Social Infrastructure Strategic Plan for the Gladstone region
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for the Gladstone region

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Executive Summary

A number of communities in Queensland like Gladstone face challenges and opportunities in managing growth generated by the rapid development of resources, mainly coal and coal seam gas/liquefied natural gas.

While the Queensland Government is responding to this growth through its budget and planning processes, there is a role for resource industries in helping these growing communities meet their needs, particularly for social infrastructure. The advantages for the resource industries include stable workforces and healthy, attractive communities.

The reasons for undertaking the development of a social infrastructure strategic plan (SISP) for the Gladstone region included:

- the region being on the verge of yet another significant development phase;
- over $30 billion of major industry projects were on the books;
- the regional population was projected to double by the year 2031;
- a plan was required to mitigate the impacts of lumpy population and industry employment increases on existing social infrastructure and services;
- an investment in social infrastructure was considered to be essential for the wellbeing and economic prosperity of communities.

According to the Social Planning Guidelines prepared by the Department of Local Government and Planning (DLGP)\(^1\), the term social infrastructure refers to the community facilities, services, and networks which help individuals, families, groups, and communities meet their social needs, maximise their potential for development, and enhance community wellbeing. This includes:

- universal facilities and services such as education, training, health, open space, recreation and sport, safety and emergency services, religious, arts and cultural facilities and community meeting places;
- life cycle target facilities and services such as those for children, young people, and older people;
- targeted facilities and services for groups with special needs, such as families, people with a disability, and indigenous / culturally diverse people.

For the purposes of the SISP for the Gladstone region, the definition and scope of social infrastructure was specifically defined and said to include all built facilities, social services and networks. It was further defined and particular items included or excluded after discussion with the project Steering Committee.

The planning and delivery of social infrastructure is shared between local, state and federal governments and community organisations with increasing participation from other interests, including private sector service providers, developers and industry.

The primary purpose of the SISP was to give clarity and direction to major project proponents planning to establish large scale developments in the region. The SISP specifically provides direction to future regional investment in social infrastructure to ensure that scarce funds are allocated to areas of identified need.

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\(^{1}\) Draft Implementation Guideline No 5 to the SEQ Regional Plan: Social Planning Guidelines, 2008. Currently being revised and updated by DLGP to apply to all communities, including resource communities.
The Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework and the proposal to establish the Gladstone Foundation were developed to guide and manage future industry contributions to support new social infrastructure facilities and services within the Gladstone region.

The development of the Framework was underpinned by:

- a review of all relevant work previously conducted within the region
- an audit of the existing stock of regional social infrastructure
- benchmarking the levels of infrastructure provision against comparative regions of similar size
- a comprehensive assessment of needs through extensive community engagement and
- identification of priorities and recommended actions.

The individual social infrastructure items listed in the Framework will require further validation and assessment by the Gladstone Region Community Development Committee and endorsement by the Gladstone Foundation’s Board of Advice and the Public Trustee.

During this process, detailed costing information will be prepared on each item, as prioritised by the Board of Advice, in order to support a full submission for funding to the Gladstone Foundation.

It is intended for the social infrastructure priorities to be reviewed to ensure industry contributions go to the areas of need within the community. This process of review will help the Gladstone Region Community Development Committee identify further opportunities for industry investment and partnerships in the building of future community facilities and services.
Photographs provided by the GEIDB
Circumstances

Background

Gladstone is a significant industrial location, both at a national and global level, for large scale heavy industry projects linked to the resource and energy sectors. These resource and energy industries continue to provide jobs and boost economic growth in Gladstone but there is a need to manage and mitigate the impacts of development on the community.

Major project developments under investigation in the Gladstone region are valued in excess of A$30 billion. The value of individual projects range from A$500 million to A$8 billion.

The management of economic growth and the social cumulative impacts of major project developments are continuing issues that need to be addressed within the Gladstone region, especially with respect to the planning and timely provision of social infrastructure.

The lumpy and sizeable nature of such investments has the potential to create significant gaps in the provision of strategic infrastructure at a regional level.

If one or more of the major projects proceed to full construction and operation, there will be a consequent need to develop additional physical and social infrastructure capacity and additional networks/linkages to support growth in the existing social and economic base of Gladstone.

A SISP for the Gladstone region was proposed to help guide future expenditure in line with identified priorities for social infrastructure at a regional level.

The SISP was intended to better inform any contributions to the regional social infrastructure capital base by current and future private sector proponents considering the Gladstone region as a location to site a major project development.

Regional Situation

The Gladstone region is unique to Queensland and Australia as an industrial location of global significance for developing large scale production and export facilities and value-adding to world-class mineral and energy resources.

The Gladstone Regional Council area has experienced an above average annual growth rate in resident population and economic activity over many years compared to most other regional areas of Queensland.

The large scale liquefied natural gas projects currently planned in Gladstone represents a major economic development opportunity for Australia with benefits flowing through to all sectors of the economy. If all current major projects proceeded to full commercial development within the timeframes proposed, the population for the Gladstone region could double in size by 2031 to potentially 100 000 plus residents.

At a social planning catchment level, the following key characteristics can be identified:

- Gladstone city:
  - an ageing central business district/inner city ring which has relatively high levels of disadvantage, higher ethnic diversity, very high proportions of households renting and low vehicle availability
  - an outer ring of family oriented suburbs ranging from young children to older families and comprised of a high proportion of working age adults, people buying or renting homes, low levels of disadvantage and vehicle availability is high
- Agnes Water has an older population with a relatively low proportion and numbers of children, relatively high levels of disadvantage and access to one vehicle.
- Boyne Island/Tannum Sands reflects the Gladstone Regional Council average in many aspects. It has a high proportion of older couple families with children, high vehicle availability, a higher proportion and number of young people and the highest level of advantage of all catchments.
- Calliope has a mixed population not dissimilar to the Gladstone Regional Council average. It has a high working age population, a level of advantage similar to outer suburbs of Gladstone, and very high car availability.
- Rural South East/Miriam Vale has an older population and is the least advantaged of all catchments, with high unemployment and low labour force participation.
- Rural West shares similarities to Rural South East, with an older population, a low level of advantage and high car availability.

Industrial development has delivered many benefits to the Gladstone community. Examples from the study include the level of tertiary education provided, the police staffing levels, ambulance and fire emergency services, library facilities and sporting grounds. Many of these services are provided at levels well above a region of similar population.

**Project Overview**

Large scale industrial developments can have positive and negative impacts on a community. On the positive side, industry can stimulate economic activity, create local employment opportunities and deliver significant improvements in infrastructure and services. On the negative side, impacts can include adverse effects on the lifestyle and amenity of nearby residents, strains in the local ‘social fabric’, changes to the natural resources of an area and distortion of the operation of local housing and labour markets.

To ensure the Gladstone community continues to harness the benefits industry brings to the region, it was proposed to develop a SISP for the Gladstone region, as a collaborative initiative between the Queensland Government, Gladstone Regional Council and the Gladstone Economic and Industry Development Board. It was intended the SISP would inform and guide future planning activities and investment decisions for strategic social infrastructure in the region.

**Project Methodology**

**Consultants**

In January 2009 Buckley Vann Town Planning and sub-contractors, Briggs & Mortar Pty Ltd and Andrea Young Planning Consultants, began developing the SISP for the Gladstone region. This was a tripartite project funded by the former Department of Infrastructure and Planning, Gladstone Regional Council and the Gladstone Economic and Industry Development Board.

The consultants prepared the most comprehensive assessment of community and social infrastructure needs ever undertaken in the Gladstone region (arguably Queensland). They audited existing facilities, services and networks, benchmarked theoretical findings relative to other communities and identified gaps. This involved an extensive program of community engagement (including presentations, focus groups, interviews with community facility and service providers, printed updates, web postings and provision of feedback opportunities) to gain a better understanding of perceived needs and requirements.

The project evolved through the following six stages.
Stages

Stage 1: Inception and background review

The first stage of the study comprised a review of background information associated with social infrastructure provision in the Gladstone region. As such it reviewed findings from a wide range of previous studies, projects and reports. These findings were further evaluated through the work of the consultants in future stages of the SISP Project. In particular, the currency of previous findings and recommendations was reviewed, and the continuing appropriateness of recommendations assessed.

The consultants initially established that:
- the population of the Gladstone region will nearly double by 2031, from 54,000 (2006 census figures) to just under 100,000 people (according to population forecasts at the time);
- all areas will experience continued growth, although some areas such as Boyne Island/Tannum Sands and Calliope (subject to the finalisation of a new planning scheme) would experience greater growth;
- key regional facilities and higher order services such as health services are mainly located in Rockhampton with some in Bundaberg;
- the existing provision of facilities and services in the Gladstone region are focussed in the Gladstone CBD;
- in comparison, a relatively poor provision of facilities and services are provided in outer suburbs of the Gladstone urban area;
- there is a reasonable provision of facilities and services in outlying communities (such as Miriam Vale) relative to size, indeed many function in service roles beyond their level of population;
- there is limited social infrastructure in small rural or coastal villages.

In relation to the impacts of resources growth on social infrastructure, it was established that:
- parts of the region already experience shortfalls and backlogs in social infrastructure arising from previous major projects;
- the cumulative effects of the various industrial projects are exerting pressures on available social services;
- the increase in the number of people moving into the area has impacted on the ability of local people to access existing facilities and services;
- these effects are more prominent in smaller communities which do not have the capacity to cope with the additional demand;
- services are not always available in outlying areas where difficulties exist in operating financially viable facilities and where public transport links to Gladstone are limited;
- the region’s development has increased demands for services in a number of different areas.

It was also recognised the Gladstone community has many strengths and important legacies which have arisen as a result of the unique role it plays as the ‘engine room of industry’ in Queensland.

Further, it was considered that:
- there will continue to be increased demand for social infrastructure and pressure on existing community facilities and services as the region continues to grow and develop;
- there will be demand for social infrastructure to cope with downturns as well as boom times (e.g. financial counselling, unemployment services, family breakdown).
**Stage 2: Regional community profile and audit of social infrastructure**

To understand the current and projected demographic characteristics of the Gladstone region a community profile was prepared. Similarly to understand the current level, nature and capacity of social infrastructure available in the Gladstone region the consultants defined a series of social infrastructure catchments and undertook a social infrastructure audit.

The regional community profile identified the Gladstone Regional Council area as distinct from the rest of Queensland due to the significant scale of large industries and industrial development occurring within the Gladstone region that supports and contributes significantly to the whole Queensland economy.

Such a large concentration of industries within one area has implications for the region’s demographic profile in relation to types of labour, incomes, housing, vehicle ownership and the like. This new profile has been superimposed over an older existing community with different characteristics and needs to the newly arrived population of Gladstone. The Gladstone region is a relatively new community with one third of the population having lived in the Gladstone region for 10 years or less.

Continued accelerated growth for the next two decades to 2031 will mean the nature of the community and therefore social infrastructure needs will continue to be heavily shaped by industrial development.

In terms of key population and housing characteristics, Gladstone has:

- a strongly family oriented community, with a high proportion of all age groups 0-17, a high proportion of working adults and a high proportion of couple families with children;
- a lower proportion of people aged 50 years or more than the wider region or State as a result of the high proportion of those of working age;
- relatively low proportions of Indigenous people and people from non-English speaking backgrounds although many nationalities are represented;
- a transient population, with 49.7% of the population being based at another address five years previously;
- relatively high incomes, although 16.6% of the population earns less than $500 per week;
- a work oriented community, with a low unemployment rate and high labour force participation rate;
- a low proportion of households owning their own home, and a high proportion purchasing their home i.e. a significant ‘mortgage belt’;
- a high proportion of separate houses and a low proportion of flats/units, indicating limited housing choice;
- low vacancy rates, resulting in high rents for flats and decreasing housing affordability;
- a high degree of car ownership/dependence.

The consultants used social catchments defined by Council within the Gladstone region to allow the implications for social infrastructure provision at a region-wide, local government area, and specific catchment-based levels to be determined. These social catchments identified a hierarchy of centres that catered for various types of social infrastructure (See Figure 1).

The population projections for the Gladstone Regional Council area, obtained by catchment area forecast that:

- all catchments are projected to experience continued growth to 2031;
- in particular the catchment of Boyne Island/Tannum Sands is expected to experience significant growth up to 2031, and will increase from a population base of currently 10,940 people, to 26,300 at 2031;
- Calliope will also experience very significant and rapid growth, increasing from a base of 3,760 in 2006 to 16,800 people in 2031;
- although its overall population will remain relatively low compared to the higher growth catchments, the catchment of Agnes Water - Seventeen Seventy is expected to experience high growth from a current 1,790 people to 6,800 people;
- within Gladstone city, Gladstone CBD will experience consolidation leading to a doubling of the population to 3,110 people, Clinton will increase substantially from 6,270 to 8,000 people; and New Auckland – Kirkwood will increase substantially from 4,280 to 6,180 people.

Accordingly, it was determined these areas would require social infrastructure commensurate with their growth and a continued dependence on Gladstone CBD for items of infrastructure will no longer be sufficient.

Social Planning Catchment Areas (based on ID profiles small area geography)
Photographs provided by the GEIDB
**Stage 3: SISP model to assess impact of population growth on future needs**

The purpose of this stage was to quantitatively identify and measure the impacts of major projects, population projections, and planning initiatives on the need for additional social infrastructure within the region.

Benchmarking is a process used to qualitatively determine the level of provision of facilities which may be present in a community compared to generally accepted rates of provision. Benchmarks are expressed as a ratio of facility: population (e.g. 1 facility to 5,000 people (or 1:5,000)).

In line with best practice, for the purposes of this study, only built facilities were benchmarked. Social services and networks were assessed separately, as benchmarks for these items vary substantially and therefore are better informed through consultation methods.

It is important to note that the findings of the benchmark model alone were not considered an accurate reflection of needs in Gladstone. They represent a theoretical, qualitative approach to assessing need only. As such they were only one of the inputs to identifying need. In accordance with the recommendations of the Social Planning Guidelines prepared by DLGP\(^\text{ii}\), the outcomes identified from the benchmarking model were then validated and ‘ground truthed’ through the next stage of the project process.

**Stage 4: Assessment of gaps and requirements**

The purpose of this stage was to identify ‘gaps’ between the existing provision of social infrastructure and the future requirements as identified in Stage 3. In addition, this stage confirmed priorities for the future provision of social infrastructure.

The assessment process synthesised all outputs of the study to date, including:

- the review of findings of previous studies;
- the demographic profile;
- the social infrastructure audit;
- the outputs of the benchmarking model;
- the outcomes of a program of community and agency consultation.

A summary of all social infrastructure priorities was released for further stakeholder comment and community consultation. The full report was made available for validation from Gladstone Regional Council and State government departments.

Significant future social infrastructure was identified as likely to be required to meet the needs of a doubling of the population of Gladstone Region to 2031. These needs will be greatest in the three key growth areas of the Gladstone Region – outer Gladstone, Boyne Island/ Tannum Sands and Calliope.

\(^{ii}\) Draft Implementation Guideline No 5 to the SEQ Regional Plan: Social Planning Guidelines, 2008. Currently being revised and updated by DLGP to apply to all communities, including resource communities.
Positive and negative views about resources growth emerged from focus group sessions during the consultation part of this stage, including the following:

- many people have moved from a position of “disadvantage” to “advantage” – however the gap between these two has widened;
- investments have been made in facilities like the PCYC, sporting venues, parks and gardens;
- it is generally considered easier to find employment in Gladstone;
- education facilities like the CQ University and TAFE up-skill locals and bring in new students;
- some consider urban growth has been haphazard resulting in an inadequate road system and no public transport;
- many people considered access to medical services has decreased as the population has increased;
- few community buildings are purpose built and well suited to their function;
- there has been a loss of and lack of suitability of private accommodation for older people;
- it is difficult to recruit and retain professionals in the region.

Feedback from residents of the Gladstone region included a need for:

- aged care facilities, in particular accommodation such as retirement villages;
- a multi-purpose sport and recreation complex and more swimming pools;
- skate parks;
- facilities for young people including recreation, leisure, sporting, employment, and training services;
- health services especially specialist medical practitioners;
- a more diverse range of leisure and recreational facilities such as concerts, twilight cinema, a “Southbank” type development, and cultural events suitable for families;
- more diverse housing including affordable housing and crisis accommodation;
- improved public transport especially on weekends and better connectivity between different centres across the region;
- additional educational services across the region.

The consultants reported that:

- although the region is going through dramatic change, the majority of its residents were optimistic about its prospects;
- ripple effects are being felt now as a result of past developments and events;
- economic objectives and drivers appear to be priorities over ensuring community wellbeing and managing the environment responsibly;
- the consequences of rapid growth were trending towards declining affordability and other negative social outcomes and impacts on liveability; and
- there is a growing conversation and debate in the community on environmental issues.
Stage 5: Draft SISP and priority infrastructure schedule for industry

There were a number of guiding principles that underpinned the consultants work during Stage 5:

<table>
<thead>
<tr>
<th>KEY PRINCIPLES</th>
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<tbody>
<tr>
<td>The negative and sometimes unanticipated social consequences of rapid growth (and their resultant impact on social infrastructure) need to be mitigated and avoided in future development.</td>
</tr>
<tr>
<td>Social infrastructure needs to provide for all aspects of the diversity of the region, including culture, income and age.</td>
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<tr>
<td>In providing social infrastructure there needs to be an emphasis on enhancing Gladstone as ‘a good place to work, live and raise a family’.</td>
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A draft Action Plan was developed to implement findings of the study. This draft plan prepared recommendations regarding the delivery of identified social infrastructure and service priorities. It also provided information on guidelines for the use of funds, structures to determine the use of funds, preliminary costing of infrastructure items and recommendations for monitoring and updating the achievement of the recommendations.

Stage 6: Summary of the SISP and preparation of the Voluntary Industry Contributions Framework

Summary

The primary objective of the SISP was to identify any gaps in existing regional social infrastructure and develop priorities to guide future investment in social infrastructure, especially by industry. Its goals included the following:

- to stimulate and direct investment in social infrastructure commensurate with growth;
- to use social infrastructure to enhance Gladstone as ‘a good place to work, live and raise a family’;
- to provide social infrastructure which supports the development of children, young people and the family, as the core unit of the community;
- to develop social infrastructure which provides for all aspects of the diversity of the region, including culture, income and age;
- to enable older residents in the community to age in their community with access to appropriate housing and support services;
to reinforce the local feel and unique identities of particular towns and places through social infrastructure, while providing a coherent regional network of facilities and services;

- to plan and provide social infrastructure through partnerships and collaborative arrangements between government, industry, educational and community organisations;

- to empower local residents to help design and deliver self-sufficient local services as the region grows.

The project was guided through regular meetings with a Steering Committee, comprising representatives of the former Department of Infrastructure and Planning, Gladstone Regional Council and the Gladstone Economic and Industry Development Board. Governmental involvement was facilitated through a series of meetings with the Gladstone Infrastructure Working Group comprising State agency and non-government group representatives. A Social Infrastructure Strategic Working Group was also established for the project comprising key local community sector representatives. The work by the consultants on this project was completed in May 2010.

**Framework**

The 18 month study assisted the department to prepare the *Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework (Framework)* reportiii. This report was intended to give clarity and direction to major project proponents planning to establish large scale developments in the region about how significant social impacts on the community could be mitigated.

The Framework was announced and released by the former Minister for Infrastructure and Planning on 5 October 2010 and is available on the department’s website.

The Framework states that modern industry, particularly in regional centres like Gladstone, was keen to be the good corporate citizen but often got the impression government and communities lacked coordination about what their priorities were. The Framework is intended to guide future investment for new companies proposing to develop large scale projects within the Gladstone region. It might also be of assistance to existing industries as they consider future plans for their continued support to the community.

There are approximately 100 social infrastructure items identified in the Framework (covering diverse issues across areas such as health and wellbeing, education, training and employment, transport, and facilities and services for Indigenous, children and families, aged care and the disabled) which can be linked to the cumulative effects of industry proponents on a community.

The implementation of the Framework is intended to be a partnership between industry, the State Government, Gladstone Regional Council, and community groups to ensure the best results from any industry contributions.

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Building on Strengths

As a major centre for large scale industrial development in Australia and home to Queensland’s largest multi-commodity port, the Gladstone region has built upon the strengths of a strong regional industrial base.

The attraction of major global companies to the region has resulted in many benefits to the community. It was recognised during the consultation program that a wide range of contributions have been made by industry to the town and region and the fact that industrial development in the region has moved people from disadvantage to advantage.

Examples include:

- parklands surrounding Gladstone resulting in the provision of extensive green space for the community
- cultural facilities including a new central library, art gallery and museum, and entertainment centre
- Central Queensland University campus
- Marina Parklands built by Gladstone Ports Corporation Limited and used by the community for recreational activities
- Millennium Esplanade parklands at Boyne Island/Tannum Sands developed by Gladstone Regional Council
- major events throughout the year sponsored by industry
- Awoonga Dam recreational facilities for community use
- Tondoon Botanical Gardens.

As new industry is attracted to the Gladstone region, the opportunity exists to build on the current strengths and further enhance the social infrastructure facilities and services. This will benefit all members of the community, especially community members who may be disadvantaged as an unintentional impact of growth.

In the case of major companies, the availability of regional social infrastructure facilities and services of a high standard will make it easier to both attract and retain skilled employees and their families. For this reason, investment by industry in regional social infrastructure is essential to the sustainability of industrial development in the region.

Gladstone Foundation

A structured approach is key to addressing the social infrastructure needs of the community in an orderly and sequential way across the region, thereby achieving the best return from any future investment by industry in social infrastructure.

Pooling voluntary contributions from industry proponents requires an appropriate mechanism to ensure social infrastructure funding raised in the region is invested and distributed in the region in the most efficient and effective manner.

The completion of the SISP for the Gladstone region led the Queensland government, in mid 2010, to begin the development of an appropriate implementation mechanism; the Gladstone Foundation (see Figure 2). It was envisaged this would be developed as a trust fund to invest and distribute the voluntary contributions made by industry proponents against the social infrastructure facilities and services in the Gladstone community.
The Gladstone Foundation was established by Trust Deed on 11 February 2011. The trustee of the Gladstone Foundation is the Queensland Public Trustee with ultimate responsibility for the investment and distribution of the fund.

A Board of Advice including an independent Chair has also been established to make recommendations to the Queensland Public Trustee for the investment and distribution of funds. The Board of Advice will receive information (including priorities and costings) from the Gladstone Region Committee Development Committee. It is anticipated the voluntary contributions from industry proponents will provide positive benefits to the Gladstone region which may assist with the expected impact of growth in this region. A Foundation of this kind involved in raising, investing and distributing significant funding for social infrastructure priorities is historic not only in Queensland but in Australia.

Implementation Strategy

The implementation of the Draft Gladstone Region Social Infrastructure – Voluntary Industry Contributions Framework will be a partnership between industry, the State government, Gladstone Regional Council, and community groups to ensure the best results from any industry contributions to the proposed Gladstone Foundation.

The establishment of the Gladstone Foundation, including the appointment of the Chair and the Board of Advice, was undertaken by the Office of the Coordinator-General in the Department of Employment, Economic Development and Innovation.

Getting the best results requires on-going review and assessment of the regional social infrastructure needs and the opportunities identified by the study. The review process will be driven by the Gladstone Region Community Development Committee.

A key element of implementation will be the need for the Gladstone Region Community Development Committee to independently fully cost out each item before it is finally reviewed by the Board of Advice. It is proposed the Gladstone Region Community Development Committee would provide advice and supporting information to the Board of Advice to assist decision making by the Board on proposed areas of assistance.

Throughout the review process, the Gladstone Region Community Development Committee will also identify further areas of opportunity between industry and government to achieve results for the community.

Conclusion

The SISP has been an extremely valuable tool in identifying the potential cumulative social impacts of resources development which are not necessarily able to be attributed to any one development or industry. While many positive benefits have and will arise from the proposed development in the Gladstone region, a stable and healthy community is considered critical to the long term social sustainability of the town and region. From the perspective of the resource industry, the lifestyle that attaches to the place, including the quality and range of social infrastructure, is a key factor in attracting and retaining workers in the area.

A key anticipated outcome of the SISP was that it would better inform any contributions to the regional social infrastructure capital base by current and future private sector industrial proponents considering the Gladstone region as a location to site a major project development, and additionally, would allow the Council and State Government, and other providers, to better prioritise scarce social infrastructure funds in line with identified priorities.
Figure 2

Proposed Gladstone Foundation

THE GLADSTONE FOUNDATION (perpetual fund)

Trustee QUEENSLAND PUBLIC TRUSTEE

POOLED FUNDS ASSIGNED

INDUSTRY DONATIONS

Secretariat Support*

Trust Deed
Board Charter
Vision and Purpose Statement
Governance Manual
Investment Policy
Grant Policy
Board Committee - Terms of Reference

Capital Investment Manager

Independent Chair

Gladstone Board of Advice***
(<10 members - 3 year term)
(business, local and state government, GEIDB, community, philanthropic, donor representatives)

Investment and Finance Committee
Grants Committee

Applications from the Community

Gladstone Region Community Development Committee

SISP Implementation Manager**

For more information regarding the Gladstone Foundation please access the link: