



# 2024/25 Operational Plan and Budget

Proudly playing our part







## **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

Welcome to Gladstone Regional Council's 2024/25 Operational Plan and Budget.

As the fourth Operational Plan to come out of Council's five-year Corporate Plan, it sets a clear pathway for how we will continue to deliver on our goals, outcomes and objectives over the coming year.

Our Operational Plan has been developed alongside our annual Budget to ensure that both core services and new initiatives are appropriately prioritised and funded.

Throughout the publication, 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.

As we navigate the challenges of the current financial environment, our collective focus as a Council will be on fostering empowerment and driving achievement within our business and communities to proactively plan for the future.

We will support our people in delivering quality services for the Gladstone Region, forging a Council they are proud to work for. Through purposeful actions, our vision is to integrate future-oriented thinking and scenario planning in our ongoing operations.

'Proudly GRC' was introduced as our organisational theme two years ago and in the time since, we have seen it continue to evolve. In keeping with the proudly element, this year's theme 'Proudly playing our part' extends our focus to highlight the role we play in actively contributing to the success and betterment of our region.

Our theme reinforces the pride we have in the work we do each and every day to make our Council and our region a wonderful place to work and invest but most importantly, a place our residents are proud to call home.



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

The 2024/25 Operational Plan and Budget is a key strategic document that defines Council's focus for the financial year.

The document provides regional and organisational context, followed by a snapshot of the initiatives, services and budget before going into detail about planned activities and expenditure.

The Operational Plan and Budget includes:

- Council's goals, initiatives and core services to be completed during the 2024/25 financial year
- Statements of Council's comprehensive income and financial position
- Cash flow and changes in equity
- Capital Portfolio for 2024/25.

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

This year's theme is *'Proudly playing our part'*. Throughout the plan, we will refer to the theme and our commitment to the role we play in actively contributing to the success and betterment of our region.

We refer regularly to our Gladstone Regional Council (GRC) Business Units (BU), that represent a specific function. Page nine (9) details our current BUs including purpose statements.







## 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 it is beautiful. The Gladstone Region is situated on the traditional lands of the Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda peoples. Around 500km, or six and a half hours' drive north of Brisbane City, the Gladstone Region has a population of approximately 65,500 people and a total land area of almost 10,500km<sup>2</sup>.

The city of Gladstone, the areas of Boyne Island and Tannum Sands and the town of Calliope are the main population centres in the region with approximately 57,500 people living in these localities. Nearly 8,000 people live in smaller communities in the region such as Miriam Vale, Baffle Creek, Deepwater, Mount Larcom, Turkey Beach, Rosedale and surrounding communities as well as the beachside localities of Seventeen Seventy and Agnes Water, according to the 2021 Census.

The Gladstone Region has a Gross Regional Product (GRP) of \$6.773B with just over 4,000 local businesses and nearly 28,000 regional jobs, with about 15 per cent of these coming from manufacturing. 20.9 per cent of the Gladstone Region workforce are technicians or trades workers.

The region has a strong record of job creation and investment opportunities, with relaxed living, recreational and tourism options enhancing its liveability and potential for future growth. In recent decades, the economy has been built around heavy industry with access to a deep water harbour for import and export trade.

Several renewable energy projects, hydrogen, biofuels, solar energy and new waste management practices have been proposed for the Gladstone State Development Area (GSDA), positioning the city of Gladstone as a renewable energy hub and taking the economy in an exciting new direction.

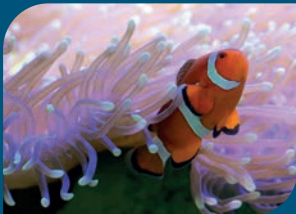
The Gladstone Region features plenty of green open spaces, including the nationally-recognised Gladstone Tondoon Botanic Gardens, award-winning playgrounds and coastal locations where sailing and boating activities are popular. Residents and visitors can see historical sites, go bush walking, mountain 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.





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

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



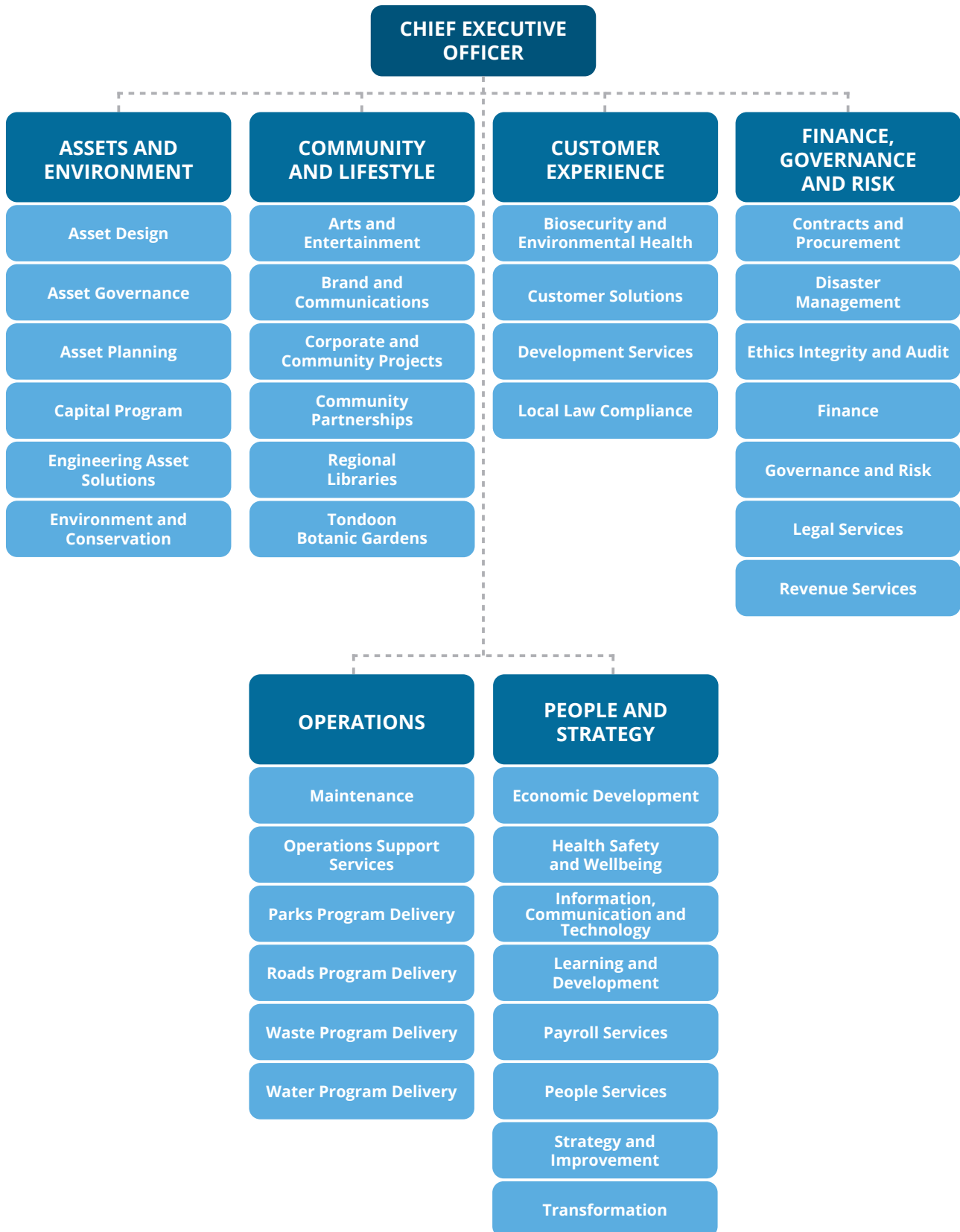
2954 native plant species



# ORGANISATION STRUCTURE

The structure of our organisation supports value for money service outcomes for our community as we work to Connect. Innovate. Diversify.

Our organisation structure is comprised of six business units, outlined below.





# BUSINESS UNITS

## Assets and Environment

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.

## Community and Lifestyle

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 and Strategy

Develops and embeds a safe and high performing culture that encourages innovation and strategy leadership. Builds capability, develops business strategy and enables change initiatives that support Council to execute plans with a clear customer and community focus.





# MANAGING OUR RISK

Through the effective management of risk, Council aims to lower the likelihood of negative risks materialising, realise opportunities, improve performance, encourage innovation and support the achievement of Council's objectives, adding value for the entire community.

Council has a comprehensive risk management framework aligned with *ISO 31000 - Risk Management*, that is integrated across the entire organisation encompassing corporate, operational and project risks and is committed to the continual review and improvement of the Framework. The Risk Management Framework is based on the following principles:

1. Council is an environment where all employees take responsibility for managing risk ensuring resources and operational capabilities are optimised.
2. A risk aware culture is integral to Council achieving its objectives as well as identifying and creating opportunities. The integration of risk control measures into strategic planning will ensure that Council's exposure to risk is mitigated and opportunities are realised and included.

3. Decision making will be risk-based and informed, demonstrating transparent and responsible risk management processes that align with best practice.
4. Council's risk management culture will enable the organisation to meet legislative compliance.

Council has identified the following corporate risks as having the potential to impact the sustainability of Council and its ability to deliver on the objectives of our Corporate Plan.

## Current Corporate Risks

- Asset Management Maturity
- Business Continuity
- Climate Change
- Corporate Governance
- Critical Service Delivery
- Cyber Security and Critical Control Points
- Financial Sustainability
- Waste Management
- Workforce Safety and Wellbeing.

These corporate risks are monitored and managed to ensure the long-term sustainability of Council.







# INTEGRATED PLANNING FRAMEWORK

Our Integrated Planning Framework presents the structure Council has in place to ensure our plans are integrated, we are sufficiently resourced and we are working towards our vision to Connect. Innovate. Diversify.

It prepares the business by ensuring we are forward-planned but agile enough to respond to changing environments.

Four distinct but integrated sections are highlighted within the framework that detail accountability to our community, Council, and organisation.

The Integrated Planning Framework strengthens the connection between our vision and the impact we make on the ground, for our unique community and region.

The Operational Plan and Budget sits within the Annual Program, detailing the services and initiatives we will deliver to progress our goals.



# ANNUAL OPERATIONAL 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 2024/25 Operational Plan and Budget was prepared in consultation with Council employees, the Executive Leadership Team and Elected Members using our theme of *Proudly playing our part*.

It follows the strategic direction defined in the 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.

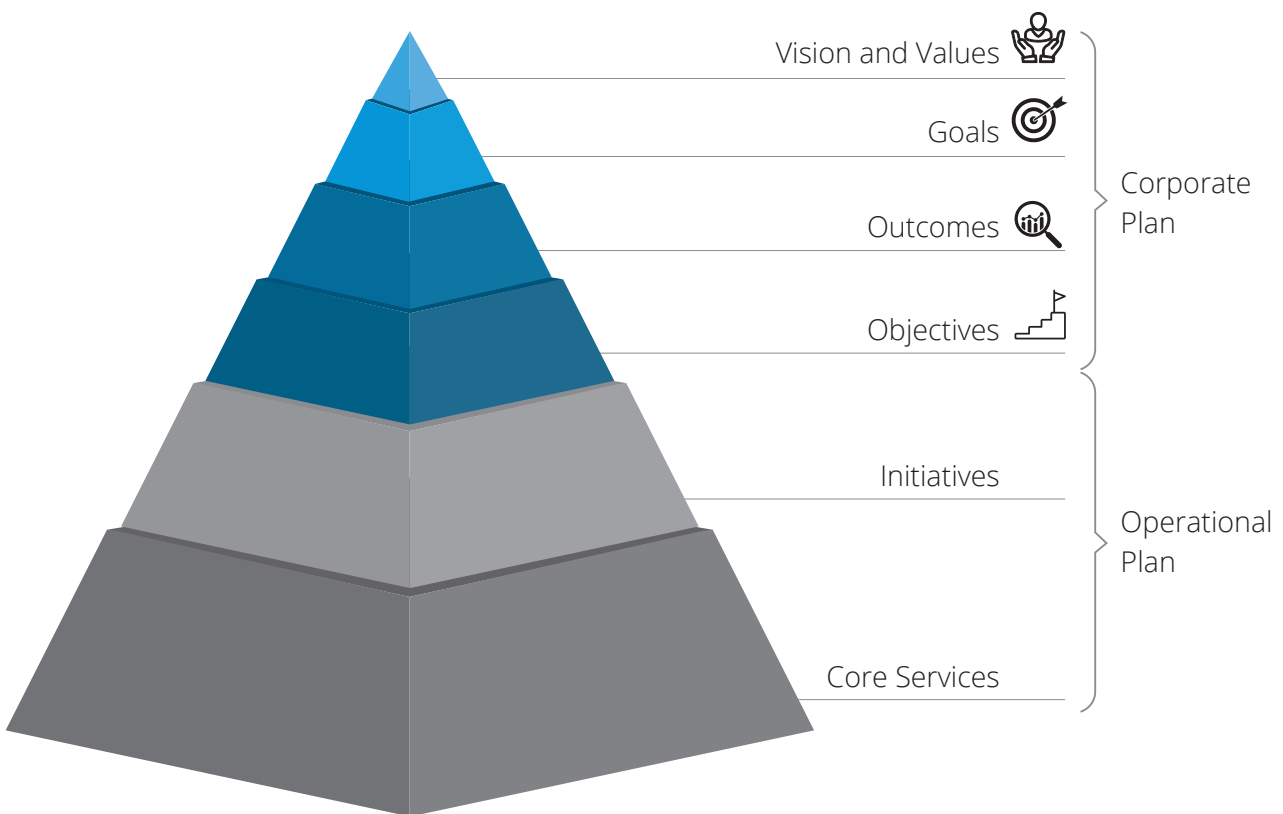
The *goals* start us off with an aspirational overarching purpose.

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.





# MONITORING AND REPORTING

Monitoring and reporting occur throughout all stages of the Integrated Planning Framework (as noted by the dotted line in the figure on page 11). Regular monitoring 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 detail the core services and initiatives Council will deliver to incrementally deliver 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 financial results for the year-to-date to the annual budget and latest available forecast. 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 endorsement. Quarterly reports are part of our ongoing monitoring, tracking actual performance against targets for each Operational Plan initiative. 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*.





2024/25

# Budget Highlights

## **Agnes Water/ Seventeen Seventy**

**\$200,000**

1770 Marina Precinct -  
Land Acquisitions and  
Survey Costs

**\$1,580,040**

Agnes Water Skate Park

**\$1,046,900**

Agnes Water - WTP  
(Desalination) Upgrade

**\$128,638**

Air Sea Rescue Park -  
Boardwalk Renewal

**\$105,202**

Ocean Beach Drive,  
Agnes Water - Beach  
Access Renewal

**\$153,409**

Seventeen Seventy  
Water Filling Station

**\$2,200,000**

Captain Cook Drive,  
Agnes Water - Relocate  
Sewer Main

**\$1,715,250**

Round Hill Road -  
Pavement Renewal  
Program

## **Ambrose**

**\$134,648**

Darts Creek and Dundee  
Roads - Road Repairs

## **Baffle Creek**

**\$48,957**

Munchton, Sorensen  
and Emery Roads - Road  
Repairs

## **Benaraby**

**\$50,145**

Hoad and Leferink  
Roads - Road Repairs

## **Bororen**

**\$281,612**

WTP - Site Asset  
Upgrade and  
Optimisation

**\$149,000**

Cemetery - New Lawn  
Beams and Columbarium

**\$104,000**

Bororen Memorial Park  
Septic System Capacity  
Upgrade

## **Boyne Island Tannum Sands**

**\$3,145,292**

Turtleway Pedestrian  
Bridge Replacements

**\$1,233,335**

Tannum WWTP Inlet  
Works Upgrade

**\$1,955,413**

Sewer Pump Station  
Renewal and Upgrade

## **Boyne Valley**

**\$65,000**

Blackman Gap Spiral  
Wound Pipe (SWP)  
culvert replacement

## **Calliope**

**\$2,811,744**

WWTP - Review Aeration  
Capacity and Sludge  
Handling

**\$3,118,070**

WWTP Irrigation  
(Calliope District Golf  
Club Inc) Stowe Rd

**\$440,000**

Calliope Sewer Pump  
Station 02 - Odour  
Control

**\$648,367**

Calliope River Rest Area  
Amenities Upgrade

## **Colosseum**

**\$4,926,606**

Granite Creek Culvert -  
Lowmead Road

## **Curtis Island**

**\$145,730**

Curtis Island Air Valve  
Chamber Modifications

## **Deepwater**

**\$289,102**

Deepwater National  
Park Fire Trail Stage 1

**\$136,300**

Deepwater Road,  
Deepwater - Renew  
Causeway

**\$55,000**

Maude Hill Road  
Replacement Culvert

## **Gladstone**

**\$240,000**

PCYC Car Park - Install  
Lighting

**\$1,317,472**

Tondoon Botanic  
Gardens - Bonsai House  
Utility Services

**\$1,505,815**

Lake Awoonga Scheme  
Water Main Renewals

**\$1,610,000**

Glenlyon Street / Tank  
and Derby Street  
Intersections -Traffic  
Calming

**\$7,583,245**

Stage 2 - Gladstone  
Wastewater Treatment  
Plant (WWTP) Inlet  
Distribution Structure  
Replacement

**\$1,237,728**

Round Hill 2 Reservoir  
Construction

**\$293,389**

Harbour Arbour

**\$1,703,485**

Advanced Water Meter  
Infrastructure

## **Lowmead**

**\$11,936,987**

Lowmead Road Safety  
and Sealing Upgrade

## **Miriam Vale**

**\$106,885**

Alf Larson WWTP  
Upgrade

**\$10,000**

Miriam Vale Community  
Centre Upgrade

## **Mount Larcom**

**\$75,475**

Mount Larcom Rural  
Transaction Centre  
Refurbishment

## **Mount Tom**

**\$30,000**

Bindaree Road, Mount  
Tom Realignment

## **Raglan**

**\$480,438**

Cattle Creek, Epala, Fire  
Creek and Mt Bennet  
Roads - Road Repairs

## **Rosedale**

**\$32,000**

McPherson Street,  
Rosedale - Pavement  
Rehabilitation

## **Turkey Beach**

**\$2,379,799**

Turkey Beach Road,  
Turkey Beach - Safety  
Improvements

## **Yarwun**

**\$96,092**

Sewer Pump Station  
(SPS) Renewal /  
Replacement Program

## **Whole of region**

**\$3,350,360**

Asphalt Overlays and  
Bitumen Seals

**\$2,493,996**

Gravel  
Resheeting

**\$1,503,108**

Road Repairs

## **Central Region**

**\$158,786**

Road Repairs

## **Western Region**

**\$8,710,290**

Road Repairs

## **Southern Region**

**\$5,888,654**

Road Repairs



# 2024/25 BUDGET BY THE NUMBERS

## Total Budget **\$349.0M**



**\$320**

Pensioner Rebate increase by \$10



**4.2%**

Average increase in general residential rate



**10%**

Discount when paid in full on or before due date



**\$5.76**

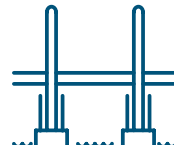
Average residential utility charges per day



**\$2.9B**

**Value of Assets**

Total value of Council owned assets



**\$6.2M**

**Bridges**

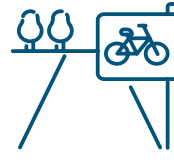
Upgrades renewals and replacements



**\$107.0M**

**Capital Works**

To maintain and upgrade key assets and community projects



**\$4.1M**

**Footpaths and Cycleways**

Upgrades, renewals and replacements



**\$60.7M**

**Grant Funding**

From State and Commonwealth



**\$4.0M**

**Parks and Open Spaces**

On capital projects



**\$40.4M**

**Roads**

On capital roads projects



**\$3.6M**

**Waste Disposal**

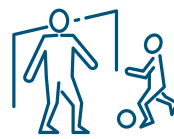
On capital projects



**\$37.5M**

**Water and Waste Water Supply**

Infrastructure upgrades, renewals and replacements



**\$1.9M**

**Sport, Recreation and Community Wellbeing**

On capital projects

## 2024/25 Key Services

**\$103.9M**  
Roads, Bridges, Footpaths and Drainage

**\$56.2M**  
Sewerage Services

**\$55.9M**  
Water Services

**\$27.0M**  
Waste Services

**\$24.6M**  
Parks and Environment

**\$9.2M**  
Arts, Culture and Entertainment

**\$6.0M**  
Community Development and Support

**\$4.1M**  
Library Services

**\$4.0M**  
Local Laws

**\$3.5M**  
Development Services






**\$2.9M**  
Pest and Environmental Health

**\$1.2M**  
Strategic Projects and Economic Development

**\$0.9M**  
Disaster Management



# 2024/25 OPERATIONAL PLAN INITIATIVES

 <p><b>Connecting Communities</b></p>	 <p><b>Delivering Value</b></p>	 <p><b>Resilient Economy</b></p>	 <p><b>Our People</b></p>	 <p><b>Accountable Council</b></p>
<p><b>Making community facilities more accessible and inclusive</b>  <b>\$200,000</b></p> <p>Enhance access and inclusion of facilities through improved design and construction principles and delivery of prioritised enhancements to continue through to 2027.</p> <p><b>Finalising the Planning Scheme review</b>  <b>\$200,000</b></p> <p>Finalise the review to satisfy our legislative requirement and to understand how we can inform future development for our region in a contemporary, responsive and relevant way.</p> <p><b>Strengthening community involvement in our decision making</b>  <b>\$37,400</b></p> <p>Improve connection between Council and the community through a Community Participation Model.</p>	<p><b>Optimising maintenance delivery</b>  <b>\$2,137,002</b></p> <p>Be more responsive in undertaking maintenance work by making practical changes to how we plan, deliver and budget for maintenance work.</p>	<p><i>Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-32, reported on six-monthly.</i></p>	<p><b>Making it easier for our people to stay safe</b>  <b>\$107,076</b></p> <p>Integrate safety into daily operations through simple and accessible support, skills development and resources.</p> <p><b>Embedding a constructive culture</b>  <b>Internal resources</b></p> <p>Support teams by providing greater access to business leaders, removing roadblocks, getting clear on the behaviours that embody our ideal culture and showing our teams they are valued for the part they play in delivering for the Gladstone Region.</p> <p><b>Making employee facilities safer and more contemporary</b>  <b>\$640,000</b></p> <p>Provide our people with safe, compliant, and comfortable facilities and amenities that are conducive to productivity.</p>	<p><b>Towards target zero</b>  <b>\$189,900</b>  <b>Fully funded</b></p> <p>Reduce corporate greenhouse gas emissions by supporting Net Zero organisation activities.</p> <p><i>This initiative is fully funded by the Australian Government as detailed on page 32.</i></p>

*\* For further information please refer to pages 18-32.*



# CORE SERVICES

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>Corporate and Community Projects</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 Planning</p> <p>Business Improvement</p> <p>Capital Program</p> <p>Cemeteries and Crematorium</p> <p>Engineering Asset Solutions</p> <p>Information, Communication and Technology</p> <p>Maintenance</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>Advocacy</p> <p>Disaster Management</p> <p>Economic Development</p> <p>Gladstone Entertainment Convention Centre</p> <p>Tourism</p>	<p>Health and Safety</p> <p>Learning and Development</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>Business Planning</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>

**DELIVERING 48 CORE SERVICES TO OUR COMMUNITY**



# 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	Expertly services the businesses' needs 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.	C&L
Corporate and Community Projects	Designs and delivers maintenance strategies and programs for Council's aquatic and major sporting facilities, provides operational advice on strategic projects with respect to aquatic facilities, executes speciality community projects and leads the transformation of Council's internal employee shared spaces.	C&L
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.	C&L
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.	CE
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.	C&L
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.	CE
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.	C&L
Regional Libraries	Engages with our community through the delivery of welcoming and dynamic spaces, programs and collections.	C&L
Tondoon Botanic Gardens	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. Ensures the Tondoon Botanic Gardens are efficiently and effectively managed.	C&L

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)





## INITIATIVES

### Making community facilities more accessible and inclusive

Enhance access and inclusion of facilities through improved design and construction principles and delivery of prioritised enhancements to continue through to 2027.

As a result, individuals of all backgrounds and abilities will have greater opportunity to fully participate when visiting our community facilities and public places.

**Delivery** 30 June 2025

**Responsible** Technical Officer

**Accountable** **General Manager Customer Experience**

**Budget** \$200,000

**Corporate Risk** Asset Management Maturity

**Corporate Plan** 1.1 Communities are well understood, with programs and services designed to strengthen our region

### Finalising the Planning Scheme review

Finalise the review to satisfy our legislative requirement and to understand how we can inform future development for our region in a contemporary, responsive and relevant way.

As a result, our reviewed Planning Scheme will enable decision-making and development that is aligned with our community's needs and expectations.

**Delivery** 30 June 2025

**Responsible** Principle Planning Lead

**Accountable** **General Manager Customer Experience**

**Budget** \$200,000

**Corporate Risk** Corporate Governance

**Corporate Plan** 1.2 Communities can influence and actively participate in Council decision making.  
1.2.2 Review the Planning Scheme alignment to community expectations and overall needs.



# ONE Connecting Communities

## INITIATIVES

### Strengthening community involvement in our decision making

Improve connection between Council and the community through a Community Participation Model.

As a result, Council can better align its decisions with community needs, as the participation model creates more opportunities for engagement.

**Delivery** 30 June 2025

**Responsible** General Manager Community and Lifestyle

**Accountable** **General Manager Finance, Governance and Risk**

**Budget** \$37,400

**Corporate Risk** Corporate Governance

**Corporate Plan** 1.1 Communities are well understood with programs and services designed to strengthen our region  
1.2 Communities can influence and actively participate in Council decision making









# 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.	A&E
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.	A&E
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.	A&E
Business Improvement	Partners with the business to continuously improve services for our people and the community.	P&S
Capital Program	Ensures our capital works are delivered efficiently to meet our customer service levels.	OPS
Cemeteries and Crematorium	Provides and maintains burial and cremation services to the region.	OPS
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.	A&E
Information, Communication and Technology	Continually improves Council's resilience and sustainability over the long-term to ensure we are strong enough to address future challenges without placing additional burden on ratepayers. We will actively leverage technology to reduce operational costs and make it easier to get the job done.	P&S
Maintenance	Plans and executes maintenance tasks across the Gladstone Region, ensuring optimal use of resources with a focus on delivering high-quality services to our community and managing both corporate and community facilities.	OPS
Parks Program	Maintains the parks, reserves and open spaces across the region to provide safe recreational areas.	OPS

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



Quarries	Provides the required quantity of gravel material for road construction and maintenance purposes.	OPS
Roads Program	Builds and maintains our road transport infrastructure to a safe standard.	OPS
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.	OPS
Transformation	Leads the delivery of Council's prioritised transformational projects, with a focus on improving our service delivery.	P&S
Waste and Resource Management	Delivers waste and recycling collection services for residents and Council activities, operate and maintain the region's landfill, network of waste transfer stations and delivery of resource recovery activities, projects and initiatives.	OPS
Waste Water Program	Builds, operates and maintains our sewerage infrastructure to meet environmental standards.	OPS
Water Program	Builds, operates and maintains our water infrastructure to deliver safe drinking water.	OPS



Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
 Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



## INITIATIVES

### Optimising maintenance delivery

We will be more responsive in undertaking maintenance work by making practical changes to how we plan, deliver and budget for maintenance work.

As a result, Council will effectively prioritise, plan and consistently deliver affordable and effective maintenance work programs. We will better understand the cost of maintenance and be able to make more informed decisions about how, when and where we allocate resources. Our people will be able to access what they need to get work done, boosting productivity, innovation, collaboration, enhancing culture and improving safety. As employee experience enhances, we will be better positioned to attract talented professionals to our workforce and improve retention rates. We will deliver more reliable services with less unexpected disruptions and our community will be able to rely on Council to consistently deliver value for money services.

**Delivery** 30 June 2025

**Responsible** Transformation Lead

**Accountable** **General Manager People and Strategy**

**Budget** \$2,137,002

**Corporate Risk** Critical Service Delivery, Financial Sustainability, Asset Management Maturity

**Corporate Plan** Delivering Value 2.1, 2.2, 2.3, 2.4 and Accountable Council 5.1, 5.1, 5.3











**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.	P&S
Disaster Management	Provides regional disaster management coordination including prevention, preparation, response and recovery.	FG&R
Economic Development	Facilitates sustainable, financially and environmentally responsible initiatives that will advance economic development in the Gladstone Region.	P&S
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.	C&L
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.	C&L

**Council continues to implement the Gladstone Region Economic Transition 10-year Roadmap 2022-2032, reported on six-monthly.**



Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)







# FOUR

## Our People



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

### CORE SERVICES

Service	Description	Business Unit
Health and Safety	Creates a constructive safety culture to keep our employees and the community safe. Partners with the organisation to provide a workplace culture and environment that values, enhances and protects the health and wellbeing of our people.	P&S
Learning and Development	Partners with our people to understand their needs and provide the tools that develop skills, knowledge and a healthy culture.	P&S
Payroll Services	Delivers payroll services, advice and assistance to our people.	P&S
People Services	Partners with the business to deliver human resource services to create a positive employee experience throughout the employee lifecycle, enhancing performance and enabling organisational effectiveness.	P&S
Recruitment, Remuneration and Benefits	Partners with the organisation to develop recruitment strategies, an employer brand and employee value proposition to attract the right talent.	P&S
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	P&S

### INITIATIVES

#### Making it easier for our people to stay safe

We will integrate safety into daily operations through simple and accessible support, skills development and resources.

As a result, keeping safe is simplified through easy to understand, practical and accessible tools. Employees feel encouraged to identify and mitigate potential hazards leading to fewer injuries and incidents. We are preventing future safety incidents through prioritising and undertaking effective safety incident investigations. We are sharing our lessons and continuously improving.

Delivery	30 June 2025
Responsible	Manager Health, Safety and Wellbeing
<b>Accountable</b>	<b>General Manager Operations</b>
Budget	\$107, 076
Corporate Risk	Workforce Safety and Wellbeing
Corporate Plan	4.1 Our people return home safely

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



## Embedding a constructive culture

We will support teams by providing greater access to business leaders, removing roadblocks, getting clear on the behaviours that embody our ideal culture and showing our teams they are valued for the part they play in delivering for the Gladstone Region.

As a result, our teams will deliver greater service outcomes for our community, experience improved team dynamics and employee involvement, enhanced psychological safety and improved overall performance.

Delivery	30 June 2025
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Responsible	Manager Culture and Capability
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Accountable	<b>General Manager Community and Lifestyle</b>
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Budget	\$0 – to be delivered with internal resources only
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Corporate Risk	Critical Service Delivery
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Corporate Plan	4.2 Our people are proud to work for Council
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## Making employee facilities safer and more contemporary

We will provide our people with safe, compliant and comfortable facilities and amenities that are conducive to productivity.

As a result, our people will feel safe and comfortable in their work environment, positively influencing organisational culture and enhancing productivity.

Delivery	30 June 2025
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Responsible	Corporate and Community Projects Specialist
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Accountable	<b>General Manager Finance, Governance and Risk</b>
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Budget	\$640,000
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Corporate Risk	Workplace Health and Safety
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Corporate Plan	4.1 Our people return home safely 4.2 Our people are proud to work for Council
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# 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.	CE
Biosecurity and Environmental Health	Offers expert advice on areas encompassing public health, environmental compliance and biosecurity pest management. Implement appropriate regulatory powers and actions and awareness activities that support the public, businesses and industry in fulfilling their biosecurity and environmental obligations. Safeguards public health and the environment as well as operates sustainably for the wellbeing of the community.	CE
Business Planning	Enables Council to deliver on promises made to our community.	P&S
Contracts and Procurement	Guides strategic, ethical and compliant conduct to achieve value for money for the community. Supports safe, efficient, sustainable and timely delivery of Council's operational program of work through effective procurement management in accordance with legislative obligations.	FG&R
Environment and Conservation	Advises, supports and monitors Council activities that protect our community, environment, and land. Focuses on Native Title and cultural heritage, safe drinking water quality, environmental outcomes, and land management for sustainable services, assets and environment into the future.	A&E
Ethics, Integrity and Audit	Supports our corporate governance activities by providing independent assurance that Council policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk.	FG&R
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.	FG&R
Governance and Risk	Ensures Council achieves its objectives and drives business improvements ethically, responsibly and in accordance with statutory requirements.	FG&R

Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



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.	FG&R
Local Law Compliance	Educates and regulates the community to preserve the amenity, appearance and enjoyment of the region and the lifestyles it provides.	CE
Revenue Services	Effectively manages and operates the rating and utility charge requirements of Council and ensure that all outstanding debt and revenue to Council are monitored and maximised fairly and efficiently. Collaborates with leaders to ensure all infrastructure charges and fees and charges are legally compliant and the fees structure promote financial sustainability. Identifies strategic grant funding opportunities and leverage maximum benefit for the delivery of priority initiatives.	FG&R



Assets and Environment (A&E) | Community and Lifestyle (C&L) | Customer Experience (CE)  
 Finance, Governance and Risk (FG&R) | Operations (OPS) | People and Strategy (P&S)



# FIVE Accountable Council



## INITIATIVES

### Towards target zero

We will reduce corporate greenhouse gas emissions by supporting Net Zero organisation activities. As a result, we will incrementally and collaboratively work towards the national Net Zero target with identified future projects to reduce energy consumption, emissions and costs, improve operational efficiencies and embed a work culture focussed on sustainability. We will have confidence we are playing our part in implementing energy efficient measures with the environment front of mind in what we do as we contribute to a healthier region to live work and play.

**Delivery** 30 June 2025

**Responsible** Manager Environment and Conservation

**Accountable** **General Manager Assets and Environment**

**Budget** The funding for this initiative has been provided to Gladstone Regional Council from by the Australian Government to enable Reef Guardian Councils to deliver projects and activities identified in their Reef Action Plans – to the value of \$189,900.



**Corporate Risk** Climate Change

**Corporate Plan** 5.3 The environment is front of mind in what we do









# BUDGET

## Statement of Comprehensive Income

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

	Forecast 2023-2024	Budget 2024-2025	Forecast 2025-2026	Forecast 2026-2027
<b>Operating revenue</b>				
Net rates, levies and charges	182,997	194,498	201,824	208,570
Fees and charges	18,232	18,652	19,212	19,788
Interest received	8,201	6,834	7,880	7,630
Sales revenue	10,539	6,259	6,447	6,641
Other income	16,774	6,880	5,384	8,441
Grants, subsidies, contributions and donations	14,433	12,337	12,707	13,088
<b>Total operating revenue</b>	<b>251,782</b>	<b>246,076</b>	<b>254,088</b>	<b>264,810</b>
<b>Capital revenue</b>				
Grants, subsidies, contributions and donations	38,411	50,091	28,131	24,205
<b>Total revenue</b>	<b>290,193</b>	<b>296,168</b>	<b>282,219</b>	<b>289,015</b>
<b>Capital income</b>				
Total Capital Income	-	2,185	2,170	2,156
<b>Total income</b>	<b>290,193</b>	<b>298,353</b>	<b>284,389</b>	<b>291,171</b>
<b>Expenses</b>				
<b>Operating expenses</b>				
Employee benefits	74,530	77,530	81,385	85,431
Materials and services	113,186	106,660	109,913	113,268
Finance costs	1,726	1,440	1,211	1,479
Depreciation and amortisation	55,318	57,428	59,123	60,832
<b>Total operating expenses</b>	<b>244,760</b>	<b>243,057</b>	<b>251,631</b>	<b>261,010</b>
<b>Capital expenses</b>				
Total Capital expenses	9,942	10,165	10,394	10,654
<b>Total expenses</b>	<b>254,701</b>	<b>253,222</b>	<b>262,026</b>	<b>271,664</b>
<b>Net result</b>	<b>35,491</b>	<b>45,130</b>	<b>22,364</b>	<b>19,507</b>
<b>Tax equivalents</b>				
Net result before tax equivalents	35,491	45,130	22,364	19,507
Tax equivalents payable	-	-	-	-
<b>Net result after tax equivalents</b>	<b>35,491</b>	<b>45,130</b>	<b>22,364</b>	<b>19,507</b>
<b>Total comprehensive income for the year</b>	<b>35,491</b>	<b>45,130</b>	<b>22,364</b>	<b>19,507</b>
<b>Operating result</b>				
Operating revenue	251,782	246,076	254,088	264,810
Operating expenses	244,760	243,057	251,631	261,010
<b>Operating result</b>	<b>7,022</b>	<b>3,019</b>	<b>2,457</b>	<b>3,800</b>



## Statement of Financial Position

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

	Forecast 2023-2024	Budget 2024-2025	Forecast 2025-2026	Forecast 2026-2027
<b>Assets</b>				
Cash and cash equivalents	116,278	92,605	47,569	44,818
Trade and other receivables	10,983	12,833	13,300	13,737
Contract Assets	2,068	2,068	2,068	2,068
Other current assets	13,849	13,849	13,849	13,849
<b>Total current assets</b>	<b>145,036</b>	<b>123,474</b>	<b>78,905</b>	<b>76,591</b>
<b>Non-current assets</b>				
Investments	20,074	20,074	20,074	20,074
Land	145,367	146,924	148,394	150,540
Land improvements	-	-	3,703	9,156
Buildings	153,755	163,606	165,578	166,568
Plant & equipment	38,067	34,089	37,562	39,241
Furniture & fittings	58,677	59,439	59,223	61,231
Roads, drainage & bridge network	1,433,711	1,480,949	1,517,682	1,539,271
Water	273,120	276,108	278,753	295,731
Sewerage	450,435	465,272	483,897	505,651
Miscellaneous	1,580	7,053	13,520	27,005
Work in progress	110,557	107,049	118,652	103,027
Property, plant & equipment	2,665,269	2,740,489	2,826,964	2,897,420
Right of use assets	3,542	3,498	3,454	3,410
Other non-current assets	31,712	30,674	29,605	28,498
<b>Total non-current assets</b>	<b>2,720,597</b>	<b>2,794,735</b>	<b>2,880,097</b>	<b>2,949,401</b>
<b>Total assets</b>	<b>2,865,633</b>	<b>2,918,210</b>	<b>2,959,002</b>	<b>3,025,992</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	31,941	22,834	23,587	24,366
Contract Liabilities	4,318	4,318	4,318	4,318
Borrowings	6,309	7,009	7,260	7,317
Provisions	14,864	14,899	14,936	14,975
Other current liabilities	1,675	1,675	1,580	1,490
<b>Total current liabilities</b>	<b>59,107</b>	<b>50,736</b>	<b>51,682</b>	<b>52,466</b>
<b>Non-current liabilities</b>				
Contract Liabilities	294	294	294	294
Borrowings	86,759	79,288	72,028	92,460
Provisions	12,997	12,962	12,925	12,886
Other non-current liabilities	38,620	36,388	34,268	32,355
<b>Total non-current liabilities</b>	<b>138,670</b>	<b>128,932</b>	<b>119,514</b>	<b>137,996</b>
<b>Total liabilities</b>	<b>197,777</b>	<b>179,668</b>	<b>171,196</b>	<b>190,462</b>
<b>Net community assets</b>	<b>2,667,856</b>	<b>2,738,542</b>	<b>2,787,806</b>	<b>2,835,530</b>
<b>Community equity</b>				
Asset revaluation surplus	1,197,180	1,222,735	1,249,636	1,277,852
Retained surplus	1,470,677	1,515,807	1,538,171	1,557,678
<b>Total community equity</b>	<b>2,667,856</b>	<b>2,738,542</b>	<b>2,787,806</b>	<b>2,835,530</b>

## Statement of Cash Flows

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

	Forecast 2023-2024	Budget 2024-2025	Forecast 2025-2026	Forecast 2026-2027
<b>Cash flows from operating activities</b>				
Payments to suppliers and employees	(175,434)	(192,411)	(189,671)	(197,058)
Dividends received	1,073	5,032	3,480	6,480
Interest received	7,608	6,834	7,880	7,630
Rental income	605	636	633	652
Non-capital grants and contributions	14,433	12,734	12,687	13,067
Borrowing costs	-	(2,325)	(2,084)	(2,341)
<b>Net cash inflow from operating activities</b>	<b>64,347</b>	<b>49,229</b>	<b>61,865</b>	<b>64,974</b>
<b>Cash flows from investing activities</b>				
Payments for property, plant and equipment	(92,640)	(107,049)	(118,652)	(103,027)
Other cash flows from investing activities	19,395	(10,159)	(10,340)	(10,349)
<b>Net cash inflow from investing activities</b>	<b>(56,277)</b>	<b>(66,132)</b>	<b>(99,892)</b>	<b>(88,215)</b>
<b>Cash flows from financing activities</b>				
Proceeds from borrowings	(1,683)	-	-	28,000
Repayment of borrowings	(5,219)	(6,771)	(7,009)	(7,511)
Repayment of leases	(94)	-	-	-
<b>Net cash inflow from financing activities</b>	<b>(6,996)</b>	<b>(6,771)</b>	<b>(7,009)</b>	<b>20,489</b>
<b>Total cash flows</b>				
<b>Net increase in cash and cash equivalent held</b>	<b>1,074</b>	<b>(23,673)</b>	<b>(45,036)</b>	<b>(2,751)</b>
<b>Opening cash and cash equivalents</b>	<b>116,142</b>	<b>116,278</b>	<b>92,605</b>	<b>47,569</b>
<b>Closing cash and cash equivalents</b>	<b>116,278</b>	<b>92,605</b>	<b>47,569</b>	<b>44,818</b>



## Statement of Changes in Equity

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

	Forecast 2023-2024	Budget 2024-2025	Forecast 2025-2026	Forecast 2026-2027
<b>Asset revaluation surplus</b>				
Opening balance		1,197,179.58	1,222,734.60	1,249,635.51
Increase in asset revaluation surplus		25,555.03	26,900.91	28,216.80
Closing balance	1,197,179.58	1,222,734.60	1,249,635.51	1,277,852.31
<b>Retained surplus</b>				
Opening balance		1,470,676.89	1,515,807.02	1,538,170.56
Net result		45,130.13	22,363.54	19,507.30
Closing balance	1,470,676.89	1,515,807.02	1,538,170.56	1,557,677.86
<b>Total</b>				
Opening balance		2,667,856.47	2,738,541.63	2,787,806.07
Net result		45,130.13	22,363.54	19,507.30
Increase in asset revaluation surplus		25,555.03	26,900.91	28,216.80
Closing balance	2,667,856.47	2,738,541.63	2,787,806.07	2,835,530.18

## Statement of Comprehensive Income

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

	Jun-24F	Jun-25B	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F
<b>Revenue</b>											
<b>Operating revenue</b>											
Net rates, levies and charges	182,997	194,498	201,824	208,570	216,083	216,617	224,240	232,138	240,321	248,800	257,186
Fees and charges	18,232	18,652	19,212	19,788	20,382	20,993	21,623	22,272	22,940	23,628	24,337
Rental income	605	615	634	653	672	692	713	735	757	779	803
Interest received	8,201	6,834	7,880	7,630	7,569	7,449	7,405	7,413	7,352	7,344	7,418
Sales revenue	10,539	6,259	6,447	6,641	6,840	7,045	7,256	7,474	7,698	7,929	8,167
Other income	16,774	6,880	5,384	8,441	11,500	9,561	7,623	5,687	8,753	11,822	9,892
Grants, subsidies, contributions and donations	14,433	12,337	12,707	13,088	13,481	13,885	14,302	14,731	15,173	15,628	16,097
Total operating revenue	251,782	246,076	254,088	264,810	276,526	276,243	283,162	290,449	302,994	315,930	323,900
<b>Capital revenue</b>											
Grants, subsidies, contributions and donations	38,411	50,091	28,131	24,205	13,755	18,940	17,270	24,586	31,201	46,130	69,255
Total revenue	290,193	296,168	282,219	289,015	290,281	295,183	300,432	315,035	334,195	362,060	393,155
<b>Capital income</b>											
Total Capital Income	-	2,185	2,170	2,156	2,141	2,127	2,113	2,100	2,086	2,073	2,060
Total income	290,193	298,353	284,389	291,171	292,423	297,310	302,546	317,134	336,281	364,133	395,215
<b>Expenses</b>											
<b>Operating expenses</b>											
Employee benefits	74,530	77,530	81,385	85,431	87,994	90,634	93,353	96,154	99,038	102,010	105,070
Materials and services	113,186	106,660	109,913	113,268	116,666	121,678	125,328	129,088	132,961	136,950	141,058
Finance costs	1,726	1,440	1,211	1,479	2,294	2,225	2,659	3,553	3,876	3,842	4,370
Depreciation and amortisation	55,318	57,428	59,123	60,832	62,702	64,492	66,244	62,551	63,401	65,085	66,759
Total operating expenses	244,760	243,057	251,631	261,010	269,656	279,029	287,585	291,346	299,276	307,887	317,257
<b>Capital expenses</b>											
Total Capital expenses	9,942	10,165	10,394	10,654	10,894	11,221	11,557	11,904	12,261	12,629	13,008
Total expenses	254,702	253,222	262,026	271,664	280,550	290,250	299,142	303,250	311,537	320,516	330,265
<b>Net result</b>	35,491	45,130	22,364	19,507	11,873	7,060	3,403	13,884	24,744	43,617	64,950
<b>Tax equivalents</b>											
Net result before tax equivalents	35,491	45,130	22,364	19,507	11,873	7,060	3,403	13,884	24,744	43,617	64,950
Tax equivalents payable	-	-	-	-	-	-	-	-	-	-	-
<b>Net result after tax equivalents</b>	35,491	45,130	22,364	19,507	11,873	7,060	3,403	13,884	24,744	43,617	64,950
<b>Total comprehensive income for the year</b>	35,491	45,130	22,364	19,507	11,873	7,060	3,403	13,884	24,744	43,617	64,950
<b>Operating result</b>											
Operating revenue	251,782	246,076	254,088	264,810	276,526	276,243	283,162	290,449	302,994	315,930	323,900
Operating expenses	244,760	243,057	251,631	261,010	269,656	279,029	287,585	291,346	299,276	307,887	317,257
Operating result	7,022	3,019	2,457	3,800	6,870	(2,786)	(4,423)	(897)	3,717	8,043	6,643



## Statement of Financial Position

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

	Jun-24F	Jun-25B	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	116,278	92,605	47,569	44,818	26,581	15,227	15,067	11,575	2,982	14,514	5,935
Trade and other receivables	10,983	12,833	13,300	13,737	14,179	14,319	14,810	15,318	15,801	16,389	16,932
Inventories	1,858	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	13,849	13,849	13,849	13,849	13,849	13,849	13,849	13,849	13,849	13,849	13,849
<b>Total current assets</b>	145,036	123,474	78,905	76,591	58,796	47,581	47,913	44,929	36,819	48,939	40,903
<b>Non-current assets</b>											
Investments	20,074	20,074	20,074	20,074	20,074	20,074	20,074	20,074	20,074	20,074	20,074
Land	145,367	146,924	148,394	150,540	152,083	154,203	156,319	159,515	161,110	167,294	168,966
Land improvements	-	-	3,703	9,156	14,995	21,901	22,029	22,081	22,133	22,185	22,170
Buildings	153,755	163,606	165,578	166,568	166,188	165,612	165,729	165,965	177,253	192,775	223,998
Plant & equipment	38,067	34,089	37,562	39,241	41,211	44,540	47,322	54,512	62,612	71,019	79,693
Furniture & fittings	58,677	59,439	59,223	61,231	65,494	69,912	69,682	69,448	69,210	68,966	68,718
Roads, drainage & bridge network	1,433,711	1,480,949	1,517,682	1,539,271	1,549,085	1,563,800	1,581,591	1,606,394	1,616,501	1,638,688	1,652,553
Water	273,120	276,108	278,753	295,731	307,790	314,159	317,946	320,155	326,843	330,981	328,771
Sewerage	450,435	465,272	483,897	505,651	514,909	528,946	545,962	562,063	584,531	586,863	597,832
Miscellaneous	1,580	7,053	13,520	27,005	52,658	56,078	58,708	61,493	65,213	69,708	74,449
Work in progress	110,557	107,049	118,652	103,027	88,252	80,267	85,653	92,950	92,673	98,762	155,334
Property, plant & equipment	2,665,269	2,740,489	2,826,964	2,897,420	2,952,665	2,999,418	3,050,942	3,114,517	3,178,080	3,247,239	3,372,484
Right of use assets	3,542	3,498	3,454	3,410	3,366	3,322	3,278	3,234	3,190	3,146	3,102
Other non-current assets	31,712	30,674	29,605	28,498	27,355	26,174	24,959	23,703	22,408	21,237	20,027
<b>Total non-current assets</b>	2,720,597	2,794,735	2,880,097	2,949,401	3,003,459	3,048,988	3,099,253	3,161,527	3,223,751	3,291,695	3,415,686
<b>Total assets</b>	2,865,633	2,918,210	2,959,002	3,025,992	3,062,255	3,096,569	3,147,166	3,206,457	3,260,570	3,340,634	3,456,589

## Statement of Financial Position

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

	Jun-24F	Jun-25B	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	31,941	22,834	23,587	24,366	25,035	26,154	26,946	27,762	28,524	29,467	30,359
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	6,309	7,009	7,260	7,317	4,164	4,238	4,928	5,573	5,788	6,173	6,980
Provisions	14,864	14,899	14,936	14,975	15,010	15,046	15,082	15,118	15,154	15,191	15,227
Other current liabilities	1,675	1,675	1,580	1,490	1,406	1,326	1,251	1,180	1,114	1,051	991
<b>Total current liabilities</b>	59,107	50,736	51,682	52,466	49,934	51,083	52,526	53,951	54,898	56,200	57,875
<b>Non-current liabilities</b>											
Contract Liabilities	294	294	294	294	294	294	294	294	294	294	294
Borrowings	86,759	79,288	72,028	92,460	90,297	86,059	100,358	111,547	105,759	105,502	118,242
Provisions	12,997	12,962	12,925	12,886	12,851	12,815	12,779	12,743	12,707	12,670	12,634
Other non-current liabilities	38,620	36,388	34,268	32,355	31,826	31,270	30,686	30,382	30,382	30,382	30,382
<b>Total non-current liabilities</b>	138,670	128,932	119,514	137,996	135,267	130,438	144,117	154,966	149,141	148,848	161,551
<b>Total liabilities</b>	197,777	179,668	171,196	190,462	185,201	181,520	196,642	208,917	204,039	205,048	219,426
<b>Net community assets</b>	2,667,856	2,738,542	2,787,806	2,835,530	2,877,055	2,915,049	2,950,524	2,997,539	3,056,530	3,135,587	3,237,162
<b>Community equity</b>											
Asset revaluation surplus	1,197,180	1,222,735	1,249,636	1,277,852	1,307,504	1,338,438	1,370,509	1,403,641	1,437,888	1,473,327	1,509,953
Retained surplus	1,470,677	1,515,807	1,538,171	1,557,678	1,569,551	1,576,611	1,580,014	1,593,898	1,618,642	1,662,259	1,727,209
<b>Total community equity</b>	2,667,856	2,738,542	2,787,806	2,835,530	2,877,055	2,915,049	2,950,524	2,997,539	3,056,530	3,135,587	3,237,162



## Statement of Cash Flows

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

	Jun-24F	Jun-25B	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F
<b>Cash flows from operating activities</b>											
Receipts from customers	200,392	218,990	228,942	236,545	244,903	246,622	254,795	263,607	272,773	282,139	291,587
Payments to suppliers and employees	(175,434)	(192,411)	(189,671)	(197,058)	(203,140)	(210,355)	(217,064)	(223,614)	(230,438)	(237,230)	(244,465)
Dividends received	1,073	5,032	3,480	6,480	9,480	7,480	5,480	3,480	6,480	9,480	7,480
Interest received	7,608	6,834	7,880	7,630	7,569	7,449	7,405	7,413	7,352	7,344	7,418
Rental income	605	636	633	652	671	691	712	733	756	778	801
Non-capital grants and contributions	14,433	12,734	12,687	13,067	13,461	13,861	14,279	14,707	15,151	15,601	16,071
Borrowing costs	-	(2,325)	(2,084)	(2,341)	(3,144)	(3,063)	(3,485)	(4,366)	(4,676)	(4,628)	(5,141)
Payment of provision	15,670	-	-	-	-	-	-	-	-	-	-
Other cash flows from operating activities	-	(261)	-	-	-	-	-	-	-	-	-
<b>Net cash inflow from operating activities</b>	<b>64,347</b>	<b>49,229</b>	<b>61,865</b>	<b>64,974</b>	<b>69,800</b>	<b>62,685</b>	<b>62,122</b>	<b>61,961</b>	<b>67,397</b>	<b>73,484</b>	<b>73,751</b>
<b>Cash flows from investing activities</b>											
Payments for property, plant and equipment	(92,640)	(107,049)	(118,652)	(103,027)	(88,252)	(80,267)	(85,653)	(92,950)	(92,673)	(98,762)	(155,334)
Proceeds from sale of property, plant and equipment	1,000	985	970	956	941	927	913	900	886	873	860
Grants, subsidies, contributions and donations	15,968	50,091	28,131	24,205	13,755	18,940	17,270	24,586	31,201	46,130	69,255
Other cash flows from investing activities	19,395	(10,159)	(10,340)	(10,349)	(9,164)	(9,476)	(9,801)	(9,822)	(9,832)	(10,321)	(10,657)
<b>Net cash inflow from investing activities</b>	<b>(56,277)</b>	<b>(66,132)</b>	<b>(99,892)</b>	<b>(88,215)</b>	<b>(82,720)</b>	<b>(69,876)</b>	<b>(77,271)</b>	<b>(77,287)</b>	<b>(70,418)</b>	<b>(62,080)</b>	<b>(95,876)</b>
<b>Cash flows from financing activities</b>											
Proceeds from borrowings	(1,683)	-	-	28,000	2,000	-	19,500	17,000	-	6,000	20,000
Repayment of borrowings	(5,219)	(6,771)	(7,009)	(7,511)	(7,317)	(4,164)	(4,511)	(5,166)	(5,573)	(5,872)	(6,453)
Repayment of leases	(94)	-	-	-	-	-	-	-	-	-	-
<b>Net cash inflow from financing activities</b>	<b>(6,996)</b>	<b>(6,771)</b>	<b>(7,009)</b>	<b>20,489</b>	<b>(5,317)</b>	<b>(4,164)</b>	<b>14,989</b>	<b>11,834</b>	<b>(5,573)</b>	<b>128</b>	<b>13,547</b>
<b>Total cash flows</b>											
<b>Net increase in cash and cash equivalent held</b>	<b>1,074</b>	<b>(23,673)</b>	<b>(45,036)</b>	<b>(2,751)</b>	<b>(18,237)</b>	<b>(11,354)</b>	<b>(159)</b>	<b>(3,492)</b>	<b>(8,593)</b>	<b>11,532</b>	<b>(8,578)</b>
<b>Opening cash and cash equivalents</b>	<b>116,142</b>	<b>116,278</b>	<b>92,605</b>	<b>47,569</b>	<b>44,818</b>	<b>26,581</b>	<b>15,227</b>	<b>15,067</b>	<b>11,575</b>	<b>2,982</b>	<b>14,514</b>
<b>Closing cash and cash equivalents</b>	<b>116,278</b>	<b>92,605</b>	<b>47,569</b>	<b>44,818</b>	<b>26,581</b>	<b>15,227</b>	<b>15,067</b>	<b>11,575</b>	<b>2,982</b>	<b>14,514</b>	<b>5,935</b>

## Statement of Changes in Equity

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

	Jun-24F	Jun-25B	Jun-26F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F
<b>Asset revaluation surplus</b>											
Opening balance		1,197,180	1,222,735	1,249,636	1,277,852	1,307,504	1,338,438	1,370,509	1,403,641	1,437,888	1,473,327
Increase in asset revaluation surplus		25,555	26,901	28,217	29,651	30,934	32,071	33,132	34,247	35,439	36,626
Closing balance	1,197,180	1,222,735	1,249,636	1,277,852	1,307,504	1,338,438	1,370,509	1,403,641	1,437,888	1,473,327	1,509,953
<b>Retained surplus</b>											
Opening balance		1,470,677	1,515,807	1,538,171	1,557,678	1,569,551	1,576,611	1,580,014	1,593,898	1,618,642	1,662,259
Net result		45,130	22,364	19,507	11,873	7,060	3,403	13,884	24,744	43,617	64,950
Closing balance	1,470,677	1,515,807	1,538,171	1,557,678	1,569,551	1,576,611	1,580,014	1,593,898	1,618,642	1,662,259	1,727,209
<b>Total</b>											
Opening balance		2,667,856	2,738,542	2,787,806	2,835,530	2,877,055	2,915,049	2,950,524	2,997,539	3,056,530	3,135,587
Net result		45,130	22,364	19,507	11,873	7,060	3,403	13,884	24,744	43,617	64,950
Increase in asset revaluation surplus		25,555	26,901	28,217	29,651	30,934	32,071	33,132	34,247	35,439	36,626
Closing balance	2,667,856	2,738,542	2,787,806	2,835,530	2,877,055	2,915,049	2,950,524	2,997,539	3,056,530	3,135,587	3,237,162



## Trading Summaries and Comparatives for Gladstone Regional Council Budget 2024-25 and Forecast 2023-24

### 2024-25 Budget

	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
<b>Trading Summary</b>							
Ordinary Income	3,649,553	11,862,353	133,595,870	139,721,580	10,413,298	42,303,096	341,545,749
Ordinary Expenses	(22,169,005)	(12,777,618)	(11,336,885)	(124,091,892)	(10,544,552)	(45,484,903)	(226,404,856)
Overhead Expenses	(2,931,285)	(6,709,402)	(3,409,575)	(36,523,081)	(4,427,271)	(694,709)	(54,695,323)
Depreciation	(1,312,966)	(49,048)	(124,712)	(54,775,163)	(725,393)	(437,953)	(57,425,235)
<b>Net Income \ (Deficit)</b>	<b>(22,763,703)</b>	<b>(7,673,715)</b>	<b>118,724,698</b>	<b>(75,668,557)</b>	<b>(5,283,918)</b>	<b>(4,314,470)</b>	<b>3,020,336</b>
<b>Capital Expenditure \ Loans</b>							
Capital Income	(815,000)			49,445,202	691,471		50,136,673
Capital Purchases				(98,887,668)	(4,671,642)	(2,674,603)	(107,048,913)
<b>Total Capital Expenditure</b>	<b>(815,000)</b>	<b>-</b>	<b>-</b>	<b>(49,442,466)</b>	<b>(3,980,171)</b>	<b>(2,674,603)</b>	<b>(56,912,240)</b>
<b>Total</b>	<b>(23,578,703)</b>	<b>(7,673,715)</b>	<b>118,724,698</b>	<b>(125,111,024)</b>	<b>(9,264,089)</b>	<b>(6,989,073)</b>	<b>(53,891,905)</b>

### 2023-24 Forecast

	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
<b>Trading Summary</b>							
Ordinary Income	3,238,000	11,493,985	126,089,212	150,457,071	14,364,358	39,169,997	344,812,622
Ordinary Expenses	(19,910,856)	(11,941,712)	(14,921,970)	(128,345,761)	(11,739,528)	(42,150,742)	(229,010,570)
Overhead Expenses	(4,770,119)	(7,678,459)	(3,780,664)	(32,666,179)	(3,862,217)	(703,820)	(53,461,457)
Depreciation	(1,249,423)	(47,894)	(128,495)	(52,760,358)	(675,852)	(456,347)	(55,318,368)
<b>Net Income \ (Deficit)</b>	<b>(22,692,398)</b>	<b>(8,174,080)</b>	<b>107,258,083</b>	<b>(63,315,227)</b>	<b>(1,913,239)</b>	<b>(4,140,912)</b>	<b>7,022,228</b>
<b>Capital Expenditure \ Loans</b>							
Capital Income	(987,241)	(376,707)	45,715	36,795,396	1,439,214	130,949	38,411,274
Capital Purchases			(125,775)	(72,467,329)	(6,117,438)	(1,397,559)	(81,472,050)
<b>Total Capital Expenditure</b>	<b>(987,241)</b>	<b>(376,707)</b>	<b>(80,060)</b>	<b>(35,671,933)</b>	<b>(4,678,224)</b>	<b>(1,266,610)</b>	<b>(43,060,776)</b>
<b>Total</b>	<b>(23,679,639)</b>	<b>(8,550,787)</b>	<b>107,178,022</b>	<b>(98,987,160)</b>	<b>(6,591,463)</b>	<b>(5,407,522)</b>	<b>(36,038,548)</b>

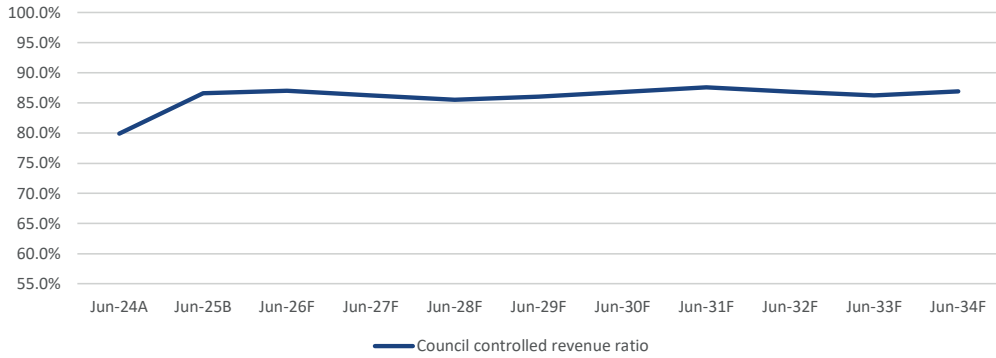
## Statement of Significant and Commercial Business Activities

	Income	Expenses	Net Results
<b>2024/25 Budget</b>			
Roads	4,341,443	59,276,929	(54,935,486)
Building Certification	207,542	597,480	(389,938)
Water	47,623,181	53,383,378	(5,760,197)
Waste Management	26,977,049	25,812,377	1,164,672
Gladstone Entertainment & Convention Centre	2,042,600	6,552,233	(4,509,633)
Sewerage	38,636,840	35,051,057	3,585,783
<b>2025/26 Forecast</b>			
Roads	4,471,686	61,192,772	(56,721,086)
Building Certification	213,768	623,548	(409,780)
Water	49,589,374	55,023,302	(5,433,927)
Waste Management	27,786,361	26,631,600	1,154,761
Gladstone Entertainment & Convention Centre	2,103,878	6,699,998	(4,596,120)
Sewerage	40,197,395	35,906,331	4,291,063
<b>2026/27 Forecast</b>			
Roads	4,605,837	63,144,252	(58,538,415)
Building Certification	220,181	644,823	(424,642)
Water	51,639,710	56,695,912	(5,056,202)
Waste Management	28,619,952	27,467,297	1,152,655
Gladstone Entertainment & Convention Centre	2,166,994	6,847,605	(4,680,610)
Sewerage	41,838,086	36,781,238	5,056,849

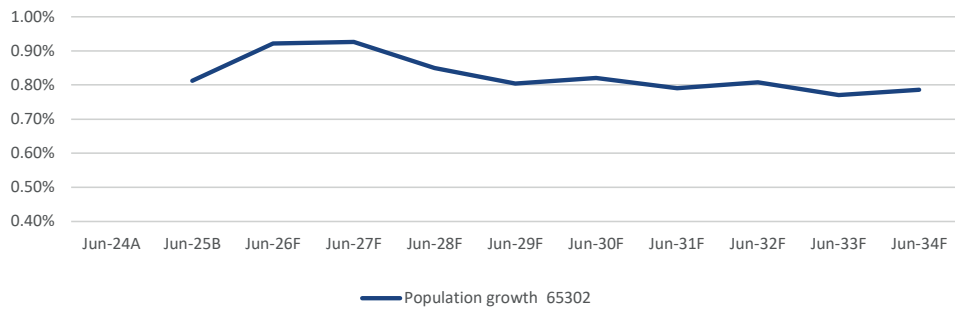


## Key Financial Sustainability Metrics

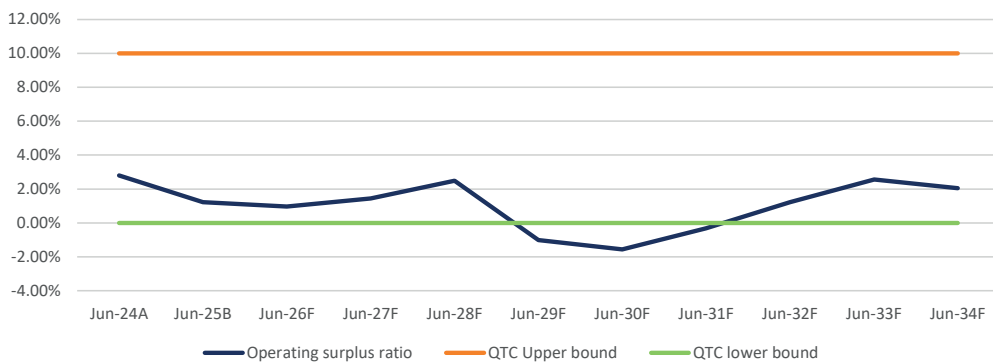
**Council controlled revenue ratio (%)**



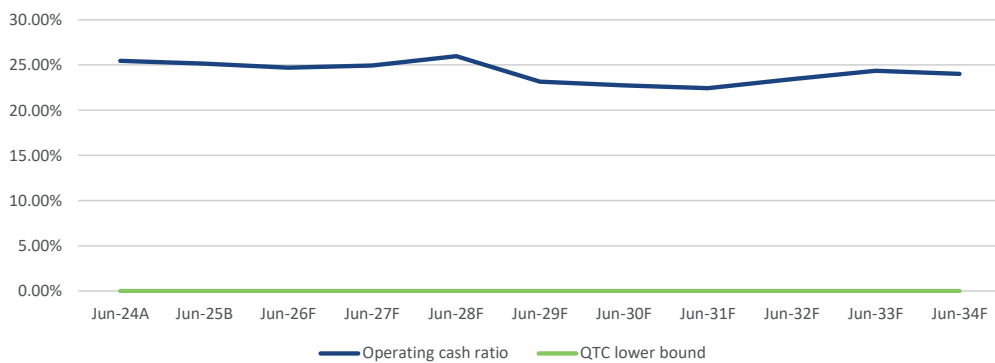
**Population growth ratio (%)**



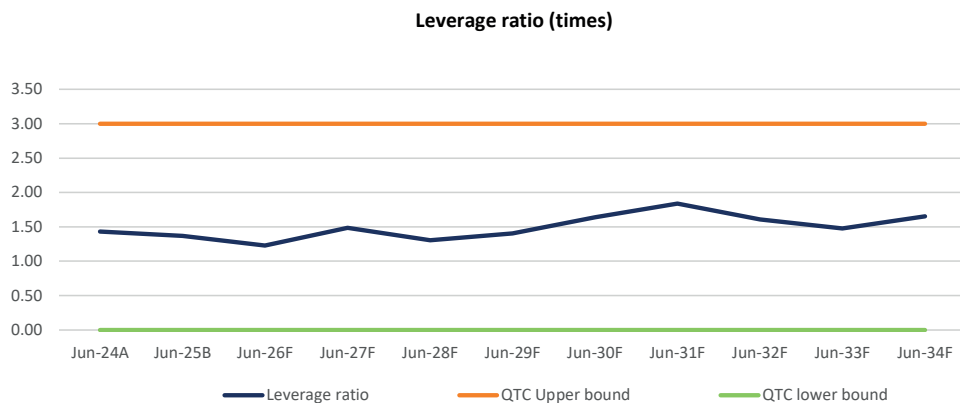
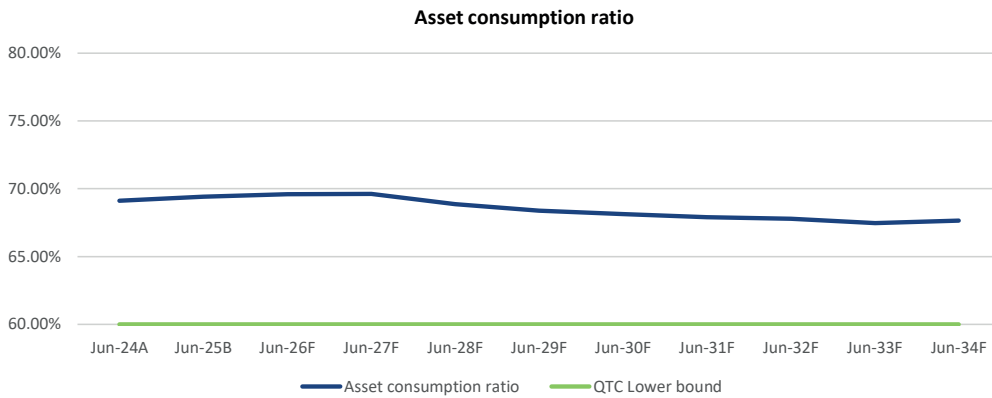
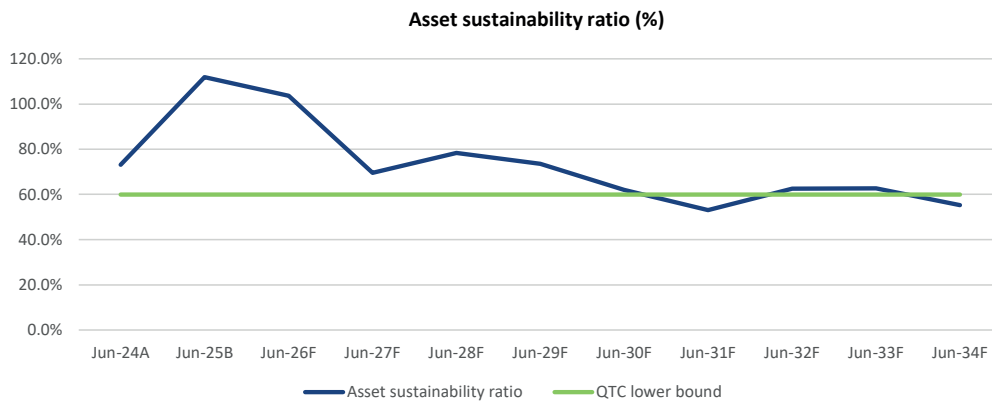
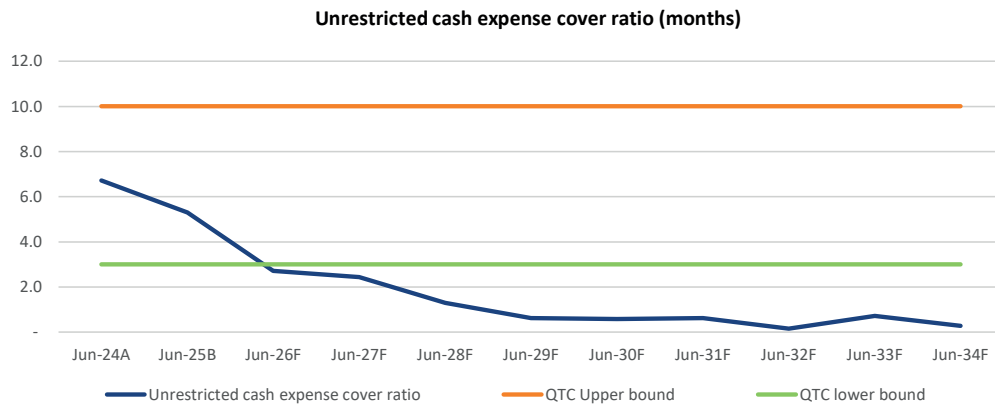
**Operating surplus ratio (%)**



**Operating cash ratio (%)**



## Key Financial Sustainability Metrics





## Capital Portfolio for 1 July 2024 to 30 June 2025

<b>Asset Class: Arts &amp; Culture</b>	
<b>Project Description</b>	<b>Expenses</b>
GECC Halls PA Replacement	730,000
24/25 GRAGM Art Collection	10,000
GECC Rolling Capital Replacement Fund	75,000
	<b>815,000</b>

<b>Asset Class: Bridges &amp; Jetties</b>	
<b>Project Description</b>	<b>Expenses</b>
Lord Street Culvert ch.0.73 – Concrete Remedial Repair	40,000
Red Rover Road Bridge, Gladstone (NRG Loop) - Bridge upgrade	460,850
The Danube, Eurimbula (Worthington Creek) - Bridge Replacement	80,000
Granite Creek Culvert - Lowmead Road	4,926,606
Palm Drive Concrete Culvert Renewal	737,500
	<b>6,244,956</b>

<b>Asset Class: Community Wellbeing</b>	
<b>Project Description</b>	<b>Expenses</b>
Mount Larcom Rural Transaction Centre Refurbishment	75,475
	<b>75,475</b>

<b>Asset Class: Contracts &amp; Facilities</b>	
<b>Project Description</b>	<b>Expenses</b>
Miriam Vale Community Centre upgrade	10,000
Creating Spaces	640,000
Gladstone Waste Transfer Station Staff Facilities	181,187
	<b>831,187</b>

<b>Asset Class: Fleet</b>	
<b>Project Description</b>	<b>Expenses</b>
Fleet Replacement	5,895,111
	<b>5,895,111</b>

## Capital Portfolio for 1 July 2024 to 30 June 2025

<b>Asset Class: Footpaths</b>	
<b>Project Description</b>	<b>Expenses</b>
Harbour Arbour	293,389
Various Footpaths Linking DDA Compliant Stops	222,250
Turtleway footbridge - Pedestrian Bridge Replacement	1,586,311
Turtleway footbridge #1, Boyne Island - Bridge Replacement	1,558,981
Dawson Hwy, Calliope - Welsh St to School Underpass	25,000
Donohue Dr, Agnes Water - School to Community Facility	105,300
End of Parksville Drive to Kahler Close - New Footpath	297,650
Pittsbay Crescent Footpath	58,000
	<b>4,146,881</b>

<b>Asset Class: Information Technology</b>	
<b>Project Description</b>	<b>Expenses</b>
ICT - Infrastructure Replacement	265,000
ICT Laptop Purchases	300,000
	<b>565,000</b>

<b>Asset Class: Parks &amp; Environment</b>	
<b>Project Description</b>	<b>Expenses</b>
Capital purchases	230,000
Gladstone Family Fun & Fitness Trail lighting	20,000
Apex Park, Gladstone - Renew / Replace Retaining Wall	8,600
Ocean Beach Drive, Agnes Water - Beach Access Renewal	105,202
Air Sea Rescue Park - Boardwalk Renewal	128,638
Blain Park (Cemetery Drive) - Pedestrian Bridge Remedial Works	60,000
Softfall Bins/Storage Installation	65,000
TBG - Bonsai House Utility Services	1,317,472
Agnes Water Skate Park	1,580,040
Bororen Cemetery - New Lawn Beams & Columbarium	149,000
Bororen Memorial Park Septic System Capacity Upgrade	104,000
Port Curtis Cemetery Development Section V	216,545
	<b>3,984,497</b>

<b>Asset Class: Carparks</b>	
<b>Project Description</b>	<b>Expenses</b>
1770 Marina Precinct - Land Acquisitions & Survey Costs	200,000
Agnes Street, Agnes Water - New Carpark	35,000
	<b>235,000</b>



## Capital Portfolio for 1 July 2024 to 30 June 2025

### Asset Class: Roads

Project Description	Expenses
Glenlyon St, Gladstone (Bramston St - Herbert St) - Upgrade	102,000
Round Hill Road, Agnes Water - Bus Set Down Interchange	78,952
Gravel Road Resheeting - Various Locations	2,493,996
Lowmead Road, Lowmead - Road Renewal (Stage 3)	40,000
Tableland Road, Calliope - Pavement Rehabilitation	35,000
Round Hill Road - Pavement Renewal Program	1,715,250
McPherson Street, Rosedale - Pavement Rehabilitation	32,000
Turkey Beach Road, Turkey Beach - Safety Improvements	1,231,628
Lowmead Rd, Lowmead - Pavement Rehabilitation	22,000
Turkey Beach Road - Safety Improvements	1,148,171
Asphalt Overlays and Bitumen Reseals - Various Locations	3,350,360
Off Lane Gladstone Kerb and Surface Upgrade	17,000
Glenlyon/Tank - Traffic Calming Scheme	950,000
Glenlyon/Derby - Traffic Calming Scheme	660,000
Lowmead Road Safety and Sealing Upgrade	11,936,987
Bindaree Road Mount Tom Realignment	30,000
Reconstruction of Essential Public Assets (REPA) – Western 1	2,917,734
Reconstruction of Essential Public Assets (REPA) – Western 2	1,629,060
Reconstruction of Essential Public Assets (REPA) – Western 3	4,163,496
Reconstruction of Essential Public Assets (REPA) – Southern 1	4,401,607
Reconstruction of Essential Public Assets (REPA) – Southern 2	1,487,047
Reconstruction of Essential Public Assets (REPA) – Central	158,786
Reconstruction of Essential Public Assets (REPA) – Sealed Damage	1,503,108
Deepwater National Park Fire Trail Stage 1	289,102
	<b>40,393,284</b>

### Asset Class: Sewerage

Project Description	Expenses
Calliope River Rest Area Amenities (Upgrade and Disposal)	648,367
Captain Cook Drive, Agnes Water - Relocate Sewer Main	2,200,000
Agnes Water / 1770 SPS Access Cover Replacement Program	75,000
Agnes Water/1770 - Sewer Manhole Replacement	25,000
Agnes Water / 1770 – SPS Asset Renewal Program	59,500
Calliope SPS 02 - Odour Control	440,000
Boyne Island - Sewer Main Renewals	75,726
Calliope - Sewer Main Renewals	54,604
Tannum Sands - Sewer Main Renewals	60,343
TAN 04 SPS Renewal and Upgrade	1,955,413
CWWT Plant Inlet Screen Replacement & Grit Removal Screen	100,000
Boyne Island SPS Access Cover Replacement Program	30,000
Calliope SPS Access Cover Replacement Program	25,000
Tannum SPS Access Cover Replacement Program	37,500
Tannum Sands – Sewer Manhole Replacement	7,957
Boyne/Tannum/Calliope Sewer Rising Main Renewal	1,720,000
BOY01 & BOY02 Sewerage Odour & Corrosion Controls New	22,000
Boyne Island – SPS Asset Renewal Program	35,600

## Capital Portfolio for 1 July 2024 to 30 June 2025

Calliope – SPS Asset Renewal Program	23,800
Tannum Sands – SPS Asset Renewal Program	39,950
WWTP Irrigation (Calliope District Golf Club Inc) Stowe Rd	3,118,070
Calliope WWTP - Review Aeration Capacity & Sludge Handling	2,811,744
Tannum WWTP Inlet Works Upgrade	1,233,335
Tannum Sands Solar Panels	24,000
Boyne Island – Sewer Manhole Replacement	12,423
Boyne Island WWTP Inlet Works Renewal	138,717
A01 to Gladstone WWTP - Replace 450mm Section of Main	142,500
Gladstone - Sewer Main Renewals	2,556,000
Gladstone SPS Access Cover Replacement Program	100,000
Gladstone - Sewer Manhole Renewal	21,948
GLAO3 SPS Gladstone Pump Station Asset Renewal	359,531
Gladstone WWTP - Supernatant Pump Station Renewal	35,000
Gladstone – SPS Asset Renewal Program	467,925
Stage 2 - GWWT Inlet Distribution Structure Replacement	7,583,245
Yarwun SPS Access Cover Replacement Program	20,000
Yarwun – SPS Asset Renewal Program	60,775
Curtis Island Air Valve Chamber Modifications	145,730
MVWWTP Alf Larson WWTP Upgrade	106,885
Yarwun - Sewer Main Renewals	15,317
	<b>26,588,905</b>

### Asset Class: Sport & Recreation

Project Description	Expenses
Boyne Tannum Aquatic Recreation Centre	1,816,214
	<b>1,816,214</b>

### Asset Class: Stormwater

Project Description	Expenses
Deepwater Road, Deepwater - Renew Causeway	136,300
Culvert Headwall Replacement - Southern Zone (22/23)	129,001
Gully Pit Renewal/Replacement Program - Central	207,304
Curlew Drive Stormwater Upgrade	7,000
Maude Hill Road Culvert Replacement	5,000
Yarroon Street – Additional Kerb Inlet	15,000
Blackman Gap SWP Replacement	65,000
Auckland Ck Stormwater Failure	7,800
Urgent SW Repairs: Endeavour St	63,000
Maude Hill Road	50,000
	<b>685,405</b>



## Capital Portfolio for 1 July 2024 to 30 June 2025

### Asset Class: Street Lighting

Project Description	Expenses
PCYC Car Park, Gladstone - Install Lighting	240,000
	<b>240,000</b>

### Asset Class: Waste

Project Description	Expenses
Waste Conveyor/Compactor - Gladstone Waste Transfer Station	100,000
Benaraby Landfill - Fire Water Tank Installation	694,205
Miscellaneous Capital Purchases	725,000
Piggyback Liner System - Benaraby Landfill	1,513,562
Benaraby Landfill Cell 3b	393,000
Benaraby Landfill Entrance Turning Circle	83,902
Agnes Water - Waste Treatment Retention Basin Repair	75,000
	<b>3,584,669</b>

### Asset Class: Water

Project Description	Expenses
Recurring Capital Expenses	3,324,170
AWWTP Back Up Generator Supply	160,000
Seventeen Seventy Water Filling Station	153,409
Agnes Water Water Treatment (Desalination) Plant Upgrade	1,046,900
Agnes Water - Water Asset Renewal (Reservoir Repairs)	4,287
QAL Access Road Replace Water Main	950,918
Short Street Water Main (Goondoon - Oaka) Decommissioning	100,000
Lake Awoonga Control Values	123,663
22 The Oaks Rd - Canoe Point Rd, Tannum Sands - Water Main	29,000
Lake Awoonga - Mains Renewal - Glenlyon Road	32,450
Police Creek Water Main Pipe Bridge Renewal	28,500
Lake Awoonga Scheme- Water Main Renewal – Hanson Road	100,000
Lake Awoonga Scheme- Permanent Water Network Monitoring Points	36,000
Lake Awoonga Scheme - Water Main Renewal - Auckland Street	1,373,365
Calliope Water Filling Station	153,409
Lake Awoonga Scheme - Advanced Metering Infrastructure	1,703,485
Lake Awoonga Scheme- New Water Meters	7,000
Round Hill 2 Reservoir	1,237,728
Miriam Vale Trunk Water Main Renewal (Over 250mm)	44,500
Miriam Vale & Bororen Water Installation of Permanent Water	10,633
Agnes Water / 1770 – Zone Control Valves	46,300
Bororen WTP – Site Asset Upgrade and Optimisation	281,612
	<b>10,947,329</b>
	<b>107,048,913</b>



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