



The Gladstone Foundation Plan

CONTENTS	PAGE
Executive Summary	3
What is Social Infrastructure?	4
About the Gladstone Foundation	5
Purpose	5
Code of Conduct	6
Desired outcomes of the Gladstone Foundation	6
The Gladstone Foundation Board of Advice	7
Strategic Focus – Social Impact	7
What can the region reasonably expect from TGF?	7
Both Large and Small Projects Matter	8
People who may be interested/affected by the work of the Foundation	8
Funding	8
Projects	9
Recognition and Branding Considerations	10
Public Fundraising	10
Engagement Mechanisms	10
Appendix 1 – Frequently Asked Questions & Responses	12

Executive Summary

The Gladstone Foundation was established as a perpetual trust in February 2011. The Public Trustee of Queensland is the trustee of the Gladstone Foundation.

The purpose of the Gladstone Foundation, as set out in the Trust Deed, is to provide a structured approach to allocate funding that addresses the social infrastructure needs of the people of the Gladstone Region.

The Gladstone Foundation will work with people and organisations in Gladstone to provide the most appropriate funding solutions for the social infrastructure needs of the people of the Gladstone region.

The Gladstone Foundation may raise funds through various means, but principally through donations.

Over time, the Gladstone Foundation will have been closely involved in funding the delivery of an extensive range of projects that result in the people of the Gladstone region experiencing the highest standards of social equity, social innovation and social stability.

A balanced approach to raising funds, investing funds and allocating funds will be required to deliver the best value for the Gladstone region.

The Foundation also takes the view there will be very large costly projects (i.e. in the order of millions of dollars each) to fund, and there will also be smaller less costly projects (i.e. in the order of tens and hundreds of thousands dollars each) to fund, that will also have a substantial positive social impact.

All projects funded by the Gladstone Foundation will possess a common thread of improved social infrastructure and/or tackling social disadvantage as realistically as circumstances dictate.

The Gladstone Foundation Board of Advice recognises the important role played by the Gladstone Region Community Development Committee (GRCDC) as a working group for validation and prioritisation of projects to be considered for funding support. The GRCDC may be a point of reference for the Board of Advice in considering projects to determine if a recommendation for funding will be submitted to the Trustee.

The Gladstone Foundation also embraces the likelihood that various individuals or organisations may present some exceptional ideas for projects that will deliver a positive social impact for the people of the Gladstone region. A mechanism for receiving proposals of this kind will be developed and promoted in the near future.

Like any large funding body accountable for deploying funding appropriately, the Gladstone Foundation will need to consider potential projects by applying various criteria and assessing both the suitability of a project and the impact that it can deliver for the level of funding that might be allocated.

The Gladstone Foundation will be cognisant of meeting many different levels of expectations and will produce regular professional communications in regard to its work.

The anticipated high level of funding involved and the number of 'community relationships' that may grow will require a method of recognition of that relationship to the Foundation to be developed.

While *social impact* and *social infrastructure* are commonly used terms, there can be a wide variety of understanding of what these terms mean – and therefore community expectations for work to fund projects that will make a positive impact on the social problems, can also vary widely.

There may be longer term opportunities where generating and receiving public financial support (from the community and from local workforces) for Gladstone Foundation initiatives is an appropriate course of action to take.

The Gladstone Foundation may consider and utilise several avenues for funding support - direct funding, and grant making to organisations.

The Board of Advice determined the Gladstone Foundation Plan will be reviewed every three years or on an as needed basis.

What is Social Infrastructure?

Social infrastructure includes:

Community facilities like schools, hospitals, police/fire/ambulance stations, child-care centres, youth facilities, cultural facilities like libraries and theatres, recreation and sporting facilities, facilities for older people, public transport, walking trails and bikeways, and social housing.

Community services like health services, children's and family services, aged care services, disability services, multicultural services, youth development, welfare and support services, housing services, employment and training services and networks like interagency groups.

Social infrastructure can also involve initiatives that build greater community capacity to meet social needs and utilise facilities to help people who are at a significant disadvantage.

About the Gladstone Foundation

The Gladstone Foundation was settled by trust deed as a perpetual fund in February 2011 by the then Minister for Infrastructure and Planning.

The Trustee of the Gladstone Foundation is the Public Trustee of Queensland who has ultimate responsibility for the Foundation. The Public Trustee of Queensland engages a capital investment manager to provide advice and oversee the investment of the capital.

A Gladstone Board of Advice comprising local business, community and philanthropic representatives, and a representative from Gladstone Regional Council and the Department of Employment, Economic Development and Innovation, has been established to make recommendations to the Trustee for the investment and distribution of funds.

The Chair of the Gladstone Board of Advice is independent from government and the Foundation's key stakeholder groups.

The Gladstone Foundation supports a small secretariat. Following initial support from the former Department of Infrastructure and Planning and now the Department of Employment, Economic Development and Innovation, the Gladstone Foundation will support its working needs from operating revenues.

Purpose

Specific Purposes

The Specific Purposes of the Trust, as set out in the Trust Deed, are for the benefit of the Gladstone region and are in no specific order:

- (a) the relief of poverty
- (b) the relief of the needs of the aged
- (c) the relief of sickness or distress
- (d) the advancement of religion
- (e) the advancement of education
- (f) the provision of child care services on a non profit basis and
- (g) other purposes which are for the benefit of the Gladstone region.

Mission

The Gladstone Foundation exists to work with others to provide the most appropriate funding solutions for the social infrastructure needs of the people of the Gladstone region.

Vision

The Gladstone Foundation will be closely involved in funding an extensive range of projects that result in the people of the Gladstone region experiencing a higher standard of social equity, social innovation and social stability.

The Board of Advice will work towards the preparation of a more detailed Mission Statement and Vision document in 2012 to outline further how they intend to achieve the Purpose.

ABN: 52 264 172 378
Entity name: The Trustee for GLADSTONE FOUNDATION
Entity type: Discretionary Investment Trust
Trading name(s): GLADSTONE FOUNDATION
Deductible Gift Recipient: Not entitled to receive tax deductible gifts¹

(ABN extract – May 1, 2011)

Code of Conduct

The Gladstone Foundation maintains a Code of Conduct that applies to all members of the Gladstone Foundation's Board of Advice, which outlines standards of conduct and expectations of board members.

Board members sign this Code of Conduct on appointment to the board.

Desired outcomes of the Gladstone Foundation

The desired outcomes can be characterised as follows:

- **In dollar terms** – donations to be raised, generated and applied in the Gladstone region whilst adhering to the Trust Deed's objective for the Gladstone Foundation to be a perpetual fund;
- **In business participation terms** – all businesses and significant industry groups in Gladstone have financially supported the Foundation;
- **In terms of relations with the community** – the work of the Foundation has been lauded by the local community generally and the local media, local government and other stakeholders have expressed strong approval of the Foundation's work;
- **In terms of improved social infrastructure** – many projects can be identified as having contributed substantially to a reduction in social disadvantage in the Gladstone region;
- **In terms of stability and length of partnerships** – all businesses, organisations and individuals involved in financially supporting the Foundation continue to be committed to supporting the Foundation.

The Board of Advice determined the Gladstone Foundation Plan will be reviewed every three years or on an 'as needed' basis.

¹ Deductible Gift Recipient (DGR) status will be sought

The Gladstone Foundation Board of Advice

Chair

- Mr Cosmo James (Jim) Petrich

Other Board Members

- Cr Gail Sellers
- Ms Kim Mahoney
- Ms Judith Reynolds
- Ms Gail Davidson
- Mr Leo Neill-Ballantine
- Other members to be formally approved*

"Secretariat" for the Board of Advice

- To be advised

* Two seats on the Board of Advice exist for industry representatives. The Board of Advice will consult with the LNG and other industry proponents on how best to fill these positions.

Strategic Focus – Social Impact

Over time, the social infrastructure needs of the Gladstone region will vary in their urgency and scope.

The Board of Advice are cognisant that vital projects in the future will be different from those that were identified in 2011.

What can the region reasonably expect from the Gladstone Foundation?

The Gladstone Foundation was established as a perpetual Foundation to manage and allocate funding for the social infrastructure needs of the people of the Gladstone region. The Foundation will collaborate with the GRCDC and other stakeholders who have an interest in the social infrastructure issues of the Gladstone region.

The Foundation has the ability to receive funds and allocate funds to projects that will positively impact on investment for better social infrastructure in the region.

A balanced approach to raising funds, investing funds and allocating funds will be required to deliver the best value for the Gladstone region.

Strategically, projects that are vital to the social infrastructure of the Gladstone region can be classified into three broad types:

1. Projects of an urgent nature are addressed within a priority framework established by the Board.
2. Projects that will require considerable investment and will therefore take more time to plan and achieve maximum social impact from the funding involved.
3. Projects that, for various reasons, do not necessarily fit the mission of the Gladstone Foundation and should be funded by others (i.e. Federal, State, Local Government) or in other ways.

Both Large and Small Projects Matter

The Foundation also takes the view that over time there will be very large costly projects (i.e. in the order of millions of dollars each) to fund, and there will also be smaller less costly projects (i.e. in the order of tens and hundreds of thousands of dollars each) to fund, that will also have a substantial positive social impact.

There will be projects where the Gladstone Foundation may be the exclusive funder.

There may also be projects where the Foundation may consider co-funding as a workable option to achieve its purpose.

While delivering on the major (and more costly) social infrastructure challenges in consultation with stakeholders will remain a major focus of the Foundation, it will be important to consider other opportunities to fund less costly projects where the work of various organisations clearly shows that social disadvantage can be improved in a short timeframe.

The people of the Gladstone region can expect to observe the Gladstone Foundation funding projects large and small, complex and relatively simple, urgent and longer term.

All projects funded by the Gladstone Foundation will possess a common thread of improved social infrastructure and/or tackling social disadvantage as realistically as circumstances dictate.

People who may be interested/affected by the work of the Foundation

- The people of the Gladstone region
- Non-profit providers in the Gladstone region who are involved in social services
- The Public Trustee of Queensland
- Gladstone Region Community Development Committee
- Gladstone Regional Council

Funding

The Gladstone Foundation can receive funding as either donations or contributions (not income tax deductible).

The Foundation does not currently have “Deductible Gift Recipient” status approved by the Australian Tax Office but may work toward acquiring this in the future.

Projects

Innovation and Initiative

The Gladstone Foundation embraces the likelihood that various individuals or organisations may present some exceptional ideas for projects that will deliver a positive social impact for the people of the Gladstone region. A mechanism for receiving proposals of this kind will need to be developed and promoted in the near future.

Project Assessment

Like any large funding body accountable for deploying funding appropriately, the Gladstone Foundation will need to consider potential projects by applying various criteria and assessing both the suitability of a project and the impact that it can achieve/deliver for the level of funding that might be allocated.

The criteria used by the Gladstone Foundation may include but not be limited to the following:

Purpose of the Trust

That projects being considered for funding fit one or more of the purposes of the Trust

Cost (build + maintenance)

The cost to initiate a project is one important factor and the cost to maintain/run the project will be another important factor when the Gladstone Foundation decides if the impact of a project is worthy of the total investment required.

Urgency

Will the project make an immediate positive impact on social disadvantage in the Gladstone region? If not, then will the project still be able to deliver a measurable positive impact over a reasonable timeframe?

Readiness

Is the project ready to be operational in an acceptable timeframe?

Viability

Are the individuals or organisations involved able to deliver the project? Has their previous track record been positive enough for the Gladstone Foundation to be confident of success?

Alignment with genuine social impact issues

Does the project involve genuine social infrastructure issues? Will the people the project purports to help, be reached?

Partnership possibilities

Can/should the project involve other funding partners? Will this be appropriate? Does a partnership arrangement add value to the project and increase the positive social impact that the project will deliver?

Organisational viability

Will the involved organisation(s) remain viable throughout the funding period?

Assessment will show that some projects will NOT be funded

Projects where a request for funding that constitutes an overlap or double-dipping or abrogation of government (any level) responsibility or abrogation by others (businesses or other organisations that clearly should be involved) may not be funded.

Recognition and Branding Considerations

At the discretion of the Trustee, following recommendations of the Board of Advice project funding may involve recognition of those organisations that have supported the Foundation to achieve its outcomes.

Recognised Gladstone Foundation supporters may be permitted to use the Gladstone Foundation Logo and wording; subject to the approval of the Trustee. Ways in which support of the Gladstone Foundation is recognised will be assessed on a case by case basis.

Public Fundraising

There may be longer term opportunities where generating and receiving public financial support (from the community and from workforces) for Gladstone Foundation initiatives is an appropriate course of action to take. In the future the Gladstone Foundation may consider establishing a DGR Fund to enable public donations and provide donors with a tax deductible receipt.

Engagement Mechanisms

How will the Gladstone Foundation engage with the Community?

Website

The website will be the main source of information. The website will provide all the usual communication forms that are typical of websites and receive feedback.

The Gladstone Foundation Newsletter

The Foundation will in time produce a newsletter that can be downloaded from the website. The newsletter would also be e-mailed to an opt-in subscriber list.

Speaking at local forums

This will be an important method of communication that will involve members of the Board of Advice from time to time. It will also provide important opportunities for the Board to answer questions from the public and receive feedback.

Annual Gladstone Regional Council Forum

The Foundation will attend and report at the annual forum and present a 'report card' of its activities for the preceding 12 month period. The Forum will also provide important opportunities for the Board to answer questions from the public and receive feedback.

Selected events in Gladstone region

There are a number of events in Gladstone and the surrounding region which members of the Board of Advice will aim to attend from time to time to speak and/or answer questions and/or receive feedback. A fairly steady flow of invitations to attend various events would be likely.

Newspaper (Gladstone Observer and Gladstone News)

Arrangements are already underway for some regular set column features in the print media which will be additional to any media activity that results from announcements.

Radio

In addition to any media activity that results from announcements, the Foundation may engage in other forms of promotion (by radio) at appropriate times.

Television

In addition to any media activity that results from announcements, the Foundation may engage in other forms of promotion (by television) at appropriate times.

Facebook & Twitter

Not seen to be needed at this time. This may change in the future.

Media Partnerships

The Gladstone Foundation will explore appropriate and supportive media partnerships.

Appendix 1**Frequently Asked Questions & Responses****1. What is the Gladstone Foundation?**

The Gladstone Foundation is a perpetual trust that exists to work with people and organisations in Gladstone to provide the most appropriate funding solutions for the social infrastructure needs of the people of the Gladstone region.

2. What is the Board of Advice?

The Board of Advice is a highly active group of individuals who are charged with the responsibility of ensuring the Foundation remains focussed on its mission and achieves its vision for improved social infrastructure for the people of the Gladstone region. The Board of Advice make recommendations to the Trustee on its operations.

3. How do people become members of the Board of Advice?

The Board of Advice is guided by the Gladstone Foundation Trust Deed. Appointments to the Board are made by the Trustee in accordance with the deed as vacancies become available.

4. What does the Gladstone Foundation do?

The Gladstone Foundation accepts voluntary contributions from supporters. Through consultation with organisations in the Gladstone region, the Foundation will consider funding appropriate social infrastructure projects. The Gladstone Foundation, being a perpetual fund will earn interest from the investment of funds that will provide funding for future projects.

5. Who/what is the Gladstone Foundation accountable to?

The Gladstone Foundation is accountable to its stakeholders and ultimately the people of the Gladstone region.

6. Where does the Gladstone Foundation funding come from?

It is expected that companies involved directly in the LNG industry will be among the largest initial supporters of the Foundation. Many other industries and businesses in the region will also be involved in contributing funds.

7. Who pays for the Gladstone Foundation's running expenses?

The Foundation will be self-funding.

8. How much will the Gladstone Foundation raise?

A final figure is difficult to nominate.

9. What kinds of projects will the Gladstone Foundation support?

In conjunction with the purpose of the Trust, projects that are linked directly to social infrastructure and which also meet selection criteria determined by the Foundation from time to time may be supported.

10. How does the Gladstone Foundation decide which projects to support?

The Board of Advice may seek advice from organisations from within the Gladstone Region. The Gladstone Foundation will through selection criteria consider and make recommendations to support innovative and worthwhile projects. The Trustee will make the final decision after taking into consideration the views and recommendations of the Board.

11. What kinds of projects will NOT be funded by the Gladstone Foundation?

The Gladstone Foundation will not fund projects that do not fit the purpose of the Trust.

12. Will the Gladstone Foundation join with organisations to achieve projects?

The Gladstone Foundation may be open to consider joining with other organisations should circumstances warrant such an approach.

13. Will a company that supports the Gladstone Foundation stop supporting other projects/charities?

The Gladstone Foundation (and indeed the people of Gladstone) expects that while companies may meet a number of their 'social/community' obligations through supporting the Foundation, there will be a significant range of other projects that Foundation supporters would remain heavily involved with which the Gladstone Foundation may not be able to support.

14. Will the Gladstone Foundation produce reports? Will it be transparent?

Yes. The Foundation is planning to produce comprehensive financial reports on a regular basis, produce media releases, attend forums and events (such as the Gladstone Regional Council's Community Plan Annual Forum, the Community Muster and others) to speak about the Foundation and consult with its stakeholders.

15. How will the Gladstone Foundation be recognised?

The Gladstone Foundation will develop a presence across a range of promotional assets – signage, publicity, television, on-line, radio and print media.

16. How will the companies that support the Gladstone Foundation be recognised?

The Gladstone Foundation's supporters may be provided with appropriate recognition across various promotional materials.

17. Can the public donate to the Gladstone Foundation?

At the time of the launch of the Foundation, the public can contribute. However, a tax deductible receipt cannot be issued for gifts accepted by the Foundation until such time as it receives approved Deductible Gift Recipient (DGR) status as set out by the Australian Tax Office.

18. Will the community get a say in what projects the Gladstone Foundation supports?

Extensive consultation was undertaken to develop the Social Infrastructure Strategic Plan (SISP) for the Gladstone region. The plan will assist the Board to validate and prioritise the community's needs. A limited review of the SISP for the Gladstone region was completed in early 2012 and amendments have been made where necessary. Gladstone regional organisations will be points of reference for the Board of Advice in considering projects to determine if a recommendation for funding will be submitted for approval and application by the Trustee.