



**GLADSTONE**  
REGIONAL COUNCIL

**GENERAL MEETING MINUTES**

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

**On Tuesday 18 May 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 D V O'Grady  
Councillor C A Trevor  
Councillor N Muszkat (via teams)  
Councillor C Cameron  
Councillor D Branthwaite

## **Officers**

Mrs L Dowling (Chief Executive Officer)  
Mrs R Millett (Executive Secretary)  
Mrs B Saunders (Manager Governance)  
Mr M Holmes (General Manager Finance Governance and Risk)  
Mr M Francis (General Manager Strategic Asset Performance)  
Ms K Lee (General Manager Community Development and Events)  
Ms C Quinn (General Manager Strategy and Transformation)  
Mr J Tumbers (General Manager Operations)  
Mr R Huth (General Manager Customer Experience)  
Ms L Semintin (Corporate Planning Business Partner)  
Ms S Hunter (Manager Strategic Business Planning)  
Mr L Griffiths (Manager Engagement and Partnerships)  
Mr G Scanlan (Economic Development Specialist)  
Ms K Roberts (Manager Events and Entertainment)  
Mr R Mulvey (Manager Operations Support Services)  
Ms K Wockner (Manager Contracts and Procurement)

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

Councillor Rick Hansen was an apology with an approved leave of absence.

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

Mayor Burnett mentioned the passing of Councillor Muszkat's father on the weekend and passed on condolences to Cr Muszkat and her family.

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

Nil.

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

The week ahead will be a fantastic week for Agnes Water 1770. We've got the art show, which I will be attending on Wednesday night. Councillor O'Grady will be attending that as well. And that kicks off a huge week in 1770. We have the volunteer's morning tea the next day and we've been celebrating our volunteers right across the Gladstone region this week. The next night I will be in Brisbane with the team from GAPDL for the Top Tourism Town Awards with Agnes Water 1770 a finalist in those awards and hopefully Agnes Water 1770 will be announced one of the Top Tourism Town award winners for Queensland. Then we have the 1770 Festival kicking off on Friday, Troy Cassar-Daley playing on the Saturday, fireworks and a huge weekend. If you haven't got your tickets, jump onto Facebook or to the website and get your tickets and get down and enjoy the 1770 Festival this weekend.

This week is National Volunteers Week, we were in Builyan yesterday and Calliope in the afternoon, acknowledging our volunteers right across the Gladstone region whether they were involved in Evenglow, Rural Fires, SES, Scouts, the Country Women's Association or the Boyne Burnett Inland Rail Trail team, there were so many volunteers, and we will continue to do that right across the region this week. We have Mount Larcom this afternoon, Agnes Water and Gladstone and Miriam Vale later in the week. Thank you to all our volunteers right across the region for everything you do.

Beef Week was just recently held in Rockhampton, and is now called Beef Australia, but locally known as Beef Week. We hosted a function there with our neighbouring councils in Central Queensland and Western Queensland promoting the beef corridors and bringing that product to the Gladstone Port and out to the market, a really great function, hosted at Customs House in Rockhampton with our neighbours and shout out to Kerry Hayes, the Mayor of Central Highlands, and his team for their involvement in making that all come together and getting all the councils working together, on the same page, to support our primary producers in Central Queensland. A fantastic event, as Beef Week was. Three (3) years until the next one, if you missed out this year, don't miss it next time, it was a sensational event.

On the 7th May, a big change for local government, the Australian Local Government Association (ALGA) we hosted a special general meeting to appoint a new CEO and while negotiations are still going on I believe the candidate has accepted the position. A big shout out to Adrian Beresford-Wylie for being the CEO for ALGA for so long and wish him all the very best in his retirement. Adrian will come to the National General Assembly in June and that will be his final role as the CEO. He has done an amazing job and his successor will do as equally a good job I'm sure and we'll find out more about that once everything is finalised.

On the 10th May we welcomed 80 plus new Australian citizens here at the Gladstone Entertainment Convention Centre (GECC) at one of our citizenship ceremonies. The team here at the GECC do an amazing job and I take my hat off to them and thank them for their involvement in putting that event on. As Mayor it's one of the best parts of the job, when you make 80 plus people new Australian citizens. When they decide they want to call Australia home, and they want to make the Gladstone region their home, it really is a special part of the job.

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

### **G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 4 MAY 2021**

**Responsible Officer:** Chief Executive Officer

**Council Meeting Date:** 18 May 2021

**File Ref:** CM7.2

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#### **Purpose:**

Confirmation of the minutes of the General Meeting held on 4 May 2021.

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

That the minutes of the General Meeting of Council held on 4 May 2021 be confirmed.

#### **GM/21/4504 Council Resolution:**

Moved Cr Branthwaite

Seconded Cr Churchill

That the Officer's Recommendation be adopted.

**CARRIED**



## **G/3. OFFICERS' REPORTS**

### **G/3.1. CORPORATE PLAN 2021-26**

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

**Council Meeting Date:** 18 May 2021

**File Ref:** ECM 14.2

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#### **Purpose:**

To adopt Council's Corporate Plan 2021-2026.

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

That Council adopt the Gladstone Regional Council Corporate Plan 2021-2026 as Addendum 1.

#### **GM/21/4505 Council Resolution:**

Moved Cr Churchill

Seconded Cr Branthwaite

That Council adopt the Gladstone Regional Council Corporate Plan 2021-2026 attached as Addendum 1 with the following amendments:

- Inclusion of reference to the islands of the southern Great Barrier Reef on the map.

**CARRIED**

## **G/3.2. OPERATIONAL PLAN - QUARTER THREE REPORT**

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

**Council Meeting Date:** 18 May 2021

**File Ref:** CM 14.2

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### **Purpose:**

To present the quarterly progress toward implementation of Council's 2020/21 Operational Plan for Quarter three, ending 31 March 2021.

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

That Council note the 2020/21 Operational Plan – Quarter three report.

### **GM/21/4506 Council Resolution:**

Moved Cr Goodluck  
Seconded Cr O'Grady

That the Officer's Recommendation be adopted.

**CARRIED**

### **G/3.3. PHILIP STREET COMMUNITIES AND FAMILIES PRECINCT ADVISORY COMMITTEE**

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

**Council Meeting Date:** 18 May 2021

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

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#### **Purpose:**

The purpose of this report is to seek Council's endorsement to appoint members to the Philip Street Communities and Families Precinct Advisory Committee.

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

That Council:

1. Adopt the selection panel's recommendation to appoint the following applicants to the Philip Street Communities and Families Precinct Advisory Committee for an initial period of 24 months:
  - Chris Ford – Salvation Army
  - Shakira Raymond – GAPDL Communities 4 Children
  - Cecelia Eggmolesse – ordinary member
  - Christine Ward - ordinary member
  - Kate Dufty - ordinary member
  - Monica Mattingley - ordinary member
  - Supria Singh - ordinary member
2. Appoint Councillor \_\_\_\_\_ to the Philip Street Communities and Families Precinct Advisory Committee;
3. Authorise the Chief Executive Officer to appoint the officer representative on the Philip Street Communities and Families Precinct Advisory Committee.

#### **GM/21/4507 Council Resolution:**

Moved Cr Churchill

Seconded Cr Branthwaite

That Council adopt the selection panel's recommendation to appoint the following applicants to the Philip Street Communities and Families Precinct Advisory Committee for an initial period of 24 months:

- Chris Ford – Salvation Army
- Shakira Raymond – GAPDL Communities 4 Children
- Cecelia Eggmolesse – ordinary member
- Christine Ward - ordinary member
- Kate Dufty - ordinary member
- Monica Mattingley - ordinary member
- Supria Singh - ordinary member

**CARRIED**

**GM/21/4508 Council Resolution**

Moved Mayor Burnett  
Seconded Cr Trevor

That Council appoint Councillor Councillor O'Grady and Councillor Muszkat to the Philip Street Communities and Families Precinct Advisory Committee and amend the Terms of Reference accordingly.

**CARRIED**

**GM/21/4509 Council Resolution**

Moved Cr Goodluck  
Seconded Cr Muszkat

That Council authorise the Chief Executive Officer to appoint the officer representative on the Philip Street Communities and Families Precinct Advisory Committee.

**CARRIED**

### **G/3.4. MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 28 APRIL 2021**

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

**Council Meeting Date:** 18 May 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 28 April 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 28 April 2021 as required under Section 204 Local Government Regulation 2012.

**GM/21/4510 Council Resolution:**

Moved Cr Branthwaite  
Seconded Cr O'Grady

That the Officer's Recommendation be adopted.

**CARRIED**

## **G/3.5. REVENUE POLICY**

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

**Council Meeting Date:** 18 May 2021

**File Ref:** CM28.2

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### **Purpose:**

To consider the annual review of the Revenue Policy prior to the adoption of the 2021/2022 budget.

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

That Council:

1. Repeal P-2020-04 Revenue Policy; and
2. Adopt P-2021-08 Revenue Policy provided as Addendum 2 and apply to the 2021/2022 financial year.

### **GM/21/4511 Council Resolution:**

Moved Cr Churchill  
Seconded Cr Trevor

That the Officer's Recommendation be adopted.

**CARRIED**

## **G/3.6. REVIEW OF INVESTMENT DECISION FRAMEWORK POLICY**

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

**Council Meeting Date:** 18 May 2021

**File Ref:** CM28.2

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### **Purpose:**

The purpose of this report is to present a revised Investment Decision Framework Policy for Council's consideration.

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

That Council:

1. Repeal existing P-2019-24 Investment Decision Framework Policy; and
2. Adopt the revised P-2021-07 Investment Decision Framework Policy as tabled as Addendum 3.

### **GM/21/4512 Council Resolution:**

Moved Cr O'Grady

Seconded Cr Muszkat

That the Officer's Recommendation be adopted.

**CARRIED**

## **G/3.7. 236-21 SUPPLY & DELIVERY OF 11 X TRACTORS**

**Responsible Officer:** General Manager Operations

**Council Meeting Date:** 18 May 2021

**File Ref:** PE1.1

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### **Purpose:**

This report seeks resolution from Council to enter into a contract with PFG Australia Pty Ltd for the supply and delivery of eleven (11) tractors.

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

That Council:

1. Endorse the recommendation to accept the offer from PFG Australia Pty Ltd for 236-21 Supply and Delivery of Eleven (11) Tractors; and
2. Authorise the Chief Executive Officer to enter into a contract with PFG Australia Pty Ltd for 236-21 Supply and Delivery of Eleven (11) Tractors.

### **GM/21/4513 Council Resolution:**

Moved Cr Goodluck  
Seconded Cr Churchill

That the Officer's Recommendation be adopted.

**CARRIED**



## **G/4. DEPUTATIONS**

Nil.

## G/5. COUNCILLORS REPORT

Councillor Churchill raised the upcoming Inland Rail Conference and thanked Council for allowing him to represent Council, the region and Central Queensland at this particular conference along with Council's Economic Development Specialist, Garry Scanlan. Cr Churchill mentioned that the Inland Rail project is Australia's largest infrastructure project and when it is fully developed it is proposed to provide a standard gauge link between Melbourne and Brisbane with the key driver of the project to deliver freight transport efficiency savings, in particular the inter-capital freight and freight for import and export. Cr Churchill advised that while the vision for the inland rail is to provide port to port connectivity, with reference to economic analysis that was conducted and should be provided, the inland rail is designed to terminate at Acacia Ridge in Brisbane or even further afield in the Scenic Rim area. The project was initially estimated to cost \$5 billion, it is now estimated to cost \$15 billion and there has been discussion regarding building a super tunnel under the city of Brisbane to allow the freight to reach the Brisbane Port. Cr Churchill advised it was his opinion that there is significant risk of further cost overruns as the entire Queensland route is further evaluated and defined, particularly with the route through the Toowoomba range. One of the key challenges with delivering the inland rail to the Port of Brisbane is the significant geographical, urban, community and environmental constraints along that particular corridor. Cr Churchill and council will be advocating for the inland rail to come to Gladstone as it will be a more cost effective and cost benefited project to come to the Gladstone Port. Cr Churchill advised that the Senate Enquiry into the project has been postponed again to 11 August 2021. Cr Churchill advised that Council will continue to ensure that our AEC report and economic analysis puts up a very strong business case that Gladstone should be the next port of destination. Cr Churchill further advised that if Gladstone is not the destination for the inland rail, the region should be part of the national infrastructure rail from Melbourne to Darwin as Gladstone is a port of destination and a port to the world. Cr Churchill clarified that members of the community who would like to view the report can access the report via Council's website

(<https://www.gladstone.qld.gov.au/downloads/file/3533/t2g-toowoomba-to-gladstone-inland-rail-economic-analysis>) or by contacting Council by phone (07 4970 0700) or email ([info@gladstone.qld.gov.au](mailto:info@gladstone.qld.gov.au)).

**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 10:03am**

**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 48 pages form the official copy of Gladstone Regional Council General Meeting Minutes of the 18 May 2021.

.....

Mayor Matt Burnett

...../...../.....

Date



# 2021-2026 Corporate Plan

Connect. Innovate. Diversify.

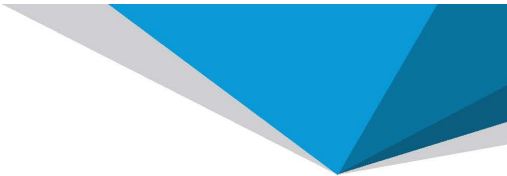




**Gladstone Regional Council would like to acknowledge the traditional custodians of this land, the Byellee, the Gooreng Gooreng, the Gurang and the Taribelang Bunda people.**

**We pay respect to their Elders past, present and emerging.**

**We would also like to extend that respect to other Aboriginal and Torres Strait Islander people in our region.**



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# Welcome

The 2021-26 Corporate Plan outlines Gladstone Regional Council's refreshed commitment to a dynamic, resilient and diverse future for the region through to 2026.

The present economic climate required us to revisit our strategic goals and refine them, so our efforts could be channelled towards building success for all our communities. We considered factors such as population growth, the role of industry in the region, service expectations and the likelihood of further disasters or pandemic events in determining what that success looked like.

As our primary strategic planning document, the Corporate Plan will guide us to achieve realistic outcomes.

There will be a multi-year emphasis on further enhancing connections with our community, providing value for money for our ratepayers and meeting community expectations in the way we serve.

Council's strategic direction from 2021-2026 will continue to be set against the backdrop of our vision – "Connect. Innovate. Diversify." The organisation's values will also remain a constant for our people and across our workplace, underpinning everything we do for our community.

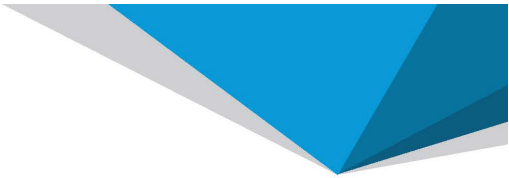
Our goals and commitments for this period ahead align with the intentions of both our vision and values.

During the next five years we will deliver on five goals:

1. Connecting Communities p.12
2. Delivering Value p.13
3. Resilient Economy p.14
4. Our People p.15
5. Accountable Council p.16

We are committed to enhancing our community connections through an extension of the customer service foundation and rethinking how we serve and understand each of our communities.





Another focus will be on executing our works efficiently, effectively and safely through the implementation of our asset management framework.

Council will continue our investment towards a resilient economy by supporting existing and emerging opportunities for economic prosperity.

We recognise that our people are the backbone of everything we do and achieve. Building a workplace that our people are proud to work for is our key to delivering outstanding services for our communities.

Over the next five years Council will deliver good stewardship built on a foundation of trust.

This five-year plan will guide us towards making decisions that will impact both present and future generations, in a region where the future will be built on connection, innovation and diversity.



Cr Matt Burnett  
Mayor Gladstone Region



Leisa Dowling  
Chief Executive Officer





## Region Overview

From Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef, the Gladstone Region's environment is as varied as its capacity for economic development.

The region has a population of about 63,000 people and covers close to 10,500 square kilometers.

It has a strong record of job creation and investment opportunities, with relaxed living, recreational and tourism options enhancing its appeal and potential for future growth.

In recent decades, the economy has been built around heavy industry with access to a deep-water harbour for export trade.

The region has two of the world's largest alumina refineries, the Boyne Island Aluminium Smelter and the Liquefied Natural Gas (LNG) industry on nearby Curtis Island.

After a period of economic slowdown and the world-wide pandemic, it is now looking to recover and revive its communities for a brighter future.

Industry, along with an engaged community, will be at the centre of this revival.

Several renewable energy projects embracing biofuels, solar energy, hydrogen and new waste management practices have been proposed for the Gladstone State Development Area.

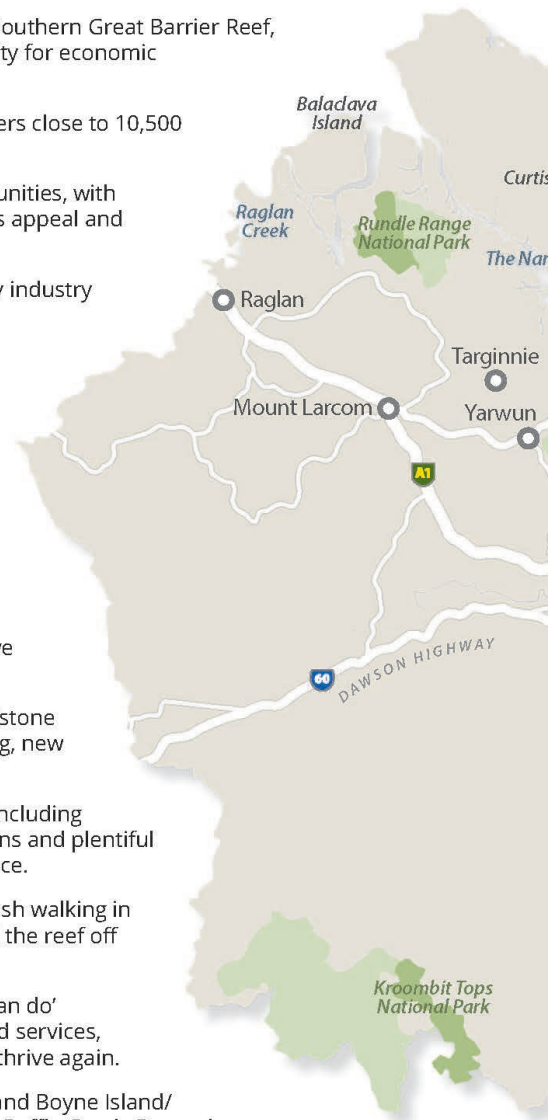
When realised, these projects would position the city of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.

The Gladstone Region features plenty of green open space, including the nationally recognised Gladstone Tondoon Botanic Gardens and plentiful coastal locations where sailing and boating activities take place.

Residents and visitors can see historic sites in Calliope, go bush walking in Blackman's Gap, mountain climb Mount Biondello or snorkel the reef off the coast to experience the outdoor environment.

The region's strength is a great sense of community with a 'can do' attitude. Combine this with well-developed infrastructure and services, and you have local communities with a support structure to thrive again.

These communities include the urban centres of Gladstone and Boyne Island/Tannum Sands, as well as the smaller towns of Agnes Water, Baffle Creek, Benaraby, Bororen, Builyan, Calliope, Lowmead, Miriam Vale, Mount Larcom, Many Peaks, Nagoorin, Raglan, Rosedale, Rules Beach, Seventeen Seventy, Targinnie, Turkey Beach, Ubobo and Yarwun.





**10,489KM<sup>2</sup>**

**Gladstone Regional Council  
Boundary Area**

## Gladstone Region Today



**\$5,602m** in Gross Regional Product (GRP)

**3,701** Diverse Businesses contribute to our economy

**62,979 residents**, 2.5% of Regional QLD's total population



Median age **35 years**, compared to 39 years for Regional QLD

**24%** of workers have a tertiary qualification

**\$200** per week for a 2 bedroom flat/unit

Average of **566,000 visitors** to the region per annum

## The Gladstone Region's Growth

Gross Regional Product	Year	Population
	2041	75,327 **
	2021	63,938 **
\$5,458M**	2020	63,861**
\$5,391M	2018	62,961
\$5,181M	2016	63,508
\$6,003M	2015	63,697
\$4,733M	2011	60,317
\$4,098M	2006	52,232
\$2,504M	2001	45,479
	1991	38,200
	1981	22,013*
	1933	3039*
	1901	1622*
	1856	200*

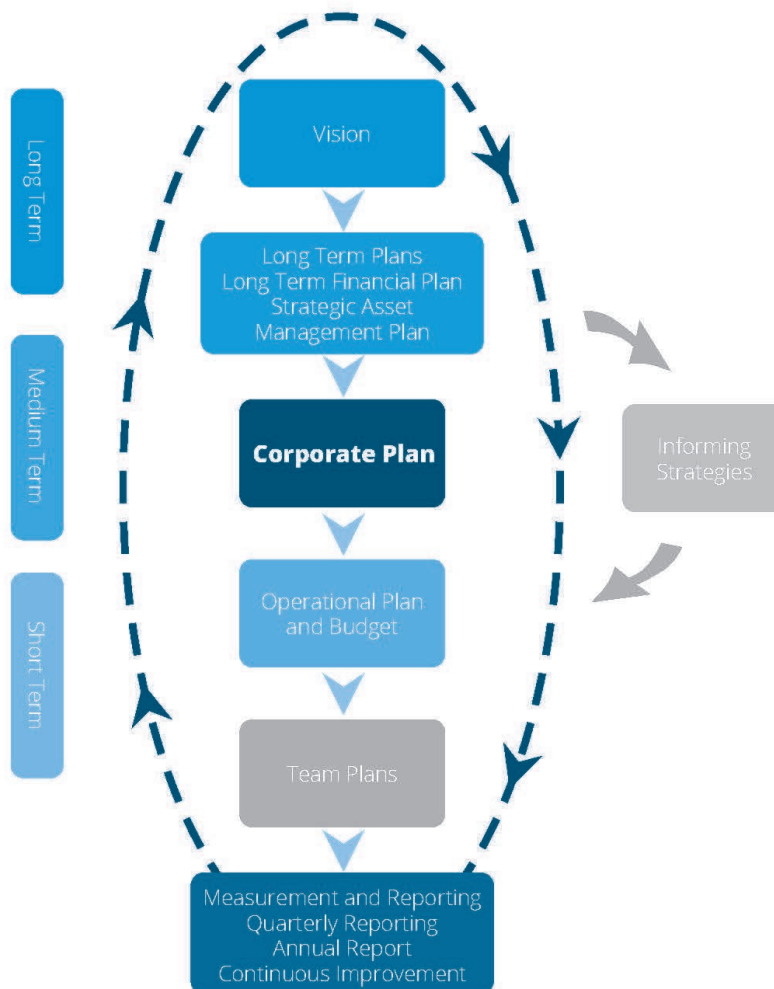
\*Gladstone City only

\*\*Projected population

# Strategic Planning Framework

Our Strategic Planning Framework presents a systematic and continuous process for identifying strategic direction. The framework ensures that strategies and financial resources are aligned to achieve Council’s corporate vision to **‘Connect. Innovate. Diversify.’**

The framework includes long, medium and short-term plans which set direction for what we do and what we aim to achieve, as an organisation, for our community. This framework is an important part of our delivery of transparent and effective corporate governance.

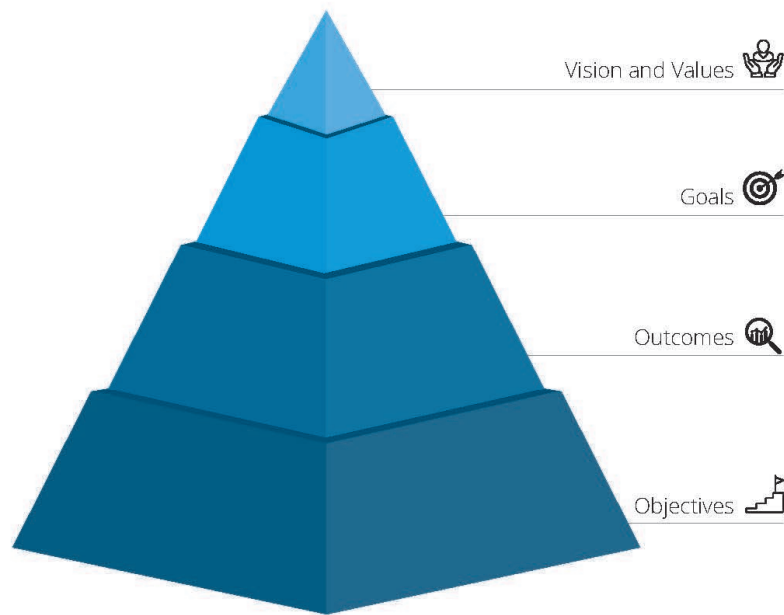


This illustration of the strategic planning framework demonstrates how the Corporate Plan aligns to the vision, long term plans, Operational Plan and team plans. It also demonstrates the interaction of strategies within the model. The vision is the element that guides all the work we do. Our current Corporate Plan is a five-year plan (medium term) and the Operational Plan is a one-year plan (short term). We strive to complete projects within the annual Operational Plan that provide step-by-step, forward progression, to the Corporate Plan and vision.

# Corporate Plan

The Corporate Plan is a vital part of the strategic planning framework. It provides direction for the next five years. This 2021-26 plan enables us to meet community needs in an efficient and responsive manner by embracing innovation and taking a value-for-money approach to service delivery.

The structure of the Corporate Plan is outlined in the diagram below. The diagram demonstrates the relationship between the vision, goals, outcomes and objectives.



The plan originates from our vision and values. Together they give overarching direction for what we are working towards and how we will behave. Our goals, outcomes and objectives reflect the vision and outline how we will achieve it.

The *goals* articulate an aspirational overarching purpose.

The *outcomes* move to a more tangible level; describing the value delivered to the community for each goal.

The *objectives* then reflect the priorities of each outcome. *Objectives* are a clear product that will be delivered or a service that will be performed.

The goals, outcomes and objectives help us to prioritise and align resources to deliver core services, programs and initiatives through the annual Operational Plan and Budget.

Within the planning and development of the Corporate Plan, Council recognises the policy directions of the Queensland Government. The Queensland Plan is a 30-year vision developed by the Queensland Government that outlines nine foundation areas. It provides a clear focus for Queenslanders. Council has aligned its Corporate Plan to the Queensland Plan to ensure that we are moving in unison towards our common Queensland goal.

# Corporate Plan 2021-2026

## Plan on a Page

### Vision

**Connect. Innovate. Diversify.**

GOALS	OUTCOMES
<b>Connecting Communities</b> We work with you and for you, supporting the success of our communities.	<ul style="list-style-type: none"> <li>Communities are well understood, with programs and services designed to strengthen our region.</li> <li>Communities can influence and actively participate in Council decision making.</li> </ul>
<b>Delivering Value</b> We work efficiently to deliver value for your rates.	<ul style="list-style-type: none"> <li>Asset Management is smart, effective and efficient.</li> <li>Capital and Maintenance programs are consistently delivered.</li> <li>We are easier to work with.</li> <li>The way we do business is continuously improving.</li> </ul>
<b>Resilient Economy</b> We play our part in supporting the success of our region.	<ul style="list-style-type: none"> <li>Support for the region's transition and role as a driver of economic growth.</li> <li>Increased liveability and visitation to the region.</li> </ul>
<b>Our People</b> We look after our people, so they look after you.	<ul style="list-style-type: none"> <li>Our people return home safely.</li> <li>Our people are proud to work for Council.</li> </ul>
<b>Accountable Council</b> We are providing good stewardship built on a foundation of trust.	<ul style="list-style-type: none"> <li>Council has embedded risk management, transparency and accountability into what we do.</li> <li>Finances are managed to ensure sustainability.</li> <li>The environment is front of mind in what we do.</li> </ul>

### Values

#### Safe

We are uncompromising in our commitment to safety, which is reflected in our attitude, our decisions and our actions.

#### Ethical

We operate with transparency, openness and accountability at the fore.

#### Responsive

We respond by being present, proactive and solutions-focused, and we deliver on our commitments.

#### Visionary

We plan as future-thinkers and opportunity-seekers and we have the courage to shape a better future for our community.

#### Inclusive

We create and value diversity and we actively demonstrate our commitment to equality and inclusivity.

#### Community

We care about each other and our environment and we recognise that community is the core of our business.

#### Efficient

We deliver; we challenge the status quo and we continually find better ways to reduce cost and improve services.

## Goal 1.

# Connecting Communities

We work with you and for you,  
supporting the success of our communities.

Outcome	Outcome
<b>1.1</b> Communities are well understood, with programs and services designed to strengthen our region.	<b>1.2</b> Communities can influence and actively participate in Council decision making.
<b>Objective</b>	<b>Objective</b>
1.1.1 Understand the needs of our communities and customers in order to design and enhance the way we deliver our services.	1.2.1 Create positive two-way empathetic engagement processes that provide Council with feedback which contributes to decisions and better partnerships.
1.1.2 Implement a strategic approach to community development that is focussed on inclusion, planning, capacity building and place making.	1.2.2 Review the planning scheme alignment to community expectations and overall needs.
1.1.3 Engage our communities to build connections and promote health, happiness and wellbeing.	





## Goal 2. *Delivering Value*

**We work efficiently to deliver value for your rates.**

<p><b>Outcome</b></p> <p><b>2.1 Asset Management is smart, effective and efficient.</b></p>	<p><b>Outcome</b></p> <p><b>2.2 Capital and Maintenance programs are consistently delivered.</b></p>
<p><b>Objective</b></p> <p>2.1.1 Continuously improve focus and practices around smart asset management.</p> <p>2.1.2 Develop business processes that support the collection and maintenance of a single source of truth of reliable data to inform investment decisions.</p> <p>2.1.3 Focus on proactive and preventative approaches in our asset planning.</p>	<p><b>Objective</b></p> <p>2.2.1 Provide a robust deliverable workflow of efficient capital and maintenance programs.</p>
<p><b>Outcome</b></p> <p><b>2.3 We are easier to work with.</b></p>	<p><b>Outcome</b></p> <p><b>2.4 The way we do business is continuously improving.</b></p>
<p><b>Objective</b></p> <p>2.3.1 Continue building a reputation of being easy to deal with through efficient and effective customer interactions.</p> <p>2.3.2 Improve business processes and systems to make it easier for our employees to do their work and serve our community.</p>	<p><b>Objective</b></p> <p>2.4.1 Embed a continuous improvement culture focusing on creating value, reducing waste and improving efficiency.</p> <p>2.4.2 Embed Asset and Service Management across the business.</p> <p>2.4.3 Implement technology enhancements and digital capabilities to support the improvement of service delivery and employee experience.</p>



## Goal 3. *Resilient Economy*

We play our part in supporting the success of our region.

Outcome	Outcome
<p><b>3.1 Support for the region's transition and role as a driver of economic growth.</b></p> <p><b>Objective</b></p> <p>3.1.1 Support a diverse economy of existing and emerging industries that includes advanced manufacturing, and a low-carbon industrial hub.</p> <p>3.1.2 Encourage investment in, and delivery of, enabling infrastructure and catalyst project opportunities including transport and logistics.</p> <p>3.1.3 Advocate for the advancement of the region's skill base with a focus on modern skills training and emerging industries.</p> <p>3.1.4 Support the resilience of the region's existing industries including the micro and small-medium enterprise sector.</p>	<p><b>3.2 Increased liveability and visitation to the region.</b></p> <p><b>Objective</b></p> <p>3.2.1 Increase key markets including First Nation cultural experiences, fishing, recreational vehicles, drive market, cruises, events and business tourism through improved access and one-of-a-kind experiences.</p> <p>3.2.2 Explore additional tourism infrastructure including private sector investment.</p> <p>3.2.3 Promote the region's appeal as a place to work, live, play and stay.</p>



## Goal 4. Our People

We look after our people,  
so they look after you.

Outcome	Outcome
<p><b>4.1 Our people return home safely.</b></p> <p><b>Objective</b></p> <p>4.1.1 Improve our safety management system and visible leadership to ensure our employees go home safely.</p> <p>4.1.2 Improve our wellbeing management including physical and mental health support.</p> <p>4.1.3 Improve our employee capability, support and upskilling.</p>	<p><b>4.2 Our people are proud to work for Council.</b></p> <p><b>Objective</b></p> <p>4.2.1 Enable collaborative workplaces and contemporary work practices.</p> <p>4.2.2 Build leadership capability and define competencies and development pathways.</p> <p>4.2.3 Ensure our leaders have clarity on their roles and are supported to successfully deliver on those expectations.</p> <p>4.2.4 Instill in our people the concept of brand ambassadorship.</p> <p>4.2.5 Further improve our employee experience.</p>



## Goal 5. *Accountable Council*

**We are providing good stewardship built on a foundation of trust.**

<p><b>Outcome</b></p> <p><b>5.1 Council has embedded risk management, transparency and accountability into what we do.</b></p>	<p><b>Outcome</b></p> <p><b>5.2 Finances are managed to ensure sustainability.</b></p>
<p><b>Objective</b></p> <p>5.1.1 Provide comprehensive risk management strategies for all identified risks.</p> <p>5.1.2 Improve decision making based on our risk assessments.</p> <p>5.1.3 Ensure we have a framework of policies and standards that continues to raise the bar.</p> <p>5.1.4 Ensure we comply with all legislative requirements to maintain community confidence.</p> <p>5.1.5 Improve access and visibility of our governance tools to the business.</p>	<p><b>Objective</b></p> <p>5.2.1 Continue to embed good financial practices in our decision making.</p> <p>5.2.2 Improve our long-term asset and financial plans to meet community needs.</p> <p>5.2.3 Select the right capital and maintenance work.</p>
<p><b>Outcome</b></p> <p><b>5.3 The environment is front of mind in what we do.</b></p>	
<p><b>Objective</b></p> <p>5.3.1 Ensure our operational practices and investment decisions are environmentally sound and encourage good stewardship and adaptation to environmental risks.</p> <p>5.3.2 Improve methods for assessing and monitoring the environment and proactively address environmental breaches in a timely manner.</p> <p>5.3.3 Partner with our communities and industries to promote sustainable environmental practices.</p>	

# Measurement, monitoring and reporting to our community

The Corporate Plan is monitored and reviewed annually, or as required, to ensure our goals, outcomes and objectives remain relevant and current to meet the needs of our community. In preparation for annual Operational Planning and Budgeting process, Council reviews the Corporate Plan to ensure it has maintained its relevance. The findings from this review inform the next Operational Plan and Budget processes and may, in a case like this year, warrant a Corporate Plan refresh.

Measurement and reporting occur throughout all stages of our Strategic Planning Framework (as noted by the dotted line within the figure on page 9). Our measurements are published in the annual Operational Plan and Budget and then reported on in the Quarterly Performance Reports and Annual Report.

## **Operational Plan and Budget**

During the Corporate Plan 2021-26, Council will develop five Operational Plans. These plans will highlight initiatives that move us towards achieving our five-year plan. In addition, a variety of measures will be identified that Council will monitor. Council's annual Budget is aligned to the Operational Plan to achieve Council's corporate vision to 'Connect. Innovate. Diversify.'

## **Quarterly Performance Report**

Every three months, a quarterly performance report is prepared, presented and adopted by Council. This report outlines performance against the Operational Plan outcomes, objectives and initiatives. The performance report also includes data and highlights achievements over the quarter.

## **Annual Report**

At the end of each financial year, Council produces an Annual Report that reviews performance achievements and challenges. The Annual Report provides our community with operational and financial information that demonstrates Council's performance against the goals, outcomes and objectives set out in the Corporate and Operational Plans.





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## Gladstone Regional Council

### Council Policy

<b>Title</b>	<b>REVENUE</b>
<b>Policy Number</b>	<b>P-2021-08</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 169(2)(c) of the *Local Government Regulation 2012* (Regulation), Gladstone Regional Council's (Council) budget must include a Revenue Policy with section 193 of the Regulation setting out what the Revenue Policy must state.

Section 193(3) also requires that "a local government must review its revenue policy annually and in sufficient time to allow an annual budget that is consistent with the revenue policy to be adopted for the next financial year".

This policy seeks to meet the above requirements.

#### 2.0 SCOPE:

In accordance with section 193(1) of the Regulation, the scope of this policy is to set out the principles to be used by Council in the framing of its rates and charges for the 2021/2022 year in the following areas:

- levying of rates and charges; and
- granting of concessions for rates and charges; and
- purpose for granting concessions for rates and charges; and
- recovery of overdue rates and charges; and
- setting of cost recovery methods; and
- the extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

A Revenue Policy may also (under section 193(2) of the Regulation) state guidelines that may be used for preparing the local government's Revenue Statement. No such guidelines have been included in this policy.

#### 3.0 RELATED LEGISLATION:

- *Human Rights Act 2019*;
- *Local Government Act 2009*;
- *Local Government Regulation 2012*.



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

#### 4.0 RELATED DOCUMENTS:

- Revenue Statement;
- Debt Administration Corporate Standard;
- Properties Exempt from General and Differential Rates Policy;
- Rating Financial Hardship Policy;
- Pensioner Remission Policy;
- Concealed Water Leak Concession Policy;
- Water Allocations and Sewerage Connection Concessions Policy.

#### 5.0 DEFINITIONS:

To assist in interpretation of this policy, definitions that apply are available in the dictionary of the:

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

#### 6.0 POLICY STATEMENT:

##### 6.1 General Principles

Council will raise its revenue in accordance with two basic principles of revenue collection:

- requirement-to-pay principle; and
- benefit principle.

Council will use a combination of the requirement-to-pay principle and the benefit principle, applied consistently across the region, as a rational and generally equitable means of raising its revenue.

##### 6.1.1 Requirement-to-Pay Principle

By this principle, landowners (and some land occupiers) are levied with a tax (a general rate) based on the value of their land.

The general rate funds programs where there is not a direct link between the service recipient and the service. Examples include parks, roads, community services, cultural development, and general administration.

##### 6.1.2 Benefit Principle

The benefit principle requires that individuals in the community pay for goods and services:

- from which they derive a special benefit; or
- for which they especially generate a need; or
- that they acquire individually from Council.

The benefit principle will be applied where there is a clear link between the service recipient and the use of the goods or services. Examples include connection to a water supply or sewerage service.



## 6.2 Principles Used for the Levying of Rates and Charges

Section 94 of the *Local Government Act 2009* (Act) obliges Council to levy general rates on all rateable land within its local government area.

Council will be guided by its legislative obligations under the Act and the Regulation and will give due consideration to:

- the requirement to balance its service levels;
- the needs and expectations of the community; and
- the setting of appropriate rates and charges to adequately resource its roles and responsibilities.

Council will apply the following principles in the 2021/2022 financial year:

- Council will be transparent in its revenue raising activities and will endeavour to use systems and practices able to be understood by the community;
- Council will be accountable to ratepayers and service recipients to ensure revenue is applied effectively and efficiently in satisfying the objectives for which the revenue was raised;
- Council will ensure it manages revenue diligently, having in place a revenue system that is simple and inexpensive to administer whilst having regard to its long term financial plan, relevant drivers, and price paths;
- Section 74 of the Regulation requires Council to use property valuations for raising rate revenue, Council will monitor the impact of valuation changes and limit increases to rates and charges where possible; and
- Council will establish different rating categories based on land use and the potential use of the land to recognise the different demands placed on Council resources.

## 6.3 Principles Used and Purposes for the Granting of Concessions for Rates and Charges

Chapter 4, Part 10 of the Regulation provides Council with the power to grant a ratepayer a concession for rates and charges for land.

Council will grant concessions in accordance with the criteria set out in section 120 of the Regulation and will be guided by the principles of:

- encouraging pensioners to be independent and live in their own home where possible which Council believes has a "quality of life" benefit;
- acknowledging the role of community and sporting organisations by providing financial assistance to those non-profit organisations that would otherwise have difficulty in paying their general rates without such concession; and
- applying the same treatment for ratepayers with similar circumstances.

## 6.4 Principles Used for the Recovery of Overdue Rates and Charges

Council will exercise its rate recovery powers under Chapter 4, Part 12 of the Regulation in order to reduce the overall rate burden on ratepayers.

Council will be guided by the principles of:

- Ratepayers are expected to pay all rates and charges by the due date and Council will consider legal action if rates and charges remain outstanding;



- Council will make clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
- Council will ensure it manages overdue rates and charges diligently, having in place a recovery system that is simple and inexpensive to administer; and
- Council will apply the same treatment for ratepayers with similar circumstances.

#### **6.5 Principles Used for Cost-Recovery Methods**

Section 97 of the Act provides Council with the power to set cost-recovery fees.

Council considers that in almost all instances it is appropriate and in the community interest to apply full cost recovery to its water, sewerage, and waste management charges.

The recovery methods used may include obtaining a return on capital for assets used in the delivery of these services as appropriate and where identified in the long term financial forecast. A return on capital will only be calculated and charged where permissible under the Act or Regulation.

Council will achieve efficiency and sustainable financial management by imposing charges that accurately reflect the full cost of the provisions of services where appropriate.

From time to time, Council may decide to subsidise a fee or a charge when Council believes that it is in the community interest to do so.

#### **6.6 Principles Used for Funding Physical and Social Infrastructure Costs for a New Development**

Council will fund the physical and social costs of any new development by levying charges upon that development so that the burden on existing ratepayers is minimised, noting that this may be subject to legislative constraint in accordance with the provisions of the *Planning Act 2016*.

Council may decide to subsidise from other sources (e.g. general rate revenue) the charges payable for the development:

- when Council believes that it is in the community interest to do so having regard for the capability to pay within the community; and
- in recognition that there may be broader economic issues, at times, that may require the flexibility in the determination of infrastructure charges by Council.

#### **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. Annually in preparation of budget adoption.



TABLE OF AMENDMENTS			
Document History	Date	Council Resolution No.	Notes (including the prior Policy No, precise of change/s, etc)
Originally Approved	03 June 2008	08/241	
Amendment 1	16 June 2009	09/334	
Amendment 2	15 June 2010	10/194	
Amendment 3	21 June 2011	G/11/588	
Amendment 4	03 July 2012	G/12/1114	
Amendment 5	04 June 2013	G/13/1568	
Amendment 6	20 May 2014	G/14/2010	
Amendment 7	5 May 2015	G/15/2410	
Amendment 8	17 May 2016	G/16/2811	
Amendment 9	06 June 2017	G/17/3065	
Amendment 10	19 June 2018	G/18/3436	Changes to financial year and Planning legislation update
Amendment 11	18 June 2019	G/19/3815	Prior Policy P-2018-19
Amendment 12	19 May 2020	G/20/4194	Formerly P-2019-12.
Amendment 13			Formerly P-2020-04.

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

DRAFT

# Gladstone Regional Council

## Council Policy

<b>Title</b>	<b>INVESTMENT DECISION FRAMEWORK POLICY</b>
<b>Policy Number</b>	<b>P-2021-07</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:

The intent of this policy is to specify the overarching intentions and guide investment decision making principles to support Council's Investment Decision Framework (IDF). It is consistent with the organisational corporate plan and aims to enable the investment decision process, strategic actions and outcomes to be developed and implemented. The policy includes a commitment to legislative compliance as well as continual improvement in investment decision making across the organisation.

### 2.0 SCOPE:

Investment decision making at Gladstone Regional Council, is the combination of management, governance, financial, economic, technical and stakeholder & community engagement activities applied to all phases of the end to end lifecycle process. The purpose is to establish a common approach for considering and selecting investment opportunities, and their subsequent management through to completion.

To support its investment decision making, Council adopts a structured decision gate process across the end to end lifecycle in line with the Queensland State Government's Project Assurance Framework (with the initial focus being given to front end phases). Therefore, the end to end lifecycle phases covered by this policy are categorised as follows:

- Establish – *establishing and centralising investment ideas and concepts*
- Identify – *considering the need and strategic alignment*
- Assess – *considering potential investments*
- Select – *choosing the preferred investment option*
- Define – *planning the investment value*
- Execute – *delivering the investment value*
- Close – *benefits realisation, lessons learnt and hand over of the investment for operation and maintenance (& decommissioning) – providing the service*

*Note: Appendix A depicts Council's complete end to end investment lifecycle.*



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**3.0 RELATED LEGISLATION:**

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

**4.0 RELATED DOCUMENTS:**

Gladstone Regional Council Corporate Plan 2018-2023  
Gladstone Regional Council Operational Plan  
Investment Decision Framework Corporate Standard  
Investment Decision Framework Business Manual (under development)

**5.0 DEFINITIONS:**

**Decision Gate** means the decision-making points as depicted in the investment decision framework shown in Attachment 1

**Investment** means the allocation of resources to change the existing level of service or improve delivery of a service internally or externally and can be generally categorised as a Capital Investment or an Operational Investment defined as follows:

- Capital Investments include acquiring, constructing, upgrading, replacing, renewing or disposing of assets of the business
- Operational Investment includes upgrading, improving delivery, varying or introducing a new service.

**Investment Opportunity Committee** means the committee established to peer review selected investments at IDF Decision Gates 1, 2 and 6

**Level of Service** means the standard of reliability, quantity, quality, responsiveness, safety, capacity, environmental impacts, cost/affordability and legislative compliance.

**6.0 POLICY STATEMENT:**

Council recognises the benefit in adopting a disciplined approach for consideration of concepts or ideas, complexity and risks to ensure investments have been subjected to a reasonable level of value for money and assurance type analysis. Important decisions are required to be made to determine which of the various concepts and ideas should be progressed for further consideration (or not) to enable sustainable services to be delivered.

In recognition of the need to establish a system by which investment decision making is disciplined, robust and in the best interests of the community, Council aspires to the following:

**“To develop and implement an investment decision framework that enables identification, selection and management of investments in a fit for purpose manner so that resources are subsequently applied prudently and efficiently.”**



## 6.1 Guiding Principles

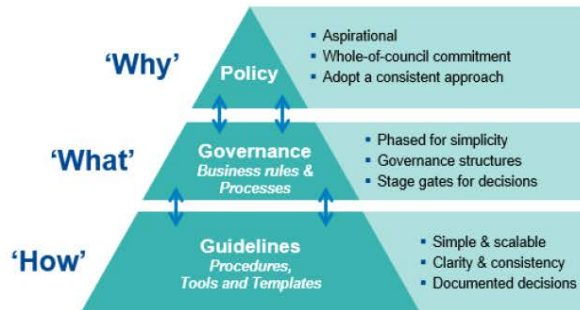
Council's investment decision making mission is guided by the following principles:

1) Governance and Accountability	<ul style="list-style-type: none"> <li>▪ Building discipline into the investment selection process and commitment to undertaking the right investments across the business</li> <li>▪ Prioritising investments across a common and agreed set of criteria</li> <li>▪ Linking investment selection to strategic intent</li> <li>▪ Accountability for investment decision making activities is unambiguous, accepted and met</li> <li>▪ Industry standards and guidelines are used where appropriate</li> <li>▪ A consistent investment decision making language is used</li> </ul>
2) Information Management	<ul style="list-style-type: none"> <li>▪ Council recognises, identifies, records and maintains investment information to a level of detail, accuracy and integration necessary for each investment to be managed in accordance with the integrated framework</li> <li>▪ Statutory requirements relating to Council's investment decision making are met (as a minimum)</li> </ul>
3) End to end lifecycle management	<ul style="list-style-type: none"> <li>▪ Selected investments are managed from a whole of life perspective</li> <li>▪ Risks and opportunities are identified and managed in accordance with Council's Risk Framework across the lifecycle</li> <li>▪ Prior to approval of any investment that constitutes a renewal, upgrade or delivery improvement to an existing service, a critical review, based on demonstrated service needs is undertaken and the whole of life cost of that investment is determined</li> </ul>
4) Service level management	<ul style="list-style-type: none"> <li>▪ A planned approach is taken to growth and demographic change through demand management and investments using an agreed growth and demographic model</li> <li>▪ Current and desired levels of service are defined that consider technical and stakeholder/community requirements and the cost of services</li> </ul>
5) Stakeholder and community engagement	<ul style="list-style-type: none"> <li>▪ Stakeholders and the community are engaged when impacted by proposed investment decisions</li> <li>▪ Impacted stakeholder and community (where required) views are considered in investment decision making</li> </ul>

## 6.2 Investment Decision Framework

This investment decision framework policy is the highest level in the integrated decision framework as illustrated in the following diagram.

## Investment Decision Framework The Integrated Approach



### 6.3 Responsibilities

Council's investment decision making responsibilities and relationships have been established as follows:

#### 6.3.1 Councillors:

- To act as champions for all investments
- To consider investments and monitor outcomes
- To set the Corporate investment decision framework and policy
- To set levels of service, risk and cost standards
- To ensure investment decisions consider whole of life costs

#### 6.3.2 Chief Executive Officer / Executive Leadership Team (ELT)

- To agree on the Corporate investment decision framework and policy with Council
- To implement the investment decision framework governance (i.e. end to end process) with agreed resources and review performance
- To set the Terms of Reference for the Investment Opportunity Committee
- To provide support and ensure the Investment Opportunity Committee is working efficiently and effectively
- To ensure that accurate and reliable information is presented to Council to enable informed investment decision making
- To integrate the investment decision framework, policy, corporate standard, governance and guidelines into Council's overall corporate governance framework
- To review and consider recommendations from reviews conducted by the Investment Opportunity Committee

#### 6.3.3 Investment Opportunity Committee (IOC)

- To understand the roles and responsibilities as defined in the IOC 'Terms of Reference'
- To consider and assess investments at Investment Decision Framework decision gates 1,2 and 6 as required
- To make investment recommendations and ensure IOC decisions are documented and reported on where necessary.

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**7.0 ATTACHMENTS:**

1. Gladstone Regional Council's Investment Decision Framework

**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	19 November 2019	G/19/3985	
Amendment 1			
Amendment 2			
Amendment 3			

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

## Investment Decision Framework

