



# 2021-22 Operational Plan

**Collective Delivery**



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

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

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

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# Welcome

Welcome to Gladstone Regional Council's Operational Plan and Budget for 2021-22.

This is the first operational plan to come out of Council's refreshed five year Corporate Plan and outlines the key actions we will deliver to achieve our goals, outcomes and objectives.

The plan was prepared alongside our annual budget to ensure both core services and new initiatives are appropriately funded.

Council's focus for 2021-22 will be on 'Collective Delivery'. There will be a deliberate internal focus for cross-functional teams to work together to create efficiencies and improve service delivery using formal decision frameworks and supportive tools.



Cr Matt Burnett  
Mayor Gladstone Region



Leisa Dowling  
Chief Executive Officer

## Our Charter

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

## Vision

**Connect. Innovate. Diversify.**

## Values

### Safe

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

### Ethical

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

### Responsive

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

### Visionary

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

### Inclusive

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

### Community

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

### Efficient

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

# How to read the Operational Plan and Budget

This document will start out by setting the scene. We share our Charter, an overview of our region and our organisation. Next, we will review the Strategic Planning Framework so you can understand how the Operational Plan and Budget fit within the planning cycle and what their purpose is.

Then, we will show a snapshot of the plan and budget in the Plan on a Page, Budget Highlights, Key Services and Budget by the Numbers. These are great pages to use for a quick view of what's planned for 2021-22.


In our Operational Plan and Budget you can expect to find a roadmap of:

- Council's goals and initiatives to be completed during the 2021-22 financial year
- Statements of Council's comprehensive income and financial position
- Cash flow and changes in Equity
- Capital Portfolio for 2021-22.

The initiatives and core services are organised by the the goal they relate to in our Corporate Plan.

The theme of this year's Operational Plan is 'Collective Delivery'. Throughout the plan we will refer to our theme and the commitment to work together to bring our vision to life.

We refer regularly to our Gladstone Regional Council (GRC) Business Units (BU), that represent a specific function. We assign colours to each BU to help you quickly see which one is responsible for the content you are viewing. Page 11 provides an outline of our BUs and their colours.

Interactive links are embedded within this report to make it easier to move throughout the document. The Table of Contents is interactive and will direct readers to the content page they are after. Additional links exist within the document and can be discovered by hovering over the item. When you see a  simply click and you will be redirected to the associated content. For example, if you hover over an initiative title and click you will link immediately to the detailed budget for that item.

# Region Overview

From Kroombit Tops in the west to the islands and coral lagoons of the Southern Great Barrier Reef, the Gladstone Region's environment is diverse and has huge capacity for economic development.

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

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

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

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

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

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

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

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

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

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

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

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



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

## Gladstone Regional Council Local Government Area



© Gladstone Regional Council 2021  
The information contained in this map is indicative only.  
Some features are not to scale. Please obtain detailed  
road maps of the areas you plan to visit before you leave.

# Organisation Structure

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 below.





# Business Units

Our Business Units exist to:

## ● Community Development and Events

Develop strength in our brand, positioning Council as an accountable, transparent business that delivers on its promises. To create genuine connection between community and Council through a variety of mediums. To create experiences that engage and deliver outcomes for the community and Council. To empower our community, embrace diversity, and enhance our social landscape.

## ● Customer Experience

Direct and deliver high quality, low effort, cost effective customer, planning and regulatory services to strengthen customer experience, livability and sustainable development.

## ● Finance, Governance and Risk

Set, implement and monitor the financial, governance, compliance and risk policies and frameworks within which Council can ensure its long-term sustainability.

## ● Operations

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.

## ● People, Culture and Safety

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.

## ● Strategic Asset Performance

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.

## ● Strategy and Transformation

Develop the business strategy, process, improvement and technology agenda and deliver 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). To lead the economic development of the Gladstone Region.

# Managing our Risk

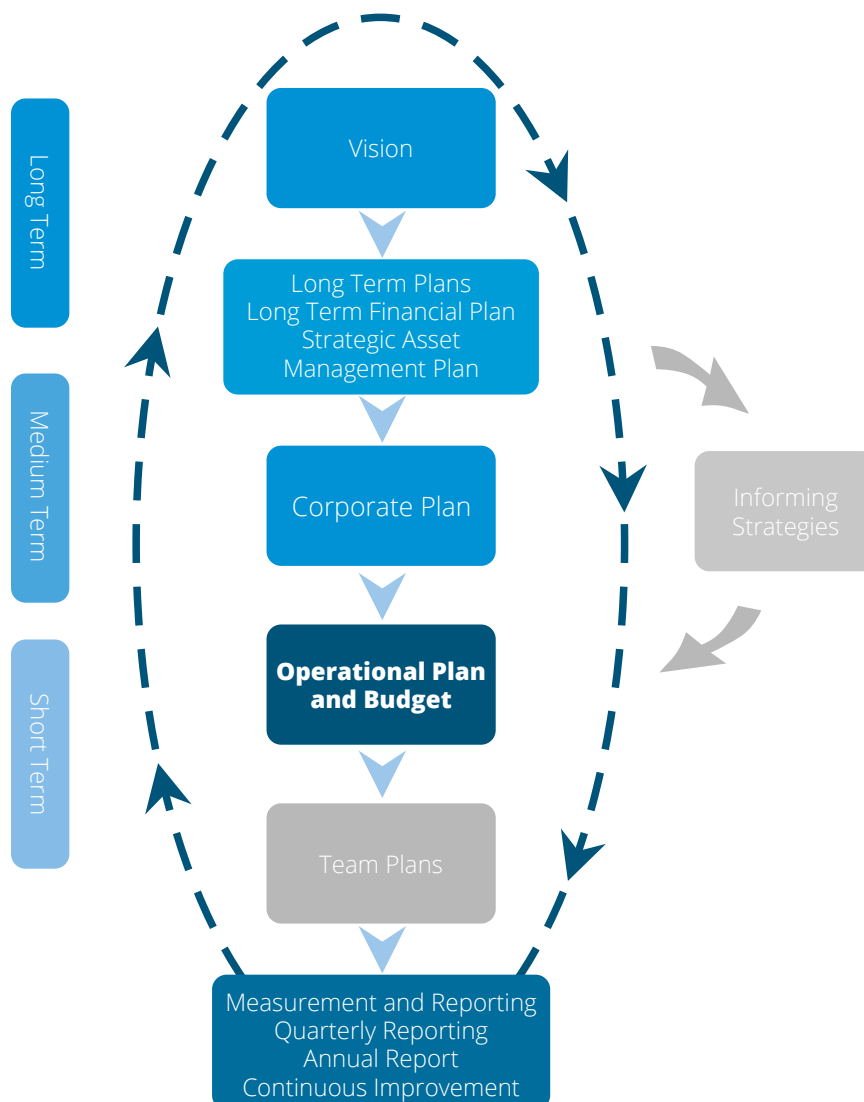
Council recognises risk management as an essential part of our daily activities and processes. It allows us to achieve an appropriate balance between realising opportunities while minimising losses. Council is committed to an effective program of risk management and recognises its importance as an ongoing process underpinning all our activities.

Council's Risk Management Policy and Corporate Standard identify how we will manage our corporate, operational and project risks. Our risks are captured and managed in a proactive and timely manner.

# Strategic Planning Framework

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

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

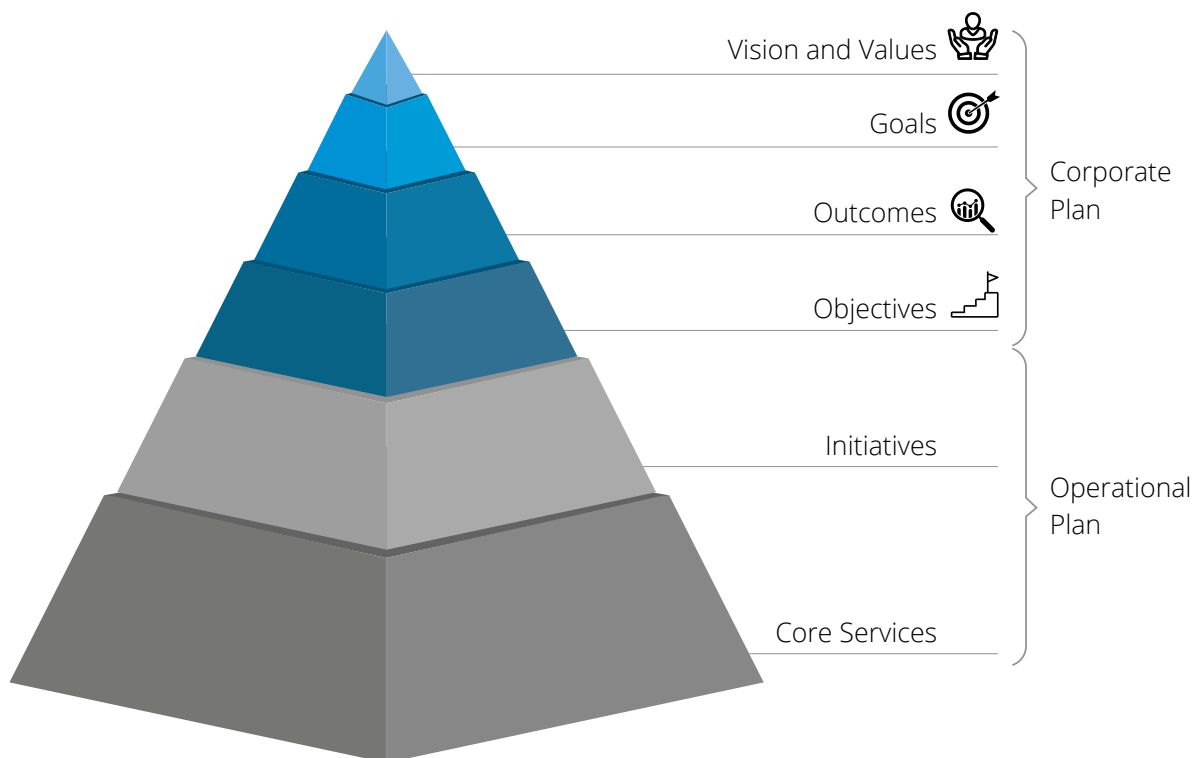


## What is an Operational Plan and how does it connect to the Corporate Plan?

The Operational Plan is a key strategic document that is developed and adopted with the annual Budget. It defines Council's deliverables, areas of responsibility, addresses Council's risks and monitors the overall performance of Council.

The Operational Plan and Budget 2021-22 were prepared in consultation with GRC employees, the Executive Leadership Team and Elected Members using our theme of collective delivery.

It follows the strategic direction defined in the GRC Corporate Plan 2021-26. The language and structure of the Operational Plan is outlined in the figure below. It demonstrates the relationship between the vision and values, goals, outcomes and objectives of the Corporate Plan and how these feed into the initiatives and core services within the Operational Plan.



The *goals* start us off with an aspirational overarching purpose.

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

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

The *initiatives* are generated from the objectives. They are completed by teams with the intent to improve processes and systems within their oversight and control.

# Measuring Achievement

Measurement and reporting occur throughout all stages of the Strategic Planning Framework (as noted by the dotted line in the figure on page 12). Regular measurement of performance is fundamental to the implementation of the Operational Plan and Budget. Performance and progress is tracked and reported in four key documents listed below:



## Operational Plan and Budget

For the duration of the Corporate Plan 2021-2026, Council will develop five annual Operational Plans. These plans will highlight initiatives that enable the incremental implementation of the Corporate Plan. Council's annual Budget is aligned to the Operational Plan.



## Monthly Financial Reports

Each month a financial report is presented to Council that compares the financial results for the year-to-date to the annual budget and latest available forecast. The report also includes information pertaining to outstanding rates balances, and the presentation of financial sustainability ratios calculated based on year to date results. Councils are required to report on the progress towards the budget on a monthly basis, in accordance with *s204 Local Government Regulation 2012*.



## Quarterly Performance Report

Every three months, a report is prepared and presented to the Council for adoption. Quarterly reports enable ongoing tracking of actual performance against the initiative within the Operational Plan. We also include data and highlights demonstrating achievements over the quarter. Councils are required to report on the implementation of the Operational Plan on a quarterly basis, in accordance with *s.174(3) Local Government Regulation 2012*.



## Annual Report

At the end of each financial year, Council produces an Annual Report that reviews performance achievements and challenges. The Annual Report provides our community with operational and financial information that demonstrates Council's performance against the goals, outcomes and objectives set out in the Corporate and Operational Plans. In addition to the operational performance indicators the Annual Report includes how Council: connects with communities to support their success, ensures provision of high quality innovative services to the Region, supports the resilience of our economy as a place to live, work, play and stay, provides a safe work environment that employees are proud of; and manages budget in alignment with financial sustainability ratios.



# Operational Plan 2021-22

## Plan on a Page

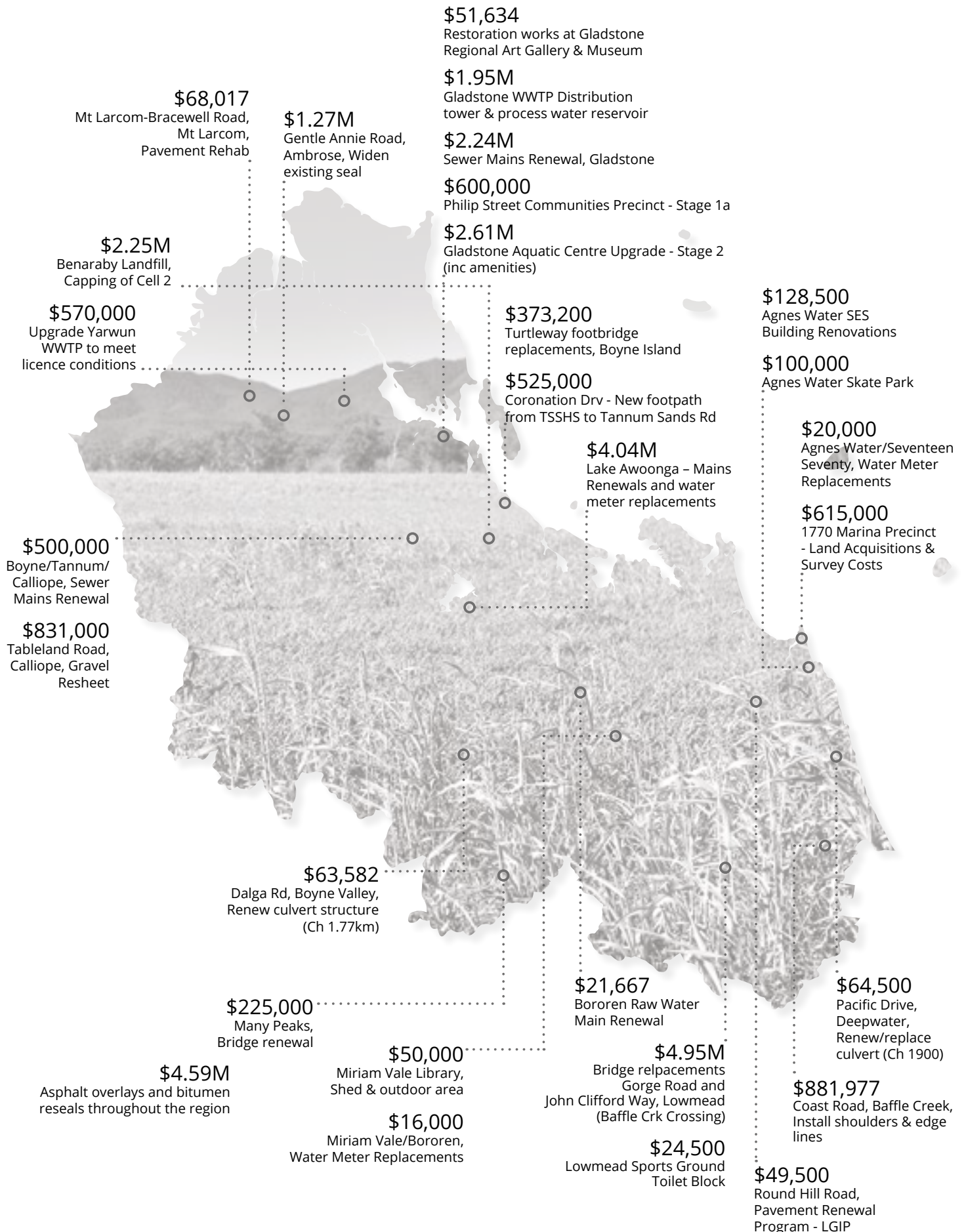
Connect. Innovate. Diversify.	
GOAL	INITIATIVE
<b>Connecting Communities</b>	<b>Community Profiling</b> Develop community snapshots to strengthen the way we deliver our services.
	<b>Residential Water Security</b> Investigate an alternate water source for Miriam Vale and Bororen to ensure effective water security.
<b>Delivering Value</b>	<b>Website Security</b> Improve the cyber security of Council's multiple websites by migrating them into a single platform to ensure our customer's data remains secure.
	<b>Trade Waste Management Plan</b> Review the Trade Waste Management Plan and implement enhanced permit and monitoring of the discharge of waste to improve protection of our region against environmental pollution.
	<b>BackflowID App and Tag System</b> Implement a solution for improving Water Network compliance so that we keep our drinking water safe.
	<b>Works Delivery</b> Enable our front-line teams to deliver achievable and affordable works programs to meet our community needs.
	<b>Waste Management and Resource Recovery Business Case</b> Develop a Waste Management and Resource Recovery business case and implementation plan to improve and inform our approach to the recovery and reuse of recyclable, food and garden organic materials within the region.
	<b>Lessee Service Model</b> Provide easy access to services our lessees need to effectively manage their facilities.
<b>Resilient Economy</b>	<b>Hydrogen Ecosystem</b> Support the Front-End Engineering Design (FEED) for the Gladstone Region Hydrogen Ecosystem to contribute to the development of a world-class hydrogen production and export hub.
	<b>Transport Strategy</b> Deliver a strategy for our Regional Road Network (including freight, active transport and safety) to ensure strategic network development and consistent and effective asset lifecycle planning.
	<b>Transition Economy</b> Develop a Regional Transition Plan to secure a more diversified economy.
<b>Our People</b>	<b>Performance Plans</b> Enhance performance and development plans so there is a clearer understanding of how individuals and teams contribute to the delivery of services.
	<b>Leadership Capability Framework</b> Implement the newly developed Leadership Capability Framework so that our leaders are better equipped with the skills they need to support our people and perform their roles effectively.
	<b>Injury Risk Mitigation and Controls</b> Develop agreed mitigation controls for the main causes of injury to our people so that we continue to have a safe, secure and well managed workplace.
<b>Accountable Council</b>	No initiatives have been assigned to this goal in 2021-22.

# Core Services

## Plan on a Page

CONNECTING COMMUNITIES	DELIVERING VALUE	RESILIENT ECONOMY	OUR PEOPLE	ACCOUNTABLE COUNCIL
Brand and Communications Community Events Community Facility Maintenance Engagement and Partnerships Gladstone Regional Art Gallery and Museum Regional Libraries Tondoon Botanic Gardens	Animal Management Asset Designs Asset Governance Asset Performance and Monitoring Asset Planning Business Improvement Cemeteries and Crematorium Customer Solutions Development Services Disaster Management Engineering Asset Solutions Information Communication and Technology Local Law Compliance Parks Program Property Acquisition and Management Quarries Roads Program Stores, Facilities and Fleet Management Strategic Business Planning Transformation Waste and Resource Management Waste Water Program Water Program Works Planning and Scheduling	Economic Development Gladstone Entertainment Convention Centre Strategic Grants Strategic Projects	Culture and Capability Health and Safety Payroll Services People Services Recruitment, Remuneration and Benefits Rehabilitation Health and Wellbeing	Biosecurity and Environmental Health Contracts and Procurement Environment and Conservation Ethics, Integrity and Audit Financial Operations Governance Legal Services Revenue Services Systems Modelling and Metrics

# Budget Highlights 2021-22



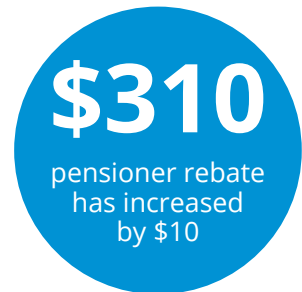
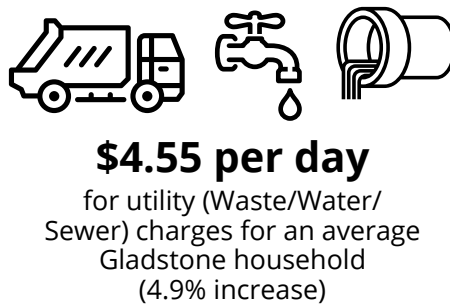
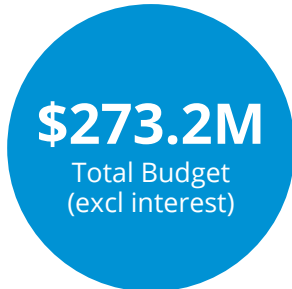
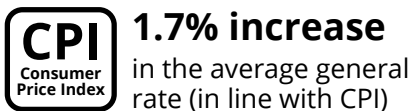
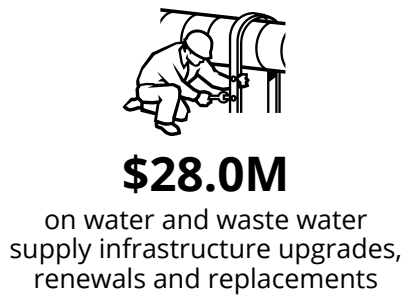


# Key Services 2021-22

Gladstone Regional Council's Vision, 'Connect. Innovate. Diversify.' guides how we meet the needs of our community and how we will deliver on them in 2021-22. The figures below represent total spend.

- Library services **\$3.7M**
- Arts and culture **\$6.6M**
- Community development and support **\$4.8M**
- Local laws **\$2.9M**
- Waste services **\$22.4M**
- Roads, bridges, footpaths and drainage **\$77.1M**
- Water services **\$44.0M**
- Sewerage services **\$37.3M**
- Pest and environmental health **\$3.1M**
- Parks and Environment **\$20.9M**
- Strategic projects **\$3.0M**
- Economic development **\$1.5M**
- Disaster Management **\$1.1M**

# Budget by the numbers 2021-22



# ONE Connecting Communities

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

## CORE SERVICES

Service	Description	Business Unit
Brand and Communications	Works together, using a range of skills to expertly service brand and communications needs based on understanding the audience and the broader Gladstone Region. The team is a mix of experienced marketers, writers, graphic designers and communicators and offer a range of services to Council and our facilities.	●
Community Events	Delivers major events on behalf of Gladstone Regional Council designed to promote community cohesiveness, grow the economy and promote the region.	●
Community Facility Maintenance	Ensures Council's community facilities are kept at a high standard through aligned maintenance and improvement programs to provide safe engaging spaces for the community.	●
Engagement and Partnerships	Supports and engages with the community and Council employees, to build community resilience and capacity to ensure the people in our region are empowered and actively engaged.	●
Gladstone Regional Art Gallery and Museum	Conserves, grows and documents the region's visual art and social history collections. Provides exciting experiences for visitors and increases cultural growth and education.	●
Regional Libraries	Engages with our community through the delivery of welcoming and dynamic spaces, programs and collections.	●
Tondoon Botanic Gardens	Ensures the Tondoon Botanic Gardens are efficiently and effectively managed. Promotes sustainable horticultural practices, provides quality visitor services, learning for life opportunities and contributes to the Gladstone Region's sustained prosperity.	●

● Community Development and Events ● Customer Experience ● Finance, Governance and Risk  
● Operations ● People, Culture and Safety ● Strategic Asset Performance ● Strategy and Transformation



## Community Profiling

<b>Initiative</b>	<b>Develop community snapshots to strengthen the way we deliver our services.</b>
Responsible	Manager Engagement and Partnerships
<b>Accountable</b>	<b>General Manager Community Development and Events</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 1.1 - Communities are well understood, with programs and services designed to strengthen our region. Objective 1.1.1 - Understand the needs of our communities and customers in order to design and enhance the way we deliver our services.

## Residential Water Security

<b>Initiative</b>	<b>Investigate an alternate water source for Miriam Vale and Bororen to ensure effective water security.</b>
Responsible	Manager Asset Planning
<b>Accountable</b>	<b>General Manager Strategic Asset Performance</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 1.1 - Communities are well understood, with programs and services designed to strengthen our region. Objective 1.1.1 - Understand the needs of our communities and customers in order to design and enhance the way we deliver our services.



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

### CORE SERVICES

Service	Description	Business Unit
Business Improvement	Partners within Council to analyse, plan and deliver customer centric, end to end business improvement initiatives and empowers employees to deliver innovative and sustainable services to the community.	●
Information Communication and Technology	Supports Council in achieving its strategic outcomes by leading a technology agenda that enables our people to utilise fit for purpose technology and information systems to deliver our services more efficiently, and make it easier for our community to access services and information as required.	●
Strategic Business Planning	Supports Council to set and monitor its direction by providing services in corporate planning, performance reporting as well as the development of strategies and plans.	●
Transformation	Leads the delivery of Council's prioritised transformational projects, with a focus on improving and modernising Council's service delivery.	●
Asset Designs	Ensures our design standards remain current and provides drawings and designs that contribute to operational excellence, whilst delivering safe, cost-effective and pragmatic solutions for the region.	●
Asset Governance	Supports the creation of a strong asset management culture in asset register maintenance, asset accounting and asset management systems.	●
Asset Performance and Monitoring	Analyses the performance of existing infrastructure assets to develop informed renewals, operating and maintenance programs. Undertakes compliance monitoring to ensure we deliver safe drinking water and our activities are not impacting groundwater.	●
Asset Planning	Understands what assets (new or upgrades) our community requires in the future to ensure our community can continue to grow. Analyses current demands on our assets, remaining capacity, population growth and demographics to determine when assets need to be upgraded or when new assets are required to meet our community needs. Analyses past floods and predicts areas that will be flooded for various rainfall events.	●
Engineering Asset Solutions	Solves engineering problems by developing innovative solutions, at an acceptable level of risk and cost, to support the implementation of organisational strategic and operational plans.	●

● Community Development and Events ● Customer Experience ● Finance, Governance and Risk  
 ● Operations ● People, Culture and Safety ● Strategic Asset Performance ● Strategy and Transformation

Property Acquisition and Management	Manages Council's land and community building assets and optimises property dealings, including provision for cultural heritage and Native Title advice.	●
Animal Management	Provides education and regulation for the community to encourage responsible pet ownership and, where appropriate, enforce animal management legislation.	●
Customer Solutions	Responds to customer demand, improves customer experience, manages correspondence and emails while also offering choice in communication, such as online transactions, to support customer access to Council.	●
Development Services	Operates, provides advice, assesses and regulates development under several legislative frameworks and statutory documents. Includes five areas of subject matter experts – Town Planning, Operational Works, Building, Plumbing and Compliance.	●
Local Law Compliance	Educates and regulates the community to preserve the amenity, appearance and enjoyment of the region and the lifestyles it provides.	●
Cemeteries and Crematorium	Provides and maintains burial and cremation services to the region.	●
Disaster Management	Provides regional disaster management coordination including prevention, preparation, response and recovery.	●
Parks Program	Maintains the parks, reserves and open spaces across the region to provide safe recreational areas.	●
Quarries	Provides the required quantity of gravel material for road construction and maintenance purposes.	●
Roads Program	Builds and maintains our road transport infrastructure to a safe standard.	●
Stores, Facilities and Fleet Management	Manages the processes, reporting and control related to Council stock movement and storage, Council facilities maintenance, repair and compliance, service contract control and fleet management.	●
Waste and Resource Management	Collects and disposes solid and liquid wastes, operates waste transfer facilities and landfills, recycling and materials recovery, and community education programs.	●
Waste Water Program	Builds, operates and maintains our sewerage infrastructure to meet environmental standards.	●
Water Program	Builds, operates and maintains our water infrastructure to deliver safe drinking water.	●
Works Planning and Scheduling	Ensures our works are delivered efficiently to meet our customer service levels.	●

● Community Development and Events ● Customer Experience ● Finance, Governance and Risk  
● Operations ● People, Culture and Safety ● Strategic Asset Performance ● Strategy and Transformation



### Works Delivery

<b>Initiative</b>	<b>Enable our front-line teams to deliver achievable and affordable works programs to meet our community needs.</b>
Responsible	Transformation Lead
<b>Accountable</b>	<b>General Manager Finance Governance and Risk, General Manager Strategy and Transformation, General Manager Operations, General Manager Strategic Asset Performance</b>
Delivery	30 June 2022 multi-year
<a href="#">Link to the Corporate Plan</a>	Outcome 2.2 - Capital and maintenance programs are consistently delivered. Objective 2.2.1 - Provide a robust deliverable workflow of efficient capital and maintenance programs.

### Lessee Service Model

<b>Initiative</b>	<b>Provide easy access to services our lessees need to effectively manage their facilities.</b>
Responsible	Property Acquisition and Disposal Specialist
<b>Accountable</b>	<b>General Manager Strategic Asset Performance</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 2.3 - We are easier to work with. Objective 2.3.1 - Continue building a reputation of being easy to deal with through efficient and effective customer interactions.

### Trade Waste Management Plan

<b>Initiative</b>	<b>Review the Trade Waste Management Plan and implement enhanced permit and monitoring of the discharge of waste to improve protection of our region against environmental pollution.</b>
Responsible	Manager Development Services
<b>Accountable</b>	<b>General Manager Customer Experience</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 2.3 - We are easier to work with. Objective 2.3.2 - Improve business processes and systems to make it easier for our employees to do their work and serve our community.

## Waste Management & Resource Recovery Business Case

<b>Initiative</b>	<b>Develop a Waste Management and Resource Recovery Business Case and Implementation Plan to improve and inform our approach to the recovery and reuse of recyclable, food and garden organic materials within the region.</b>
Responsible	Manager Waste Program Delivery
<b>Accountable</b>	<b>General Manager Operations</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 2.4 - The way we do business is continuously improving. Objective 2.4.1 - Embed a continuous improvement approach focusing on creating value, reducing waste and improving efficiency.

## Website Security

<b>Initiative</b>	<b>Improve the cyber security of Council's multiple websites by migrating them into a single platform to ensure our customer's data remains secure.</b>
Responsible	Manager Communications
<b>Accountable</b>	<b>General Manager Community Development and Events</b>
Delivery	30 June 2022 multi-year
<a href="#">Link to the Corporate Plan</a>	Outcome 2.4 - The way we do business is continuously improving. Objective 2.4.3 - Implement technology enhancements and digital capabilities to support the improvement of service delivery and employee experience.

## BackflowID App and Tag System

<b>Initiative</b>	<b>Implement a solution for improving water network compliance so that we keep our drinking water safe.</b>
Responsible	Manager Development Services
<b>Accountable</b>	<b>General Manager Customer Experience</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 2.4 - The way we do business is continuously improving. Objective 2.4.3 - Implement technology enhancements and digital capabilities to support the improvement of service delivery and employee experience.

# THREE Resilient Economy

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

## CORE SERVICES

Service	Description	Business Unit
Economic Development	Facilitates sustainable, financially and environmentally responsible initiatives that will advance economic development in the Gladstone Region.	●
Strategic Grants	Identifies strategic funding opportunities and leverages maximum benefit for the delivery of priority initiatives, and contributes significantly to securing revenue to support Council in achieving its Strategic and Corporate Plans.	●
Strategic Projects	Leads the investment opportunity justification of strategic projects designed to enhance our region's prosperity and livability. Proactively engages and collaborates with all stakeholders to balance the competing needs, constraints and expectations. Champion Council's strategic direction throughout the project lifecycle.	●
Gladstone Entertainment Convention Centre	Manages the operations of the Gladstone Entertainment Convention Centre. Provides a strong and vibrant calendar of events, stimulating economic development through business events and tourism and contributes to artistic and cultural development in the community.	●

● Community Development and Events ● Customer Experience ● Finance, Governance and Risk  
 ● Operations ● People, Culture and Safety ● Strategic Asset Performance ● Strategy and Transformation





## Hydrogen Ecosystem

<b>Initiative</b>	<b>Support the Front-End Engineering Design (FEED) for the Gladstone Region Hydrogen Ecosystem to contribute to the development of a world-class hydrogen production and export hub.</b>
Responsible	Economic Development Specialist
<b>Accountable</b>	<b>General Manager Strategy &amp; Transformation</b>
Delivery	30 June 2022 multi-year
<a href="#">Link to the Corporate Plan</a>	Outcome 3.1 - Support for the region's transition and role as a driver of economic growth. Objective 3.1.1 - Support a diverse economy of existing and emerging industries that includes advanced manufacturing and a low-carbon industrial hub.

## Transition Economy

<b>Initiative</b>	<b>Develop a Regional Transition Plan to secure a more diversified economy.</b>
Responsible	Economic Development Specialist
<b>Accountable</b>	<b>General Manager Strategy &amp; Transformation</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 3.1 - Support for the region's transition and role as a driver of economic growth. Objective 3.1.1 - Support a diverse economy of existing and emerging industries that includes advanced manufacturing and a low-carbon industrial hub.

## Transport Strategy

<b>Initiative</b>	<b>Deliver a strategy for our regional road network (including freight, active transport and safety) to ensure strategic network development and consistent and effective asset lifecycle planning.</b>
Responsible	Manager Asset Planning
<b>Accountable</b>	<b>General Manager Strategic Asset Performance</b>
Delivery	30 June 2022
<a href="#">Link to the Corporate Plan</a>	Outcome 3.1 - Support for the region's transition and role as a driver of economic growth. Objective 3.1.2 - Encourage investment in, and delivery of, infrastructure and catalyst project opportunities including transport and logistics.

- Community Development and Events
- Customer Experience
- Finance, Governance and Risk
- Operations
- People, Culture and Safety
- Strategic Asset Performance
- Strategy and Transformation

# FOUR

## Our People



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

### CORE SERVICES

Service	Description	Business Unit
Culture and Capability	Provides advice and support to employees to establish ongoing training and career development. Ensures our workforce has the necessary skills and qualifications to perform their roles.	●
Health and Safety	Creates a constructive safety culture to keep our employees and the community safe.	●
Payroll Services	Provides specialist payroll advice, information and assistance to all employees, as well as the management of employee wage records and processing of fortnightly payroll. Aids with taxation, superannuation, timesheets, leave applications, leave plans, secondments and ensures compliance with relevant industrial instruments, legislation, Council policies, standards and procedures.	●
People Services	Delivers human resource services and support in partnership with our customers.	●
Rehabilitation Health and Wellbeing	Partners with the organisation to provide a workplace culture and environment that values, enhances and protects the health and wellbeing of our people.	●
Recruitment, Remuneration and Benefits	Partners with the organisation to develop recruitment strategies, an employer brand and employee value proposition to attract the right talent.	●



## Injury Risk Mitigation and Controls

<b>Initiative</b>	<b>Develop agreed mitigation controls for the main causes of injury to our people so that we continue to have a safe, secure and well managed workplace.</b>
Responsible	Manager Health, Safety and Wellbeing
<b>Accountable</b>	<b>General Manager People, Culture and Safety</b>
Delivery	30 June 2022
Link to the Corporate Plan	Outcome 4.1 - Our people return home safely. Objective 4.1.1 - Improve our safety management system and visible leadership to ensure our employees go home safely.

## Leadership Capability Framework

<b>Initiative</b>	<b>Implement the newly developed Leadership Capability Framework so that our leaders are better equipped with the skills they need to support our people and perform their roles effectively.</b>
Responsible	Manager Culture and Capability
<b>Accountable</b>	<b>General Manager People, Culture and Safety</b>
Delivery	30 June 2022
Link to the Corporate Plan	Outcome 4.2 - Our people are proud to work for Council. Objective 4.2.2 - Build leadership capability to define competencies and development pathways.

## Performance Plans

<b>Initiative</b>	<b>Enhance performance and development plans so that there is a clearer understanding of how individuals and teams contribute to the delivery of services.</b>
Responsible	Manager People Services
<b>Accountable</b>	<b>General Manager People, Culture and Safety</b>
Delivery	30 June 2022 multi-year
Link to the Corporate Plan	Outcome 4.2 - Our people are proud to work for Council. Objective 4.2.3 - Ensure our leaders have clarity on their roles and are supported to successfully deliver on those expectations.

# FIVE Accountable Council

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

## CORE SERVICES

Service	Description	Business Unit
Ethics, Integrity and Audit	Nurtures an ethical and principle led corporate culture which supports and values our employees.	●
Governance	Challenges the status quo and is committed to engaging and collaborating with the business to improve processes, systems and outcomes. Ensures Council achieves its objectives and drives business improvements ethically, responsibly and in accordance with statutory requirements.	●
Legal Services	Empowers Council to make informed decisions, minimise risk and improve legal compliance by providing a full spectrum of legal services to Council, the Executive Leadership Team and all Business Units including: providing professional and timely legal advice, reviewing and drafting legal documents, managing court matters and legal claims and assisting with management of legal risks and statutory compliance.	●
Revenue Services	Responsible for monitoring and maximising all revenue which is payable to Council. Collaborates with leaders to ensure all fees and charges are legally compliant and financially sustainable.	●
Systems Modelling and Metrics	Coordinates forecasts, budgets, cashflow monitoring and the long-term financial plan. Creates reports and provides training in Council's financial system to all users within the organisation. Develops the financial system to improve corporate performance.	●
Environment and Conservation	Complies with, develops and implements environment and conservation strategies, plans and programs to ensure our activities are managed.	●
Biosecurity and Environmental Health	Provides education, awareness, compliance and enforcement of all relevant legislation for the community, including developing and delivering programs at events, in schools, field days and upon request.	●
Contracts and Procurement	Supports safe, efficient, sustainable and timely delivery of Council's operational program of work through effective procurement management in accordance with legislative obligations.	●
Financial Operations	Provides efficient and effective accounting support to the organisation in a manner which supports and enhances the business performance of Council.	●

No initiatives have been assigned to this goal in 2021-22.

● Community Development and Events ● Customer Experience ● Finance, Governance and Risk  
● Operations ● People, Culture and Safety ● Strategic Asset Performance ● Strategy and Transformation



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# Budget

## Statement of Comprehensive Income

All outputs are in thousands (\$'000) unless otherwise indicated

	Budget Amendment 2020-2021	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<b>Income</b>				
<b>Revenue</b>				
<b>Operating revenue</b>				
Net rates, levies and charges	154,260	158,022	162,931	166,509
Fees and charges	15,784	15,653	15,933	16,217
Rental income	547	766	779	792
Interest received	1,837	1,746	995	944
Sales revenue	5,992	8,167	8,691	4,567
Profit from investments	-	-	-	-
Other income	3,526	4,777	5,743	2,909
Grants, subsidies, contributions and donations	11,404	10,257	10,421	10,427
<b>Total operating revenue</b>	<b>193,350</b>	<b>199,387</b>	<b>205,492</b>	<b>202,365</b>
<b>Capital revenue</b>				
Grants, subsidies, contributions and donations	24,095	16,653	14,881	11,031
<b>Total revenue</b>	<b>217,445</b>	<b>216,040</b>	<b>220,373</b>	<b>213,396</b>
<b>Capital income</b>				
Total capital income	1,717	1,500	-	-
<b>Total income</b>	<b>219,162</b>	<b>217,540</b>	<b>220,373</b>	<b>213,396</b>
<b>Expenses</b>				
<b>Operating expenses</b>				
Employee benefits	65,921	66,536	67,536	66,927
Materials and services	85,668	90,693	92,434	91,561
Finance costs	25,840	738	543	345
Depreciation and amortisation	42,864	42,319	41,875	42,798
Other expenses	-	-	-	-
<b>Total operating expenses</b>	<b>220,293</b>	<b>200,286</b>	<b>202,387</b>	<b>201,630</b>
<b>Capital expenses</b>				
Total capital expenses	-	-	-	-
<b>Total expenses</b>	<b>220,293</b>	<b>200,286</b>	<b>202,387</b>	<b>201,630</b>
<b>Net result</b>	<b>(1,131)</b>	<b>17,253</b>	<b>17,985</b>	<b>11,766</b>

## Statement of Comprehensive Income

All outputs are in thousands (\$'000) unless otherwise indicated

	Budget Amendment 2020-2021	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<b>Tax equivalents</b>				
Net result before tax equivalents	(1,131)	17,253	17,985	11,766
Tax equivalents payable	-	-	-	-
<b>Net result after tax equivalents</b>	<b>(1,131)</b>	<b>17,253</b>	<b>17,985</b>	<b>11,766</b>
<b>Other comprehensive income</b>				
<b>Items that will not be reclassified to net result</b>				
Increase (decrease) in asset revaluation surplus	-	-	-	-
Miscellaneous comprehensive income	-	-	-	-
<b>Total other comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>(1,131)</b>	<b>17,253</b>	<b>17,985</b>	<b>11,766</b>
<b>Operating result</b>				
Operating revenue	193,350	199,387	205,492	202,365
Operating expenses	220,293	200,286	202,387	201,630
Operating result	(26,944)	(899)	3,104	735

**Note:** The value of change expressed as a percentage in rates and utilities compared to 2020-2021 is 2.38%

## Statement of Financial Position

All outputs are in thousands (\$'000) unless otherwise indicated

	Budget Amendment 2020-2021	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	52,939	42,486	30,863	22,848
Trade and other receivables	19,727	20,175	20,790	20,710
Inventories	3,216	3,216	3,216	3,216
Other current assets	13,591	13,591	13,591	13,591
Non-current assets held for sale	-	-	-	-
<b>Total current assets</b>	<b>89,473</b>	<b>79,468</b>	<b>68,460</b>	<b>60,365</b>
<b>Non-current assets</b>				
Inventories	-	-	-	-
Trade and other receivables	-	-	-	-
Investments	19,660	19,660	19,660	19,660
Land	115,448	120,989	122,234	123,456
Land improvements	-	-	-	-
Buildings	135,491	148,502	150,871	151,731
Plant & equipment	54,411	61,562	67,260	73,686
Furniture & fittings	2,192	1,547	1,357	1,279
Roads, drainage & bridge network	1,337,145	1,341,011	1,353,258	1,364,914
Water	240,067	246,065	251,283	257,269
Sewerage	402,362	413,088	428,870	440,594
Miscellaneous	4,086	4,128	17,133	25,887
Work in progress	65,087	73,470	64,604	55,734
Property, plant & equipment	2,356,291	2,410,362	2,456,871	2,494,551
Intangible assets	52	41	51	51
Other non-current assets	36,567	36,567	36,567	36,567
<b>Other non-current assets</b>	<b>36,619</b>	<b>36,608</b>	<b>36,618</b>	<b>36,618</b>
<b>Total non-current assets</b>	<b>2,412,569</b>	<b>2,466,630</b>	<b>2,513,149</b>	<b>2,550,829</b>
<b>Total assets</b>	<b>2,502,042</b>	<b>2,546,098</b>	<b>2,581,609</b>	<b>2,611,194</b>



## Statement of Financial Position

All outputs are in thousands (\$'000) unless otherwise indicated

	Budget Amendment 2020-2021	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<b>Liabilities</b>				
<b>Current liabilities</b>				
Overdraft	-	-	-	-
Trade and other payables	15,662	16,050	16,315	16,120
Borrowings	10,783	6,528	6,731	6,952
Provisions	7,859	-	-	-
Other current liabilities	2,862	2,862	2,862	2,862
<b>Total current liabilities</b>	<b>37,166</b>	<b>25,440</b>	<b>25,907</b>	<b>25,935</b>
<b>Non-current liabilities</b>				
Trade and other payables	-	-	-	-
Loans	88,371	96,131	89,400	82,447
Finance leases	1,387	1,387	1,387	1,387
Borrowings	89,758	97,518	90,787	83,834
Employee	6,348	14,207	14,207	14,207
Restoration & rehabilitation	2,262	2,262	2,262	2,262
Restructuring	-	-	-	-
Other	-	-	-	-
Provisions	8,610	16,469	16,469	16,469
Other non-current liabilities	-	-	-	-
<b>Total non-current liabilities</b>	<b>98,368</b>	<b>113,987</b>	<b>107,256</b>	<b>100,303</b>
<b>Total liabilities</b>	<b>135,534</b>	<b>139,426</b>	<b>133,163</b>	<b>126,238</b>
<b>Net community assets</b>	<b>2,366,508</b>	<b>2,406,672</b>	<b>2,448,446</b>	<b>2,484,956</b>
<b>Community equity</b>				
Asset revaluation surplus	920,823	943,733	967,522	992,266
Retained surplus	1,445,685	1,462,938	1,480,924	1,492,690
<b>Total community equity</b>	<b>2,366,508</b>	<b>2,406,672</b>	<b>2,448,446</b>	<b>2,484,956</b>

## Statement of Cash Flows

All outputs are in thousands (\$'000) unless otherwise indicated

	Budget Amendment 2020-2021	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<b>Cash flows from operating activities</b>				
Receipts from customers	172,597	181,465	187,899	188,329
Payments to suppliers and employees	(180,199)	(155,008)	(157,876)	(156,856)
Payments for land held as inventory	-	-	-	-
Proceeds from sale of land held as inventory	-	-	-	-
Dividend received	2,031	3,852	4,802	1,952
Interest received	1,837	1,746	995	944
Rental income	572	831	778	791
Non-capital grants and contributions	11,852	11,045	10,404	10,429
Borrowing costs	(6,132)	(2,571)	(2,372)	(2,171)
Tax equivalents paid to General	-	-	-	-
Dividend paid to General	-	-	-	-
Payment of provision	-	-	-	-
Other cash flows from operating activities	-	-	-	-
<b>Net cash inflow from operating activities</b>	<b>2,557</b>	<b>41,360</b>	<b>44,629</b>	<b>43,419</b>
<b>Cash flows from investing activities</b>				
Payments for property, plant and equipment	(65,055)	(73,420)	(64,604)	(55,734)
Payments for intangible assets	-	(50)	-	-
Net movement in loans and advances	-	-	-	-
Proceeds from sale of property, plant and equipment	1,717	1,500	-	-
Grants, subsidies, contributions and donations	24,584	16,653	14,881	11,031
Other cash flows from investing activities	-	-	-	-
<b>Net cash inflow from investing activities</b>	<b>(38,754)</b>	<b>(55,318)</b>	<b>(49,724)</b>	<b>(44,703)</b>
<b>Cash flows from financing activities</b>				
Proceeds from borrowings	-	83,669	-	-
Repayment of borrowings	(10,458)	(80,165)	(6,528)	(6,731)
Repayments made on finance leases	-	-	-	-
<b>Net cash inflow from financing activities</b>	<b>(10,458)</b>	<b>3,504</b>	<b>(6,528)</b>	<b>(6,731)</b>
<b>Total cash flows</b>				
<b>Net increase in cash and cash equivalent held</b>	<b>(46,656)</b>	<b>(10,453)</b>	<b>(11,623)</b>	<b>(8,015)</b>
<b>Opening cash and cash equivalents</b>	<b>99,627</b>	<b>52,939</b>	<b>42,486</b>	<b>30,863</b>
<b>Closing cash and cash equivalents</b>	<b>52,939</b>	<b>42,486</b>	<b>30,863</b>	<b>22,848</b>

## Statement of Changes in Equity

All outputs are in thousands (\$'000) unless otherwise indicated

	Budget Amendment 2020-2021	Budget 2021-2022	Forecast 2022-2023	Forecast 2023-2024
<b>Asset revaluation surplus</b>				
Opening balance		920,823	943,733	967,522
Net result		na	na	na
Increase in asset revaluation surplus		22,910	23,789	24,744
Internal payments made		na	na	na
Closing balance	920,823	943,733	967,522	992,266
<b>Retained surplus</b>				
Opening balance		1,445,685	1,462,938	1,480,924
Net result		17,253	17,985	11,766
Increase in asset revaluation surplus		na	na	na
Internal payments made		-	-	-
Closing balance	1,445,685	1,462,938	1,480,924	1,492,690
<b>Total</b>				
Opening balance		2,366,508	2,406,672	2,448,446
Net result		17,253	17,985	11,766
Increase in asset revaluation surplus		22,910	23,789	24,744
Internal payments made		-	-	-
Closing balance	2,366,508	2,406,672	2,448,446	2,484,956

## Statement of Comprehensive Income

All outputs are in thousands (\$'000) unless otherwise indicated

	Annual result														
Income	Jun-17A	Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22B	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F
<b>Revenue</b>															
<b>Operating revenue</b>															
Net rates, levies and charges	145,355	146,189	153,556	150,518	154,260	158,022	162,931	166,509	170,165	173,903	177,722	181,626	185,616	189,694	193,861
Fees and charges	3,681	4,022	3,510	14,389	15,784	15,653	15,933	16,217	16,506	16,801	17,101	17,406	17,717	18,034	18,356
Rental income	645	647	631	541	547	766	779	792	806	819	833	847	862	876	891
Interest received	4,424	3,965	4,065	2,789	1,837	1,746	995	944	868	877	917	812	727	767	856
Sales revenue	11,991	8,646	7,377	6,841	5,992	8,167	8,691	4,567	4,645	4,724	4,804	4,885	4,969	5,053	5,139
Profit from investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other income	7,053	5,825	7,364	4,450	3,526	4,777	5,743	2,909	2,925	2,942	2,959	2,976	2,993	3,011	3,029
Grants, subsidies, contributions and donations	13,081	15,066	15,692	11,929	11,404	10,257	10,421	10,427	10,604	10,784	10,968	11,154	11,343	11,536	11,732
Total operating revenue	186,230	184,361	192,195	191,457	193,350	199,387	205,492	202,365	206,519	210,850	215,304	219,707	224,227	228,970	233,864
<b>Capital revenue</b>															
Grants, subsidies, contributions and donations	21,554	14,478	14,801	12,908	24,095	16,653	14,881	11,031	10,785	10,904	11,024	11,145	11,268	11,392	11,517
Total revenue	207,783	198,839	206,996	204,365	217,445	216,040	220,373	213,396	217,305	221,754	226,327	230,852	235,495	240,362	245,381
<b>Capital income</b>															
Total capital income	-	-	-	-	1,717	1,500	-	-	-	-	-	-	-	-	-
<b>Total income</b>	207,783	198,839	206,996	204,365	219,162	217,540	220,373	213,396	217,305	221,754	226,327	230,852	235,495	240,362	245,381
<b>Expenses</b>															
<b>Operating expenses</b>															
Employee benefits	52,683	56,674	56,047	64,217	65,921	66,536	67,536	66,927	67,933	68,954	69,990	71,042	72,110	73,194	74,294
Materials and services	72,551	77,994	78,418	82,555	85,668	90,693	92,434	91,561	93,113	94,692	96,298	97,931	99,591	101,280	102,997
Finance costs	6,711	6,228	5,620	4,956	25,840	738	543	345	126	(97)	(330)	(568)	(691)	(745)	(800)
Depreciation and amortisation	43,038	43,969	41,470	41,083	42,864	42,319	41,875	42,798	43,887	44,949	46,021	47,049	45,995	46,266	47,649
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total operating expenses	174,984	184,865	181,555	192,811	220,293	200,286	202,387	201,630	205,059	208,498	211,979	215,454	217,005	219,995	224,141
<b>Capital expenses</b>															
Total capital expenses	19,642	8,784	4,731	88,422	-	-	-	-	-	-	-	-	-	-	-
<b>Total expenses</b>	194,626	193,649	186,286	281,233	220,293	200,286	202,387	201,630	205,059	208,498	211,979	215,454	217,005	219,995	224,141
<b>Net result</b>	13,157	5,190	20,710	(76,869)	(1,131)	17,253	17,985	11,766	12,245	13,256	14,348	15,398	18,490	20,367	21,240

## Statement of Comprehensive Income

All outputs are in thousands (\$'000) unless otherwise indicated

	Annual result														
	Jun-17A	Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22B	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F
<b>Tax equivalents</b>															
Net result before tax equivalents	13,157	5,190	20,710	(76,869)	(1,131)	17,253	17,985	11,766	12,245	13,256	14,348	15,398	18,490	20,367	21,240
Tax equivalents payable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net result after tax equivalents</b>	<b>13,157</b>	<b>5,190</b>	<b>20,710</b>	<b>(76,869)</b>	<b>(1,131)</b>	<b>17,253</b>	<b>17,985</b>	<b>11,766</b>	<b>12,245</b>	<b>13,256</b>	<b>14,348</b>	<b>15,398</b>	<b>18,490</b>	<b>20,367</b>	<b>21,240</b>
<b>Other comprehensive income</b>															
<b>Items that will not be reclassified to net result</b>															
Increase (decrease) in asset revaluation surplus	111,130	18,380	(1,111)	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous comprehensive income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total other comprehensive income for the year</b>	<b>111,130</b>	<b>18,380</b>	<b>(1,111)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>124,287</b>	<b>23,570</b>	<b>19,599</b>	<b>(76,869)</b>	<b>(1,131)</b>	<b>17,253</b>	<b>17,985</b>	<b>11,766</b>	<b>12,245</b>	<b>13,256</b>	<b>14,348</b>	<b>15,398</b>	<b>18,490</b>	<b>20,367</b>	<b>21,240</b>
<b>Operating result</b>															
Operating revenue	186,230	184,361	192,195	191,457	193,350	199,387	205,492	202,365	206,519	210,850	215,304	219,707	224,227	228,970	233,864
Operating expenses	174,984	184,865	181,555	192,811	220,293	200,286	202,387	201,630	205,059	208,498	211,979	215,454	217,005	219,995	224,141
Operating result	11,246	(504)	10,640	(1,355)	(26,944)	(899)	3,104	735	1,460	2,352	3,324	4,253	7,223	8,976	9,723

## Statement of Financial Position

All outputs are in thousands (\$'000) unless otherwise indicated

	Annual result														
	Jun-17A	Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22B	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F
<b>Assets</b>															
<b>Current assets</b>															
Cash and cash equivalents	108,479	99,605	103,412	99,627	52,939	42,486	30,863	22,848	11,956	24,506	17,622	6,600	6,600	7,210	16,325
Trade and other receivables	24,303	23,246	27,249	15,265	19,727	20,175	20,790	20,710	21,207	21,657	22,116	22,524	23,065	23,555	24,055
Inventories	2,778	3,527	1,912	3,216	3,216	3,216	3,216	3,216	3,216	3,216	3,216	3,216	3,216	3,216	3,216
Other current assets	1,654	-	-	13,591	13,591	13,591	13,591	13,591	13,591	13,591	13,591	13,591	13,591	13,591	13,591
Non-current assets held for sale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total current assets</b>	<b>137,216</b>	<b>126,378</b>	<b>132,573</b>	<b>131,699</b>	<b>89,473</b>	<b>79,468</b>	<b>68,460</b>	<b>60,365</b>	<b>49,970</b>	<b>62,970</b>	<b>56,545</b>	<b>45,931</b>	<b>46,472</b>	<b>47,572</b>	<b>57,187</b>
<b>Non-current assets</b>															
Inventories	-	-	255	-	-	-	-	-	-	-	-	-	-	-	-
Trade and other receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investments	76,566	75,910	75,188	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660	19,660
Land	119,055	113,809	113,427	113,518	115,448	120,989	122,234	123,456	124,690	125,938	127,198	128,470	129,755	131,054	132,364
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	126,998	130,311	129,988	129,286	135,491	148,502	150,871	151,731	151,886	151,942	151,996	157,329	162,718	162,764	169,354
Plant & equipment	47,080	52,589	53,878	56,608	54,411	61,562	67,260	73,686	80,078	86,821	90,371	93,349	97,728	102,906	113,935
Furniture & fittings	2,921	2,686	2,686	2,708	2,192	1,547	1,357	1,279	1,219	1,158	1,174	1,190	6,899	13,100	14,216
Roads, drainage & bridge network	1,321,136	1,057,219	1,048,962	1,334,767	1,337,145	1,341,011	1,353,258	1,364,914	1,376,404	1,386,909	1,390,489	1,404,892	1,430,662	1,454,049	1,507,938
Water	211,162	216,866	214,653	214,209	240,067	246,065	251,283	257,269	262,008	264,305	266,076	268,420	270,089	271,766	274,863
Sewerage	365,696	379,351	374,860	372,129	402,362	413,088	428,870	440,594	447,914	462,264	466,265	475,188	481,579	485,518	497,972
Miscellaneous	1,081	1,368	1,695	1,491	4,086	4,128	17,133	25,887	32,071	38,256	43,513	48,823	54,188	56,907	62,409
Work in progress	34,567	45,689	61,346	71,494	65,087	73,470	64,604	55,734	59,874	38,285	59,782	73,271	61,275	55,976	-
Property, plant & equipment	2,229,697	1,999,887	2,001,493	2,296,208	2,356,291	2,410,362	2,456,871	2,494,551	2,536,145	2,555,877	2,596,866	2,650,933	2,694,893	2,734,040	2,773,050
Intangible assets	397	314	204	88	52	41	51	51	51	51	51	51	51	51	51
Other non-current assets	33,716	33,716	33,716	36,567	36,567	36,567	36,567	36,567	36,567	36,567	36,567	36,567	36,567	36,567	36,567
Other non-current assets	34,113	34,030	33,920	36,655	36,619	36,608	36,618	36,618	36,618	36,618	36,618	36,618	36,618	36,618	36,618
<b>Total non-current assets</b>	<b>2,340,376</b>	<b>2,109,827</b>	<b>2,110,855</b>	<b>2,352,523</b>	<b>2,412,569</b>	<b>2,466,630</b>	<b>2,513,149</b>	<b>2,550,829</b>	<b>2,592,423</b>	<b>2,612,155</b>	<b>2,653,144</b>	<b>2,707,211</b>	<b>2,751,171</b>	<b>2,790,318</b>	<b>2,829,328</b>
<b>Total assets</b>	<b>2,477,591</b>	<b>2,236,205</b>	<b>2,243,428</b>	<b>2,484,222</b>	<b>2,502,042</b>	<b>2,546,098</b>	<b>2,581,609</b>	<b>2,611,194</b>	<b>2,642,393</b>	<b>2,675,126</b>	<b>2,709,689</b>	<b>2,753,142</b>	<b>2,797,643</b>	<b>2,837,890</b>	<b>2,886,515</b>

## Statement of Financial Position

All outputs are in thousands (\$'000) unless otherwise indicated

	Annual result														
	Jun-17A	Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22B	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F
<b>Liabilities</b>															
<b>Current liabilities</b>															
Overdraft	-	-	-	-	-	-	-	-	-	-	-	6,081	6,434	-	-
Trade and other payables	20,447	25,004	19,933	24,564	15,662	16,050	16,315	16,120	16,419	16,678	16,941	17,161	17,480	17,755	18,035
Borrowings	9,070	9,455	10,000	10,435	10,783	6,528	6,731	6,952	7,179	7,275	6,091	3,341	3,398	3,457	3,515
Provisions	-	-	-	7,859	7,859	-	-	-	-	-	-	-	-	-	-
Other current liabilities	-	-	2,574	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862
<b>Total current liabilities</b>	29,517	34,459	32,507	45,720	37,166	25,440	25,907	25,935	26,461	26,815	25,894	29,445	30,174	24,074	24,412
<b>Non-current liabilities</b>															
Trade and other payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans	128,377	119,228	109,510	99,177	88,371	96,131	89,400	82,447	75,268	67,994	61,903	58,563	55,165	51,708	48,193
Finance leases	-	-	-	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387	1,387
Borrowings	128,377	119,228	109,510	100,564	89,758	97,518	90,787	83,834	76,655	69,381	63,290	59,950	56,552	53,095	49,580
Employee	7,056	5,721	5,689	6,348	6,348	14,207	14,207	14,207	14,207	14,207	14,207	14,207	14,207	14,207	14,207
Restoration & rehabilitation	2,885	2,885	2,208	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262
Restructuring	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	9,941	8,606	7,897	8,610	8,610	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469	16,469
Other non-current liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total non-current liabilities</b>	138,319	127,834	117,407	109,174	98,368	113,987	107,256	100,303	93,124	85,850	79,759	76,419	73,021	69,564	66,049
<b>Total liabilities</b>	167,836	162,293	149,914	154,894	135,534	139,426	133,163	126,238	119,585	112,665	105,653	105,863	103,195	93,638	90,461
<b>Net community assets</b>	2,309,755	2,073,912	2,093,514	2,329,328	2,366,508	2,406,672	2,448,446	2,484,956	2,522,808	2,562,461	2,604,036	2,647,278	2,694,448	2,744,252	2,796,054
<b>Community equity</b>															
Asset revaluation surplus	808,770	564,917	563,806	883,000	920,823	943,733	967,522	992,266	1,017,874	1,044,270	1,071,497	1,099,342	1,128,022	1,157,458	1,188,020
Retained surplus	1,500,985	1,508,995	1,529,708	1,446,328	1,445,685	1,462,938	1,480,924	1,492,690	1,504,935	1,518,191	1,532,539	1,547,937	1,566,427	1,586,794	1,608,034
<b>Total community equity</b>	2,309,755	2,073,912	2,093,514	2,329,328	2,366,508	2,406,672	2,448,446	2,484,956	2,522,808	2,562,461	2,604,036	2,647,278	2,694,448	2,744,252	2,796,054

## Statement of Cash Flows

All outputs are in thousands (\$'000) unless otherwise indicated

	Annual result														
	Jun-17A	Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22B	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F
<b>Cash flows from operating activities</b>															
Receipts from customers	180,412	171,218	171,372	171,610	172,597	181,465	187,899	188,329	191,816	195,987	200,195	204,552	208,826	213,371	217,955
Payments to suppliers and employees	(126,042)	(137,135)	(144,280)	(143,822)	(180,199)	(155,008)	(157,876)	(156,856)	(158,925)	(161,569)	(164,211)	(166,942)	(169,577)	(172,396)	(175,213)
Payments for land held as inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of land held as inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividend received	-	5,825	7,364	2,729	2,031	3,852	4,802	1,952	1,952	1,952	1,952	1,952	1,952	1,952	1,952
Interest received	4,424	3,965	4,065	2,789	1,837	1,746	995	944	868	877	917	812	727	767	856
Rental income	645	647	631	541	572	831	778	791	804	818	832	846	860	875	890
Non-capital grants and contributions	13,081	15,066	15,692	11,929	11,852	11,045	10,404	10,429	10,583	10,766	10,949	11,138	11,320	11,516	11,712
Borrowing costs	(6,154)	(5,729)	(5,223)	(4,707)	(6,132)	(2,571)	(2,372)	(2,171)	(1,948)	(1,721)	(1,485)	(1,243)	(1,115)	(1,057)	(999)
Tax equivalents paid to General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividend paid to General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payment of provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other cash flows from operating activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net cash inflow from operating activities</b>	<b>66,365</b>	<b>53,857</b>	<b>49,621</b>	<b>41,069</b>	<b>2,557</b>	<b>41,360</b>	<b>44,629</b>	<b>43,419</b>	<b>45,149</b>	<b>47,110</b>	<b>49,149</b>	<b>51,114</b>	<b>52,995</b>	<b>55,027</b>	<b>57,152</b>
<b>Cash flows from investing activities</b>															
Payments for property, plant and equipment	(62,088)	(68,874)	(51,937)	(42,328)	(65,055)	(73,420)	(64,604)	(55,734)	(59,874)	(38,285)	(59,782)	(73,271)	(61,275)	(55,976)	(56,097)
Payments for intangible assets	(33)	(91)	-	-	-	(50)	-	-	-	-	-	-	-	-	-
Net movement in loans and advances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of property, plant and equipment	589	828	1,222	186	1,717	1,500	-	-	-	-	-	-	-	-	-
Grants, subsidies, contributions and donations	17,190	14,421	14,305	7,316	24,584	16,653	14,881	11,031	10,785	10,904	11,024	11,145	11,268	11,392	11,517
Other cash flows from investing activities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net cash inflow from investing activities</b>	<b>(44,341)</b>	<b>(53,716)</b>	<b>(36,410)</b>	<b>(34,826)</b>	<b>(38,754)</b>	<b>(55,318)</b>	<b>(49,724)</b>	<b>(44,703)</b>	<b>(49,089)</b>	<b>(27,381)</b>	<b>(48,759)</b>	<b>(62,126)</b>	<b>(50,007)</b>	<b>(44,585)</b>	<b>(44,581)</b>
<b>Cash flows from financing activities</b>															
Proceeds from borrowings	-	-	-	-	-	83,669	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(8,553)	(9,015)	(9,404)	(10,028)	(10,458)	(80,165)	(6,528)	(6,731)	(6,952)	(7,179)	(7,275)	(6,091)	(3,341)	(3,398)	(3,457)
Repayments made on finance leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net cash inflow from financing activities</b>	<b>(8,553)</b>	<b>(9,015)</b>	<b>(9,404)</b>	<b>(10,028)</b>	<b>(10,458)</b>	<b>3,504</b>	<b>(6,528)</b>	<b>(6,731)</b>	<b>(6,952)</b>	<b>(7,179)</b>	<b>(7,275)</b>	<b>(6,091)</b>	<b>(3,341)</b>	<b>(3,398)</b>	<b>(3,457)</b>
<b>Total cash flows</b>															
<b>Net increase in cash and cash equivalent held</b>	<b>13,471</b>	<b>(8,874)</b>	<b>3,807</b>	<b>(3,785)</b>	<b>(46,656)</b>	<b>(10,453)</b>	<b>(11,623)</b>	<b>(8,015)</b>	<b>(10,892)</b>	<b>12,550</b>	<b>(6,884)</b>	<b>(17,103)</b>	<b>(353)</b>	<b>7,044</b>	<b>9,115</b>
<b>Opening cash and cash equivalents</b>	<b>95,009</b>	<b>108,479</b>	<b>99,605</b>	<b>103,412</b>	<b>99,627</b>	<b>52,939</b>	<b>42,486</b>	<b>30,863</b>	<b>22,848</b>	<b>11,956</b>	<b>24,506</b>	<b>17,622</b>	<b>519</b>	<b>166</b>	<b>7,210</b>
<b>Closing cash and cash equivalents</b>	<b>108,479</b>	<b>99,605</b>	<b>103,412</b>	<b>99,627</b>	<b>52,939</b>	<b>42,486</b>	<b>30,863</b>	<b>22,848</b>	<b>11,956</b>	<b>24,506</b>	<b>17,622</b>	<b>519</b>	<b>166</b>	<b>7,210</b>	<b>16,325</b>



## Statement of Changes in Equity

All outputs are in thousands (\$'000) unless otherwise indicated

	Jun-17A	Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22B	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F
<b>Annual result</b>															
<b>Asset revaluation surplus</b>															
Opening balance					920,823	920,823	943,733	967,522	992,266	1,017,874	1,044,270	1,071,497	1,099,342	1,128,022	1,157,458
Net result					na	na	na	na	na	na	na	na	na	na	na
Increase in asset revaluation surplus					22,910	23,789	24,744	25,607	26,397	27,227	27,227	27,844	28,680	29,436	30,562
Internal payments made					na	na	na	na	na	na	na	na	na	na	na
Closing balance					943,733	967,522	992,266	1,017,874	1,044,270	1,071,497	1,099,342	1,128,022	1,157,458	1,188,020	
<b>Retained surplus</b>															
Opening balance					1,445,685	1,462,938	1,480,924	1,492,690	1,504,935	1,518,191	1,532,539	1,547,937	1,566,427	1,586,794	1,586,794
Net result					17,253	17,985	11,766	12,245	13,256	14,348	14,348	15,398	18,490	20,367	21,240
Increase in asset revaluation surplus					na	na	na	na	na	na	na	na	na	na	na
Internal payments made					-	-	-	-	-	-	-	-	-	-	-
Closing balance					1,462,938	1,480,924	1,492,690	1,504,935	1,518,191	1,532,539	1,547,937	1,566,427	1,586,794	1,608,034	
<b>Total</b>															
Opening balance					2,366,508	2,406,672	2,484,446	2,484,956	2,522,808	2,562,461	2,604,036	2,647,278	2,694,448	2,744,252	2,744,252
Net result					17,253	17,985	11,766	12,245	13,256	14,348	14,348	15,398	18,490	20,367	21,240
Increase in asset revaluation surplus					22,910	23,789	24,744	25,607	26,397	27,227	27,227	27,844	28,680	29,436	30,562
Internal payments made					-	-	-	-	-	-	-	-	-	-	-
Closing balance					2,406,672	2,448,446	2,484,956	2,522,808	2,562,461	2,604,036	2,647,278	2,694,448	2,744,252	2,796,054	

## Trading Summaries and Comparatives for Gladstone Regional Council Budget 2021/22 and Amended Budget 2020/21

### 2021/2022 Budget

	Community Development & Events	Customer Experience	Governance & Risk	Finance, Operations	People, Culture & Safety	Strategic Asset Performance	Strategy & Transformation	Total
<b>Trading Summary</b>								
Ordinary Income	2,165,746	7,471,215	99,489,398	60,076,806	24,004,891	92,047,873	10,479,843	295,735,771
Ordinary Expenses	17,892,973	10,458,525	6,746,197	53,817,756	24,001,992	83,037,097	14,300,939	210,255,479
Overhead Expenses	3,004,565	5,909,798	2,037,810	9,364,048		22,627,207	1,116,624	44,060,053
Depreciation	1,005,524	32,761	1,340	4,073,014	2,898	36,729,841	473,965	42,319,345
<b>Net Income\Deficit</b>	<b>(19,737,317)</b>	<b>(8,929,869)</b>	<b>90,704,051</b>	<b>(7,178,012)</b>	<b>-</b>	<b>(50,346,273)</b>	<b>(5,411,685)</b>	<b>(899,106)</b>
<b>Capital Expenditure\Loans</b>								
Capital Income		-	-	1,525,000	-	16,627,550		18,152,550
Capital Purchases	1,256,364	-	-	8,398,000	-	62,916,229	850,000	73,420,593
<b>Total Capital Expenditure</b>	<b>(1,256,364)</b>	<b>-</b>	<b>-</b>	<b>(6,873,000)</b>	<b>-</b>	<b>(46,288,679)</b>	<b>(850,000)</b>	<b>(55,268,043)</b>
<b>Total</b>	<b>(20,993,681)</b>	<b>(8,929,869)</b>	<b>90,704,051</b>	<b>(14,051,012)</b>	<b>-</b>	<b>(96,634,952)</b>	<b>(6,261,685)</b>	<b>(56,167,149)</b>

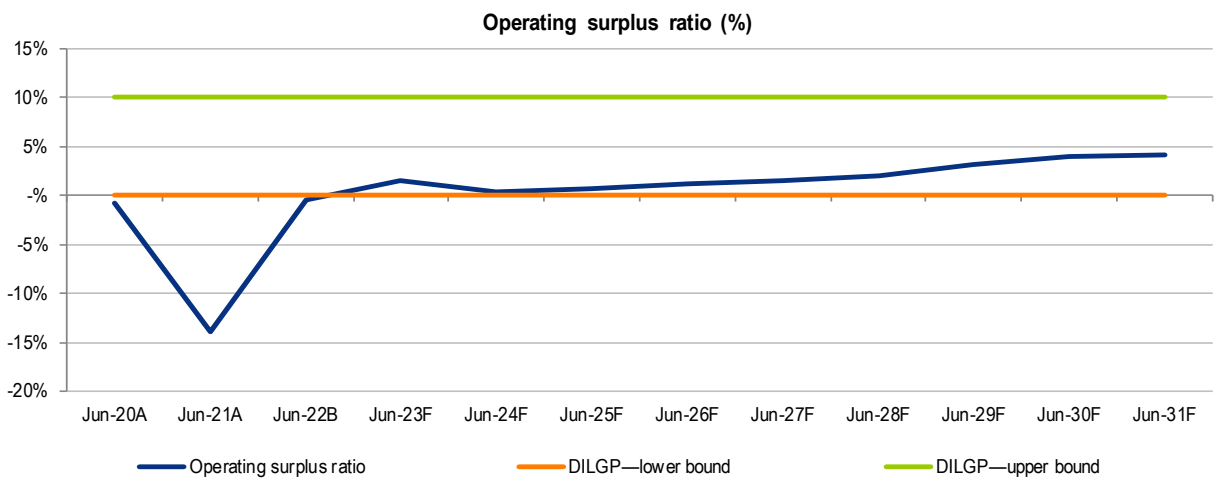
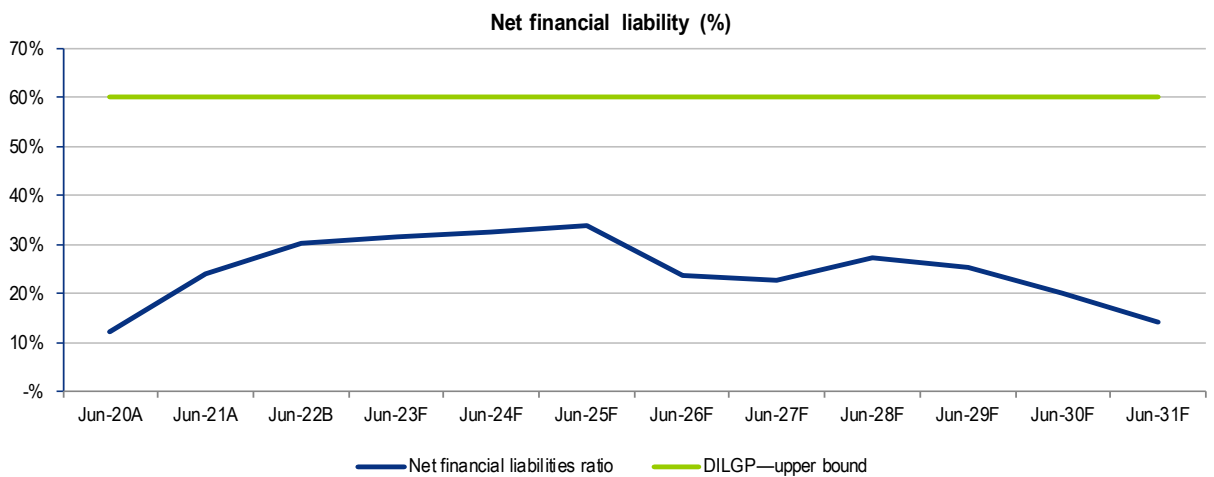
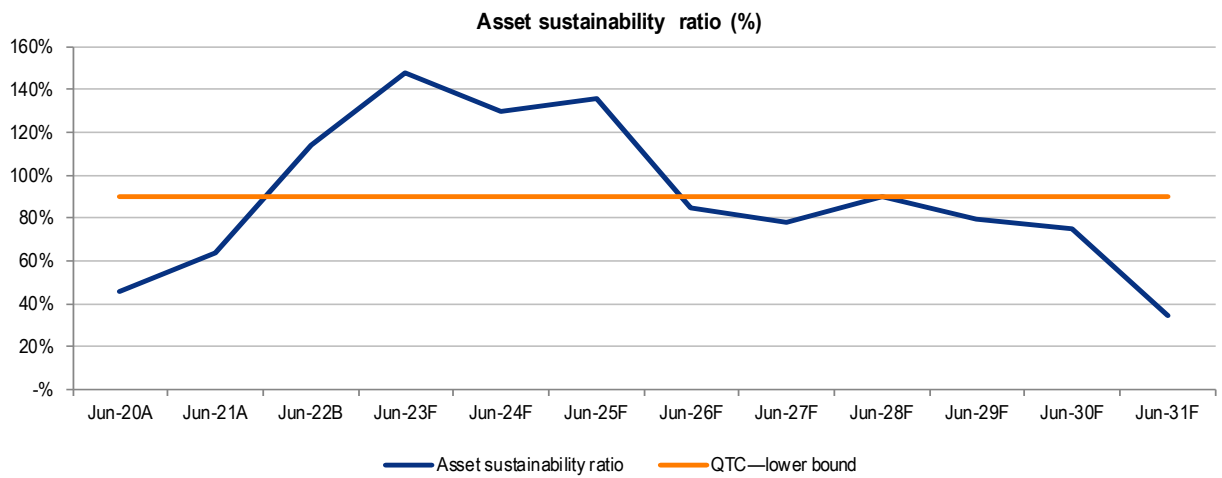
### 2020/2021 Amended Budget

	Community Development & Events	Customer Experience	Governance & Risk	Finance, Operations	People, Culture & Safety	Strategic Asset Performance	Strategy & Transformation	Total
<b>Trading Summary</b>								
Ordinary Income	1,910,313	9,747,221	97,466,214	54,870,957	24,019,742	93,868,755	9,750,747	291,633,949
Ordinary Expenses	17,480,907	10,419,827	29,447,958	48,735,633	22,736,454	82,306,736	13,486,024	224,613,538
Overhead Expenses	3,699,605	6,686,709	1,794,651	9,901,136		27,507,626	1,510,097	51,099,824
Depreciation	941,153	35,755	2,413	4,343,696	5,297	37,427,917	107,998	42,864,228
<b>Net Income\Deficit</b>	<b>(20,211,352)</b>	<b>(7,395,070)</b>	<b>66,221,192</b>	<b>(8,109,508)</b>	<b>1,277,991</b>	<b>(53,373,524)</b>	<b>(5,353,371)</b>	<b>(26,943,641)</b>
<b>Capital Expenditure\Loans</b>								
Capital Income	119,459		-	1,751,253	-	19,701,324	4,240,113	25,812,149
Capital Purchases	280,745	12,449	-	8,209,358	-	44,186,783	12,397,918	65,087,252
<b>Total Capital Expenditure</b>	<b>(161,287)</b>	<b>(12,449)</b>	<b>-</b>	<b>(6,458,105)</b>	<b>-</b>	<b>(24,485,458)</b>	<b>(8,157,804)</b>	<b>(39,275,103)</b>
<b>Total</b>	<b>(20,372,638)</b>	<b>(7,407,519)</b>	<b>66,221,192</b>	<b>(14,567,612)</b>	<b>-</b>	<b>(77,858,982)</b>	<b>(13,511,176)</b>	<b>(66,218,745)</b>

## Summary of Significant and Commercial Business Activities

	Income	Expenses	Net Results
<b>2021/22 Budget</b>			
Roads	83,383,547	83,315,299	68,248
Building Certification	240,500	1,008,594	(768,094)
Water	46,921,947	44,385,834	2,536,113
Waste Management	28,530,371	26,034,913	2,495,458
Gladstone Entertainment & Convention Centre	780,300	6,272,810	(5,492,510)
Sewerage	32,835,658	27,486,372	5,349,286
<b>2022/23 Forecast</b>			
Roads	84,801,067	84,731,659	69,409
Building Certification	244,589	1,025,740	(781,152)
Water	47,719,620	45,140,393	2,579,227
Waste Management	29,015,387	26,477,507	2,537,881
Gladstone Entertainment & Convention Centre	793,565	6,379,448	(5,585,883)
Sewerage	33,393,864	27,953,641	5,440,223
<b>2023/24 Forecast</b>			
Roads	86,242,685	86,172,097	70,588
Building Certification	248,747	1,043,178	(794,431)
Water	48,530,854	45,907,780	2,623,074
Waste Management	29,508,649	26,927,625	2,581,024
Gladstone Entertainment & Convention Centre	807,056	6,487,898	(5,680,843)
Sewerage	33,961,560	28,428,853	5,532,707

## Financial Sustainability Measures



## Capital Portfolio for 1 July 2021 to 30 June 2022

### Asset Class: Arts & Culture

Project Description	Expenses
Goondoon Street Festoon Lighting	40,000
Miriam Vale Library - Shed & outdoor area	50,000
Restoration works at Gladstone Regional Art Gallery & Museum	51,634
<b>Total</b>	<b>141,634</b>

### Asset Class: Bridges & Jetty's

Project Description	Expenses
Bindaree Road, Miriam Vale (Three Mile Crk) - Bridge upgrade	1,602,000
Charnwood Road, Lowmead (Granite Creek) - Bridge Renewal	37,500
Gentle Annie Road, Ambrose (Hut Creek) - Bridge renewal	91,474
Gorge Rd, Lowmead (Baffle Crk Crossing) - Bridge replacement	2,482,500
Hospital Road, Many Peaks - Bridge renewal	225,000
John Clifford Way, Lowmead (Hobble Crk) - Bridge replacement	2,475,000
Matthew Flinders Bridge – Safety Issues	368,183
Stockbridge Rd, Lowmead - Bridge renewals at Ch 3.5 & 4.04km	37,500
Stockbridge Rd, Lowmead - Bridge Renewals at Ch 4.04km	37,500
<b>Total</b>	<b>7,356,657</b>

### Asset Class: Carparks

Project Description	Expenses
1770 Marina Precinct - Land Acquisitions & Survey Costs	615,000
Multi-level carpark fire panel reconfiguration	110,000
<b>Total</b>	<b>725,000</b>

### Asset Class: Community Wellbeing

Project Description	Expenses
Community Buildings - Structural remedial works	24,735
Marley Brown Grandstand	36,364
Philip Street Communities Precinct - Stage 1a	600,000
<b>Total</b>	<b>661,099</b>

### Asset Class: Contracts & Facilities

Project Description	Expenses
101 Goondoon St Carpet replacement	188,000
Agnes Water SES Building Renovations	128,500
GECC lighting catwalk repair	1,020,000
New Drying Bed Construction	81,500
<b>Total</b>	<b>1,418,000</b>

### Asset Class: Fleet

Project Description	Expenses
Fleet Replacement	2,156,289
Fleet replacement program	5,843,711
<b>Total</b>	<b>8,000,000</b>

### Asset Class: Footpaths

Project Description	Expenses
Coronation Drv - New footpath from TSSHS to Tannum Sands Rd	525,000
Dawson Highway, Gladstone	192,500
Donohue Dr, Agnes Water - School to Community Facility (PCS)	54,500
Hampton Drv, Tannum Sands - Langdon St to Latrobe St (PCS)	34,500
Marten Street, Gladstone - Footpath from #28 to French St	21,500
Muirhead St, Calliope - Dawson Hwy to Taragooola Rd (PCS)	55,500
Tooolooa / Short / Young Street Intersect	380,000
Turtleway (Ch 554.9-Ch 604.9) - Pedestrian bridge replacemen	154,500

Turtleway footbridge #1, Boyne Island - Bridge replacement	109,500
Turtleway Footbridge #3, Boyne Island - Repair/replace	109,200
<b>Total</b>	<b>1,636,700</b>

#### Asset Class: GIS

Project Description	Expenses
Rain & river gauges - Various catchments	266,480
<b>Total</b>	<b>266,480</b>

#### Asset Class: Information Technology

Project Description	Expenses
ICT - Infrastructure replacement 21/22	200,000
RIEACS (Risk, Incident, Env, Audit, Compliance & Safety)	50,000
<b>Total</b>	<b>250,000</b>

#### Asset Class: Parks & Environment

Project Description	Expenses
Agnes Water Skate Park	100,000
BITS Golf Club - Soil remediation	1,870,000
Boyne Tannum Memorial Parklands - Stage 2	888,600
Flat Rock Picnic Grounds	5,000
Lowmead Sports Ground Toilet Block	24,500
Playground shade renewals	57,000
TBG - Electrical upgrade of external lighting	800,000
Tondoon Botanical Gardens - reseal project	325,000
Tondoon Cafe Building	125,000
<b>Total</b>	<b>4,195,100</b>

#### Asset Class: Roads

Project Description	Expenses
Agnes St/French St Intersection - Upgrade pavement surface	8,817
Ambrose Bracewell Road, Ambrose - Gravel Resheet	215,000
Asphalt overlays and bitumen reseals	4,592,476
Awoonga Dam Rd, Benaraby - Vegetation clearing & edge lines	447,980
Coast Road, Baffle Creek - Install shoulders & edge lines	881,977
Coon Street/Off Street Intersection - Install signage	84,000
Cotton Street, Gladstone - Reconstruct to high strength pave	812,000
Cross Road, Euleilah - Gravel Resheet	177,000
Fingerfield Road, Rules Beach - Gravel Resheet	331,000
Gentle Annie Road, Ambrose - Install shoulder & edge lines	247,627
Gentle Annie Road, Ambrose - Widen existing seal	1,269,300
Gladstone CBD - 40km/h precinct	90,000
Hourigan Creek Road, Raglan - Gravel Resheet	398,000
Mount Alma Road, Mount Alma - Gravel Resheet	1,120,000
Mt Larcom-Bracewell Road, Mt Larcom - Pavement Rehab	68,017
Rocky Crossing Road, Roundhill - Stabilise pavement and comp	13,000
Round Hill Road - Pavement Renewal Program - LGIP	49,500
Solar traffic counters renewal	12,000
Tableland Road, Calliope - Gravel Resheet	831,000
Tableland Road, Calliope - Pavement Rehabilitation	95,487
Thomson Street, Agnes Water - Seal gravel street in urban ar	212,400
Toooloa Street, Gladstone - Pavement and footpath renewal	1,497,000
Toooloa Street, Gladstone - Pavement renewal (Derby - Agnes)	562,000
Traffic counter renewal	18,000
<b>Total</b>	<b>14,033,582</b>

#### Asset Class: Sewerage

Project Description	Expenses
A01 to Gladstone WWTP - Replace 450mm section of main	3,220,000
A05 Rising Main - Replace/reline	2,756,200

Agnes Water - Sewer Mains Renewal	21,000
Agnes Water - Sewer Manhole Rebuild/Lowe	60,000
Agnes Water - Sewerage Asset Replacement (Pump Stations)	185,000
Agnes Water - Sewerage Asset Replacement (WWTP)	22,000
Boyne/Tannum/Calliope - 21/22 Asset Replacement (Pump Stns)	143,230
Boyne/Tannum/Calliope - Sewer Mains Renewal	500,000
Boyne/Tannum/Calliope - Sewer Manhole Renewal Replacement	140,000
Boyne/Tannum/Calliope - Sewer Pipe Supports and Pipe Bridges	64,500
Boyne/Tannum/Calliope Sewer Rising Main Renewal	124,500
Calliope WWTP - Review aeration capacity & sludge handling	20,700
Captain Cook Drive, Agnes Water - Relocate sewer main	29,850
Curtis Island SCADA System Upgrade	5,000
Gladstone - 21/22 Sewerage Asset Replacement (Pump Stations)	177,000
Gladstone - Sewer Mains Renewal	2,246,111
Gladstone - Sewer Manhole Renewal Replacement	380,000
Gladstone - Sewer Pipe Bridge Renewal	376,686
Gladstone Sewer Pipe Bridge replacement	25,000
Gladstone WWTP Distribution tower & process water reservoir	1,950,000
Ground Water Monitoring Bores - Agnes Water (Lot 21)	32,000
Odour control in network Gladstone	50,000
Odour Control in network Gladstone	48,493
Odour logger replacement	26,000
Power Replacement Investigation	150,000
Relining South Trees treatment ponds	1,979,182
SCADA Network Upgrade - Gladstone	34,000
SCADA System Upgrade - Boyne	26,000
SCADA Upgrade - Yarwun	19,000
South Trees WWTP - Aeration basin safety upgrades	90,000
South Trees WWTP - Effluent outfall structure remedial works	114,500
Tannum WWTP Aeration - Replace diffuser heads	80,000
Tannum WWTP Inlet Works Upgrade	51,500
Upgrade to pump station SPS A06	1,469,991
Upgrade Yarwun WWTP to meet licence conditions	570,000
Yarwun Sewerage Asset Replacement (Pump Stations)	70,000
<b>Total</b>	<b>17,257,443</b>

#### Asset Class: Sport & Recreation

Project Description	Expenses
BITS Irrigation Replacement	870,000
Gladstone Aquatic Centre Upgrade - Stage 2 (inc amenities)	2,618,229
<b>Total</b>	<b>3,488,229</b>

#### Asset Class: Stormwater

Project Description	Expenses
Blackmans Gap Rd, Boyne Valley - Upgrade floodway Ch 25.22km	5,000
Dalga Rd, Boyne Valley - Renew culvert structure (Ch 1.77km)	63,582
Gully pit renewal/replacement (Central)	75,000
Gully pit renewal/replacement (Western)	125,000
Kardum Road, Wurdong Heights - Renew/repair culvert	73,000
Neil Creek Road, Mount Alma - Upgrade floodway	5,000
Pacific Drive, Deepwater - Renew/replace culvert (Ch 1900)	64,500
Urban Drainage (Renew/Repair/Replace) as a result of CCTV	458,464
<b>Total</b>	<b>869,546</b>

#### Asset Class: Waste

Project Description	Expenses
Benaraby Landfill - Capping of Cell 2	2,248,793
Benaraby Landfill - Fire water tank installation	85,000
Benaraby Landfill - Stage 3 Landfill Cell Development	34,780
<b>Total</b>	<b>2,368,573</b>

**Asset Class: Water**

<b>Project Description</b>	<b>Expenses</b>
21/22 - Lake Awoonga Zone Control Valves	89,500
Agnes Water - Water Asset Renewal (Reservoir Repairs)	5,000
Agnes Water Water Asset Renewal (Valves/Hydrants/Backflows)	30,000
Agnes Water WTP - Water hammer reservoir inlet mains	5,000
Agnes Water/Seventeen Seventy - Water Meter Replacements	20,000
Agnes Water/Seventeen Seventy - Water Service Replacements	15,000
Aldoga Washdown Facility - Access Platform	67,500
Bororen Raw Water Main Renewal	21,667
Bororen WTP - Replacement of bermad valves with actuated	76,620
Broadacres Reservoir Renewal	24,500
Clinton Park Reservoir Renewal	54,500
Cotton Street, Gladstone - Water Main Renewal	228,680
Lake Awoonga - Asset Renewal (Valves/Hydrants/Backflows)	250,000
Lake Awoonga - Mains renewal - Allunga, Auckland & Glenlyon	1,250,000
Lake Awoonga – Mains Renewals	2,100,000
Lake Awoonga - Water Meter Replacements	293,583
Lake Awoonga - Water Service Replacements	150,000
Miriam Vale Trunk Water Main Renewal (Over 250mm)	28,224
Miriam Vale WTP - Installation of UV disinfection	54,500
Miriam Vale WTP - Plant Air System Replacement	47,771
Miriam Vale/Bororen - Asset Renewal (Flow Meters)	59,000
Miriam Vale/Bororen - Renewal (Valves/Hydrants/Backflows)	20,000
Miriam Vale/Bororen - Water Meter Replacements	16,000
Miriam Vale/Bororen - Water Service Replacements	10,000
Mount Elizabeth Reservoir Renewal	91,500
Radar Hill Reservoir Renewal	171,105
Reactive works	5,000,000
Replace QAL water line	103,800
Replacement of AC main in Oaka Street	7,000
Round Hill 2 Reservoir	244,500
SCADA Upgrade Lake Awoonga	8,000
SCADA Upgrade Miriam Vale/ Bororen	8,000
Silverdale Reservoir Renewal	175,600
Water pressure logger replacement	26,000
<b>Total</b>	<b>10,752,551</b>

**Total Capital Portfolio** 73,420,593







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