



2022/23
Operational
Plan and Budget
Proudly GRC



Acknowledgement of Country

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

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

Gladstone Regional Council is committed to cultivating a culture of inclusion and connectedness, acknowledging that our communities are richer when diversity is embraced.

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WELCOME



Cr Matt Burnett
Mayor

Welcome to Gladstone Regional Council's Operational Plan and Budget for 2022/23.

Stemming from our overarching five-year Corporate Plan, this operational plan outlines how we will deliver our goals, outcomes and objectives throughout the year.

The plan for the financial year ahead has been prepared side by side with our annual Budget to ensure core services are delivered with high quality and are cost effective, and new projects are appropriately funded.

As we move into a challenging financial environment, our whole of Council focus must be on overcoming sustainability challenges.

Council's emphasis for 2022/23 is '*Proudly GRC*', with a purposeful focus on supporting our people to deliver quality services for the Gladstone Region, and making Council a place that our people enjoy walking into every day, where we can be proud of what we do.

This approach aligns directly with one of our five Corporate Plan Goals *Our People; we look after our people, so they look after you*, our community. Through this document you will see where this year's initiatives align to our Corporate Goals.



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 is planned for 2022/23.


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

- Council's goals and initiatives to be completed during the 2022/23 financial year
- Statements of Council's comprehensive income and financial position
- Cash flow and changes in equity
- Capital Portfolio for 2022/23.

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 'Proudly GRC'. Throughout the plan, we will refer to our theme and our drive to ensure our people are proud of the work they do to support our community.

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 9 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 coral lagoons of the Southern Great Barrier Reef, the Gladstone Region's landscape is as varied as its capacity for economic development.

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

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

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

The region has two of the world's largest alumina refineries, an 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 hydrogen, biofuels, solar energy and new waste management practices have been proposed for the Gladstone State Development Area.

Their go-ahead would position the city of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.

Away from industry, the Gladstone Region features plenty of green open space, including the nationally recognised Gladstone Tondoon Botanic Gardens, award-winning playgrounds, and other coastal locations where sailing and boating activities are popular.

Residents and visitors can see historical sites, go bush walking, mountain climbing or snorkel the reef to experience the outdoor environment.

The region's strength is a great sense of community with a 'can do' attitude. This, combined with well-developed infrastructure and services, supports our local communities to thrive.



10,489KM²

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

● Community Development and Events

Creates genuine connection between community and Council facilities, events, communications and interactions. Designs and delivers programs that contribute to the health, wellness and happiness of the community. Engages in partnerships to foster efficiency, empowerment and enrichment, together building a capable, resilient, inclusive and diverse community.

● Customer Experience

Directs and delivers high quality, efficient, cost effective customer, planning and regulatory services to strengthen customer experience, livability and sustainable development.

● Finance, Governance and Risk

Sets, implements and monitors the financial, governance, compliance and risk policies and frameworks within which Council can ensure its long-term sustainability.

● Operations

Consistently uses the right mix of internal and external resources to safely deliver the Works' Program on time, on budget and to the required quality, and deliver safe and efficient responses to disaster and emergency events.

● People, Culture and Safety

Builds a safe, healthy, high-performance culture across our organisation that reflects our community and its spirit, our organisational values and our internal diversity. Enables our organisation's success by partnering with our people to continually develop their capability, talent and performance.

● Strategic Asset Performance

Strategically manages our assets and levels of service to optimise the life cycle costs of our assets. Ensures 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

Develops the business strategy, process, improvement and technology agenda. Delivers 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). Leads 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 Framework, 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.

Council has identified the following corporate risks as having the potential to impact sustainability and our ability to deliver the core services of our business:

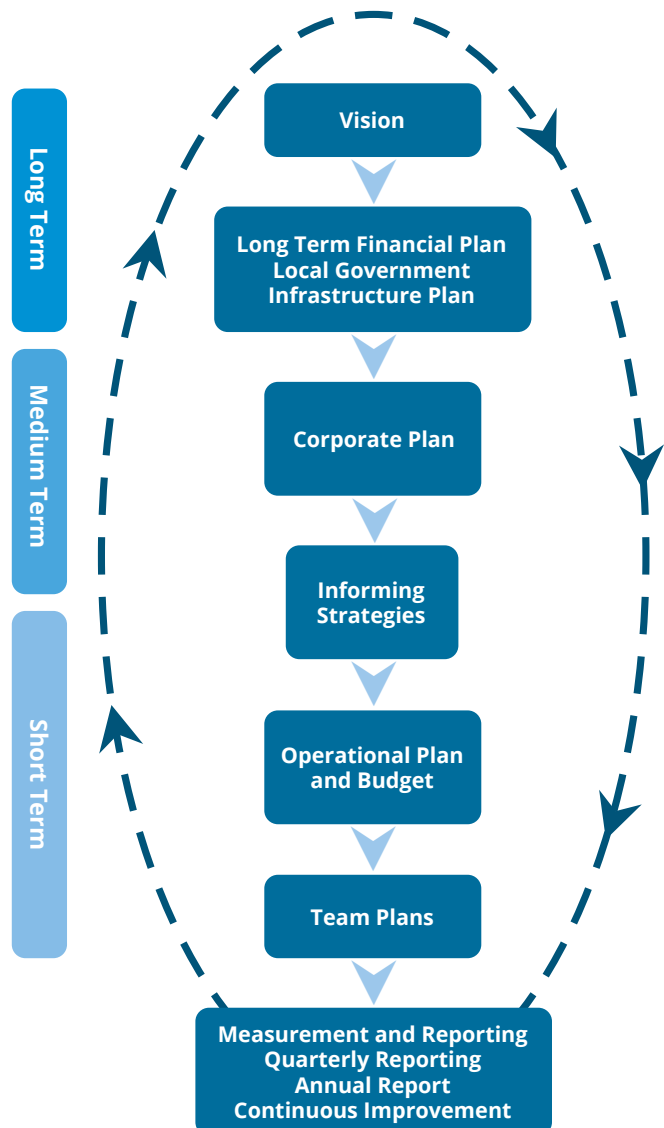
- Critical service delivery
- Cyber security & critical control points
- Climate change
- Workforce safety & wellbeing
- Corporate governance
- Critical asset failure
- Financial sustainability

Council implements actions and mitigation to reduce our risk and utilises risk aware decision making to inform focused objectives and delivery of services to our community.

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.

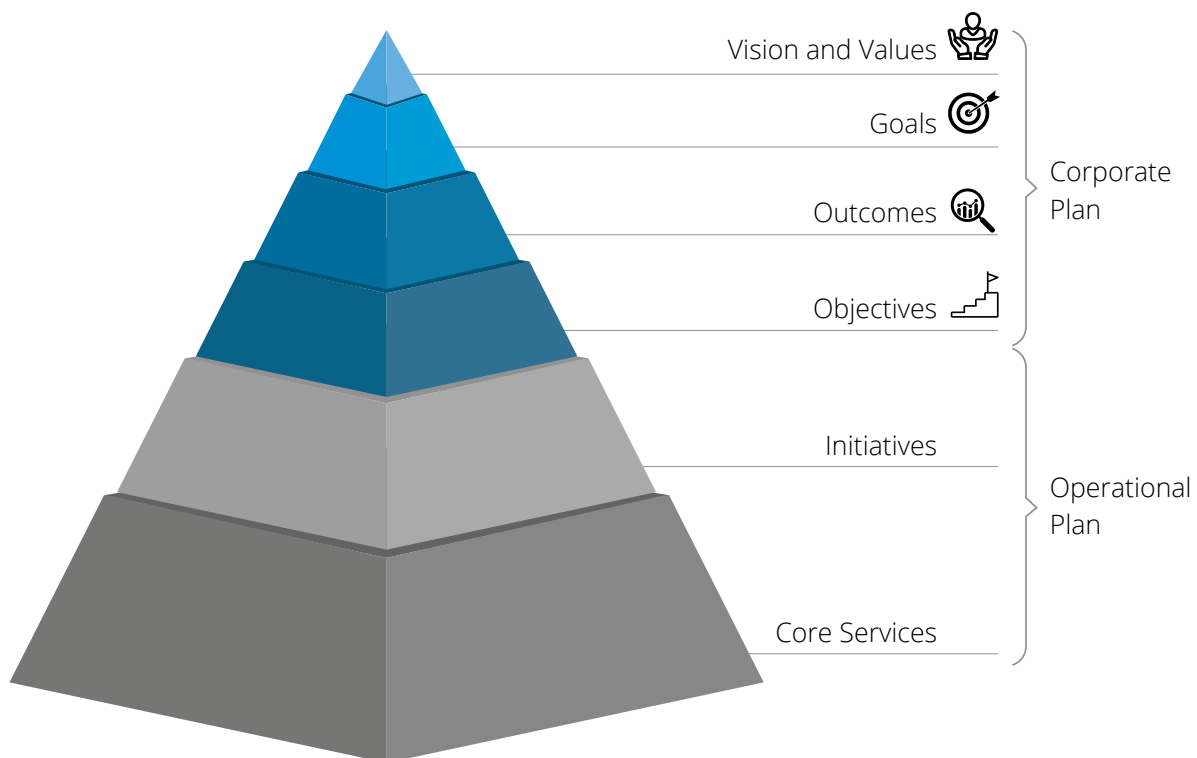


What is an Operational Plan and how does it connect to the Corporate Plan?

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 2022/23 were prepared in consultation with GRC employees, the Executive Leadership Team and Elected Members using our theme of Proudly GRC.

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 10). 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.



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2022/23 OPERATIONAL PLAN

Plan on a Page

 <p>Connecting Communities</p>	 <p>Delivering Value</p>	 <p>Resilient Economy</p>	 <p>Our People</p>	 <p>Accountable Council</p>
<p>Community Profiling</p>  <p>Complete the remaining four community snapshot profiles to strengthen the way we deliver our services.</p>	<p>Works Delivery</p>  <p>Make it easier for our front-line teams to deliver achievable and affordable maintenance works programs to meet our community needs.</p> <p>Understanding Future Waste Needs for our Region</p>  <p>Develop a plan to ensure we understand and meet the needs of our community, and deliver the best value waste management service into the future.</p>	<p>Enabling Future Industries with our Infrastructure</p>  <p>Understanding what proponents need, what role Council plays and how Council will deliver.</p>	<p>Creating Constructive Culture</p>  <p>Collectively work together to deliver the Culture Action Plan.</p>	<p>Enabling Future Financial Sustainability</p>  <p>Identify and prioritise current and future opportunities to position Council optimally to deliver sustainable services to the community.</p> <p>Records Management</p>  <p>Improve record-keeping practices to support transparency and decision making.</p> <p>Stretch Reconciliation Action Plan</p>  <p>Collectively develop Council's third Reconciliation Action Plan (Stretch) to build on our existing reconciliation journey and embed First Nation considerations into the way we work.</p>

Connect. Innovate. Diversify.

CORE SERVICES

Plan on a Page

Goal 1. CONNECTING COMMUNITIES	Goal 2. DELIVERING VALUE	Goal 3. RESILIENT ECONOMY	Goal 4. OUR PEOPLE	Goal 5. ACCOUNTABLE COUNCIL
Brand and Communications Community Events Community Facility Maintenance Customer Solutions Development Services Engagement and Partnerships Gladstone Regional Art Gallery and Museum Regional Libraries Tondoon Botanic Gardens	Asset Designs Asset Governance Asset Performance and Monitoring Asset Planning Business Improvement Cemeteries and Crematorium Engineering Asset Solutions Information, Communication and Technology Parks Program 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	Disaster Management Economic Development Gladstone Entertainment Convention Centre Strategic Projects Tourism	Culture and Capability Health and Safety Payroll Services People Services Recruitment, Remuneration and Benefits Rehabilitation Health and Wellbeing	Animal Management Biosecurity and Environmental Health Contracts and Procurement Environment and Conservation Ethics, Integrity and Audit Financial Operations Governance and Risk Legal Services Local Law Compliance Revenue Services Strategic Property Management Systems Modelling and Metrics

2022/23 CAPITAL Budget Highlights

AGNES WATER/ SEVENTEEN SEVENTY/ CAPTAIN CREEK

\$50,000
Sewer Main Renewals

\$805,998
Murphy Road, Captain Creek
- Stabilise pavement and seal

AMBROSE

\$94,000
Gentle Annie Road, Ambrose
(Hut Creek) - Bridge renewal

BAFFLE CREEK

\$429,998
Flat Rock Picnic Grounds

BENARABY

\$2,086,500
Benaraby Landfill
- Capping of Cell 2

BOYNE ISLAND/ TANNUM SANDS

\$1,020,374
Turtleway Works

\$864,000
Boyne Tannum Memorial
Parklands - Stage 2

\$731,962
Boyne Tannum Pool

\$2,955,000
BITS Irrigation Replacement

BOYNE VALLEY

\$361,500
Norton and Dawes Streets,
Nagoorin - Bitumen seal

CALLIOPE

\$300,000
Calliope River Rest Area
- Upgrade of toilet block

\$725,441
Silverdale Reservoir Renewal

CURTIS ISLAND

\$2,250,000
Curtis Island - Power
Replacement

GLADSTONE

\$996,548
Gladstone Aquatic Centre
Upgrade - Stage 3

\$150,000
Tondoon Botanic Gardens
- Bonsai House utility services

\$1,236,013
Toolooa Street, Gladstone
- Pavement renewal
(Derby - Agnes)

\$2,667,225
A05 Rising Main - Replace/reline

\$2,300,000
Gladstone WWTP Distribution
tower & process water reservoir

LOWMEAD

\$1,495,000
Various Bridge Replacements

\$4,855,000
Various Bridge Renewals

MIRIAM VALE

\$2,115,000
Bindaree Road, Miriam Vale
(Three Mile Crk) - Bridge upgrade

\$50,000
Miriam Vale Community
Centre upgrade

MOUNT LARCOM

\$85,000
Mount Larcom Cemetery
New Lawn Beams

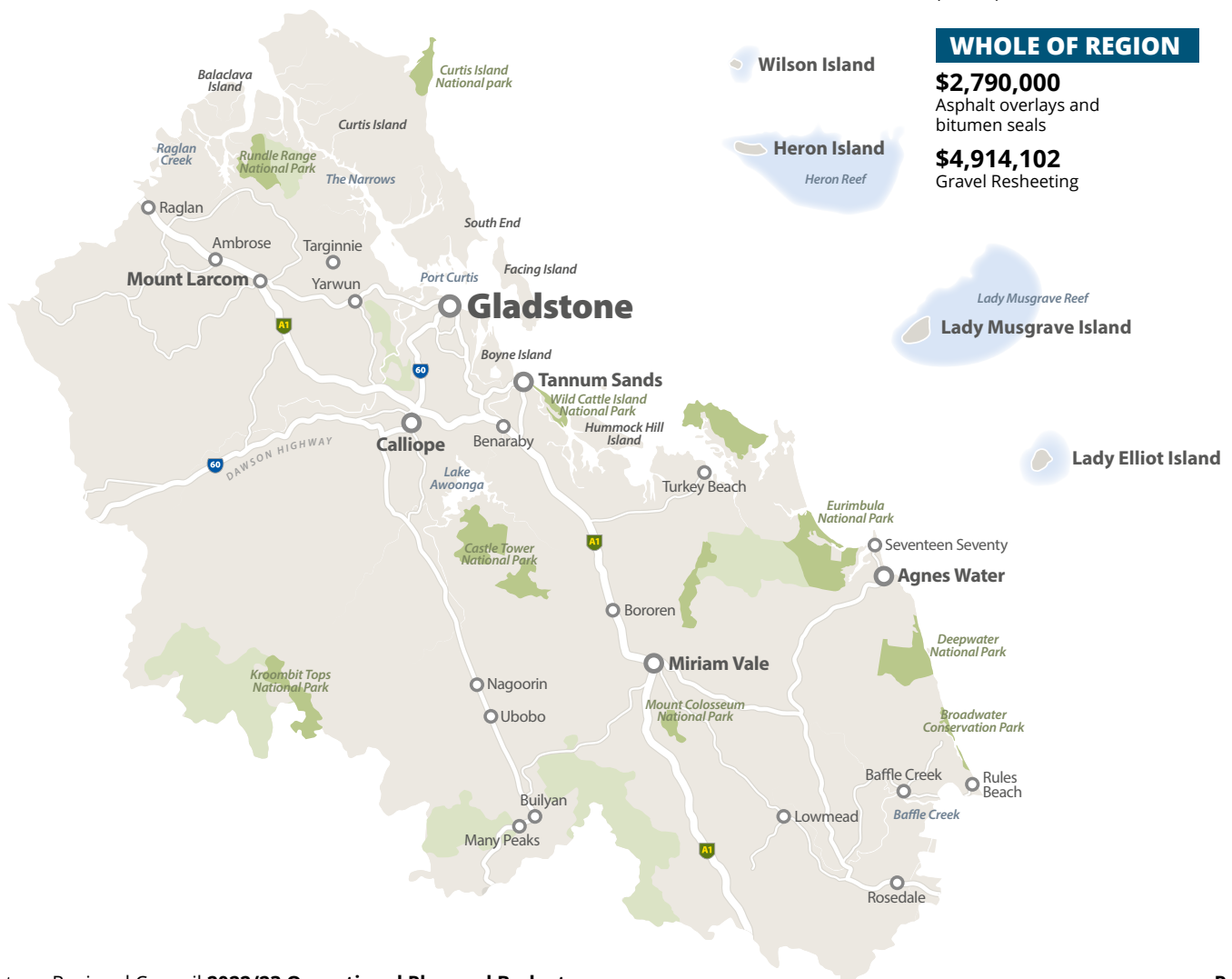
ROSEDALE

\$240,000
Ferry Road, Rosedale
- Renew culvert structure
(Ch 540)

WHOLE OF REGION

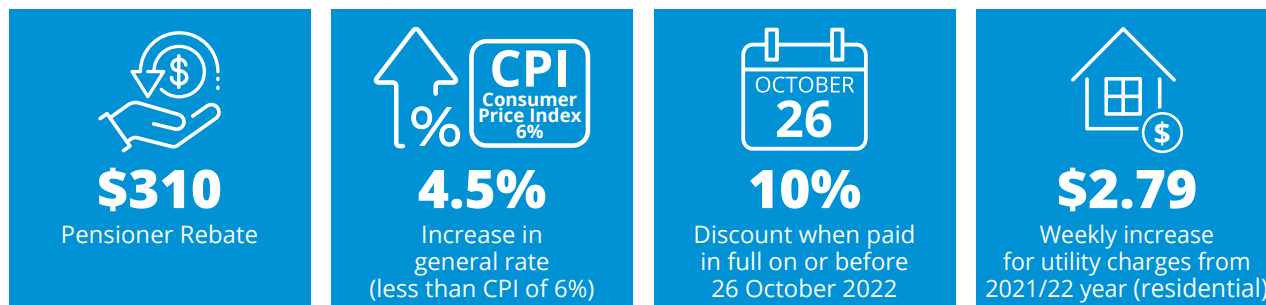
\$2,790,000
Asphalt overlays and
bitumen seals

\$4,914,102
Gravel Resheeting



2022/23 BUDGET BY THE NUMBERS

Total Budget **\$260.4M**



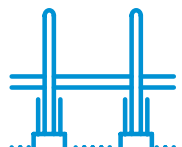
\$4.95
Utility Charges
Average costs per day for utility charges



\$11.0M
Roads
on capital roads projects



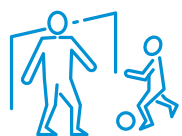
\$2.5B
Value of Assets
Total value of Council owned assets



\$8.6M
Bridges
Upgrades, renewals and replacements



\$51.4M
Capital Works
To maintain and upgrade key assets and community projects



\$4.9M
Sport, Recreation and Community Wellbeing
on capital projects



\$14.2M
Grant Funding



\$1.8M
Parks and Open Spaces
Capital parks and environment projects



\$11.9M
Water and Waste Water Supply
Infrastructure upgrades, renewals and replacements



\$1.8M
Footpaths and Cycleways
Upgrades, renewals and replacements

2022/23 Key Services

\$54.9M
Roads, Bridges, Footpaths and Drainage

\$24.2M
Waste Services

\$4.7M
Community Development and Support

\$3.3M
Pest and Environmental Health

\$1.1M
Economic Development

\$42.1M
Water Services

\$18.7M
Parks and Environment

\$4.0M
Library Services

\$1.4M
Strategic Projects

\$0.8M
Disaster Management

\$36.2M
Sewerage Services

\$9.3M
Arts and Culture

\$3.8M
Local Laws

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 the businesses' needs based on experience using communication methods and channels, understanding the audience and knowledge of the broader Gladstone Region. The team is a mix of experienced marketers, writers, graphic designers and communicators and offers a range of internal and external services to Council and facilities.	●
Community Events	Delivers major events on behalf of Gladstone Regional Council designed to promote community pride and inclusion, grow the economy and increase the region's destination profile.	●
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.	●
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	Provides advice and regulates development under several legislative frameworks and statutory assessment frameworks. The team has subject matter experts in five areas - Town Planning, Operational Works, Building, Plumbing and Compliance.	●
Engagement and Partnerships	Works alongside the community and Council employees to create the conditions for community-led development, resilience and capacity, providing opportunities for the people in our region to be actively engaged.	●
Gladstone Regional Art Gallery and Museum	Conserves, documents and displays the region's social history and decorative and fine arts collections. GRAGM provides opportunities for cultural growth, education and capacity building of our region's artists.	●
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, engages with the community in 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

Initiative	Complete the remaining four community snapshot profiles to strengthen the way we deliver our services.
Responsible	Community Development Specialist
Accountable	General Manager Community Development and Events
Delivery	30 June 2023 (year two of multi-year)
Link to the Corporate Plan	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
Asset Designs	Ensures our design standards remain current and provides drawings and designs that contribute to safe, cost-effective and pragmatic solutions for the region	●
Asset Governance	Supports the creation of a strong asset management culture in Council with responsibility for the asset register, geo spatial representation, internal project plan, asset accounting and asset management system governance.	●
Asset Performance and Monitoring	Analysing operational data from maintenance schedules and condition assessment programs to improve decision making that helps to increase efficiency, asset availability, reliability and performance, and to reduce cost and outages. Develop asset renewal programs, predict asset failures, standardise and optimise operations. Undertakes compliance monitoring to ensure we deliver safe drinking water reduce environmental harm and our activities are not impacting groundwater.	●
Asset Planning	Understands what the region's infrastructure needs, risks and opportunities are to allow Council to sustainably provide services to our community. By understanding demand, capacity, population forecasts and other scenario modelling the team provides options for sustainable investment decisions. Administers the SCADA network ensuring safe and effective management of the water and sewerage networks.	●
Business Improvement	Partners with Council to continuously improve the way we deliver value, reduce waste and increase efficiency.	●
Cemeteries and Crematorium	Provides and maintains burial and cremation services to the region.	●
Engineering Asset Solutions	Solves engineering challenges by developing fit for purpose and innovative solutions, at an acceptable level of risk and cost, to support organisational strategic and operational requirements.	●
Information, Communication and Technology	Supports Council in achieving its strategic outcomes by enabling our people to utilise fit for purpose technology and information systems to deliver our services safely and more efficiently, and to make it easier for our community to access services and information as required.	●
Parks Program	Maintains the parks, reserves and open spaces across the region to provide safe recreational areas.	●

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

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 controls related to Council stock movement and storage, Council facilities maintenance, repair and compliance, service contract control and fleet management.	●
Strategic Business Planning	Partners with Council to set and monitor its direction by providing services in corporate planning and performance reporting.	●
Transformation	Leads the delivery of Council's prioritised transformational projects, with a focus on improving our service delivery.	●
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.	●

TWO

Delivering Value



Works Delivery

Initiative	Make it easier for our front-line teams to deliver achievable and affordable maintenance works programs to meet our community needs.
Responsible	Transformation Lead
Accountable	General Manager Strategy and Transformation
Delivery	30 June 2023 (year two of multi-year)
Link to the Corporate Plan	<p>Outcome 2.2 – Capital and maintenance programs are consistently delivered.</p> <p>Objective 2.1.2 – Develop business processes that support the collection and maintenance of a single source of truth of reliable data to inform investment decisions.</p> <p>Objective 2.2.1 – Provide a robust deliverable workflow of efficient capital and maintenance programs.</p> <p>Objective 2.3.2 – Improve business processes and systems to make it easier for our employees to do their work and serve our community.</p>

Understanding Future Waste Needs for our Region

Initiative	Develop a plan to ensure we understand and meet the needs of our community and deliver the best value waste management service into the future.
Responsible	Forecast Analyst, Asset Planning
Accountable	General Manager Strategic Asset Performance
Delivery	30 June 2023
Link to the Corporate Plan	<p>Outcome 2.1 – Asset management is smart, effective and efficient.</p> <p>Objective 2.1.3 – Focus on proactive and preventative approaches in our asset planning.</p>



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THREE Resilient Economy

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

CORE SERVICES

Service	Description	Business Unit
Disaster Management	Provides regional disaster management coordination including prevention, preparation, response and recovery.	●
Economic Development	Facilitates sustainable, financially and environmentally responsible initiatives that will advance economic development in the Gladstone Region.	●
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.	●
Strategic Projects	Investigates, plans and develops strategic project initiatives that will enhance the prosperity and liveability of the Gladstone Region.	●

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



Enabling Future Industries with our Infrastructure

Initiative	Understanding what proponents need, what role Council plays and how Council will deliver.
Responsible	Engineer (Asset Planning)
Accountable	General Manager Strategic Asset Performance
Delivery	30 June 2023
Link to the Corporate Plan	<p>Outcome 3.1 – Support for the region’s transition and role as a driver of economic growth.</p> <p>Objective 3.1.1 – Support a diverse economy of existing and emerging industries that includes advanced manufacturing and a low-carbon industrial hub.</p> <p>Objective 3.1.2 - Encourage investment in, and delivery of, enabling infrastructure and catalyst project opportunities including transport and logistics.</p>

FOUR

Our People



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

CORE SERVICES

Service	Description	Business Unit
Culture and Capability	Partners with our people to understand their needs and provide the tools that develop skills, knowledge and healthy culture.	●
Health and Safety	Creates a constructive safety culture to keep our employees and the community safe.	●
Payroll Services	Delivers payroll services, advice and assistance to our people.	●
People Services	Delivers human resource services and support in partnership with our customers.	●
Recruitment, Remuneration and Benefits	Partners with the organisation to develop recruitment strategies, an employer brand and employee value proposition to attract the right talent.	●
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	●



Creating Constructive Culture

Initiative Collectively work together to deliver the Culture Action Plan.

Responsible Manager Culture and Capability

Accountable General Manager People, Culture and Safety

Delivery 30 June 2023 multi-year

Link to the Corporate Plan Outcome 4.2 – Our people are proud to work for Council.
Objective 4.2.5 – Further improve our employee experience.

Accountable Council

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

CORE SERVICES

Service	Description	Business Unit
Animal Management	Provides education and regulation for the community to encourage responsible pet ownership and, where appropriate, enforce animal management legislation.	●
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.	●
Environment and Conservation	Works with the business and community by developing and implementing strategies, plans and programs to ensure our activities protect the environment, prevent or minimise harm, preserve biodiversity values and adapt to climate risks securing our region's sustainability into the future.	●
Ethics, Integrity and Audit	Nurtures an ethical and principle led corporate culture which supports and values our employees and community.	●
Financial Operations	Provides efficient and effective accounting support to the organisation in a manner which supports and enhances the business performance of Council.	●
Governance and Risk	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.	●
Local Law Compliance	Educates and regulates the community to preserve the amenity, appearance and enjoyment of the region and the lifestyles it provides.	●

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

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. Identifies strategic grant funding opportunities and leverages maximum benefit for the delivery of priority initiatives.	●
Strategic Property Management	Ensures properties and land owned or leased by Council or over which Council has an interest or management responsibility are managed in a financially sustainable way, consistent with Council's strategic goals and in the best interests of our communities, including provision for cultural heritage and Native Title advice.	●
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 and implements enhancements to Council and financial systems.	●

Accountable Council

Enabling Future Financial Sustainability

Initiative Identify and prioritise current and future opportunities to position Council optimally to deliver sustainable services to the community.

Responsible Manager Strategy and Improvement

Accountable General Manager Finance, Governance and Risk

Delivery 31 December 2022

Link to the Corporate Plan Outcome 5.2 – Finances are managed to ensure sustainability.
Objective 5.2.1 – Continue to embed good financial practices in our decision making.
Objective 5.2.2 – Improve our long-term asset and financial plans to meet community needs.

Records Management

Initiative Improve record-keeping practices to support transparency and decision making.

Responsible Team Leader Records Management

Accountable General Manager Finance, Governance and Risk

Delivery 30 June 2023 multi-year

Link to the Corporate Plan Outcome 5.1 – Council has embedded risk management, transparency, and accountability into what we do.
Objective 5.1.4 – Ensure we comply with all legislative requirements to maintain community confidence.

Stretch Reconciliation Action Plan

Initiative Collectively develop Council's third Reconciliation Action Plan (Stretch) to build on our existing reconciliation journey and embed First Nation considerations into the way we work.

Responsible Reconciliation Action Plan Officer

Accountable General Manager Community Development and Events

Delivery 31 December 2022

Link to the Corporate Plan Outcome 5.1 – Council has embedded risk management, transparency and accountability into what we do.
Objective 5.1.3 – Ensure we have a framework of policies and standards that continues to raise the bar.



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BUDGET

Statement of Comprehensive Income

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

	Forecast 2021-2022	Budget 2022-2023	Forecast 2023-2024	Forecast 2024-2025
Revenue				
Operating revenue				
Net rates, levies and charges	157,468	170,520	178,477	186,154
Fees and charges	17,014	17,216	17,171	17,686
Rental income	781	771	794	818
Interest received	1,332	1,291	1,289	1,285
Sales revenue	3,457	3,440	3,544	3,650
Other income	11,689	7,772	4,557	4,637
Grants, subsidies, contributions and donations	13,348	9,937	9,898	9,863
Total operating revenue	205,089	210,948	215,730	224,092
Capital revenue				
Grants, subsidies, contributions and donations	12,754	13,831	8,653	10,415
Total revenue	217,843	224,779	224,383	234,507
Capital income				
Total capital income	4,128	1,500	1,500	1,500
Total income	221,971	226,279	225,883	225,883
Expenses				
Operating expenses				
Employee benefits	67,120	67,395	69,250	70,987
Materials and services	89,334	91,023	93,882	96,902
Finance costs	2,124	1,986	1,784	1,559
Depreciation and amortisation	49,236	50,080	51,119	52,180
Other expenses	-	-	-	-
Total operating expenses	207,814	210,483	216,035	221,628
Capital expenses				
Total capital expenses	-	-	-	-
Total expenses	207,814	210,483	216,035	221,628
Net result	14,157	15,797	9,848	14,379
Other comprehensive income				
Items that will not be reclassified to net result				
Increase (decrease) in asset revaluation surplus	-	-	-	-
Total other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	14,157	15,797	9,848	14,379
Operating result				
Operating revenue	205,089	210,948	215,730	224,092
Operating expenses	207,814	210,483	216,035	221,628
Operating result	(2,725)	465	(305)	2,464

Note: The value of change expressed as a percentage in rates and utilities compared to 2021/2022 is 7.65%

Statement of Financial Position

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

	Forecast 2021-2022	Budget 2022-2023	Forecast 2023-2024	Forecast 2024-2025
Current assets				
Cash and cash equivalents	57,646	65,998	64,436	62,755
Trade and other receivables	20,300	21,327	22,110	23,044
Inventories	2,935	2,935	2,935	2,935
Contract Assets	6,262	6,262	6,262	6,262
Other current assets	13,706	13,706	13,706	13,706
Total current assets	100,849	110,228	109,449	108,703
Non-current assets				
Investments	21,586	21,586	21,586	21,586
Land	113,563	115,380	116,535	118,153
Land improvements	-	190	3,702	4,153
Buildings	176,316	179,951	182,206	184,042
Plant & equipment	34,894	38,619	40,043	43,045
Furniture & fittings	38,478	38,225	38,066	37,805
Roads, drainage & bridge network	1,345,695	1,353,686	1,363,698	1,375,447
Water	230,135	233,511	233,179	237,040
Sewerage	389,527	392,616	395,868	399,879
Miscellaneous	1,534	3,658	6,848	9,906
Work in progress	52,459	51,362	56,706	62,150
Property, plant & equipment	2,382,600	2,407,197	2,436,852	2,471,620
Intangible assets	21	10	-	-
Other non-current assets	36,145	35,107	34,038	32,930
Other non-current assets	36,166	35,117	34,038	32,930
Total non-current assets	2,440,352	2,463,901	2,492,475	2,526,136
Total assets	2,541,201	2,574,128	2,601,925	2,634,839
Liabilities				
Current liabilities				
Trade and other payables	16,124	16,270	16,695	17,200
Contract Liabilities	2,571	2,571	2,571	2,571
Borrowings	6,319	6,533	6,769	7,009
Provisions	19,575	19,575	19,575	19,575
Total current liabilities	44,589	44,949	45,609	46,355
Non-current liabilities				
Borrowings	97,406	90,871	84,103	77,094
Provisions	7,280	7,280	7,280	7,280
Total non-current liabilities	104,686	98,151	91,383	84,374
Total liabilities	149,274	143,100	136,992	130,729
Net community assets	2,391,927	2,431,028	2,464,933	2,504,110
Community equity				
Asset revaluation surplus	935,353	958,658	982,714	1,007,513
Retained surplus	1,456,574	1,472,370	1,482,218	1,496,597
Total community equity	2,391,927	2,431,028	2,464,933	2,504,110

Statement of Cash Flows

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

	Forecast 2021-2022	Budget 2022-2023	Forecast 2023-2024	Forecast 2024-2025
Cash flows from investing activities				
Receipts from customers	173,732	191,858	201,065	209,299
Payments to suppliers and employees	(168,353)	(157,481)	(161,930)	(166,618)
Dividends received	8,768	5,189	1,896	1,896
Interest received	1,332	1,291	1,289	1,285
Rental income	801	838	792	815
Non-capital grants and contributions	13,633	10,745	9,905	9,863
Borrowing costs	(2,986)	(2,775)	(2,562)	(2,325)
Net cash inflow from operating activities	26,927	49,665	50,455	54,215
Cash flows from investing activities				
Payments for property, plant and equipment	(52,459)	(51,362)	(56,706)	(62,150)
Payments for intangible assets	-	-	-	-
Net movement in loans and advances	-	-	-	-
Proceeds from sale of property, plant and equipment	4,128	1,500	1,500	1,500
Grants, subsidies, contributions and donations	12,754	13,831	8,653	10,415
Other cash flows from investing activities	1,002	1,038	1,069	1,107
Net cash inflow from investing activities	(34,574)	(34,992)	(45,484)	(49,127)
Cash flows from financing activities				
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	(6,111)	(6,320)	(6,533)	(6,769)
Repayment of leases	-	-	-	-
Net cash inflow from financing activities	(6,111)	(6,320)	(6,533)	(6,769)
Total cash flows				
Net increase in cash and cash equivalent held	(13,757)	8,352	(1,562)	(1,681)
Opening cash and cash equivalents	71,403	57,646	65,998	64,436
Closing cash and cash equivalents	57,646	65,998	64,436	62,755

Statement of Changes in Equity

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

	Forecast 2021-2022	Budget 2022-2023	Forecast 2023-2024	Forecast 2024-2025
Asset revaluation surplus				
Opening balance		935,353	958,658	982,714
Net result		na	na	na
Increase in asset revaluation surplus		23,305	24,057	24,798
Internal payments made		na	na	na
Closing balance	935,353	958,658	982,714	1,007,513
Retained surplus				
Opening balance		1,456,574	1,472,370	1,482,218
Net result		15,797	9,848	14,379
Increase in asset revaluation surplus		na	na	na
Internal payments made		-	-	-
Closing balance	1,456,574	1,472,370	1,482,218	1,496,597
Total				
Opening balance		2,391,927	2,431,028	2,464,933
Net result		15,797	9,848	14,379
Increase in asset revaluation surplus		23,305	24,057	24,798
Internal payments made		-	-	-
Closing balance	2,391,927	2,431,028	2,464,933	2,504,110

QTC Financial Forecast Template—Gladstone Regional Council
Statement of Comprehensive Income

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

	Annual result Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22A	Jun-23B	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F
Income															
Revenue															
Operating revenue															
Net rates, levies and charges	146,189	153,556	150,518	153,124	157,468	170,520	178,477	186,154	193,117	200,202	205,751	210,942	216,275	221,753	227,381
Fees and charges	4,022	3,510	14,389	16,660	17,014	17,216	17,171	17,686	18,217	18,763	19,326	19,906	20,503	21,118	21,752
Rental income	647	631	541	703	781	771	794	818	842	868	894	920	948	977	1,006
Interest received	3,965	4,065	2,789	1,764	1,332	1,291	1,289	1,285	1,263	1,190	1,130	1,069	1,065	962	1,038
Sales revenue	8,646	7,377	6,841	6,965	3,457	3,440	3,544	3,650	3,759	3,872	3,988	4,108	4,231	4,358	4,489
Other income	5,825	7,364	4,450	3,573	11,689	7,772	4,557	4,637	4,719	4,804	4,891	4,981	5,073	5,169	5,267
Grants, subsidies, contributions and donations	15,066	15,692	11,929	10,816	13,348	9,937	9,898	9,863	10,158	10,463	10,777	11,100	11,433	11,776	12,130
Total operating revenue	184,361	192,195	191,457	193,605	205,089	210,948	215,730	224,092	232,076	240,162	246,757	253,027	259,529	266,113	273,062
Capital revenue															
Grants, subsidies, contributions and donations	14,478	14,801	12,908	29,948	12,754	13,831	8,653	10,415	5,323	5,584	9,019	13,169	7,913	5,924	6,102
Total revenue	198,839	206,996	204,365	223,553	217,843	224,779	224,383	234,507	237,399	245,747	255,776	266,196	267,442	272,037	279,164
Capital income															
Profit/(loss) on disposal of property, plant & equipment	-	-	-	1,926	4,128	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Total income	198,839	206,996	204,365	225,479	221,971	226,279	225,883	236,007	238,899	247,247	257,276	267,696	268,942	273,537	280,664
Expenses															
Operating expenses															
Employee benefits	56,674	56,047	64,217	70,373	67,120	67,395	69,250	70,987	72,767	74,592	76,463	78,380	80,346	82,361	84,426
Materials and services	77,994	78,418	82,555	85,770	89,334	91,023	93,882	96,902	100,092	103,286	106,570	109,947	113,420	116,992	120,666
Finance costs	6,228	5,620	4,956	21,681	2,124	1,986	1,784	1,559	1,331	1,092	849	719	1,221	1,140	1,062
Depreciation and amortisation	43,969	41,470	41,083	38,939	49,236	50,080	51,119	52,180	53,347	54,642	56,161	53,086	52,826	54,316	55,885
Total operating expenses	184,865	181,555	192,811	216,763	207,814	210,483	216,035	221,628	227,537	233,613	240,043	242,132	247,813	254,810	262,040
Capital expenses															
Total Capital expenses	8,784	4,731	88,422	12,627	-	-	-	-	-	-	-	-	-	-	-
Total expenses	193,649	186,286	281,233	229,390	207,814	210,483	216,035	221,628	227,537	233,613	240,043	242,132	247,813	254,810	262,040
Net result	5,190	20,710	(76,869)	(3,911)	14,157	15,797	9,848	14,379	11,362	13,634	17,233	25,564	21,129	18,728	18,625
Other comprehensive income															
Items that will not be reclassified to net result															
Increase (decrease) in asset revaluation surplus	18,380	(1,111)	-	29,841	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income for the year	18,380	(1,111)	-	29,841	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive income for the year	23,570	19,599	(76,869)	25,930	14,157	15,797	9,848	14,379	11,362	13,634	17,233	25,564	21,129	18,728	18,625
Operating result															
Operating revenue	184,361	192,195	191,457	193,605	205,089	210,948	215,730	224,092	232,076	240,162	246,757	253,027	259,529	266,113	273,062
Operating expenses	184,865	181,555	192,811	216,763	207,814	210,483	216,035	221,628	227,537	233,613	240,043	242,132	247,813	254,810	262,040
Operating result	(504)	10,640	(1,355)	(23,158)	(2,725)	465	(305)	2,464	4,539	6,549	6,714	10,895	11,716	11,303	11,023

QTC Financial Forecast Template—Gladstone Regional Council
Statement of Financial Position

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

	Annual result Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22A	Jun-23B	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F
Assets															
Current assets															
Cash and cash equivalents	99,605	103,412	99,627	71,403	57,646	65,998	64,436	62,755	51,258	42,887	38,987	29,831	16,826	19,887	30,129
Trade and other receivables	23,246	27,249	15,265	13,477	20,300	21,327	22,110	23,044	23,880	24,731	25,356	26,085	26,764	27,461	28,100
Inventories	3,527	1,912	3,216	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935
Contract Assets	-	-	-	6,262	6,262	6,262	6,262	6,262	6,262	6,262	6,262	6,262	6,262	6,262	6,262
Other current assets	-	-	13,591	13,706	13,706	13,706	13,706	13,706	13,706	13,706	13,706	13,706	13,706	13,706	13,706
Total current assets	126,378	132,573	131,699	107,783	100,849	110,228	109,449	108,703	96,041	90,521	87,247	78,819	66,492	70,251	81,132
Non-current assets															
Inventories	-	255	-	-	-	-	-	-	-	-	-	-	-	-	-
Investments	75,910	75,188	19,660	21,586	21,586	21,586	21,586	21,586	21,586	21,586	21,586	21,586	21,586	21,586	21,586
Land	113,809	113,427	113,518	108,095	113,563	115,380	116,535	118,153	119,537	121,825	123,132	124,364	125,608	134,729	137,817
Land improvements	-	-	-	-	-	190	3,702	4,153	7,060	7,113	8,608	8,663	10,808	12,709	12,829
Buildings	130,311	129,988	129,286	122,833	176,316	179,951	182,206	184,042	184,911	184,976	186,541	186,600	192,394	193,356	193,283
Plant & equipment	52,589	53,878	56,608	68,680	34,894	38,619	40,043	43,045	44,827	47,751	48,787	54,068	60,432	67,671	74,242
Furniture & fittings	2,686	2,686	2,708	-	38,478	38,225	38,066	37,805	37,834	38,179	37,930	43,835	49,921	49,637	49,348
Roads, drainage & bridge network	1,057,219	1,046,962	1,334,767	1,338,405	1,345,695	1,353,686	1,363,698	1,375,447	1,387,671	1,402,906	1,427,155	1,454,929	1,481,787	1,514,044	1,527,695
Water	216,866	214,653	214,209	227,484	230,135	233,511	233,179	237,040	242,364	246,045	249,366	255,498	257,168	269,043	268,256
Sewerage	379,351	374,860	372,129	383,851	389,527	392,616	395,868	399,879	405,640	418,952	424,805	423,488	433,287	441,894	458,235
Miscellaneous	1,368	1,695	1,491	1,518	1,534	3,658	6,848	9,906	14,027	17,914	20,762	23,050	25,231	27,757	32,011
Work in progress	45,689	61,346	71,494	105,986	52,459	51,362	56,706	62,150	69,982	70,201	72,171	85,680	98,135	67,157	61,402
Property, plant & equipment	1,999,887	2,001,493	2,296,208	2,356,852	2,382,600	2,407,197	2,436,852	2,471,620	2,513,853	2,555,863	2,599,257	2,660,176	2,734,771	2,777,996	2,815,117
Intangible assets	314	204	88	35	21	10	-	-	-	-	-	-	-	-	-
Other non-current assets	33,716	33,716	36,567	37,147	36,145	35,107	34,038	32,930	31,787	30,607	29,392	28,136	26,840	25,669	24,459
Total non-current assets	2,109,827	2,110,855	2,352,523	2,415,620	2,440,352	2,463,901	2,492,475	2,526,136	2,567,226	2,608,056	2,650,235	2,709,898	2,783,197	2,825,251	2,861,162
Total assets	2,236,205	2,243,428	2,484,222	2,523,403	2,541,201	2,574,128	2,601,925	2,634,839	2,665,267	2,698,577	2,737,481	2,788,717	2,849,689	2,895,502	2,942,295

QTC Financial Forecast Template—Gladstone Regional Council
Statement of Financial Position

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

	Annual result Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22A	Jun-23B	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F
Liabilities															
Current liabilities															
Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and other payables	25,004	19,933	24,564	28,884	16,124	16,270	16,695	17,200	17,677	18,161	18,608	19,169	19,693	20,230	20,725
Contract liabilities	-	-	-	2,571	2,571	2,571	2,571	2,571	2,571	2,571	2,571	2,571	2,571	2,571	2,571
Loans	9,455	10,000	10,435	5,983	6,319	6,533	6,769	7,009	7,260	7,519	7,784	8,053	8,327	8,606	8,885
Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	9,455	10,000	10,435	5,983	6,319	6,533	6,769	7,009	7,260	7,519	7,784	8,053	8,327	8,606	8,885
Employee	-	-	7,859	14,334	14,334	14,334	14,334	14,334	14,334	14,334	14,334	14,334	14,334	14,334	14,334
Restoration & rehabilitation	-	-	-	5,241	5,241	5,241	5,241	5,241	5,241	5,241	5,241	5,241	5,241	5,241	5,241
Provisions	-	2,574	2,862	-	-	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575
Other current liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other non-current liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	34,459	32,507	45,720	57,013	44,589	44,949	45,609	46,355	47,083	46,466	43,968	44,603	45,676	46,307	46,905
Non-current liabilities															
Loans	119,228	109,510	99,177	101,844	95,398	88,863	82,095	75,086	67,826	61,668	58,453	55,165	64,649	60,719	56,685
Lease Liabilities	-	-	1,387	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008	2,008
Borrowings	119,228	109,510	100,564	103,852	97,406	90,871	84,103	77,094	69,834	63,676	60,461	57,173	66,657	62,727	58,693
Employee	5,721	5,689	6,348	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195	1,195
Restoration & rehabilitation	2,885	2,208	2,262	6,085	6,085	6,085	6,085	6,085	6,085	6,085	6,085	6,085	6,085	6,085	6,085
Provisions	8,606	7,897	8,610	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280	7,280
Total non-current liabilities	127,834	117,407	109,174	111,132	104,686	98,151	91,383	84,374	77,114	70,956	67,741	64,453	73,957	70,007	65,973
Total liabilities	162,293	149,914	154,894	168,145	149,274	143,100	136,992	130,729	124,197	117,422	111,709	109,056	119,613	116,314	112,878
Net community assets	2,073,912	2,093,514	2,329,328	2,355,258	2,391,927	2,431,028	2,464,933	2,504,110	2,541,070	2,581,155	2,625,772	2,679,661	2,730,076	2,779,188	2,829,417
Community equity															
Asset revaluation surplus	564,917	563,806	883,000	912,841	935,353	958,658	982,714	1,007,513	1,033,111	1,059,562	1,086,946	1,115,270	1,144,557	1,174,942	1,206,545
Retained surplus	1,508,995	1,529,708	1,446,328	1,442,417	1,456,574	1,472,370	1,482,218	1,496,597	1,507,959	1,521,593	1,538,826	1,564,390	1,585,519	1,604,247	1,622,871
Total community equity	2,073,912	2,093,514	2,329,328	2,355,258	2,391,927	2,431,028	2,464,933	2,504,110	2,541,070	2,581,155	2,625,772	2,679,661	2,730,076	2,779,188	2,829,417

QTC Financial Forecast Template—Gladstone Regional Council
Statement of Cash Flows

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

	Annual result Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22A	Jun-23B	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F
Cash flows from operating activities															
Receipts from customers	171,218	171,372	171,610	179,704	173,732	191,858	201,065	209,299	217,115	224,929	231,467	237,352	243,546	249,844	256,390
Payments to suppliers and employees	(137,135)	(144,280)	(143,822)	(162,762)	(168,353)	(157,481)	(161,930)	(166,618)	(171,628)	(176,652)	(181,857)	(187,050)	(192,540)	(198,127)	(203,923)
Dividends received	5,825	7,364	2,729	2,226	8,768	5,189	1,896	1,896	1,896	1,896	1,896	1,896	1,896	1,896	1,896
Interest received	3,965	4,065	2,789	1,819	1,332	1,289	1,289	1,285	1,263	1,190	1,130	1,069	1,065	962	1,038
Rental income	647	631	541	773	801	838	792	815	840	865	891	917	945	974	1,003
Non-capital grants and contributions	15,066	15,692	11,929	5,383	13,633	10,745	9,905	9,863	10,128	10,431	10,747	11,064	11,399	11,741	12,096
Borrowing costs	(5,729)	(5,223)	(4,707)	(21,304)	(2,986)	(2,775)	(2,562)	(2,325)	(2,085)	(1,834)	(1,578)	(1,435)	(1,923)	(1,829)	(1,736)
Payment of provision	-	-	-	11,383	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow from operating activities	53,857	49,621	41,069	17,222	26,927	49,665	50,455	54,215	57,527	60,825	62,696	63,813	64,388	65,460	66,763
Cash flows from investing activities															
Payments for property, plant and equipment	(68,874)	(51,937)	(42,328)	(69,374)	(52,459)	(51,362)	(56,706)	(62,150)	(69,982)	(70,201)	(72,171)	(85,680)	(98,135)	(67,157)	(61,402)
Payments for intangible assets	(91)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of property, plant and equipment	828	1,222	186	1,388	4,128	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Grants, subsidies, contributions and donations	14,421	14,305	7,316	24,733	12,754	13,831	8,653	10,415	5,323	5,584	9,019	13,169	7,913	5,924	6,102
Other cash flows from investing activities	-	-	-	-	1,002	1,038	1,069	1,107	1,143	1,180	1,215	1,256	1,296	1,171	1,210
Net cash inflow from investing activities	(53,716)	(36,410)	(34,826)	(43,253)	(34,574)	(34,992)	(45,484)	(49,127)	(62,016)	(61,937)	(60,437)	(69,755)	(87,426)	(58,562)	(52,590)
Cash flows from financing activities															
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	-	13,776	-	-
Repayment of borrowings	(9,015)	(9,404)	(10,028)	(2,138)	(6,111)	(6,320)	(6,533)	(6,769)	(7,009)	(7,260)	(6,159)	(3,214)	(3,743)	(3,837)	(3,931)
Repayment of leases	-	-	-	(55)	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow from financing activities	(9,015)	(9,404)	(10,028)	(2,193)	(6,111)	(6,320)	(6,533)	(6,769)	(7,009)	(7,260)	(6,159)	(3,214)	10,033	(3,837)	(3,931)
Total cash flows															
Net increase in cash and cash equivalent held	(8,874)	3,807	(3,785)	(28,224)	(13,757)	8,352	(1,562)	(1,681)	(11,497)	(8,372)	(3,900)	(9,157)	(13,005)	3,062	10,242
Opening cash and cash equivalents	108,479	99,605	103,412	99,627	71,403	57,646	65,998	64,436	62,755	51,258	42,887	38,987	29,831	16,826	19,887
Closing cash and cash equivalents	99,605	103,412	99,627	71,403	57,646	65,998	64,436	62,755	51,258	42,887	38,987	29,831	16,826	19,887	30,129

**QTC Financial Forecast Template—Gladstone Regional Council
Statement of Changes in Equity**

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

	Annual result Jun-18A	Jun-19A	Jun-20A	Jun-21A	Jun-22A	Jun-23B	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F
Asset revaluation surplus															
Opening balance		935,353	na	958,658	982,714	1,007,513	1,033,111	1,059,562	1,086,946	1,115,270	1,144,557	1,174,942	1,174,942	na	na
Net result		23,305	24,057	24,798	25,598	26,451	27,384	28,324	29,287	30,385	31,604	31,604	31,604	na	na
Increase in asset revaluation surplus		na	na	na	na	na	na	na	na	na	na	na	na	na	na
Internal payments made		na	na	na	na	na	na	na	na	na	na	na	na	na	na
Adjustment for Initial Recognition of Accounting Standards		958,658	982,714	1,007,513	1,033,111	1,059,562	1,086,946	1,115,270	1,144,557	1,174,942	1,206,545	1,206,545	1,206,545	na	na
Closing balance		935,353	958,658	982,714	1,007,513	1,033,111	1,059,562	1,086,946	1,115,270	1,144,557	1,174,942	1,206,545	1,206,545	na	na
Retained surplus															
Opening balance		1,456,574	1,472,370	1,482,218	1,496,597	1,507,959	1,521,593	1,538,826	1,564,390	1,585,519	1,604,247	1,622,871	1,622,871	na	na
Net result		15,797	9,848	14,379	11,362	13,634	17,233	25,564	21,129	18,728	18,625	18,625	18,625	na	na
Increase in asset revaluation surplus		na	na	na	na	na	na	na	na	na	na	na	na	na	na
Internal payments made		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjustment for Initial Recognition of Accounting Standards		1,472,370	1,482,218	1,496,597	1,507,959	1,521,593	1,538,826	1,564,390	1,585,519	1,604,247	1,622,871	1,622,871	1,622,871	na	na
Closing balance		1,456,574	1,472,370	1,482,218	1,496,597	1,507,959	1,521,593	1,538,826	1,564,390	1,585,519	1,604,247	1,622,871	1,622,871	na	na
Total															
Opening balance		2,391,927	2,431,028	2,464,933	2,504,110	2,541,070	2,581,155	2,625,772	2,679,661	2,730,076	2,779,188	2,779,188	2,779,188	na	na
Net result		15,797	9,848	14,379	11,362	13,634	17,233	25,564	21,129	18,728	18,625	18,625	18,625	na	na
Increase in asset revaluation surplus		23,305	24,057	24,798	25,598	26,451	27,384	28,324	29,287	30,385	31,604	31,604	31,604	na	na
Internal payments made		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adjustment for Initial Recognition of Accounting Standards		2,431,028	2,464,933	2,504,110	2,541,070	2,581,155	2,625,772	2,679,661	2,730,076	2,779,188	2,829,417	2,829,417	2,829,417	na	na
Closing balance		2,391,927	2,431,028	2,464,933	2,504,110	2,541,070	2,581,155	2,625,772	2,679,661	2,730,076	2,779,188	2,829,417	2,829,417	na	na

Trading Summaries and Comparatives for Gladstone Regional Council Budget 2022/23 and Forecast 2021/22

2022/2023 Budget

	COMMUNITY DEVELOPMENT & EVENTS	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	PEOPLE, CULTURE & SAFETY	STRATEGIC ASSET PERFORMANCE	STRATEGY & TRANSFORMATION	TOTAL
Trading Summary								
Ordinary Income	2,109,326	10,056,678	107,306,608	34,368,626	25,913,610	104,793,966	9,809,537	294,358,351
Ordinary Expenses	(18,651,398)	(10,608,490)	(9,810,358)	(27,364,332)	(26,253,676)	(86,818,979)	(12,391,961)	(191,899,194)
Overhead Expenses	(3,916,234)	(6,772,472)	(2,842,918)	(8,934,221)		(28,689,335)	(758,638)	(51,913,819)
Depreciation	(1,028,385)	(42,466)	(105,786)	(5,117,408)	(1,921)	(43,559,544)	(224,777)	(50,080,288)
Net Income \ (Deficit)	(21,486,691)	(7,366,750)	94,547,546	(7,047,336)	-	(54,273,892)	(3,565,839)	465,050
Capital Expenditure \ Loans								
Capital Income	50,000					13,782,736	(1,312)	13,831,424
Capital Purchases	(1,081,979)	(124,100)		(7,425,000)		(41,186,770)	(1,543,724)	(51,361,573)
Total Capital Expenditure	(1,031,979)	(124,100)		(7,425,000)		(27,404,034)	(1,545,036)	(37,530,149)
Total	(22,518,670)	(7,490,850)	94,547,546	(14,472,336)	-	(81,677,926)	(5,110,875)	(37,065,099)

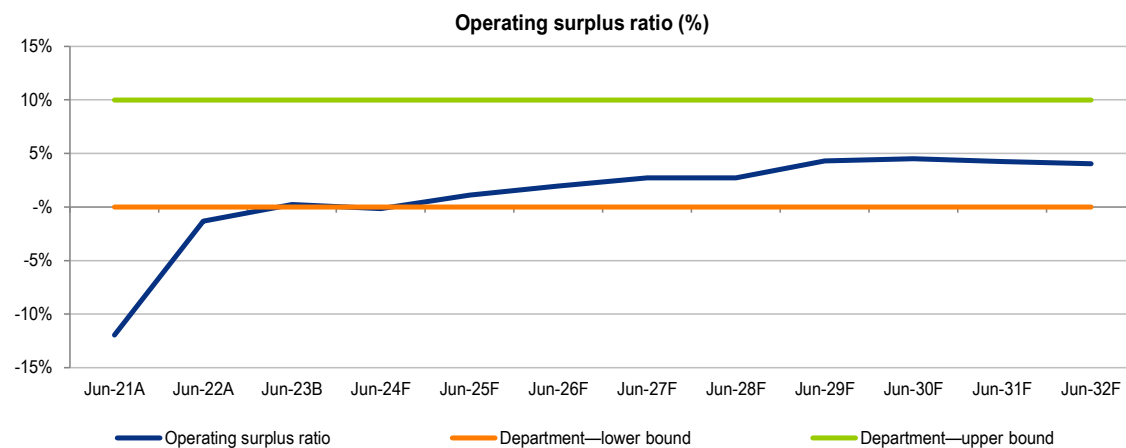
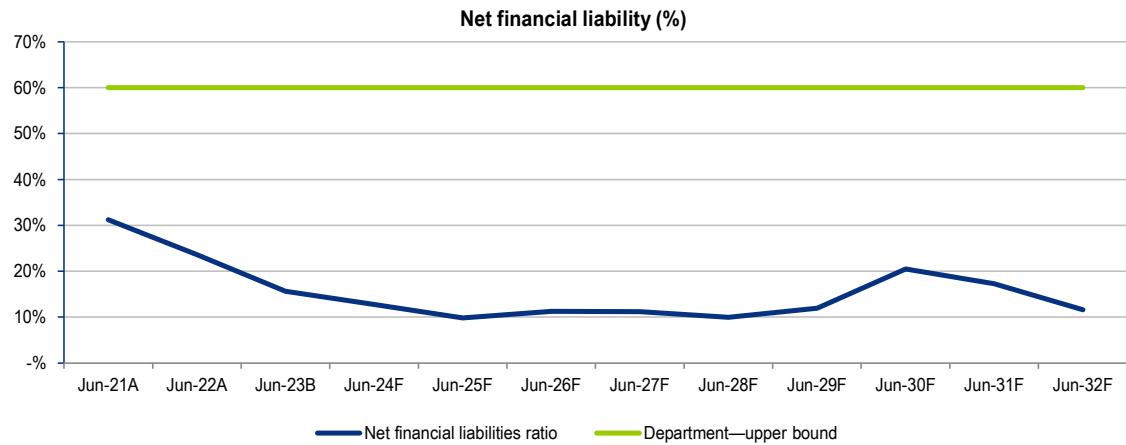
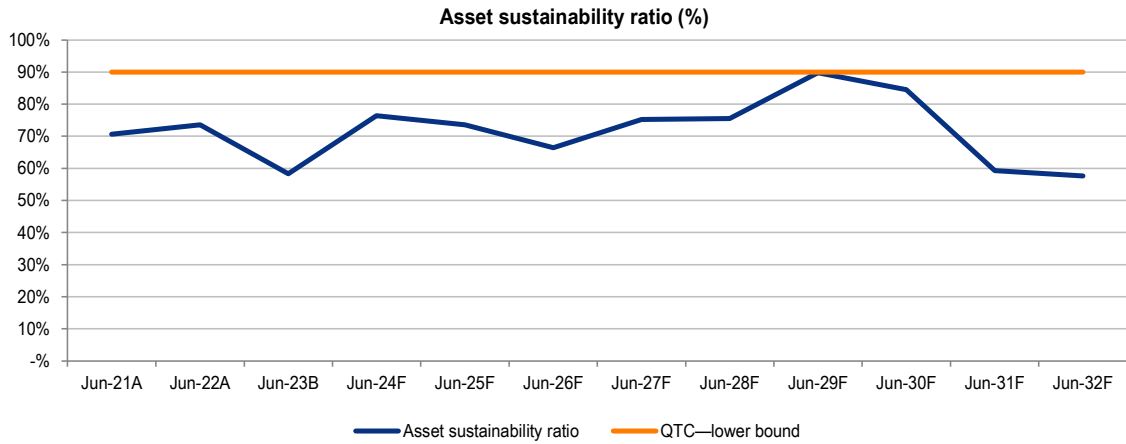
2021/2022 Forecast

	COMMUNITY DEVELOPMENT & EVENTS	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	PEOPLE, CULTURE & SAFETY	STRATEGIC ASSET PERFORMANCE	STRATEGY & TRANSFORMATION	TOTAL
Trading Summary								
Ordinary Income	2,149,473	10,664,410	103,847,874	34,474,983	24,763,405	101,175,351	10,099,660	287,175,155
Ordinary Expenses	(17,837,975)	(10,086,695)	(8,567,049)	(30,792,901)	(24,560,222)	(83,020,967)	(12,240,379)	(187,106,188)
Overhead Expenses	(3,777,522)	(7,350,188)	(2,493,163)	(9,722,244)		(29,024,323)	(1,190,483)	(53,557,922)
Depreciation	(1,050,406)	(47,276)	(105,786)	(5,772,919)	(2,898)	(42,026,506)	(230,330)	(49,236,122)
Net Income \ (Deficit)	(20,516,430)	(6,819,749)	92,681,876	(11,813,081)	200,285	(52,896,446)	(3,561,532)	(2,725,077)
Capital Expenditure \ Loans								
Capital Income				27,263		12,455,145	271,677	12,754,085
Capital Purchases	(503,871)	(24,884)		(9,514,896)		(41,733,213)	(681,883)	(52,458,748)
Total Capital Expenditure	(503,871)	(24,884)		(9,487,634)		(29,278,068)	(410,206)	(39,704,663)
Total	(21,020,301)	(6,844,633)	92,681,876	(21,300,715)	-	(82,174,514)	(3,971,738)	(42,429,740)

Summary of Significant and Commercial Business Activities

	Income	Expenses	Net Results
2022/23 Budget			
Roads	4,513,633	48,498,104	(43,984,470)
Building Certification	190,095	560,235	(370,141)
Water	45,608,536	42,602,819	3,005,717
Waste Management	24,321,623	23,721,174	600,449
Gladstone Entertainment & Convention Centre	734,000	4,543,979	(3,809,979)
Sewerage	34,565,592	31,272,829	3,292,763
2023/24 Forecast			
Roads	4,649,042	49,978,328	(45,329,286)
Building Certification	195,798	578,088	(382,290)
Water	49,430,532	43,885,599	5,544,932
Waste Management	25,172,880	24,474,069	698,811
Gladstone Entertainment & Convention Centre	756,020	4,686,744	(3,930,724)
Sewerage	36,642,984	32,537,255	4,105,729
2024/25 Forecast			
Roads	4,788,514	51,487,819	(46,699,305)
Building Certification	201,672	595,849	(394,178)
Water	53,276,227	45,206,372	8,069,855
Waste Management	25,928,067	25,213,439	714,628
Gladstone Entertainment & Convention Centre	778,701	4,829,824	(4,051,124)
Sewerage	38,735,299	33,816,857	4,918,441

Financial Sustainability Measures



Capital Portfolio for 1 July 2022 to 30 June 2023

Asset Class: Arts & Culture

Project Description	Expenses
Artwork for GRAGM Art and Heritage Collection	5,000
GECC Rolling Capital Replacement Fund	110,000
	<hr/>
	115,000

Asset Class: Bridges & Jetty's

Project Description	Expenses
Bindaree Road, Miriam Vale (Three Mile Crk) - Bridge upgrade	2,115,000
Gorge Rd, Lowmead (Baffle Crk Crossing) - Bridge replacement	1,215,000
John Clifford Way, Lowmead (Hobble Crk) - Bridge replacement	280,000
Stockbridge Rd, Lowmead - Bridge renewals at Ch 3.509km	2,050,000
Charnwood Road, Lowmead (Granite Creek) - Bridge Renewal	855,000
Stockbridge Rd, Lowmead - Bridge renewals at Ch 4.048km	1,950,000
Gentle Annie Road, Ambrose (Hut Creek) - Bridge renewal	94,000
	<hr/>
	8,559,000

Asset Class: Community Wellbeing

Project Description	Expenses
Gladstone Aquatic Centre Upgrade - Stage 3	996,548
	<hr/>
	996,548

Asset Class: Contracts & Facilities

Project Description	Expenses
Miriam Vale community Centre upgrade	50,000
20/21 - Agnes Water Counter Reconfiguration	124,100
GECC lighting catwalk repair	887,500
New Drying Bed Construction	1,425,000
	<hr/>
	2,486,600

Asset Class: Fleet	
Project Description	Expenses
Fleet Replacement	6,000,000
	6,000,000

Asset Class: Footpaths	
Project Description	Expenses
Aerodrome Road, Gladstone	226,000
Turtleway Footbridge #3, Boyne Island - Repair/replace	98,220
Turtleway (Ch 554.9-Ch 604.9) - Pedestrian bridge replacement	400,020
Turtleway footbridge #1, Boyne Island - Bridge replacement	372,134
Barney Point Footpath Strategy - Stage 4	125,000
Barney Point Footpath Strategy - Stage 5	375,000
Marten Street, Gladstone - Footpath from #28 to French St	87,000
Turtleway Pedestrian Bridge - Wyndham Avenue Boyne Island (B	150,000
	1,833,374

Asset Class: Information Technology	
Project Description	Expenses
Establish smart meeting room - Byellee Room	100,000
ICT - Infrastructure Replacement	200,000
ICT Laptop Purchases	300,000
	600,000

Asset Class: Parks & Environment	
Project Description	Expenses
Calliope River Rest Area - Upgrade of toilet block	300,000
Boyne Tannum Memorial Parklands - Stage 2	864,000
Flat Rock Picnic Grounds	429,998
TBG - Bonsai House utility services	150,000
Mount Larcom Cemetery New Lawn Beams	85,000
	1,828,998

Asset Class: Roads**Project Description****Expenses**

Cotton Street, Gladstone - Reconstruct to high strength pave	15,000
Glenlyon St, Gladstone (Bramston St - Herbert St) - Upgrade	583,260
Wyndham Ave, Boyne Island - Install DDA compliant bus stop	66,500
Toolooa Street, Gladstone - Pavement renewal (Derby - Agnes)	1,236,013
Murphy Road, Captain Creek - Stabilise pavement and seal	805,998
Norton and Dawes Streets, Nagoorin - Bitumen seal	361,500
Asphalt overlays and bitumen reseals	2,790,000
Glenlyon Rd ch9.300-11.440 Gravel Resheet	241,392
Toowell Rd ch0.130-0.265 Gravel Resheet	15,228
Barnetts Rd ch2.970-3.200 Gravel Resheet	19,320
Bindaree Rd ch2.024-2.320 & ch3.038-3.650 Gravel Resheet	65,376
Capricornia Dr ch1.500-2.010 & ch2.500-2.900 Gravel Resheet	76,440
Cattle Station Rd Various Locations Gravel Resheet	60,000
Creevey Dr ch3.200-4.023 Gravel Resheet	69,132
Dagleish Rd ch0.093-0.450 Gravel Resheet	25,704
Davies Rd ch0-1.514 Gravel Resheet	127,176
Ferry Rd ch8.230-8.360 & ch8.650-9.000 Gravel Resheet	40,320
Hallorans Rd ch4.710-5.370 Gravel Resheet	31,680
Lester Rd ch0.100-0.630 Gravel Resheet	50,880
Lowmead Rd Various Locations Gravel Resheet	519,840
Matchbox Rd Various Locations Gravel Resheet	123,900
Maude Hill Rd ch5.800-6.200 Gravel Resheet	33,600
Mitchell Rd ch1.460-2.160 & ch2.160-2.870 Gravel Resheet	118,440
Muller Rd ch2.400-3.200 Gravel Resheet	67,200
Neils Rd Various Locations Gravel Resheet	151,200
Pacific Dr ch8.220-8.470 Gravel Resheet	21,000
Redmond Rd ch1.024-1.342 Gravel Resheet	15,264
Scotts Rd ch1.610-2.220 Gravel Resheet	29,280
Stegemans Rd ch0.500-1.009 Gravel Resheet	24,432
Taunton Road Various Locations Gravel Resheet	87,600
Walkers Crossing Rd ch0.410-0.890 Gravel Resheet	23,040
Whytallabah Rd ch0.500-1.300 & ch2.490-3.190 Gravel Resheet	126,000
Wreck Rock Rd ch5.048-5.506 Gravel Resheet	21,984
Hourigan Creek Rd ch100-630 & ch630-1.216 Gravel Resheet	80,352
Langmorn Rd Various Locations Gravel Resheet	597,672
Mount Alma Rd Various Locations Gravel Resheet	1,815,048
Taragoola Rd ch8.001-9.560 & ch9.770-10.250 Gravel Resheet	235,602

10,772,373

Asset Class: Sewerage

Project Description	Expenses
Agnes Water/Seventeen Seventy - Sewer Main Renewals	50,000
Boyne Island - Sewer Main Renewals	150,000
Calliope - Sewer Main Renewals	150,000
Tannum Sands - Sewer Main Renewals	275,000
A01 to Gladstone WWTP - Replace 450mm section of main	375,000
Odour Control in network Gladstone	28,500
Gladstone - Sewer Main Renewals	1,500,000
A05 Rising Main - Replace/reline	2,667,225
Gladstone WWTP Distribution tower & process water reservoir	2,300,000
South Trees WWTP - Effluent outfall structure remedial works	95,605
Curtis Island - Power Replacement	2,250,000
Yarwun - Sewer Main Renewals	50,000
	<hr/>
	9,891,330

Asset Class: Sport & Rec

Project Description	Expenses
Boyne Tannum Pool	731,962
Marley Brown Oval Master Plan Development	211,762
BITS Irrigation Replacement	2,955,000
	<hr/>
	3,898,724

Asset Class: Stormwater

Project Description	Expenses
Ferry Road, Rosedale - Renew culvert structure (Ch 540)	240,000
	<hr/>
	240,000

Asset Class: Waste

Project Description	Expenses
Benaraby Landfill - Capping of Cell 2	2,086,500
	<hr/>
	2,086,500

Asset Class: Water

Project Description	Expenses
Recurring Capital expenses	990,000
TBG Reservoir Renewal	29,479
QAL Access Road Replace Water Main	63,789
Cotton Street, Gladstone - Water Main Renewal	10,000
Lake Awoonga - Advanced Metering Infrastructure	95,200
Lake Awoonga - Water Meter Replacements	71,417
Lake Awoonga - New Water Meters	67,800
Silverdale Reservoir Renewal	725,441
	<hr/>
	2,053,126
	<hr/>
	51,361,573
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