



2023/24 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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Interactive links are embedded within this report to make it easier to move throughout the document.

WELCOME



Cr Matt Burnett
Mayor



Leisa Dowling
Chief Executive Officer

Welcome to Gladstone Regional Council's 2023/24 Operational Plan and Budget.

This is the third Operational Plan to come out of Council's five-year Corporate Plan, and shows how we will deliver our goals, outcomes and objectives throughout the year ahead.

Council's 2023/24 Operational Plan has been developed alongside our annual Budget to ensure that both core services and new initiatives are appropriately funded.

As we continue to experience challenges from the current financial environment, our whole of Council focus will be on implementing opportunities to ensure our ongoing financial sustainability.

This year's theme, *'Proudly GRC'* aligns with one of our five Corporate Plan goals - *'Our People; we look after our people, so they look after you, our community.'*

We will have a purposeful focus on supporting our people to deliver quality services for the Gladstone Region, and to make Council a place that our people enjoy walking into every day, where we can be proud of what we do.

Throughout this document you will see how this year's initiatives will enable us to progress the goals in our Corporate Plan and meet the needs of our community.

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 regional context, our Charter, an overview of our region and our organisation. Next, we present the Strategic Planning Framework to help you understand how the Operational Plan and Budget fit within the planning cycle and their purpose.

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 2023/24.

The Operational Plan and Budget includes:

- Council's goals and initiatives to be completed during the 2023/24 financial year
- Statements of Council's comprehensive income and financial position

- Cash flow and changes in equity
- Capital Portfolio for 2023/24.

The initiatives and core services are organised by 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 identify which one is responsible for the content you are viewing. Page 9 provides an outline of our BU's and their colours.





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 65,500 people and covers almost 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.

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 region of Gladstone as a renewable energy hub, taking the economy in an exciting, new direction.

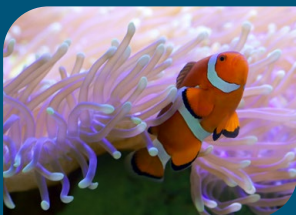
Away from industry, the Gladstone Region features plenty of green open spaces, including the nationally recognised Gladstone Tondoon Botanic Gardens, award-winning playgrounds, and other coastal locations where sailing and boating activities are popular.

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.



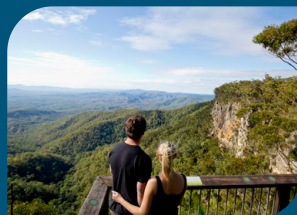
10,489KM²
 Gladstone Regional Council
 Local Government Area



Southernmost coral cay of the Great Barrier Reef



Pristine coasts and islands



Beautiful parklands and forests



Diverse habitats ready to explore



863 native animal species



427 native bird species



68 rare or threatened animal species



2954 native plant species

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 to allow Council to ensure its long-term sustainability, accountability and transparency, and deliver safe and efficient responses to disaster and emergency events.

● Operations

Uses the effective mix of internal and external resources to safely deliver Council's services and programs of work on time, to a high quality and within budget.

● 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 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. Managing our risk allows us to achieve an appropriate balance between realising opportunities and minimising losses. Council is committed to an effective program of risk management.

Council's Risk Management Framework establishes how we manage our corporate, operational and project risks.

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

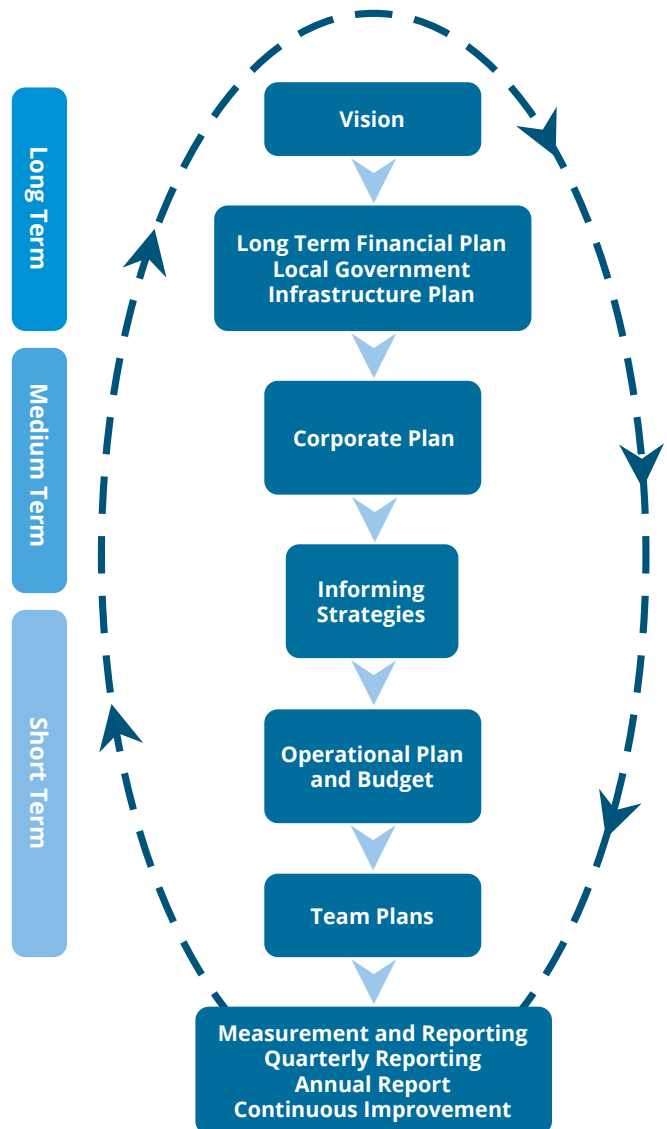
- Cyber security and critical control points
- Climate change
- Workforce safety and wellbeing
- Corporate governance
- Critical asset failure
- Financial sustainability.

Council implements controls to reduce our risks and clearly defines roles and responsibilities for effective risk management. We embed risk awareness into our decision-making process to support the business in managing risks so we can achieve our 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 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 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 and addresses Council's risks and monitors the overall performance of Council.

The 2023/24 Operational Plan and Budget was prepared in consultation with Council 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.

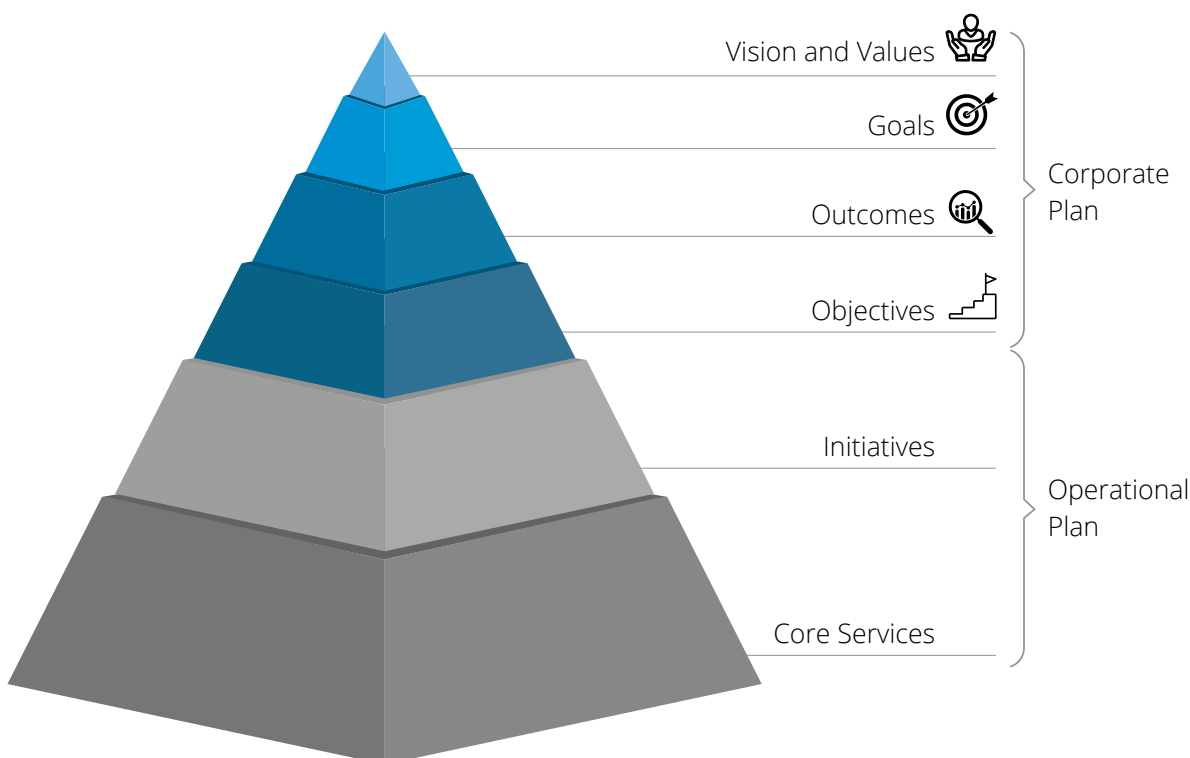
The *goals* start us off with an aspirational overarching purpose.

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.

The *core services* are the essential things we do to meet the needs of our community.



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 are 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 highlight initiatives to 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. Council is required to report on the progress towards the budget on a monthly basis, in accordance with *s.204 Local Government Regulation 2012*.

Quarterly Performance Report



Every three months, a report is prepared and presented to 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 our performance and provides our community with operational and financial information. This 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 satisfies our legislative obligations as per the *Local Government Act 2009 and the Local Government Regulation 2012*.



2023/24 OPERATIONAL PLAN

Plan on a Page



Connecting Communities

Disability, Access and Inclusion Action Plan

\$50,000

Develop a plan that empowers those living with disability to feel valued and included in their communities.

Social Infrastructure Strategic Plan Review and Update

Internal resources

Review and update our Social Infrastructure Strategic Plan to ensure it represents the social infrastructure and service needs of the community.

Planning Scheme Review

\$150,000

Undertake a review of the current GRC Planning Scheme.



Delivering Value

Works Delivery

\$2,200,000

Improve how we safely deliver achievable and affordable asset maintenance to meet our community's needs.

Community Waste Education

\$180,000

Deliver community education to support behavioural change regarding waste habits and reduce contamination, positively impact climate change and extend landfill life.

Future of Fleet

\$138,000

Implement a fully functional GPS system that provides accurate and reliable data to support the safety of our people and community.



Resilient Economy

Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-2032.



Our People

Creating Constructive Culture

\$159,240

Collectively work together to deliver the Culture Action Plan.

Psychosocial Safety

Internal resources

Introduce robust strategies and training to mitigate psychosocial risks in the workplace.



Accountable Council

Information Management

\$10,000

Better understand our information assets and develop strong governance for the management of information, to improve security of our community's and our people's data.

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
<p>Brand and Communications</p> <p>Community Asset Maintenance</p> <p>Community Events</p> <p>Customer Solutions</p> <p>Community Partnerships</p> <p>Development Services</p> <p>Gladstone Regional Art Gallery and Museum</p> <p>Regional Libraries</p> <p>Tondoon Botanic Gardens</p>	<p>Asset Design</p> <p>Asset Governance</p> <p>Asset Performance and Monitoring</p> <p>Asset Planning</p> <p>Business Improvement</p> <p>Cemeteries and Crematorium</p> <p>Engineering Asset Solutions</p> <p>Information, Communication and Technology</p> <p>Parks Program</p> <p>Quarries</p> <p>Roads Program</p> <p>Stores, Facilities and Fleet Management</p> <p>Transformation</p> <p>Waste and Resource Management</p> <p>Waste Water Program</p> <p>Water Program</p> <p>Works Planning and Scheduling</p>	<p>Advocacy</p> <p>Disaster Management</p> <p>Economic Development</p> <p>Gladstone Entertainment Convention Centre</p> <p>Strategic Projects</p> <p>Tourism</p>	<p>Culture and Capability</p> <p>Health and Safety</p> <p>Payroll Services</p> <p>People Services</p> <p>Recruitment, Remuneration and Benefits</p> <p>Rehabilitation Health and Wellbeing</p>	<p>Animal Management</p> <p>Biosecurity and Environmental Health</p> <p>Contracts and Procurement</p> <p>Environment and Conservation</p> <p>Ethics, Integrity and Audit</p> <p>Finance</p> <p>Governance and Risk</p> <p>Legal Services</p> <p>Local Law Compliance</p> <p>Revenue Services</p> <p>Strategic Business Planning</p> <p>Strategic Property Management</p>

2023/24

Budget Highlights

AGNES WATER/ SEVENTEEN SEVENTY/ CAPTAIN CREEK

\$1,000,000

AWWTP Back Up
Generator Supply

\$1,227,017

Tom Jeffery Memorial
Park, Agnes Water -
Bridge Renewal/Beach
Access

\$278,770

Air Sea Rescue Park
- Boardwalk Renewal

\$1,603,681

Round Hill Road -
Pavement Renewal
Program

AMBROSE

\$67,200

Ambrose-Bracewell Road
Seal Program

BAFFLE CREEK

\$300,000

Baffle Creek -
Infrastructure
Resilience Upgrade

BENARABY

\$991,305

Benaraby Landfill - Fire
Water Tank Installation/
Additional Landfill Liner

BOROREN

\$276,136

Bororen WTP - Site
Asset Upgrade and
Optimisation

\$374,850

Bororen Cemetery -
New Lawn Beams and
Columbarium

BOYNE ISLAND/ TANNUM SANDS

\$656,315

Turtleway Works

\$691,500

Boyne Tannum Memorial
Parklands - Stage 2

\$3,528,412

Boyne Tannum Aquatic
Recreation Centre

\$2,625,000

BITS Irrigation
Replacement

\$717,883

Tannum WWTP Inlet
Works Upgrade

BOYNE VALLEY

\$65,324

Mount Hector Road
Resheet

\$80,000

Cedarvale Road
Reconstruction

\$62,000

Clifton Road
Reconstruction

CALLIOPE

\$1,000,000

Calliope WWTP - Review
Aeration Capacity and
Sludge Handling

\$1,506,964

Silverdale Reservoir
Renewal

\$548,926

Calliope SPS 02
- Odour Control

GLADSTONE

\$250,000

PCYC Carpark - Install
Lighting

\$1,800,000

Tondoon Botanic
Gardens - Bonsai House
Utility Services

\$533,017

Tondoon Botanic
Gardens - Café Renewal

\$1,577,733

Glenlyon Street,
Gladstone - Upgrade
(Bramston St - Herbert St)

\$6,497,854

Gladstone WWTP
Distribution Tower and
Process Water Reservoir

\$573,450

Red Rover Road Bridge,
Gladstone (NRG Loop)
- Bridge Upgrade

\$550,000

Toolooa / Short / Young
Street Intersection
Footpath

LOWMEAD

\$4,134,099

Lowmead Road Safety
and Sealing Upgrade

\$789,550

Lowmead - Mount Tom
Road Renewal

MIRIAM VALE

\$1,715,200

Miriam Vale Community
Centre Upgrade

MOUNT LARCOM

\$32,740

Barram Road Resheet

\$18,000

Mount Larcom Reservoir
Defect Repairs

RAGLAN

\$101,250

Raglan Station Road -
Road Improvements

ROSEDALE

\$180,000

James Street, Rosedale
- Repair/Replace
Footbridge

TURKEY BEACH

\$940,000

Turkey Beach Road,
Turkey Beach - Safety
Improvements

YARWUN

\$4,700

Targinnie Road
Reconstruction

\$3,500

Fishermans Road
Reconstruction

WHOLE OF REGION

\$5,000,000

Asphalt Overlays
and Bitumen Seals

\$3,054,623

Gravel Resheeting

CENTRAL REGION

\$1,598,954

Reconstruction of
Essential Public Assets

WESTERN REGION

\$15,431,783

Reconstruction of
Essential Public Assets

SOUTHERN REGION

\$14,721,666

Reconstruction of
Essential Public Assets

2023/24 BUDGET BY THE NUMBERS

Total Budget **\$333.3M**



\$310

Pensioner Rebate



4%

Increase in general rate (less than CPI of 7.4%)



10%

Discount when paid in full on or before 18 October 2023



\$2.64

Weekly increase for utility charges from 2023/24 year (residential)



\$5.33

Utility Charges

Average costs per day for utility charges



\$19.1M

Roads

On capital roads projects (Sealed \$11.5m, unsealed \$7.6m)



\$2.8B

Value of Assets

Total value of Council owned assets



\$1.0M

Waste Disposal

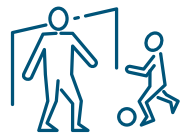
On capital projects



\$68.6M

Capital Works

To maintain and upgrade key assets and community projects



\$6.2M

Sport, Recreation and Community Wellbeing

On capital projects



\$64.2M

Grant Funding

Including \$33.7m for reconstruction activity



\$5.3M

Parks and Open Spaces

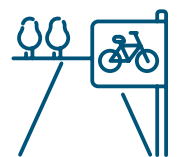
Capital parks and environment projects



\$21.1M

Water and Waste Water Supply

Infrastructure upgrades, renewals and replacements



\$2.3M

Footpaths and Cycleways

Upgrades, renewals and replacements

2023/24 Key Services

\$103.5M

Roads, Bridges, Footpaths and Drainage

\$53.8M

Water Services

\$38.6M

Sewerage Services

\$26.5M

Waste Services

\$24.6M

Parks and Environment

\$9.7M

Arts, Culture and Entertainment

\$6.4M

Strategic Projects

\$5.6M

Community Development and Support

\$4.3M

Library Services

\$4.1M

Local Laws

\$3.6M

Development Services

\$3.2M

Pest and Environmental Health

\$1.1M

Economic Development

\$1.1M

Disaster Management

\$1.0M

Additional funds for roads and parks maintenance

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 Asset 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.	●
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.	●
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.	●
Community 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.	●
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.	●
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



Disability, Access and Inclusion Action Plan

Initiative	Develop a plan that empowers those living with disability to feel valued and included in their communities.
Benefits	Council's facilities and community assets will support access and inclusion for all community members. <ul style="list-style-type: none"> Existing facilities will be assessed, prioritised and submitted for approval for upgrade. New and redeveloped facilities will include access and inclusion principles.
Responsible	Manager Community Partnerships
Accountable	General Manager Community Development and Events
Delivery	30 June 2024
Link to the Corporate Plan	Outcome 1.1 Communities are well understood, with programs and services designed to strengthen our region. Objective 1.1.2 Implement a strategic approach to community development that is focussed on inclusion, planning, capacity building and place making. Objective 1.1.3 Engage our communities to build connections and promote health, happiness and wellbeing.

Social Infrastructure Strategic Plan Review and Update

Initiative	Review and update our Social Infrastructure Strategic Plan to ensure it represents the social infrastructure and service needs of the community.
Benefits	As the region transitions to a future economy with the introduction of green energy industries, the social infrastructure plan will provide a list of pre-identified social infrastructure and services priorities, projects and programs that we can use to advocate for investment, from project proponents. The result will be meaningful investment in community benefit.
Responsible	Economic Development Specialist
Accountable	General Manager Strategy and Transformation
Delivery	30 June 2024
Link to the Corporate Plan	Outcome 1.1 Communities are well understood, with programs and services designed to strengthen our region. Objective 1.1.2 Implement a strategic approach to community development that is focussed on inclusion, planning, capacity building and place making. Objective 1.1.3 Engage our communities to build connections and promote health, happiness and wellbeing.



Planning Scheme Review

Initiative	Undertake a review of the current GRC Planning Scheme.
Benefits	<ul style="list-style-type: none"> Community influence - opportunity for the community to inform the amendments. Community education - opportunity to raise awareness on the scope and purpose of planning schemes and development assessment process.
Responsible	Principle Planning Lead
Accountable	General Manager Customer Experience
Delivery	Year 1 of multi-year
Link to the Corporate Plan	<p>Outcome 1.2 Communities can influence and actively participate in Council decision making.</p> <p>Objective 1.2.2 Review the planning scheme alignment to community expectations and overall needs.</p>



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



- Community Development and Events
- Customer Experience
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TWO Delivering Value

We work efficiently to deliver value for your rates.

CORE SERVICES

Service	Description	Business Unit
Asset Design	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 our community's infrastructure needs, risks and opportunities to allow Council to sustainably provide services to our region. By understanding demand, capacity, population forecasts, asset performance and other scenario modelling the team provides options for sustainable investment decisions including renewals and upgrades.	●
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.	●
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	●



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



Works Delivery

Initiative **Improve how we safely deliver achievable and affordable asset maintenance to meet our community's needs.**

- Benefits**
- Improved maintenance delivery planning aligning to maintenance strategies.
 - Increased confidence in asset data and maintaining data integrity.
 - Planning critical resources availability.
 - Decrease reactive maintenance.
 - Cost reduction by expanding our catalogue to include maintenance materials and services required.
 - Plan to realise the full value of Council's existing enterprise asset management software.
 - Increase employee device access supporting a shift to doing maintenance work electronically in the future.

Responsible Transformation Lead

Accountable **General Manager Strategy and Transformation**

Delivery Year 3 of multi-year

Link to the Corporate Plan

Outcome 2.1 Asset Management is smart, effective and efficient.
 Objective 2.1.1 Continuously improve focus and practices around smart asset management.
 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.

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.

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 the community.

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.



Community Waste Education

Initiative	Deliver community education to support behavioural change regarding waste habits and reduce contamination, positively impact climate change and extend landfill life.
Benefits	<ul style="list-style-type: none"> • Positive community behavioural change. • Positive impact on climate change. • Extended landfill life.
Responsible	Manager Communications
Accountable	General Manager Community Development and Events
Delivery	30 June 2024
Link to the Corporate Plan	<p>Outcome 2.4 The way we do business is continuously improving. Objective 2.4.1 Embed a continuous improvement culture focusing on creating value, reducing waste and improving efficiency.</p> <p>Outcome 5.3 The environment is front of mind in what we do. Objective 5.3.1 Ensure our operational practices and investment decisions are environmentally sound and encourage good stewardship and adaptation to environmental risks.</p>

Future of Fleet

Initiative	Implement a fully functional GPS system that provides accurate and reliable data to support the safety of our people and community.
Benefits	<ul style="list-style-type: none"> • Improved safety of our people and community - location data for responding to lone worker incidents, remote breakdowns and weather events etc. • Informed decision making on the usage and future of our fleet (with a focus on transitioning to green vehicles as appropriate), carbon reduction strategies, right sizing of the fleet (potential reduction of vehicles) etc. • Internal efficiencies - improved customer request response times, improved pool vehicle booking system and administration processes, potential recovery of stolen vehicles.
Responsible	Manager Operations Support Services
Accountable	General Manager Operations
Delivery	Year 1 of multi-year
Link to the Corporate Plan	<p>Outcome 2.1 Asset management is smart, effective and efficient. 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>Outcome 4.1 Our people return home safely.</p>



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

CORE SERVICES

Service	Description	Business Unit
Advocacy	Engages with State and Federal Governments, industry and other peak bodies and stakeholders to advocate for changes to policy, legislation and programs to improve the liveability of our communities.	●
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. 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.	●
Tourism	Provides long term vision and strategic direction for the region in tourism and the visitor economy. Partners with Gladstone Area Promotion and Development Limited (GAPDL) to provide enriching experiences to maximise economic benefits for the region.	●

Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-2032.



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



- 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	Partners with our people to understand their needs and provide the tools that develop skills, knowledge and a 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	●



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

Creating Constructive Culture

Initiative	Collectively work together to deliver the Culture Action Plan.
Benefits	An improved organisational culture positively impacts performance resulting in greater value to our community through core service program delivery. <ul style="list-style-type: none"> • Reduce turnover and psychosocial hazards. • Increase organisational level quality, employee involvement, job satisfaction, psychological safety etc. • Enhance leadership styles, team dynamics and inter-unit coordination.
Responsible	Manager Culture and Capability
Accountable	General Manager People, Culture and Safety
Delivery	Year 2 of multi-year
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. Objective 4.1.2 Improve our wellbeing management including physical and mental health support. Objective 4.1.3 Improve our employee capability, support and upskilling. Outcome 4.2 Our people are proud to work for Council. Objective 4.2.1 Enable collaborative workplaces and contemporary work practices. Objective 4.2.2 Build leadership capability and define competencies and development pathways. Objective 4.2.3 Ensure our leaders have clarity on their roles and are supported to successfully deliver on those expectations. Objective 4.2.4 Instil in our people the concept of brand ambassadorship. Objective 4.2.5 Further improve our employee experience.

Psychosocial Safety

Initiative	Introduce robust strategies and training to mitigate psychosocial risks in the workplace.
Benefits	<ul style="list-style-type: none"> • Improved health, safety and engagement for our people via reduced risk of psychosocial hazards. • Fosters an inclusive workplace culture to positively impact employee retention and turnover rates. • Satisfying WHS legislative obligations.
Responsible	Manager Health Safety Wellbeing
Accountable	General Manager People, Culture and Safety
Delivery	30 June 2024
Link to the Corporate Plan	Outcome 4.1 Our people return home safely. Objective 4.1.2 Improve our wellbeing management including physical and mental health support.

FIVE 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	Ensures 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, as well as undertaking compliance monitoring to ensure we deliver safe drinking water to our community.	●
Ethics, Integrity and Audit	Nurtures an ethical and principle led corporate culture which supports and values our employees and community.	●
Finance	Provides efficient and effective accounting support to the organisation, including budgeting, forecasting and long-term financial planning, to empower informed financial decisions. Ensures high standards of transparency and compliance with statutory obligations, as responsible stewards for community funds and assets. Administration and enhancement of Council's financial system, with a focus on continuous improvement.	●
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.	●

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



Local Law Compliance	Educates and regulates the community to preserve the amenity, appearance and enjoyment of the region and the lifestyles it provides.	●
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 Business Planning	Partners with Council to set and monitor its direction by providing services in corporate planning and performance reporting.	●
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.	●



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

FIVE Accountable Council



Information Management

Initiative Better understand our information assets and develop strong governance for the management of information, to improve security of our community's and our people's data.

Benefits

- Improved Information Management governance and practices reduce the level of corporate risk through improved controls for cyber security and corporate governance.
- Increased security of personal and sensitive information collected from our people and our customers.
- Efficiencies in the management of information.

Responsible Manager Governance and Risk

Accountable General Manager Finance, Governance and Risk

Delivery 30 June 2024

Link to the Corporate Plan

Outcome 5.1 Council has embedded risk management, transparency and accountability into what we do.

Objective 5.1.1 Provide comprehensive risk management strategies for all identified risks.

Objective 5.1.3 Ensure we have a framework of policies and standards that continues to raise the bar.

Objective 5.1.4 Ensure we comply with all legislative requirements to maintain community confidence.



- Community Development and Events
- Customer Experience
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- Operations
- People, Culture and Safety
- Strategic Asset Performance
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- Community Development and Events
- Customer Experience
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BUDGET

Statement of Comprehensive Income

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

	Forecast 2022-2023	Budget 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Revenue				
Operating revenue				
Net rates, levies and charges	168,464	181,438	189,096	196,513
Fees and charges	18,470	18,449	19,003	19,573
Rental income	656	688	708	730
Interest received	5,121	4,837	5,897	5,689
Sales revenue	7,062	3,269	3,367	3,468
Other income	21,703	17,861	6,146	5,263
Grants, subsidies, contributions and donations	11,580	45,705	11,964	12,323
Total operating revenue	233,056	272,248	236,181	243,559
Capital revenue				
Grants, subsidies, contributions and donations	11,389	19,625	15,598	22,730
Total revenue	244,446	291,872	251,779	266,290
Capital income				
Total Capital Income	1,028	1,200	1,200	1,200
Total income	245,474	293,072	252,979	267,490
Expenses				
Operating expenses				
Employee benefits	68,715	72,243	74,410	76,642
Materials and services	98,383	136,818	104,846	107,616
Finance costs	2,223	1,976	1,746	1,512
Depreciation and amortisation	53,860	55,282	56,520	57,826
Total operating expenses	223,181	266,319	237,522	243,597
Capital expenses				
Total Capital expenses	-	-	-	-
Total expenses	223,181	266,319	237,522	243,597
Net result	22,294	26,753	15,456	23,893
Other comprehensive income				
Items that will not be reclassified to net result				
Increase (decrease) in asset revaluation surplus	-	-	-	-
Miscellaneous comprehensive income	-	-	-	-
Total other comprehensive income for the year	-	-	-	-
Total comprehensive income for the year	22,294	26,753	15,456	23,893
Operating result				
Operating revenue	233,056	272,248	236,181	243,559
Operating expenses	223,181	266,319	237,522	243,597
Operating result	9,876	5,929	(1,342)	(38)

The value of change in rates and utilities from 2022/2023 expressed as a percentage is 7.70%

Statement of Financial Position

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

	Forecast 2022-2023	Budget 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Current assets				
Cash and cash equivalents	93,679	96,234	70,125	51,619
Trade and other receivables	21,771	26,303	23,742	24,636
Inventories	2,119	2,119	2,119	2,119
Contract Assets	2,068	2,068	2,068	2,068
Other current assets	12,296	12,296	12,296	12,296
Total current assets	131,933	139,021	110,349	92,738
Non-current assets				
Investments	22,608	22,608	22,608	22,608
Land	112,058	116,583	117,749	119,693
Land improvements	-	74	863	5,333
Buildings	136,606	140,047	144,175	145,620
Plant & equipment	32,738	27,747	28,545	29,624
Furniture & fittings	47,437	47,345	47,109	46,980
Roads, drainage & bridge network	1,488,840	1,511,782	1,523,123	1,537,949
Water	254,076	253,939	258,472	264,852
Sewerage	418,191	430,976	435,652	440,921
Miscellaneous	2,149	2,760	13,583	39,313
Work in progress	69,466	68,628	92,003	92,647
Property, plant & equipment	2,561,562	2,599,881	2,661,273	2,722,931
Right of use assets	1,848	1,804	1,760	1,716
Intangible assets	10	5	-	-
Other non-current assets	31,579	30,541	29,472	28,365
Other non-current assets	33,437	32,350	31,923	30,728
Total non-current assets	2,617,607	2,654,840	2,715,114	2,775,620
Total assets	2,749,540	2,793,860	2,825,463	2,868,358
Liabilities				
Trade and other payables	16,979	19,660	18,231	18,758
Contract Liabilities	4,318	4,318	4,318	4,318
Borrowings	5,925	6,164	6,405	6,656
Provisions	19,575	19,575	19,575	19,575
Other current liabilities	1,877	-	-	-
Total current liabilities	48,674	49,717	48,528	49,306
Non-current liabilities				
Borrowings	88,767	82,598	76,194	69,538
Provisions	7,038	7,038	7,038	7,038
Other non-current liabilities	42,578	40,346	38,226	36,313
Total non-current liabilities	138,383	129,982	121,457	112,889
Total liabilities	187,057	179,700	169,986	162,195
Net community assets	2,562,483	2,614,161	2,655,477	2,706,162
Community equity				
Asset revaluation surplus	1,119,966	1,144,890	1,170,750	1,197,543
Retained surplus	1,442,517	1,469,271	1,484,727	1,508,620
Total community equity	2,562,483	2,614,161	2,655,477	2,706,162

Statement of Cash Flows

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

	Forecast 2022-2023	Budget 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Cash flows from operating activities				
Receipts from customers	185,156	203,496	214,438	222,725
Payments to suppliers and employees	(174,163)	(205,796)	(180,108)	(183,161)
Dividends received	18,677	14,067	2,238	1,238
Interest received	5,259	4,837	5,897	5,689
Rental income	644	672	706	728
Non-capital grants and contributions	11,349	44,644	15,464	12,286
Borrowing costs	(2,777)	(2,560)	(2,323)	(2,083)
Net cash inflow from operating activities	44,145	59,360	56,311	57,421
Cash flows from investing activities				
Payments for property, plant and equipment	(57,574)	(68,628)	(92,003)	(92,647)
Payments for intangible assets	-	-	-	-
Net movement in loans and advances	-	-	-	-
Grants, subsidies, contributions and donations	11,389	19,625	15,598	22,730
Other cash flows from investing activities	8,278	(1,871)	149	395
Net cash inflow from investing activities	(37,907)	(50,875)	(76,256)	(69,522)
Cash flows from financing activities				
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	(5,713)	(5,930)	(6,164)	(6,405)
Repayment of leases	-	-	-	-
Net cash inflow from financing activities	(5,713)	(5,930)	(6,164)	(6,405)
Total cash flows				
Net increase in cash and cash equivalent held	525	2,555	(26,109)	(18,505)
Opening cash and cash equivalents	93,153	93,679	96,234	70,125
Closing cash and cash equivalents	93,679	96,234	70,125	51,619

Statement of Changes in Equity

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

	Forecast 2022-2023	Budget 2023-2024	Forecast 2024-2025	Forecast 2025-2026
Asset revaluation surplus				
Opening balance		1,119,966	1,144,890	1,170,750
Net result		na	na	na
Increase in asset revaluation surplus		24,924	25,860	26,793
Internal payments made		na	na	na
Closing balance	1,119,966	1,144,890	1,170,750	1,197,543
Retained surplus				
Opening balance		1,442,517	1,469,271	1,484,727
Net result		26,753	15,456	23,893
Increase in asset revaluation surplus		na	na	na
Internal payments made		-	-	-
Closing balance	1,442,517	1,469,271	1,484,727	1,508,620
Total				
Opening balance		2,562,483	2,614,161	2,655,477
Net result		26,753	15,456	23,893
Increase in asset revaluation surplus		24,924	25,860	26,793
Internal payments made		-	-	-
Closing balance	2,562,483	2,614,161	2,655,477	2,706,162

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

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

	Jun-23F	Jun-24B	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F
Revenue											
Operating revenue											
Net rates, levies and charges	168,464	181,438	189,096	196,513	203,601	210,536	216,488	222,559	228,751	234,450	240,304
Fees and charges	18,470	18,449	19,003	19,573	20,160	20,765	21,388	22,029	22,690	23,371	24,072
Rental income	656	688	708	730	752	774	797	821	846	871	897
Interest received	5,121	4,837	5,897	5,689	5,602	5,593	5,611	5,655	5,724	5,770	5,889
Sales revenue	7,062	3,269	3,367	3,468	3,572	3,679	3,789	3,903	4,020	4,140	4,265
Other income	21,703	17,861	6,146	5,263	9,384	8,509	7,637	6,769	5,905	10,045	9,189
Grants, subsidies, contributions and donations	11,580	45,705	11,964	12,323	12,693	13,073	13,466	13,870	14,286	14,714	15,156
Total operating revenue	233,056	272,248	236,181	243,559	255,763	262,928	269,176	275,605	282,222	293,362	299,772
Capital revenue											
Grants, subsidies, contributions and donations	11,389	19,625	15,598	22,730	11,540	13,400	19,986	16,447	18,520	22,671	24,695
Total revenue	244,446	291,872	251,779	266,290	267,303	276,328	289,162	292,052	300,741	316,034	324,468
Capital income											
Total Capital Income	1,028	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Total income	245,474	293,072	252,979	267,490	268,503	277,528	290,362	293,252	301,941	317,234	325,668
Expenses											
Operating expenses											
Employee benefits	68,715	72,243	74,410	76,642	78,942	81,310	83,749	86,262	88,850	91,515	94,261
Materials and services	98,383	136,818	104,846	107,616	111,112	114,708	118,406	122,211	126,124	130,351	134,292
Finance costs	2,223	1,976	1,746	1,512	1,266	1,016	885	846	806	769	723
Depreciation and amortisation	53,860	55,282	56,520	57,826	59,432	61,195	58,082	57,558	59,106	60,573	62,017
Total operating expenses	223,181	266,319	237,522	243,597	250,752	258,228	261,123	266,876	274,887	283,208	291,293
Capital expenses											
Total expenses	223,181	266,319	237,522	243,597	250,752	258,228	261,123	266,876	274,887	283,208	291,293
Net result	22,294	26,753	15,456	23,893	17,751	19,300	29,239	26,375	27,055	34,026	34,375
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	22,294	26,753	15,456	23,893	17,751	19,300	29,239	26,375	27,055	34,026	34,375
Operating result											
Operating revenue	233,056	272,248	236,181	243,559	255,763	262,928	269,176	275,605	282,222	293,362	299,772
Operating expenses	223,181	266,319	237,522	243,597	250,752	258,228	261,123	266,876	274,887	283,208	291,293
Operating result	9,876	5,929	(1,342)	(38)	5,011	4,700	8,053	8,729	7,335	10,154	8,479

	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F
Current assets											
Cash and cash equivalents	93,679	96,234	70,125	51,619	40,496	47,821	46,530	50,466	60,183	65,627	85,127
Trade and other receivables	21,771	26,303	23,742	24,636	25,499	26,278	27,103	27,871	28,657	29,315	30,155
Inventories	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119	2,119
Contract Assets	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068	2,068
Other current assets	12,296	12,296	12,296	12,296	12,296	12,296	12,296	12,296	12,296	12,296	12,296
Total current assets	131,933	139,021	110,349	92,738	82,478	90,582	90,116	94,820	105,324	111,425	131,765
Non-current assets											
Inventories	-	-	-	-	-	-	-	-	-	-	-
Investments	22,608	22,608	22,608	22,608	22,608	22,608	22,608	22,608	22,608	22,608	22,608
Land	112,058	116,583	117,749	119,693	120,890	123,191	124,424	125,668	128,567	134,273	135,615
Land improvements	-	74	863	5,333	5,587	7,083	7,666	9,692	11,539	11,596	11,589
Buildings	136,606	140,047	144,175	145,620	148,051	148,945	148,371	153,472	153,996	159,308	206,270
Plant & equipment	32,738	27,747	28,545	29,624	32,966	34,831	40,049	46,977	54,780	61,966	77,197
Furniture & fittings	47,437	47,345	47,109	46,980	48,042	47,820	53,573	59,502	59,247	58,986	58,721
Roads, drainage & bridge network	1,488,840	1,511,782	1,523,123	1,537,949	1,560,355	1,584,690	1,608,503	1,634,227	1,662,784	1,671,011	1,704,387
Water	254,076	253,939	258,472	264,852	274,605	277,015	280,844	282,429	284,630	294,101	306,932
Sewerage	418,191	430,976	435,652	440,921	450,199	464,290	462,028	470,547	474,915	482,159	497,587
Miscellaneous	2,149	2,760	13,583	39,313	50,805	53,593	55,813	57,925	60,368	64,090	72,506
Work in progress	69,466	68,628	92,003	92,647	81,981	67,648	85,873	77,527	74,243	86,852	-
Property, plant & equipment	2,561,562	2,599,881	2,661,273	2,722,931	2,773,480	2,809,106	2,867,143	2,917,968	2,965,068	3,024,342	3,070,804
Right of use assets	1,848	1,804	1,760	1,716	1,672	1,628	1,584	1,540	1,496	1,452	1,408
Intangible assets	10	5	-	-	-	-	-	-	-	-	-
Other non-current assets	31,579	30,541	29,472	28,365	27,222	26,041	24,826	23,570	22,274	21,103	19,893
Other non-current assets	33,437	32,350	31,923	30,728	27,222	26,041	24,826	23,570	22,274	21,103	19,893
Total non-current assets	2,617,607	2,654,840	2,715,114	2,775,620	2,824,981	2,859,384	2,916,162	2,965,686	3,011,447	3,069,506	3,114,713
Total assets	2,749,540	2,793,860	2,825,463	2,868,358	2,907,460	2,949,966	3,006,278	3,060,507	3,116,770	3,180,931	3,246,478

QTC Financial Forecast Template—Gladstone Regional Council
Statement of Financial Position
All outputs are in thousands (\$'000) unless otherwise indicated

	Jun-23F	Jun-24F	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F
Liabilities											
Trade and other payables	16,979	19,660	18,231	18,758	19,337	19,879	20,548	21,182	21,834	22,456	23,198
Contract Liabilities	4,318	4,318	4,318	4,318	4,318	4,318	4,318	4,318	4,318	4,318	4,318
Borrowings	5,925	6,164	6,405	6,656	5,908	3,214	3,288	3,364	3,439	3,520	3,600
Provisions	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575	19,575
Other current liabilities	1,877	-	-	-	-	-	-	-	-	-	-
Total current liabilities	48,674	49,717	48,528	49,306	49,138	46,986	47,729	48,438	49,166	49,869	50,691
Non-current liabilities											
Borrowings	88,767	82,598	76,194	69,538	63,629	60,415	57,127	53,763	50,325	46,805	43,205
Provisions	7,038	7,038	7,038	7,038	7,038	7,038	7,038	7,038	7,038	7,038	7,038
Other non-current liabilities	42,578	40,346	38,226	36,313	35,784	35,228	34,644	34,340	34,340	34,340	34,340
Total non-current liabilities	138,383	129,982	121,457	112,889	106,452	102,681	98,809	95,141	91,703	88,183	84,583
Total liabilities	187,057	179,700	169,986	162,195	155,590	149,668	146,538	143,580	140,869	138,052	135,274
Net community assets	2,562,483	2,614,161	2,655,477	2,706,162	2,751,870	2,800,298	2,859,740	2,916,927	2,975,901	3,042,879	3,111,204
Community equity											
Asset revaluation surplus	1,119,966	1,144,890	1,170,750	1,197,543	1,225,499	1,254,628	1,284,830	1,315,642	1,347,562	1,380,513	1,414,464
Retained surplus	1,442,517	1,469,271	1,484,727	1,508,620	1,526,370	1,545,670	1,574,909	1,601,285	1,628,340	1,662,365	1,696,740
Total community equity	2,562,483	2,614,161	2,655,477	2,706,162	2,751,870	2,800,298	2,859,740	2,916,927	2,975,901	3,042,879	3,111,204

QTC Financial Forecast Template—Gladstone Regional Council
Statement of Cash Flows
All outputs are in thousands (\$'000) unless otherwise indicated

	Jun-23F	Jun-25B	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F
Cash flows from operating activities											
Receipts from customers	185,156	203,496	214,438	222,725	230,656	238,509	245,286	252,297	259,388	266,153	272,805
Payments to suppliers and employees	(174,163)	(205,796)	(180,108)	(183,161)	(188,909)	(194,915)	(200,938)	(207,324)	(213,842)	(220,802)	(227,405)
Dividends received	18,677	14,067	2,238	1,238	5,238	4,238	3,238	2,238	1,238	5,238	4,238
Interest received	5,259	4,837	5,897	5,689	5,602	5,593	5,611	5,655	5,724	5,770	5,889
Rental income	644	672	706	728	749	772	795	819	843	869	894
Non-capital grants and contributions	11,349	44,644	15,464	12,286	12,654	13,038	13,421	13,828	14,242	14,674	15,106
Borrowing costs	(2,777)	(2,560)	(2,323)	(2,083)	(1,832)	(1,577)	(1,435)	(1,361)	(1,285)	(1,212)	(1,129)
Payment of provision	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow from operating activities	44,145	59,360	56,311	57,421	64,159	65,658	65,979	66,151	66,308	70,691	70,399
Cash flows from investing activities											
Payments for property, plant and equipment	(57,574)	(68,628)	(92,003)	(92,647)	(81,981)	(67,648)	(85,873)	(77,527)	(74,243)	(86,852)	(74,484)
Payments for intangible assets	-	-	-	-	-	-	-	-	-	-	-
Net movement in loans and advances	-	-	-	-	-	-	-	-	-	-	-
Grants, subsidies, contributions and donations	11,389	19,625	15,598	22,730	11,540	13,400	19,986	16,447	18,520	22,671	24,695
Other cash flows from investing activities	8,278	(1,871)	149	395	1,814	1,824	1,831	2,152	2,496	2,371	2,410
Net cash inflow from investing activities	(37,907)	(50,875)	(76,256)	(69,522)	(68,626)	(52,424)	(64,056)	(58,928)	(53,227)	(61,809)	(47,378)
Cash flows from financing activities											
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(5,713)	(5,930)	(6,164)	(6,405)	(6,656)	(5,908)	(3,214)	(3,288)	(3,364)	(3,439)	(3,520)
Repayment of leases	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow from financing activities	(5,713)	(5,930)	(6,164)	(6,405)	(6,656)	(5,908)	(3,214)	(3,288)	(3,364)	(3,439)	(3,520)
Total cash flows											
Net increase in cash and cash equivalent held	525	2,555	(26,109)	(18,505)	(11,123)	7,325	(1,291)	3,935	9,717	5,443	19,501
Opening cash and cash equivalents	93,153	93,679	96,234	70,125	51,619	40,496	47,821	46,530	50,466	60,183	65,627
Closing cash and cash equivalents	93,679	96,234	70,125	51,619	40,496	47,821	46,530	50,466	60,183	65,627	85,127

Statement of Changes in Equity

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

	Jun-23F	Jun-24B	Jun-25F	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	
Asset revaluation surplus												
Opening balance		1,119,966	1,144,890	1,170,750	1,170,750	1,197,543	1,225,499	1,254,628	1,284,830	1,315,642	1,347,562	1,380,513
Net result		na	na	na	na	na	na	na	na	na	na	na
Increase in asset revaluation surplus		24,924	25,860	26,793	27,956	29,129	30,202	30,812	31,920	32,952	33,951	33,951
Internal payments made		na	na	na	na	na	na	na	na	na	na	na
Closing balance		1,144,890	1,170,750	1,197,543	1,225,499	1,254,628	1,284,830	1,315,642	1,347,562	1,380,513	1,414,464	1,448,415
Retained surplus												
Opening balance		1,442,517	1,469,271	1,484,727	1,508,620	1,526,370	1,545,670	1,574,909	1,601,285	1,628,340	1,662,365	1,696,740
Net result		26,753	15,456	23,893	17,751	19,300	29,239	26,375	27,055	34,026	na	34,375
Increase in asset revaluation surplus		na	na	na	na	na	na	na	na	na	na	na
Internal payments made		-	-	-	-	-	-	-	-	-	-	-
Closing balance		1,469,271	1,484,727	1,508,620	1,526,370	1,545,670	1,574,909	1,601,285	1,628,340	1,662,365	1,696,740	1,731,115
Total												
Opening balance		2,562,483	2,614,161	2,655,477	2,706,162	2,751,870	2,800,298	2,859,740	2,916,927	2,975,901	3,042,879	3,119,558
Net result		26,753	15,456	23,893	17,751	19,300	29,239	26,375	27,055	34,026	34,375	34,375
Increase in asset revaluation surplus		24,924	25,860	26,793	27,956	29,129	30,202	30,812	31,920	32,952	33,951	33,951
Internal payments made		-	-	-	-	-	-	-	-	-	-	-
Closing balance		2,614,161	2,655,477	2,706,162	2,751,870	2,800,298	2,859,740	2,916,927	2,975,901	3,042,879	3,119,558	3,153,934

Trading Summaries and Comparatives for Gladstone Regional Council Budget 2023/24 and Forecast 2022/23

2023/2024 Budget

	COMMUNITY DEVELOPMENT & EVENTS	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	PEOPLE, CULTURE & SAFETY	STRATEGIC ASSET PERFORMANCE	STRATEGY & TRANSFORMATION	TOTAL
Trading Summary								
Ordinary Income	2,419,778	11,207,338	121,133,179	35,886,894	29,363,266	151,541,242	10,715,808	362,267,505
Ordinary Expenses	(19,782,770)	(11,889,522)	(13,507,556)	(32,342,908)	(29,704,209)	(126,762,199)	(13,539,890)	(247,529,054)
Overhead Expenses	(4,818,031)	(7,687,570)	(3,786,623)	(7,279,739)		(29,248,925)	(707,027)	(53,527,915)
Depreciation	(1,252,557)	(47,894)	(128,495)	(4,376,333)		(49,020,294)	(456,347)	(55,281,920)
Net Income\Deficit	(23,433,580)	(8,417,648)	103,710,505	(8,112,086)	-	(53,490,176)	(3,987,456)	5,928,616
Capital Expenditure\Loans								
Capital Income	1,715,200	-	-	1,000,000	-	16,709,339	200,000	19,624,539
Capital Purchases	(3,124,643)	(280,500)	-	(6,360,000)	-	(52,154,781)	(6,708,412)	(68,628,336)
Total Capital Expenditure	(1,409,443)	(280,500)	-	(5,360,000)	-	(35,445,442)	(6,508,412)	(49,003,797)
Total	(24,843,023)	(8,698,148)	103,710,505	(13,472,086)	-	(88,935,618)	(10,495,868)	(43,075,181)

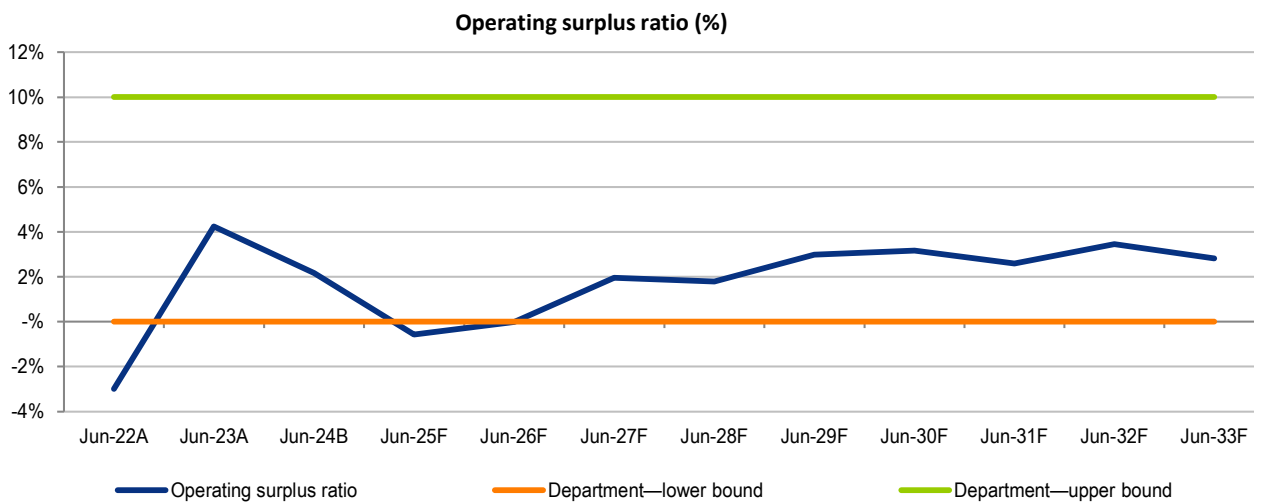
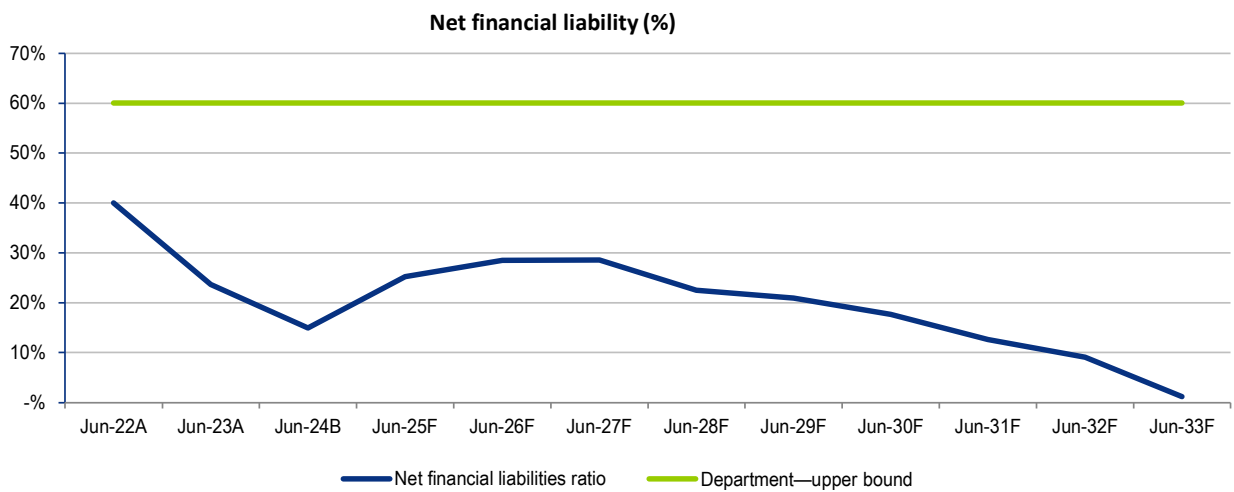
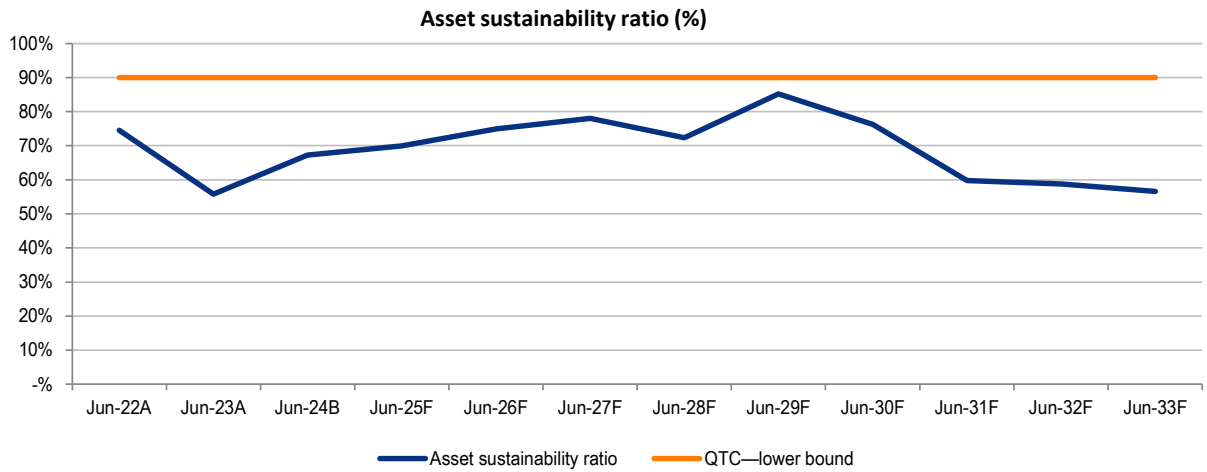
2022/2023 Forecast

	COMMUNITY DEVELOPMENT & EVENTS	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	PEOPLE, CULTURE & SAFETY	STRATEGIC ASSET PERFORMANCE	STRATEGY & TRANSFORMATION	TOTAL
Trading Summary								
Ordinary Income	2,441,709	10,496,002	113,553,988	36,736,155	25,539,403	115,919,717	9,871,515	314,558,489
Ordinary Expenses	(18,264,640)	(10,216,087)	(11,188,602)	(33,981,146)	(26,335,096)	(87,328,112)	(11,622,292)	(198,935,975)
Overhead Expenses	(3,916,324)	(6,772,472)	(2,842,918)	(8,906,753)		(28,689,335)	(758,638)	(51,886,440)
Depreciation	(1,236,611)	(49,562)	(136,330)	(5,254,645)	(1,921)	(46,943,721)	(237,466)	(53,860,256)
Net Income\Deficit	(20,975,866)	(6,542,119)	99,386,138	(11,406,389)	(797,614)	(47,041,451)	(2,746,881)	9,875,818
Capital Expenditure\Loans								
Capital Income	27,814	-	-	-	-	11,311,091	50,469	11,389,374
Capital Purchases	(1,037,911)	(91,087)	(25,535)	(7,409,098)	-	(48,334,559)	(676,009)	(57,574,199)
Total Capital Expenditure	(1,010,097)	(91,087)	(25,535)	(7,409,098)	-	(37,023,468)	(625,540)	(46,184,825)
Total	(21,985,963)	(6,633,206)	99,360,603	(18,815,487)	-	(84,064,919)	(3,372,421)	(36,309,007)

Summary of Significant and Commercial Business Activities

	Income	Expenses	Net Results
2022/23 Budget			
Roads	37,202,619	85,061,585	(47,858,966)
Building Certification	199,600	790,568	(590,968)
Water	42,834,967	47,765,669	(4,930,702)
Waste Management	26,490,617	27,407,551	(916,934)
Gladstone Entertainment & Convention Centre	990,025	5,720,846	(4,730,821)
Sewerage	35,594,775	30,359,747	5,235,028
2023/24 Forecast			
Roads	38,318,698	87,645,473	(49,326,775)
Building Certification	205,588	815,812	(610,224)
Water	45,990,113	49,180,420	(3,190,306)
Waste Management	27,285,336	28,238,336	(953,000)
Gladstone Entertainment & Convention Centre	1,019,725	5,857,576	(4,837,850)
Sewerage	37,514,056	31,318,769	6,195,287
2024/25 Forecast			
Roads	39,468,259	90,307,838	(50,839,579)
Building Certification	211,756	841,974	(630,219)
Water	49,144,785	50,636,583	(1,491,798)
Waste Management	28,103,896	29,094,350	(990,454)
Gladstone Entertainment & Convention Centre	1,050,317	5,997,328	(4,947,011)
Sewerage	39,434,311	32,289,161	7,145,150

Key Financial Sustainability Metrics



Capital Portfolio for 1 July 2023 to 30 June 2024

Asset Class: Arts & Culture	
Project Description	Expenses
GECC Halls PA Replacement	750,000
23/24 GRAGM Art Collection	10,000
GECC Rolling Capital Replacement Fund	116,426
	876,426

Asset Class: Bridges & Jetties	
Project Description	Expenses
Red Rover Road Bridge, Gladstone (NRG Loop) - Bridge Upgrade	573,450
	573,450

Asset Class: Contracts & Facilities	
Project Description	Expenses
Future Projects Fund	2,500,000
Miriam Vale Community Centre Upgrade	1,715,200
Creating Spaces	360,000
20/21 - Agnes Water Counter Reconfiguration	280,500
Calliope Pest Management Depot Driveway/Parking Upgrades	84,000
Tondoon Botanic Garden Café Renewal	533,017
	5,472,717

Asset Class: Fleet	
Project Description	Expenses
Fleet Replacement	5,000,000
	5,000,000

Asset Class: Footpaths

Project Description	Expenses
Aerodrome Road, Gladstone	2,500
Various Footpaths Linking DDA Compliant Stops	130,000
Malpas Street, Boyne Island - New Concrete	125,000
Toolooa / Short / Young Street Intersection Footpath	550,000
Philip Street - Footpath from Centre to Community Precinct	193,000
Turtleway Footbridge #3, Boyne Island - Repair/Replace	109,409
Turtleway (Ch 554.9-Ch 604.9) - Pedestrian Bridge Replacement	186,328
Turtleway footbridge #1, Boyne Island - Bridge Replacement	186,328
Barney Point Footpath Strategy - Stage 5	1,300
Donohue Dr, Agnes Water - School to Community Facility (PCS)	113,000
Hampton Dr, Tannum Sands - Langdon St to Garnet St (PCS)	394,263
James Street, Rosedale - Repair/Replace Footbridge	180,000
Turtleway Pedestrian Bridge - Wyndham Avenue Boyne Island	174,250
	2,345,378

Asset Class: Information Technology

Project Description	Expenses
Establish Smart Meeting Room - Byellee Room - LDCC Upgrade	200,000
ICT - Infrastructure Replacement	180,000
ICT Laptop Purchases	300,000
	680,000

Asset Class: Parks & Environment

Project Description	Expenses
Capital Purchases	140,000
Apex Park, Gladstone - Renew / Replace Retaining Wall	414,224
Boyne Tannum Memorial Parklands - Stage 2	691,500
Flat Rock Picnic Grounds	2,500
Ocean Beach Drive, Agnes Water - Beach Access Renewal	17,790
Air Sea Rescue Park - Boardwalk Renewal	278,770
Tom Jeffery Memorial Park - Beach Access Renewal	260,000
Stirling Park - RSL Cenotaph Upgrade	19,775
Tondoon Botanic Gardens - Bonsai House Utility Services	1,800,000
Agnes Water Skate Park	80,000
Bororen Cemetery - New Lawn Beams & Columbarium	374,850
Tom Jeffery Memorial Park, Agnes Water - Bridge Renewal	967,017
Port Curtis Cemetery Development Section V	279,602
	5,326,029

Asset Class: Carparks	
Project Description	Expenses
Agnes Street, Agnes Water - New carpark	677,430
	677,430

Asset Class: Roads	
Project Description	Expenses
Traffic Counter Renewal	25,000
Glenlyon St, Gladstone (Bramston St - Herbert St) - Upgrade	1,577,733
Blomfield St, Miriam Vale - Install Long Distance Haul Stop	44,100
Goondoon Street - Pavement Reconstruction	200,000
Raglan Station Road - Road Improvements	101,250
Lowmead Road, Mount Tom - Road renewal (Stage 1)	789,550
Round Hill Road - Pavement Renewal Program	1,603,681
Turkey Beach Road, Turkey Beach - Safety Improvements	940,000
Asphalt Overlays And Bitumen Reseals	5,000,000
Anderson Way/Bicentennial Drive, Agnes Water – Intersection	58,525
Ambrose Bracewell Road Ambrose - Intermittent Seal Program	67,200
Glenlyon/Tank - Traffic Calming Scheme [Blackspot funding]	358,060
Glenlyon/Derby - Traffic Calming Scheme [Blackspot funding]	328,060
Herbert & Auckland St Intersection Safety Upgrade	53,310
Lowmead Road Safety and Sealing Upgrade	4,134,099
Baffle Creek: Infrastructure Resilience Upgrade	300,000
Barnetts Road, Rosedale Resheet	195,743
Barram Road, Mount Larcom - Resheet	32,740
Calliope STP Facility Road, Calliope - Resheet	32,927
Capricornia Drive, Deepwater - Resheet	221,000
Dawsons Road, Berajondo - Resheet	195,743
Deepwater Road, Deepwater - Resheet	273,306
Donaldsons Road, Foreshores - Resheet	60,739
Matchbox Road, Deepwater - Resheet	260,628
Mattson Road, Darts Creek - Resheet	455,780
Mineral Road, Rosedale - Resheet	113,525
Mitchell Road, Calliope - Resheet	180,477
Mount Hector Road, Boyne Valley - Resheet	65,324
Muller Road, Baffle Creek - Resheet	109,361
Pacific Drive, Deepwater - Resheet	395,901
Pikes Crossing Road, Benaraby - Resheet	94,397
Popenia Road, Darts Creek - Resheet	194,629
Seabreeze Court, Deepwater - Resheet	119,015
Spiess Lane, West Stowe - Resheet	73,727
Marsh Road Resheet - Resheet	77,725
	18,733,255

Asset Class: Sewerage	
Project Description	Expenses
Captain Cook Drive, Agnes Water - Relocate Sewer Main	421,338
Agnes Water - Sewer Manhole Rebuild/Replacement	58,500
Calliope SPS 02 - Odour Control	548,926
TAN 04 SPS Renewal and Upgrade	205,133
Boyne/Tannum/Calliope - Sewer Manhole Renewal/ Replacement	107,137
Boyne/Tannum/Calliope Sewer Rising Main Renewal	378,153
Calliope WWTP - Review Aeration Capacity and Sludge Handling	1,000,000
Tannum WWTP Inlet Works Upgrade	717,883
A01 to Gladstone WWTP - Replace 450mm Section of Main	50,000
Gladstone - Sewer Main Renewals	200,000
Gladstone - Sewer Manhole Renewal Replacement	388,652
GLAO3 SPS Gladstone Pump Station Asset Renewal	152,469
Gladstone WWTP Distribution Tower and Process Water Reservoir	6,497,854
South Trees WWTP - Effluent Outfall Structure Remedial Works	2,600
Curtis Island - Power Replacement	1,680,500
	12,409,143

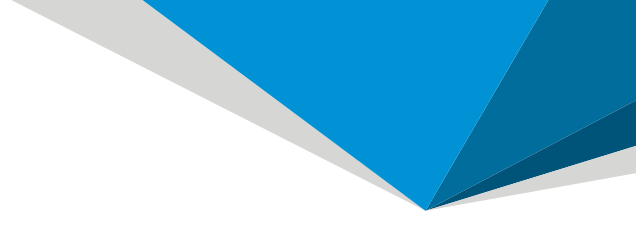
Asset Class: Sport & Recreation	
Project Description	Expenses
Boyne Tannum Aquatic Recreation Centre	3,528,412
BITS Irrigation Replacement	2,625,000
	6,153,412

Asset Class: Stormwater	
Project Description	Expenses
Blackmans Gap Rd, Boyne Valley - Upgrade Floodway Ch 25.22km	30,000
Culvert headwall replacement - Southern Zone (22/23)	129,000
Gully Pit Renewal/Replacement Program "Central"	210,000
	369,000

Asset Class: Street Lighting	
Project Description	Expenses
PCYC Car Park, Gladstone - Install Lighting	250,000
	250,000

Asset Class: Waste	
Project Description	Expenses
Benaraby Landfill - Fire Water Tank Installation	562,000
Capital Purchases Landfill	50,000
Piggyback Liner System - Benaraby Landfill	429,305
	1,041,305

Asset Class: Water	
Project Description	Expenses
Recurring Capital Expenses	2,011,905
AWWTP Back Up Generator Supply	1,000,000
Agnes Water / 1770 - New Water Meters	10,000
QAL Access Road Replace Water Main	402,960
Lake Awoonga Control Values	312,343
Lake Awoonga - Mains renewal - Glenlyon Road	282,605
Lake Awoonga Permanent Water Network Monitoring Points	34,383
Lake Awoonga - Advanced Metering Infrastructure	200,000
Lake Awoonga - Water Meter Replacements	1,527,504
Lake Awoonga - New Water Meters	2,200
Silverdale Reservoir Renewal	1,506,964
Mount Elizabeth Reservoir Renewal	88,850
Broadacres Reservoir Renewal	196,010
Clinton Park Reservoir Renewal	435,982
Round Hill 2 Reservoir	355,016
Mount Larcom Reservoir Defect Repairs	18,000
Miriam Vale & Bororen Water Installation of Permanent Water Network Monitoring Points	10,633
Agnes Water / 1770 – Zone Control Valves	48,300
Miriam Vale / Bororen - New Water Meters	1,000
Bororen WTP – Site Asset Upgrade and Optimisation	276,136
	8,720,791
	68,628,336





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