



GLADSTONE  
REGIONAL COUNCIL

2019-20  
*Operational Plan  
and Budget*

*Partnerships*

# From the Mayor

I am proud to present Gladstone Regional Council's Budget for the 2019/20 financial year.

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This budget supports the strategic priorities set out in our Corporate Plan and delivers the actions identified in our 2019/20 Operational Plan.

The development of the budget was underpinned by Council's new operating model, which sees the community at the centre of everything we do.

Our focus this year is partnerships. Partnering with community groups, industry, other levels of government and our community to deliver the best outcomes for our community now and into the future.

An example of Council partnering with community groups and other levels of government to provide critical services to the region is the Philip Street Communities and Families Precinct. This Precinct will see the delivery of a human and social service hub to address current and future needs. Total project funding of \$16 million has been secured for Stage 1 of the project which will see the delivery of an entrance road, stormwater, four buildings and a landscaped parkland to be enjoyed by the whole community.

Community is at the centre of everything we do, and Council has allocated funds to continue the key strategic community projects of the design of the Boyne Tannum Aquatic Recreation Centre; and master plan for the Gladstone Coal Exporters Sports Complex (Marley Brown Oval).

Our focus also remains on partnering with businesses and industry leaders to attract and sustain investment in our region and this budget supports the position of an Economic Development Specialist in-house to advance economic development in the region, for the community.

We will continue to provide smart management of our \$2.3 billion worth of assets and achieve operational excellence, with a strong focus on engaging stakeholders, building staff capability and identifying opportunities to reduce cost to serve. Our asset management practices support smart infrastructure decisions and ensure reliable, affordable, safe and sustainable infrastructure is available for the community. This infrastructure will also support the lifestyle, economic goals and sustainability of the region for current and future generations.

We will continue our commitment to support our communities to be engaged, involved and proud and are investing in community development and arts and culture initiatives and parks and open spaces, with \$732,000 allocated for capital park projects.

We will continue to take a leadership role in protecting the environment and have partnered with the LGAQ to receive a grant which will fund coastal hazard adaptation assessments across the region to help us, and the community, better understand the impact of climate change on our coastal communities and allow us to start planning for future generations.

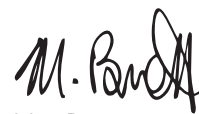
We will continue to support the health and safety of the community by investing in essential water and sewerage infrastructure and footpaths that encourage active transport. We will also continue our investment in

a safe road network that connects communities.

We will continue to be innovative in the provision of our waste services and, in conjunction with the introduction of the Queensland Government's new waste levy, we reviewed the cost of waste services to our region. The review established that an increase in waste fees and charges is required and in recognition of this impact, we will phase in the additional cost over three years for residential waste.

My Council is proud to declare that, for the seventh consecutive year, we have no new borrowings. Our focus on reducing existing debt with no new borrowings has seen our total debt decline. However, Council was left with the difficult decision to increase rates by, on average, 2.3 per cent this year due to ensure that we continue to provide adequately for the maintenance of our assets and key services to our community in an efficient and environmentally responsible manner.

I am confident that our 2019/20 Budget will renew, rebuild and maintain our cost effective delivery of services to the Gladstone community.



Matt Burnett  
Mayor Gladstone Regional Council

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2019-20  
*Operational Plan*

*Partnerships*



# Our Charter

Gladstone Regional Council's charter defines who we are, what we do and guides how we work.

## Vision

CONNECT. INNOVATE. DIVERSIFY.

## Mission

We are Gladstone Regional Council, working together to balance our Region's lifestyle and opportunity.

## Values

S

SAFE

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

E

ETHICAL

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

R

RESPONSIVE

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

V

VISIONARY

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

I

INCLUSIVE

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

C

COMMUNITY

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

E

EFFICIENT

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



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# From the CEO

## Welcome to Gladstone Regional Council's Operational Plan for 2019/20

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This plan represents the second of our five-year Corporate Plan, outlining the work we are going to deliver and how our performance will be measured.

The plan was developed in conjunction with our annual Budget and the significant activities are funded from our 2019/20 Budget.

Based on the theme of 'partnerships' this year's Operational Plan reflects Council partnering with our communities to provide outcomes which will meet their expectations.

It is centred around creating new partnerships and leveraging existing partnerships, both within our organisation and with the communities we serve.

Internally, it reflects our continued collaboration between the newly formed business units following the transformation of our operating model to a service-focused model, putting the community at the centre of everything we do.

We will continue to embrace our vision to Connect, Innovate and Diversify to improve our customer experience, offer more ways for our community to provide

feedback in our decision making, increase our resilience to future business disruption caused by natural disaster and continue to mature in our journey around productivity and efficiency.

Led by our Mayor and Councillors, our executive team is committed to fostering an organisation that is focused on our people, uplifting capability and a safe work culture.

Our SERVICE values will continue to underpin what we do and how we do it as our people are the key to our success. Our values are: Safe, Ethical, Responsive, Visionary, Inclusive, Community and Efficient.

This plan, combined with our values, describe what we will do and how we will do it as we go about our mission to work together to balance our region's lifestyle and opportunity.

Stay safe today, for tomorrow.

*L. A. Dowling*

Leisa Dowling  
Chief Executive Officer





# The Gladstone Region

The Gladstone Region truly is a Region of Choice, offering a great place to live, work, play and invest.

From the majestic heights of Kroombit Tops in the west through to the deep coral lagoons of the Southern Great Barrier Reef, the Gladstone Region provides the resident population of more than 63,000 people with an enviable lifestyle within a strong and dynamic economy.

The Gladstone Region is located in Central Queensland, approximately 550 kilometres north of Brisbane and covers an area of 10,500 square kilometres. With two of the world's largest alumina refineries, Queensland's largest multi commodity port and a number of other major industrial giants sited locally, the Gladstone region is known for its employment opportunities and skilled workforce.

The Gladstone State Development Area continues to attract large industry to the region, including the Liquefied Natural Gas (LNG) industry.

A strong retail and service sector within the modern urbanised city of Gladstone together with tourism and primary production (particularly beef cattle and timber) provide abundant choice for workers and opportunities for business people.

Balanced with large areas of green open space, including several national parks, historical sites, bush walks and marine activities, including fishing and crabbing, residents have a wide choice to explore and experience the great outdoors. A strong sense of community with a "can do" attitude and a relaxed and friendly atmosphere permeates throughout the region.

Well developed infrastructure and services, including a regional airport, continues to support the localised identity of the communities across the region, providing choice in lifestyle.

These communities include the urban centres of Gladstone and Boyne Island/Tannum Sands, plus the smaller towns of Agnes Water, Ambrose, Baffle Creek, Benaraby, Bororen, Builyan, Calliope, Lowmead, Miriam Vale, Mount Lacom, Many Peaks, Nagoorin, Raglan, Rosedale, Seventeen Seventy, Targinnie, Turkey Beach, Ubobo and Yarwun. Many smaller localities also exist in between.





# Introduction

The Operational Plan plays an important part in the corporate planning framework, referring to the Corporate Plan and detailing the key operational activities that Council will deliver in 2019/20.

Gladstone Regional Council, via the 2018-2023 Corporate Plan, has outlined their Vision to “Connect. Innovate. Diversify.” and commitment to a dynamic, proud and diverse future for the region. The Corporate Plan is a vital part of the Corporate Planning Framework and serves as a primary strategic planning document; guiding us to the needs of our community and future-proofing our organisation to deliver. This will enable us to meet community need in an efficient and responsive manner by embracing innovation and taking a value-for-money approach to service delivery.

The 2019/20 Operational Plan follows the strategic direction defined in the Gladstone Regional Council Corporate Plan 2018-2023 and represents the shorter one-year timeframe. The activities within this annual plan are funded from the annual budget and accordingly, the two documents are completed in tandem.

We will formally report on our Operational Plan progress on a quarterly basis, demonstrating our commitment to good governance and satisfying our obligations under the *Local Government Act 2009*. A comprehensive and transparent account of our Operational Plan delivery will form part of Council's Annual Report.





# Organisational Structure

The structure of the organisation is purposefully designed to deliver Council's strategy. Grounded in the principles of efficiency, innovation, collaboration and agility, the structure of our organisation will support value for money service delivery to meet the changing needs of our community.

This is reflected through a structure comprised of seven business units, outlined on page 8.



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## Community Development and Events

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To position Council as an accountable, transparent business that delivers on its promises and develop strength in our brand by creating genuine connection between community and Council through a variety of mediums; by creating experiences that engage and deliver positive outcomes for the community and Council; and by empowering our community, embracing diversification and enhancing our social landscape.

- Events and entertainment
- Communications and brand
- Community development and partnerships
- Arts and culture

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## Customer Experience

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To transform the Council customer experience, liveability and sustainable development by delivering high quality, low effort, cost effective customer, planning and regulatory services.

- Customer contact
- Customer experience insights and innovation
- Biosecurity and environmental health
- Local laws / animal management
- Planning, building and plumbing services

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## Finance, Governance and Risk

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To provide the governance, financial, compliance and risk management to build a sustainable business through reporting accurate financial and compliance results, preserving company assets, and supporting the highest standards of integrity.

- Financial management
- Revenue management
- Cost accounting
- Governance, risk and compliance
- Ethics, integrity and audit
- Strategic procurement
- Records
- Legal

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## Operations

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To consistently use the right mix of internal and external resources to safely deliver the program of work on time, on budget and to the required quality and the safe and efficient response to disaster and emergency events.

- Works planning
- Support services
- Works delivery teams
- Contract and procurement - Program of work
- Disaster management and response

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## People, Culture and Safety

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To build a safe, healthy, high performance culture across our organisation that reflects our community and its spirit, our organisational values and our internal diversity.

We enable our organisation's success through partnering with our people to continually develop their capability, talent and performance.

- Industrial relations
- Talent management
- Health, safety and wellbeing
- Remuneration and benefits
- Performance framework

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## Strategic Asset Performance

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To strategically manage our assets and level of service to optimise the life cycle costs of our assets. We ensure our services to the community are sustainable, efficient and affordable and that assets are appropriately planned, built, acquired, used, maintained and disposed of.

- Asset governance
- Asset planning
- Design and investigation
- Asset performance and monitoring
- Environment and conservation

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## Strategy and Transformation

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Develop the business strategy, process, innovation and technology agenda and delivering change initiatives that enable Council to execute on plans with a clear focus, a sense of shared purpose and agreed-upon priorities, and a basis for measuring progress and impact (organisationally and within the community).

- Strategy and planning
- Strategic information and technology
- Transformation program management
- Economic development
- Strategic funding and grants



*Connect.*

CONNECT.



CONNECT.  
Strategic Goal

1.

CONNECT.

# *Engaged, involved and proud communities.*

Our commitment - Our community is engaged, involved and proud. They say, "Gladstone Regional Council is easy to deal with and understands my needs". We will be seen by the community to be efficient, financially and socially responsible and provide value for money. We will know people are confident in our engagement processes and actively participate in providing their feedback and contributing to community decisions.

## IN 2023 WE WILL HAVE

- Achieved an increase in community satisfaction
- High community perception of the value of their rates
- Resilient community groups
- Increased volunteerism in the Gladstone region
- Inclusive multi-purpose sporting and recreation facilities
- Inclusive creative arts and culture activities and venues
- A reconciliation action plan that meets community expectations
- Positive engagement processes and our community actively participate in providing the organisation with feedback and contributing to community decisions

**"to be efficient,  
financially and  
socially responsible  
and provide value  
for money"**

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## KEY ACTIVITIES

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- Innovative, multi-channel engagement approaches
  - Strong partnerships and resilient communities
  - Activate our public spaces
  - Library futures
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## I. ENGAGED, INVOLVED & PROUD COMMUNITIES

### I.1 Innovative, multi-channel engagement approaches

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
I.1a	Implement a community perception survey to identify what our community think of Gladstone Regional Council, their priorities and determine the customer effort required	Undertake a community perception study to identify community sentiment and Council performance	Q2 2019 (October)	General Manager Community Development & Events	External resource	●
I.1b	Develop a new website leveraging engagement platforms to provide opportunity for community-based decision making, engagement, high service delivery and information	Conduct Phase Two of the digital/web enhancement project including the implementation of a community engagement platform, event aggregator and migration roadmap (including Town Planning Scheme)	Q4 2020 (June)	Manager Insights and Innovations	Community Engagement Specialist General Manager Community Development & Events Manager Development Services Manager Events & Entertainment ICT Specialist (Service Management) Site Owners Manager Brand & Communications Digital Communications Advisor Customer Analytics Specialist	●
I.1c	Develop a Regional community development strategy that will guide Council's priorities for its community development program for the region	Development of a Regional Community Development Strategy and associated Action Plans	Q2 2019 (December)	Manager Engagement and Partnerships	Community Development Specialist Community Engagement Specialist External Consultants Manager Strategic ICT	●
I.1d	Provide Council and the community with information on their obligation to comply with State Legislation and Local Laws	Develop one proactive education and awareness program that is innovative in community engagement to deliver information on how to comply with State Legislation and Local Laws	Q4 2020 (June)	Manager Biosecurity and Environmental Health	General Manager Customer Experience Manager Brand & Communications	●
I.1e	Integrate community engagement and asset management activities to ensure service standards reflect needs of the community and take account of affordability, future growth, regulatory requirements and technology improvements	Develop a Community Engagement program to develop a baseline for how the community values the current service levels of assets	Q2 2019 (December)	All SAP Managers	Community Engagement Specialist	●

### I.2 Strong partnerships and resilient communities

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
I.2a	Identify delivery needs for an innovative, integrated community services precinct - "Communities and Families Precinct" in Philip Street	Undertake collaborative planning with stakeholders to rejuvenate the vision, objectives and model of services for an integrated community and family precinct	Q1 2019 (September)	Manager Engagement and Partnerships	Community Engagement Specialist Communications & Public Relations Specialist Strategic Project Specialist	●

1.2b	Deliver Stage 1 of the Philip Street Communities and Families Precinct	Construction of Stage One of the Philip Street Communities and Families Precinct is greater than 50% complete	Q4 2020 (June)	Strategic Project Specialist	Manager Engagement & Partnerships Manager Works Planning & Scheduling Manager Parks Program Delivery Communications & Public Relations Specialist	●
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### 1.3 Activate our public spaces

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.3a	Review strategic plan for Tondoon Botanic Gardens Premier Park to ensure the park continues to provide value to the region	i. Undertake and complete review of strategic plan for Tondoon Botanic Gardens	Q1 2019 (September)	Manager Tondoon Botanic Gardens	Community Engagement Specialist General Manager Community Development & Events Manager Brand & Communications Research & Conservation Specialist Strategic Project Specialist Manager Events & Entertainment	●
		ii. Commence the Tondoon Botanic Gardens staged and costed masterplan	Q4 2020 (June)	Strategic Project Specialist	Manager Tondoon Botanic Gardens Manager Engineering Asset Solutions Community Engagement Specialist - Strategic Projects General Manager Community Development & Events	●
1.3b	Undertake detailed design development plans for the Awoonga Lake Rail Trail and Kalpower Tunnels Rail Trail	Engage with the community and complete detailed design development plans for the Awoonga Lake Rail Trail and Kalpower Tunnels Rail Trail	Q3 2020 (March)	Strategic Project Specialist	Community Engagement Specialist Manager Engineering Asset Solutions Communications & Public Relations Specialist Community Development Specialist - Strategic Projects	●
1.3c	Develop Concept and Detailed designs and costings to progress the Boyne Tannum Aquatic Recreation Centre	Commence concept designs and costings	Q4 2020 (June)	Strategic Project Specialist	Manager Asset Design Manager Engineering Asset Solutions Community Development Specialist Communications & Public Relations Specialist	●

1.3d	Develop a detailed risk/health works program for the Tondoon tree asset	Engage a Arboriculture consultant to undertake inspection of Tondoon Tree asset and complete risk and associated health tree management program	Q4 2020 (June)	Manager Tondoon Botanic Gardens	Tondoon Botanic Gardens Arborist Tondoon Botanic Gardens Curator Tondoon Botanic Gardens Lead Horticulturalist Contracts & Procurement Team External Consultants	●
1.3e	Develop a detailed soil health works and monitoring program for the Tondoon Tree asset in the main event space area of the gardens	Develop a soil health program including soil decompaction works, data collection, nutrition program and irrigation efficiency report	Q4 2020 (June)	Manager Tondoon Botanic Gardens	Tondoon Botanic Gardens Arborist Tondoon Botanic Gardens Curator Tondoon Botanic Gardens Lead Horticulturalist Contracts & Procurement Team	●
1.3f	Identify requirements for the Gladstone Coal Exporters Sports Complex to provide the community with a year round multi-purpose sports and event complex capable of hosting at national level	i. Master Plan and preliminary costings completed	Q1 2019 (September)	Strategic Project Specialist	Manager Asset Design Manager Engineering Asset Solutions	●
		ii. Develop a Business Case for the Gladstone Coal Exporters Sports Complex	Q4 2020 (June)	Community Development Specialist - Strategic Projects	Strategic Project Specialist Property Acquisition & Disposal Specialist Community Engagement Specialist Communications & Public Relations Specialist Senior Legal Advisor Events Specialist	●

#### 1.4 Library futures

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
1.4a	Proactively planning for a collaborative contemporary future for our libraries	Develop the GRC Libraries Strategic Plan for 2019-2024 reflective of community needs with results to inform future infrastructure planning	Q1 2019 (September)	Manager Regional Libraries	Community Engagement Specialist Library staff Manager Engineering Asset Solutions Community	●



CONNECT.  
Strategic Goal

2.

# Healthy environment, healthy community.

Our commitment - To take a leadership role in protecting the environment, using resources efficiently and improving the health and safety of the community.

## IN 2023 WE WILL HAVE

- Identified landscaped green space reverted to natural environment
- Reduced reliance on non-renewable energy
- Safe footpaths and bikeways that connect communities and encourage active transport
- More efficient use of our water resources
- Safe drinking water supplied to urban areas
- Reduced level of dry weather overflows from sewerage network
- Waste management plans in place to decrease reliance on landfills
- A regional environmental management and conservation strategy

“protecting the environment, **using resources efficiently** and improving the health and safety”

## KEY ACTIVITIES

- Target Zero Waste to landfill
- Focus on becoming an energy neutral Council
- Minimise our environmental impact
- Promote healthy, active and safe communities
- Sustainable water management

## PROGRESS INDICATORS

- Per cent reduction of waste volumes to landfill
- Number of dry weather overflows
- Number of reportable water quality incidents

## KEY PERFORMANCE INDICATORS

- 5% decrease in waste to landfill
- Target zero dry weather overflow events
- Target zero Water Quality incidents reportable to the regulators



## 2. HEALTHY ENVIRONMENT, HEALTHY COMMUNITY

### 2.1 Target Zero Waste to landfill

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.1a	Target Zero Waste: Review our current waste and recycling processes including operation of transfer stations	Increase Mandalay footprint to capture data	Q2 2019 (December)	Waste Performance Analyst	Strategic Policy & Planning Specialist Manager Waste Program Delivery ICT Specialist (Enterprise Architecture & Technology)	●

### 2.2 Focus on becoming an energy neutral Council

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.2a	Target Energy Neutrality	Energy baseline established and understood (ie peaks, baselines, reliability etc)	Q2 2019 (December)	Strategy & Transformation Specialist	Strategic Asset Performance Team Strategic Policy & Planning Specialist	●

### 2.3 Minimise our environmental impact

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.3a	Develop and implement an environment and conservation strategy to reduce the impact of Council operations on the natural environment whilst effectively balancing ongoing operational and maintenance costs and threats to human safety	Collect data in accordance with the 19/20 data collection program and review program quarterly to identify and capture additional data requirements	Q4 2020 (June)	Manager Environment & Conservation	Strategic Policy & Planning Specialist General Manager Operations	●
2.3b	Apply contemporary environmental management controls when undertaking works to reduce impact on the environment	i. Develop and commence implementation of Environmental Management system in line with ISO 14001	Q3 2020 (March)	Manager Environment & Conservation	External Consultants General Manager Operations General Manager Strategic Asset Performance Manager Biosecurity & Environmental Health Digital Communications Advisor Risk Specialist Manager Governance	●
		ii. Develop Native Title/Cultural Heritage management process to satisfy ILUA obligations for project and operational activities	Q3 2020 (March)	Property Acquisition & Disposal Specialist	Operations (Program Delivery) Manager Environment & Conservation Strategic Project Specialist Project Delivery Managers Reconciliation Action Plan Officer Manager Engineering Asset Solutions	●

### 2.4 Promote healthy, active and safe communities

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.4a	Provide infrastructure that promotes community wellness and safety. Incorporate Crime Prevention Through Environmental Design (CPTED) principles into infrastructure designs	Implementation plan developed to outwork the 2017 Pedestrian and Cycle Strategy Action Plan	Q2 2019 (December)	Manager Asset Planning	Manager Engineering Asset Solutions	●

## 2.5 Sustainable water management

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
2.5a	Develop and implement a sustainable water management strategy balancing community expectations with long term delivery costs and environmental impacts	i. Develop demand models across the four-water supply scheme, focusing on the key customer groups and Council's internal water usage - Lake Awoonga Scheme	Q4 2020 (June)	Manager Asset Planning	Operations Team Manager Engagement & Partnerships Manager Environment & Conservation	●
		ii. Measure irrigation water use across Gladstone Regional Council parks and gardens	Q4 2020 (June)	Manager Parks Program Delivery	Manager Asset Planning Manager Engineering Asset Solutions Manager Water Program Delivery	●

CONNECT.  
Strategic Goal

3.

CONNECT.

# *Our people, our values.*

Our commitment - Our success is built on a foundation of safe, engaged, high performing talent and teams. Safe and engaged people ensures we will have a safety culture that underlies how we operate our business. We will have visible and accessible leaders that provide clear direction and purpose, with community engagement at the forefront. We will be accountable, inclusive and collaborative. We will have established programs for learning and development; succession planning; mentoring; talent identification and utilisation; recognition, and our performance management will be meaningful.

## IN 2023 WE WILL HAVE

An organisation that acknowledges the positive impacts of continuous improvement efforts

Improved organisational safety performance by having a safety culture

High performing teams that are engaged and aligned

“**success** is built on a foundation of **safe, engaged, high performing talent and teams**”

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#### KEY ACTIVITIES

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- Improve wellbeing and embed safety
- Employer and brand promise to attract right talent
- Constructive and collaborative leaders
- High performing culture

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#### PROGRESS INDICATORS

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- Critical risks and monitoring measures of implementation (lead key performance indicators)
- Effectiveness (lag key performance indicators) of relevant control measures (total recordable injury frequency rates [TRIFR] and lost time injury frequency rates [LTIFR])
- Staff engagement

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#### KEY PERFORMANCE INDICATORS

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- Achievement of a successful safety audit result
  - Minimum score of 60% Employee Engagement from the annual Employee Engagement survey
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### 3. OUR PEOPLE OUR VALUES

#### 3.1 Improve wellbeing and embed safety

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.1a	Achieve compliance with AS/NZS 4801:2001 Occupational Health and Safety Management Systems	i. Identify and rectify current non-compliance including development of a health, safety and wellness plan	Q2 2019 (December)	Manager Health, Safety and Wellbeing	Risk Specialist Ethics, Integrity & Internal Audit Team Workplace Health & Safety Business Partners Talent, Culture & Performance Specialist Health & Safety Representatives Rehabilitation Health and Wellbeing Advisor All Employees	●
		ii. Undertake external safety audit	Q4 2020 (June)	Manager Health, Safety and Wellbeing	External Auditor Risk Specialist Ethics, Integrity & Internal Audit Team Workplace Health & Safety Business Partners Talent, Culture & Performance Specialist Health & Safety Representatives Rehabilitation Health and Wellbeing Advisor All Employees	●

#### 3.2 Employer and brand promise to attract right talent

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.2a	Develop and implement a diversity and inclusion framework that is representative of the diversity within our community	i. Develop a Diversity and Inclusion Framework	Q1 2019 (September)	Recruitment, Remuneration and Benefits Business Partner	Manager People Services Community Engagement Specialist Reconciliation Action Plan Officer	●
		ii. Implement the Diversity and Inclusion Framework	Q4 2020 (June)	Manager People Services	People Culture and Safety Team members Community Engagement Specialist Reconciliation Action Plan Officer	●

### 3.3 Constructive and collaborative leaders

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.3a	Develop and implement an integrated People Plan	i. Develop a People Plan	Q1 2019 (September)	Talent, Culture and Performance Specialist	Manager People Services Executive Leadership Team Remuneration & Benefits Business Partner Manager Health, Safety & Wellbeing Rehabilitation Health and Wellbeing Advisor Risk Specialist	●
		ii. Implement People Plan	Q4 2020 (June)	Manager People Services	Payroll Team Executive Leadership Team Manager Health, Safety & Wellbeing People Culture and Safety Team members Rehabilitation Health and Wellbeing Advisor Risk Specialist	●

### 3.4 High performing culture

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
3.4a	Develop an internal communications plan that engages our people in understanding and adopting our strategic and operational direction and objectives for consistent and continuous promotion of building a high-performance culture	Development of an Internal Communications Plan	Q3 2020 (March)	Internal Communications Specialist	Executive Leadership Team Manager Brand & Communications Strategy & Transformation Specialist Manager Insights & Innovations Talent, Culture and Performance Specialist	●
3.4b	Increase Employee Engagement	i. Develop an action plan in response to the Q1 2019 survey results, with preparation for an engagement remeasure in Q4 2020	Q1 2019 (September)	Talent, Culture and Performance Specialist	External resource Manager People Services Internal Communications Specialist Manager Brand & Communications Strategy & Transformation Specialist	●
		ii. Implement the action plan developed in response to the Q1 2019 survey results	Q4 2020 (June)	Manager People Services	External resource People Culture and Safety Team members Internal Communications Specialist Manager Brand & Communications Strategy & Transformation Specialist	●



CONNECT.  
Strategic Goal

1.

CONNECT.



# *Ethical and responsible government.*

Our commitment - To create a culture that minimizes risk and maintains compliance by strengthening governance, risk management, and compliance awareness, processes, reporting and accountability.

## IN 2023 WE WILL HAVE

Comprehensive risk management strategies for all identified risks

Documented risk appetites for each corporate risk element

Transparent, accountable and responsive governance

A Council that makes better informed decisions based on improved report writing which provides a thorough options analysis

Increased community involvement in local government

More efficient and enhanced service standards by all areas of council

Leaders who continue to act with integrity

“create a culture  
that minimizes  
risk and maintains  
compliance”

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#### KEY ACTIVITIES

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- Contemporary governance practices
- Efficient and responsible use of resources
- Decision making and support

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#### PROGRESS INDICATORS

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- Community access to the decision making process
- Planning and performance reporting
- Active risk management
- Strong and responsible budget and financial management

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#### KEY PERFORMANCE INDICATORS

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- 100% of Agreed Actions completed from council resolutions, complaints, compliance, audit & risk reviews within timeframes
  - Target zero Integrity complaints substantiated against leaders
  - <5 unidentified options or deferred decisions made by Council or Executive
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## 4. ETHICAL AND RESPONSIBLE GOVERNMENT

### 4.1 Contemporary governance practices

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
4.1a	Develop and deliver a schedule of governance framework, delegations and local laws	Number of Policies, Corporate Standards and Local Laws reviewed within Schedule	Q4 2020 (June)	Manager Governance	Leaders within the Organisation	●
4.1b	Ensure ongoing training to 100% of organisation to strengthen focus on code of conduct and managing conflicts of interest and integrity matters	Number of training sessions and educational artefacts developed and provided - Code of Conduct, Managing Conflicts of Interest and Integrity Matters	Q4 2020 (June)	Ethics, Integrity and Audit Specialist	Manager People Services Manager Governance Senior Legal Advisor Risk Specialist Manager Brand & Communications	●
4.1c	Review existing and develop new organisational committees that are aligned to strategic objectives	Review Council appointed representation on external organisations	Q4 2020 (June)	Manager Governance	Chief Executive Officer Councillors	●
4.1d	Strengthen internal audit function to deliver improved assurance and responsiveness in delivering audit findings	Develop risk based audit plan that identifies approach for delivery and completion in alignment with the approved Business Improvement Committee endorsed Plan	Q3 2020 (March)	Ethics, Integrity and Audit Specialist	Executive Leadership Team Risk Specialist Manager Governance Compliance & Assurance Officer Compliance & Reporting Officer Level 3 Leaders	●
4.1e	Implement contemporary whole of business risk management frameworks based on a review and adoption of Council's risk appetite	i. Revise risk management policy and corporate standard	Q1 2019 (September)	Risk Specialist	Risk Management Working Group Executive Leadership Team	●
		ii. Risk management embedded in reporting mechanisms and organisational training facilitated to maintain organisational awareness including development of risk registers	Q4 2020 (June)	Risk Specialist	Level 3 Leaders Executive Leadership Team	●
4.1f	Undertake gap analysis of compliance activities and develop a Compliance Framework for implementation across Council	Compliance Assurance Frameworks established and gaps identified	Q4 2020 (June)	Ethics, Integrity and Audit Specialist	Compliance & Assurance Officer Level 3 Leaders Risk Specialist	●
4.1g	Develop an understanding of the ability of current business continuity plans to meet organisational needs	Gap analysis of business continuity plans and prioritise action plans to be developed	Q1 2019 (September)	Risk Specialist	Level 3 Leaders External Consultants	●
4.1h	Develop a Corporate Strategic Planning framework that ensures strategy development across the Organisation is consistent and simplified	Development of a corporate strategic planning framework and toolkit	Q1 2019 (September)	Strategic Policy & Planning Specialist	Executive Leadership Team Level 3 Leaders Strategy & Transformation Specialist	●

#### 4.2 Efficient and responsible use of resources

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
4.2a	Develop and communicate visible performance measures which are transparent in performance reporting, enable the use of performance data for decision making and ensure metrics that are holistic and take into account the community impact, cost to serve and financial requirements	Implementation of Organisation wide dashboard reporting for Corporate Plan KPI's and metrics	Q1 2019 (September)	Strategic Policy & Planning Specialist	Systems Modelling & Metrics Specialist Manager Asset Governance Manager Strategic ICT Strategy & Transformation Specialist	●
4.2b	Improve efficiency and productivity across the organisation	Develop and deliver a steady program of business improvement activity designed to provide productivity gains and business efficiencies	Q4 2020 (June)	Strategy & Transformation Specialist	External Consultants Level 3 Leaders Executive Leadership Team	●
4.2c	Establish an Organisational Transformation Project office and report holistically with respect to current organisational change initiatives	i. Establish a transformation program and develop an organisational change reporting framework	Q1 2019 (September)	Strategy & Transformation Specialist	Executive Leadership Team External resource	●
		ii. Delivery of transformation program	Q2 2019 (December)	Strategy & Transformation Specialist	Executive Leadership Team Level 3 Leaders	●

#### 4.3 Decision making and support

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
4.3a	Improve business decision making processes	Develop an end to end Investment Decision Framework (IDF) and commence utilisation	Q2 2019 (December)	Strategy & Transformation Specialist	Manager Works Planning & Scheduling Manager Asset Governance Project Managers Systems Modelling & Metrics Specialist External Consultants Manager Strategic ICT General Manager Finance, Governance & Risk General Manager Strategic Asset Performance Manager Contracts & Procurement Manager Governance Strategic Project Specialist	●
4.3b	Improve reporting systems to support informed decision making	Develop the Business Reporting Plan and associated implementation plan	Q2 2019 (December)	Systems Modelling & Metrics Specialist	ICT Business Analyst Level 3 Leaders Strategy & Transformation Specialist Manager Strategic ICT Manager Asset Governance Manager Asset Performance & Monitoring Analyst Group	●
4.3c	Implement an approach to data capture (cost, condition, reliability, availability, performance, outcomes and criticality) that ensures a single source of the truth for all asset data to eliminate conflicting information from different sources and supports asset management activities (including financial accounting) and decision making	i. Review and develop scope for relevant Asset Data software package	Q2 2019 (December)	Manager Asset Governance	ICT Project Manager	●
		ii. Implement data system and complete asset migration to new software	Q4 2020 (June)	Manager Asset Governance	ICT Project Manager	●



*Innovate.*

INNOVATE.  
Strategic Goal  
**5.**



*Outstanding customer service.*

Our commitment - We have a reputation for being easy to deal with and delivering value for money customer service.

IN 2023 WE WILL HAVE

More efficient development assessment processes (development approvals and operational works)

A reputation of being easy to deal with, measured by a reduction in response timeframes

Professional and well developed relationships with all of Gladstone Regional Council's partners

“reputation for being  
easy to deal with  
and delivering value  
for money”

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### KEY ACTIVITIES

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- High satisfaction, low effort customer services
- Listen to, and learn from, our customers

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### PROGRESS INDICATORS

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- Customer satisfaction
- Net promoter score
- Innovation: New services/channels/events
- Average resolution time/cycle time

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### KEY PERFORMANCE INDICATORS

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- >0 increase in NPS relating to customer experience
  - >60% number of enquiries resolved at the first point of contact
- 



## 5. OUTSTANDING CUSTOMER SERVICE

### 5.1 High satisfaction, low effort customer services

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
5.1a	Performance: Launch a customer service plan that delivers a single view of our customer and helps us manage their interactions to the best channel based on cost, accessibility and emergent technologies	Develop and implement the customer experience plan	Q2 2019 (December)	General Manager Customer Experience	Manager Insights & Innovations Manager Strategic ICT Executive Leadership Team	●
5.1b	Innovations: Introduce innovations to improve customer experience including delivery of self service options for high frequency transactions and the ability for customers to track progress online	i. Commence implementation of self-service roadmap	Q4 2020 (June)	Manager Insights and Innovations	Insights & Innovations Team Customer Experience Transformation Lead ICT Specialist (Enterprise Architecture & Technology) Manager Brand & Communications Digital Communications Advisor Customer Solutions Team Leaders Customer Experience Leadership Team	●
		ii. Develop and implement continuous improvement framework for Customer Experience	Q4 2020 (June)	Process Improvement Leader	Insights & Innovations Team Manager Strategic ICT General Manager Customer Experience Digital Communications Advisor Customer Solutions Team Leaders Customer Experience Leadership Team	●
		iii. Develop and implement GIS governance	Q4 2020 (June)	Manager Insights and Innovations	Senior GIS Officer GIS Officer Level 3 Leaders	●
5.1c	Quality: Introduce a program that embeds industry leading best practice across the organisation	Deliver Phase Two of the Quality program across Customer Experience	Q4 2020 (June)	Quality Specialist	Insights & Innovations Team Manager Insights & Innovations Manager Brand & Communications Digital Communications Advisor Customer Solutions Team Leaders Customer Experience Leadership Team	●



## 5.2 Listen to, and learn from, our customers

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
5.2a	Analytics: Establish mechanisms to consolidate, analyse and utilise feedback from customers with a focus on service improvement, proactivity and reduction of effort for customers. Design and utilise customer sentiment data collection to guide implementation appropriate opportunities for reducing customer effort in organisational decision making	i. Introduce new taxonomy types to articulate customer demand	Q2 2019 (December)	Manager Insights and Innovations	Customer Analytics Specialist General Manager Customer Experience Customer Experience Transformation Lead Telecommunications partner ICT Specialist (Enterprise Architecture & Technology)	●
		ii. Develop and implement a voice analytics platform	Q2 2019 (December)	Customer Analytics Specialist	Manager Insights & Innovations General Manager Customer Experience Customer Experience Transformation Lead Telecommunications partner Manager Strategic ICT Quality Specialist	●
		iii. Operationalise analytics - unleash Customer Experience Data as a Service	Q4 2020 (June)	Manager Insights and Innovations	Insights & Innovations Team General Manager Customer Experience Customer Experience Transformation Lead Telecommunications partner Manager Strategic ICT	●

# Smart asset management.

Our commitment - Our asset management practices support smart infrastructure decisions and ensure reliable, affordable, safe and sustainable infrastructure is available for the community and supports the lifestyle and economic goals and sustainability of the region for current and future generations.

## IN 2023 WE WILL HAVE

An organisational culture that supports and values smart asset management

Service levels that balance affordability with our customer's needs. We will achieve this by engaging with our customers to determine their needs for each type of asset and what trade-offs they are willing to accept in order to be affordable

Decision making processes in place that are transparent, consistent and ensure that we wisely spend ratepayer money to build, operate, maintain and dispose of assets

Fully funded and resourced long term capital and operating plans in place to ensure we meet our customer needs today and into the future

Application of full life cycle analysis and costing and robust business cases to inform asset decisions

Measures in place to effectively monitor the performance and condition of our assets

A reduction or rationalisation of those assets not achieving a high level of productive outcome

Clear responsibilities in place for all elements of assets, accountability and reporting

Innovative solutions to increase the value derived from our assets and seek out ways to lower the cost of servicing our customer needs

An accredited ISO 55001.

“support smart infrastructure decisions and ensure reliable, affordable, safe and sustainable infrastructure”

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#### KEY ACTIVITIES

- Transforming asset management: From aware to excellence
- Integrated, consistent, trustworthy data
- Optimise asset management decisions
- Optimise asset planning and performance

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#### PROGRESS INDICATORS

- Asset management improvement projects completed on schedule
- We are leading, training and empowering our staff to achieve asset management excellence
- We are considering our customer needs, the environment, safety and whole of life cost in all asset investment decisions
- We are using analytics to continually evaluate the performance of our assets and implementing programs to realise greater value from our assets
- We are implementing the action items from the Asset Management Transformation Plan

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#### KEY PERFORMANCE INDICATORS

- >90% completion of scheduled asset management transformation action items for 19/20
- 



## 6. SMART ASSET MANAGEMENT

### 6.1 Transforming asset management: From aware to excellence

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.1a	Develop and implement an ISO55001 accredited asset management system and move Council's asset management performance from aware towards excellence	Asset Management system ready for certification	Q4 2020 (June)	Manager Asset Governance	External resource (Project Manager) Asset Governance Team	●

### 6.2 Integrated, consistent, trustworthy data

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.2a	Identify expenditure and/or funding required for asset management activities that provide appropriately for capital expenditure (CAPEX) and operational expenditure (OPEX) to deliver sustainable infrastructure and services to the community at agreed levels	i. Implement framework for capturing total expenditure costs for assets	Q2 2019 (December)	Manager Asset Governance	Strategic Asset Performance Team Strategy & Transformation Team Works Planning & Scheduling Team	●
		ii. Populate Long Term Financial Plan model with capital expenditure	Q3 2020 (March)	Manager Asset Governance	Strategic Asset Performance Team Strategy & Transformation Team Capital Project identifiers	●
6.2b	Create a Lease/Land Register of all assets	Lease/Land Register completed	Q3 2020 (March)	Property Acquisition & Disposal Specialist	Manager Environment & Conservation GIS Team Records Team Technical Officer	●

### 6.3 Optimise asset management decisions

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.3a	Develop and implement design and construction standards that effectively balance reliability, levels of service, cost and affordability of our assets and ensure safety of our people during construction, operation, maintenance, utilisation and disposal	Level of service for Roads/Footpaths reviewed and Capricorn Municipal Development Guidelines (CMDG) updated accordingly	Q3 2020 (March)	Manager Asset Design	Stakeholder Engagement Specialist Manager Asset Performance & Monitoring Manager Roads Program Delivery Manager Development Services	●

#### 6.4 Optimise asset planning and performance

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
6.4a	Develop monitoring programs to allow for the effective and efficient performance analysis of assets	i. Water and sewerage mechanical/electrical assets ii. Sewerage and stormwater gravity mains iii. Urban roads/bridges/drainage/footpaths iv. Parks playground equipment	Q1 2019 (September)	Manager Asset Performance & Monitoring	Manager Engineering Asset Solutions Manager Asset Design Strategic Asset Accountant Operations Team Manager Strategic ICT	●
		v. Rural roads/bridges/drainage	Q2 2019 (December)	Manager Asset Performance & Monitoring	Manager Engineering Asset Solutions Manager Asset Design Strategic Asset Accountant Operations Team	●
		vi. Footpaths vii. Parks irrigation	Q4 2020 (June)	Manager Asset Performance & Monitoring	Manager Engineering Asset Solutions Manager Asset Design Strategic Asset Accountant Operations Team	●
6.4b	Model each asset class on a rolling five-year basis to identify new and upgrade capital projects to meet the evolving needs of the region based on community endorsed demands, agreed service standards and population projects	i. Lake Awoonga water supply scheme	Q2 2019 (December)	Manager Asset Planning	External resource Strategic Asset Accountant Community Engagement Specialist	●
		ii. Boyne/Tannum and Calliope, water and sewerage schemes	Q4 2020 (June)	Manager Asset Planning	External resource Community Engagement Specialist Strategic Asset Accountant	●
6.4c	Develop Property Policy to maximise value from land and property holdings	Property Policy developed	Q4 2020 (June)	Property Acquisition & Disposal Specialist	Manager Environment & Conservation GIS Team Community Development and Events Team Community Engagement Specialist Technical Officer Property Team	●

INNOVATE.  
Strategic Goal

7.

INNOVATE

# Operational excellence.

Our commitment - Strengthen our competitive advantage and achieve industry-leading performance in our operations by continuously improving our ability to consistently and reliably deliver work at lower cost and lower risk.

## IN 2023 WE WILL HAVE

Improved community preparedness for disasters

A smooth/streamlined workflow of programs and operational expenditure delivery

Project management discipline

Increased workforce utilisation with a corresponding decrease in contracting needs and improved costing and management of contractors

Clear productivity gains

Full job costing

“strengthen  
our competitive  
advantage  
and achieve  
industry-leading  
performance”

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### KEY ACTIVITIES

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- Leaders in works delivery
- Value for money sourcing of materials, services and works
- Competitive indirect costs
- Tightly controlled overheads
- Leaders in safety and disaster management and recovery

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### PROGRESS INDICATORS

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- Asset manager satisfaction (internal service)
- The percentage completion of our operational plan (capital and maintenance/operations)
- Community satisfaction
- Rework percentage of actual works

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### KEY PERFORMANCE INDICATORS

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- Minimum 90% completion of annual capital works program
- 



## 7. OPERATIONAL EXCELLENCE

### 7.1 Leaders in works delivery

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.1a	Develop a centralised works planning/scheduling approach. Redesign the works delivery functions, processes and systems across Council to ensure maintenance and capital works programs are delivered in full, on-time, on budget and to the required standard	i. Develop the planning and scheduling process	Q1 2019 (September)	Manager Works Planning and Scheduling	General Manager Customer Experience Managers Strategic Asset Performance Managers Operations Strategy & Transformation (Level 3 and above) External resource	●
		ii. Implement the planning and scheduling process	Q4 2020 (June)	Manager Works Planning and Scheduling	General Manager Customer Experience Managers Strategic Asset Performance Managers Operations Strategy & Transformation (Level 3 and above) External resource	●
7.1b	Develop and implement Project Management Framework including contracts management systems and processes. Improve our project management and reporting to increase visibility and transparency of project and program performance	Implement outcomes of procurement policy and corporate standard review, and contract management process	Q2 2019 (December)	Manager Contracts & Procurement	Project Managers Engineers Strategic Project Specialist Senior Legal Advisor Contracts & Procurement Team	●
7.1c	Develop and implement a return to in-sourcing plan.	i. Develop an insourcing plan with an associated action plan	Q1 2019 (September)	Manager Operations Support Services	Manager Works Planning & Scheduling Cost Analyst Contracts & Procurement Team Operational Reporting Analyst Program Delivery Managers Unions General Manager People, Culture and Safety External Consultants	●
		ii. Implementation of in-sourcing action plan	Q4 2020 (June)	Manager Operations Support Services	Manager Works Planning & Scheduling Cost Analyst Contracts & Procurement Team Operational Reporting Analyst Program Delivery Managers Unions General Manager People, Culture and Safety External Consultants	●

### 7.2 Value for money sourcing of materials, services and works

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.2a	Review the procurement policy to achieve more efficient procurement outcomes including embedding the preferred supplier arrangements	Review of continuous improvement procurement and contracting processes	Q3 2020 (March)	Manager Contracts & Procurement	Contracts Specialist Contracts & Procurement Team External Consultants	●



### 7.3 Competitive indirect costs

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.3a	Review support service performance and develop an improvement action plan	Implementation of a prioritised action plan (fleet, workshops, facilities management, admin and quarries)	Q4 2020 (June)	Manager Operations Support Services	Operations Level 3 Leaders	●

### 7.4 Tightly controlled overheads

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.4a	Review cost allocation methodologies to improve visibility and ability to control overheads	Review of current cost allocation processes undertaken and compared against cost allocation methodologies	Q2 2019 (December)	Cost Analyst	Level 3 Leaders	●

### 7.5 Leaders in safety and disaster management and recovery

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
7.5a	Utilise and further refine flood models to inform disaster impacts and response	Wateride model for Baffle Creek and Auckland Creek Catchment. FAAR - Baffle Creek	Q4 2020 (June)	Manager Asset Planning	GIS Team Community Engagement Specialist Manager Development Services Program Delivery Managers Risk Specialist Disaster Response Specialist Flood Committee Reprs Community Development Officer (QRA funded) Local Disaster Coordinator External Consultants (modelling)	●
7.5b	Review and develop a Disaster Management Plan	Develop Local Disaster Management Plan to meet current regional needs	Q4 2020 (June)	Disaster Response Specialist	Local Disaster Management Group Local and Deputy Disaster Coordinator Risk Specialist XO (Disaster Officer, District)	●
7.5c	Develop a Community Safety Plan to ensure clarity of procedures and options required for continuous community safety, including community safety in interacting with assets and disaster management	i. Develop a plan for improved community preparedness	Q1 2019 (September)	Disaster Response Specialist	Community Development Officer Community Engagement Specialist Strategic Policy & Planning Specialist Risk Specialist Local Disaster Management Group	●
		ii. Implement the plan for improved community preparedness	Q4 2020 (June)	Disaster Response Specialist	Community Development Officer Community Engagement Specialist Strategic Policy & Planning Specialist Risk Specialist Local Disaster Management Group	●



DIVERSIFY.

*Diversify.*

DIVERSIFY.  
Strategic Goal

8.



*Grow the region.*

Our commitment - Actively promote and support the Gladstone Region and enable its growth and prosperity.

IN 2023 WE WILL HAVE

Created the opportunity to take a more leading role in integrated transport logistics for regional and rural Queensland with a focus on leveraging Gladstone's port capability

A more diverse local economy

Increased awareness of the region and visitation rates

New major events in the Gladstone Region with economic or tourism potential

Maximised the return on our capital

“promote and support the Gladstone Region”

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### KEY ACTIVITIES

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- Advocate for future job creating industries
- Increase visitation to the region
- Incentivise investment in the region

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### PROGRESS INDICATORS

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- Our infrastructure incentive policy has been reviewed
- Increased diversity of industries and occupational groups reflected by Gross Domestic Product per sector
- We can demonstrate value to partners
- Increased percentage of tourists as indicated through occupancy and airport rates

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### KEY PERFORMANCE INDICATORS

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- <770 HHI Employment Diversity Index (Gladstone Region) to representing reduction on 2018/19
  - 4.7% increase in visitation to the Gladstone Region on 2018/19
- 



## 8. GROW THE REGION

### 8.1 Advocate for future job creating industries

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
8.1a	Develop a strategy to support the attraction of Biofutures industries to our region	Biofutures Strategy developed	Q3 2020 (March)	Economic Development Specialist	General Manager Strategic Asset Performance Manager Development Services Strategic Policy & Planning Specialist Strategy & Transformation Specialist	●
8.1b	Continue to invest in economic development to promote Gladstone as a destination for industries of the future	Implementation of Gladstone Region Economic Development Strategy	Q4 2020 (June)	Economic Development Specialist	General Manager Strategy and Transformation Strategic Policy & Planning Specialist Strategy & Transformation Specialist Strategic Grants Specialist	●
8.1c	Develop networks - local, state, national and international - and build alliances that influence decisions and support the interests of the Gladstone region - including sister cities, coordinating international initiatives and regional activity	Networks are established and strengthened, including International and domestic visits - alliance building / study tours and local delegations	Q4 2020 (June)	General Manager Strategy & Transformation	Councillors Chief Executive Officer Economic Development Specialist	●

### 8.2 Increase visitation to the region

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
8.2a	Develop a strategy to support tourism including partnering with other industry bodies e.g. GAPDL	Finalise development of the Visitor Economy strategy and implement the identified Action plan	Q2 2019 (December)	Strategy & Transformation Specialist	Manager Events & Entertainment Strategic Policy & Planning Specialist External Consultants	●

### 8.3 Incentivise investment in the region

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
8.3a	Develop a priority projects pipeline that delivers financial or social return and a funding plan for each priority project by 2020	Priority Projects Pipeline developed	Q3 2020 (March)	Strategic Project Specialist	Strategic Grants Specialist General Manager Strategic Asset Performance Systems Modelling & Metrics Specialist	●

DIVERSIFY.  
Strategic Goal

9.

## Smart investment.

Our commitment - Continually improve Council's resilience and sustainability over the long-term to ensure we are strong enough to address future challenges without placing additional burden on ratepayers. We will actively leverage technology to reduce operational costs.

### IN 2023 WE WILL HAVE

Delivered the priorities in the Information and Communication Technology (ICT) Strategy

Council decision making that is underpinned by fiscal sustainability

A strong financial foundation which allows us to adequately provide replacement for existing assets and invest in the right things at the right time

Built diversification of revenue sources

A long-term focus in our decision making to ensure we have downward pressure on operational expenditure and rates

Strong partnerships

“improve Council’s  
resilience and  
sustainability over  
the long-term to  
ensure we are  
strong”

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#### KEY ACTIVITIES

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- Innovate through Technology
- Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital
- Improve revenue diversity through a Strategic Grants Program

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#### PROGRESS INDICATORS

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- Operating surplus ratio
- Increased percentage of our revenue from non-rate sources
- Own source revenue coverage

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#### KEY PERFORMANCE INDICATORS

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- An Operating Surplus Ratio of between 0 and 10%
  - A Net Financial Liabilities Ratio of  $\leq 60\%$
- 



## 9. SMART INVESTMENT

## 9.1 Innovate through Technology

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
9.1a	Develop a Digital Strategy and work program for communicating and engaging with the community which informs key outcomes	Three-year Digital Strategy and work program developed	Q2 2019 (December)	Manager Strategic ICT	Executive Leadership Team Tier 3 ICT Governance Forum Manager Brand & Communications Manager Insights & Innovations Manager Engagement & Partnerships	●
9.1b	Develop a Technology Plan and work program that supports the delivery of Digital Strategy work program, Operational Plan initiatives and business as usual operational support for the organisation	Three-year Technology Plan and work program developed	Q3 2020 (March)	Manager Strategic ICT	Executive Leadership Team Tier 3 ICT Governance Forum Various Business Units & Staff	●
9.1c	Enterprise Resource Planning (ERP) - Develop a phased approach to implementing an integrated ERP system that supports the delivery of online services and covers Asset Management, Financials, Supply Chain, Contracts Management, HRP, Property & Rating, Regulatory functions and a customer portal	i. Requirements documented & business case developed for an integrated ERP system	Q2 2019 (December)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Business Process Owners Subject Matter Experts	●
		ii. Phased approach - Phase One commenced	Q4 2020 (June)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Business Process Owners Subject Matter Experts	●
9.1d	Risk, Incidents, Environment, Audit, Compliance, Safety System (RIEACS) - Implement an integrated system that supports a range of compliance activity. This system will also replace the current Workplace Health and Safety reporting system	i. Requirements documented & business case developed for an integrated RIEAC system	Q1 2019 (September)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Ethics Integrity & Audit Specialist Manager Health Safety & Wellbeing Risk Specialist Manager Environment & Conservation	●
		ii. Integrated RIEAC system implemented	Q2 2019 (December)	ICT Project Manager	Executive Leadership Team Tier 3 ICT Governance Forum Ethics Integrity & Audit Specialist Manager Health Safety & Wellbeing Risk Specialist Manager Environment & Conservation	●
9.1e	Implement an Engineering Drawing Management Solution to enable real time planning and accuracy	i. System implementation	Q1 2019 (September)	ICT Specialist (Enterprise Architecture & Technology)	Tier 3 ICT Governance Forum Subject Matter Experts	●
		ii. Completion of testing of Data Migration process using subset of total data	Q2 2019 (December)	ICT Specialist (Enterprise Architecture & Technology)	Tier 3 ICT Governance Forum Subject Matter Experts	●
9.1f	Security Review including Cyber Security. Ensure the provision of appropriate security systems (including cyber security) and services to protect Council's data & information	Security Review completed	Q4 2020 (June)	ICT Specialist (Enterprise Architecture & Technology)	Strategic ICT Manager Governance Senior Legal Advisor	●



**9.2 Pursue commercial opportunities to convert cost-centres into profit-centres and gain return on capital**

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
9.2a	Develop a Waste to Energy Strategy and explore opportunities for commercialisation	i. Waste to Energy Strategy developed	Q1 2019 (September)	Strategy & Transformation Specialist	Manager Waste Program Delivery Strategic Policy & Planning Specialist Economic Development Specialist Manager Environment & Conservation	●
		ii. Preparation of business case based on commercialisation opportunities	Q4 2020 (June)	Strategy & Transformation Specialist	Manager Waste Program Delivery Strategic Policy & Planning Specialist Economic Development Specialist Manager Environment & Conservation	●

**9.3 Improve revenue diversity through a Strategic Grants Program**

Number	Action	Output	Delivery	Responsible	Involved	Business Unit
9.3a	Develop and implement a Strategic Grants Plan	Implementation of Strategic Grants Plan	Q4 2020 (June)	Strategic Grants Specialist	General Manager Strategic Asset Performance General Manager Community Development & Events Financial Operations Team Leader Strategic Project Specialist	●

# 2019-20 Budget

## Partnerships



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# Community Development and Events

## Business Unit Summary

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	2,371,752	2,400,051	2,445,435
Total Ordinary Expenses	(16,808,370)	(16,263,594)	(17,975,902)
Total Depreciation Expenses	(1,071,154)	(631,041)	(976,636)
<b>Net Income/(Deficit)</b>	<b>(15,507,772)</b>	<b>(14,494,584)</b>	<b>(16,507,104)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	149,606	147,751	-
Total Capital Expenses	-	(43,386)	(651,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	(475,247)	(475,247)	(526,212)
<b>Total Capital Expenditure/Loans</b>	<b>(325,641)</b>	<b>(370,883)</b>	<b>(1,177,212)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(724,086)	(12,884)	(866,366)
Total Transfer from Reserve	2,101,930	1,674,255	141,000
<b>Total Reserve Movement</b>	<b>1,377,844</b>	<b>1,661,371</b>	<b>(725,366)</b>
<b>TOTAL</b>	<b>(14,455,569)</b>	<b>(13,204,095)</b>	<b>(18,409,682)</b>

# Community Development and Events

## Group: Regional Art Gallery

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	118,570	113,595	123,870
Total Ordinary Expenses	(969,559)	(1,074,017)	(1,142,736)
Total Depreciation Expenses	(87,430)	(64,935)	(77,754)
<b>Net Income/(Deficit)</b>	<b>(938,419)</b>	<b>(1,025,357)</b>	<b>(1,096,620)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	(20,024)	(20,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>(20,024)</b>	<b>(20,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	82,140	141,000
<b>Total Reserve Movement</b>	<b>-</b>	<b>82,140</b>	<b>141,000</b>
<b>TOTAL</b>	<b>(938,419)</b>	<b>(963,241)</b>	<b>(975,620)</b>

# Community Development and Events

## Cost Centre: 495 - Arts and Heritage

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10310 - QTC	2,500
10320 - Interest on Bank Accounts	4,000
10730 - Sundry Fees & Charges	1,440
10925 - State government grants	60,000
11360 - Sales	10,000
11610 - Donations	500
11613 - Entry fees	5,430
11614 - Sponsorships	40,000
<b>Total Ordinary Income</b>	<b>123,870</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(467,550)
20125 - On-costs salaries & wages	(202,986)
20130 - Overtime salaries & wages	(20,000)
20220 - Staff amenities	(1,500)
20275 - Entertainment & Hospitality (FBT)	(1,000)
20277 - NON-FBT Entertainment & Hospitality	(9,400)
20550 - Subs - Other	(3,000)
20610 - Office furniture & Equipment <\$5,000	(2,000)
20615 - Plant <\$5,000	(1,000)
20625 - Hire of plant & equipment - external	(3,000)
20630 - Hire of plant & equipment - internal	(18,000)
20635 - Loose tools & associated consumables	(1,000)
20710 - Cleaning & refuse	(300)
20715 - Electricity & gas	(120,000)
20735 - Pest Control - Inspections	(1,500)
20920 - Other consultants	(5,000)
20921 - Other Contractors	(2,000)
20930 - Travel & Accommodation - Consultants\contractors	(4,200)
21011 - Sister City	(2,000)
21015 - Annual prizes	(40,000)
21050 - Other Donations	(140,000)
21230 - Freight/Courier/Transport	(6,000)
21240 - Insurance - Other	(6,000)
21270 - Postage	(400)
21275 - Printing & stationery	(3,000)
21285 - Telephone Expenses	(3,500)
21320 - Materials	(23,800)
21365 - Safety equipment (Non-PPE)	(1,000)
21367 - Artists fees and expenses	(53,600)
<b>Total Ordinary Expenses</b>	<b>(1,142,736)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(12,819)
21460 - Depreciation - BUILDINGS	(64,498)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(437)
<b>Total Depreciation Expenses</b>	<b>(77,754)</b>
<b>Net Income/(Deficit)</b>	<b>(1,096,620)</b>

# Community Development and Events

## Capital Expenditure/Loans

<b>Capital Expenses</b>	
21320 - Materials	(20,000)
<b>Total Capital Expenses</b>	<b>(20,000)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(20,000)</b>

## Reserve Movement

<b>Transfer from Reserve</b>	
35015 - Tfr from Recurrent Grant Funding Reserve	141,000
<b>Total Transfer from Reserve</b>	<b>141,000</b>
<b>Total Reserve Movement</b>	<b>141,000</b>

<b>TOTAL</b>	<b>(975,620)</b>
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## Projects

Description	2019/2020 Budget
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### General Fund

#### Income

GNM0189 - Regional Arts Development Fund	62,500
GNM0190 - Martin Hanson Awards	40,000

<b>Total Income</b>	<b>102,500</b>
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#### Expenses

GNM0189 - Regional Arts Development Fund	(141,000)
GNM0190 - Martin Hanson Awards	(47,900)

<b>Total Expenses</b>	<b>(188,900)</b>
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<b>Total General Fund</b>	<b>(86,400)</b>
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### Capital Projects Fund

#### Expenses

GNC0134 - Artwork for GRAGM Art and Heritage Collection	(20,000)
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<b>Total Expenses</b>	<b>(20,000)</b>
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<b>Total Capital Projects Fund</b>	<b>(20,000)</b>
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# Community Development and Events

## Group: Community Development & Events Administration

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	5,000
Total Ordinary Expenses	(1,178,897)	(835,490)	(1,167,874)
Total Depreciation Expenses	(6,002)	-	-
<b>Net Income/(Deficit)</b>	<b>(1,184,899)</b>	<b>(835,490)</b>	<b>(1,162,874)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(140,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(140,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,184,899)</b>	<b>(835,490)</b>	<b>(1,302,874)</b>



# Community Development and Events

## Cost Centre: 645 - Community Facility Maintenance

Description	2019/2020 Budget
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### Trading Summary

<b>Ordinary Income</b>	
11230 - Venue hire	5,000

<b>Total Ordinary Income</b>	<b>5,000</b>
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### Ordinary Expenses

20120 - Normal salaries & wages	(22,672)
20125 - On-costs salaries & wages	(9,982)
20610 - Office furniture & Equipment <\$5,000	(10,000)
20620 - Hardware Less than 5K	(5,000)
20630 - Hire of plant & equipment - internal	(15,500)
20635 - Loose tools & associated consumables	(2,000)
20715 - Electricity & gas	(20,000)
20740 - Rates & charges - Council properties	(14,500)
20921 - Other Contractors	(85,000)
20930 - Travel & Accommodation - Consultants\contractors	(1,500)
21150 - Other maintenance	(293,210)
21320 - Materials	(9,000)

<b>Total Ordinary Expenses</b>	<b>(488,364)</b>
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<b>Net Income/(Deficit)</b>	<b>(483,364)</b>
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### Capital Expenditure/Loans

#### Capital Expenses

20921 - Other Contractors	(140,000)
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<b>Total Capital Expenses</b>	<b>(140,000)</b>
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<b>Total Capital Expenditure/Loans</b>	<b>(140,000)</b>
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<b>TOTAL</b>	<b>(623,364)</b>
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## Projects

Description	2019/2020 Budget
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### Capital Projects Fund

#### Expenses

BDC0148 - Gladstone Library Carpet	(140,000)
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<b>Total Expenses</b>	<b>(140,000)</b>
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<b>Total Capital Projects Fund</b>	<b>(140,000)</b>
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# Community Development and Events

## Cost Centre: 740 - Community Development & Events Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(302,616)
20125 - On-costs salaries & wages	(133,194)
20220 - Staff amenities	(35,000)
20275 - Entertainment & Hospitality (FBT)	(3,000)
20921 - Other Contractors	(200,000)
21260 - Licenses & Registrations	(5,000)
21285 - Telephone Expenses	(700)
<b>Total Ordinary Expenses</b>	<b>(679,510)</b>
<b>Net Income/(Deficit)</b>	<b>(679,510)</b>
<b>TOTAL</b>	<b>(679,510)</b>

# Community Development and Events

## Group: Brand and Communications

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	1,056	-
Total Ordinary Expenses	(1,533,024)	(1,428,489)	(1,548,265)
Total Depreciation Expenses	(1,020)	(1,210)	(1,210)
<b>Net Income/(Deficit)</b>	<b>(1,534,044)</b>	<b>(1,428,643)</b>	<b>(1,549,475)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(27,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(27,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,534,044)</b>	<b>(1,428,643)</b>	<b>(1,576,475)</b>

# Community Development and Events

## Cost Centre: 460 - Brand and Communications

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(722,560)
20125 - On-costs salaries & wages	(311,962)
20130 - Overtime salaries & wages	(5,000)
20550 - Subs - Other	(35,500)
20610 - Office furniture & Equipment <\$5,000	(5,150)
20620 - Hardware Less than 5K	(3,300)
20630 - Hire of plant & equipment - internal	(1,038)
20920 - Other consultants	(15,000)
20921 - Other Contractors	(55,000)
21210 - Advertising & promotion	(226,605)
21230 - Freight/Courier/Transport	(500)
21240 - Insurance - Other	(50)
21260 - Licenses & Registrations	(10,000)
21270 - Postage	(30,000)
21275 - Printing & stationery	(118,100)
21285 - Telephone Expenses	(5,500)
21320 - Materials	(3,000)

**Total Ordinary Expenses** (1,548,265)

#### Depreciation

21440 - Depreciation - PFOS (1,210)

**Total Depreciation Expenses** (1,210)

**Net Income/(Deficit)** (1,549,475)

#### Capital Expenditure/Loans

##### Capital Expenses

21320 - Materials (27,000)

**Total Capital Expenses** (27,000)

**Total Capital Expenditure/Loans** (27,000)

**TOTAL** (1,576,475)

### Projects

Description	2019/2020 Budget
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#### Capital Projects Fund

##### Expenses

GNC0132 - Live Streaming and Video Camera (27,000)

**Total Expenses** (27,000)

**Total Capital Projects Fund** (27,000)

# Community Development and Events

## Group: Community Partnerships

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	564,334	602,106	537,195
Total Ordinary Expenses	(3,659,722)	(3,483,603)	(4,364,110)
Total Depreciation Expenses	(250,252)	(30,011)	(188,834)
<b>Net Income/(Deficit)</b>	<b>(3,345,640)</b>	<b>(2,911,508)</b>	<b>(4,015,750)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	149,606	147,751	-
Total Capital Expenses	-	(906)	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>149,606</b>	<b>146,845</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	(3,223)	(153,535)
Total Transfer from Reserve	85,019	79,431	-
<b>Total Reserve Movement</b>	<b>85,019</b>	<b>76,208</b>	<b>(153,535)</b>
<b>TOTAL</b>	<b>(3,111,015)</b>	<b>(2,688,455)</b>	<b>(4,169,285)</b>

# Community Development and Events

## Cost Centre: 442 - Community Development and Partnerships

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	19,980
10812 - Operating Cost Recovery	6,600
11230 - Venue hire	360
11640 - Sundry income	8,000
<b>Total Ordinary Income</b>	<b>34,940</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(1,002,870)
20125 - On-costs salaries & wages	(441,360)
20130 - Overtime salaries & wages	(7,800)
20220 - Staff amenities	(1,000)
20265 - Other staffing costs	(350)
20277 - NON-FBT Entertainment & Hospitality	(4,600)
20550 - Subs - Other	(2,000)
20620 - Hardware Less than 5K	(3,400)
20630 - Hire of plant & equipment - internal	(157)
20715 - Electricity & gas	(36,000)
20740 - Rates & charges - Council properties	(118,651)
20920 - Other consultants	(80,000)
20921 - Other Contractors	(105,000)
20930 - Travel & Accommodation - Consultants\contractors	(10,000)
21013 - Civic Receptions/Ceremonies	(2,250)
21020 - Community group donations	(5,000)
21045 - CSO Donations	(20,000)
21050 - Other Donations	(369,326)
21240 - Insurance - Other	(200)
21250 - Internet Services Charges	(360)
21275 - Printing & stationery	(2,500)
21285 - Telephone Expenses	(7,200)
21320 - Materials	(51,000)
21367 - Artists fees and expenses	(2,500)
<b>Total Ordinary Expenses</b>	<b>(2,273,524)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(199)
21460 - Depreciation - BUILDINGS	(29,000)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(1,010)
<b>Total Depreciation Expenses</b>	<b>(30,209)</b>
<b>Net Income/(Deficit)</b>	<b>(2,268,794)</b>
<b>TOTAL</b>	<b>(2,268,794)</b>

# Community Development and Events

## Cost Centre: 445 - Grant\Programs

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10915 - Federal government grants	211,432
10925 - State government grants	248,823
11640 - Sundry income	42,000
<b>Total Ordinary Income</b>	<b>502,255</b>
<b>Ordinary Expenses</b>	
20640 - Photocopier expenses	(3,000)
20715 - Electricity & gas	(2,400)
20921 - Other Contractors	(243,400)
21225 - Fees & Charges	(31,710)
21275 - Printing & stationery	(1,250)
21280 - Reference Books	(3,000)
21285 - Telephone Expenses	(4,200)
21320 - Materials	(59,760)
<b>Total Ordinary Expenses</b>	<b>(348,720)</b>
<b>Net Income/(Deficit)</b>	<b>153,535</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30115 - Tfr to Recurrent Grants Funding Reserve	(153,535)
<b>Total Transfer to Reserve</b>	<b>(153,535)</b>
<b>Total Reserve Movement</b>	<b>(153,535)</b>
<b>TOTAL</b>	<b>-</b>

# Community Development and Events

## Cost Centre: 455 - Sport & Recreation

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(97,409)
21460 - Depreciation - BUILDINGS	(19,505)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(41,711)
<b>Total Depreciation Expenses</b>	<b>(158,625)</b>
<b>Net Income/(Deficit)</b>	<b>(158,625)</b>
<b>TOTAL</b>	<b>(158,625)</b>



# Community Development and Events

## Cost Centre: 530 - Community Support

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

21035 - Rates Donations - Community groups	(472,000)
21045 - CSO Donations	(300,000)
21050 - Other Donations	(969,866)

<b>Total Ordinary Expenses</b>	<b>(1,741,866)</b>
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<b>Net Income/(Deficit)</b>	<b>(1,741,866)</b>
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<b>TOTAL</b>	<b>(1,741,866)</b>
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### Projects

Description	2019/2020 Budget
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#### General Fund

##### Expenses

COM0001 - Connected Communities Fund	(115,000)
COM0002 - Regional Enhancement Fund	(318,000)
COM0003 - Community Celebration Fund	(455,266)
COM0004 - Community Education and Development Fund	(81,600)

<b>Total Expenses</b>	<b>(969,866)</b>
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<b>Total General Fund</b>	<b>(969,866)</b>
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# Community Development and Events

## Group: Gladstone Entertainment Convention Centre

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	1,256,700	1,226,033	1,320,625
Total Ordinary Expenses	(4,737,707)	(4,570,089)	(5,142,351)
Total Depreciation Expenses	(380,731)	(224,619)	(389,330)
<b>Net Income/(Deficit)</b>	<b>(3,861,738)</b>	<b>(3,568,675)</b>	<b>(4,211,056)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	(16,020)	(223,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	(475,247)	(475,247)	(526,212)
<b>Total Capital Expenditure/Loans</b>	<b>(475,247)</b>	<b>(491,267)</b>	<b>(749,212)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(712,831)	-	(712,831)
Total Transfer from Reserve	2,016,911	1,512,685	-
<b>Total Reserve Movement</b>	<b>1,304,080</b>	<b>1,512,685</b>	<b>(712,831)</b>
<b>TOTAL</b>	<b>(3,032,905)</b>	<b>(2,547,257)</b>	<b>(5,673,099)</b>

# Community Development and Events

## Cost Centre: 465 - Events

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11310 - Bar sales	2,900
11345 - Merchandise Sales	1,500
11365 - Ticket sales	268,200
11613 - Entry fees	20,000
11614 - Sponsorships	103,500
11640 - Sundry income	17,800
<b>Total Ordinary Income</b>	<b>413,900</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(590,524)
20125 - On-costs salaries & wages	(250,266)
20130 - Overtime salaries & wages	(13,000)
20220 - Staff amenities	(300)
20265 - Other staffing costs	(200)
20270 - Travel & Accommodation - Staff	(5,000)
20275 - Entertainment & Hospitality (FBT)	(200)
20280 - First Aid Supplies	(3,000)
20550 - Subs - Other	(1,530)
20610 - Office furniture & Equipment <\$5,000	(2,500)
20625 - Hire of plant & equipment - external	(21,000)
20630 - Hire of plant & equipment - internal	(8,040)
20645 - Software Maintenance & Support	(16,800)
20660 - Software less than \$10K	(5,080)
20710 - Cleaning & refuse	(8,150)
20715 - Electricity & gas	(42,600)
20740 - Rates & charges - Council properties	(21,784)
20750 - Security services	(7,200)
20810 - Fuel - vehicles	(1,500)
20921 - Other Contractors	(492,320)
20930 - Travel & Accommodation - Consultants\contractors	(105,100)
21020 - Community group donations	(2,200)
21050 - Other Donations	(4,500)
21072 - Sponsorships	(20,000)
21210 - Advertising & promotion	(159,000)
21230 - Freight/Courier/Transport	(1,000)
21240 - Insurance - Other	(1,305)
21260 - Licenses & Registrations	(10,310)
21275 - Printing & stationery	(1,300)
21285 - Telephone Expenses	(200)
21320 - Materials	(45,450)
21332 - Stock Purchases	(1,400)
21365 - Safety equipment (Non-PPE)	(100)
21367 - Artists fees and expenses	(421,200)
21368 - Royalty payments	(28,485)
<b>Total Ordinary Expenses</b>	<b>(2,292,544)</b>
<b>Net Income/(Deficit)</b>	<b>(1,878,644)</b>
<b>TOTAL</b>	<b>(1,878,644)</b>

# Community Development and Events

## Cost Centre: 475 - Gladstone Entertainment & Convention Centre

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10730 - Sundry Fees & Charges	3,495
11215 - Other hire	63,000
11220 - Plant & equipment hire	119,000
11230 - Venue hire	199,200
11310 - Bar sales	60,500
11315 - Booking fees	46,490
11330 - Catering sales	60,500
11340 - Memberships	2,700
11345 - Merchandise Sales	5,500
11365 - Ticket sales	47,600
11375 - Marketing Services Income	20,840
11410 - Community Service Obligations	200,000
11635 - Rental income	77,900
<b>Total Ordinary Income</b>	<b>906,725</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(875,702)
20125 - On-costs salaries & wages	(344,644)
20130 - Overtime salaries & wages	(45,000)
20220 - Staff amenities	(800)
20265 - Other staffing costs	(2,000)
20275 - Entertainment & Hospitality (FBT)	(1,200)
20280 - First Aid Supplies	(500)
20415 - Interest paid on loans	(742,436)
20550 - Subs - Other	(3,570)
20610 - Office furniture & Equipment <\$5,000	(55,400)
20615 - Plant <\$5,000	(2,000)
20620 - Hardware Less than 5K	(1,000)
20625 - Hire of plant & equipment - external	(13,000)
20630 - Hire of plant & equipment - internal	(37,500)
20635 - Loose tools & associated consumables	(2,000)
20645 - Software Maintenance & Support	(39,200)
20660 - Software less than \$10K	(11,855)
20710 - Cleaning & refuse	(13,650)
20715 - Electricity & gas	(200,200)
20810 - Fuel - vehicles	(900)
20921 - Other Contractors	(46,950)
20930 - Travel & Accommodation - Consultants\contractors	(9,000)
21050 - Other Donations	(800)
21072 - Sponsorships	(82,000)
21150 - Other maintenance	(54,400)
21210 - Advertising & promotion	(106,800)
21230 - Freight/Courier/Transport	(3,000)
21240 - Insurance - Other	(3,045)
21252 - Web hosting	(600)
21260 - Licenses & Registrations	(1,200)
21270 - Postage	(200)
21275 - Printing & stationery	(2,500)
21285 - Telephone Expenses	(8,200)
21314 - Waste Disposal - Other	(380)
21320 - Materials	(65,675)
21332 - Stock Purchases	(2,000)
21367 - Artists fees and expenses	(68,000)
21368 - Royalty payments	(2,500)
<b>Total Ordinary Expenses</b>	<b>(2,849,807)</b>

# Community Development and Events

<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(164,711)
21460 - Depreciation - BUILDINGS	(224,619)
<b>Total Depreciation Expenses</b>	<b>(389,330)</b>
<b>Net Income/(Deficit)</b>	<b>(2,332,412)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21320 - Materials	(223,000)
<b>Total Capital Expenses</b>	<b>(223,000)</b>
<b>Loan Payments</b>	
60615 - Gladstone Entertainment Centre	(526,212)
<b>Total Loan Payments</b>	<b>(526,212)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(749,212)</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30122 - Tfr to Sewerage Constrained Works Reserve	(712,831)
<b>Total Transfer to Reserve</b>	<b>(712,831)</b>
<b>Total Reserve Movement</b>	<b>(712,831)</b>
<b>TOTAL</b>	<b>(3,794,455)</b>
<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
GNC0127 - GECC CL5 Audio Console Replacement	(55,000)
GNC0137 - GECC - Flylines and chain motors	(168,000)
<b>Total Expenses</b>	<b>(223,000)</b>
<b>Total Capital Projects Fund</b>	<b>(223,000)</b>

# Community Development and Events

## Group: Regional Libraries

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	385,080	407,370	400,200
Total Ordinary Expenses	(3,037,887)	(3,117,763)	(2,992,471)
Total Depreciation Expenses	(265,482)	(232,564)	(239,890)
<b>Net Income/(Deficit)</b>	<b>(2,918,289)</b>	<b>(2,942,958)</b>	<b>(2,832,160)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(20,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(20,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(2,918,289)</b>	<b>(2,942,958)</b>	<b>(2,852,160)</b>

# Community Development and Events

## Cost Centre: 485 - Regional Libraries

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10710 - Book replacement	200
10925 - State government grants	300,000
10930 - Operational Grants - Other	3,500
11360 - Sales	19,000
11635 - Rental income	2,000
11640 - Sundry income	1,700
11665 - Book Sales	500
<b>Total Ordinary Income</b>	<b>326,900</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(1,007,008)
20124 - Motor vehicle allowance	(500)
20125 - On-costs salaries & wages	(403,402)
20130 - Overtime salaries & wages	(9,900)
20220 - Staff amenities	(200)
20225 - Staff gifts and awards	(150)
20265 - Other staffing costs	(200)
20275 - Entertainment & Hospitality (FBT)	(50)
20277 - NON-FBT Entertainment & Hospitality	(150)
20550 - Subs - Other	(345)
20615 - Plant <\$5,000	(500)
20620 - Hardware Less than 5K	(25,000)
20630 - Hire of plant & equipment - internal	(37,500)
20650 - Library Book Purchases	(400,000)
20660 - Software less than \$10K	(150)
20710 - Cleaning & refuse	(1,200)
20715 - Electricity & gas	(60,000)
20921 - Other Contractors	(10,000)
21150 - Other maintenance	(550)
21230 - Freight/Courier/Transport	(2,000)
21240 - Insurance - Other	(450)
21260 - Licenses & Registrations	(2,200)
21270 - Postage	(400)
21275 - Printing & stationery	(3,500)
21285 - Telephone Expenses	(4,600)
21320 - Materials	(62,500)
21367 - Artists fees and expenses	(2,000)
<b>Total Ordinary Expenses</b>	<b>(2,034,455)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(5,493)
21440 - Depreciation - PFOS	(738)
21460 - Depreciation - BUILDINGS	(87,814)
<b>Total Depreciation Expenses</b>	<b>(94,045)</b>
<b>Net Income/(Deficit)</b>	<b>(1,801,600)</b>

# Community Development and Events

## Capital Expenditure/Loans

### Capital Expenses

21320 - Materials (20,000)

**Total Capital Expenses (20,000)**

**Total Capital Expenditure/Loans (20,000)**

**TOTAL (1,821,600)**

## Projects

Description	2019/2020 Budget
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### Capital Projects Fund

#### Expenses

GNC0133 - Library RFID Hardware (20,000)

**Total Expenses (20,000)**

**Total Capital Projects Fund (20,000)**



# Community Development and Events

## Cost Centre: 600 - Agnes Water Library

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11360 - Sales	9,000
<b>Total Ordinary Income</b>	<b>9,000</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(82,640)
20124 - Motor vehicle allowance	(600)
20125 - On-costs salaries & wages	(36,364)
20620 - Hardware Less than 5K	(300)
20650 - Library Book Purchases	(2,000)
20750 - Security services	(500)
21230 - Freight/Courier/Transport	(700)
21285 - Telephone Expenses	(700)
21320 - Materials	(3,500)
<b>Total Ordinary Expenses</b>	<b>(127,304)</b>
<b>Depreciation</b>	
21460 - Depreciation - BUILDINGS	(7,303)
<b>Total Depreciation Expenses</b>	<b>(7,303)</b>
<b>Net Income/(Deficit)</b>	<b>(125,607)</b>
<b>TOTAL</b>	<b>(125,607)</b>

# Community Development and Events

## Cost Centre: 601 - Boyne Tannum Library

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11230 - Venue hire	43,000
11360 - Sales	600
11620 - Commission	5,000
11640 - Sundry income	7,000
<b>Total Ordinary Income</b>	<b>55,600</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(345,230)
20124 - Motor vehicle allowance	(600)
20125 - On-costs salaries & wages	(139,846)
20130 - Overtime salaries & wages	(7,500)
20220 - Staff amenities	(600)
20610 - Office furniture & Equipment <\$5,000	(30,000)
20650 - Library Book Purchases	(2,000)
20715 - Electricity & gas	(40,000)
20750 - Security services	(400)
20921 - Other Contractors	(62,500)
21072 - Sponsorships	(100)
21230 - Freight/Courier/Transport	(700)
21270 - Postage	(100)
21275 - Printing & stationery	(200)
21285 - Telephone Expenses	(3,000)
21320 - Materials	(5,000)
21367 - Artists fees and expenses	(200)
<b>Total Ordinary Expenses</b>	<b>(637,976)</b>
<b>Depreciation</b>	
21460 - Depreciation - BUILDINGS	(70,388)
<b>Total Depreciation Expenses</b>	<b>(70,388)</b>
<b>Net Income/(Deficit)</b>	<b>(652,764)</b>
<b>TOTAL</b>	<b>(652,764)</b>

# Community Development and Events

## Cost Centre: 602 - Calliope Library

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10710 - Book replacement	900
11360 - Sales	7,000
<b>Total Ordinary Income</b>	<b>7,900</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(56,796)
20124 - Motor vehicle allowance	(100)
20125 - On-costs salaries & wages	(24,998)
20220 - Staff amenities	(300)
20650 - Library Book Purchases	(500)
20710 - Cleaning & refuse	(800)
20715 - Electricity & gas	(13,000)
21150 - Other maintenance	(400)
21230 - Freight/Courier/Transport	(300)
21240 - Insurance - Other	(30)
21275 - Printing & stationery	(200)
21320 - Materials	(4,000)
<b>Total Ordinary Expenses</b>	<b>(101,424)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,832)
21460 - Depreciation - BUILDINGS	(53,414)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(1,362)
<b>Total Depreciation Expenses</b>	<b>(56,608)</b>
<b>Net Income/(Deficit)</b>	<b>(150,132)</b>
<b>TOTAL</b>	<b>(150,132)</b>

# Community Development and Events

## Cost Centre: 603 - Miriam Vale Library

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11360 - Sales	800
<b>Total Ordinary Income</b>	<b>800</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(59,590)
20124 - Motor vehicle allowance	(700)
20125 - On-costs salaries & wages	(26,222)
20220 - Staff amenities	(150)
20715 - Electricity & gas	(3,000)
21270 - Postage	(50)
21285 - Telephone Expenses	(600)
21320 - Materials	(600)
21367 - Artists fees and expenses	(400)
<b>Total Ordinary Expenses</b>	<b>(91,312)</b>
<b>Depreciation</b>	
21460 - Depreciation - BUILDINGS	(11,544)
<b>Total Depreciation Expenses</b>	<b>(11,544)</b>
<b>Net Income/(Deficit)</b>	<b>(102,056)</b>
<b>TOTAL</b>	<b>(102,056)</b>

# Community Development and Events

## Group: Tondoon Botanic Gardens

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	47,068	49,892	58,545
Total Ordinary Expenses	(1,691,574)	(1,754,142)	(1,618,095)
Total Depreciation Expenses	(80,237)	(77,703)	(79,619)
<b>Net Income/(Deficit)</b>	<b>(1,724,743)</b>	<b>(1,781,952)</b>	<b>(1,639,169)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	(6,437)	(221,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>(6,437)</b>	<b>(221,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(11,255)	(9,661)	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>(11,255)</b>	<b>(9,661)</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,735,998)</b>	<b>(1,798,050)</b>	<b>(1,860,169)</b>

# Community Development and Events

## Cost Centre: 400 - Tondoon Botanic Gardens

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10730 - Sundry Fees & Charges	6,460
10735 - Tondoon Botanic Gardens Park Bookings	5,635
11360 - Sales	400
11635 - Rental income	34,000
11640 - Sundry income	12,050
<b>Total Ordinary Income</b>	<b>58,545</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(678,360)
20125 - On-costs salaries & wages	(298,524)
20130 - Overtime salaries & wages	(28,000)
20210 - PPE - non uniform	(1,400)
20220 - Staff amenities	(1,900)
20277 - NON-FBT Entertainment & Hospitality	(200)
20320 - Councillors - Hospitality	(500)
20550 - Subs - Other	(4,600)
20610 - Office furniture & Equipment <\$5,000	(5,000)
20620 - Hardware Less than 5K	(1,500)
20625 - Hire of plant & equipment - external	(6,000)
20630 - Hire of plant & equipment - internal	(88,041)
20635 - Loose tools & associated consumables	(4,500)
20710 - Cleaning & refuse	(4,800)
20715 - Electricity & gas	(42,400)
20810 - Fuel - vehicles	(500)
20825 - Oil & lubricants - vehicles	(500)
20920 - Other consultants	(33,000)
20921 - Other Contractors	(271,855)
20930 - Travel & Accommodation - Consultants\contractors	(6,000)
21150 - Other maintenance	(15,000)
21230 - Freight/Courier/Transport	(1,500)
21240 - Insurance - Other	(315)
21275 - Printing & stationery	(300)
21280 - Reference Books	(500)
21285 - Telephone Expenses	(10,850)
21310 - Chemicals	(7,000)
21320 - Materials	(103,400)
21345 - Tipping Fees	(150)
21365 - Safety equipment (Non-PPE)	(1,500)
<b>Total Ordinary Expenses</b>	<b>(1,618,095)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRFCINANC	(1,916)
21440 - Depreciation - PFOS	(22,519)
21460 - Depreciation - BUILDINGS	(45,848)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(9,336)
<b>Total Depreciation Expenses</b>	<b>(79,619)</b>
<b>Net Income/(Deficit)</b>	<b>(1,639,169)</b>

# Community Development and Events

## Capital Expenditure/Loans

### Capital Expenses

21150 - Other maintenance	(30,000)
21320 - Materials	(191,000)

**Total Capital Expenses** (221,000)

**Total Capital Expenditure/Loans** (221,000)

**TOTAL** (1,860,169)

## Projects

Description	2019/2020 Budget
-------------	---------------------

### General Fund

#### Expenses

PGM3216 - TBG - Signage Maintenance	(2,500)
PGM3217 - TBG - Trail Maintenance	(12,500)
PGM3218 - TBG - Collection Mapping	(12,500)
PGM3219 - TBG - Irrigation	(13,000)
PGM3220 - TBG - Roadway and Pathway Maintenance	(15,000)
PGM3221 - TBG - Sculpture Art Trail	(20,000)
PGM3222 - TBG - Waterway Weed Control	(10,000)
PGM3223 - TBG - Tree Management	(100,000)

**Total Expenses** (185,500)

**Total General Fund** (185,500)

### Capital Projects Fund

#### Expenses

PKC0207 - TBG - Depot - Nursery - Structure Renewal (Upgrade)	(30,000)
PKC0257 - TBG Staff Amenities - Re-roofing, refit & refurbishment	(191,000)

**Total Expenses** (221,000)

**Total Capital Projects Fund** (221,000)

<b>Business Unit Summary</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	3,033,162	2,849,463	3,099,563
Total Ordinary Expenses	(11,639,968)	(11,490,777)	(11,394,357)
Total Depreciation Expenses	(75,494)	(35,110)	(52,382)
<b>Net Income/(Deficit)</b>	<b>(8,682,300)</b>	<b>(8,676,425)</b>	<b>(8,347,176)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(84,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(84,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	252,041	147,744	369,948
<b>Total Reserve Movement</b>	<b>252,041</b>	<b>147,744</b>	<b>369,948</b>
<b>TOTAL</b>	<b>(8,430,259)</b>	<b>(8,528,681)</b>	<b>(8,061,228)</b>



<b>Group: Call Centre</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	-	(4,152)	-
Total Ordinary Expenses	(149,000)	(132,385)	(127,368)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(149,000)</b>	<b>(136,537)</b>	<b>(127,368)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(149,000)</b>	<b>(136,537)</b>	<b>(127,368)</b>

# Customer Experience

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<b>Cost Centre: 417 - Call Centre</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20921 - Other Contractors	(127,368)
<b>Total Ordinary Expenses</b>	<b>(127,368)</b>
<b>Net Income/(Deficit)</b>	<b>(127,368)</b>
<b>TOTAL</b>	<b>(127,368)</b>

# Customer Experience

## Group: Customer Experience Administration

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(478,440)	(658,736)	(428,958)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(478,440)</b>	<b>(658,736)</b>	<b>(428,958)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(478,440)</b>	<b>(658,736)</b>	<b>(428,958)</b>

# Customer Experience

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## Cost Centre: 730 - Customer Experience Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(296,178)
20125 - On-costs salaries & wages	(130,350)
20240 - Staff uniforms - PPE	(150)
20275 - Entertainment & Hospitality (FBT)	(1,800)
21285 - Telephone Expenses	(480)
<b>Total Ordinary Expenses</b>	<b>(428,958)</b>
<b>Net Income/(Deficit)</b>	<b>(428,958)</b>
<b>TOTAL</b>	<b>(428,958)</b>

# Customer Experience

## Group: Customer Solutions

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	230,162	226,264	259,945
Total Ordinary Expenses	(4,116,518)	(4,953,829)	(4,298,736)
Total Depreciation Expenses	(7,101)	(6,311)	(7,504)
<b>Net Income/(Deficit)</b>	<b>(3,893,457)</b>	<b>(4,733,876)</b>	<b>(4,046,295)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(28,500)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(28,500)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(3,893,457)</b>	<b>(4,733,876)</b>	<b>(4,074,795)</b>

# Customer Experience

<b>Cost Centre: 112 - Customer Solutions</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10730 - Sundry Fees & Charges	1,750
<b>Total Ordinary Income</b>	<b>1,750</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(2,425,350)
20124 - Motor vehicle allowance	(2,885)
20125 - On-costs salaries & wages	(900,054)
20130 - Overtime salaries & wages	(18,000)
20220 - Staff amenities	(1,200)
20275 - Entertainment & Hospitality (FBT)	(4,800)
20277 - NON-FBT Entertainment & Hospitality	(660)
20620 - Hardware Less than 5K	(6,000)
20635 - Loose tools & associated consumables	(2,000)
20750 - Security services	(8,400)
20921 - Other Contractors	(5,850)
21270 - Postage	(67,600)
21275 - Printing & stationery	(3,360)
21285 - Telephone Expenses	(75,000)
<b>Total Ordinary Expenses</b>	<b>(3,521,159)</b>
<b>Net Income/(Deficit)</b>	<b>(3,519,409)</b>
<b>TOTAL</b>	<b>(3,519,409)</b>

## Cost Centre: 617 - Southern Customer Services

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10925 - State government grants	110,000
11635 - Rental income	11,000
11640 - Sundry income	48,204
<b>Total Ordinary Income</b>	<b>169,204</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(367,694)
20124 - Motor vehicle allowance	(3,500)
20125 - On-costs salaries & wages	(146,224)
20220 - Staff amenities	(1,600)
21275 - Printing & stationery	(500)
21285 - Telephone Expenses	(2,000)
21320 - Materials	(2,535)
<b>Total Ordinary Expenses</b>	<b>(524,053)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,194)
<b>Total Depreciation Expenses</b>	<b>(1,194)</b>
<b>Net Income/(Deficit)</b>	<b>(356,043)</b>
<b>TOTAL</b>	<b>(356,043)</b>

## Cost Centre: 618 - Mount Larcom Rural Transaction Centre

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11345 - Merchandise Sales	36,000
11620 - Commission	50,491
11640 - Sundry income	2,500
<b>Total Ordinary Income</b>	<b>88,991</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(148,006)
20124 - Motor vehicle allowance	(2,300)
20125 - On-costs salaries & wages	(59,318)
20220 - Staff amenities	(50)
21240 - Insurance - Other	(1,000)
21275 - Printing & stationery	(250)
21285 - Telephone Expenses	(2,600)
21320 - Materials	(4,000)
21332 - Stock Purchases	(36,000)
<b>Total Ordinary Expenses</b>	<b>(253,524)</b>
<b>Depreciation</b>	
21460 - Depreciation - BUILDINGS	(6,311)
<b>Total Depreciation Expenses</b>	<b>(6,311)</b>
<b>Net Income/(Deficit)</b>	<b>(170,843)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21150 - Other maintenance	(28,500)
<b>Total Capital Expenses</b>	<b>(28,500)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(28,500)</b>
<b>TOTAL</b>	<b>(199,343)</b>
<b>Projects</b>	
Description	2019/2020 Budget
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
RTC0001 - Mount Larcom RTC Improvements	(28,500)
<b>Total Expenses</b>	<b>(28,500)</b>
<b>Total Capital Projects Fund</b>	<b>(28,500)</b>



## Group: Development Services

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	1,508,000	1,410,272	1,398,236
Total Ordinary Expenses	(2,327,582)	(1,800,064)	(1,920,116)
Total Depreciation Expenses	(958)	-	(1,168)
<b>Net Income/(Deficit)</b>	<b>(820,540)</b>	<b>(389,792)</b>	<b>(523,048)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(820,540)</b>	<b>(389,792)</b>	<b>(523,048)</b>

# Customer Experience

## Cost Centre: 296 - Plumbing Services

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10510 - Assessment	37,225
10520 - Plumbing inspections	279,890
10535 - Trade waste	99,760
<b>Total Ordinary Income</b>	<b>416,875</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(129,296)
20125 - On-costs salaries & wages	(56,912)
20220 - Staff amenities	(50)
20630 - Hire of plant & equipment - internal	(15,500)
20921 - Other Contractors	(20,000)
21260 - Licenses & Registrations	(200)
21285 - Telephone Expenses	(1,440)
21320 - Materials	(100)
<b>Total Ordinary Expenses</b>	<b>(223,498)</b>
<b>Net Income/(Deficit)</b>	<b>193,377</b>
<b>TOTAL</b>	<b>193,377</b>

## Cost Centre: 300 - Planning Services

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Income

10530 - Town planning	489,540
10925 - State government grants	40,000

#### Total Ordinary Income

529,540

#### Ordinary Expenses

20115 - Jury service clearing account	(250)
20120 - Normal salaries & wages	(810,306)
20125 - On-costs salaries & wages	(356,618)
20250 - Training & development - Non-Mandatory	(500)
20550 - Subs - Other	(900)
20620 - Hardware Less than 5K	(2,200)
20630 - Hire of plant & equipment - internal	(27,000)
20920 - Other consultants	(90,000)
20921 - Other Contractors	(20,000)
21285 - Telephone Expenses	(2,640)

#### Total Ordinary Expenses

(1,310,414)

#### Net Income/(Deficit)

(780,874)

## TOTAL

(780,874)

## Projects

Description	2019/2020 Budget
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### General Fund

#### Income

GNM0209 - Development Fact Sheets & Planning Scheme Zone Cards	40,000
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#### Total Income

40,000

#### Expenses

GNM0209 - Development Fact Sheets & Planning Scheme Zone Cards	(40,000)
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#### Total Expenses

(40,000)

## Total General Fund

-

## Cost Centre: 315 - Building Certification Services

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10510 - Assessment	301,321
10525 - Searches	150,500
<b>Total Ordinary Income</b>	<b>451,821</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(217,022)
20125 - On-costs salaries & wages	(95,522)
20620 - Hardware Less than 5K	(4,000)
20630 - Hire of plant & equipment - internal	(43,500)
20920 - Other consultants	(2,500)
20921 - Other Contractors	(20,000)
21260 - Licenses & Registrations	(1,500)
21285 - Telephone Expenses	(2,160)
<b>Total Ordinary Expenses</b>	<b>(386,204)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,168)
<b>Total Depreciation Expenses</b>	<b>(1,168)</b>
<b>Net Income/(Deficit)</b>	<b>64,449</b>
<b>TOTAL</b>	<b>64,449</b>

## Group: Health, Environment and Pest

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	435,000	338,255	703,776
Total Ordinary Expenses	(1,893,423)	(1,677,314)	(2,109,232)
Total Depreciation Expenses	(23,630)	(11,704)	(12,595)
<b>Net Income/(Deficit)</b>	<b>(1,482,053)</b>	<b>(1,350,763)</b>	<b>(1,418,051)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(15,500)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(15,500)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	252,041	147,744	369,948
<b>Total Reserve Movement</b>	<b>252,041</b>	<b>147,744</b>	<b>369,948</b>
<b>TOTAL</b>	<b>(1,230,012)</b>	<b>(1,203,019)</b>	<b>(1,063,603)</b>

## Cost Centre: 325 - Environmental Health

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10615 - Caravan parks	553
10630 - Food premises	216,659
10640 - Use of footpath/roadways	3,787
10645 - EPA licenses	13,540
10650 - Other health fees and charges	3,744
11615 - Fines & penalties	3,250
11640 - Sundry income	2,000
<b>Total Ordinary Income</b>	<b>243,533</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(344,464)
20125 - On-costs salaries & wages	(151,586)
20130 - Overtime salaries & wages	(6,000)
20550 - Subs - Other	(1,500)
20630 - Hire of plant & equipment - internal	(18,750)
20635 - Loose tools & associated consumables	(2,000)
20921 - Other Contractors	(35,000)
21240 - Insurance - Other	(50)
21285 - Telephone Expenses	(3,000)
21320 - Materials	(1,000)
21351 - Environmental monitoring and compliance	(1,200)
<b>Total Ordinary Expenses</b>	<b>(564,550)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(581)
<b>Total Depreciation Expenses</b>	<b>(581)</b>
<b>Net Income/(Deficit)</b>	<b>(321,598)</b>
<b>TOTAL</b>	<b>(321,598)</b>

<b>Cost Centre: 330 - Immunisation</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10925 - State government grants	45,000
<b>Total Ordinary Income</b>	<b>45,000</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(40,096)
20124 - Motor vehicle allowance	(400)
20125 - On-costs salaries & wages	(9,064)
20130 - Overtime salaries & wages	(2,500)
20625 - Hire of plant & equipment - external	(100)
21230 - Freight/Courier/Transport	(500)
21320 - Materials	(8,500)
<b>Total Ordinary Expenses</b>	<b>(61,160)</b>
<b>Net Income/(Deficit)</b>	<b>(16,160)</b>
<b>TOTAL</b>	<b>(16,160)</b>
<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Income</b>	
GNM0183 - School Immunisation Program	45,000
<b>Total Income</b>	<b>45,000</b>
<b>Expenses</b>	
GNM0183 - School Immunisation Program	(29,246)
<b>Total Expenses</b>	<b>(29,246)</b>
<b>Total General Fund</b>	<b>15,754</b>

## Cost Centre: 352 - Pest Management

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10410 - Impounding fees	2,720
10515 - Compliance	3,323
10925 - State government grants	366,200
11360 - Sales	43,000
<b>Total Ordinary Income</b>	<b>415,243</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(448,426)
20125 - On-costs salaries & wages	(197,384)
20130 - Overtime salaries & wages	(1,920)
20210 - PPE - non uniform	(2,000)
20550 - Subs - Other	(8,000)
20615 - Plant <\$5,000	(2,500)
20620 - Hardware Less than 5K	(6,000)
20625 - Hire of plant & equipment - external	(28,000)
20630 - Hire of plant & equipment - internal	(246,060)
20635 - Loose tools & associated consumables	(25,000)
20715 - Electricity & gas	(4,200)
20730 - Insurance - Property	(3,500)
20810 - Fuel - vehicles	(500)
20825 - Oil & lubricants - vehicles	(100)
20920 - Other consultants	(46,500)
20921 - Other Contractors	(129,500)
21150 - Other maintenance	(12,000)
21230 - Freight/Courier/Transport	(9,000)
21240 - Insurance - Other	(20)
21260 - Licenses & Registrations	(61,500)
21275 - Printing & stationery	(500)
21285 - Telephone Expenses	(9,360)
21309 - Rural Lands Chemical Subsidy	(50,000)
21310 - Chemicals	(46,000)
21314 - Waste Disposal - Other	(14,000)
21320 - Materials	(116,602)
21330 - Bulk Water Purchases	(14,000)
21345 - Tipping Fees	(250)
21350 - Veterinary Services	(700)
<b>Total Ordinary Expenses</b>	<b>(1,483,522)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(310)
21440 - Depreciation - PFOS	(11,645)
21460 - Depreciation - BUILDINGS	(59)
<b>Total Depreciation Expenses</b>	<b>(12,014)</b>
<b>Net Income/(Deficit)</b>	<b>(1,080,293)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21320 - Materials	(15,500)
<b>Total Capital Expenses</b>	<b>(15,500)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(15,500)</b>



# Customer Experience

## Reserve Movement

### Transfer from Reserve

35023 - Tfr from Parks Constrained Works Reserve 369,948

**Total Transfer from Reserve 369,948**

**Total Reserve Movement 369,948**

**TOTAL (725,845)**

## Projects

Description	2019/2020 Budget
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### General Fund

#### Income

GNM0210 - Communities Combating Pests and Weed Impacts During Drought 366,200

**Total Income 366,200**

#### Expenses

BDM0015 - APLNG & GLNG Co-Contribution Project General (184,974)

BDM0017 - Rural Lands Depot - Maintenance (12,000)

GNM0210 - Communities Combating Pests and Weed Impacts During Drought (230,446)

**Total Expenses (427,420)**

**Total General Fund (61,220)**

### Capital Projects Fund

#### Expenses

GNC0129 - Animal Trap (15,500)

**Total Expenses (15,500)**

**Total Capital Projects Fund (15,500)**

## Group: Insights and Innovation

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	2,250	-
Total Ordinary Expenses	(1,412,735)	(958,795)	(1,240,434)
Total Depreciation Expenses	(16,936)	-	(762)
<b>Net Income/(Deficit)</b>	<b>(1,429,671)</b>	<b>(956,545)</b>	<b>(1,241,196)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,429,671)</b>	<b>(956,545)</b>	<b>(1,241,196)</b>

## Cost Centre: 111 - Insights and Innovations

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(551,898)
20124 - Motor vehicle allowance	(12,996)
20125 - On-costs salaries & wages	(242,900)
20225 - Staff gifts and awards	(1,188)
20265 - Other staffing costs	(1,000)
20550 - Subs - Other	(3,239)
20620 - Hardware Less than 5K	(13,003)
20630 - Hire of plant & equipment - internal	(41,600)
20645 - Software Maintenance & Support	(1,050)
20920 - Other consultants	(6,000)
20921 - Other Contractors	(337,000)
21150 - Other maintenance	(13,000)
21275 - Printing & stationery	(5,200)
21285 - Telephone Expenses	(3,360)
21320 - Materials	(7,000)
<b>Total Ordinary Expenses</b>	<b>(1,240,434)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(762)
<b>Total Depreciation Expenses</b>	<b>(762)</b>
<b>Net Income/(Deficit)</b>	<b>(1,241,196)</b>
<b>TOTAL</b>	<b>(1,241,196)</b>

<b>Group: Local Laws</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	860,000	876,574	737,606
Total Ordinary Expenses	(1,262,269)	(1,309,654)	(1,269,513)
Total Depreciation Expenses	(26,869)	(17,095)	(29,075)
<b>Net Income/(Deficit)</b>	<b>(429,138)</b>	<b>(450,175)</b>	<b>(560,982)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	(40,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>(40,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(429,138)</b>	<b>(450,175)</b>	<b>(600,982)</b>

# Customer Experience

<b>Cost Centre: 320 - Local Laws</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10410 - Impounding fees	48,836
10415 - Registration fees	505,448
10730 - Sundry Fees & Charges	55,294
11615 - Fines & penalties	122,000
11640 - Sundry income	6,028
<b>Total Ordinary Income</b>	<b>737,606</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(627,116)
20125 - On-costs salaries & wages	(276,008)
20130 - Overtime salaries & wages	(70,070)
20235 - Staff uniforms - non PPE	(3,540)
20240 - Staff uniforms - PPE	(3,600)
20615 - Plant <\$5,000	(37,500)
20620 - Hardware Less than 5K	(23,000)
20635 - Loose tools & associated consumables	(20,000)
20715 - Electricity & gas	(12,000)
20730 - Insurance - Property	(5,020)
20921 - Other Contractors	(65,000)
21050 - Other Donations	(15,000)
21150 - Other maintenance	(38,500)
21275 - Printing & stationery	(5,000)
21285 - Telephone Expenses	(11,700)
21320 - Materials	(14,000)
21345 - Tipping Fees	(960)
21350 - Veterinary Services	(41,499)
<b>Total Ordinary Expenses</b>	<b>(1,269,513)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRFINANC	(11,979)
21440 - Depreciation - PFOS	(116)
21460 - Depreciation - BUILDINGS	(16,980)
<b>Total Depreciation Expenses</b>	<b>(29,075)</b>
<b>Net Income/(Deficit)</b>	<b>(560,982)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21320 - Materials	(40,000)
<b>Total Capital Expenses</b>	<b>(40,000)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(40,000)</b>
<b>TOTAL</b>	<b>(600,982)</b>

# Customer Experience

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<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
GNC0128 - K9 Cages for replacement vehicles	(40,000)
<b>Total Expenses</b>	<b>(40,000)</b>
<b>Total Capital Projects Fund</b>	<b>(40,000)</b>

## Group: Regulatory Services

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	-	-	-
Total Depreciation Expenses	-	-	(1,278)
<b>Net Income/(Deficit)</b>	-	-	<b>(1,278)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	-	-	-
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	-	-	-
<b>TOTAL</b>	-	-	<b>(1,278)</b>

# Customer Experience

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## Cost Centre: 355 - Regulatory Service Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,278)
<b>Total Depreciation Expenses</b>	<b>(1,278)</b>
<b>Net Income/(Deficit)</b>	<b>(1,278)</b>
<b>TOTAL</b>	<b>(1,278)</b>



<b>Business Unit Summary</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	341,500	361,851	392,018
Total Ordinary Expenses	(5,529,114)	(5,967,790)	(6,679,957)
Total Depreciation Expenses	(3,108)	-	(4,905)
<b>Net Income/(Deficit)</b>	<b>(5,190,722)</b>	<b>(5,605,939)</b>	<b>(6,292,843)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(5,190,722)</b>	<b>(5,605,939)</b>	<b>(6,292,843)</b>

## Group: Ethics, Integrity and Audit

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(390,276)	(401,160)	(493,656)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(390,276)</b>	<b>(401,160)</b>	<b>(493,656)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(390,276)</b>	<b>(401,160)</b>	<b>(493,656)</b>

# Finance, Governance and Risk

## Cost Centre: 524 - Ethics, Integrity and Audit

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(245,546)
20124 - Motor vehicle allowance	(300)
20125 - On-costs salaries & wages	(108,070)
20620 - Hardware Less than 5K	(3,000)
20630 - Hire of plant & equipment - internal	(15,000)
20920 - Other consultants	(120,000)
21285 - Telephone Expenses	(1,440)
21320 - Materials	(300)
<b>Total Ordinary Expenses</b>	<b>(493,656)</b>
<b>Net Income/(Deficit)</b>	<b>(493,656)</b>
<b>TOTAL</b>	<b>(493,656)</b>

## Group: Finance, Governance & Risk Administration

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(526,000)	(571,698)	(462,442)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(526,000)</b>	<b>(571,698)</b>	<b>(462,442)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(526,000)</b>	<b>(571,698)</b>	<b>(462,442)</b>

# Finance, Governance and Risk

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## Cost Centre: 760 - Finance, Governance & Risk Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(317,514)
20125 - On-costs salaries & wages	(139,728)
20270 - Travel & Accommodation - Staff	(3,000)
20275 - Entertainment & Hospitality (FBT)	(1,000)
21285 - Telephone Expenses	(1,200)
<b>Total Ordinary Expenses</b>	<b>(462,442)</b>
<b>Net Income/(Deficit)</b>	<b>(462,442)</b>
<b>TOTAL</b>	<b>(462,442)</b>

<b>Group: Financial Operations</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	-	4,679	-
Total Ordinary Expenses	(1,081,060)	(1,035,142)	(1,003,932)
Total Depreciation Expenses	(2,261)	-	(1,340)
<b>Net Income/(Deficit)</b>	<b>(1,083,321)</b>	<b>(1,030,463)</b>	<b>(1,005,272)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,083,321)</b>	<b>(1,030,463)</b>	<b>(1,005,272)</b>

# Finance, Governance and Risk

## Cost Centre: 515 - Financial Operations

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(581,976)
20125 - On-costs salaries & wages	(256,106)
20130 - Overtime salaries & wages	(7,000)
20550 - Subs - Other	(2,750)
20620 - Hardware Less than 5K	(100)
21215 - Audit Fees	(156,000)
<b>Total Ordinary Expenses</b>	<b>(1,003,932)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,340)
<b>Total Depreciation Expenses</b>	<b>(1,340)</b>
<b>Net Income/(Deficit)</b>	<b>(1,005,272)</b>
<b>TOTAL</b>	<b>(1,005,272)</b>

# Finance, Governance and Risk

<b>Group: Governance</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	31,500	14,760	1,500
Total Ordinary Expenses	(1,792,766)	(1,540,035)	(2,129,321)
Total Depreciation Expenses	(847)	-	(3,565)
<b>Net Income/(Deficit)</b>	<b>(1,762,113)</b>	<b>(1,525,276)</b>	<b>(2,131,386)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,762,113)</b>	<b>(1,525,276)</b>	<b>(2,131,386)</b>



# Finance, Governance and Risk

## Cost Centre: 106 - Governance Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11640 - Sundry income	1,500
<b>Total Ordinary Income</b>	<b>1,500</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(905,024)
20124 - Motor vehicle allowance	(500)
20125 - On-costs salaries & wages	(398,298)
20130 - Overtime salaries & wages	(2,500)
20275 - Entertainment & Hospitality (FBT)	(1,000)
20320 - Councillors - Hospitality	(15,250)
20340 - Election Expenses	(415,000)
20620 - Hardware Less than 5K	(3,500)
20630 - Hire of plant & equipment - internal	(1,539)
20920 - Other consultants	(30,000)
20921 - Other Contractors	(142,210)
21150 - Other maintenance	(1,000)
21225 - Fees & Charges	(19,800)
21255 - Legal Expenses	(189,000)
21260 - Licenses & Registrations	(300)
21275 - Printing & stationery	(2,000)
21285 - Telephone Expenses	(1,200)
21320 - Materials	(1,200)
<b>Total Ordinary Expenses</b>	<b>(2,129,321)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(2,671)
21435 - Depreciation - GRCFINANC	(894)
<b>Total Depreciation Expenses</b>	<b>(3,565)</b>
<b>Net Income/(Deficit)</b>	<b>(2,131,386)</b>
<b>TOTAL</b>	<b>(2,131,386)</b>

## Group: Modelling and Metrics

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(232,200)	(273,948)	(246,576)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(232,200)</b>	<b>(273,948)</b>	<b>(246,576)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(232,200)</b>	<b>(273,948)</b>	<b>(246,576)</b>

# Finance, Governance and Risk

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## Cost Centre: 528 - Systems Modelling and Metrics

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(167,350)
20125 - On-costs salaries & wages	(73,646)
20610 - Office furniture & Equipment <\$5,000	(580)
20920 - Other consultants	(5,000)
<b>Total Ordinary Expenses</b>	<b>(246,576)</b>
<b>Net Income/(Deficit)</b>	<b>(246,576)</b>
<b>TOTAL</b>	<b>(246,576)</b>

# Finance, Governance and Risk

<b>Group: Risk</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(169,056)	(680,418)	(834,952)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(169,056)</b>	<b>(680,418)</b>	<b>(834,952)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(169,056)</b>	<b>(680,418)</b>	<b>(834,952)</b>

# Finance, Governance and Risk

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## Cost Centre: 526 - Risk

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(118,988)
20125 - On-costs salaries & wages	(52,364)
20550 - Subs - Other	(500)
20620 - Hardware Less than 5K	(1,500)
21240 - Insurance - Other	(661,600)
<b>Total Ordinary Expenses</b>	<b>(834,952)</b>
<b>Net Income/(Deficit)</b>	<b>(834,952)</b>
<b>TOTAL</b>	<b>(834,952)</b>

<b>Group: Revenue Services</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	310,000	342,413	390,518
Total Ordinary Expenses	(1,337,756)	(1,465,390)	(1,509,078)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(1,027,756)</b>	<b>(1,122,977)</b>	<b>(1,118,560)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,027,756)</b>	<b>(1,122,977)</b>	<b>(1,118,560)</b>

# Finance, Governance and Risk

## Cost Centre: 525 - Revenue Services

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Income

10720 - Meter readings	44,690
10725 - Search fees	225,828
11620 - Commission	120,000

**Total Ordinary Income** **390,518**

#### Ordinary Expenses

20120 - Normal salaries & wages	(560,992)
20125 - On-costs salaries & wages	(246,876)
20130 - Overtime salaries & wages	(20,000)
20210 - PPE - non uniform	(100)
20620 - Hardware Less than 5K	(1,000)
20625 - Hire of plant & equipment - external	(50,810)
20635 - Loose tools & associated consumables	(200)
20810 - Fuel - vehicles	(1,700)
20921 - Other Contractors	(200,000)
21210 - Advertising & promotion	(1,000)
21225 - Fees & Charges	(270,000)
21270 - Postage	(122,400)
21275 - Printing & stationery	(31,100)
21285 - Telephone Expenses	(2,700)
21320 - Materials	(200)

**Total Ordinary Expenses** **(1,509,078)**

**Net Income/(Deficit)** **(1,118,560)**

**TOTAL** **(1,118,560)**

### Projects

Description	2019/2020 Budget
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#### General Fund

##### Expenses

REV0001 - Rates Documentation	(30,000)
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**Total Expenses** **(30,000)**

**Total General Fund** **(30,000)**

<b>Business Unit Summary</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	55,617,207	37,150,357	43,756,840
Total Ordinary Expenses	(51,538,081)	(43,419,230)	(50,713,753)
Total Depreciation Expenses	(3,400,990)	(3,546,088)	(3,594,336)
<b>Net Income/(Deficit)</b>	<b>678,136</b>	<b>(9,814,961)</b>	<b>(10,551,249)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	1,866,808	3,413,428	2,683,256
Total Capital Expenses	(8,612,928)	(6,221,569)	(8,711,272)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(6,746,120)</b>	<b>(2,808,141)</b>	<b>(6,028,016)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(2,584,499)	-	(832,059)
Total Transfer from Reserve	2,000,000	-	2,017,829
<b>Total Reserve Movement</b>	<b>(584,499)</b>	<b>-</b>	<b>1,185,770</b>
<b>TOTAL</b>	<b>(6,652,483)</b>	<b>(12,623,102)</b>	<b>(15,393,495)</b>



## Group: Delivery Support and Performance

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	16,458,960	11,966,942	11,601,668
Total Ordinary Expenses	(10,313,811)	(9,839,232)	(11,162,596)
Total Depreciation Expenses	(2,918,354)	(3,109,414)	(3,126,538)
<b>Net Income/(Deficit)</b>	<b>3,226,795</b>	<b>(981,704)</b>	<b>(2,687,466)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	1,866,808	3,413,428	2,663,256
Total Capital Expenses	(7,749,928)	(5,853,750)	(8,041,272)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(5,883,120)</b>	<b>(2,440,322)</b>	<b>(5,378,016)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(2,584,499)	-	(832,059)
Total Transfer from Reserve	2,000,000	-	2,017,829
<b>Total Reserve Movement</b>	<b>(584,499)</b>	<b>-</b>	<b>1,185,770</b>
<b>TOTAL</b>	<b>(3,240,824)</b>	<b>(3,422,027)</b>	<b>(6,879,712)</b>

<b>Cost Centre: 140 - Workshops</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10920 - Fuel subsidy	400,000
10930 - Operational Grants - Other	10,200
11220 - Plant & equipment hire	10,877,778
11640 - Sundry income	10,000
<b>Total Ordinary Income</b>	<b>11,297,978</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(686,242)
20124 - Motor vehicle allowance	(600)
20125 - On-costs salaries & wages	(302,034)
20130 - Overtime salaries & wages	(34,000)
20210 - PPE - non uniform	(5,475)
20220 - Staff amenities	(2,800)
20230 - Staff medicals	(1,100)
20550 - Subs - Other	(1,747)
20615 - Plant <\$5,000	(90,000)
20620 - Hardware Less than 5K	(5,600)
20625 - Hire of plant & equipment - external	(120,000)
20630 - Hire of plant & equipment - internal	(222,904)
20635 - Loose tools & associated consumables	(50,000)
20646 - Equipment License Renewal Fees	(24,950)
20710 - Cleaning & refuse	(10,000)
20730 - Insurance - Property	(5,000)
20810 - Fuel - vehicles	(1,404,000)
20815 - Insurance - vehicles	(102,000)
20820 - Insurance excess - vehicles	(20,000)
20825 - Oil & lubricants - vehicles	(65,040)
20830 - Outside repairs - vehicles	(900,000)
20835 - Parts & materials - vehicles	(600,000)
20840 - Registration - vehicles	(449,920)
20845 - Tyres & tubes - vehicles	(300,000)
20850 - Cutting Edges	(45,000)
20920 - Other consultants	(15,000)
21150 - Other maintenance	(12,000)
21225 - Fees & Charges	(8,500)
21230 - Freight/Courier/Transport	(12,000)
21235 - Fringe Benefits Tax	(30,000)
21275 - Printing & stationery	(1,200)
21285 - Telephone Expenses	(8,100)
21314 - Waste Disposal - Other	(18,000)
21320 - Materials	(60,000)
21365 - Safety equipment (Non-PPE)	(3,600)
<b>Total Ordinary Expenses</b>	<b>(5,616,812)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(412)
21423 - Depreciation - PLANT	(2,913,281)
21424 - Depreciation - MAJOR PLANT	(33,168)
21435 - Depreciation - GRCFINANC	(115,417)
21460 - Depreciation - BUILDINGS	(24,266)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(10,191)
<b>Total Depreciation Expenses</b>	<b>(3,096,735)</b>
<b>Net Income/(Deficit)</b>	<b>2,584,431</b>

**Capital Expenditure/Loans**

<b>Capital Expenses</b>	
21320 - Materials	(6,208,076)
<b>Total Capital Expenses</b>	<b>(6,208,076)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(6,208,076)</b>

**Reserve Movement**

<b>Transfer from Reserve</b>	
35030 - Tfr from Plant Asset Replacement Reserve	2,017,829
<b>Total Transfer from Reserve</b>	<b>2,017,829</b>
<b>Total Reserve Movement</b>	<b>2,017,829</b>

<b>TOTAL</b>	<b>(1,605,816)</b>
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**Projects**

Description	2019/2020 Budget
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
GNC0135 - Fleet Replacement	(6,208,076)
<b>Total Expenses</b>	<b>(6,208,076)</b>
<b>Total Capital Projects Fund</b>	<b>(6,208,076)</b>

## Cost Centre: 286 - Admin Team - Operations

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10730 - Sundry Fees & Charges	36,043
11360 - Sales	35,000
11640 - Sundry income	15,000
<b>Total Ordinary Income</b>	<b>86,043</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(733,068)
20125 - On-costs salaries & wages	(322,590)
20130 - Overtime salaries & wages	(2,000)
20220 - Staff amenities	(2,480)
20230 - Staff medicals	(960)
20265 - Other staffing costs	(600)
20630 - Hire of plant & equipment - internal	(14,684)
21230 - Freight/Courier/Transport	(250)
21285 - Telephone Expenses	(1,560)
<b>Total Ordinary Expenses</b>	<b>(1,078,192)</b>
<b>Net Income/(Deficit)</b>	<b>(992,149)</b>
<b>TOTAL</b>	<b>(992,149)</b>

## Cost Centre: 418 - Gravel Pits

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(70,070)
20125 - On-costs salaries & wages	(30,836)
20630 - Hire of plant & equipment - internal	(75,838)
20740 - Rates & charges - Council properties	(500)
20920 - Other consultants	(70,000)
20921 - Other Contractors	(1,200,000)
21150 - Other maintenance	(36,000)
<b>Total Ordinary Expenses</b>	<b>(1,483,244)</b>
<b>Net Income/(Deficit)</b>	<b>(1,483,244)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11360 - Sales	2,663,256
<b>Total Capital Income</b>	<b>2,663,256</b>
<b>Capital Expenses</b>	
20130 - Overtime salaries & wages	(10,000)
20210 - PPE - non uniform	(8,000)
20620 - Hardware Less than 5K	(12,300)
20625 - Hire of plant & equipment - external	(60,000)
20630 - Hire of plant & equipment - internal	(134,096)
20635 - Loose tools & associated consumables	(1,100)
20810 - Fuel - vehicles	(2,400)
20920 - Other consultants	(30,200)
20921 - Other Contractors	(1,445,000)
21275 - Printing & stationery	(10,000)
21320 - Materials	(6,000)
21345 - Tipping Fees	(5,000)
21368 - Royalty payments	(109,100)
<b>Total Capital Expenses</b>	<b>(1,833,196)</b>
<b>Total Capital Expenditure/Loans</b>	<b>830,060</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30150 - Tfr to Gravel Pit Rehabilitation Reserve	(832,059)
<b>Total Transfer to Reserve</b>	<b>(832,059)</b>
<b>Total Reserve Movement</b>	<b>(832,059)</b>
<b>TOTAL</b>	<b>(1,485,243)</b>

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Expenses</b>	
GVR0002 - Gravel Pit Management	(111,656)
GVR0003 - Gravel Pit - Rehabilitation	(10,000)
GVR0004 - Gravel Pit Operations - Environmental Works	(1,361,588)
<b>Total Expenses</b>	<b>(1,483,244)</b>
<b>Total General Fund (1,483,244)</b>	
<b>Capital Projects Fund</b>	
<b>Income</b>	
GVP0003 - Gravel Pit Operations	2,663,256
<b>Total Income</b>	<b>2,663,256</b>
<b>Expenses</b>	
GVP0003 - Gravel Pit Operations	(1,831,196)
GVP0005 - Gravel Pit Operations - Inventory	(2,000)
<b>Total Expenses</b>	<b>(1,833,196)</b>
<b>Total Capital Projects Fund 830,060</b>	

## Cost Centre: 522 - Contracts and Procurement

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(743,990)
20125 - On-costs salaries & wages	(327,434)
20130 - Overtime salaries & wages	(3,462)
20210 - PPE - non uniform	(200)
20620 - Hardware Less than 5K	(1,000)
20630 - Hire of plant & equipment - internal	(31,489)
21150 - Other maintenance	(290)
21260 - Licenses & Registrations	(12,460)
21285 - Telephone Expenses	(900)
21320 - Materials	(360)
<b>Total Ordinary Expenses</b>	<b>(1,121,585)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,121)
<b>Total Depreciation Expenses</b>	<b>(1,121)</b>
<b>Net Income/(Deficit)</b>	<b>(1,122,705)</b>
<b>TOTAL</b>	<b>(1,122,705)</b>

## Cost Centre: 523 - Stores and Facilities Management

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11710 - Allocations - Stock Issue from Stores	217,648
<b>Total Ordinary Income</b>	<b>217,648</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(582,732)
20125 - On-costs salaries & wages	(256,452)
20130 - Overtime salaries & wages	(20,000)
20610 - Office furniture & Equipment <\$5,000	(198,100)
20620 - Hardware Less than 5K	(2,500)
20625 - Hire of plant & equipment - external	(20,000)
20630 - Hire of plant & equipment - internal	(91,696)
20635 - Loose tools & associated consumables	(5,000)
20660 - Software less than \$10K	(5,000)
21230 - Freight/Courier/Transport	(5,000)
21275 - Printing & stationery	(70,704)
21285 - Telephone Expenses	(10,000)
21320 - Materials	(100,000)
<b>Total Ordinary Expenses</b>	<b>(1,367,184)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(13,640)
21440 - Depreciation - PFOS	(504)
21460 - Depreciation - BUILDINGS	(14,538)
<b>Total Depreciation Expenses</b>	<b>(28,682)</b>
<b>Net Income/(Deficit)</b>	<b>(1,178,218)</b>
<b>TOTAL</b>	<b>(1,178,218)</b>



## Cost Centre: 529 - Delivery Support and Performance

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(342,630)
20125 - On-costs salaries & wages	(150,800)
20130 - Overtime salaries & wages	(600)
20275 - Entertainment & Hospitality (FBT)	(950)
21285 - Telephone Expenses	(600)
<b>Total Ordinary Expenses</b>	<b>(495,580)</b>
<b>Net Income/(Deficit)</b>	<b>(495,580)</b>
<b>TOTAL</b>	<b>(495,580)</b>

## Group: Operations Administration

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	1,466,761	-	-
Total Ordinary Expenses	(1,487,112)	(1,709,442)	(1,222,187)
Total Depreciation Expenses	(56,659)	-	-
<b>Net Income/(Deficit)</b>	<b>(77,010)</b>	<b>(1,709,442)</b>	<b>(1,222,187)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(77,010)</b>	<b>(1,709,442)</b>	<b>(1,222,187)</b>

## Cost Centre: 720 - Operations Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(816,286)
20125 - On-costs salaries & wages	(374,970)
20210 - PPE - non uniform	(160)
20270 - Travel & Accommodation - Staff	(1,000)
20277 - NON-FBT Entertainment & Hospitality	(1,200)
20630 - Hire of plant & equipment - internal	(4,431)
20920 - Other consultants	(20,000)
21285 - Telephone Expenses	(4,140)
<b>Total Ordinary Expenses</b>	<b>(1,222,187)</b>
<b>Net Income/(Deficit)</b>	<b>(1,222,187)</b>
<b>TOTAL</b>	<b>(1,222,187)</b>

<b>Group: Parks Services</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	6,002,018	3,433,836	5,428,826
Total Ordinary Expenses	(6,138,240)	(4,928,952)	(5,714,554)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(136,222)</b>	<b>(1,495,116)</b>	<b>(285,728)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(136,222)</b>	<b>(1,495,116)</b>	<b>(285,728)</b>

## Cost Centre: 362 - Parks Services Labour

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11760 - Operations Labour Recovery	5,428,826
<b>Total Ordinary Income</b>	<b>5,428,826</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(3,979,456)
20125 - On-costs salaries & wages	(1,735,098)
<b>Total Ordinary Expenses</b>	<b>(5,714,554)</b>
<b>Net Income/(Deficit)</b>	<b>(285,728)</b>
<b>TOTAL</b>	<b>(285,728)</b>

## Group: Property Services

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	18,471	-
Total Ordinary Expenses	(3,307,811)	(3,361,252)	(3,892,880)
Total Depreciation Expenses	(374,177)	(397,922)	(400,992)
<b>Net Income/(Deficit)</b>	<b>(3,681,988)</b>	<b>(3,740,704)</b>	<b>(4,293,872)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	(193,000)	(192,818)	(230,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(193,000)</b>	<b>(192,818)</b>	<b>(230,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(3,874,988)</b>	<b>(3,933,522)</b>	<b>(4,523,872)</b>

## Cost Centre: 270 - Corporate Buildings and Facilities

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20220 - Staff amenities	(20,000)
20230 - Staff medicals	(480)
20625 - Hire of plant & equipment - external	(20,000)
20710 - Cleaning & refuse	(50,000)
20715 - Electricity & gas	(330,000)
20730 - Insurance - Property	(60,000)
20735 - Pest Control - Inspections	(50,000)
20740 - Rates & charges - Council properties	(140,000)
20750 - Security services	(120,000)
20760 - Service Contracts	(1,800,000)
20920 - Other consultants	(70,000)
20921 - Other Contractors	(80,000)
21150 - Other maintenance	(1,067,500)
21240 - Insurance - Other	(10,000)
21260 - Licenses & Registrations	(500)
21285 - Telephone Expenses	(12,000)
21320 - Materials	(60,000)
21365 - Safety equipment (Non-PPE)	(2,400)

#### Total Ordinary Expenses

**(3,892,880)**

#### Depreciation

21435 - Depreciation - GRCFINANC	(3,070)
21440 - Depreciation - PFOS	(11,407)
21460 - Depreciation - BUILDINGS	(335,340)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(50,788)
21463 - Depreciation - SEWERAGE	(388)

#### Total Depreciation Expenses

**(400,992)**

#### Net Income/(Deficit)

**(4,293,872)**

#### Capital Expenditure/Loans

##### Capital Expenses

21150 - Other maintenance	(230,000)
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#### Total Capital Expenses

**(230,000)**

#### Total Capital Expenditure/Loans

**(230,000)**

## TOTAL

**(4,523,872)**

## Projects

Description	2019/2020 Budget
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#### Capital Projects Fund

##### Expenses

BDC0145 - Miriam Vale Depot - Pavement works and resheeting	(100,000)
BDC0146 - South End, Curtis Island - Depot shed	(30,000)
GNC0115 - MV Depot Upgrade Amenities	(50,000)
GNC0116 - Pavement Reseal Program - Calliope Depot	(50,000)

#### Total Expenses

**(230,000)**

#### Total Capital Projects Fund

**(230,000)**

<b>Group: Road Services</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	13,478,101	9,379,400	9,557,286
Total Ordinary Expenses	(13,163,409)	(9,232,745)	(9,806,847)
Total Depreciation Expenses	-	-	(1,741)
<b>Net Income/(Deficit)</b>	<b>314,692</b>	<b>146,655</b>	<b>(251,301)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>314,692</b>	<b>146,655</b>	<b>(251,301)</b>



<b>Cost Centre: 152 - Road Services Labour</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11760 - Operations Labour Recovery	7,427,286
<b>Total Ordinary Income</b>	<b>7,427,286</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(5,447,324)
20125 - On-costs salaries & wages	(2,370,872)
<b>Total Ordinary Expenses</b>	<b>(7,818,196)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,741)
<b>Total Depreciation Expenses</b>	<b>(1,741)</b>
<b>Net Income/(Deficit)</b>	<b>(392,651)</b>
<b>TOTAL</b>	<b>(392,651)</b>

## Cost Centre: 175 - Recoverable Works - Roads

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10815 - Private works income	2,130,000
<b>Total Ordinary Income</b>	<b>2,130,000</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(618,098)
20125 - On-costs salaries & wages	(272,024)
20630 - Hire of plant & equipment - internal	(428,229)
20921 - Other Contractors	(310,300)
21320 - Materials	(360,000)
<b>Total Ordinary Expenses</b>	<b>(1,988,651)</b>
<b>Net Income/(Deficit)</b>	<b>141,349</b>
<b>TOTAL</b>	<b>141,349</b>

<b>Group: Water Services</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	6,289,145	2,896,079	5,224,540
Total Ordinary Expenses	(6,384,187)	(4,465,270)	(5,496,784)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(95,042)</b>	<b>(1,569,191)</b>	<b>(272,244)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(95,042)</b>	<b>(1,569,191)</b>	<b>(272,244)</b>

## Cost Centre: 210 - Recoverable Works - Wastewater

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10815 - Private works income	26,000
<b>Total Ordinary Income</b>	<b>26,000</b>
<b>Ordinary Expenses</b>	
20130 - Overtime salaries & wages	(12,000)
20625 - Hire of plant & equipment - external	(3,000)
20921 - Other Contractors	(4,000)
21320 - Materials	(7,000)
<b>Total Ordinary Expenses</b>	<b>(26,000)</b>
<b>Net Income/(Deficit)</b>	<b>-</b>
<b>TOTAL</b>	<b>-</b>

## Cost Centre: 232 - Water Services Labour

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11760 - Operations Labour Recovery	5,172,540
<b>Total Ordinary Income</b>	<b>5,172,540</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(3,668,630)
20125 - On-costs salaries & wages	(1,776,154)
<b>Total Ordinary Expenses</b>	<b>(5,444,784)</b>
<b>Net Income/(Deficit)</b>	<b>(272,244)</b>
<b>TOTAL</b>	<b>(272,244)</b>

## Cost Centre: 245 - Recoverable Works - Water

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10815 - Private works income	26,000
<b>Total Ordinary Income</b>	<b>26,000</b>
<b>Ordinary Expenses</b>	
20130 - Overtime salaries & wages	(12,000)
20625 - Hire of plant & equipment - external	(12,000)
21320 - Materials	(2,000)
<b>Total Ordinary Expenses</b>	<b>(26,000)</b>
<b>Net Income/(Deficit)</b>	<b>-</b>
<b>TOTAL</b>	<b>-</b>

## Group: Works Planning and Scheduling

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	2,369,413	265,482	75,000
Total Ordinary Expenses	(2,909,724)	(2,765,988)	(2,425,773)
Total Depreciation Expenses	(51,643)	(38,592)	(64,905)
<b>Net Income/(Deficit)</b>	<b>(591,954)</b>	<b>(2,539,099)</b>	<b>(2,415,678)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	20,000
Total Capital Expenses	(670,000)	(175,000)	(440,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(670,000)</b>	<b>(175,000)</b>	<b>(420,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,261,954)</b>	<b>(2,714,099)</b>	<b>(2,835,678)</b>

## Cost Centre: 120 - Disaster Management

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10925 - State government grants	75,000
<b>Total Ordinary Income</b>	<b>75,000</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(96,266)
20125 - On-costs salaries & wages	(42,368)
20210 - PPE - non uniform	(200)
20277 - NON-FBT Entertainment & Hospitality	(1,000)
20630 - Hire of plant & equipment - internal	(6,000)
20635 - Loose tools & associated consumables	(4,400)
20646 - Equipment License Renewal Fees	(100)
20715 - Electricity & gas	(16,000)
20730 - Insurance - Property	(2,500)
20740 - Rates & charges - Council properties	(12,620)
20745 - Rent	(2,300)
20810 - Fuel - vehicles	(8,000)
20815 - Insurance - vehicles	(7,000)
20825 - Oil & lubricants - vehicles	(500)
20830 - Outside repairs - vehicles	(5,000)
20835 - Parts & materials - vehicles	(4,000)
20845 - Tyres & tubes - vehicles	(1,000)
20921 - Other Contractors	(30,000)
21050 - Other Donations	(260,000)
21150 - Other maintenance	(29,600)
21240 - Insurance - Other	(400)
21252 - Web hosting	(6,000)
21285 - Telephone Expenses	(36,000)
21320 - Materials	(16,000)
21360 - Community training and resources	(6,000)
<b>Total Ordinary Expenses</b>	<b>(593,254)</b>
<b>Depreciation</b>	
21423 - Depreciation - PLANT	(7,055)
21435 - Depreciation - GRFINANC	(26,313)
21440 - Depreciation - PFOS	(4,354)
21460 - Depreciation - BUILDINGS	(27,183)
<b>Total Depreciation Expenses</b>	<b>(64,905)</b>
<b>Net Income/(Deficit)</b>	<b>(583,159)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11020 - State government grants	20,000
<b>Total Capital Income</b>	<b>20,000</b>



<b>Capital Expenses</b>	
21150 - Other maintenance	(320,000)
21320 - Materials	(55,000)

**Total Capital Expenses (375,000)**

**Total Capital Expenditure/Loans (355,000)**

**TOTAL (938,159)**

## Projects

Description	2019/2020 Budget
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### General Fund

#### Income

GNM0140 - Get Ready Programme 15/16	25,000
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**Total Income 25,000**

#### Expenses

GNM0013 - SES - Agnes Water	(21,064)
GNM0014 - SES - Baffle Crk	(12,564)
GNM0015 - SES - Boyne / Tannum	(12,562)
GNM0016 - SES - Calliope	(14,062)
GNM0017 - SES - Gladstone	(14,062)
GNM0018 - SES - Miriam Vale	(12,562)
GNM0019 - SES - Mt Larcom	(13,562)
GNM0020 - SES - Rosedale	(12,682)

**Total Expenses (113,120)**

**Total General Fund (88,120)**

### Capital Projects Fund

#### Income

GNC0136 - SES Vehicles	20,000
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**Total Income 20,000**

#### Expenses

BDC0147 - Miriam Vale SES Building	(320,000)
GNC0136 - SES Vehicles	(55,000)

**Total Expenses (375,000)**

**Total Capital Projects Fund (355,000)**

## Cost Centre: 390 - Works Planning and Scheduling

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(530,206)
20125 - On-costs salaries & wages	(233,358)
20130 - Overtime salaries & wages	(12,000)
20275 - Entertainment & Hospitality (FBT)	(1,200)
20620 - Hardware Less than 5K	(17,500)
20645 - Software Maintenance & Support	(15,000)
20920 - Other consultants	(290,000)
21285 - Telephone Expenses	(1,440)

**Total Ordinary Expenses** (1,100,704)

**Net Income/(Deficit)** (1,100,704)

#### Capital Expenditure/Loans

##### Capital Expenses

21150 - Other maintenance (15,000)

**Total Capital Expenses** (15,000)

**Total Capital Expenditure/Loans** (15,000)

**TOTAL** (1,115,704)

### Projects

Description	2019/2020 Budget
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#### Capital Projects Fund

##### Expenses

GNC0131 - Primavera Scheduling Software (15,000)

**Total Expenses** (15,000)

**Total Capital Projects Fund** (15,000)

## Cost Centre: 392 - Project Delivery

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(368,862)
20125 - On-costs salaries & wages	(162,352)
20620 - Hardware Less than 5K	(9,000)
20630 - Hire of plant & equipment - internal	(122,001)
20920 - Other consultants	(65,004)
21285 - Telephone Expenses	(4,596)

<b>Total Ordinary Expenses</b>	<b>(731,815)</b>
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<b>Net Income/(Deficit)</b>	<b>(731,815)</b>
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#### Capital Expenditure/Loans

#### Capital Expenses

21150 - Other maintenance	(50,000)
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<b>Total Capital Expenses</b>	<b>(50,000)</b>
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<b>Total Capital Expenditure/Loans</b>	<b>(50,000)</b>
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<b>TOTAL</b>	<b>(781,815)</b>
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## Projects

Description	2019/2020 Budget
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#### Capital Projects Fund

#### Expenses

BDC0144 - Tannum Sand Depot – Shed	(50,000)
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<b>Total Expenses</b>	<b>(50,000)</b>
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<b>Total Capital Projects Fund</b>	<b>(50,000)</b>
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## Group: Waste Services

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	9,552,809	9,190,147	11,869,519
Total Ordinary Expenses	(7,833,787)	(7,116,348)	(10,992,132)
Total Depreciation Expenses	(157)	(160)	(160)
<b>Net Income/(Deficit)</b>	<b>1,718,865</b>	<b>2,073,639</b>	<b>877,227</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>1,718,865</b>	<b>2,073,639</b>	<b>877,227</b>

## Cost Centre: 412 - Waste Services Labour

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11760 - Operations Labour Recovery	1,337,849
<b>Total Ordinary Income</b>	<b>1,337,849</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(946,656)
20125 - On-costs salaries & wages	(461,606)
<b>Total Ordinary Expenses</b>	<b>(1,408,262)</b>
<b>Net Income/(Deficit)</b>	<b>(70,413)</b>
<b>TOTAL</b>	<b>(70,413)</b>

## Cost Centre: 420 - Cleansing & Disposal

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10140 - Cleansing rates	9,743,100
10230 - Discount granted - cleansing	(800,730)
10315 - Interest from overdue rates and utility charges	60,000
10925 - State government grants	1,289,300
11685 - Waste Royalties	240,000
<b>Total Ordinary Income</b>	<b>10,531,670</b>
<b>Ordinary Expenses</b>	
20921 - Other Contractors	(4,044,000)
21345 - Tipping Fees	(5,539,870)
<b>Total Ordinary Expenses</b>	<b>(9,583,870)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(160)
<b>Total Depreciation Expenses</b>	<b>(160)</b>
<b>Net Income/(Deficit)</b>	<b>947,640</b>
<b>TOTAL</b>	<b>947,640</b>

# People, Culture and Safety

<b>Business Unit Summary</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	20,555,891	21,615,009	20,027,248
Total Ordinary Expenses	(24,923,442)	(22,552,107)	(23,158,162)
Total Depreciation Expenses	(7,287)	-	(5,898)
<b>Net Income/(Deficit)</b>	<b>(4,374,838)</b>	<b>(937,097)</b>	<b>(3,136,812)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(4,374,838)</b>	<b>(937,097)</b>	<b>(3,136,812)</b>

# People, Culture and Safety

## Group: Employee Entitlements

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	14,121,000	14,496,930	15,035,400
Total Ordinary Expenses	(17,721,000)	(15,672,167)	(15,035,400)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(3,600,000)</b>	<b>(1,175,237)</b>	<b>-</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(3,600,000)</b>	<b>(1,175,237)</b>	<b>-</b>



## Cost Centre: 518 - Employee Entitlement Recoveries

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10850 - Annual leave oncost recover	4,170,000
10851 - Long Service Leave Oncost Recovery	877,400
10852 - Personal/Sick Leave Oncost Recovery	2,078,000
10853 - Public Holiday Oncost Recovery	2,078,000
10860 - Superannuation Oncost Recovery	5,828,000
10870 - Wet Weather Oncost Recovery	4,000
<b>Total Ordinary Income</b>	<b>15,035,400</b>
<b>Ordinary Expenses</b>	
20150 - Annual leave entitlement expense	(4,170,000)
20151 - Long Service Leave entitlement expense	(877,400)
20152 - Sick Leave entitlement expense	(2,078,000)
20153 - Public Holidays expense	(2,078,000)
20160 - Superannuation expense	(5,828,000)
20170 - Wet Weather expense	(4,000)
<b>Total Ordinary Expenses</b>	<b>(15,035,400)</b>
<b>Net Income/(Deficit)</b>	<b>-</b>
<b>TOTAL</b>	<b>-</b>

# People, Culture and Safety

## Group: Talent Development

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	2,378,701	2,615,904	276,507
Total Ordinary Expenses	(2,882,252)	(2,429,699)	(3,344,518)
Total Depreciation Expenses	-	-	(3,000)
<b>Net Income/(Deficit)</b>	<b>(503,551)</b>	<b>186,205</b>	<b>(3,071,011)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(503,551)</b>	<b>186,205</b>	<b>(3,071,011)</b>

# People, Culture and Safety

<b>Cost Centre: 109 - Talent Development</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	276,507
<b>Total Ordinary Income</b>	<b>276,507</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(865,380)
20124 - Motor vehicle allowance	(3,300)
20125 - On-costs salaries & wages	(380,870)
20130 - Overtime salaries & wages	(6,000)
20245 - Training & development - Mandatory	(305,000)
20250 - Training & development - Non-Mandatory	(1,282,900)
20255 - Seminars & Conferences	(70,410)
20260 - Trainee/Apprentice Costs	(99,125)
20270 - Travel & Accommodation - Staff	(111,483)
20275 - Entertainment & Hospitality (FBT)	(1,340)
20550 - Subs - Other	(1,700)
20610 - Office furniture & Equipment <\$5,000	(4,000)
20625 - Hire of plant & equipment - external	(300)
20630 - Hire of plant & equipment - internal	(4,513)
20646 - Equipment License Renewal Fees	(2,500)
20920 - Other consultants	(167,500)
20930 - Travel & Accommodation - Consultants\contractors	(24,000)
21260 - Licenses & Registrations	(9,500)
21275 - Printing & stationery	(770)
21285 - Telephone Expenses	(1,527)
21320 - Materials	(2,400)
<b>Total Ordinary Expenses</b>	<b>(3,344,518)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(3,000)
<b>Total Depreciation Expenses</b>	<b>(3,000)</b>
<b>Net Income/(Deficit)</b>	<b>(3,071,011)</b>
<b>TOTAL</b>	<b>(3,071,011)</b>
<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Expenses</b>	
TAL0001 - Talent Development	(1,791,918)
<b>Total Expenses</b>	<b>(1,791,918)</b>
<b>Total General Fund</b>	<b>(1,791,918)</b>

# People, Culture and Safety

## Group: People Culture & Safety Administration

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	1,400,328	1,534,337	504,963
Total Ordinary Expenses	(1,400,328)	(1,008,453)	(1,006,158)
Total Depreciation Expenses	(6,001)	-	-
<b>Net Income/(Deficit)</b>	<b>(6,001)</b>	<b>525,884</b>	<b>(501,195)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(6,001)</b>	<b>525,884</b>	<b>(501,195)</b>

# People, Culture and Safety

## Cost Centre: 517 - Remuneration and Benefits

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	367,747
<b>Total Ordinary Income</b>	<b>367,747</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(259,622)
20125 - On-costs salaries & wages	(114,278)
20130 - Overtime salaries & wages	(1,350)
20550 - Subs - Other	(700)
20630 - Hire of plant & equipment - internal	(22,500)
<b>Total Ordinary Expenses</b>	<b>(398,450)</b>
<b>Net Income/(Deficit)</b>	<b>(30,703)</b>
<b>TOTAL</b>	<b>(30,703)</b>

# People, Culture and Safety

## Cost Centre: 750 - People, Culture & Safety Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	137,216
<b>Total Ordinary Income</b>	<b>137,216</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(369,628)
20124 - Motor vehicle allowance	(1,200)
20125 - On-costs salaries & wages	(162,680)
20220 - Staff amenities	(500)
20235 - Staff uniforms - non PPE	(1,000)
20275 - Entertainment & Hospitality (FBT)	(1,000)
20277 - NON-FBT Entertainment & Hospitality	(1,000)
20550 - Subs - Other	(1,000)
20921 - Other Contractors	(67,200)
21285 - Telephone Expenses	(2,500)
<b>Total Ordinary Expenses</b>	<b>(607,708)</b>
<b>Net Income/(Deficit)</b>	<b>(470,492)</b>
<b>TOTAL</b>	<b>(470,492)</b>

# People, Culture and Safety

## Group: People Services

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	599,988	661,186	2,288,462
Total Ordinary Expenses	(863,988)	(1,423,740)	(1,619,394)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(264,000)</b>	<b>(762,554)</b>	<b>669,068</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(264,000)</b>	<b>(762,554)</b>	<b>669,068</b>

# People, Culture and Safety

<b>Cost Centre: 555 - People Services</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	2,288,462
<b>Total Ordinary Income</b>	<b>2,288,462</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(361,794)
20124 - Motor vehicle allowance	(1,200)
20125 - On-costs salaries & wages	(159,204)
20215 - Recruitment costs	(340,652)
20225 - Staff gifts and awards	(143,500)
20230 - Staff medicals	(47,100)
20235 - Staff uniforms - non PPE	(78,746)
20240 - Staff uniforms - PPE	(112,005)
20265 - Other staffing costs	(7,000)
20270 - Travel & Accommodation - Staff	(1,200)
20275 - Entertainment & Hospitality (FBT)	(1,200)
20277 - NON-FBT Entertainment & Hospitality	(154,000)
20535 - Subs - LGAQ	(2,900)
20550 - Subs - Other	(5,937)
20610 - Office furniture & Equipment <\$5,000	(6,247)
20620 - Hardware Less than 5K	(4,500)
20646 - Equipment License Renewal Fees	(2,900)
20921 - Other Contractors	(180,000)
21275 - Printing & stationery	(6,000)
21285 - Telephone Expenses	(3,309)
<b>Total Ordinary Expenses</b>	<b>(1,619,394)</b>
<b>Net Income/(Deficit)</b>	<b>669,068</b>
<b>TOTAL</b>	<b>669,068</b>
<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Expenses</b>	
GNM0211 - Uniforms 2019-2020	(190,751)
<b>Total Expenses</b>	<b>(190,751)</b>
<b>Total General Fund</b>	<b>(190,751)</b>



# People, Culture and Safety

## Group: Health Safety & Wellbeing

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	2,055,874	2,306,652	1,921,916
Total Ordinary Expenses	(2,055,874)	(2,018,047)	(2,152,692)
Total Depreciation Expenses	(1,286)	-	(2,898)
<b>Net Income/(Deficit)</b>	<b>(1,286)</b>	<b>288,605</b>	<b>(233,674)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,286)</b>	<b>288,605</b>	<b>(233,674)</b>

# People, Culture and Safety

## Cost Centre: 115 - Health Safety & Wellbeing Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	674,174
<b>Total Ordinary Income</b>	<b>674,174</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(441,650)
20125 - On-costs salaries & wages	(194,368)
20210 - PPE - non uniform	(66,000)
20220 - Staff amenities	(600)
20225 - Staff gifts and awards	(7,200)
20230 - Staff medicals	(223,000)
20280 - First Aid Supplies	(11,000)
20620 - Hardware Less than 5K	(6,000)
20645 - Software Maintenance & Support	(20,000)
20920 - Other consultants	(10,000)
21230 - Freight/Courier/Transport	(500)
21285 - Telephone Expenses	(2,400)
21320 - Materials	(600)
21365 - Safety equipment (Non-PPE)	(2,400)
<b>Total Ordinary Expenses</b>	<b>(985,718)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(2,898)
<b>Total Depreciation Expenses</b>	<b>(2,898)</b>
<b>Net Income/(Deficit)</b>	<b>(314,442)</b>
<b>TOTAL</b>	<b>(314,442)</b>

# People, Culture and Safety

## Cost Centre: 565 - Rehabilitation Health and Wellbeing

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10810 - Admin overhead charges recouped	1,247,742
<b>Total Ordinary Income</b>	<b>1,247,742</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(72,202)
20125 - On-costs salaries & wages	(31,772)
20230 - Staff medicals	(25,000)
20920 - Other consultants	(48,000)
21245 - Insurance - Workcover	(990,000)
<b>Total Ordinary Expenses</b>	<b>(1,166,974)</b>
<b>Net Income/(Deficit)</b>	<b>80,768</b>
<b>TOTAL</b>	<b>80,768</b>

# Strategic Asset Performance

<b>Business Unit Summary</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	80,239,316	81,015,352	83,299,807
Total Ordinary Expenses	(83,421,854)	(77,354,254)	(81,765,363)
Total Depreciation Expenses	(39,442,201)	(35,677,584)	(36,213,503)
<b>Net Income/(Deficit)</b>	<b>(42,624,739)</b>	<b>(32,016,486)</b>	<b>(34,679,059)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	18,127,988	11,748,757	6,242,287
Total Capital Expenses	(86,027,699)	(45,277,555)	(58,458,264)
Total Loan Proceeds	-	-	-
Total Loan Payments	(5,158,250)	(5,158,251)	(5,628,489)
<b>Total Capital Expenditure/Loans</b>	<b>(73,057,961)</b>	<b>(38,687,049)</b>	<b>(57,844,466)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(4,356,724)	(2,129,979)	(9,236,660)
Total Transfer from Reserve	30,011,631	5,257,155	10,385,854
<b>Total Reserve Movement</b>	<b>25,654,907</b>	<b>3,127,177</b>	<b>1,149,194</b>
<b>TOTAL</b>	<b>(90,027,793)</b>	<b>(67,576,358)</b>	<b>(91,374,331)</b>

# Strategic Asset Performance

## Group: Asset Designers

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	1,930,374	-	-
Total Ordinary Expenses	(1,930,374)	(710,617)	(866,128)
Total Depreciation Expenses	(2,177)	(2,478)	(3,149)
<b>Net Income/(Deficit)</b>	<b>(2,177)</b>	<b>(713,095)</b>	<b>(869,277)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	(1,579,200)	(28,348)	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(1,579,200)</b>	<b>(28,348)</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	675,000	-	-
<b>Total Reserve Movement</b>	<b>675,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(906,377)</b>	<b>(741,443)</b>	<b>(869,277)</b>

# Strategic Asset Performance

## Cost Centre: 125 - Asset Designers

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(343,478)
20125 - On-costs salaries & wages	(151,168)
20130 - Overtime salaries & wages	(400)
20270 - Travel & Accommodation - Staff	(1,200)
20550 - Subs - Other	(36,000)
20630 - Hire of plant & equipment - internal	(12,500)
20635 - Loose tools & associated consumables	(500)
20920 - Other consultants	(220,000)
20921 - Other Contractors	(100,000)
21150 - Other maintenance	(500)
21285 - Telephone Expenses	(382)
<b>Total Ordinary Expenses</b>	<b>(866,128)</b>
<b>Depreciation</b>	
21423 - Depreciation - PLANT	(2,287)
21435 - Depreciation - GRCFINANC	(861)
<b>Total Depreciation Expenses</b>	<b>(3,149)</b>
<b>Net Income/(Deficit)</b>	<b>(869,277)</b>
<b>TOTAL</b>	<b>(869,277)</b>

# Strategic Asset Performance

<b>Group: Asset Governance</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	931,338	-	-
Total Ordinary Expenses	(2,211,288)	(2,128,401)	(2,437,102)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(1,279,950)</b>	<b>(2,128,401)</b>	<b>(2,437,102)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,279,950)</b>	<b>(2,128,401)</b>	<b>(2,437,102)</b>

# Strategic Asset Performance

## Cost Centre: 207 - Asset Governance

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(645,190)
20125 - On-costs salaries & wages	(283,982)
20220 - Staff amenities	(1,400)
20270 - Travel & Accommodation - Staff	(3,200)
20550 - Subs - Other	(2,550)
20620 - Hardware Less than 5K	(1,100)
20645 - Software Maintenance & Support	(700)
20910 - Asset management consultants	(1,419,000)
20920 - Other consultants	(78,000)
21285 - Telephone Expenses	(1,980)

**Total Ordinary Expenses** (2,437,102)

**Net Income/(Deficit)** (2,437,102)

**TOTAL** (2,437,102)

### Projects

Description	2019/2020 Budget
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#### General Fund

##### Expenses

AGO0002 - Asset Data Project (801,648)

**Total Expenses** (801,648)

**Total General Fund** (801,648)



# Strategic Asset Performance

## Group: Asset Performance and Monitoring

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	1,073,844	-	-
Total Ordinary Expenses	(1,073,844)	(1,628,725)	(3,704,239)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	-	<b>(1,628,725)</b>	<b>(3,704,239)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	-	-	-
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	-	-	-
<b>TOTAL</b>	-	<b>(1,628,725)</b>	<b>(3,704,239)</b>

# Strategic Asset Performance

## Cost Centre: 208 - Asset Performance and Monitoring

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(1,177,024)
20125 - On-costs salaries & wages	(518,050)
20130 - Overtime salaries & wages	(85,000)
20230 - Staff medicals	(300)
20270 - Travel & Accommodation - Staff	(1,000)
20275 - Entertainment & Hospitality (FBT)	(1,000)
20610 - Office furniture & Equipment <\$5,000	(4,200)
20620 - Hardware Less than 5K	(11,500)
20630 - Hire of plant & equipment - internal	(101,625)
20635 - Loose tools & associated consumables	(300)
20645 - Software Maintenance & Support	(12,000)
20910 - Asset management consultants	(1,500,000)
20920 - Other consultants	(64,000)
20921 - Other Contractors	(201,000)
21285 - Telephone Expenses	(3,240)
21310 - Chemicals	(12,000)
21320 - Materials	(12,000)

**Total Ordinary Expenses** (3,704,239)

**Net Income/(Deficit)** (3,704,239)

**TOTAL** (3,704,239)

### Projects

Description	2019/2020 Budget
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#### General Fund

#### Expenses

WZM7002 - Laboratory Services (239,086)

**Total Expenses** (239,086)

**Total General Fund** (239,086)

# Strategic Asset Performance

<b>Group: Asset Planning</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	774,701	27,880	-
Total Ordinary Expenses	(774,701)	(978,941)	(1,775,214)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>-</b>	<b>(951,061)</b>	<b>(1,775,214)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	(2,276,089)	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(2,276,089)</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(2,276,089)</b>	<b>(951,061)</b>	<b>(1,775,214)</b>

# Strategic Asset Performance

## Cost Centre: 209 - Asset Planning

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(831,930)
20125 - On-costs salaries & wages	(366,132)
20630 - Hire of plant & equipment - internal	(31,000)
20645 - Software Maintenance & Support	(50,000)
20920 - Other consultants	(495,000)
21285 - Telephone Expenses	(1,152)

<b>Total Ordinary Expenses</b>	<b>(1,775,214)</b>
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<b>Net Income/(Deficit)</b>	<b>(1,775,214)</b>
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<b>TOTAL</b>	<b>(1,775,214)</b>
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## Projects

Description	2019/2020 Budget
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### General Fund

#### Expenses

GNM0218 - Roads Planning	(188,560)
GNM0219 - Water Planning	(111,702)
GNM0220 - Sewer Planning	(120,900)
GNM0221 - Stormwater Planning	(306,642)
GNM0222 - SCADA Planning	(220,284)
GNM0223 - Parks Planning	(5,278)
GNM0224 - Development Assessment	(9,734)

<b>Total Expenses</b>	<b>(963,100)</b>
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<b>Total General Fund</b>	<b>(963,100)</b>
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# Strategic Asset Performance

<b>Group: Asset Solutions</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	1,581,972	-	-
Total Ordinary Expenses	(1,581,972)	(1,006,108)	(1,539,160)
Total Depreciation Expenses	-	-	(6,767)
<b>Net Income/(Deficit)</b>	<b>-</b>	<b>(1,006,108)</b>	<b>(1,545,927)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	(190,823)	(50,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>(190,823)</b>	<b>(50,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>-</b>	<b>(1,196,930)</b>	<b>(1,595,927)</b>

# Strategic Asset Performance

## Cost Centre: 204 - Asset Solutions

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(1,033,690)
20125 - On-costs salaries & wages	(426,470)
20130 - Overtime salaries & wages	(3,000)
20220 - Staff amenities	(1,400)
20277 - NON-FBT Entertainment & Hospitality	(1,750)
20620 - Hardware Less than 5K	(3,600)
20635 - Loose tools & associated consumables	(200)
20921 - Other Contractors	(65,000)
21285 - Telephone Expenses	(4,050)

**Total Ordinary Expenses** (1,539,160)

#### Depreciation

21410 - Amortisation - INTANGIBLES	(6,767)
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**Total Depreciation Expenses** (6,767)

**Net Income/(Deficit)** (1,545,927)

#### Capital Expenditure/Loans

##### Capital Expenses

20920 - Other consultants	(50,000)
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**Total Capital Expenses** (50,000)

**Total Capital Expenditure/Loans** (50,000)

**TOTAL** (1,595,927)

## Projects

Description	2019/2020 Budget
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#### Capital Projects Fund

##### Expenses

GNC0083 - External Designs - Other	(50,000)
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**Total Expenses** (50,000)

**Total Capital Projects Fund** (50,000)

# Strategic Asset Performance

<b>Group: Parks &amp; Environment Assets</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	580,079	688,142	964,645
Total Ordinary Expenses	(6,429,435)	(10,478,691)	(12,055,775)
Total Depreciation Expenses	(459,301)	(412,237)	(536,792)
<b>Net Income/(Deficit)</b>	<b>(6,308,657)</b>	<b>(10,202,785)</b>	<b>(11,627,923)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	168,300	6,000	-
Total Capital Expenses	(735,000)	34,282	(1,906,400)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(566,700)</b>	<b>40,282</b>	<b>(1,906,400)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(168,300)	(26,618)	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>(168,300)</b>	<b>(26,618)</b>	<b>-</b>
<b>TOTAL</b>	<b>(7,043,657)</b>	<b>(10,189,121)</b>	<b>(13,534,323)</b>

# Strategic Asset Performance

## Cost Centre: 345 - Cemeteries and Crematorium

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Income

10730 - Sundry Fees & Charges	431,446
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#### Total Ordinary Income

**431,446**

#### Ordinary Expenses

20120 - Normal salaries & wages	(182,538)
20125 - On-costs salaries & wages	(80,362)
20130 - Overtime salaries & wages	(16,980)
20625 - Hire of plant & equipment - external	(6,000)
20630 - Hire of plant & equipment - internal	(72,510)
20740 - Rates & charges - Council properties	(128,814)
20810 - Fuel - vehicles	(2,760)
20921 - Other Contractors	(125,561)
21320 - Materials	(136,057)

#### Total Ordinary Expenses

**(751,581)**

#### Depreciation

21440 - Depreciation - PFOS	(17,175)
21460 - Depreciation - BUILDINGS	(15,778)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(20,030)
21463 - Depreciation - SEWERAGE	(280)

#### Total Depreciation Expenses

**(53,263)**

#### Net Income/(Deficit)

**(373,399)**

#### Capital Expenditure/Loans

#### Capital Expenses

20921 - Other Contractors	(803,800)
21150 - Other maintenance	(20,000)

#### Total Capital Expenses

**(823,800)**

#### Total Capital Expenditure/Loans

**(823,800)**

## TOTAL

**(1,197,199)**

## Projects

Description	2019/2020 Budget
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#### General Fund

#### Expenses

PKS0011 - Cemeteries & Crematorium	(751,581)
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#### Total Expenses

**(751,581)**

#### Total General Fund

**(751,581)**



# Strategic Asset Performance

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## Capital Projects Fund

### Expenses

PKC0163 - Calliope Cemetery Nth - Stage 1c NW (inc fencing & plinths)	(555,000)
PKC0234 - Port Curtis Cemetery - Bitumen Reseal	(138,800)
PKC0260 - Calliope Cemetery Sth - Re-kerb/replace beds & driveway work	(110,000)
PKC0283 - Port Curtis Cemetery	(20,000)

**Total Expenses** (823,800)

**Total Capital Projects Fund** (823,800)

# Strategic Asset Performance

## Cost Centre: 365 - Parks Operations

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11215 - Other hire	157,199
<b>Total Ordinary Income</b>	<b>157,199</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(3,503,334)
20125 - On-costs salaries & wages	(1,526,322)
20130 - Overtime salaries & wages	(74,040)
20620 - Hardware Less than 5K	(20,000)
20625 - Hire of plant & equipment - external	(106,314)
20630 - Hire of plant & equipment - internal	(1,174,655)
20710 - Cleaning & refuse	(210,000)
20715 - Electricity & gas	(62,880)
20730 - Insurance - Property	(30,000)
20740 - Rates & charges - Council properties	(1,200,000)
20810 - Fuel - vehicles	(11,221)
20920 - Other consultants	(40,000)
20921 - Other Contractors	(1,443,221)
21285 - Telephone Expenses	(30,000)
21310 - Chemicals	(30,000)
21320 - Materials	(258,480)
21345 - Tipping Fees	(6,000)
<b>Total Ordinary Expenses</b>	<b>(9,726,467)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(1,066)
21440 - Depreciation - PFOS	(194,807)
21460 - Depreciation - BUILDINGS	(91,178)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(182,179)
21462 - Depreciation - WATER	(2,569)
21463 - Depreciation - SEWERAGE	(7,097)
<b>Total Depreciation Expenses</b>	<b>(478,895)</b>
<b>Net Income/(Deficit)</b>	<b>(10,048,164)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20921 - Other Contractors	(257,600)
21150 - Other maintenance	(425,000)
21320 - Materials	(50,000)
<b>Total Capital Expenses</b>	<b>(732,600)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(732,600)</b>
<b>TOTAL</b>	<b>(10,780,764)</b>

# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Expenses</b>	
PKS0006 - Central A	(1,822,862)
PKS0007 - Central B	(1,426,896)
PKS0008 - Horticulture	(1,741,761)
PKS0009 - Southern	(1,859,688)
PKS0010 - South West	(1,675,260)
<b>Total Expenses</b>	<b>(8,526,467)</b>
<b>Total General Fund (8,526,467)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
GNC0130 - Purchase of mowers	(50,000)
PKC0194 - Flat Rock Picnic Grounds	(90,000)
PKC0251 - Workmans Beach Camp Ground - Second access track (exit only)	(30,000)
PKC0266 - Dean Street Park- Shelter and picnic setting	(5,600)
PKC0269 - Bororen Memorial Park - Dog Park	(41,000)
PKC0272 - Reg Tanna Park, Gladstone - Playground Replacement	(36,000)
PKC0274 - Endeavour Park, Seventeen Seventy - Playground Replacement	(55,000)
PKC0284 - 1770 Boardwalk renewal for 250th year memorial	(70,000)
PKC0285 - Lowmead Sports Ground Toilet Block	(280,000)
PKC0286 - Cassy Lives Skate Park, Gladstone - Skate Park Upgrade	(30,000)
PKC0287 - Calliope River Rest Area - Upgrade of toilet block	(45,000)
<b>Total Expenses</b>	<b>(732,600)</b>
<b>Total Capital Projects Fund (732,600)</b>	

# Strategic Asset Performance

<b>Cost Centre: 631 - Environment</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10925 - State government grants	376,000
<b>Total Ordinary Income</b>	<b>376,000</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(386,500)
20125 - On-costs salaries & wages	(170,096)
20130 - Overtime salaries & wages	(3,500)
20220 - Staff amenities	(750)
20230 - Staff medicals	(600)
20270 - Travel & Accommodation - Staff	(1,400)
20275 - Entertainment & Hospitality (FBT)	(700)
20550 - Subs - Other	(27,000)
20630 - Hire of plant & equipment - internal	(31,000)
20635 - Loose tools & associated consumables	(9,180)
20920 - Other consultants	(595,000)
20921 - Other Contractors	(45,100)
21150 - Other maintenance	(100,000)
21230 - Freight/Courier/Transport	(500)
21260 - Licenses & Registrations	(79,000)
21285 - Telephone Expenses	(3,500)
21320 - Materials	(7,800)
21345 - Tipping Fees	(100)
21351 - Environmental monitoring and compliance	(116,000)
<b>Total Ordinary Expenses</b>	<b>(1,577,726)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(3,712)
21460 - Depreciation - BUILDINGS	(922)
<b>Total Depreciation Expenses</b>	<b>(4,634)</b>
<b>Net Income/(Deficit)</b>	<b>(1,206,360)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21150 - Other maintenance	(350,000)
<b>Total Capital Expenses</b>	<b>(350,000)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(350,000)</b>
<b>TOTAL</b>	<b>(1,556,360)</b>

# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Income</b>	
PEI0956 - Conservation Land Management	376,000
<b>Total Income</b>	<b>376,000</b>
<b>Expenses</b>	
PEI0956 - Conservation Land Management	(567,814)
PEI0957 - Internal Environmental Compliance	(251,766)
PEI0958 - Conservation Research	(30,780)
PEI0959 - Environment and Conservation Programs	(220,180)
PEI0962 - Fire Management Plan for Council owned land and assets	(100,000)
<b>Total Expenses</b>	<b>(1,170,540)</b>
<b>Total General Fund</b>	<b>(794,540)</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
PKC0280 - Seventeen Seventy Foreshore - Erosion Control	(350,000)
<b>Total Expenses</b>	<b>(350,000)</b>
<b>Total Capital Projects Fund</b>	<b>(350,000)</b>

# Strategic Asset Performance

<b>Group: Property Assets</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	1,065,100	274,751	868,165
Total Ordinary Expenses	(324,300)	(381,535)	(2,069,302)
Total Depreciation Expenses	(253,382)	(281,973)	(580,852)
<b>Net Income/(Deficit)</b>	<b>487,418</b>	<b>(388,757)</b>	<b>(1,781,989)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	(1,227,238)	(2,145,375)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>(1,227,238)</b>	<b>(2,145,375)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	(360,000)
Total Transfer from Reserve	-	-	5,000
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>(355,000)</b>
<b>TOTAL</b>	<b>487,418</b>	<b>(1,615,995)</b>	<b>(4,282,364)</b>

# Strategic Asset Performance

## Cost Centre: 540 - Land Holdings & Developments

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11635 - Rental income	76,860
<b>Total Ordinary Income</b>	<b>76,860</b>
<b>Ordinary Expenses</b>	
20730 - Insurance - Property	(63,200)
20740 - Rates & charges - Council properties	(252,000)
21150 - Other maintenance	(203,600)
<b>Total Ordinary Expenses</b>	<b>(518,800)</b>
<b>Net Income/(Deficit)</b>	<b>(441,940)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21150 - Other maintenance	(191,100)
<b>Total Capital Expenses</b>	<b>(191,100)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(191,100)</b>
<b>TOTAL</b>	<b>(633,040)</b>

## Projects

Description	2019/2020 Budget
<b>General Fund</b>	
<b>Income</b>	
PRA0002 - Library Property Assets	5,400
PRA0004 - Toondoon Gardens Property Assets	10,440
PRA0008 - Water Property Assets	55,080
PRA0009 - Sewer Property Assets	5,940
<b>Total Income</b>	<b>76,860</b>
<b>Expenses</b>	
PRA0002 - Library Property Assets	(86,800)
PRA0003 - Art Gallery & Museum Property Assets	(25,000)
PRA0004 - Toondoon Gardens Property Assets	(104,800)
PRA0005 - GECC Property Assets	(66,100)
PRA0010 - Pound & RSPCA Property Assets	(33,600)
<b>Total Expenses</b>	<b>(316,300)</b>
<b>Total General Fund</b>	<b>(239,440)</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
RDC0456 - Agnes Water Western Collector - Survey & design	(191,100)
<b>Total Expenses</b>	<b>(191,100)</b>
<b>Total Capital Projects Fund</b>	<b>(191,100)</b>

# Strategic Asset Performance

## Cost Centre: 545 - Investment Properties (Residential & Commercial)

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11635 - Rental income	660,540
<b>Total Ordinary Income</b>	<b>660,540</b>
<b>Ordinary Expenses</b>	
20725 - Fire equipment	(500)
20740 - Rates & charges - Council properties	(8,945)
20755 - Body Corporate Charges	(2,000)
21150 - Other maintenance	(22,500)
<b>Total Ordinary Expenses</b>	<b>(33,945)</b>
<b>Depreciation</b>	
21460 - Depreciation - BUILDINGS	(119,017)
<b>Total Depreciation Expenses</b>	<b>(119,017)</b>
<b>Net Income/(Deficit)</b>	<b>507,578</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30123 - Tfr to Parks Constrained Works Reserve	(360,000)
<b>Total Transfer to Reserve</b>	<b>(360,000)</b>
<b>Transfer from Reserve</b>	
35023 - Tfr from Parks Constrained Works Reserve	5,000
<b>Total Transfer from Reserve</b>	<b>5,000</b>
<b>Total Reserve Movement</b>	<b>(355,000)</b>
<b>TOTAL</b>	<b>152,578</b>

## Projects

Description	2019/2020 Budget
<b>General Fund</b>	
<b>Income</b>	
PRA0130 - Commercial Leases	120,000
PRA0131 - Residential Leases	49,500
PRA0133 - Agistment Leases	11,040
PRA0134 - 1770 Camping Ground	360,000
PRA0135 - Workman's Beach Camp Ground	120,000
<b>Total Income</b>	<b>660,540</b>
<b>Expenses</b>	
PRA0130 - Commercial Leases	(4,445)
PRA0131 - Residential Leases	(19,500)
PRA0134 - 1770 Camping Ground	(5,000)
PRA0135 - Workman's Beach Camp Ground	(5,000)
<b>Total Expenses</b>	<b>(33,945)</b>
<b>Total General Fund</b>	<b>626,595</b>



# Strategic Asset Performance

## Cost Centre: 546 - Community Buildings & Facilities

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10320 - Interest on Bank Accounts	1,725
11635 - Rental income	129,040
<b>Total Ordinary Income</b>	<b>130,765</b>
<b>Ordinary Expenses</b>	
20710 - Cleaning & refuse	(6,700)
20715 - Electricity & gas	(33,407)
20740 - Rates & charges - Council properties	(5,900)
20750 - Security services	(5,000)
20920 - Other consultants	(150,000)
20921 - Other Contractors	(439,000)
21150 - Other maintenance	(441,500)
21250 - Internet Services Charges	(1,000)
21260 - Licenses & Registrations	(1,900)
21285 - Telephone Expenses	(600)
<b>Total Ordinary Expenses</b>	<b>(1,085,007)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(3,008)
21435 - Depreciation - GRFINANC	(35,475)
21440 - Depreciation - PFOS	(116,142)
21460 - Depreciation - BUILDINGS	(299,192)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(8,018)
<b>Total Depreciation Expenses</b>	<b>(461,835)</b>
<b>Net Income/(Deficit)</b>	<b>(1,416,077)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
51220 - Office Furniture & Equip >\$5,000	(48,000)
21150 - Other maintenance	(1,906,275)
<b>Total Capital Expenses</b>	<b>(1,954,275)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(1,954,275)</b>
<b>TOTAL</b>	<b>(3,370,352)</b>
<b>Projects</b>	
Description	2019/2020 Budget
<b>General Fund</b>	
<b>Income</b>	
PRA0102 - 63 Agnes Water Old Community Centre	5,040
PRA0103 - 49 Agnes Water New Community Centre	9,000
PRA0104 - 60 Boyne Tannum Community Centre	10,000
PRA0105 - 40 Calliope RSL Hall	10,000
PRA0106 - 61 Calliope Community Centre	18,000

# Strategic Asset Performance

PRA0107 - 62 Miriam Vale Community Centre	2,000
PRA0108 - 41 Mt Larcom Community Hall	500
PRA0122 - Other Community land & Facilities	74,500
PRA0125 - Sunset Lodge	1,725
<b>Total Income</b>	<b>130,765</b>
<b>Expenses</b>	
GNM0217 - Gladstone Aquatic Centre - Starter block removal	(100,000)
PRA0101 - Community Halls Managed by Third Parties	(59,000)
PRA0102 - 63 Agnes Water Old Community Centre	(10,000)
PRA0103 - 49 Agnes Water New Community Centre	(10,500)
PRA0104 - 60 Boyne Tannum Community Centre	(20,500)
PRA0105 - 40 Calliope RSL Hall	(13,300)
PRA0106 - 61 Calliope Community Centre	(15,000)
PRA0107 - 62 Miriam Vale Community Centre	(18,000)
PRA0108 - 41 Mt Larcom Community Hall	(7,800)
PRA0109 - 42 Yarwun Hall	(7,800)
PRA0111 - Gladstone Aquatic Centre	(401,800)
PRA0112 - Mt Larcom Aquatic Centre	(216,800)
PRA0113 - Calliope Swimming Pool	(9,000)
PRA0117 - Gerald Mylne Park	(50,000)
PRA0118 - General Sporting Facilities leased to 3rd parties	(25,000)
PRA0121 - Recreational Facilities Leased to 3rd Parties	(10,000)
PRA0122 - Other Community land & Facilities	(59,307)
PRA0124 - Sun Valley Road & Steed Street	(10,000)
PRA0125 - Sunset Lodge	(5,000)
PRA0126 - Fisher Street	(5,000)
<b>Total Expenses</b>	<b>(1,053,807)</b>
<b>Non-Current Assets</b>	
PRA0111 - Gladstone Aquatic Centre	(48,000)
<b>Total Non-Current Assets</b>	<b>(48,000)</b>
<b>Total General Fund</b>	<b>(971,042)</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
GNC0125 - Boyne Island Community Centre - Library floor	(1,000,000)
GNC0126 - Gladstone Aquatic Centre Filtration System Awning	(100,000)
PKC0180 - TBG - Demonstration Gardens	(306,275)
PKC0288 - TBG - Electrical upgrade of external lighting	(500,000)
<b>Total Expenses</b>	<b>(1,906,275)</b>
<b>Total Capital Projects Fund</b>	<b>(1,906,275)</b>

# Strategic Asset Performance

## Cost Centre: 548 - Property Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(203,114)
20125 - On-costs salaries & wages	(89,388)
20220 - Staff amenities	(700)
20270 - Travel & Accommodation - Staff	(1,000)
20275 - Entertainment & Hospitality (FBT)	(350)
20550 - Subs - Other	(1,200)
20620 - Hardware Less than 5K	(4,198)
20920 - Other consultants	(95,000)
20925 - Planning consultants	(18,000)
21225 - Fees & Charges	(18,000)
21285 - Telephone Expenses	(600)
<b>Total Ordinary Expenses</b>	<b>(431,550)</b>
<b>Net Income/(Deficit)</b>	<b>(431,550)</b>
<b>TOTAL</b>	<b>(431,550)</b>

# Strategic Asset Performance

<b>Group: Road Assets</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	4,052,635	6,009,323	204,452
Total Ordinary Expenses	(21,384,868)	(20,563,833)	(12,623,724)
Total Depreciation Expenses	(28,823,333)	(25,604,659)	(25,625,370)
<b>Net Income/(Deficit)</b>	<b>(46,155,566)</b>	<b>(40,159,169)</b>	<b>(38,044,642)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	15,096,469	9,882,638	4,370,597
Total Capital Expenses	(36,937,484)	(26,499,489)	(21,543,604)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(21,841,015)</b>	<b>(16,616,850)</b>	<b>(17,173,007)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(778,481)	(211,397)	(200,000)
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>(778,481)</b>	<b>(211,397)</b>	<b>(200,000)</b>
<b>TOTAL</b>	<b>(68,775,062)</b>	<b>(56,987,416)</b>	<b>(55,417,649)</b>

# Strategic Asset Performance

## Cost Centre: 155 - Bridges, Jetty's & Boatramps

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(84,086)
20125 - On-costs salaries & wages	(37,000)
20630 - Hire of plant & equipment - internal	(23,403)
20740 - Rates & charges - Council properties	(6,000)
20921 - Other Contractors	(85,926)
21320 - Materials	(56,265)

**Total Ordinary Expenses** (292,680)

#### Depreciation

21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(869,295)
21463 - Depreciation - SEWERAGE	(3,239)

**Total Depreciation Expenses** (872,534)

**Net Income/(Deficit)** (1,165,214)

### Capital Expenditure/Loans

#### Capital Income

11010 - Federal government grants	560,000
11020 - State government grants	150,000

**Total Capital Income** 710,000

#### Capital Expenses

20921 - Other Contractors	(868,999)
21150 - Other maintenance	(705,423)

**Total Capital Expenses** (1,574,422)

**Total Capital Expenditure/Loans** (864,422)

**TOTAL** (2,029,636)

## Projects

Description	2019/2020 Budget
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### General Fund

#### Expenses

RBM0112 - Matthew Flinders Bridge Maintenance	(77,860)
RCB0003 - Bridge, Jetty & Boat Ramp Maintenance	(76,172)
RSB0002 - Bridge, Jetty & Boat Ramp Maintenance	(68,274)
RWB0002 - Bridge, Jetty & Boat Ramp Maintenance	(64,374)

**Total Expenses** (286,680)

**Total General Fund** (286,680)

# Strategic Asset Performance

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## Capital Projects Fund

### Income

RDC0635 - Gorge Rd, Lowmead (Baffle Crk Crossing) - Bridge replacement	280,000
RDC0637 - John Clifford Way, Lowmead (Hobble Crk) - Bridge replacement	280,000
RDC0783 - Goondoon Street, North Coast Railway Bridge - Bridge renewal	150,000

### Total Income

**710,000**

### Expenses

RDC0291 - Bindaree Road, Miriam Vale (Three Mile Crk) - Bridge upgrade	(70,000)
RDC0634 - Awoonga Dam Rd, Benaraby (Little Oaky Crk) - Bridge renewal	(50,000)
RDC0635 - Gorge Rd, Lowmead (Baffle Crk Crossing) - Bridge replacement	(518,999)
RDC0637 - John Clifford Way, Lowmead (Hobble Crk) - Bridge replacement	(311,423)
RDC0638 - Landing Rd, Yarwun (Boat Creek) - Bridge renewal	(100,000)
RDC0639 - QAL North Coast Rail Overpass Bridge - Remedial works	(50,000)
RDC0640 - Red Rover Road Bridge, Gladstone (NRG Loop) - Bridge upgrade	(50,000)
RDC0783 - Goondoon Street, North Coast Railway Bridge - Bridge renewal	(350,000)
RDC0791 - Stockbridge Rd, Lowmead - Bridge renewals at Ch 3.5 & 4.04km	(29,000)
RDC0792 - Charnwood Road, Lowmead (Granite Creek) - Bridge Renewal	(45,000)

### Total Expenses

**(1,574,422)**

## Total Capital Projects Fund

**(864,422)**

# Strategic Asset Performance

## Cost Centre: 160 - Footpath Management

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(71,306)
20125 - On-costs salaries & wages	(31,372)
20630 - Hire of plant & equipment - internal	(33,327)
20921 - Other Contractors	(54,540)
21320 - Materials	(139,270)
<b>Total Ordinary Expenses</b>	<b>(329,815)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(1,228)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(566,823)
<b>Total Depreciation Expenses</b>	<b>(568,051)</b>
<b>Net Income/(Deficit)</b>	<b>(897,866)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11020 - State government grants	565,012
<b>Total Capital Income</b>	<b>565,012</b>
<b>Capital Expenses</b>	
20921 - Other Contractors	(1,715,000)
21150 - Other maintenance	(943,187)
<b>Total Capital Expenses</b>	<b>(2,658,187)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(2,093,175)</b>
<b>TOTAL</b>	<b>(2,991,041)</b>

## Projects

Description	2019/2020 Budget
<b>General Fund</b>	
<b>Expenses</b>	
RCF0002 - Footpath Maintenance	(242,435)
RGF0003 - Stencilled Paved School Zones	(27,000)
RSF0002 - Footpath Maintenance	(37,875)
RWF0002 - Footpath Maintenance	(22,504)
<b>Total Expenses</b>	<b>(329,815)</b>
<b>Total General Fund</b>	<b>(329,815)</b>

# Strategic Asset Performance

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## Capital Projects Fund

### Income

RFC0092 - Captain Cook Drive, 1770 Marina to 1770 Depot - Construct 2m	112,812
RFC0117 - Tannum Sands Rd, Tannum Sands - Construct footpath	40,000
RFC0128 - Witney Street, Telina - Construct pedestrian refuge island	16,500
RFC0130 - Goondoon Street Footpath	313,200
RFC0131 - Blain Drive, Gladstone - Cycleway upgrade	30,000
RFC0132 - Gladstone Region Pedestrian and Cycle Strategy	52,500

### Total Income

**565,012**

### Expenses

RFC0090 - Barney Point Footpath Strategy	(90,000)
RFC0092 - Captain Cook Drive, 1770 Marina to 1770 Depot - Construct 2m	(350,000)
RFC0110 - Boowan and Joe Joseph Parks, Gladstone - Footpath upgrade	(15,000)
RFC0117 - Tannum Sands Rd, Tannum Sands - Construct footpath	(340,000)
RFC0118 - Various Footpaths Linking DDA Compliant Stops	(35,000)
RFC0128 - Witney Street, Telina - Construct pedestrian refuge island	(54,000)
RFC0130 - Goondoon Street Footpath	(1,025,000)
RFC0131 - Blain Drive, Gladstone - Cycleway upgrade	(60,000)
RFC0132 - Gladstone Region Pedestrian and Cycle Strategy	(689,187)

### Total Expenses

**(2,658,187)**

## Total Capital Projects Fund

**(2,093,175)**



# Strategic Asset Performance

## Cost Centre: 165 - Rural & Urban Road Maintenance

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Income

10730 - Sundry Fees & Charges	4,452
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#### Total Ordinary Income

4,452

#### Ordinary Expenses

20120 - Normal salaries & wages	(2,641,648)
20125 - On-costs salaries & wages	(1,162,612)
20277 - NON-FBT Entertainment & Hospitality	(3,000)
20620 - Hardware Less than 5K	(10,000)
20630 - Hire of plant & equipment - internal	(2,855,776)
20635 - Loose tools & associated consumables	(20,000)
20715 - Electricity & gas	(33,050)
20740 - Rates & charges - Council properties	(4,721)
20920 - Other consultants	(40,000)
20921 - Other Contractors	(1,457,420)
21285 - Telephone Expenses	(47,000)
21320 - Materials	(672,569)

#### Total Ordinary Expenses

(8,947,797)

#### Depreciation

21435 - Depreciation - GRCFINANC	(511)
21440 - Depreciation - PFOS	(1,097)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(18,427,283)

#### Total Depreciation Expenses

(18,428,891)

#### Net Income/(Deficit)

(27,372,236)

## TOTAL

(27,372,236)

## Projects

Description	2019/2020 Budget
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### General Fund

#### Expenses

RCR0003 - Gravel Road General - Light Grade	(98,071)
RCR0004 - Gravel Road General - Heavy Grade	(64,583)
RCR0005 - Sealed Road General - Urban	(844,920)
RCR0006 - Sealed Road General - Rural	(147,681)
RCR0007 - Road - Signage, Guardrail, Furniture, Fencing, Bus Shelter	(481,051)
RCR0008 - Road Side Slashing Vegetation Control	(62,469)
RCR0009 - Line Marking	(369,475)
RCR0010 - Road Side Litter Collection	(26,790)
RCR0011 - Crack Seal Maintenance	(50,806)
RCR0012 - Call outs	(30,135)
RCR0016 - Survey & Road Reserve Repositioning	(5,197)
RCR0018 - Asphalt Overlay and Bitumen Reseal Preparation Works	(266,034)
RCR0019 - Street Sweeping	(397,890)
RCR0020 - Electronic Signage Maintenance	(4,072)
RCR0021 - Traffic Light General Maintenance	(60,606)
RGM0004 - Roads - Community Service	(34,718)
RSR0003 - Gravel Road General - Light Grade	(214,533)

# Strategic Asset Performance

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RSR0004 - Gravel Road General - Heavy Grade	(1,197,541)
RSR0005 - Sealed Road General - Urban	(73,456)
RSR0006 - Sealed Road General - Rural	(753,265)
RSR0007 - Road - Signage, Guardrail, Furniture, Fencing, Bus Shelter	(160,981)
RSR0008 - Road Side Slashing Vegetation Control	(73,590)
RSR0009 - Line Marking	(81,117)
RSR0010 - Road Side Litter Collection	(17,149)
RSR0011 - Crack Seal Maintenance	(20,506)
RSR0012 - Call outs	(14,734)
RSR0016 - Survey & Road Reserve Repositioning	(5,197)
RSR0018 - Asphalt Overlay and Bitumen Reseal Preparation Works	(74,136)
RSR0019 - Street Sweeping	(108,501)
RSR0020 - Electronic Signage Maintenance	(31,863)
RWR0004 - Gravel Road General - Light Grade	(320,800)
RWR0005 - Gravel Road General - Heavy Grade	(1,648,128)
RWR0006 - Sealed Road General - Urban	(137,040)
RWR0007 - Sealed Road General - Rural	(370,487)
RWR0008 - Road - Signage, Guardrail, Furniture, Fencing, Bus Shelter	(184,323)
RWR0009 - Road Side Slashing Vegetation Control	(85,441)
RWR0010 - Line Marking	(90,673)
RWR0011 - Road Side Litter Collection	(7,121)
RWR0012 - Crack Seal Maintenance	(20,615)
RWR0013 - Call outs	(4,687)
RWR0017 - Survey & Road Reserve Repositioning	(5,197)
RWR0019 - Asphalt Overlay and Bitumen Reseal Preparation Works	(64,240)
RWR0020 - Street Sweeping	(80,207)

**Total Expenses** (8,790,026)

**Total General Fund** (8,790,026)

# Strategic Asset Performance

## Cost Centre: 177 - Disaster Events

Description	2019/2020 Budget
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### Trading Summary

#### Capital Expenditure/Loans

##### Capital Income

11010 - Federal government grants	125,000
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##### Total Capital Income

125,000

##### Capital Expenses

20921 - Other Contractors	(125,000)
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##### Total Capital Expenses

(125,000)

#### Total Capital Expenditure/Loans

-

## TOTAL

-

## Projects

Description	2019/2020 Budget
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#### Capital Projects Fund

##### Income

RDC0633 - 2017 NDRRA Restoration (PCM)	25,000
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RDC0788 - Batch 110.18 REPA Cyclone Debbie	100,000
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##### Total Income

125,000

##### Expenses

RDC0633 - 2017 NDRRA Restoration (PCM)	(25,000)
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RDC0788 - Batch 110.18 REPA Cyclone Debbie	(100,000)
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##### Total Expenses

(125,000)

#### Total Capital Projects Fund

-

# Strategic Asset Performance

## Cost Centre: 180 - Roadworks Program - Capital

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
11140 - Road infrastructure	200,000
<b>Total Ordinary Income</b>	<b>200,000</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(567)
<b>Total Depreciation Expenses</b>	<b>(567)</b>
<b>Net Income/(Deficit)</b>	<b>199,433</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11010 - Federal government grants	750,000
11020 - State government grants	2,220,585
<b>Total Capital Income</b>	<b>2,970,585</b>
<b>Capital Expenses</b>	
20120 - Normal salaries & wages	(1,300,000)
20125 - On-costs salaries & wages	(572,130)
20630 - Hire of plant & equipment - internal	(1,340,291)
20921 - Other Contractors	(5,458,964)
21150 - Other maintenance	(5,475,138)
21320 - Materials	(86,405)
21345 - Tipping Fees	(750,000)
<b>Total Capital Expenses</b>	<b>(14,982,928)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(12,012,343)</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30120 - Tfr to Roads Constrained Works Reserve	(200,000)
<b>Total Transfer to Reserve</b>	<b>(200,000)</b>
<b>Total Reserve Movement</b>	<b>(200,000)</b>
<b>TOTAL</b>	<b>(12,012,910)</b>

# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Capital Projects Fund</b>	
<b>Income</b>	
RDC0496 - Kirkwood Road/Dixon Drive, Gladstone - Signalisation upgrade	511,500
RDC0687 - Philip Street, Gladstone - Install DDA compliant bus stop	8,800
RDC0707 - Wyndham Ave, Boyne Island - Install DDA compliant bus stop	36,750
RDC0784 - Goondoon Street - Pavement Reconstruction	750,000
RDC0794 - Toowell Road, O'Connell - Sealing of unsealed road	10,395
RDC0795 - Darts Creek Road, Darts Creek - Sealing of unsealed road	50,000
RDC0796 - John Clifford Way, Lowmead - Sealing of unsealed road	181,500
RDC0798 - Installation of "Welcome to Port Curtis Coral Coast" signage	8,234
RDC0799 - Auckland Hill, Gladstone - Address land slide issues	587,535
RDC0804 - Gravel Road Resheeting - Various locations	525,871
RDC0806 - King George Street, Mt Larcom - Pavement Renewal	300,000
<b>Total Income</b>	<b>2,970,585</b>
<b>Expenses</b>	
GNC0082 - Agnes Water to Baffle Creek - Inland Link Road	(200,000)
RDC0496 - Kirkwood Road/Dixon Drive, Gladstone - Signalisation upgrade	(511,500)
RDC0520 - Turkey Beach Rd, Turkey Beach - Implement priority findings	(500,000)
RDC0643 - Asphalt overlays and bitumen reseals - Various locations	(4,395,000)
RDC0652 - Blackmans Gap Road, Miriam Vale - Safety improvements	(10,000)
RDC0668 - Glenlyon St, Gladstone (Bramston St - Herbert St) - Upgrade	(25,000)
RDC0687 - Philip Street, Gladstone - Install DDA compliant bus stop	(80,000)
RDC0701 - Toolooa Street, Gladstone - Pavement and footpath renewal	(150,000)
RDC0707 - Wyndham Ave, Boyne Island - Install DDA compliant bus stop	(70,000)
RDC0737 - Adelaide Street, Gladstone - Safety panel fence & guardrail	(45,000)
RDC0761 - Toolooa Street, Gladstone - Pavement renewal (Derby - Agnes)	(52,000)
RDC0773 - Round Hill Road, Agnes Water - Bus set down interchange	(80,000)
RDC0774 - Awoonga Dam Road, Benaraby - Formalise bus stop	(90,000)
RDC0784 - Goondoon Street - Pavement Reconstruction	(750,000)
RDC0793 - Donohue Drive, Agnes Water - Install pedestrian crossing	(3,000)
RDC0794 - Toowell Road, O'Connell - Sealing of unsealed road	(20,790)
RDC0795 - Darts Creek Road, Darts Creek - Sealing of unsealed road	(190,000)
RDC0796 - John Clifford Way, Lowmead - Sealing of unsealed road	(363,000)
RDC0797 - Ann Street, Gladstone (Derby St - Little St) Linemarking	(6,170)
RDC0798 - Installation of "Welcome to Port Curtis Coral Coast" signage	(16,468)
RDC0799 - Auckland Hill, Gladstone - Address land slide issues	(2,700,000)
RDC0800 - Mount Larcom Walking Trail Upgrade	(56,000)
RDC0801 - Clifton Rd, Boyne Valley - Accelerated seal various sections	(170,000)
RDC0802 - Don Cameron Drive, Calliope - Road widening for high school	(60,000)
RDC0803 - Remove/replace asbestos pits at various traffic lights	(25,000)
RDC0804 - Gravel Road Resheeting - Various locations	(3,417,000)
RDC0805 - Boles Street, Gladstone - Install DDA compliant bus set down	(7,000)
RDC0806 - King George Street, Mt Larcom - Pavement Renewal	(640,000)
RDC0807 - Kerb Renewal Program - Various locations	(350,000)
<b>Total Expenses</b>	<b>(14,982,928)</b>
<b>Total Capital Projects Fund</b>	<b>(12,012,343)</b>

# Strategic Asset Performance

Cost Centre: 182 - LG Public Car Parks	
Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(10,768)
20125 - On-costs salaries & wages	(4,744)
20630 - Hire of plant & equipment - internal	(27,233)
20740 - Rates & charges - Council properties	(6,658)
21320 - Materials	(2,132)
<b>Total Ordinary Expenses</b>	<b>(51,535)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(476)
21460 - Depreciation - BUILDINGS	(21,023)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(315,975)
<b>Total Depreciation Expenses</b>	<b>(337,474)</b>
<b>Net Income/(Deficit)</b>	<b>(389,009)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20920 - Other consultants	(5,000)
20921 - Other Contractors	(105,000)
21150 - Other maintenance	(138,482)
<b>Total Capital Expenses</b>	<b>(248,482)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(248,482)</b>
<b>TOTAL</b>	<b>(637,491)</b>
<b>Projects</b>	
Description	2019/2020 Budget
<b>General Fund</b>	
<b>Expenses</b>	
RCP0002 - LG Public Car Park Maintenance	(31,103)
RSP0002 - LG Public Car Park Maintenance	(6,887)
RWP0002 - LG Public Car Park Maintenance	(6,887)
<b>Total Expenses</b>	<b>(44,877)</b>
<b>Total General Fund</b>	<b>(44,877)</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
GNC0081 - 1770 Marina Precinct - Land Acquisitions & Survey Costs	(100,000)
RDC0778 - Agnes Street, Agnes Water - New carpark	(38,482)
RDC0779 - #37 Tank Street, Gladstone - Asphalt overlay	(29,000)
RDC0780 - #23 Tank Street, Gladstone - Asphalt overlay	(34,000)
RDC0781 - #70 Central Lane, Gladstone - Asphalt overlay	(42,000)
RDC0782 - Olunda Street, Boyne Island - Construct revetment structure	(5,000)
<b>Total Expenses</b>	<b>(248,482)</b>
<b>Total Capital Projects Fund</b>	<b>(248,482)</b>

# Strategic Asset Performance

## Cost Centre: 185 - Street Lighting

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20715 - Electricity & gas	(1,392,601)
21150 - Other maintenance	(10,550)

<b>Total Ordinary Expenses</b>	<b>(1,403,151)</b>
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#### Depreciation

21440 - Depreciation - PFOS	(6,165)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(9,662)

<b>Total Depreciation Expenses</b>	<b>(15,827)</b>
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<b>Net Income/(Deficit)</b>	<b>(1,418,978)</b>
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<b>TOTAL</b>	<b>(1,418,978)</b>
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## Projects

Description	2019/2020 Budget
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### General Fund

#### Expenses

RDM0007 - Street Lighting	(1,392,601)
RDM7867 - Street Light Maintenance (GRC Owned)	(10,550)

<b>Total Expenses</b>	<b>(1,403,151)</b>
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<b>Total General Fund</b>	<b>(1,403,151)</b>
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# Strategic Asset Performance

## Cost Centre: 200 - Stormwater

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(431,136)
20125 - On-costs salaries & wages	(189,738)
20630 - Hire of plant & equipment - internal	(536,258)
20740 - Rates & charges - Council properties	(19,037)
20921 - Other Contractors	(202,049)
21150 - Other maintenance	(20,200)
21320 - Materials	(200,328)
<b>Total Ordinary Expenses</b>	<b>(1,598,746)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(481)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(5,401,546)
<b>Total Depreciation Expenses</b>	<b>(5,402,027)</b>
<b>Net Income/(Deficit)</b>	<b>(7,000,773)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21150 - Other maintenance	(1,954,585)
<b>Total Capital Expenses</b>	<b>(1,954,585)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(1,954,585)</b>
<b>TOTAL</b>	<b>(8,955,358)</b>

## Projects

Description	2019/2020 Budget
<b>General Fund</b>	
<b>Expenses</b>	
DCM0002 - Drainage Maintenance	(618,087)
DRM0014 - Clean Gross Pollutant Traps	(22,205)
DSM0002 - Drainage Maintenance	(480,310)
DWM0002 - Drainage Maintenance	(459,107)
<b>Total Expenses</b>	<b>(1,579,709)</b>
<b>Total General Fund</b>	<b>(1,579,709)</b>
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
DRC0043 - Marten Street, Gladstone - Investigate flood mitigation	(10,000)
DRC0092 - Gully Pit Renewal / Replacement Program (Central Zone)	(80,000)
DRC0093 - Gully Pit Renewal / Replacement Program (Southern Zone)	(10,000)
DRC0094 - Gully Pit Renewal / Replacement Program (Western Zone)	(10,000)
DRC0105 - Urban Drainage (Renew/Repair/Replace) as a result of CCTV	(980,000)
DRC0106 - Reedbed Road, Bororen - Chainage 6.3km - Causeway upgrade	(30,000)
DRC0107 - Mercury Street, Gladstone - Open drain improvements	(20,000)
DRC0109 - Donald Street, Tannum Sands - Establish drainage easement	(150,000)



# Strategic Asset Performance

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DRC0116 - Rural Drainage Renewals (Renew/Repair/Replace) (Central)	(36,585)
DRC0117 - Rural Drainage Renewals (Renew/Repair/Replace) (Southern)	(169,000)
DRC0118 - Rural Drainage Renewals (Renew/Repair/Replace) (Western)	(169,000)
DRC0119 - Transverse Road Drainage (install new) - Southern Zone	(125,000)
DRC0120 - Transverse Road Drainage (install new) - Western Zone	(125,000)
DRC0121 - Blackmans Gap Road, Boyne Valley - Floodway upgrade	(40,000)
<b>Total Expenses</b>	<b>(1,954,585)</b>

<b>Total Capital Projects Fund</b>	<b>(1,954,585)</b>
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# Strategic Asset Performance

## Group: Strategic Asset Performance Administration

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	907,984	-	-
Total Ordinary Expenses	(1,366,172)	(104,748)	222,034
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(458,188)</b>	<b>(104,748)</b>	<b>222,034</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	(242,000)	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(242,000)</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(700,188)</b>	<b>(104,748)</b>	<b>222,034</b>

# Strategic Asset Performance

## Cost Centre: 710 - Strategic Asset Performance Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(225,616)
20125 - On-costs salaries & wages	(99,294)
20220 - Staff amenities	(2,410)
20270 - Travel & Accommodation - Staff	(6,900)
20275 - Entertainment & Hospitality (FBT)	(3,300)
20415 - Interest paid on loans	669,404
20610 - Office furniture & Equipment <\$5,000	(13,000)
20620 - Hardware Less than 5K	(1,500)
20635 - Loose tools & associated consumables	(100)
20920 - Other consultants	(95,000)
21275 - Printing & stationery	(150)
21320 - Materials	(100)
<b>Total Ordinary Expenses</b>	<b>222,034</b>
<b>Net Income/(Deficit)</b>	<b>222,034</b>
<b>TOTAL</b>	<b>222,034</b>

# Strategic Asset Performance

<b>Group: Sewerage Assets</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	30,065,810	30,634,489	31,226,975
Total Ordinary Expenses	(16,689,396)	(12,143,433)	(11,449,595)
Total Depreciation Expenses	(5,527,740)	(5,527,859)	(5,519,605)
<b>Net Income/(Deficit)</b>	<b>7,848,674</b>	<b>12,963,197</b>	<b>14,257,776</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	1,878,008	1,259,168	1,579,370
Total Capital Expenses	(29,535,290)	(11,499,581)	(20,429,630)
Total Loan Proceeds	-	-	-
Total Loan Payments	(3,852,987)	(3,852,988)	(4,235,613)
<b>Total Capital Expenditure/Loans</b>	<b>(31,510,269)</b>	<b>(14,093,401)</b>	<b>(23,085,873)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(3,044,732)	(1,315,179)	(2,486,724)
Total Transfer from Reserve	21,178,587	5,257,155	6,102,240
<b>Total Reserve Movement</b>	<b>18,133,855</b>	<b>3,941,977</b>	<b>3,615,516</b>
<b>TOTAL</b>	<b>(5,527,740)</b>	<b>2,811,773</b>	<b>(5,212,581)</b>

# Strategic Asset Performance

## Cost Centre: 221 - Industrial Sewerage

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10135 - Sewerage rates	1,205,700
10225 - Discount granted - sewerage	(120,600)
<b>Total Ordinary Income</b>	<b>1,085,100</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(22,676)
20125 - On-costs salaries & wages	(9,986)
20415 - Interest paid on loans	(53,713)
20630 - Hire of plant & equipment - internal	(14,566)
20715 - Electricity & gas	(63,383)
20740 - Rates & charges - Council properties	(1,500)
20921 - Other Contractors	(78,371)
21225 - Fees & Charges	(4,787)
21320 - Materials	(23,487)
<b>Total Ordinary Expenses</b>	<b>(272,468)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(3,546)
21460 - Depreciation - BUILDINGS	(1,612)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(3,545)
21463 - Depreciation - SEWERAGE	(228,522)
<b>Total Depreciation Expenses</b>	<b>(237,226)</b>
<b>Net Income/(Deficit)</b>	<b>575,406</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11020 - State government grants	118,370
<b>Total Capital Income</b>	<b>118,370</b>
<b>Capital Expenses</b>	
20120 - Normal salaries & wages	(649,000)
20125 - On-costs salaries & wages	(285,624)
20921 - Other Contractors	(250,000)
21150 - Other maintenance	(1,398,340)
<b>Total Capital Expenses</b>	<b>(2,582,964)</b>
<b>Loan Payments</b>	
60610 - Calliope Reuse MAT 15/6/22 FRFP	(426,614)
<b>Total Loan Payments</b>	<b>(426,614)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(2,891,208)</b>

# Strategic Asset Performance

## Reserve Movement

### Transfer to Reserve

30122 - Tfr to Sewerage Constrained Works Reserve (149,934)

**Total Transfer to Reserve (149,934)**

**Total Reserve Movement (149,934)**

**TOTAL (2,465,737)**

## Projects

Description	2019/2020 Budget
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### Sewage Fund

#### Expenses

SIM6013 - Industrial Sewerage - WWTP Reactive Maintenance	(36,787)
SIM6014 - Industrial Sewerage - WWTP Preventative Maintenance	(21,700)
SIM6015 - Industrial Sewerage - WWTP Corrective Maintenance	(19,300)
SIM6016 - Industrial Sewerage - WWTP Operations	(52,051)
SIM6018 - Industrial Sewerage - WWTP Environmental Monitoring	(8,175)
SIM6019 - Industrial Sewerage - Pump Station Reactive Maintenance	(15,140)
SIM6020 - Industrial Sewerage - Pump Station Preventative Maintenance	(3,941)
SIM6021 - Industrial Sewerage - Pump Station Corrective Maintenance	(2,246)
SIM6022 - Industrial Sewerage - Pump Station Operations	(4,914)
SIM6024 - Industrial Sewerage - Network Reactive Maintenance	(5,412)
SIM6025 - Industrial Sewerage - Network Preventative Maintenance	(34,488)
SIM6026 - Industrial Sewerage - Network Corrective Maintenance	(8,100)
SIM6028 - Industrial Sewerage - Network Smoke Testing	(5,004)

**Total Expenses (217,256)**

**Total Sewage Fund (217,256)**

### Capital Projects Fund

#### Income

SIC6002 - Upgrade Yarwun WWTP to meet licence conditions 118,370

**Total Income 118,370**

#### Expenses

SIC4002 - Yarwun - Sewerage Rising Main Renewals	(40,000)
SIC5000 - SCADA Upgrade - Yarwun	(250,000)
SIC6002 - Upgrade Yarwun WWTP to meet licence conditions	(2,292,964)

**Total Expenses (2,582,964)**

**Total Capital Projects Fund (2,464,594)**

# Strategic Asset Performance

## Cost Centre: 222 - 1770\Agnes Waters Sewerage

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10135 - Sewerage rates	1,472,800
10225 - Discount granted - sewerage	(110,300)
10315 - Interest from overdue rates and utility charges	6,400
<b>Total Ordinary Income</b>	<b>1,368,900</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(172,352)
20125 - On-costs salaries & wages	(75,844)
20220 - Staff amenities	(254)
20415 - Interest paid on loans	(245,081)
20630 - Hire of plant & equipment - internal	(126,323)
20715 - Electricity & gas	(67,593)
20740 - Rates & charges - Council properties	(1,476)
20921 - Other Contractors	(881,304)
21225 - Fees & Charges	(1,899)
21320 - Materials	(97,257)
<b>Total Ordinary Expenses</b>	<b>(1,669,382)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(171)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(2,321)
21463 - Depreciation - SEWERAGE	(401,592)
<b>Total Depreciation Expenses</b>	<b>(404,084)</b>
<b>Net Income/(Deficit)</b>	<b>(704,566)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20921 - Other Contractors	(70,000)
21150 - Other maintenance	(225,000)
<b>Total Capital Expenses</b>	<b>(295,000)</b>
<b>Loan Payments</b>	
60658 - Agnes Water Sewerage Loan	(408,410)
<b>Total Loan Payments</b>	<b>(408,410)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(703,410)</b>
<b>TOTAL</b>	<b>(1,407,976)</b>

# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Sewage Fund</b>	
<b>Expenses</b>	
SAM6011 - 1770/Agnes Water Sewerage - WWTP Operations	(827,402)
SAM6013 - 1770/Agnes Water Sewerage - WWTP Environmental Monitoring	(4,972)
SAM6014 - 1770/Agnes Water Sewerage - PS Reactive Maintenance	(110,187)
SAM6015 - 1770/Agnes Water Sewerage - PS Preventative Maintenance	(31,488)
SAM6016 - 1770/Agnes Water Sewerage - PS Corrective Maintenance	(15,718)
SAM6017 - 1770/Agnes Water Sewerage - Pump Station Operations	(31,391)
SAM6019 - 1770/Agnes Water Sewerage - Network Reactive Maintenance	(33,910)
SAM6020 - 1770/Agnes Water Sewerage - Network Preventative Maintenance	(254,003)
SAM6021 - 1770/Agnes Water Sewerage - Network Corrective Maintenance	(50,872)
SAM6023 - 1770/Agnes Water Sewerage - Network Smoke Testing	(19,312)
SAM6024 - 1770/Agnes Water Sewerage - Low Pressure Sewer Installation	(43,571)
<b>Total Expenses</b>	<b>(1,422,826)</b>
<b>Total Sewage Fund (1,422,826)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
SAC1011 - Agnes Water – Sewer Mains Upgrade	(70,000)
SAC5000 - SCADA Upgrade - Agnes	(70,000)
SAC6011 - Agnes Water - Sewerage Asset Replacement (WWTP)	(75,000)
SAC6012 - Agnes Water Waste Water Treatment Plant Upgrade	(80,000)
<b>Total Expenses</b>	<b>(295,000)</b>
<b>Total Capital Projects Fund (295,000)</b>	



# Strategic Asset Performance

<b>Cost Centre: 223 - Curtis Island Sewerage</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10135 - Sewerage rates	7,909,000
<b>Total Ordinary Income</b>	<b>7,909,000</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(40,300)
20125 - On-costs salaries & wages	(17,742)
20220 - Staff amenities	(38)
20415 - Interest paid on loans	(1,715,035)
20630 - Hire of plant & equipment - internal	(12,195)
20835 - Parts & materials - vehicles	(571,281)
20921 - Other Contractors	(278,465)
21225 - Fees & Charges	(47,268)
21320 - Materials	(10,466)
<b>Total Ordinary Expenses</b>	<b>(2,692,790)</b>
<b>Depreciation</b>	
21463 - Depreciation - SEWERAGE	(458,022)
<b>Total Depreciation Expenses</b>	<b>(458,022)</b>
<b>Net Income/(Deficit)</b>	<b>4,758,188</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21150 - Other maintenance	(60,000)
<b>Total Capital Expenses</b>	<b>(60,000)</b>
<b>Loan Payments</b>	
60659 - Curtis Island Sewerage 15 Year Debt Pool	(2,613,230)
<b>Total Loan Payments</b>	<b>(2,613,230)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(2,673,230)</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30122 - Tfr to Sewerage Constrained Works Reserve	(2,336,790)
<b>Total Transfer to Reserve</b>	<b>(2,336,790)</b>
<b>Total Reserve Movement</b>	<b>(2,336,790)</b>
<b>TOTAL</b>	<b>(251,832)</b>

# Strategic Asset Performance

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<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Sewage Fund</b>	
<b>Expenses</b>	
SLM4024 - Curtis Island Sewerage - Pump Station Reactive Maintenance	(284,802)
SLM4025 - Curtis Island Sewerage - PS Preventative Maintenance	(79,629)
SLM4026 - Curtis Island Sewerage - Pump Station Corrective Maintenance	(43,612)
SLM4027 - Curtis Island Sewerage - Pump Station Operations	(488,713)
SLM4029 - Curtis Island Sewerage - Network Reactive Maintenance	(8,100)
SLM4031 - Curtis Island Sewerage - Network Corrective Maintenance	(72,900)
<b>Total Expenses</b>	<b>(977,756)</b>
<b>Total Sewage Fund (977,756)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
SLC5000 - Curtis Island SCADA System Upgrade	(60,000)
<b>Total Expenses</b>	<b>(60,000)</b>
<b>Total Capital Projects Fund (60,000)</b>	

# Strategic Asset Performance

## Cost Centre: 228 - Urban Sewerage - Boyne Is/Tannum/Call

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10135 - Sewerage rates	5,244,900
10225 - Discount granted - sewerage	(419,100)
10315 - Interest from overdue rates and utility charges	23,000
<b>Total Ordinary Income</b>	<b>4,848,800</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(514,640)
20125 - On-costs salaries & wages	(226,512)
20220 - Staff amenities	(872)
20415 - Interest paid on loans	(648,832)
20630 - Hire of plant & equipment - internal	(278,821)
20715 - Electricity & gas	(380,222)
20740 - Rates & charges - Council properties	(111,826)
20921 - Other Contractors	(466,524)
21225 - Fees & Charges	(7,355)
21320 - Materials	(204,816)
<b>Total Ordinary Expenses</b>	<b>(2,840,420)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(5,230)
21460 - Depreciation - BUILDINGS	(10,349)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(6,998)
21462 - Depreciation - WATER	(3,953)
21463 - Depreciation - SEWERAGE	(1,490,591)
<b>Total Depreciation Expenses</b>	<b>(1,517,122)</b>
<b>Net Income/(Deficit)</b>	<b>491,258</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20920 - Other consultants	(33,000)
20921 - Other Contractors	(400,000)
21150 - Other maintenance	(3,787,000)
<b>Total Capital Expenses</b>	<b>(4,220,000)</b>
<b>Loan Payments</b>	
60666 - Boyne Tannum Sewerage Loan	(761,643)
<b>Total Loan Payments</b>	<b>(761,643)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(4,981,643)</b>
<b>TOTAL</b>	<b>(4,490,385)</b>

# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Sewage Fund</b>	
<b>Expenses</b>	
SCM0004 - Calliope Country Club Donation	(6,000)
SCM6014 - Boyne/Tannum/Calliope Sewerage - WWTP Reactive Maintenance	(415,827)
SCM6015 - Boyne/Tannum/Calliope Sewerage - WWTP Preventative Mtce	(118,999)
SCM6016 - Boyne/Tannum/Calliope Sewerage - WWTP Corrective Maintenance	(79,140)
SCM6017 - Boyne/Tannum/Calliope Sewerage - WWTP Operations	(445,934)
SCM6019 - Boyne/Tannum/Calliope Sewerage - WWTP Enviro Monitoring	(9,611)
SCM6020 - Boyne/Tannum/Calliope Sewerage - PS Reactive Maintenance	(179,820)
SCM6021 - Boyne/Tannum/Calliope Sewerage - PS Preventative Maintenance	(51,376)
SCM6022 - Boyne/Tannum/Calliope Sewerage - PS Corrective Maintenance	(25,656)
SCM6023 - Boyne/Tannum/Calliope Sewerage - Pump Station Operations	(94,064)
SCM6025 - Boyne/Tannum/Calliope Sewerage - Network Reactive Mtce	(60,509)
SCM6026 - Boyne/Tannum/Calliope Sewerage - Network Preventative Mtce	(453,313)
SCM6027 - Boyne/Tannum/Calliope Sewerage - Network Corrective Mtce	(90,759)
SCM6029 - Boyne/Tannum/Calliope Sewerage - Network Smoke Testing	(48,754)
<b>Total Expenses</b>	<b>(2,079,761)</b>
<b>Total Sewage Fund (2,079,761)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
SCC1011 - Boyne/Tannum/Calliope – Sewer Relining	(180,000)
SCC1017 - Relining Boyne Treatment Ponds	(1,490,000)
SCC1018 - Boyne/Tannum/Calliope - Sewer Pipe Bridge assessments	(50,000)
SCC1019 - RET 7.4 CSISP - Upgrade gravity main for additional flow	(50,000)
SCC2001 - Boyne/Tannum/Calliope - Sewer Manhole Replacement/Raising	(30,000)
SCC4017 - Upgrade Pump Station C1 and construct emergency storage	(52,000)
SCC4018 - Calliope 4 SPS Upgrade (Condition assessment)	(17,000)
SCC4019 - Tannum 01 SPS Upgrade (Condition assessment)	(16,000)
SCC5002 - SCADA System Upgrade - Boyne	(300,000)
SCC6012 - Boyne/Tannum/Calliope - Sewerage Asset Replacement (WWTP)	(100,000)
SCC6013 - Boyne Island WWTP - Belt press and shed	(1,500,000)
SCC6014 - WWTP upgrades to meet new recycled water quality guidelines	(105,000)
SCC6015 - Calliope WWTP Irrigation	(250,000)
SCC6016 - Install ground water monitoring bores at Calliope & Boyne	(80,000)
<b>Total Expenses</b>	<b>(4,220,000)</b>
<b>Total Capital Projects Fund (4,220,000)</b>	

# Strategic Asset Performance

## Cost Centre: 229 - Urban Sewerage - Gladstone

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10135 - Sewerage rates	16,039,300
10160 - Effluent Reuse - QAL	465,400
10225 - Discount granted - sewerage	(1,313,000)
10315 - Interest from overdue rates and utility charges	70,200
10535 - Trade waste	200,000
10536 - Curtis Island Volumetric Charge	50,000
10539 - Septic & Grey Water Disposal	500,000
10730 - Sundry Fees & Charges	3,275
<b>Total Ordinary Income</b>	<b>16,015,175</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(1,048,056)
20125 - On-costs salaries & wages	(461,248)
20220 - Staff amenities	(6,990)
20415 - Interest paid on loans	(61,070)
20630 - Hire of plant & equipment - internal	(630,594)
20715 - Electricity & gas	(458,144)
20740 - Rates & charges - Council properties	(68,114)
20921 - Other Contractors	(839,039)
21150 - Other maintenance	(75,000)
21225 - Fees & Charges	(5,015)
21320 - Materials	(321,264)
<b>Total Ordinary Expenses</b>	<b>(3,974,534)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(12,780)
21440 - Depreciation - PFOS	(7,342)
21460 - Depreciation - BUILDINGS	(27,978)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(7,422)
21462 - Depreciation - WATER	(655)
21463 - Depreciation - SEWERAGE	(2,846,974)
<b>Total Depreciation Expenses</b>	<b>(2,903,151)</b>
<b>Net Income/(Deficit)</b>	<b>9,137,490</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11010 - Federal government grants	400,000
11020 - State government grants	1,061,000
<b>Total Capital Income</b>	<b>1,461,000</b>
<b>Capital Expenses</b>	
20120 - Normal salaries & wages	(1,415,158)
20125 - On-costs salaries & wages	(613,326)
20920 - Other consultants	(33,000)
20921 - Other Contractors	(3,673,514)
21150 - Other maintenance	(7,536,668)
<b>Total Capital Expenses</b>	<b>(13,271,666)</b>

# Strategic Asset Performance

## Loan Payments

60646 - Sewerage A/c - 12 year debt pool (25,716)

**Total Loan Payments (25,716)**

**Total Capital Expenditure/Loans (11,836,382)**

## Reserve Movement

### Transfer from Reserve

35022 - Tfr from Sewerage Constrained Works Reserve 6,102,240

**Total Transfer from Reserve 6,102,240**

**Total Reserve Movement 6,102,240**

**TOTAL 3,403,348**

## Projects

Description	2019/2020 Budget
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### Sewage Fund

#### Expenses

SGM6011 - Gladstone Sewerage - WWTP Reactive Maintenance	(513,655)
SGM6012 - Gladstone Sewerage - WWTP Preventative Maintenance	(103,887)
SGM6013 - Gladstone Sewerage - WWTP Corrective Maintenance	(92,281)
SGM6014 - Gladstone Sewerage - WWTP Operations	(614,064)
SGM6016 - Gladstone Sewerage - WWTP Environmental Monitoring	(110,198)
SGM6017 - Gladstone Sewerage - Pump Station Reactive Maintenance	(460,901)
SGM6018 - Gladstone Sewerage - Pump Station Preventative Maintenance	(101,800)
SGM6019 - Gladstone Sewerage - Pump Station Corrective Maintenance	(51,250)
SGM6020 - Gladstone Sewerage - Pump Station Operations	(172,014)
SGM6022 - Gladstone Sewerage - Network Reactive Maintenance	(156,710)
SGM6023 - Gladstone Sewerage - Network Preventative Maintenance	(1,105,503)
SGM6024 - Gladstone Sewerage - Network Corrective Maintenance	(191,927)
SGM6026 - Gladstone Sewerage - Network Smoke Testing	(96,159)
SGM6028 - South Trees WWTP - Derag the basin	(75,000)

**Total Expenses (3,845,350)**

**Total Sewage Fund (3,845,350)**

### Capital Projects Fund

#### Income

SGC4058 - A01 SPS Upgrade (Chapple St) inc emergency storage	400,000
SGC6013 - Gladstone WWTP Biosolids Treatment	1,061,000

**Total Income 1,461,000**

#### Expenses

SGC1018 - Gladstone - Sewer Main Replacement	(1,119,584)
SGC1021 - Odour control in network Gladstone	(1,303,342)
SGC1023 - A01 to Gladstone WWTP - Replace 450mm section of main	(300,000)
SGC1025 - Gladstone Sewer Pipe Bridge replacement	(200,000)
SGC1026 - Relining South Trees treatment ponds	(28,000)
SGC4058 - A01 SPS Upgrade (Chapple St) inc emergency storage	(3,963,240)
SGC4065 - Upgrade to pump station SPS A06	(611,500)
SGC4074 - A03 SPS Upgrade (Condition assessment)	(16,000)
SGC4075 - D01 SPS Upgrade (Condition assessment)	(17,000)
SGC4076 - Upgrade to pump station SPS A17 (Condition assessment)	(22,000)
SGC4077 - Upgrade to pump station SPS A28 (Condition assessment)	(27,000)
SGC4078 - Upgrade to pump station SPS C03 (Condition assessment)	(22,000)

# Strategic Asset Performance

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SGC4079 - A05 Rising Main - Replace/reline	(100,000)
SGC5005 - Scada Regional Towers	(210,000)
SGC5006 - QAL Effluent PS Scada Upgrade	(90,000)
SGC5007 - SCADA Network Upgrade - Gladstone	(450,000)
SGC6012 - Gladstone WWTP Stormwater Mitigation	(152,000)
SGC6013 - Gladstone WWTP Biosolids Treatment	(3,500,000)
SGC6018 - Gladstone WWTP Distribution tower & process water reservoir	(100,000)
SGC6021 - Gladstone Sewerage Biosolids Reuse Shed	(750,000)
SGC6022 - Gladstone WWTP - Biosolids storage area	(30,000)
SGC6023 - South Trees WWTP - Resolve decant & sludge discharge	(260,000)
<b>Total Expenses</b>	<b>(13,271,666)</b>

<b>Total Capital Projects Fund</b>	<b>(11,810,666)</b>
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# Strategic Asset Performance

<b>Group: Waste Assets</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	5,320,000	6,163,185	16,060,937
Total Ordinary Expenses	(5,854,200)	(5,184,298)	(10,012,282)
Total Depreciation Expenses	(101,494)	(45,436)	(129,945)
<b>Net Income/(Deficit)</b>	<b>(635,694)</b>	<b>933,452</b>	<b>5,918,710</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	20,000	-	292,320
Total Capital Expenses	(460,000)	(751,294)	(4,120,188)
Total Loan Proceeds	-	-	-
Total Loan Payments	(100,058)	(100,058)	(116,642)
<b>Total Capital Expenditure/Loans</b>	<b>(540,058)</b>	<b>(851,351)</b>	<b>(3,944,510)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	(6,189,936)
Total Transfer from Reserve	1,444,378	-	4,072,614
<b>Total Reserve Movement</b>	<b>1,444,378</b>	<b>-</b>	<b>(2,117,322)</b>
<b>TOTAL</b>	<b>268,626</b>	<b>82,100</b>	<b>(143,122)</b>



# Strategic Asset Performance

## Cost Centre: 427 - Benaraby Landfill

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10150 - Tipping fees income	13,074,306
10740 - Tipping fess income	1,432,730
10925 - State government grants	928,200
11360 - Sales	45,000
11685 - Waste Royalties	240,000
<b>Total Ordinary Income</b>	<b>15,720,236</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(899,308)
20125 - On-costs salaries & wages	(438,504)
20130 - Overtime salaries & wages	(132,000)
20210 - PPE - non uniform	(1,000)
20220 - Staff amenities	(6,000)
20235 - Staff uniforms - non PPE	(1,000)
20240 - Staff uniforms - PPE	(3,000)
20275 - Entertainment & Hospitality (FBT)	(1,000)
20415 - Interest paid on loans	(101,214)
20625 - Hire of plant & equipment - external	(5,004)
20630 - Hire of plant & equipment - internal	(1,166,241)
20635 - Loose tools & associated consumables	(2,000)
20715 - Electricity & gas	(5,500)
20740 - Rates & charges - Council properties	(5,500)
20810 - Fuel - vehicles	(1,020)
20825 - Oil & lubricants - vehicles	(2,520)
20835 - Parts & materials - vehicles	(1,500)
20915 - Greenwaste contractors	(252,000)
20920 - Other consultants	(100,000)
20921 - Other Contractors	(71,270)
21150 - Other maintenance	(75,000)
21230 - Freight/Courier/Transport	(5,004)
21275 - Printing & stationery	(500)
21285 - Telephone Expenses	(2,400)
21314 - Waste Disposal - Other	(3,886,930)
21320 - Materials	(49,980)
21351 - Environmental monitoring and compliance	(30,000)
21365 - Safety equipment (Non-PPE)	(20,040)
<b>Total Ordinary Expenses</b>	<b>(7,265,435)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(69,335)
21440 - Depreciation - PFOS	(20,300)
21460 - Depreciation - BUILDINGS	(5,816)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(7,045)
21463 - Depreciation - SEWERAGE	(258)
<b>Total Depreciation Expenses</b>	<b>(102,754)</b>
<b>Net Income/(Deficit)</b>	<b>8,352,048</b>

# Strategic Asset Performance

## Capital Expenditure/Loans

### Capital Expenses

20921 - Other Contractors	(1,761,400)
21150 - Other maintenance	(300,000)
21320 - Materials	(100,000)

**Total Capital Expenses** (2,161,400)

### Loan Payments

60648 - Regional Landfill A/C - 15year debt pool	(116,642)
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**Total Loan Payments** (116,642)

**Total Capital Expenditure/Loans** (2,278,042)

## Reserve Movement

### Transfer to Reserve

30145 - Tfr to Regional Waste Management Reserve	(6,189,936)
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**Total Transfer to Reserve** (6,189,936)

**Total Reserve Movement** (6,189,936)

**TOTAL** (115,930)

## Projects

Description	2019/2020 Budget
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### Cleansing Fund

#### Income

LND0077 - Landfill - Operations	15,480,236
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**Total Income** 15,480,236

#### Expenses

LND0077 - Landfill - Operations	(7,144,221)
LND0078 - Landfill - Gas/Solar	(20,000)

**Total Expenses** (7,164,221)

**Total Cleansing Fund** 8,316,016

### Capital Projects Fund

#### Expenses

LND0027 - Benaraby Landfill - Stage 3 Landfill Cell Development	(1,387,000)
LND0060 - Concrete Stockpile - Benaraby Landfill	(300,000)
LND0061 - Leachate Disposal System - Benaraby Landfill	(50,000)
LND0064 - Benaraby Landfill - Install second weighbridge	(200,000)
LND0074 - Benaraby Landfill - Security Cameras	(24,500)
LND0075 - Waste Levy Implementation	(99,900)
LND0093 - Purchase of fence and microphazir for asbestos detection	(100,000)

**Total Expenses** (2,161,400)

**Total Capital Projects Fund** (2,161,400)

# Strategic Asset Performance

## Cost Centre: 430 - Transfer Station Operations

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10150 - Tipping fees income	275,700
11360 - Sales	65,000
<b>Total Ordinary Income</b>	<b>340,701</b>
<b>Ordinary Expenses</b>	
20710 - Cleaning & refuse	(332,484)
20740 - Rates & charges - Council properties	(4,012)
20915 - Greenwaste contractors	(168,000)
20916 - Transfer station contractors	(1,654,351)
21345 - Tipping Fees	(588,000)
<b>Total Ordinary Expenses</b>	<b>(2,746,847)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRCFINANC	(3,617)
21440 - Depreciation - PFOS	(12,525)
21460 - Depreciation - BUILDINGS	(5,560)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(5,266)
21462 - Depreciation - WATER	(222)
<b>Total Depreciation Expenses</b>	<b>(27,191)</b>
<b>Net Income/(Deficit)</b>	<b>(2,433,337)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11020 - State government grants	292,320
<b>Total Capital Income</b>	<b>292,320</b>
<b>Capital Expenses</b>	
20921 - Other Contractors	(1,908,788)
21150 - Other maintenance	(50,000)
<b>Total Capital Expenses</b>	<b>(1,958,788)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(1,666,468)</b>
<b>Reserve Movement</b>	
<b>Transfer from Reserve</b>	
35045 - Tfr from Regional Waste Management Reserve	4,072,614
<b>Total Transfer from Reserve</b>	<b>4,072,614</b>
<b>Total Reserve Movement</b>	<b>4,072,614</b>
<b>TOTAL</b>	<b>(27,191)</b>

# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Cleansing Fund</b>	
<b>Income</b>	
LND0079 - Gladstone Transfer Station	170,350
LND0080 - Agnes Water Transfer Station	18,928
LND0081 - Calliope Transfer Station	18,928
LND0082 - Rosedale Transfer Station	18,928
LND0083 - Baffle Creek Transfer Station	18,928
LND0084 - Bororen Transfer Station	18,928
LND0085 - Turkey Beach Transfer Station	18,928
LND0086 - Mt Larcom Transfer Station	18,928
LND0087 - Yarwun Transfer Station	18,928
LND0088 - Nagoorin Transfer Station	18,928
<b>Total Income</b>	<b>340,701</b>
<b>Expenses</b>	
LND0079 - Gladstone Transfer Station	(1,764,994)
LND0080 - Agnes Water Transfer Station	(138,468)
LND0081 - Calliope Transfer Station	(95,232)
LND0082 - Rosedale Transfer Station	(95,232)
LND0083 - Baffle Creek Transfer Station	(93,996)
LND0084 - Bororen Transfer Station	(95,232)
LND0085 - Turkey Beach Transfer Station	(95,232)
LND0086 - Mt Larcom Transfer Station	(95,232)
LND0087 - Yarwun Transfer Station	(95,232)
LND0088 - Nagoorin Transfer Station	(95,232)
LND0089 - Curtis Island Transfer Station	(39,375)
LND0090 - Facing Island Transfer Station	(39,375)
<b>Total Expenses</b>	<b>(2,742,835)</b>
<b>Total Cleansing Fund</b>	
	<b>(2,402,134)</b>
<b>Capital Projects Fund</b>	
<b>Income</b>	
LND0046 - Agnes Water Transfer Station Upgrade	292,320
<b>Total Income</b>	<b>292,320</b>
<b>Expenses</b>	
LND0046 - Agnes Water Transfer Station Upgrade	(1,701,076)
LND0092 - Mandalay Hardware	(187,712)
RDC0790 - Road Improvements - Calliope Transfer Station	(20,000)
RDC0808 - Rosedale Transfer Station Service Road Upgrade (TEAC)	(50,000)
<b>Total Expenses</b>	<b>(1,958,788)</b>
<b>Total Capital Projects Fund</b>	
	<b>(1,666,468)</b>

# Strategic Asset Performance

<b>Group: Water Assets</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	31,955,479	37,217,581	33,974,633
Total Ordinary Expenses	(23,801,304)	(22,044,927)	(23,454,877)
Total Depreciation Expenses	(4,274,774)	(3,802,941)	(3,811,023)
<b>Net Income/(Deficit)</b>	<b>3,879,401</b>	<b>11,369,713</b>	<b>6,708,734</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	965,211	600,950	-
Total Capital Expenses	(14,262,636)	(5,115,065)	(8,263,067)
Total Loan Proceeds	-	-	-
Total Loan Payments	(1,205,205)	(1,205,205)	(1,276,234)
<b>Total Capital Expenditure/Loans</b>	<b>(14,502,630)</b>	<b>(5,719,319)</b>	<b>(9,539,301)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(365,211)	(576,785)	-
Total Transfer from Reserve	6,713,666	-	206,000
<b>Total Reserve Movement</b>	<b>6,348,455</b>	<b>(576,785)</b>	<b>206,000</b>
<b>TOTAL</b>	<b>(4,274,774)</b>	<b>5,073,609</b>	<b>(2,624,567)</b>

# Strategic Asset Performance

## Cost Centre: 246 - Lake Awoonga Scheme

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10120 - Water access charges	15,329,600
10125 - Water consumption charges	13,694,400
10130 - Water sales - NRG	1,570,300
10215 - Discount granted - water	(1,217,300)
10315 - Interest from overdue rates and utility charges	120,200
10537 - Other Fees & Charges	245
10730 - Sundry Fees & Charges	50,000
11124 - New connections other	65,388
11630 - Income tax equivalents	1,700,000
<b>Total Ordinary Income</b>	<b>31,312,833</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(795,968)
20125 - On-costs salaries & wages	(445,266)
20220 - Staff amenities	(2,263)
20415 - Interest paid on loans	(28,538)
20630 - Hire of plant & equipment - internal	(370,888)
20715 - Electricity & gas	(68,677)
20740 - Rates & charges - Council properties	(7,209)
20921 - Other Contractors	(336,740)
21225 - Fees & Charges	(2,274)
21320 - Materials	(241,411)
21330 - Bulk Water Purchases	(18,089,148)
<b>Total Ordinary Expenses</b>	<b>(20,388,382)</b>
<b>Depreciation</b>	
21435 - Depreciation - GRFCINANC	(8,081)
21460 - Depreciation - BUILDINGS	(1,448)
21461 - Depreciation - ROAD DRAINAGE & TRANSPORT INFRASTRUCTURE	(1,109)
21462 - Depreciation - WATER	(2,725,753)
21463 - Depreciation - SEWERAGE	(33,833)
<b>Total Depreciation Expenses</b>	<b>(2,770,224)</b>
<b>Net Income/(Deficit)</b>	<b>8,154,227</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20921 - Other Contractors	(4,432,176)
21150 - Other maintenance	(2,222,000)
<b>Total Capital Expenses</b>	<b>(6,654,176)</b>
<b>Loan Payments</b>	
60632 - Water - 15ur debt pool	(54,782)
60644 - Lake Awoonga - 15year Debt Pool	(56,224)
<b>Total Loan Payments</b>	<b>(111,007)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(6,765,183)</b>

# Strategic Asset Performance

## Reserve Movement

### Transfer from Reserve

35021 - Tfr from Water Constrained Works Reserve 206,000

**Total Transfer from Reserve 206,000**

**Total Reserve Movement 206,000**

**TOTAL 1,595,045**

## Projects

Description	2019/2020 Budget
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### Water Fund

#### Expenses

WLM9022 - Lake Awoonga - Reservoir Reactive Maintenance	(124,863)
WLM9023 - Lake Awoonga - Reservoir Preventative Maintenance	(33,950)
WLM9024 - Lake Awoonga - Reservoir Corrective Maintenance	(8,641)
WLM9025 - Lake Awoonga - Reservoir Operations	(60,062)
WLM9026 - Lake Awoonga - Network Reactive Maintenance	(1,156,511)
WLM9027 - Lake Awoonga - Network Preventative Maintenance	(309,183)
WLM9028 - Lake Awoonga - Network Corrective Maintenance	(309,183)
WLM9029 - Lake Awoonga - Network Operations	(146,771)
WLM9030 - Lake Awoonga - Network Demand Management	(44,873)
WLM9032 - Lake Awoonga - Pump Station Reactive Maintenance	(6,156)
WLM9033 - Lake Awoonga - Pump Station Preventative Maintenance	(1,684)
WLM9034 - Lake Awoonga - Pump Station Corrective Maintenance	(767)
WLM9035 - Lake Awoonga - Pump Station Operations	(60,843)

**Total Expenses (2,263,486)**

**Total Water Fund (2,263,486)**

### Capital Projects Fund

#### Expenses

WLC1042 - Paterson 2 Water Main	(188,621)
WLC1049 - Replacement of AC main in Oaka Street	(301,000)
WLC1050 - Water Loss reduction Lake Awoonga	(357,000)
WLC1052 - Paterson Street Trunk Water Main Relocation	(10,000)
WLC1057 - Renew Water Main Pier St from Oaka to Goondoon	(75,000)
WLC1058 - Lake Awoonga - Water pipe bridge replacement	(47,000)
WLC1059 - O'Connell Street - Construct new main & upgrade connection	(50,000)
WLC2005 - Lake Awoonga - Water Service Replacements	(40,000)
WLC3018 - Lake Awoonga - Water Meter Replacements	(1,525,000)
WLC3019 - Lake Awoonga - New Water Meters	(70,000)
WLC3022 - Lake Awoonga - Smart Metering for Water Connections	(100,000)
WLC4002 - Lake Awoonga - Water Scheme Asset Renewal (Pump Stations)	(80,000)
WLC5005 - SCADA Upgrade Lake Awoonga	(60,000)
WLC8000 - Lake Awoonga Water Scheme Asset Renewal (Valves/Hydrants/Bac)	(40,000)
WLC9012 - Paterson Reservoir 2 - New Storage (25.0ML)	(10,000)
WLC9013 - Kirkwood Low Reservoir	(206,000)
WLC9015 - Acquire Reservoir Site 2 (Mt Elizabeth)	(290,000)
WLC9016 - Lake Awoonga - Reservoir Renewals	(3,096,555)
WLC9017 - Kirkwood Low Reservoir Outlet	(8,000)
WLC9022 - SCADA sharing (GAWB)	(100,000)

**Total Expenses (6,654,176)**

**Total Capital Projects Fund (6,654,176)**

# Strategic Asset Performance

## Cost Centre: 248 - Miriam Vale Water Scheme

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10120 - Water access charges	192,100
10125 - Water consumption charges	395,600
10215 - Discount granted - water	(14,700)
10315 - Interest from overdue rates and utility charges	2,600
<b>Total Ordinary Income</b>	<b>575,600</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(198,854)
20125 - On-costs salaries & wages	(111,248)
20220 - Staff amenities	(2,057)
20415 - Interest paid on loans	(45,758)
20630 - Hire of plant & equipment - internal	(75,759)
20715 - Electricity & gas	(15,451)
20740 - Rates & charges - Council properties	(1,539)
20921 - Other Contractors	(86,597)
21150 - Other maintenance	(70,000)
21225 - Fees & Charges	(6,286)
21320 - Materials	(64,336)
<b>Total Ordinary Expenses</b>	<b>(677,884)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(705)
21460 - Depreciation - BUILDINGS	(647)
21462 - Depreciation - WATER	(178,405)
21463 - Depreciation - SEWERAGE	(5,070)
<b>Total Depreciation Expenses</b>	<b>(184,826)</b>
<b>Net Income/(Deficit)</b>	<b>(287,110)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20921 - Other Contractors	(60,000)
21150 - Other maintenance	(158,891)
<b>Total Capital Expenses</b>	<b>(218,891)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(218,891)</b>
<b>TOTAL</b>	<b>(506,001)</b>



# Strategic Asset Performance

<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Water Fund</b>	
<b>Expenses</b>	
WBM6004 - Bororen Water Treatment Plant - Review of instrumentation	(20,000)
WMM1008 - Miriam Vale/Bororen - Water Network Reactive Maintenance	(42,770)
WMM1009 - Miriam Vale/Bororen - Water Network Preventative Maintenance	(9,122)
WMM1010 - Miriam Vale/Bororen - Water Network Corrective Maintenance	(9,122)
WMM1011 - Miriam Vale/Bororen - Water Network Operations	(5,343)
WMM1012 - Miriam Vale/Bororen - Demand Management	(9,975)
WMM4003 - Miriam Vale/Bororen - Pump Station Reactive Maintenance	(1,708)
WMM4004 - Miriam Vale/Bororen - Pump Station Preventative Maintenance	(519)
WMM4005 - Miriam Vale/Bororen - Pump Station Corrective Maintenance	(189)
WMM4006 - Miriam Vale/Bororen - Pump Station Operations	(2,580)
WMM6007 - Miriam Vale WTP optimisation (Baffle Creek)	(50,000)
WMM6008 - Miriam Vale/Bororen - WTP Reactive Maintenance	(157,313)
WMM6009 - Miriam Vale/Bororen - WTP Preventative Maintenance	(42,601)
WMM6010 - Miriam Vale/Bororen - WTP Corrective Maintenance	(21,340)
WMM6011 - Miriam Vale/Bororen - WTP Operations	(228,769)
WMM9005 - Miriam Vale/Bororen - Reservoir Reactive Maintenance	(15,977)
WMM9006 - Miriam Vale/Bororen - Reservoir Preventative Maintenance	(4,249)
WMM9007 - Miriam Vale/Bororen - Reservoir Corrective Maintenance	(1,060)
WMM9008 - Miriam Vale/Bororen - Reservoir Operations	(7,949)
<b>Total Expenses</b>	<b>(630,588)</b>
<b>Total Water Fund (630,588)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
WBC6003 - Bororen WTP - Install platform to provide safe access	(20,000)
WMC2005 - Miriam Vale / Bororen - Water Service Replacements	(3,000)
WMC3018 - Miriam Vale / Bororen - New Water Meters	(500)
WMC3019 - Miriam Vale / Bororen - Water Meter Replacements	(5,560)
WMC3020 - Miriam Vale / Bororen - Asset Renewals (Flow Meters)	(8,000)
WMC4000 - Miriam Vale / Bororen - Asset Renewals (Bore Refurb)	(121,831)
WMC5006 - SCADA Upgrade Miriam Vale/ Bororen	(60,000)
<b>Total Expenses</b>	<b>(218,891)</b>
<b>Total Capital Projects Fund (218,891)</b>	

# Strategic Asset Performance

## Cost Centre: 251 - 1770/Agnes Waters Water Scheme

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10120 - Water access charges	811,100
10125 - Water consumption charges	1,344,400
10215 - Discount granted - water	(78,700)
10315 - Interest from overdue rates and utility charges	9,400
<b>Total Ordinary Income</b>	<b>2,086,200</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(61,830)
20125 - On-costs salaries & wages	(34,608)
20415 - Interest paid on loans	(499,898)
20630 - Hire of plant & equipment - internal	(26,263)
20715 - Electricity & gas	(481,356)
20740 - Rates & charges - Council properties	(5,472)
20921 - Other Contractors	(1,254,118)
21225 - Fees & Charges	(2,408)
21320 - Materials	(22,658)
<b>Total Ordinary Expenses</b>	<b>(2,388,611)</b>
<b>Depreciation</b>	
21440 - Depreciation - PFOS	(356)
21460 - Depreciation - BUILDINGS	(1,003)
21462 - Depreciation - WATER	(854,613)
<b>Total Depreciation Expenses</b>	<b>(855,972)</b>
<b>Net Income/(Deficit)</b>	<b>(1,158,383)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
20920 - Other consultants	(975,000)
20921 - Other Contractors	(50,000)
21150 - Other maintenance	(320,000)
21320 - Materials	(45,000)
<b>Total Capital Expenses</b>	<b>(1,390,000)</b>
<b>Loan Payments</b>	
60656 - Agnes Water Water Loan	(559,167)
60812 - Desalination Interest Free Loan	(606,060)
<b>Total Loan Payments</b>	<b>(1,165,227)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(2,555,227)</b>
<b>TOTAL</b>	<b>(3,713,610)</b>

# Strategic Asset Performance

Projects	
Description	2019/2020 Budget
<b>Water Fund</b>	
<b>Expenses</b>	
WAM1007 - 1770/Agnes Water - Water Network Reactive Maintenance	(76,792)
WAM1008 - 1770/Agnes Water - Water Network Preventative Maintenance	(16,473)
WAM1009 - 1770/Agnes Water - Water Network Corrective Maintenance	(16,461)
WAM1010 - 1770/Agnes Water - Water Network Operations	(8,781)
WAM1011 - 1770/Agnes Water - Demand Management	(19,964)
WAM4005 - 1770/Agnes Water - Pump Station Reactive Maintenance	(5,202)
WAM4006 - 1770/Agnes Water - Pump Station Preventative Maintenance	(1,471)
WAM4007 - 1770/Agnes Water - Pump Station Corrective Maintenance	(745)
WAM4008 - 1770/Agnes Water - Pump Station Operations	(8,145)
WAM6007 - 1770/Agnes Water - WTP Reactive Maintenance	(379,356)
WAM6008 - 1770/Agnes Water - WTP Preventative Maintenance	(108,385)
WAM6009 - 1770/Agnes Water - WTP Corrective Maintenance	(54,208)
WAM6010 - 1770/Agnes Water - WTP Operations	(1,157,411)
WAM9006 - 1770/Agnes Water - Reservoir Reactive Maintenance	(17,388)
WAM9007 - 1770/Agnes Water - Reservoir Preventative Maintenance	(4,013)
WAM9008 - 1770/Agnes Water - Reservoir Corrective Maintenance	(1,015)
WAM9009 - 1770/Agnes Water - Reservoir Operations	(7,433)
<b>Total Expenses</b>	<b>(1,883,241)</b>
<b>Total Water Fund (1,883,241)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
WAC1008 - Water Loss Reduction - Agnes Water	(25,000)
WAC2006 - Agnes Water / 1770 - Water Service Replacements	(5,000)
WAC3019 - Agnes Water / 1770 - New Water Meters	(3,000)
WAC3020 - Agnes Water / 1770 - Water Meter Replacements	(45,000)
WAC3021 - Agnes Water - Water Asset Renewals (Flow Meters)	(2,000)
WAC5000 - SCADA Upgrade - Agnes Water Water	(50,000)
WAC6007 - Agnes Water - Water Asset Renewal (Bore Refurb)	(105,000)
WAC6008 - Agnes Water Water Treatment Plant - Ultrafiltration System	(975,000)
WAC6010 - Agnes Water Water Treatment Plant Upgrade	(80,000)
WAC9028 - Agnes Water Reservoir Renewals	(100,000)
<b>Total Expenses</b>	<b>(1,390,000)</b>
<b>Total Capital Projects Fund (1,390,000)</b>	

# Strategy and Transformation

<b>Business Unit Summary</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	94,351,506	96,021,828	99,376,349
Total Ordinary Expenses	(14,732,787)	(14,848,951)	(17,647,506)
Total Depreciation Expenses	(282,836)	(389,911)	(136,861)
<b>Net Income/(Deficit)</b>	<b>79,335,883</b>	<b>80,782,965</b>	<b>81,591,983</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	986,849	141,427	697,033
Total Capital Expenses	(6,751,933)	(1,014,867)	(9,170,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	(3,748,253)	(3,748,252)	(4,276,806)
<b>Total Capital Expenditure/Loans</b>	<b>(9,513,337)</b>	<b>(4,621,692)</b>	<b>(12,749,773)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(4,390,100)	(4,390,100)	(6,616,658)
Total Transfer from Reserve	2,521,898	174,624	10,037,993
<b>Total Reserve Movement</b>	<b>(1,868,202)</b>	<b>(4,215,476)</b>	<b>3,421,335</b>
<b>TOTAL</b>	<b>67,954,344</b>	<b>71,945,796</b>	<b>72,263,545</b>

<b>Group: Economic Development</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(935,750)	(654,055)	(1,280,575)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(935,750)</b>	<b>(654,055)</b>	<b>(1,280,575)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	100,000	101,075	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>100,000</b>	<b>101,075</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	400,000
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>400,000</b>
<b>TOTAL</b>	<b>(835,750)</b>	<b>(552,980)</b>	<b>(880,575)</b>

## Cost Centre: 470 - Economic Development

Description	2019/2020 Budget
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### Trading Summary

#### Ordinary Expenses

20120 - Normal salaries & wages	(120,340)
20125 - On-costs salaries & wages	(52,962)
20270 - Travel & Accommodation - Staff	(10,000)
20275 - Entertainment & Hospitality (FBT)	(14,000)
20277 - NON-FBT Entertainment & Hospitality	(3,000)
20550 - Subs - Other	(36,700)
20620 - Hardware Less than 5K	(2,455)
20630 - Hire of plant & equipment - internal	(1,985)
20920 - Other consultants	(225,000)
20921 - Other Contractors	(603,000)
21050 - Other Donations	(210,000)
21285 - Telephone Expenses	(1,133)

**Total Ordinary Expenses** (1,280,575)

**Net Income/(Deficit)** (1,280,575)

#### Reserve Movement

#### Transfer from Reserve

35020 - Tfr from Roads Constrained Works Reserve 400,000

**Total Transfer from Reserve** 400,000

**Total Reserve Movement** 400,000

**TOTAL** (880,575)

## Projects

Description	2019/2020 Budget
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#### General Fund

#### Expenses

GNM0139 - Economic Development	(525,000)
GNM0215 - GAPDL Agreement Costs	(453,000)

**Total Expenses** (978,000)

**Total General Fund** (978,000)

# Strategy and Transformation

<b>Group: Elected Members</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(1,363,998)	(1,366,389)	(1,416,253)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(1,363,998)</b>	<b>(1,366,389)</b>	<b>(1,416,253)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	(1,004)	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>(1,004)</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(1,363,998)</b>	<b>(1,367,393)</b>	<b>(1,416,253)</b>

## Cost Centre: 100 - Elected Members

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20235 - Staff uniforms - non PPE	(2,000)
20240 - Staff uniforms - PPE	(1,000)
20250 - Training & development - Non-Mandatory	(52,170)
20310 - Travel & Accommodation - Councillors	(55,000)
20315 - Councillors Remuneration	(885,511)
20320 - Councillors - Hospitality	(6,000)
20325 - Councillors - Seminars & Conferences	(22,000)
20330 - Councillors - Superannuation	(101,772)
20550 - Subs - Other	(300)
20620 - Hardware Less than 5K	(16,500)
20630 - Hire of plant & equipment - internal	(145,500)
21010 - Mayoral donations	(100,000)
21013 - Civic Receptions/Ceremonies	(18,750)
21275 - Printing & stationery	(500)
21285 - Telephone Expenses	(9,250)
<b>Total Ordinary Expenses</b>	<b>(1,416,253)</b>
<b>Net Income/(Deficit)</b>	<b>(1,416,253)</b>
<b>TOTAL</b>	<b>(1,416,253)</b>



## Group: Executive Services

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	-	-
Total Ordinary Expenses	(979,671)	(1,097,403)	(897,346)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(979,671)</b>	<b>(1,097,403)</b>	<b>(897,346)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(979,671)</b>	<b>(1,097,403)</b>	<b>(897,346)</b>

# Strategy and Transformation

## Cost Centre: 105 - Executive Services

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(414,844)
20125 - On-costs salaries & wages	(182,582)
20130 - Overtime salaries & wages	(5,000)
20225 - Staff gifts and awards	(1,200)
20255 - Seminars & Conferences	(18,720)
20270 - Travel & Accommodation - Staff	(6,000)
20520 - Subs - LGMA	(3,000)
20535 - Subs - LGAQ	(237,000)
20550 - Subs - Other	(10,000)
20760 - Service Contracts	(3,000)
20920 - Other consultants	(10,000)
21285 - Telephone Expenses	(4,000)
21320 - Materials	(2,000)
<b>Total Ordinary Expenses</b>	<b>(897,346)</b>
<b>Net Income/(Deficit)</b>	<b>(897,346)</b>
<b>TOTAL</b>	<b>(897,346)</b>

# Strategy and Transformation

<b>Group: Treasury</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	94,251,506	94,133,008	97,373,000
Total Ordinary Expenses	(4,643,322)	(4,015,842)	(3,687,863)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>89,608,184</b>	<b>90,117,166</b>	<b>93,685,137</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	-	-	-
Total Loan Proceeds	-	-	-
Total Loan Payments	(3,748,253)	(3,748,252)	(4,276,806)
<b>Total Capital Expenditure/Loans</b>	<b>(3,748,253)</b>	<b>(3,748,252)</b>	<b>(4,276,806)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	(4,390,100)	(4,390,100)	(6,616,658)
Total Transfer from Reserve	1,461,898	(106,202)	532,336
<b>Total Reserve Movement</b>	<b>(2,928,202)</b>	<b>(4,496,302)</b>	<b>(6,084,322)</b>
<b>TOTAL</b>	<b>82,931,729</b>	<b>81,872,611</b>	<b>83,324,008</b>

<b>Cost Centre: 532 - Corporate Finance</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10310 - QTC	700,000
10320 - Interest on Bank Accounts	2,425,000
10910 - Federal assistance grant (FAG)	7,811,900
11612 - Contributions	2,043,200
11630 - Income tax equivalents	1,186,000
<b>Total Ordinary Income</b>	<b>14,166,100</b>
<b>Ordinary Expenses</b>	
20410 - Bank charges	(250,000)
20415 - Interest paid on loans	(3,267,763)
21235 - Fringe Benefits Tax	(95,000)
21240 - Insurance - Other	(75,100)
<b>Total Ordinary Expenses</b>	<b>(3,687,863)</b>
<b>Net Income/(Deficit)</b>	<b>10,478,237</b>
<b>Capital Expenditure/Loans</b>	
<b>Loan Payments</b>	
60620 - 6 yr debt pool	(945,109)
60642 - Airport Upgrade A/c	(3,331,697)
<b>Total Loan Payments</b>	<b>(4,276,806)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(4,276,806)</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30110 - Tfr to Future Capital Works Reserve	(1,000,000)
<b>Total Transfer to Reserve</b>	<b>(1,000,000)</b>
<b>Transfer from Reserve</b>	
35010 - Tfr from Future Capital Works Reserve	532,336
<b>Total Transfer from Reserve</b>	<b>532,336</b>
<b>Total Reserve Movement</b>	<b>(467,664)</b>
<b>TOTAL</b>	<b>5,733,766</b>

<b>Cost Centre: 550 - General Rates &amp; Charges</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10110 - General rates	89,879,900
10145 - GPA Tax equivalent rates	2,028,900
10210 - Discount granted - general	(8,089,200)
10235 - Discount granted - GPA	(202,900)
10240 - Pensioner rebate - GRC	(803,200)
10315 - Interest from overdue rates and utility charges	393,400
<b>Total Ordinary Income</b>	<b>83,206,900</b>
<b>Net Income/(Deficit)</b>	<b>83,206,900</b>
<b>Reserve Movement</b>	
<b>Transfer to Reserve</b>	
30110 - Tfr to Future Capital Works Reserve	(5,616,658)
<b>Total Transfer to Reserve</b>	<b>(5,616,658)</b>
<b>Total Reserve Movement</b>	<b>(5,616,658)</b>
<b>TOTAL</b>	<b>77,590,242</b>

# Strategy and Transformation

<b>Group: Strategy &amp; Transformation Administration</b>			
<b>Description</b>	<b>2018/2019 Budget</b>	<b>2018/2019 Forecast</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>			
Total Ordinary Income	100,000	1,813,048	1,950,000
Total Ordinary Expenses	(2,014,932)	(2,799,877)	(4,223,072)
Total Depreciation Expenses	-	-	-
<b>Net Income/(Deficit)</b>	<b>(1,914,932)</b>	<b>(986,830)</b>	<b>(2,273,072)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	886,849	40,352	697,033
Total Capital Expenses	(6,054,933)	(896,863)	(8,430,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(5,168,084)</b>	<b>(856,511)</b>	<b>(7,732,967)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	1,060,000	280,826	9,105,657
<b>Total Reserve Movement</b>	<b>1,060,000</b>	<b>280,826</b>	<b>9,105,657</b>
<b>TOTAL</b>	<b>(6,023,016)</b>	<b>(1,562,515)</b>	<b>(900,382)</b>

# Strategy and Transformation

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## Cost Centre: 419 - Waste Energy

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20920 - Other consultants	(150,000)
21255 - Legal Expenses	(75,000)
<b>Total Ordinary Expenses</b>	<b>(225,000)</b>
<b>Net Income/(Deficit)</b>	<b>(225,000)</b>
<b>TOTAL</b>	<b>(225,000)</b>

# Strategy and Transformation

## Cost Centre: 700 - Strategy & Transformation Administration

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(750,268)
20125 - On-costs salaries & wages	(330,188)
20220 - Staff amenities	(900)
20235 - Staff uniforms - non PPE	(900)
20240 - Staff uniforms - PPE	(300)
20270 - Travel & Accommodation - Staff	(10,900)
20630 - Hire of plant & equipment - internal	(3,462)
20920 - Other consultants	(70,020)
20921 - Other Contractors	(72,000)
21285 - Telephone Expenses	(2,640)
<b>Total Ordinary Expenses</b>	<b>(1,241,578)</b>
<b>Net Income/(Deficit)</b>	<b>(1,241,578)</b>
<b>TOTAL</b>	<b>(1,241,578)</b>



# Strategy and Transformation

<b>Cost Centre: 701 - Strategic Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10925 - State government grants	200,000
11612 - Contributions	1,750,000
<b>Total Ordinary Income</b>	<b>1,950,000</b>
<b>Ordinary Expenses</b>	
20920 - Other consultants	(541,547)
20921 - Other Contractors	(1,497,690)
21050 - Other Donations	(617,257)
21255 - Legal Expenses	(100,000)
<b>Total Ordinary Expenses</b>	<b>(2,756,494)</b>
<b>Net Income/(Deficit)</b>	<b>(806,494)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Income</b>	
11010 - Federal government grants	697,033
<b>Total Capital Income</b>	<b>697,033</b>
<b>Capital Expenses</b>	
20920 - Other consultants	(425,000)
20921 - Other Contractors	(3,535,000)
21320 - Materials	(4,470,000)
<b>Total Capital Expenses</b>	<b>(8,430,000)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(7,732,967)</b>
<b>Reserve Movement</b>	
<b>Transfer from Reserve</b>	
35010 - Tfr from Future Capital Works Reserve	9,105,657
<b>Total Transfer from Reserve</b>	<b>9,105,657</b>
<b>Total Reserve Movement</b>	<b>9,105,657</b>
<b>TOTAL</b>	<b>566,196</b>
<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Income</b>	
GNC0121 - Gladstone City Plaza Forecourt Upgrade	1,750,000
GNM0202 - Studies	200,000
<b>Total Income</b>	<b>1,950,000</b>

# Strategy and Transformation

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## Expenses

GNC0102 - Calliope & District Multi Purpose Facility (W4Q)	(617,257)
GNC0121 - Gladstone City Plaza Forecourt Upgrade	(1,497,690)
GNM0202 - Studies	(466,547)
GNM0212 - PMF Consultant	(125,000)
GNM0214 - Tondoon Master Plan	(50,000)

**Total Expenses** (2,756,494)

**Total General Fund** (806,494)

## Capital Projects Fund

### Income

BDC0113 - Philip Street Communities Precinct - Stage 1a	697,033
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**Total Income** 697,033

### Expenses

BDC0113 - Philip Street Communities Precinct - Stage 1a	(7,755,000)
GNC0105 - Boyne Tannum Pool	(250,000)
GNC0106 - Marley Brown Master Plan Development	(250,000)
GNC0108 - Harbour Arbour	(175,000)

**Total Expenses** (8,430,000)

**Total Capital Projects Fund** (7,732,967)

## Group: Strategic Information and Technology

Description	2018/2019 Budget	2018/2019 Forecast	2019/2020 Budget
<b>Trading Summary</b>			
Total Ordinary Income	-	75,772	53,349
Total Ordinary Expenses	(4,795,114)	(4,915,385)	(6,142,396)
Total Depreciation Expenses	(282,836)	(389,911)	(136,861)
<b>Net Income/(Deficit)</b>	<b>(5,077,950)</b>	<b>(5,229,524)</b>	<b>(6,225,908)</b>
<b>Capital Expenditure/Loans</b>			
Total Capital Income	-	-	-
Total Capital Expenses	(697,000)	(117,000)	(740,000)
Total Loan Proceeds	-	-	-
Total Loan Payments	-	-	-
<b>Total Capital Expenditure/Loans</b>	<b>(697,000)</b>	<b>(117,000)</b>	<b>(740,000)</b>
<b>Reserve Movement</b>			
Total Transfer to Reserve	-	-	-
Total Transfer from Reserve	-	-	-
<b>Total Reserve Movement</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>(5,774,950)</b>	<b>(5,346,524)</b>	<b>(6,965,908)</b>

# Strategy and Transformation

## Cost Centre: 570 - Strategic Information and Technology

Description	2019/2020 Budget
<b>Trading Summary</b>	
<b>Ordinary Income</b>	
10815 - Private works income	53,349
<b>Total Ordinary Income</b>	<b>53,349</b>
<b>Ordinary Expenses</b>	
20120 - Normal salaries & wages	(1,027,084)
20125 - On-costs salaries & wages	(452,028)
20130 - Overtime salaries & wages	(25,000)
20550 - Subs - Other	(1,300)
20620 - Hardware Less than 5K	(270,550)
20630 - Hire of plant & equipment - internal	(12,500)
20645 - Software Maintenance & Support	(1,680,310)
20646 - Equipment License Renewal Fees	(41,000)
20920 - Other consultants	(974,700)
20921 - Other Contractors	(500,000)
21150 - Other maintenance	(188,000)
21250 - Internet Services Charges	(300,319)
21260 - Licenses & Registrations	(388,500)
21275 - Printing & stationery	(136,818)
21285 - Telephone Expenses	(144,038)
21345 - Tipping Fees	(250)
<b>Total Ordinary Expenses</b>	<b>(6,142,396)</b>
<b>Depreciation</b>	
21410 - Amortisation - INTANGIBLES	(37,699)
21435 - Depreciation - GRCFINANC	(70,958)
21440 - Depreciation - PFOS	(28,204)
<b>Total Depreciation Expenses</b>	<b>(136,861)</b>
<b>Net Income/(Deficit)</b>	<b>(6,225,908)</b>
<b>Capital Expenditure/Loans</b>	
<b>Capital Expenses</b>	
21320 - Materials	(740,000)
<b>Total Capital Expenses</b>	<b>(740,000)</b>
<b>Total Capital Expenditure/Loans</b>	<b>(740,000)</b>
<b>TOTAL</b>	<b>(6,965,908)</b>

# Strategy and Transformation

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<b>Projects</b>	
<b>Description</b>	<b>2019/2020 Budget</b>
<b>General Fund</b>	
<b>Expenses</b>	
ICT0001 - RIEACS	(100,000)
ICT0002 - ERP Review	(400,000)
<b>Total Expenses</b>	<b>(500,000)</b>
<b>Total General Fund (500,000)</b>	
<b>Capital Projects Fund</b>	
<b>Expenses</b>	
ICT0003 - Skype setup in meeting rooms	(150,000)
ICT0004 - Lyons Park CCTV	(150,000)
ICT0005 - IT Hardware (various replacements)	(440,000)
<b>Total Expenses</b>	<b>(740,000)</b>
<b>Total Capital Projects Fund (740,000)</b>	

# Cost Centre Number Index

100	Elected Members.....	183	417	Call Centre.....	33
105	Executive Services.....	185	418	Gravel Pits .....	76
106	Governance Administration.....	64	419	Waste Energy.....	190
109	Talent Development.....	106	420	Cleansing & Disposal .....	101
111	Insights and Innovations .....	50	427	Benaraby Landfill .....	168
112	Customer Solutions.....	37	430	Transfer Station Operations .....	170
115	Health Safety & Wellbeing Administration .....	113	442	Community Development and Partnerships .....	13
120	Disaster Management.....	95	445	Grant/Programs .....	14
125	Asset Designers.....	117	455	Sport & Recreation .....	15
140	Workshops.....	73	460	Brand and Communications.....	11
152	Road Services Labour .....	88	465	Events.....	18
155	Bridges, Jetty's & Boatramps.....	140	470	Economic Development.....	181
160	Footpath Management .....	142	475	Gladstone Entertainment & Convention Centre.....	19
165	Rural & Urban Road Maintenance .....	144	485	Regional Libraries .....	22
175	Recoverable Works - Roads.....	89	495	Arts and Heritage .....	5
177	Disaster Events.....	146	515	Financial Operations.....	62
180	Roadworks Program - Capital .....	147	517	Remuneration and Benefits .....	108
182	LG Public Car Parks.....	149	518	Employee Entitlement Recoveries.....	104
185	Street Lighting.....	150	522	Contracts and Procurement.....	78
200	Stormwater.....	151	523	Stores and Facilities Management .....	79
204	Asset Solutions .....	125	524	Ethics, Integrity and Audit.....	58
207	Asset Governance .....	119	525	Revenue Services.....	70
208	Asset Performance and Monitoring.....	121	526	Risk.....	68
209	Asset Planning.....	123	528	Systems Modelling and Metrics .....	66
210	Recoverable Works - Wastewater .....	91	529	Delivery Support and Performance.....	80
221	Industrial Sewerage.....	156	530	Community Support .....	16
222	1770/Agnes Waters Sewerage.....	158	532	Corporate Finance.....	187
223	Curtis Island Sewerage.....	160	540	Land Holdings & Developments.....	134
228	Urban Sewerage - Boyne Is/Tannum/Call.....	162	545	Investment Properties (Residential & Commercial)..	135
229	Urban Sewerage - Gladstone.....	164	546	Community Buildings & Facilities .....	136
232	Water Services Labour .....	92	548	Property Administration .....	138
245	Recoverable Works - Water.....	93	550	General Rates & Charges.....	188
246	Lake Awoonga Scheme.....	173	555	People Services .....	111
248	Miriam Vale Water Scheme.....	175	565	Rehabilitation Health and Wellbeing .....	114
251	1770/Agnes Waters Water Scheme .....	177	570	Strategic Information and Technology.....	195
270	Corporate Buildings and Facilities.....	86	600	Agnes Water Library .....	24
286	Admin Team - Operations.....	75	601	Boyne Tannum Library .....	25
296	Plumbing Services .....	41	602	Calliope Library .....	26
300	Planning Services .....	42	603	Miriam Vale Library .....	27
315	Building Certification Services.....	43	617	Southern Customer Services .....	38
320	Local Laws.....	52	618	Mount Larcom Rural Transaction Centre.....	39
325	Environmental Health.....	45	631	Environment .....	131
330	Immunisation .....	46	645	Community Facility Maintenance.....	8
345	Cemeteries and Crematorium.....	127	700	Strategy & Transformation Administration .....	191
352	Pest Management .....	47	701	Strategic Projects .....	192
355	Regulatory Service Administration .....	55	710	Strategic Asset Performance Administration .....	154
362	Parks Services Labour .....	84	720	Operations Administration.....	82
365	Parks Operations.....	129	730	Customer Experience Administration .....	35
390	Works Planning and Scheduling.....	97	740	Community Development & Events Administration...	9
392	Project Delivery.....	98	750	People, Culture & Safety Administration.....	109
400	Tondoon Botanic Gardens .....	29	760	Finance, Governance & Risk Administration.....	60
412	Waste Services Labour .....	100			

# Cost Centre Description Index

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1770/Agnes Waters Sewerage (222).....	158	Investment Properties (Residential & Commercial) (545)...	135
Admin Team - Operations (286).....	75	Lake Awoonga Scheme (246).....	173
Agnes Water Library (600).....	24	Land Holdings & Developments (540).....	134
Arts and Heritage (495).....	5	LG Public Car Parks (182).....	149
Asset Designers (125).....	117	Local Laws (320).....	52
Asset Governance (207).....	119	Miriam Vale Library (603).....	27
Asset Performance and Monitoring (208).....	121	Miriam Vale Water Scheme (248).....	175
Asset Planning (209).....	123	Mount Larcom Rural Transaction Centre (618).....	39
Asset Solutions (204).....	125	Operations Administration (720).....	82
Benaraby Landfill (427).....	168	Parks Operations (365).....	129
Boyne Tannum Library (601).....	25	Parks Services Labour (362).....	84
Brand and Communications (460).....	11	People Services (555).....	111
Bridges, Jetty's & Boatramps (155).....	140	People, Culture & Safety Administration (750).....	109
Building Certification Services (315).....	43	Pest Management (352).....	47
Call Centre (417).....	33	Planning Services (300).....	42
Calliope Library (602).....	26	Plumbing Services (296).....	41
Cemeteries and Crematorium (345).....	127	Project Delivery (392).....	98
Cleansing & Disposal (420).....	101	Property Administration (548).....	138
Community Buildings & Facilities (546).....	136	Recoverable Works - Roads (175).....	89
Community Development & Events Administration (740)....	9	Recoverable Works - Wastewater (210).....	91
Community Development and Partnerships (442).....	13	Recoverable Works - Water (245).....	93
Community Facility Maintenance (645).....	8	Regional Libraries (485).....	22
Community Support (530).....	16	Regulatory Service Administration (355).....	55
Contracts and Procurement (522).....	78	Rehabilitation Health and Wellbeing (565).....	114
Corporate Buildings and Facilities (270).....	86	Remuneration and Benefits (517).....	108
Corporate Finance (532).....	187	Revenue Services (525).....	70
Curtis Island Sewerage (223).....	160	Risk (526).....	68
Customer Experience Administration (730).....	35	Road Services Labour (152).....	88
Customer Solutions (112).....	37	Roadworks Program - Capital (180).....	147
Delivery Support and Performance (529).....	80	Rural & Urban Road Maintenance (165).....	144
Disaster Events (177).....	146	Southern Customer Services (617).....	38
Disaster Management (120).....	95	Sport & Recreation (455).....	15
Economic Development (470).....	181	Stores and Facilities Management (523).....	79
Elected Members (100).....	183	Stormwater (200).....	151
Employee Entitlement Recoveries (518).....	104	Strategic Asset Performance Administration (710).....	154
Environment (631).....	131	Strategic Information and Technology (570).....	195
Environmental Health (325).....	45	Strategic Projects (701).....	192
Ethics, Integrity and Audit (524).....	58	Strategy & Transformation Administration (700).....	191
Events (465).....	18	Street Lighting (185).....	150
Executive Services (105).....	185	Systems Modelling and Metrics (528).....	66
Finance, Governance & Risk Administration (760).....	60	Talent Development (109).....	106
Financial Operations (515).....	62	Tondoon Botanic Gardens (400).....	29
Footpath Management (160).....	142	Transfer Station Operations (430).....	170
General Rates & Charges (550).....	188	Urban Sewerage - Boyne Is/Tannum/Call (228).....	162
Gladstone Entertainment & Convention Centre (475).....	19	Urban Sewerage - Gladstone (229).....	164
Governance Administration (106).....	64	Waste Energy (419).....	190
Grant Programs (445).....	14	Waste Services Labour (412).....	100
Gravel Pits (418).....	76	Water Services Labour (232).....	92
Health Safety & Wellbeing Administration (115).....	113	Works Planning and Scheduling (390).....	97
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Industrial Sewerage (221).....	156		



GLADSTONE  
REGIONAL COUNCIL





GLADSTONE  
REGIONAL COUNCIL

2019-20  
*Supporting  
Documents*

*Partnerships*

**TRADING SUMMARIES AND COMPARATIVES FOR GLADSTONE REGIONAL COUNCIL BUDGET 2019/20 AND FORECAST 2018/19**

2019/2020 Budget

	COMMUNITY DEVELOPMENT & EVENTS	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	PEOPLE, CULTURE & SAFETY	STRATEGIC ASSET PERFORMANCE	STRATEGY & TRANSFORMATION	TOTAL
<b>Trading Summary</b>								
Ordinary Income	2,371,752	3,033,162	341,500	55,617,207	20,555,891	80,239,316	94,351,506	256,510,334
Ordinary Expenses	(16,808,370)	(11,639,968)	(5,529,114)	(51,538,081)	(24,923,442)	(83,421,854)	(14,732,787)	(208,593,616)
Depreciation	(1,071,154)	(75,494)	(3,108)	(3,400,990)	(7,287)	(39,442,201)	(282,836)	(44,283,070)
<b>Net Income\Deficit</b>	<b>(15,507,772)</b>	<b>(8,682,300)</b>	<b>(5,190,722)</b>	<b>678,136</b>	<b>(4,374,838)</b>	<b>(42,624,739)</b>	<b>79,335,883</b>	<b>3,633,648</b>
<b>Capital Expenditure\Loans</b>								
Capital Income	149,606	-	-	1,866,808	-	18,127,988	986,849	21,131,251
Capital Purchases	-	-	-	(8,612,928)	-	(86,027,699)	(6,751,933)	(101,392,560)
Loan Proceeds	-	-	-	-	-	-	-	-
Loan Payments	(475,247)	-	-	-	-	(5,158,250)	(3,748,253)	(9,381,750)
<b>Total Capital Expenditure\Loans</b>	<b>(325,641)</b>	-	-	<b>(6,746,120)</b>	-	<b>(73,057,961)</b>	<b>(9,513,337)</b>	<b>(89,643,059)</b>
<b>Reserve Movement</b>								
Transfer to Reserves	(724,086)	-	-	(2,584,499)	-	(4,356,724)	(4,390,100)	(12,055,409)
Transfer from Reserves	2,101,930	252,041	-	2,000,000	-	30,011,631	2,521,898	36,887,500
<b>Total Reserve Movement</b>	<b>1,377,844</b>	<b>252,041</b>	-	<b>(584,499)</b>	-	<b>25,654,907</b>	<b>(1,868,202)</b>	<b>24,832,091</b>
<b>Total</b>	<b>(14,455,569)</b>	<b>(8,430,259)</b>	<b>(5,190,722)</b>	<b>(6,652,483)</b>	<b>(4,374,838)</b>	<b>(90,027,793)</b>	<b>67,954,344</b>	<b>(61,177,320)</b>

2018/2019 Forecast

	COMMUNITY DEVELOPMENT & EVENTS	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	PEOPLE, CULTURE & SAFETY	STRATEGIC ASSET PERFORMANCE	STRATEGY & TRANSFORMATION	TOTAL
<b>Trading Summary</b>								
Ordinary Income	2,400,051	2,849,463	361,851	37,150,357	21,615,009	81,015,352	96,021,828	241,413,911
Ordinary Expenses	(16,263,594)	(11,490,777)	(5,967,790)	(43,419,230)	(22,552,107)	(77,354,254)	(14,848,951)	(191,896,703)
Depreciation	(631,041)	(35,110)	-	(3,546,088)	-	(35,677,584)	(389,911)	(40,279,735)
<b>Net Income\Deficit</b>	<b>(14,494,584)</b>	<b>(8,676,425)</b>	<b>(5,605,939)</b>	<b>(9,814,961)</b>	<b>(937,097)</b>	<b>(32,016,486)</b>	<b>80,782,965</b>	<b>9,237,472</b>
<b>Capital Expenditure\Loans</b>								
Capital Income	147,751	-	-	3,413,428	-	11,748,757	141,427	15,451,363
Capital Purchases	(43,386)	-	-	(6,221,569)	-	(45,277,555)	(1,014,867)	(52,557,377)
Loan Proceeds	-	-	-	-	-	-	-	-
Loan Payments	(20,768)	-	-	-	-	94,584	(147,372)	(73,557)
<b>Total Capital Expenditure\Loans</b>	<b>83,597</b>	-	-	<b>(2,808,141)</b>	-	<b>(33,434,214)</b>	<b>(1,020,812)</b>	<b>(37,179,571)</b>
<b>Reserve Movement</b>								
Transfer to Reserves	(12,884)	-	-	-	-	(2,129,979)	(4,390,100)	(6,532,962)
Transfer from Reserves	1,674,255	147,744	-	-	-	5,257,155	174,624	7,253,778
<b>Total Reserve Movement</b>	<b>1,661,371</b>	<b>147,744</b>	-	-	-	<b>3,127,177</b>	<b>(4,215,476)</b>	<b>720,816</b>
<b>Total</b>	<b>(12,749,616)</b>	<b>(8,528,681)</b>	<b>(5,605,939)</b>	<b>(12,623,102)</b>	<b>(937,097)</b>	<b>(62,323,524)</b>	<b>75,546,677</b>	<b>(27,221,282)</b>

**RESERVE SUMMARY**

Fund / Reserve	Actual Opening Balance 1/7/18	Transfer to	Transfer from	Forecast Balance 30/6/19	Transfer to	Transfer from	Budget Balance 30/6/20
Future Capital Works Reserve	23,371,177	(4,390,100)	2,709,799	25,051,478	(4,993,538)	8,014,873	22,030,143
Parks Constrained Reserves	1,104,898	(401,205)	157,955	1,348,148	(360,000)	189,974	1,518,174
Plant Asset Replacement Reserve	23,092,263	(5,022,058)	2,000,000	26,114,321	-	2,017,829	24,096,492
Recurrent Grant Funding Reserve	273,273	-	273,273	-	(153,535)	141,000	12,535
Regional Waste Management Reserve	7,104,320	(2,342,846)	1,283,015	8,164,151	(6,189,936)	4,072,614	10,281,474
Roads Constrained Works Reserve	19,860,776	(225,925)	-	20,086,701	(200,000)	200,000	20,086,701
Emergency Services Reserve	764,717	-	-	764,717	-	-	764,717
Sewerage Constrained Works Reserve	6,251,061	(3,334,658)	5,192,074	4,393,645	(3,199,555)	6,102,240	1,490,960
Water Constrained Works Reserve	218,769	(404,763)	1,750	621,782	-	206,000	415,782
Gravel Pit Rehabilitation Reserve	-	-	-	-	(832,059)	-	832,059
<b>TOTAL RESERVES</b>	<b>82,041,254</b>	<b>(16,121,555)</b>	<b>11,617,866</b>	<b>86,544,943</b>	<b>(15,928,623)</b>	<b>20,944,530</b>	<b>81,529,036</b>
Sewerage Fund	(9,778,728)	(9,253,123)	933,210	(2,038,762)	(1,298,109)	5,915,237	(6,655,890)
Water Fund	(15,645,046)	(11,800,994)	2,831,995	(5,605,028)	(4,375,959)	2,979,878	(4,208,947)
<b>TOTAL FUNDS</b>	<b>(25,423,774)</b>	<b>(21,054,117)</b>	<b>3,765,205</b>	<b>(7,643,791)</b>	<b>(5,674,068)</b>	<b>8,895,115</b>	<b>(10,864,838)</b>
Internal Loans (Sewerage Reserve)	13,528,346	-	905,288	12,623,058	-	953,579	11,669,479
<b>TOTAL INTERNAL LOANS</b>	<b>13,528,346</b>	<b>-</b>	<b>905,288</b>	<b>12,623,058</b>	<b>-</b>	<b>953,579</b>	<b>11,669,479</b>
<b>GRAND TOTAL</b>	<b>70,145,826</b>	<b>(37,175,672)</b>	<b>16,288,359</b>	<b>91,524,210</b>	<b>(21,602,691)</b>	<b>30,793,224</b>	<b>82,333,677</b>

**RESERVE MOVEMENT SUMMARY**

STRATEGY & TRANSFORMATION		
<b>Treasury</b>		
General Rating & Charges	Future Capital	(3,993,538)
Corporate Finance	Future Capital	532,336
Corporate Finance	Future Capital	(1,000,000)
Corporate Finance	Future Capital	1,497,690
Gladstone City Plaza Forecourt Upgrade		
<b>Strategy &amp; Transformation Administration</b>		
Strategic Projects	Future Capital	7,357,967
	Future Capital	250,000
	Future Capital	GNC0106
<b>COMMUNITY DEVELOPMENT &amp; EVENTS</b>		
<b>Community Development &amp; Partnerships</b>		
Grant Programs	Recurring Grant	(153,535)
<b>Events &amp; Entertainment</b>		
Gladstone Entertainment Convention Centre	Internal Loan (Sewer Constrained)	446,039
		Repayment of Internal Loan (Principal)
Toondoon Botanic Gardens		0
		PKM0057 CC400
		Income from leasing agreement (lease contract expiry date 14/03/2033)
<b>STRATEGIC ASSET PERFORMANCE</b>		
<b>Asset Design</b>		
Asset Designers	Roads Constrained Works	0
1770 Camping Grounds	Parks	0
		DSC0020 CC540 Pioneer Drive Hoddinott Bridge Land Acquisitions. Pushed out to 20/21
		5,000 Expenses
Roadworks Program	Roads Constrained	(200,000)
		Headworks
		200,000 Infrastructure incentive policy
<b>Water Assets</b>		
Lake Awoonga	Water Constrained	206,000
1770/Agnes		WLC9013 CC246 Kirkwood Low Reservoir
		0
		CC251 11125-11127 Headworks
Balance - recoverable Works	Water Fund	324,175
		CC245 (Net Operating Income+Depreciation+Total Capital Expenditure/Loans)-Other CC movement
Miriam Vale/Bororen Scheme	Water Fund	2,431,993
1770/Agnes Scheme	Water Fund	226,710
Operational Costs	Water Fund	CC251 Balance
		CC525
<b>Sewerage Assets</b>		
Industrial Sewerage	Sewer Constrained	(149,934)
Industrial Sewerage	Internal Loan (Sewer Constrained)	100,881
Industrial Sewerage	Sewerage Fund	2,052,637
1770/Agnes	Sewerage Fund	CC221 Balance
Curtis Island Sewerage	Sewerage Constrained	969,348
Curtis Island Sewerage	Sewerage Fund	CC222 Balance
Curtis Island Sewerage	Internal Loan (Sewer Constrained)	(1,573,435)
Curtis Island Sewerage		CC223 Capital portion of rates income less Loan repayment
Urban Sewerage - Boyne Is / Tannum/Callope		(1,164,727)
Urban Sewerage - Gladstone		CC223 Balance
Urban Sewerage - Gladstone		406,659
Urban Sewerage - Gladstone		Repayment of Internal Loan (Principal)
Urban Sewerage - Gladstone		0
Urban Sewerage - Gladstone		CC228 11125-11127 Headworks
Urban Sewerage - Gladstone		(133,382)
Urban Sewerage - Gladstone		CC229 Balance
Urban Sewerage - Gladstone		0
Urban Sewerage - Gladstone		CC229 11125-11127 Headworks
Urban Sewerage - Gladstone		3,563,240
Urban Sewerage - Gladstone		SGC4058 CC229 A01 SPS Upgrade (Chapple Street) incl Emergency Storage
Urban Sewerage - Gladstone		2,439,000
Urban Sewerage - Gladstone		SGC6013 CC229 Gladstone WWTP Biosolids Treatment
Urban Sewerage - Gladstone		100,000
Urban Sewerage - Gladstone		SGC6018 CC229 Gladstone WWTP Distribution Tower and Process Water Reservoir
<b>Waste Assets</b>		
Waste Assets	Waste Management	(6,189,936)
Waste Assets	Waste Management	4,072,614
		Balance of waste services
<b>OPERATIONS</b>		
<b>Delivery Support &amp; Performance</b>		
Workshops	Plant	17,829
Workshops	Plant	Balance of fleet services
Workshops	Plant	1,000,000
Gravel Pits	Plant	General Fund portion
		1,000,000
		Future Capital Works portion
		(832,059)
		(Profit) / Loss on Gravel Pits
<b>CUSTOMER EXPERIENCE</b>		
<b>Rural Lands Management</b>		
Pest Management	Parks	184,974
		Operating Costs - Washdown Facility

## Statement of Financial Position

	Forecast 2018-2019 \$'000	Budget 2019-2020 \$'000	Forecast 2020-2021 \$'000	Forecast 2021-2022 \$'000
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	90,842	56,372	30,784	18,786
Trade and other receivables	18,967	19,951	20,585	21,184
Inventories held for sale	-	-	-	-
Inventories held for distribution	3,116	3,116	3,116	3,116
Land held for development or sale	411	411	411	411
Inventories	3,527	3,527	3,527	3,527
Total current assets	113,336	79,850	54,895	43,497
<b>Non-current assets</b>				
Investments	75,910	75,910	75,910	75,910
Property, plant & equipment	2,050,862	2,124,675	2,193,663	2,253,460
Intangible assets	226	180	156	64
Capital works in progress	33,716	33,716	33,716	33,716
Other non-current assets	33,942	33,896	33,872	33,780
Total non-current assets	2,160,713	2,234,481	2,303,444	2,363,149
<b>Total assets</b>	<b>2,274,049</b>	<b>2,314,330</b>	<b>2,358,339</b>	<b>2,406,646</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	14,371	15,059	15,461	15,741
Borrowings	9,913	10,435	10,768	10,111
Provisions	-	-	-	-
Total current liabilities	24,284	25,494	26,229	25,852
<b>Non-current liabilities</b>				
Trade and other payables	-	-	-	-
Borrowings	109,389	98,953	88,186	78,074
Provisions	8,606	8,606	8,606	8,606
Total non-current liabilities	117,995	107,559	96,792	86,680
<b>Total liabilities</b>	<b>142,278</b>	<b>133,054</b>	<b>123,021</b>	<b>112,532</b>
<b>Net community assets</b>	<b>2,131,771</b>	<b>2,181,277</b>	<b>2,235,319</b>	<b>2,294,114</b>
<b>Community equity</b>				
Asset revaluation surplus	604,008	644,743	687,263	731,982
Retained surplus	1,527,762	1,536,534	1,548,056	1,562,133
<b>Total community equity</b>	<b>2,131,771</b>	<b>2,181,277</b>	<b>2,235,319</b>	<b>2,294,114</b>

## Statement of Comprehensive Income

	Forecast 2018-2019 \$'000	Budget 2019-2020 \$'000	Forecast 2020-2021 \$'000	Forecast 2021-2022 \$'000
<b>Income</b>				
<b>Revenue</b>				
<b>Operating revenue</b>				
General rates	82,429	84,720	87,449	90,274
Water	15,702	16,333	16,957	17,606
Water consumption, rental and sundries	15,650	17,005	17,621	18,260
Sewerage	30,987	32,387	33,469	34,591
Waste management	8,931	9,743	9,743	9,743
Garbage charges	5,798	14,783	15,346	15,931
Less: discounts	(10,735)	(12,367)	(12,838)	(13,327)
Less: pensioner remissions	(872)	(803)	(834)	(866)
Net rates, levies and charges	147,889	161,801	166,913	172,212
Building and development fees	1,617	1,562	1,621	1,683
Infringements	271	177	180	184
Licences and registrations	789	739	768	797
Other fees and charges	1,188	1,329	1,353	1,377
Fees and charges	3,865	3,807	3,922	4,040
Rental income	742	991	1,009	1,027
Interest from overdue rates, levies and charges	775	685	685	685
Interest received from investments	2,910	2,463	1,804	1,400
Other interest received	2,271	2,271	2,271	2,271
Interest received	5,957	5,420	4,760	4,356
Sales revenue	8,976	7,996	8,117	8,240
Other income	6,762	2,290	2,300	2,311
Grants, subsidies, contributions and donations	20,296	16,971	17,158	17,349
Total operating revenue	194,487	199,276	204,180	209,535
<b>Capital revenue</b>				
Government subsidies and grants—capital	11,933	6,959	12,133	14,906
Contributions—capital	-	-	651	249
Other capital contributions	-	-	-	-
Grants, subsidies, contributions and donations	11,933	6,959	12,784	15,154
<b>Total revenue</b>	<b>206,420</b>	<b>206,235</b>	<b>216,964</b>	<b>224,689</b>
<b>Total income</b>	<b>206,420</b>	<b>206,235</b>	<b>216,964</b>	<b>224,689</b>
<b>Expenses</b>				
<b>Operating expenses</b>				
Employee benefits	59,383	60,703	62,213	63,317
Materials and services	70,617	78,562	80,341	81,849
Finance costs	15,449	15,068	14,615	14,153
Land improvements	-	-	-	-
Buildings	1,640	1,461	1,451	1,581
Plant & equipment	3,573	5,051	5,816	7,341
Furniture & fittings	707	727	762	379
Roads, drainage & bridge network	25,567	23,937	28,042	28,865
Water	3,766	3,843	3,971	4,125
Sewerage	5,476	5,913	5,901	6,223
Miscellaneous	-	-	114	457

## Statement of Comprehensive Income

	Forecast 2018-2019 \$'000	Budget 2019-2020 \$'000	Forecast 2020-2021 \$'000	Forecast 2021-2022 \$'000
Amortisation of intangible assets	165	53	31	100
Depreciation and amortisation	40,895	40,985	46,088	49,070
Other expenses	1,337	2,147	2,185	2,224
Total operating expenses	187,681	197,464	205,441	210,613
<b>Total expenses</b>	187,681	197,464	205,441	210,613
<b>Net result</b>	18,738	8,771	11,523	14,076
<b>Tax equivalents</b>				
<b>Net result after tax equivalents</b>	18,738	8,771	11,523	14,076
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to net result</b>				
Increase (decrease) in asset revaluation surplus	-	-	-	-
<b>Total other comprehensive income for the year</b>	-	-	-	-
<b>Total comprehensive income for the year</b>	18,738	8,771	11,523	14,076
<b>Operating result</b>				
Operating revenue	194,487	199,276	204,180	209,535
Operating expenses	187,681	197,464	205,441	210,613
Operating result	6,806	1,812	(1,261)	(1,078)

## Statement of Cash Flows

	Forecast 2018-2019 \$'000	Budget 2019-2020 \$'000	Forecast 2020-2021 \$'000	Forecast 2021-2022 \$'000
<b>Cash flows from operating activities</b>				
Receipts from customers	164,434	172,884	178,945	184,525
Payments to suppliers and employees	(150,131)	(149,034)	(152,795)	(155,720)
Dividend received	6,350	1,700	1,700	1,700
Interest received	5,957	5,420	4,760	4,356
Rental income	779	966	1,007	1,025
Non-capital grants and contributions	21,276	17,322	17,134	17,329
Borrowing costs	(7,288)	(6,757)	(6,156)	(5,543)
<b>Net cash inflow from operating activities</b>	<b>41,376</b>	<b>42,501</b>	<b>44,596</b>	<b>47,672</b>
<b>Cash flows from investing activities</b>				
Payments for property, plant and equipment	(52,691)	(74,018)	(72,532)	(64,057)
Grants, subsidies, contributions and donations	11,933	6,959	12,784	15,154
Other cash flows from investing activities	-	-	-	-
<b>Net cash inflow from investing activities</b>	<b>(40,758)</b>	<b>(67,058)</b>	<b>(59,748)</b>	<b>(48,903)</b>
<b>Cash flows from financing activities</b>				
Repayment of borrowings	(9,381)	(9,913)	(10,435)	(10,768)
Repayments made on finance leases	-	-	-	-
<b>Net cash inflow from financing activities</b>	<b>(9,381)</b>	<b>(9,913)</b>	<b>(10,435)</b>	<b>(10,768)</b>
<b>Total cash flows</b>				
<b>Net increase in cash and cash equivalent held</b>	<b>(8,763)</b>	<b>(34,470)</b>	<b>(25,588)</b>	<b>(11,998)</b>
<b>Opening cash and cash equivalents</b>	<b>99,605</b>	<b>90,842</b>	<b>56,372</b>	<b>30,784</b>
<b>Closing cash and cash equivalents</b>	<b>90,842</b>	<b>56,372</b>	<b>30,784</b>	<b>18,786</b>



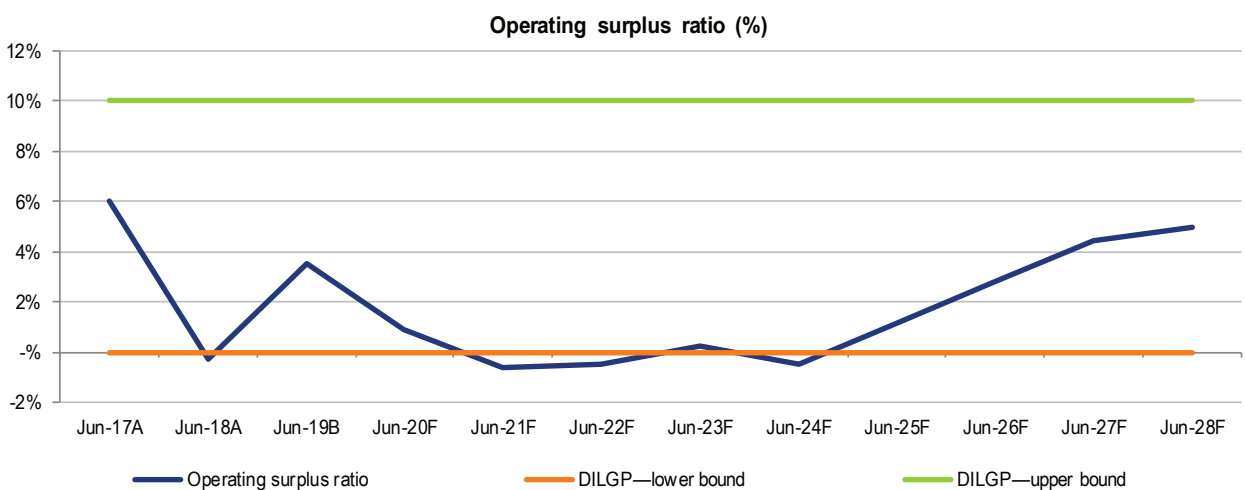
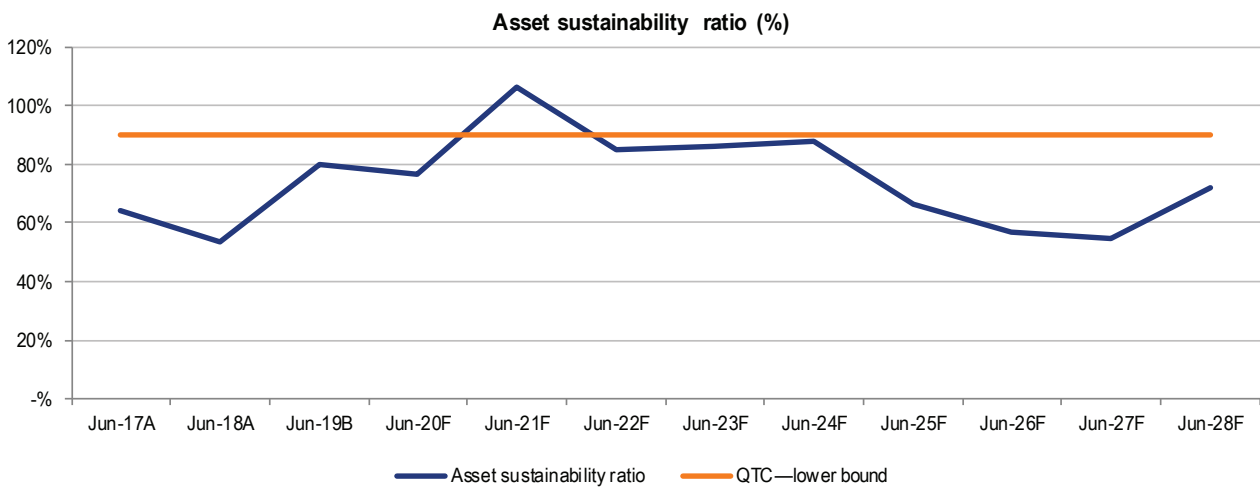
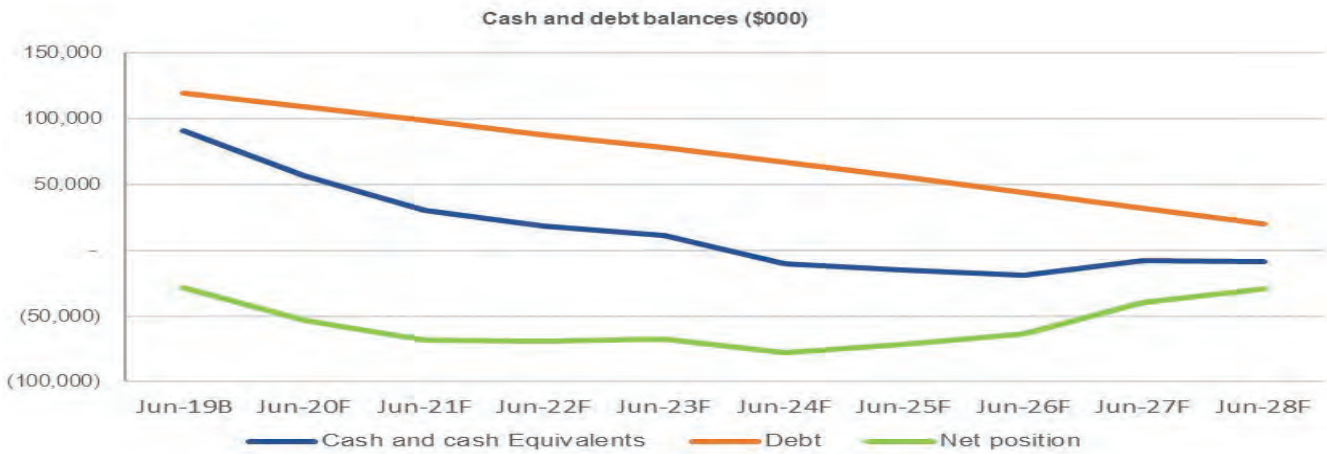
## Statement of Changes in Equity

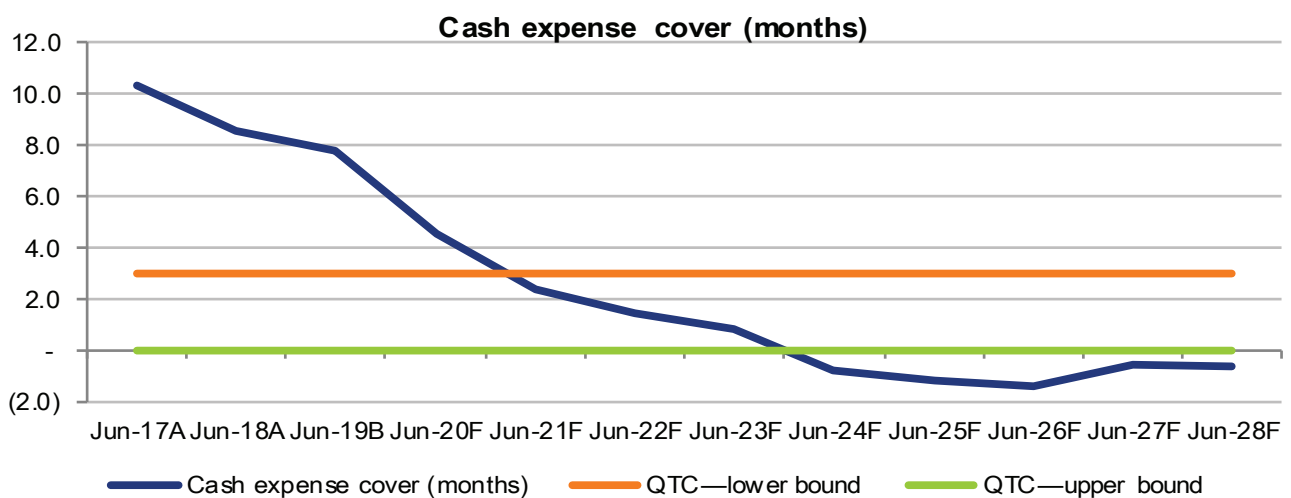
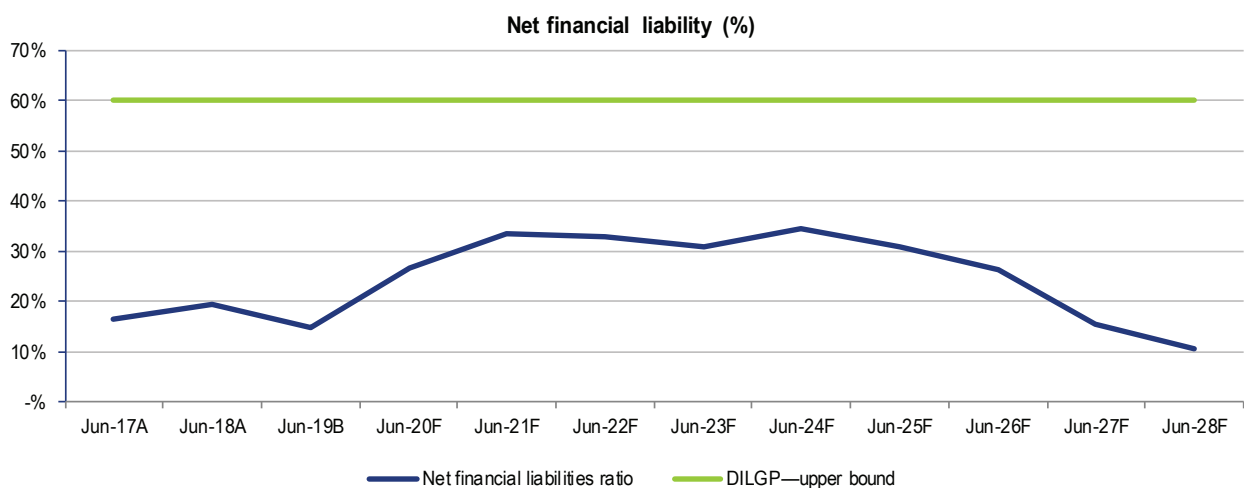
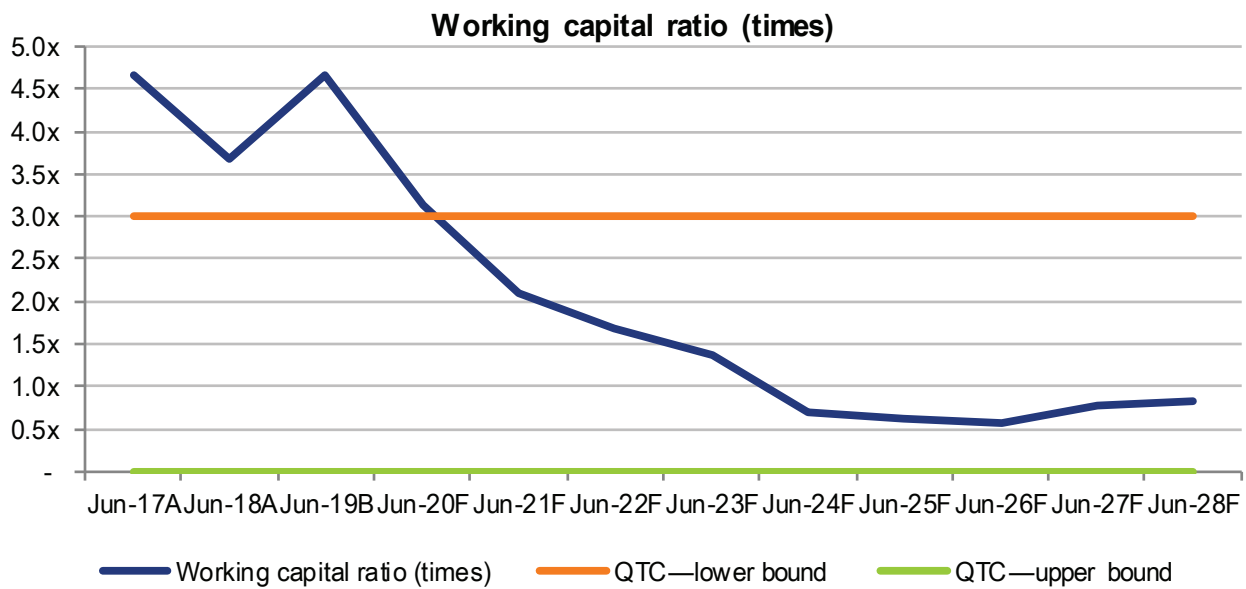
	Forecast 2018-2019 \$'000	Budget 2019-2020 \$'000	Forecast 2020-2021 \$'000	Forecast 2021-2022 \$'000
<b>Asset revaluation surplus</b>				
Opening balance	564,917	604,008	644,743	687,263
Increase in asset revaluation surplus	39,091	40,735	42,520	44,719
Closing balance	604,008	644,743	687,263	731,982
<b>Retained surplus</b>				
Opening balance	1,426,983	1,441,218	1,455,005	1,466,527
Net result	18,738	8,771	11,523	14,076
Closing balance	1,445,721	1,449,989	1,466,527	1,480,604
<b>Other reserves</b>				
Opening balance	82,041	86,545	81,529	81,529
Net result	4,504	(5,016)	-	-
Closing balance	86,545	81,529	81,529	81,529
<b>Total</b>				
Opening balance	2,073,941	2,131,771	2,181,277	2,235,319
Net result	18,738	8,771	11,523	14,076
Increase in asset revaluation surplus	39,091	40,735	42,520	44,719
Closing balance	2,131,771	2,181,277	2,235,319	2,294,114

## SIGNIFICANT BUSINESS ACTIVITIES

Projected Position for the Year Ended 30 June 2020

	INCOME	EXPENSES	PROJECTED POSITION
<b>2019/20 BUDGET</b>			
Sewerage	30,065,810	16,689,396	13,376,414
Water	31,955,479	23,801,304	8,154,175
Fleet Management	11,297,978	5,616,812	5,681,166
Waste Management	15,851,670	15,438,070	413,600
<b>2020/21 PROJECTED</b>			
Sewerage	30,600,981	16,986,467	13,614,514
Water	32,524,287	24,224,967	8,299,319
Fleet Management	11,499,082	5,716,791	5,782,291
Waste Management	16,133,830	15,712,868	420,962
<b>2021/22 PROJECTED</b>			
Sewerage	31,145,679	17,288,826	13,856,853
Water	33,103,219	24,656,172	8,447,047
Fleet Management	11,703,766	5,818,550	5,885,216
Waste Management	16,421,012	15,992,557	428,455





## Capital Purchases 2019/2020

### Community Development & Events Business Unit

Group	Project	Project Description	Category	Expenses
<b>Brand and Communications</b>	GNC0132	Live Streaming and Video Camera	New	27,000
				<b>Group Total</b> 27,000
<b>Community Development &amp; Events Administration</b>	BDC0148	Gladstone Library Carpet	Renewal	140,000
				<b>Group Total</b> 140,000
<b>Gladstone Entertainment Convention Centre</b>	GNC0127	GECC CL5 Audio Console Replacement	Renewal	55,000
	GNC0137	GECC - Flylines and chain motors	Renewal	168,000
				<b>Group Total</b> 223,000
<b>Regional Art Gallery</b>	GNC0134	Artwork for GRAGM Art and Heritage Collection	New	20,000
				<b>Group Total</b> 20,000
<b>Regional Libraries</b>	GNC0133	Library RFID Hardware	New	20,000
				<b>Group Total</b> 20,000
<b>Tondoon Botanic Gardens</b>	PKC0207	TBG - Depot - Nursery - Structure Renewal (Upgrade)	Upgrade	30,000
	PKC0257	TBG Staff Amenities - Re-roofing, refit & refurbishment	Upgrade	191,000
				<b>Group Total</b> 221,000
			<b>Community Development &amp; Events Business Unit Total</b>	<b>651,000</b>

## Customer Experience Business Unit

Group	Project	Project Description	Category	Expenses
<b>Customer Solutions</b>	RTC0001	Mount Larcom RTC Improvements	Upgrade	28,500
			<b>Group Total</b>	<b>28,500</b>
<b>Health, Environment and Pest</b>	GNC0129	Animal Trap	New	15,500
			<b>Group Total</b>	<b>15,500</b>
<b>Local Laws</b>	GNC0128	K9 Cages for replacement vehicles	Renewal	40,000
			<b>Group Total</b>	<b>40,000</b>
<b>Customer Experience Business Unit Total</b>				<b>84,000</b>

## Operations Business Unit

Group	Project	Project Description	Category	Expenses
<b>Delivery Support and Performance</b>	GNC0135	Fleet Replacement	Renewal	6,208,076
			<b>Group Total</b>	<b>6,208,076</b>
<b>Property Services</b>	BDC0145	Miriam Vale Depot - Pavement works and resheeting	Upgrade	100,000
	BDC0146	South End, Curtis Island - Depot shed	New	30,000
	GNC0115	MV Depot Upgrade Amenities	Upgrade	50,000
	GNC0116	Pavement Reseal Program - Calliope Depot	Renewal	50,000
		<b>Group Total</b>	<b>230,000</b>	
<b>Works Planning and Scheduling</b>	BDC0147	Miriam Vale SES Building	Renewal	320,000
	GNC0136	SES Vehicles	New	55,000
	GNC0131	Primavera Scheduling Software	New	15,000
	BDC0144	Tannum Sand Depot – Shed	New	50,000
			<b>Group Total</b>	<b>440,000</b>
		<b>Operations Business Unit Total</b>		<b>6,878,076</b>

## Strategic Asset Performance Business Unit

Group	Project	Project Description	Category	Expenses
<b>Asset Solutions</b>	GNC0083	External Designs - Other	Other	50,000
			<b>Group Total</b>	<b>50,000</b>
<b>Parks &amp; Environment Assets</b>	PKC0163	Calliope Cemetery Nth - Stage 1c NW (inc fencing & plinths)	New	555,000
	PKC0234	Port Curtis Cemetery - Bitumen Reseal	Renewal	138,800
	PKC0260	Calliope Cemetery Sth - Re-kerb/replace beds & driveway work	Upgrade	110,000
	PKC0283	Port Curtis Cemetery	Renewal	20,000
	GNC0130	Purchase of mowers	Renewal	50,000
	PKC0194	Flat Rock Picnic Grounds	New	90,000
	PKC0251	Workmans Beach Camp Ground - Second access track (exit only)	New	30,000
	PKC0266	Dean Street Park- Shelter and picnic setting	New	5,600
	PKC0269	Bororen Memorial Park - Dog Park	New	41,000
	PKC0272	Reg Tanna Park, Gladstone - Playground Replacement	Renewal	36,000
	PKC0274	Endeavour Park, Seventeen Seventy - Playground Replacement	Renewal	55,000
	PKC0284	1770 Boardwalk renewal for 250th year memorial	Renewal	70,000
	PKC0285	Lowmead Sports Ground Toilet Block	New	280,000
	PKC0286	Cassy Lives Skate Park, Gladstone - Skate Park Upgrade	Upgrade	30,000
	PKC0287	Calliope River Rest Area - Upgrade of toilet block	Upgrade	45,000
	PKC0280	Seventeen Seventy Foreshore - Erosion Control	New	350,000
			<b>Group Total</b>	<b>1,906,400</b>
<b>Property Assets</b>	RDC0456	Agnes Water Western Collector - Survey & design	New	191,100
	GNC0125	Boyne Island Community Centre - Library floor	Renewal	1,000,000
	GNC0126	Gladstone Aquatic Centre Filtration System Awning	New	100,000
	PKC0180	TBG - Demonstration Gardens	New	306,275
	PKC0288	TBG - Electrical upgrade of external lighting	Upgrade	500,000
			<b>Group Total</b>	<b>2,097,375</b>



Group	Project	Project Description	Category	Expenses
Road Assets	RDC0291	Bindaree Road, Miriam Vale (Three Mile Crk) - Bridge upgrade	Renewal	70,000
	RDC0634	Awoonga Dam Rd, Benaraby (Little Oak Crk) - Bridge renewal	Renewal	50,000
	RDC0635	Gorge Rd, Lowmead (Baffle Crk Crossing) - Bridge replacement	Upgrade	518,999
	RDC0637	John Clifford Way, Lowmead (Hobble Crk) - Bridge replacement	Renewal	311,423
	RDC0638	Landing Rd, Yarwun (Boat Creek) - Bridge renewal	Renewal	100,000
	RDC0639	QAL North Coast Rail Overpass Bridge - Remedial works	Renewal	50,000
	RDC0640	Red Rover Road Bridge, Gladstone (NRG Loop) - Bridge upgrade	Upgrade	50,000
	RDC0783	Goondoon Street, North Coast Railway Bridge - Bridge renewal	Renewal	350,000
	RDC0791	Stockbridge Rd, Lowmead - Bridge renewals at Ch 3.5 & 4.04km	Renewal	29,000
	RDC0792	Charnwood Road, Lowmead (Granite Creek) - Bridge Renewal	Renewal	45,000
	RFC0090	Barney Point Footpath Strategy	New	90,000
	RFC0092	Captain Cook Drive, 1770 Marina to 1770 Depot - Construct 2m	New	350,000
	RFC0110	Boowan and Joe Joseph Parks, Gladstone - Footpath upgrade	Upgrade	15,000
	RFC0117	Tannum Sands Rd, Tannum Sands - Construct footpath	New	340,000
	RFC0118	Various Footpaths Linking DDA Compliant Stops	New	35,000
	RFC0128	Witney Street, Telina - Construct pedestrian refuge island	Upgrade	54,000
	RFC0130	Goondoon Street Footpath	Upgrade	1,025,000
	RFC0131	Blain Drive, Gladstone - Cycleway upgrade	Upgrade	60,000
	RFC0132	Gladstone Region Pedestrian and Cycle Strategy	New	689,187
	RDC0633	2017 NDRRA Restoration (PCM)	Renewal	25,000
	RDC0788	Batch 110.18 REPA Cyclone Debbie	upgrade	100,000
	GNC0082	Agnes Water to Baffle Creek - Inland Link Road	New	200,000
	RDC0496	Kirkwood Road/Dixon Drive, Gladstone - Signalisation upgrade	Upgrade	511,500
	RDC0520	Turkey Beach Rd, Turkey Beach - Implement priority findings	Renewal	500,000
	RDC0643	Asphalt overlays and bitumen reseals - Various locations	Renewal	4,395,000
	RDC0652	Blackmans Gap Road, Miriam Vale - Safety improvements	Upgrade	10,000
	RDC0668	Glenlyon St, Gladstone (Bramston St - Herbert St) - Upgrade	Upgrade	25,000
RDC0687	Philip Street, Gladstone - Install DDA compliant bus stop	Upgrade	80,000	
RDC0701	Toooloa Street, Gladstone - Pavement and footpath renewal	Renewal	150,000	
RDC0707	Wyndham Ave, Boyne Island - Install DDA compliant bus stop	Upgrade	70,000	
RDC0737	Adelaide Street, Gladstone - Safety panel fence & guardrail	New	45,000	
RDC0761	Toooloa Street, Gladstone - Pavement renewal (Derby - Agnes)	Renewal	52,000	
RDC0773	Round Hill Road, Agnes Water - Bus set down interchange	Upgrade	80,000	
RDC0774	Awoonga Dam Road, Benaraby - Formalise bus stop	Upgrade	90,000	
RDC0784	Goondoon Street - Pavement Reconstruction	Renewal	750,000	
RDC0793	Donohue Drive, Agnes Water - Install pedestrian crossing	Upgrade	3,000	
RDC0794	Toowell Road, O'Connell - Sealing of unsealed road	Upgrade	20,790	
RDC0795	Darts Creek Road, Darts Creek - Sealing of unsealed road	Upgrade	190,000	

Group	Project	Project Description	Category	Expenses
Road Assets cont.	RDC0796	John Clifford Way, Lowmead - Sealing of unsealed road	Upgrade	363,000
	RDC0797	Ann Street, Gladstone (Derby St - Little St) Linemarking	Renewal	6,170
	RDC0798	Installation of "Welcome to Port Curtis Coral Coast" signage	New	16,468
	RDC0799	Auckland Hill, Gladstone - Address land slide issues	New	2,700,000
	RDC0800	Mount Larcom Walking Trail Upgrade	Upgrade	56,000
	RDC0801	Clifton Rd, Boyne Valley - Accelerated seal various sections	Upgrade	170,000
	RDC0802	Don Cameron Drive, Calliope - Road widening for high school	Upgrade	60,000
	RDC0803	Remove/replace asbestos pits at various traffic lights	Upgrade	25,000
	RDC0804	Gravel Road Resheeting - Various locations	Renewal	3,417,000
	RDC0805	Boles Street, Gladstone - Install DDA compliant bus set down	Upgrade	7,000
	RDC0806	King George Street, Mt Larcom - Pavement Renewal	Upgrade	640,000
	RDC0807	Kerb Renewal Program - Various locations	Renewal	350,000
	GNC0081	1770 Marina Precinct - Land Acquisitions & Survey Costs	Upgrade	100,000
	RDC0778	Agnes Street, Agnes Water - New carpark	New	38,482
	RDC0779	#37 Tank Street, Gladstone - Asphalt overlay	Renewal	29,000
	RDC0780	#23 Tank Street, Gladstone - Asphalt overlay	Renewal	34,000
	RDC0781	#70 Central Lane, Gladstone - Asphalt overlay	Renewal	42,000
	RDC0782	Olunda Street, Boyne Island - Construct revetment structure	Upgrade	5,000
	DRC0043	Marten Street, Gladstone - Investigate flood mitigation	New	10,000
	DRC0092	Gully Pit Renewal / Replacement Program (Central Zone)	Renewal	80,000
	DRC0093	Gully Pit Renewal / Replacement Program (Southern Zone)	Renewal	10,000
DRC0094	Gully Pit Renewal / Replacement Program (Western Zone)	Renewal	10,000	
DRC0105	Urban Drainage (Renew/Repair/Replace) as a result of CCTV	Renewal	980,000	
DRC0106	Reedbed Road, Bororen - Chainage 6.3km - Causeway upgrade	Upgrade	30,000	
DRC0107	Mercury Street, Gladstone - Open drain improvements	Renewal	20,000	
DRC0109	Donald Street, Tannum Sands - Establish drainage easement	Upgrade	150,000	
DRC0116	Rural Drainage Renewals (Renew/Repair/Replace) (Central)	Renewal	36,585	
DRC0117	Rural Drainage Renewals (Renew/Repair/Replace) (Southern)	Renewal	169,000	
DRC0118	Rural Drainage Renewals (Renew/Repair/Replace) (Western)	Renewal	169,000	
DRC0119	Transverse Road Drainage (install new) - Southern Zone	New	125,000	
DRC0120	Transverse Road Drainage (install new) - Western Zone	New	125,000	
DRC0121	Blackmans Gap Road, Boyne Valley - Floodway upgrade	upgrade	40,000	
<b>Group Total</b>				<b>21,543,604</b>

Group	Project	Project Description	Category	Expenses
Sewerage Assets	SIC4002	Yarwun - Sewerage Rising Main Renewals	Renewal	40,000
	SIC5000	SCADA Upgrade - Yarwun	Upgrade	250,000
	SIC6002	Upgrade Yarwun WWTP to meet licence conditions	Renewal	2,292,964
	SAC1011	Agnes Water - Sewer Mains Upgrade	Upgrade	70,000
	SAC5000	SCADA Upgrade - Agnes	Upgrade	70,000
	SAC6011	Agnes Water - Sewerage Asset Replacement (WWTP)	Renewal	75,000
	SAC6012	Agnes Water Waste Water Treatment Plant Upgrade	Upgrade	80,000
	SLC5000	Curtis Island SCADA System Upgrade	Upgrade	60,000
	SCC1011	Boyne/Tannum/Calliope - Sewer Relining	Renewal	180,000
	SCC1017	Relining Boyne Treatment Ponds	Renewal	1,490,000
	SCC1018	Boyne/Tannum/Calliope - Sewer Pipe Bridge assessments	Renewal	50,000
	SCC1019	RET 7.4 CSISP - Upgrade gravity main for additional flow	Upgrade	50,000
	SCC2001	Boyne/Tannum/Calliope - Sewer Manhole Replacement/Raising	Renewal	30,000
	SCC4017	Upgrade Pump Station C1 and construct emergency storage	New	52,000
	SCC4018	Calliope 4 SPS Upgrade (Condition assessment)	Upgrade	17,000
	SCC4019	Tannum 01 SPS Upgrade (Condition assessment)	Upgrade	16,000
	SCC5002	SCADA System Upgrade - Boyne	Upgrade	300,000
	SCC6012	Boyne/Tannum/Calliope - Sewerage Asset Replacement (WWTP)	Renewal	100,000
	SCC6013	Boyne Island WWTP - Belt press and shed	Upgrade	1,500,000
	SCC6014	WWTP upgrades to meet new recycled water quality guidelines	Upgrade	105,000
	SCC6015	Calliope WWTP Irrigation	New	250,000
	SCC6016	Install ground water monitoring bores at Calliope & Boyne	New	80,000
	SGC1018	Gladstone - Sewer Main Replacement	Renewal	1,119,584
	SGC1021	Odour control in network Gladstone	New	1,303,342
	SGC1023	A01 to Gladstone WWTP - Replace 450mm section of main	Upgrade	300,000
	SGC1025	Gladstone Sewer Pipe Bridge replacement	Renewal	200,000
	SGC1026	Relining South Trees treatment ponds	Renewal	28,000
	SGC4058	A01 SPS Upgrade (Chapple St) inc emergency storage	Upgrade	3,963,240
	SGC4065	Upgrade to pump station SPS A06	Upgrade	611,500
	SGC4074	A03 SPS Upgrade (Condition assessment)	Upgrade	16,000
	SGC4075	D01 SPS Upgrade (Condition assessment)	Upgrade	17,000
SGC4076	Upgrade to pump station SPS A17 (Condition assessment)	Upgrade	22,000	
SGC4077	Upgrade to pump station SPS A28 (Condition assessment)	Upgrade	27,000	
SGC4078	Upgrade to pump station SPS C03 (Condition assessment)	Upgrade	22,000	
SGC4079	A05 Rising Main - Replace/reline	Renewal	100,000	
SGC5005	Scada Regional Towers	New	210,000	
SGC5006	QAL Effluent PS Scada Upgrade	Upgrade	90,000	
SGC5007	SCADA Network Upgrade - Gladstone	Upgrade	450,000	

Group	Project	Project Description	Category	Expenses	
<b>Sewerage Assets cont.</b>	SGC6012	Gladstone WWTP Stormwater Mitigation	Upgrade	152,000	
	SGC6013	Gladstone WWTP Biosolids Treatment	Upgrade	3,500,000	
	SGC6018	Gladstone WWTP Distribution tower & process water reservoir	Renewal	100,000	
	SGC6021	Gladstone Sewerage Biosolids Reuse Shed	New	750,000	
	SGC6022	Gladstone WWTP - Biosolids storage area	New	30,000	
	SGC6023	South Trees WWTP - Resolve decant & sludge discharge	Upgrade	260,000	
	<b>Group Total</b>			<b>20,429,630</b>	
<b>Waste Assets</b>	LND0027	Benaraby Landfill - Stage 3 Landfill Cell Development	New	1,387,000	
	LND0061	Leachate Disposal System - Benaraby Landfill	New	50,000	
	LND0064	Benaraby Landfill - Install second weighbridge	New	200,000	
	LND0074	Benaraby Landfill - Security Cameras	New	24,500	
	LND0075	Waste Levy Implementation	New	99,900	
	LND0093	Purchase of fence and microphazir for asbestos detection	New	100,000	
	LND0046	Agnes Water Transfer Station Upgrade	New	1,701,076	
	LND0092	Mandalay Hardware	New	187,712	
	RDC0790	Road Improvements - Calliope Transfer Station	Renewal	20,000	
	RDC0808	Rosedale Transfer Station Service Road Upgrade (TEAC)	Upgrade	50,000	
		<b>Group Total</b>			<b>3,820,188</b>
	<b>Water Assets</b>	WLC1042	Paterson 2 Water Main	New	188,621
		WLC1049	Replacement of AC main in Oaka Street	Renewal	301,000
WLC1050		Water Loss reduction Lake Awoonga	Upgrade	357,000	
WLC1052		Paterson Street Trunk Water Main Relocation	New	10,000	
WLC1057		Renew Water Main Pier St from Oaka to Goonoon	Renewal	75,000	
WLC1058		Lake Awoonga - Water pipe bridge replacement	Renewal	47,000	
WLC1059		O'Connell Street - Construct new main & upgrade connection	Renewal	50,000	
WLC2005		Lake Awoonga - Water Service Replacements	Renewal	40,000	
WLC3018		Lake Awoonga - Water Meter Replacements	Renewal	1,525,000	
WLC3019		Lake Awoonga - New Water Meters	New	70,000	
WLC3022		Lake Awoonga - Smart Metering for Water Connections	New	100,000	
WLC4002		Lake Awoonga - Water Scheme Asset Renewal (Pump Stations)	Renewal	80,000	
WLC5005		SCADA Upgrade Lake Awoonga	Upgrade	60,000	
WLC8000		Lake Awoonga Water Scheme Asset Renewal (Valves/Hydrants/Bac	Renewal	40,000	
WLC9012		Paterson Reservoir 2 - New Storage (25.0ML)	New	10,000	
WLC9013		Kirkwood Low Reservoir	New	206,000	
WLC9015		Acquire Reservoir Site 2 (Mt Elizabeth)	New	290,000	
WLC9016	Lake Awoonga - Reservoir Renewals	Renewal	3,096,555		
WLC9017	Kirkwood Low Reservoir Outlet	New	8,000		

Group	Project	Project Description	Category	Expenses	
Water Assets cont.	WLC9022	SCADA sharing (GAWB)	New	100,000	
	WBC6003	Bororen WTP - Install platform to provide safe access	Upgrade	20,000	
	WMC2005	Miriam Vale / Bororen - Water Service Replacements	Renewal	3,000	
	WMC3018	Miriam Vale / Bororen - New Water Meters	New	500	
	WMC3019	Miriam Vale / Bororen - Water Meter Replacements	Renewal	5,560	
	WMC3020	Miriam Vale / Bororen - Asset Renewals (Flow Meters)	Renewal	8,000	
	WMC4000	Miriam Vale / Bororen - Asset Renewals (Bore Refurb)	Renewal	121,831	
	WMC5006	SCADA Upgrade Miriam Vale/ Bororen	Upgrade	60,000	
	WAC1008	Water Loss Reduction - Agnes Water	Upgrade	25,000	
	WAC2006	Agnes Water / 1770 - Water Service Replacements	Renewal	5,000	
	WAC3019	Agnes Water / 1770 - New Water Meters	New	3,000	
	WAC3020	Agnes Water / 1770 - Water Meter Replacements	Renewal	45,000	
	WAC3021	Agnes Water - Water Asset Renewals (Flow Meters)	Renewal	2,000	
	WAC5000	SCADA Upgrade - Agnes Water Water	Upgrade	50,000	
	WAC6007	Agnes Water - Water Asset Renewal (Bore Refurb)	Renewal	105,000	
	WAC6008	Agnes Water Water Treatment Plant - Ultrafiltration System	Upgrade	975,000	
	WAC6010	Agnes Water Water Treatment Plant Upgrade	Upgrade	80,000	
	WAC9028	Agnes Water Reservoir Renewals	Renewal	100,000	
		<b>Group Total</b>			<b>8,263,067</b>

**Strategic Asset Performance Business Unit Total** 58,110,264

## Strategy & Transformation Business Unit

Group	Project	Project Description	Category	Expenses
<b>Strategic Information and Technology</b>	ICT0003	Skype setup in meeting rooms	New	150,000
	ICT0004	Lyons Park CCTV	New	150,000
	ICT0005	IT Hardware (various replacements)	Renewal	440,000
		<b>Group Total</b>		<b>740,000</b>
<b>Strategy &amp; Transformation Administration</b>	BDC0113	Philip Street Communities Precinct - Stage 1a	New	7,755,000
	GNC0105	Boyne Tannum Pool	New	250,000
	GNC0106	Marley Brown Master Plan Development	Upgrade	250,000
	GNC0108	Harbour Arbour	Upgrade	175,000
			<b>Group Total</b>	
		<b>Strategy &amp; Transformation Business Unit Total</b>		<b>9,170,000</b>
		<b>Total Capital Purchases</b>		<b>74,893,341</b>

**EXTERNAL LOAN SUMMARY**

LOAN	REPAYMENT PERIOD	LOAN EXPIRY	OPENING BALANCE 1/07/2019	NEW BORROWINGS 2019/2020	DEBT SERVICE PAYMENT 2019/2020	FINANCE COSTS 2019/2020	PRINCIPAL REPAID 2019/2020	LOAN BALANCE 30/06/2020
General	11	15/03/2022	\$ 2,589,739	\$ -	\$ 1,039,033	\$ 156,973	\$ 882,060	\$ 1,707,679
(General) GEC Flat Floor 2012-13	19	15/12/2032	\$ 9,485,367	\$ -	\$ 975,725	\$ 475,645	\$ 500,081	\$ 8,985,286
<b>General Total</b>			<b>\$ 12,075,106</b>	<b>\$ -</b>	<b>\$ 2,014,758</b>	<b>\$ 632,617</b>	<b>\$ 1,382,141</b>	<b>\$ 10,692,965</b>
Airport	19	15/06/2030	\$ 48,698,626	\$ -	\$ 6,232,542	\$ 3,110,790	\$ 3,121,752	\$ 45,576,874
<b>Airport Total</b>			<b>\$ 48,698,626</b>	<b>\$ -</b>	<b>\$ 6,232,542</b>	<b>\$ 3,110,790</b>	<b>\$ 3,121,752</b>	<b>\$ 45,576,874</b>
Water Lake Awoonga	14	15/12/2025	\$ 409,407	\$ -	\$ 79,482	\$ 28,538	\$ 50,943	\$ 358,463
<b>Water - Lake Awoonga Total</b>			<b>\$ 409,407</b>	<b>\$ -</b>	<b>\$ 79,482</b>	<b>\$ 28,538</b>	<b>\$ 50,943</b>	<b>\$ 358,463</b>
Water Miriam Vale	18	15/09/2029	\$ 739,454	\$ -	\$ 98,537	\$ 45,758	\$ 52,779	\$ 686,675
<b>Water - Miriam Vale Total</b>			<b>\$ 739,454</b>	<b>\$ -</b>	<b>\$ 98,537</b>	<b>\$ 45,758</b>	<b>\$ 52,779</b>	<b>\$ 686,675</b>
Water - Agnes Water	21	15/03/2032	\$ 9,465,516	\$ -	\$ 1,029,831	\$ 499,898	\$ 529,933	\$ 8,935,583
Interest Free - Agnes Water Integrated Water and Sewerage	13	1/01/2024	\$ 4,420,964	\$ -	\$ 606,060	\$ -	\$ 606,060	\$ 3,814,904
<b>Water - Agnes/1770</b>			<b>\$ 13,886,480</b>	<b>\$ -</b>	<b>\$ 1,635,891</b>	<b>\$ 499,898</b>	<b>\$ 1,135,993</b>	<b>\$ 12,750,487</b>
Industrial Sewerage	9	15/09/2020	\$ 123,855	\$ -	\$ 105,161	\$ 7,795	\$ 97,366	\$ 26,489
<b>Sewerage - Industrial Total</b>			<b>\$ 123,855</b>	<b>\$ -</b>	<b>\$ 105,161</b>	<b>\$ 7,795</b>	<b>\$ 97,366</b>	<b>\$ 26,489</b>
Calliope Refuse	11	15/06/2022	\$ 1,284,733	\$ -	\$ 465,408	\$ 61,070	\$ 404,338	\$ 880,395
<b>Sewerage - Calliope Refuse Total</b>			<b>\$ 1,284,733</b>	<b>\$ -</b>	<b>\$ 465,408</b>	<b>\$ 61,070</b>	<b>\$ 404,338</b>	<b>\$ 880,395</b>
Sewerage Agnes 1770	17	15/03/2028	\$ 4,289,536	\$ -	\$ 630,158	\$ 245,081	\$ 385,077	\$ 3,904,458
<b>Sewerage - Agnes/ 1770 Total</b>			<b>\$ 4,289,536</b>	<b>\$ -</b>	<b>\$ 630,158</b>	<b>\$ 245,081</b>	<b>\$ 385,077</b>	<b>\$ 3,904,458</b>
Sewerage BITS	18	15/03/2029	\$ 9,586,017	\$ -	\$ 1,359,546	\$ 648,832	\$ 710,714	\$ 8,875,303
<b>Sewerage - BITS Total</b>			<b>\$ 9,586,017</b>	<b>\$ -</b>	<b>\$ 1,359,546</b>	<b>\$ 648,832</b>	<b>\$ 710,714</b>	<b>\$ 8,875,303</b>
Regional Landfill	17	15/06/2028	\$ 1,351,925	\$ -	\$ 209,259	\$ 101,226	\$ 108,033	\$ 1,243,892
<b>Regional Landfill Total</b>			<b>\$ 1,351,925</b>	<b>\$ -</b>	<b>\$ 209,259</b>	<b>\$ 101,226</b>	<b>\$ 108,033</b>	<b>\$ 1,243,892</b>
Sewerage Pipeline and Infrastructure	16	15/03/2028	\$ 26,855,529	\$ -	\$ 3,838,759	\$ 1,358,338	\$ 2,480,421	\$ 24,375,107
<b>Sewerage - Curtis Island</b>			<b>\$ 26,855,529</b>	<b>\$ -</b>	<b>\$ 3,838,759</b>	<b>\$ 1,358,338</b>	<b>\$ 2,480,421</b>	<b>\$ 24,375,107</b>
<b>Grand Total</b>			<b>\$ 119,300,666</b>	<b>\$ -</b>	<b>\$ 16,669,502</b>	<b>\$ 6,739,944</b>	<b>\$ 9,929,558</b>	<b>\$ 109,371,109</b>

**INTERNAL LOAN SUMMARY**

<b>Loan from</b>	<b>Purpose of Loan (to)</b>	<b>Repayment Period</b>	<b>Loan Expiry</b>	<b>Opening Balance 1/07/2019</b>	<b>Debt Service Payment 2019/2020</b>	<b>Finance Costs 2019/2020</b>	<b>Principal Repaid 2019/2020</b>	<b>Loan Balance 30/06/2020</b>
Sewerage Reserve	(General) GEC Flat Floor 2013-14	15	30/06/2029	\$ 5,558,160	\$ 712,831	\$ 266,792	\$ 446,039	\$ 5,112,121
Sewerage Reserve	Curtis Island Sewerage	15	30/06/2029	\$ 5,487,624	\$ 763,355	\$ 356,696	\$ 406,659	\$ 5,080,964
Sewerage Reserve	Upgrade of Yarwun WWTP	15	30/06/2032	\$ 1,577,275	\$ 149,934	\$ 49,053	\$ 100,881	\$ 1,476,394
<b>General Total</b>				<b>\$ 12,623,059</b>	<b>\$ 1,626,120</b>	<b>\$ 672,540</b>	<b>\$ 953,580</b>	<b>\$ 11,669,479</b>