the Committee will fulfill their role by:

- Attending meetings and making a commitment to actively contribute to the activities of the Committee.
- Providing informal advice and formal recommendations to Council on matters relating to the Terms of Reference Purpose and Objectives.
- Supporting open discussion and debate and encouraging fellow members to present their views and provide advice and guidance within their area of expertise and/or experience.

#### **6.0 Terms and Method of Membership Nomination and Appointment**

6.1 Nomination for appointment to the Committee will be as follows:

- Appointment by Council / CEO for Council Members
- Written invitation and nomination for Appointed Members
- By a publicly advertised expression of interest process for Ordinary Members.

Philip Street Communities and Families Precinct  
Advisory Group Terms of Reference

- 6.2 Ordinary Member selection will first be considered by a selection panel consisting of three (3) members appointed by the Chief Executive Officer which must consist of one (1) Council Officer and may include two (2) representatives from the community and/or stakeholder service providers. The selection panel will make a recommendation to Council on the appointment of Ordinary Members.
- 6.3 Ordinary Member appointments will be determined by Council resolution.
- 6.4 Appointments to the committee may be for a period of 24, 30 or 36 months or as otherwise determined by Council.
- 6.5 If a member does not attend at least three meetings (half the minimum number of meetings to be held per year) without prior notification of a proposed absence, their position may be considered vacant.
- 6.6 Members may resign at any time by written notice to Council.

**7.0 Replacement of Members**

- 7.1 If an Ordinary Member resigns within six months of appointment, the selection panel will reconvene and recommend a replacement from candidates that submitted an expression of interest from the most recent application round.
- 7.2 If a suitable Ordinary Member replacement is not available from the previous application round, an expression of interest process will be initiated.
- 7.3 If an Ordinary Member resigns within six months of the end of their term, they will not be replaced until the next scheduled expression of interest cycle.
- 7.4 Council and Appointed Members will be replaced via the method set out in Section 6.1 for these categories of membership.
- 7.4 Members may be replaced at any time by resolution of Council.

**8.0 Meetings and Voting**

- 8.1 The Committee will meet a minimum of six times per calendar year at dates and times determined by the Committee.
- 8.2 The Committee may elect to meet virtually through online platforms where it is required to do so, or where it is deemed appropriate or convenient.

Virtual meetings required due to a public health emergency involving COVID-19 must comply with Sections 277AA to 277F of the *Local Government Regulation 2012*.

Where virtual meetings are considered appropriate or convenient, arrangements will



Philip Street Communities and Families Precinct  
Advisory Group Terms of Reference

be made to ensure that the public has the opportunity to observe and/or participate in the meeting if invited to do so.

- 8.2 Dates and times of all meeting will be published once a year on Council's website.
- 8.3 Should a change in meeting date and/or time be required Council must be notified of the changes which will be publicly advertised.
- 8.4 Members unable to attend a scheduled meeting are required to notify the Chair or the Committee Secretary prior to the meeting.
- 8.5 Council will provide secretariat services to the Committee.
- 8.6 Other Council Officers whose work complements the work of the Committee may be invited to attend meetings on an as needs basis in an ex-officio capacity.
- 8.7 Where specialist advice is required on a specific issue and the expertise is not available within the Committee, suitable stakeholder representatives will be invited to attend meetings (as an ex-officio) on an as needs basis.
- 8.8 A quorum of voting members is required for a meeting to take place, with a quorum being a majority of Committee members, or if the number of members is an even number, one half of the number.
- 8.9 All voting members are required to identify one (1) proxy delegate to attend the meeting in their absence. Voting Members are to advise of their proxy delegate via the Committee Proxy Delegate Form. Council reserves the right to refuse a Proxy Delegate nomination.
- 8.10 Proxy votes will only be accepted where the required Proxy Delegate Form has been provided.
- 8.11 Voting at a meeting must be open and a question is decided by a majority of the votes of members present.
- 8.12 Each member present has a vote on each question to be decided, and if the votes are equal, the Chair or Presiding Member has the casting vote. If a member fails to vote, the member is taken to have voted in the negative.
- 8.13 All meetings are open to the public unless closed under the provisions of Section 254J of the *Local Government Regulation 2012*.
- 8.14 Meetings will be presided over by the Chair of the Committee, or in the absence of the Chair, the Presiding Member.



## **9.0 Meeting Minutes and Procedural Matters**

- 9.1 The minutes of Committee meetings remain the property of Council and Council Officers will ensure that they are prepared, managed and made available to the public in accordance with legislative and corporate requirements.
- 9.2 Council requires a formal progress report from the Committee to be presented to a General Council meeting at least every six (6) months.
- 9.3 In conducting meetings of the Committee, Council Officers will ensure that Committee Members and others in attendance are made aware of and provided with relevant advice relating to meeting procedural matters contained in the *Local Government Act 2009* and *Local Government Regulation 2012* as they relate to Advisory Committees to ensure that the Committee remains compliant with its legislative obligations.

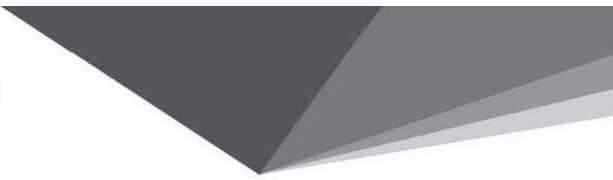
## **10.0 Committee Chair or Presiding Member Responsibilities**

Where the Committee Chair is unable to attend a meeting, Committee members present at the meeting must determine a Presiding Officer to Chair the meeting by consensus. The Chair or Presiding Member will:

- 10.1 Formally declare the meeting open, after ascertaining that a quorum is present, welcome guest speakers and others.
- 10.2 Preside over and facilitate the meeting and conduct meetings impartially according to the Terms of Reference.
- 10.3 Ensure debates are conducted in a respectful, collaborative and culturally appropriate way.
- 10.4 Declare the result of all votes.
- 10.5 Ensure the opportunity for members to declare conflicts of interest at the beginning of each meeting or during the meeting.
- 10.6 Adjourn (when so resolved) and formally declare the meeting closed when business has concluded.

## **11.0 Deputations and Public Participation in Meetings**

- 11.1 The Committee may receive deputations via an application process on matters pertaining to:
  - Community trends related to physical, mental wellbeing and health literacy
  - Lifelong learning
  - Social and cultural capacity
  - Emerging gaps and community changes

- 
- 11.2 Deputation applications must be received by the Committee Secretary in writing at least two (2) weeks prior to a Committee meeting and must include:
- the purpose of the deputation
  - those proposed to be involved in the deputation
- 11.3 Deputation requests will be decided by the Committee Chair and Committee Secretary.
- 11.4 Committee meetings may be closed to the public and other invited guests where required under the provisions of Section 254J of the *Local Government Regulation 2012*.
- 11.5 Non-members including invited guests and members of the public may only take part in a meeting when invited to do so by the Chair.
- 11.6 The Chair can elect to set aside a period of time in the meeting where public discussion is invited on issues relevant to the Purpose and Objectives of the Committee, or on matters on the meeting agenda.

## **12.0 Reporting and Accountability**

- 12.1 Any Committee requests, recommendations and/or advices will be presented to Council via an Officer Report and/or through a deputation from a Committee Representative/s.
- 12.3 The Committee will prepare and provide a written Annual Report to the Committee's Annual General Meeting which will also be presented to Council at a General Meeting, outlining the Committee's activities, achievements, notable challenges, foreseeable opportunities and any proposed plans for the coming or future years.

**Adoption Date:**      *Insert Date of Council Meeting*

## Addendum 4

### Gladstone Regional Council Council Policy

<b>Title</b>	<b>BUSINESS CONTINUITY MANAGEMENT</b>
<b>Policy Number</b>	<b>P-2021-04</b>
<b>Business Unit/s</b>	<b>FINANCE, GOVERNANCE &amp; RISK OPERATIONS</b>
<b>Date of Adoption</b>	
<b>Resolution Number</b>	
<b>Review Date</b>	
<b>Date Repealed</b>	

#### 1.0 PURPOSE:

The purpose of this policy is to demonstrate Gladstone Regional Council's commitment to managing disruption related risk and implementing business continuity management practices within the business.

#### 2.0 SCOPE:

This policy applies to all areas of Council's business.

#### 3.0 RELATED LEGISLATION:

- *Local Government Act 2009*
- *Local Government Regulation 2012*

#### 4.0 RELATED DOCUMENTS:

- Disaster Response Plans
- AS/NZS Standard 5050:2010 Business Continuity - Managing disruption related risk
- AS ISO 22301:2020 Security and resilience – Business continuity management systems - Requirements
- Gladstone Regional Council Risk Management Policy
- Gladstone Regional Council Risk Management Corporate Standard
- Gladstone Regional Council Local Disaster Management Plan 2013

#### 5.0 DEFINITIONS:

To assist in interpretation of this policy the following definitions apply:

**Business continuity** means the capability of an organisation to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption event.



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**Business continuity plan** means the documented information that guides an organisation to respond to a disruption event and resume, recover and restore the delivery of functions and services.

**Business disruption event** means an event, whether anticipated or unanticipated, that causes unplanned, negative deviation from the expected delivery of functions and services which inhibits the achievement of organisational objectives.

**Critical Business Function/Service** means a business function/service, or part thereof, identified as essential for the survival of the organisation and achievement of its critical objectives.

**Critical objectives** means objectives that must be achieved during a period of disruption.

**Emergency Response Plan** means the documented planned responses, including operative directions and emergency contacts utilised in response to an emergency.

**Resilience** means the adaptive capacity of an organisation in a complex and changing environment.

## 6.0 POLICY STATEMENT:

Gladstone Regional Council endorses Business Continuity Management as a core component of good governance and an integral part of Council's Enterprise Risk Management framework. Council's business continuity objective is to:

- Maintain the integrity and continuity for functions and services provided by the Council,
- Safeguard the Council's assets, including people, property and financial resources,
- Ensure the uninterrupted availability of resources so that Council can continue to perform the Critical Business Functions/Services that support its critical objectives,
- Ensure that Council can appropriately deal with business disruption events,
- Demonstrate responsible Business Continuity Management processes that align with applicable Australian Standards, accepted best practice standards and methods, and
- Ensure the accurate and timely provision of information to Councillors, our people, the community, stakeholders and other relevant levels of Government during a business disruption event.

Council will:

- Develop and maintain business continuity plans by anticipating risks, identifying mitigating strategies and undertaking testing of strategies at regular intervals;
- Update its Disaster Response Plans annually and/or after activation or test activation process;
- Build a business continuity culture to continuously improve the resilience and response capabilities within the organisation's critical business functions and services;
- Ensure the accurate and timely provision of information, as it concerns the business disruption event, to Councillors, our people, the community, stakeholders and other relevant levels of Government;
- Make informed risk based decisions concerning the level of management and costs involved in achieving effective outcomes.

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Council recognises the benefits of Business Continuity Management:

- to internal and external stakeholders, their dependability and good governance;
- to ensure the continued delivery of critical functions and services to the community;
- for effective response to a business interruption to minimise damage to the organisation;
- to enhance Council's ability to proactively identify the consequences of a business interruption;
- as an opportunity to better understand the organisation – sometimes thereby revealing opportunities to improve efficiency, governance and treatment of other risks;
- to remain compliant with relevant legislative and other obligations;
- for increasing the awareness of the potential for business disruption;
- for development of general skills as well as specific capacities which facilitate operating in a non-standard mode;
- to allow the business to maintain a strong focus on critical functions and services thereby achieving critical objectives during a business disruption event;
- in building resilience that facilitates managing and recovering from a business disruption event.

**7.0 ATTACHMENTS:**

Nil.

**8.0 REVIEW MECHANISM:**

This policy will be reviewed when any of the following occur:

1. The related legislation or governing documents are amended or replaced; or
2. Other circumstances as determined by resolution of Council or the CEO; or
3. Three years from date of adoption.

TABLE OF AMENDMENTS			
Document History	Date	Council Resolution No.	Notes (including the prior Policy No, precise of change/s, etc)
Originally Approved	4 November 2014	G/14/2213	
Amendment 1			Amended definitions, aligned terminology to current standards.
Amendment 2			
Amendment 3			

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**LEISA DOWLING**  
**CHIEF EXECUTIVE OFFICER**

GRC ECM Subject Index: File Reference:- CM28.1