
9.15 2023-24 DEBT POLICY

File No:	FM12.5.1
Attachments:	1. 2023-24 Debt Policy ↓
Responsible Officer:	Cale Dendle - Chief Executive Officer
Author:	Andrea Ellis - Chief Financial Officer

SUMMARY

This report presents the 2022-23 Debt Policy for Council's adoption in accordance with Section 192 of the Local Government Regulation 2012.

OFFICER'S RECOMMENDATION

THAT pursuant to Section 192 of the *Local Government Regulation 2012*, Council adopts the 2023-24 Debt Policy.

BACKGROUND

Council is required under Section 192 of the *Local Government Regulation 2012* to adopt a Debt Policy on an annual basis. The attached Policy provides Council with a contemporary Debt Policy for responsible financial management of loan funding for infrastructure capital projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties. Council will restrict all borrowings to expenditure on identified capital projects that are considered by Council to be of the highest priority, and which cannot be funded from other funding sources.

COMMENTARY

Borrowing for long-term assets is an effective way of spreading the cost of community infrastructure over the life of the assets in such a way that those deriving a benefit from the investment pay for it as it is being used.

With \$9.7 million new borrowings forecast in the 2023-24 financial year, Council's overall debt balance will increase by \$3.8 million to \$58.2 million. Since de-amalgamation, Council's debt has reduced by \$26.8 million (to 30 June 2023). Council is forecasting to borrow \$31.8 million in the over the forecast period to fund capital expansion of sewerage, waste and council facilities for a growing community.

The estimated balance of total borrowings on 1 July 2023 is \$54.4 million, the 2023-24 budget makes provision for interest expense of \$2.6 million and redemption payments of \$5.8 million. The estimated book balance of total borrowings on 30 June 2024 is \$58.2 million.

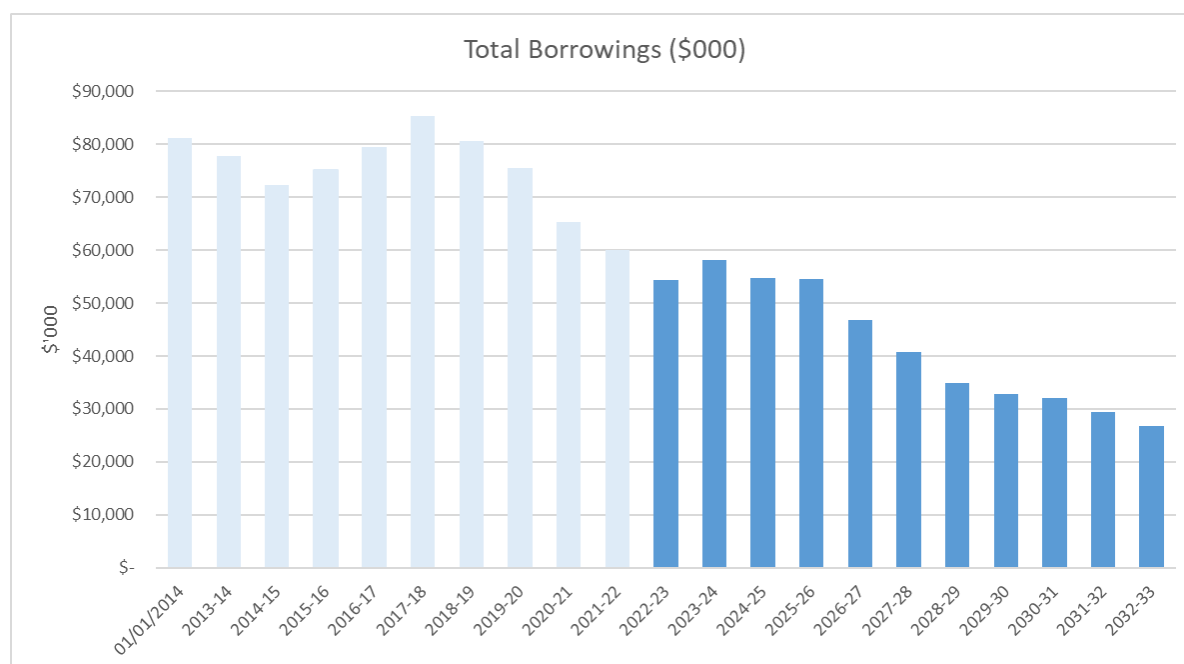
Over the forecast ten-year period of the 2023-24 Long Term Financial Forecast (through until the 2032-33 financial year), this policy outlines that debt \$31.8 million in new borrowings are required to fund planned capital expansion of sewerage, waste and council facilities. The future borrowings are identified for the following capital projects:

- 2023-24 - \$9.7m
 - \$7.5m Rookwood Weir Water Allocation (intangible asset)
 - \$2.2m Emu Park Sewerage Treatment Plant upgrade
- 2024-25 – \$2.9m Yeppoon Landfill Cell expansion
- 2025-26 - \$7.0m
 - \$4.0m Yeppoon Landfill Cell expansion
 - \$3.0m Farnborough Road Sewer network upgrade
- 2027-28 - \$2.2m Taroomball Sewer PFTI

- 2028-29 - \$3.0m Yeppoon Depot Relocation
- 2029-20 - \$5.0m Yeppoon Depot Relocation
- 2030-31 - \$2.0m Yeppoon Depot Relocation

The below graph illustrates debt balances since 1 January 2014 and out over the ten-year forecast period. Whilst new borrowings are required, the total level of future borrowings will remain at a total value lower than previous years.

Three (3) out of the five (5) existing loans are expected to be paid out by 2030.



PREVIOUS DECISIONS

No decisions have been made by Council in relation to the attached 2023-24 Debt Policy.

ACCESS AND INCLUSION

This report once adopted by Council will be made publicly available on Council's website.

ENGAGEMENT AND CONSULTATION

Council finance officers in consultation with Council's Chief Financial Officer have reviewed the attached policy.

HUMAN RIGHTS IMPLICATIONS

Section 4(b) of the *Human Rights Act 2019* requires public entities such as Council 'to act and make decisions in a way compatible with human rights'.

There are no foreseen human rights implications associated with the adoption of the attached policy.

BUDGET IMPLICATIONS

The first table in Attachment one (1) outlines the total debt repayments to be made over the forecast 10 years of the 2023-24 Long Term Financial Plan. The second table in Attachment one (1) outlines that total interest expense and administration fees payable during the 2023-24 financial year is approximately \$2.6 million.

LEGISLATIVE CONTEXT

The adoption of an annual Debt Policy is required in accordance with Section 192 of the *Local Government Regulation 2012*. In accordance with Section 199 of the *Local Government Regulation 2012*, Council must allow the public to inspect the Debt Policy at the

Local Government's Public Office, on the Local Government's website and to purchase copies of this policy if desired.

LEGAL IMPLICATIONS

There are no foreseen legal implications associated with the adoption of this Policy.

STAFFING IMPLICATIONS

There are no foreseen staffing implications associated with the adoption of this Policy.

RISK ASSESSMENT

Regular robust reporting of Council's financial policies assists in creating a framework of financial responsibility within the Council and providing sound long term financial management of Council's operations.

CORPORATE PLAN REFERENCE

Leading Livingstone

Community Plan Goal 4.1 - Innovative and accountable leadership to achieve a shared future

4.1.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire.

The adoption of an annual Debt Policy promotes accountability and the implementation of good governance and risk management pertaining to the borrowing of debt for the funding of infrastructure capital projects.

CONCLUSION

In accordance with Section 192 of the *Local Government Regulation 2012* Council is required to adopt a Debt Policy on an annual basis. The attached policy provides Council with a contemporary debt policy for responsible financial management of the loan funding for infrastructure capital projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

9.15 - 2023-24 DEBT POLICY

2023-24 Debt Policy

Meeting Date: 13 June 2023

Attachment No: 1



DEBT POLICY (STATUTORY POLICY)

1. Scope

The Debt Policy (this 'Policy') applies to the use of loan borrowings to fund infrastructure and other important capital projects.

2. Purpose

This Policy provides Council with a contemporary Debt Policy for responsible financial management on the loan funding of infrastructure capital projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties.

3. Related Documents

Local Government Act 2009
Local Government Regulation 2012
Statutory Bodies Financial Arrangements Act 1982

4. Definitions

To assist in interpretation, the following definitions shall apply:

Council	Livingstone Shire Council.
The Act	<i>Local Government Act 2009.</i>
The Regulation	<i>Local Government Regulation 2012.</i>
SBFAA	<i>Statutory Bodies Financial Arrangements Act 1982.</i>

5. Policy Statement

As a general principle, Council recognises that loan borrowings for capital works are an important funding source for Local Government and that the full cost of infrastructure should not be borne entirely by present-day ratepayers but be contributed to by future ratepayers who will also derive benefits (i.e. intergenerational equity).

Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of income.

Council will restrict all borrowings to expenditure on identified capital projects that are considered by Council to be of the highest priority, and which cannot be funded from revenue, as identified by the adopted budget.

Under no circumstances should Council use long-term debt to finance operating activities or recurrent expenditure.

Debt Policy

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 Business Unit: Finance and Business Excellence

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A working capital facility or overdraft may be utilised to assist in funding short term cash flow requirements that may arise.

The basis for determination of the utilisation of loan funds will be as follows:

- Borrowings are considered to be a financial funding last resort and only as a tool to be used in a strategic perspective to achieve the provision of services to the community;
- Borrowings for infrastructure that provides a return on assets will generally take priority over borrowing for other assets. Where a capital project for a service that is funded by utility or user charges e.g. water, sewer or waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs;
- Other specific capital projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be of long term benefit to the majority of ratepayers;
- Prior to undertaking any borrowing, Council shall assess its capacity to repay the loan, to ensure that the community is not burdened with unnecessary risk and rate/charge increases;
- The term of any loan should not exceed the expected life of the asset being funded;
- All borrowings will be considered in line with Council's long term financial forecast.

5.1 Ten Year Loan Programme Forecast

Council utilises loan borrowings to fund major capital and infrastructure works. Repayments are spread over a long period of up to twenty (20) years as capital works projects all have long useful lives.

This Policy includes the following information:

- 1) New borrowings for the current and the next nine (9) financial years; and
- 2) A repayment schedule for all new and existing borrowings.

The following ten (10) year program is proposed by Council, although allocations in future years are revised on an annual basis in conjunction with the review of Council's short-term and long-term budgets:

TABLE (1)
TEN YEAR BORROWING AND REPAYMENT SCHEDULE

Financial year	New borrowing amount (\$)	Loan redemption amount (\$)	Repayment period (years)
2023-24	9,713,450	5,892,270	20
2024-25	2,900,000	6,477,320	10
2025-26	7,000,000	7,062,000	10 - 20
2026-27	-	7,862,040	-
2027-28	2,200,300	8,264,600	20
2028-29	3,000,000	8,771,210	20
2029-30	5,000,000	7,157,530	20
2030-31	2,000,000	2,587,440	20
2031-32	-	2,670,710	-
2032-33	-	2,783,630	-

5.2 Repayment Schedule

The loan portfolio of Council is raised solely with the Queensland Treasury Corporation.

The Queensland Treasury Corporation maintains Council debt as the book debt plus a market provision, to market value the total liability outstanding.

The provision is principally a result of past movements in the market value of the liabilities within each debt pool.

If the Council was to liquidate this debt it would be required to pay the market value of the loan portfolio.

Council intends maintaining a repayment schedule consistent with an interest and principal repayment calculation so that the exposure to interest rate fluctuations are minimised.

The budgeted loan portfolio of Council for 2023-24 is as follows:

TABLE (2)
BUDGETED INTEREST AND REDEMPTION
FOR THE PERIOD TO 30 JUNE 2024

	A	B	C	D	E
					(A – C + D)
FUNCTION DESCRIPTION	EST BALANCE 01-07-2023	ADMIN & INTEREST	REDEMPTION	NEW ADVANCES	EST BOOK DEBT BALANCE 30-06-2024
Water and Sewerage	19,476,840	914,083	1,940,343	6,825,950	24,362,447
Waste	7,086,330	383,550	971,487	0	6,114,843
Other Infrastructure	27,830,840	1,330,397	2,980,440	2,887,500	27,737,900
TOTAL	54,394,010	2,628,030	5,892,270	9,713,450	58,215,200

6. Changes to this Policy

This Policy will be reviewed when any of the following occur:

1. As required by legislation - this Policy is to be reviewed at least annually in conjunction with the budget;
2. The related information is amended or replaced; or
3. Other circumstances as determined from time to time by the Council.

7. Repeals/Amendments

This Policy repeals the former Livingstone Shire Council Policy titled 'Debt Policy (v11)'.

Version	Date	Action
1	14/01/2014	Adopted
2	22/07/2014	Amended Policy Adopted
3	24/07/2015	Amended Policy Adopted
4	12/07/2016	Amended Policy Adopted

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5	27/06/2017	Amended Policy Adopted
6	24/07/2018	Amended Policy Adopted
7	11/07/2019	Amended Policy Adopted
8	28/07/2020	Amended Policy Adopted
9	16/03/2021	Amended Policy Adopted
10	29/06/2022	Amended Policy Adopted
11	26/07/2022	Amended Policy Adopted
12	DRAFT	Draft Policy

CALE DENDLE
CHIEF EXECUTIVE OFFICER

Debt Policy

Adopted/Approved: DRAFT
Version: 12

Portfolio: Office of the CEO
Business Unit: Finance and Business Excellence

9.16 2023-24 SIGNIFICANT AND OTHER BUSINESS ACTIVITIES

File No:	FM12.5.2
Attachments:	1. 2023-24 Estimated Activity Statements for Significant and Other Business Activities ↓
Responsible Officer:	Cale Dendle - Chief Executive Officer
Author:	Andrea Ellis - Chief Financial Officer

SUMMARY

This report identifies the business activities that will be conducted by Council during the 2023-24 financial year and recommends that Council resolve to apply the code of competitive conduct to Council's water & sewerage and waste operations during the 2023-24 financial year pursuant to Section 47(7) of the Local Government Act 2009. This report also outlines that Council's water & sewerage operations for the 2023-24 financial year are a significant business activity under Section 43 of the Local Government Act 2009.

OFFICER'S RECOMMENDATION

THAT

1. Council note that the following are all business activities that are to be conducted by Council during the 2023-24 financial year:
 - Water and Sewerage Operations
 - Waste Operations
 - Building Certification
 - Caravan Parks
 - Car Parking
 - Car Wash Operations
 - Cemetery Operations
2. Council notes that for the 2023-24 financial year Council's combined water & sewerage operations are a significant business activity which is subject to national competition policy arrangements under Section 43 of the *Local Government Act 2009*.
3. Council notes that for the 2023-24 financial year, the competitive neutrality principle will be applied to the significant business activity of water & sewerage operations. The level of reform applied to this significant business activity is full cost pricing.
4. Council notes that for the 2023-24 financial year, Council will not conduct any significant business activity that was not conducted in the preceding financial year, that is, there are no new significant business activities to be conducted in the 2023-24 financial year.
5. Council note that Council's building certification activities are a prescribed business activity under Section 38 of the *Local Government Regulation 2012* meaning that the code of competitive conduct will mandatorily apply to Council's building certification activities in the 2023-24 financial year in accordance with Section 47 of the *Local Government Act 2009*.
6. Council notes that for the 2023-24 financial year Council's combined water & sewerage operations and waste operations are prescribed business activities under Section 39 of the *Local Government Regulation 2012*.

7. Council notes that for the 2023-24 financial year the estimated value (\$105,000) of community service obligations funded by general revenue to the waste business activities to cover the cost of providing non-commercial community services or costs deemed to be community service obligations by Council.
8. Council notes that for the 2023-24 financial year the estimated value (\$517,136) of community service obligations funded by waste revenue to the waste business activities to cover the cost of providing waste disposal vouchers to residential ratepayers for disposal of eligible waste materials at Council's waste facilities.
9. Council resolves for the 2023-24 financial year that the following prescribed business activities apply the code of competitive conduct under Section 47(7) of the *Local Government Act 2009*:
 - Water & Sewerage Operations
 - Waste Operations
10. Council resolve for the 2023-24 financial year that under Section 47(8) of the *Local Government Act 2009* the code of competitive conduct will not apply to the caravan park, car parking, car wash or cemetery operations of Council for the reasoning that these business activities have expenditure under the prescribed business activity threshold (\$340,000) outlined in Section 39 of the *Local Government Regulation 2012* and the costs of applying competition reforms to these activities outweigh any realisable benefits.
11. Council receives the estimated activity statement for the significant and other business activities (Attachment One (1)) under section 34 of the *Local Government Regulation*.

BACKGROUND

Pursuant to Sections 45 and 47 of the *Local Government Act 2009*, each financial year Council is required to identify those activities that are business activities and determine whether competition reform needs to be applied to assist in removing anti-competitive conduct, encourage greater transparency in the operation of Council's business activities and improve the allocation of Council's limited resources. Activities of Council will be identified as business activities if they trade in goods and services to clients and could potentially be delivered by a private sector firm for the purposes of earning profits in the absence of Council's involvement. They do not include activities of Council considered non-competitive.

Each financial year Council is required to decide by resolution whether the code of competitive conduct is to apply to each of its business activities which are prescribed under the *Local Government Regulation 2012* (a prescribed business activity). Council may also voluntarily elect to apply the code of competitive conduct to business activities that are not prescribed business activities in accordance with Section 47(9) of the *Local Government Act 2009*.

COMMENTARY

Identification of Business Activities

Council has reviewed its operations and lists below all the business activities that it conducts. Council reviews all business activities to identify any new significant business activities and to ensure any previous identified significant business activities continue to meet the regulated threshold.

The following are all business activities that are to be conducted by Council during the 2023-24 financial year:

1. Water and Sewerage Operations
2. Building Certification
3. Waste Operations

4. Caravan Parks
5. Car Parking
6. Car Wash Operations
7. Cemetery Operations

Significant Business Activities

The threshold used to determine if a local government is carrying on a significant business activity in relation to the provision of combined water and sewerage services is if 10,000 or more premises are connected to a water service as of 30 June of the previous financial year. Council had more than 10,000 premises connected to a water service as of 30 June 2022. As a result, Council is required to apply the code of competitive conduct to Council's water & sewerage operations.

Prescribed Business Activities

Building Certification Activities

Pursuant to Section 47(3) of the Local Government Act 2009, the code of competitive conduct will mandatorily apply to the business certification activities of Council.

Waste Operations

Since the 1 January 2014 Council has resolved to apply the code of competitive conduct to waste operations. Section 19 of the *Local Government Regulation 2012* states that any business activity, other than combined water and sewerage activities, that has expenditure of at least \$9.7 million for the previous financial year is a significant business activity for the current financial year. Whilst Council's waste operations in the 2021-22 financial year had total expenditure of less than the significant business activity threshold of \$9.7 million, the 2022-23 total expenditure of Council's waste operations is over the prescribed business activity threshold of \$340,000. On this basis it is recommended that Council continue to apply the code of competitive conduct to waste operations as a prescribed business activity.

Other Business Activities

The other identified business activities of Council listed above are car parking, car wash and cemetery operations.

The recommendations in relation to these business activities below are based on the following:

- The suitability of applying the code of competitive conduct regarding Council's primary purpose of conducting the business activity with the primary purpose being either of a commercial or a community service nature.
- The amount of actual or potential competition that exists.
- The effect the Council business activity will have on the actual or potential competition.
- The cost to be borne by ratepayers of applying the code of competitive conduct.

It is recommended that Council does not apply the code of competitive conduct to the business activities listed immediately below for the reasons outlined:

Business Activity	Comment
Car Parking	Principal purpose is to increase availability of parking in the Yeppoon central business district and the costs of applying competition reforms to the activity outweigh any realisable benefits.
Car Wash Operations	Expenditure is under the prescribed business activity threshold and the costs of applying competition reforms to the activity outweigh any realisable benefits
Cemetery Operations	Primarily undertaken as a community service with little or no

competition

Estimated Activity Statements

Pursuant to Section 34 of the Local Government Regulation 2012, the estimated activity statements for the business activities of waste & sewerage operations, waste operations, and building certification activities are presented in Attachment One (1) to this report.

PREVIOUS DECISIONS

There have been no previous decisions made by Council in relation to the significant and other business activities of Council for the 2023-24 financial year.

ACCESS AND INCLUSION

This report once adopted by Council will be made publicly available on Council's website.

ENGAGEMENT AND CONSULTATION

Council finance officers in consultation with Council's Chief Financial Officer have reviewed the current legislative disclosure requirements pertaining to significant and other business activities.

HUMAN RIGHTS IMPLICATIONS

Section 4(b) of the *Human Rights Act 2019* requires public entities such as Council 'to act and make decisions in a way compatible with human rights.'

There are no foreseen human rights implications associated with the adoption of this monthly report.

BUDGET IMPLICATIONS

There is administrative effort required to apply the code of competitive conduct to Council's water & sewerage operations, waste operations and building certification activities for the 2023-24 financial year. This administrative effort is to be delivered within existing human resources.

With the application of full cost pricing to the identified activities of Council, the value of community service obligations is estimated to be \$622,136. Community Service Obligations are the estimated value of the obligation imposed on a business entity to do something that is not in the commercial interest of the business entity to do so.

LEGISLATIVE CONTEXT

Pursuant to Sections 45 and 47 of the *Local Government Act 2009*, Council must identify activities that are business activities and resolve whether the code of competitive conduct should or should not be applied to each of its prescribed business activities for the financial year.

Pursuant to Section 43 of the *Local Government Act 2009*, Council must apply the code of competitive conduct to a significant business activity.

In accordance with Section 34 of the *Local Government Regulation 2012* Council's budget is required to contain an estimated activity statement of each business activity to which the code of competitive conduct is to be applied.

Section 19 of the *Local Government Regulation 2012* set the thresholds that a business activity must meet to be a significant business activity. Section 39 of the *Local Government Regulation 2012* sets the thresholds to determine whether a business activity is a prescribed business activity for the purpose of applying the Code of Competitive Conduct.

LEGAL IMPLICATIONS

There are no foreseen legal implications regarding the application of the code of competitive conduct to the business activities of Council for the 2023-24 financial year.

STAFFING IMPLICATIONS

There are no foreseen staffing implications associated with the application of the code of competitive conduct to the prescribed business activities of water and sewerage operations, waste operations, caravan park operations and building certification activities.

RISK ASSESSMENT

There are regulatory risks involved with implementing national competition policy. Council is legally required to make certain resolutions and disclosures as part of its annual budget and annual general purpose financial statements respectively regarding its business activities. These obligations have been reviewed to ensure Council has discharged all its legal requirements.

CORPORATE PLAN REFERENCE***Leading Livingstone***

Community Plan Goal 4.1 - Innovative and accountable leadership to achieve a shared future

4.1.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire.

Regular monthly reporting of the financial performance and financial position of Council's significant and other business activities promotes open and accountable financial outcomes whilst providing Council and the community with relevant and reliable information on which to base financial decision making.

CONCLUSION

Pursuant to Sections 45 and 47 of the *Local Government Act 2009*, each financial year Council is required to identify those activities that are business activities and determine whether competition reform needs to be applied. Pursuant to Section 47(4) of the *Local Government Act 2009*, the code of competitive conduct mandatorily applies to Council's business certification activities. Council had more than 10,000 premises connected to a water service as of 30 June 2022 and as a result Council's combined water and sewerage activities are a significant business activity for the 2023-24 financial year.

It is recommended that Council resolve to apply the code of competitive conduct to Council's prescribed business activities of water & sewerage operations and waste operations. The estimated activity statements for each business activity to which it is recommended the Code of Competitive Conduct be applied are presented pursuant to Section 34 of the *Local Government Regulation 2012* for adoption as outlined in Attachment One (1) to this report.

9.16 - 2023-24 SIGNIFICANT AND OTHER BUSINESS ACTIVITIES

2023-24 Estimated Activity Statements for Significant and Other Business Activities

Meeting Date: 13 June 2023

Attachment No: 1

**2023-24 BUDGET
ESTIMATED ACTIVITY STATEMENTS**

Council has decided by resolution that the Code of Competitive Conduct is to be applied to the following Business Activities for the 2023-24 Financial Year:

	SIGNIFICANT BUSINESS ACTIVITY	OTHER BUSINESS ACTIVITIES	
	<i>Water & Sewerage Operations</i> \$	<i>Waste Operations</i> \$	<i>Building Certification*</i> \$
<i>Operational Revenues for services provided to Council</i>	\$10,000	\$1,042,843	\$0
<i>Operational Revenues for services provided to External Clients</i>	\$35,985,754	\$10,033,432	\$400,000
<i>Community Service Obligations</i>	\$0	\$105,000	\$0
<i>Total Operational Revenue</i>	\$35,995,754	\$11,181,275	\$400,000
<i>Less: Operational Expenditure</i>	\$31,338,623	\$10,681,287	\$321,706
<i>Estimated Operational Surplus</i>	\$4,657,131	\$499,988	\$78,294
<u>List of Community Service Obligations (CSO)</u>			
<i>Charity Waste, Waste Disposal Vouchers, GKI Waste Services</i>	\$0	\$622,136	\$0
Total	\$0	\$622,136	\$0

The CSO value is determined by Council and represents an activity's costs which would not be incurred if the activity's primary objective was to make a profit.

The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by Council.

The 2023-24 adopted budget provides \$105,000 of CSO's by Council to the Waste Operations Business Activity comprised as follows:

Disposal of unwanted materials by approved charities at Council's waste facilities.	\$10,000
Disposal of greenwaste by approved community groups at Council's waste facilities.	\$10,000
Disposal of waste collected from public spaces by Capricorn Coast Landcare and equivalent groups at Council's waste facilities.	\$10,000
Collection services, transport and disposal of waste collected from island residents and public bins on Great Keppel Island.	\$75,000
	<u>\$105,000</u>

The Business Activity of Waste Operations provides funding from waste fees & charges to cover the cost of providing non-commercial community services or costs deemed to be CSO's by Council.

The 2023-24 adopted budget provides \$517,136 of CSO's by the Waste Operations Business Activity to the Waste Operations Business Activity comprised as follows:

Waste disposal vouchers provided to residential ratepayers for disposal of eligible waste materials at Council's waste facilities.	\$517,136
Total CSO provided by Council	<u>\$622,136</u>

*Building certification activities are a prescribed activity under section 38 of the *Local Government Regulation 2012*.

9.17 ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST**File No:** FM12.5.1**Attachments:**

1. **2023-24 Budget and Long Term Financial Forecast**[↓](#)
2. **2023-24 Measures of Financial Sustainability**[↓](#)
3. **2023-24 Total value in the change in rates and charges levied**[↓](#)
4. **Capital Program 2023-24 to 2025-26**[↓](#)
5. **2023-24 Team Plans**[↓](#)
6. **Example: Long Term sustainability statement**[↓](#)

Responsible Officer: Cale Dendle - Chief Executive Officer**Author:** Andrea Ellis - Chief Financial Officer

SUMMARY

This report presents the 2023-24 Budget and long term financial forecast for the Livingstone Shire Council for adoption as part of the 2023-24 budget process.

OFFICER'S RECOMMENDATION

THAT

- 1) pursuant to Section 107A of the *Local Government Act 2009* and Sections 169 and 170 of the *Local Government Regulation 2012*, Council resolve to adopt the Budget for the financial year 2023-24 and the long term financial forecast for the financial years 2023-24 to 2032-33, as contained in the document entitled *2023-24 Budget and Long Term Financial Forecast* (Attachment One) and set out in the pages contained therein:
 - a) Statement of Financial Position (Attachment One);
 - b) Statement of Cash Flows (Attachment One);
 - c) Statement of Income and Expenditure (Attachment One);
 - d) Statement of Changes in Equity (Attachment One);
 - e) Long-Term Financial Forecast (Attachment One);
 - f) Relevant Measures of Financial Sustainability (Attachment Two); and
 - g) Percentage of Change in Rates & Utility Charges (Attachment Three).
- 2) Council receive the remainder of the documentation as working papers to support the 2023-24 adopted budget:
 - a) 3-year capital works program (Attachment Four)
 - b) Team plans (Attachment Five)

BACKGROUND

Sections 169 and 170 of the *Local Government Regulation 2012* prescribe the requirements for the adoption of Council's budget. This report complies with the disclosure requirements of the *Local Government Regulation 2012*.

Under the *Local Government Regulation 2012*, Council must prepare an accrual-based budget for each financial year which is consistent with the five-year Corporate Plan and Annual Operational Plan. To comply with the *Local Government Regulation 2012*, Council must also publish results against a series of measures of financial sustainability for the budget and the next nine (9) years.

To meet legislative requirements, the following financial statements are included within the 2023-24 Budget (Attachment One):

- 1) Statement of Financial Position;
- 2) Statement of Cash Flows;
- 3) Statement of Income and Expenditure; and
- 4) Statement of Changes in Equity.

Additional disclosures required are:

- 5) Relevant Measures of Financial Sustainability (Attachment Two); and
- 6) Total value of Change in Rates Levied from 2022-23 (Attachment Three).

The Statement of Income and Expenditure, Statement of Financial Position, Statement of Cash Flows, and Statement of Changes in Equity have all been prepared on an accrual basis and contain Council's budget for 2023-24 and the next two financial years and Council's long term financial forecast.

The budget must also contain Council's Revenue Policy and Revenue Statement, which due to the complex nature of the Revenue Statement will be adopted via separate reports. The Statement of Estimated Financial Position for 2023-24 and the estimated costs of Council's significant and other business activities will also be adopted via separate reports.

COMMENTARY

The budgeted financial statements reflect the budget for the 2023-24 financial year, and the next nine (9) financial years. The financial statements include information on Council's long term financial forecast and demonstrates Council's ability to manage its challenges over the long term by maintaining liquidity, adequate servicing capacity and a reasonable level of financial flexibility. Financial statements contained in Attachment one (1) include

- Statement of Financial Position – identifies the predicted financial position of Council including assets (what we own), liabilities (what we owe) and equity (our net worth)
- Statement of Cash Flows – reports how revenue received and expenses paid impact Council's cash balances
- Statement of Income and Expenditure – presents Council's revenues (where the money comes from) and expenses (where the money is spent)
- Statement of Changes in Equity – reports changes to equity, or Council's assets net of liabilities.

Operating Result

Figure 1 – Operating Result, demonstrates that Council is on track to deliver an operating surplus of \$0.169 million, the long-term outlook is small to moderate operating surpluses in all future years. This is primarily increasing revenue by maximising growth opportunities and optimising operating expenses. Any surpluses achieved are used to fund capital expenditure.

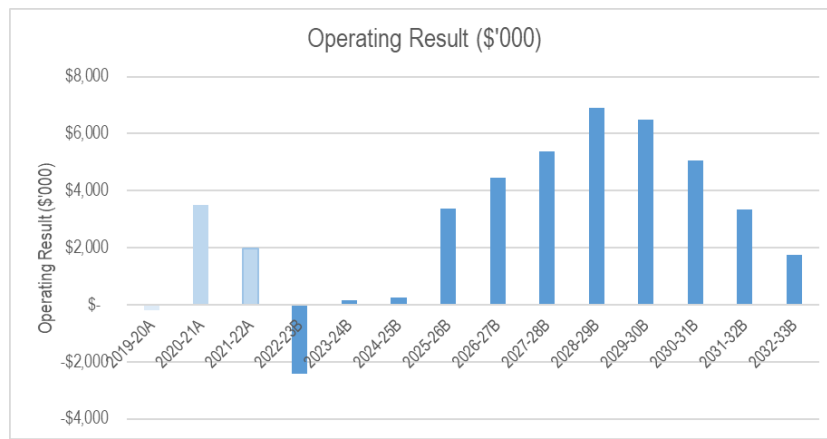


Figure 1 - Operating Result (\$'000)

Brief discussions on each of the major line items of the budget are outlined below.

Operating Revenue – where our money comes from

Figure 2 – Operating Revenue indicates that 82% of Council’s operating revenue is generated from rates and charges and around 6% is received from fees & charges. It is important to note Livingstone Shire Council does not rely heavily on funds from other tiers of government to provide operational services and actively seeks alternate revenue sources. Livingstone Shire Council also maximises interest earnings to supplement its core sources of revenue.

Livingstone receives income from several streams, with the majority collected from rates twice a year in February and August. The total operating revenue of \$110.0 million is forecast to be received in 2023-24 and following is a breakdown of Council’s budgeted income streams.

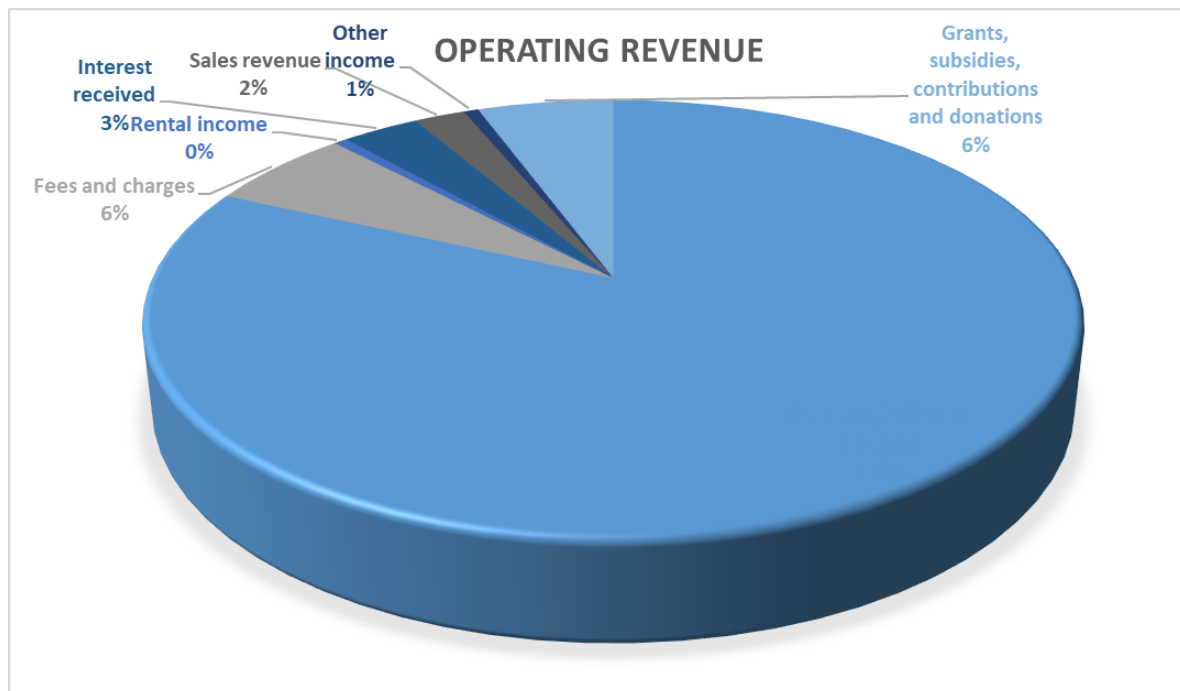


Figure 2 - Operating Revenue 2023-24

Net rates and utility charges – \$90.1 million

Total budgeted rates and utility charges for the 2023-24 year is \$98.3 million with estimated discounts and remissions of \$8.2 million.

Land valuations are based on site value determined by the Valuer-General. The statutory land valuations are only used to provide rating relativities between differently valued parcels of land and **do not determine the amount of rates** to be paid by the owner. The Valuer-General undertook a shire wide land valuation in 2022 for the Livingstone Shire local government area.

The increase in revenue from 2022-23 is a combination of the natural growth in assessments, changes in categorisation, changes in rating categories, valuation adjustments, phasing out of separate charges, and the general increase to the minimum charges and rates in the dollar and other charges applied by Council.

For the 2023-24 the overall net increase in rates and utility charges is 7.6% (inclusive of 1% growth). 98.47% of ratepayers will see an overall increase of 6% or less. This is comparable with the Consumer Price Index for March 2023 at 7.0%.

The table below identifies the impact on different categories of ratepayers. Most ratepayers will see an increase of between \$200 - \$500 on their general rate and utility charges (before discount) in 2023-24.

Category	% Of Ratepayers				
	\$0 or less	\$1-\$100	\$100-\$200	\$200-\$500	\$500 or more
Residential	0.02%	3.81%	13.00%	75.03%	1.60%
Commercial/Industrial	0.02%	0.07%	0.23%	0.81%	1.48%
Primary Production	0.00%	1.57%	0.74%	0.65%	0.70%
Other	0.00%	0.02%	0.23%	0.03%	0.02%
TOTAL	0.04%	5.47%	14.19%	76.51%	3.79%

Table 1 - % of Ratepayer increase per category group

In 2023-24 the;

- average residential property will see a combined increase of all Council general rates and separate charges of 4.11% which equates to approximately \$1.75 per week
- average commercial/other/primary production property will see an increase of 7.64% or \$14.70 per week

Overall, an average residential property will see a combined increase of all Council rates and charges of 6.66% which equates to approximately \$5.27 per week

Average Residential Property	2022-23	2023-24	Difference \$	Difference %
Valuation	\$178,975	\$178,975	\$0.00	0.00%
General Rate	\$1,977.88	\$2,177.19	\$199.31	10.08%
Water Access	\$672.00	\$743.00	\$71.00	10.57%
Sewerage	\$879.00	\$969.00	\$90.00	10.24%
Waste Utility	\$548.00	\$590.00	\$42.00	7.66%
Road Levy	\$380.00	\$304.00	-\$76.00	-20.00%
Env Levy	\$44.00	\$35.20	-\$8.80	-20.00%
Disaster Levy	\$17.00	\$13.60	-\$3.40	-20.00%
Gross	\$4,517.88	\$4,831.99	\$314.11	6.95%
Discount	-\$407.69	-\$447.92	-\$40.23	9.87%

Nett	\$4110.19	\$4,384.07	\$273.88	6.66%
Weekly Increase	\$5.27			

Table 2 - Average Residential Property Rates and Charges

Full details of Council's rates and utility charges are outlined in Council's Revenue Statement.

Fees and charges – \$6.7 million

This revenue line includes monies received from customers for the direct payment or contribution towards a particular fee or service provided by Council. For 2023-24, the budgeted fees and charges are \$6.7 million, which is \$988,000 less than the estimated position for the previous financial year. A conservative approach has been taken to estimating the level of activity within the region, and this will be monitored throughout the year and updated as part of the regular budget review process.

Sales revenue – \$2.3 million

General recoverable works have been increased based on known contracting opportunities and level of Council's infrastructure workloads. This line item also includes accounting adjustments required for the sale of land at the Gateway Business and Industry Park.

Operational grants and subsidies – \$6.2 million

Council receives grant funding relating to the Commonwealth Government's financial assistance grant at \$4.2 million and other minor grants and subsidies received for community support and development programs, libraries, youth programs, Regional Arts Development Fund and fuel tax credits.

The Queensland Government has advised that Council should expect to receive a 7% reduction on the financial assistance grant allocation per annum for three years (commencing in 2022-23) which equates to a \$317,000 shortfall in revenue in 2023-24 which is recovered by other revenue streams.

Interest Revenue - \$3.5 million

Interest from investments will be approximately on par with the estimated 2022-23 financial results due to the expected cash flows associated with capital works and the increase in the cash rate. Council's target investment return is 0.5% above the current cash rate.

Other Income - \$1.4 million

Council receives other minor incomes streams such as commissions and recoveries of costs incurred. Council leases a variety of facilities and buildings to groups and businesses and \$619,000 is forecast to be received as lease or rental income.

Operating Expenditure – where our money is spent

Operating expenses are split into four main categories. Materials and services, together with employee costs constitute sixty-eight (68) per cent of Livingstone's forecasted operational expenditure for 2023-24. Another significant operating expense is depreciation which makes up twenty-nine (29) per cent of Council expenses.

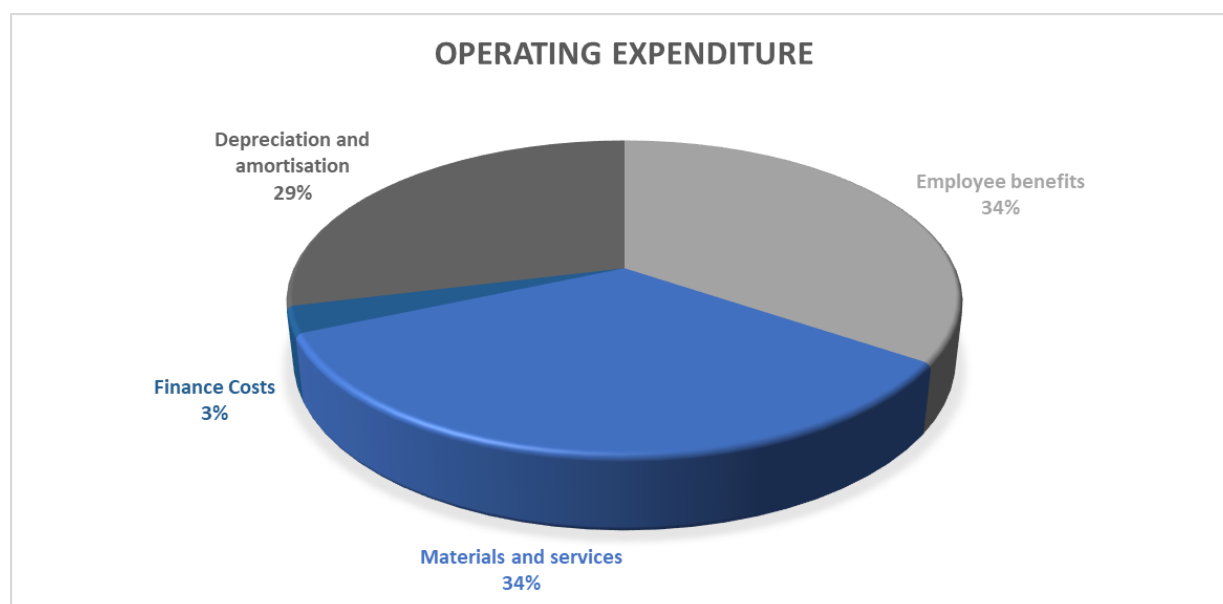


Figure 3 - Operating Expenses 2023-24

Total operating expenses are forecast to be \$109.9 million for 2023-24 and are made up of the following:

Employee benefits – \$37.9 million

Employee benefits represent the operational employee costs, including Councillor's remuneration, and includes all employee related expenditure including items such as superannuation, leave entitlements, fringe benefits tax, training and development, and worker's compensation insurance.

Employee costs have been increased by \$1.6 million to \$37.9 million in the 2023-24 Budget. The increase is related to forecast certified agreement increases paid to all award employees, a temporary increase in employee numbers to support the implementation of an upgrade to new corporate systems, increase in externally funded program positions and recruitment for vacant positions.

As with previous years, the Capital Works Program has a significant day labour component. The operating budget assumes the capital program will be completed as planned.

Materials and Services – \$37.2 million

The major expense categories for materials and services relate to:

- contract costs for waste disposal and collection of approximately \$6.0 million;
- bulk water purchases of \$4.8 million;
- external contractors for maintenance of Council roads, water and sewerage networks, parks and buildings \$2.5 million;
- consultant costs are budgeted at approximately \$3.5 million; and
- electricity, fuel and insurance amount to a total of \$5.5 million.

Council strongly supports locally owned and operated businesses, including those with an office or brand in our region. Livingstone Shire Council's Procurement Policy is underpinned by the principle of supporting local business therefore, leading to significant investment in the regional economy.

Council spends on average 28% of its total expenditure with businesses located within the shire boundary (excluding salaries & wages). For 2023-24 this is estimated to be \$22.3 million invested directly with local businesses for both operating and capital activities.

Finance Costs - \$2.9 million

Finance costs include interest on external loan borrowings and bank fees.

Interest expense on external borrowings pertain to the interest on Council’s loans from Queensland Treasury Corporation. Interest expense is estimated to be \$2.6 million and has decreased by \$0.2 million as Council continues to pay down existing debt.

Depreciation \$31.7 million

Depreciation represents the decline in value of assets. This is impacted by age, condition, and disposal of existing assets, as well as the purchase and construction of new assets. There may be some change in this line item during the year as the ongoing reviews of Council Asset Management Plans, asset replacement values and useful lives are completed.

Capital

Livingstone manages a \$1.3 billion in a diverse range of infrastructure assets. These assets cover categories such as land, buildings and facilities, plant and equipment, roads and drainage, bridge, water, sewerage, waste.

Council is responsible for the construction, upgrade and renewal of these assets through its capital works program. Livingstone forecasts to spend \$50.4 million (Attachment Four) on capital projects and acquisition (excluding donated assets and infrastructure) during the year.

The amount of capital expenditure for 2023-24 allows Council to address community priority needs for the present and for the future growth of the shire. This investment requires additional borrowings of \$9.7 million. Of this amount \$24.9 million will be spent on renewing existing assets and \$25.5 million on new assets.

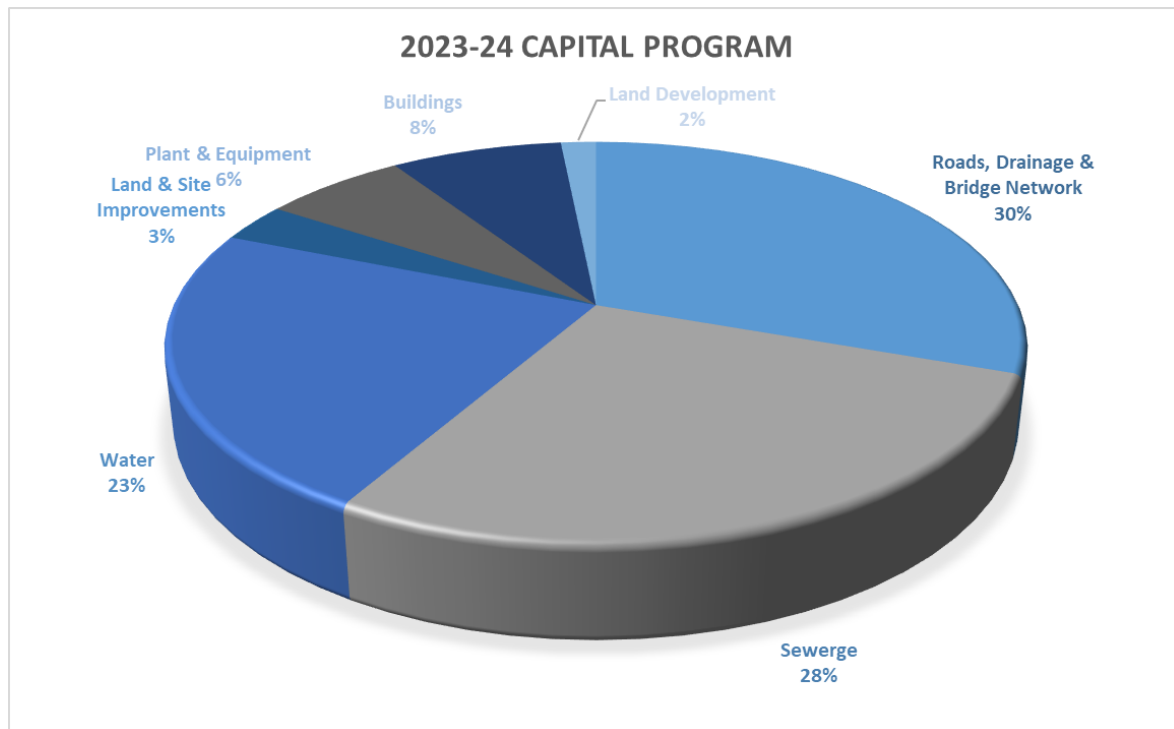


Figure 4 - Capital expenditure by asset class

The amount of capital expenditure for 2023-24 allows Council to address community priority needs for the present and for the future growth of the shire. This investment requires additional borrowings of \$9.7 million. Of this amount \$24.9 million will be spent on renewing existing assets and \$25.5 million on new assets.

The main sources of capital funding are, internal sources (general rate and utility charges) of \$22.5 million, grants and subsidies of \$15.1 million, \$9.7 million of new borrowings and application of infrastructure charges from developers of \$3.1 million.

The 2023-24 budget includes the adoption of a ten-year forecast capital works programme. This represents an investment of almost \$358.8 million in community infrastructure assets,

establishing a platform for regional growth and providing a substantial boost to local economic activity.

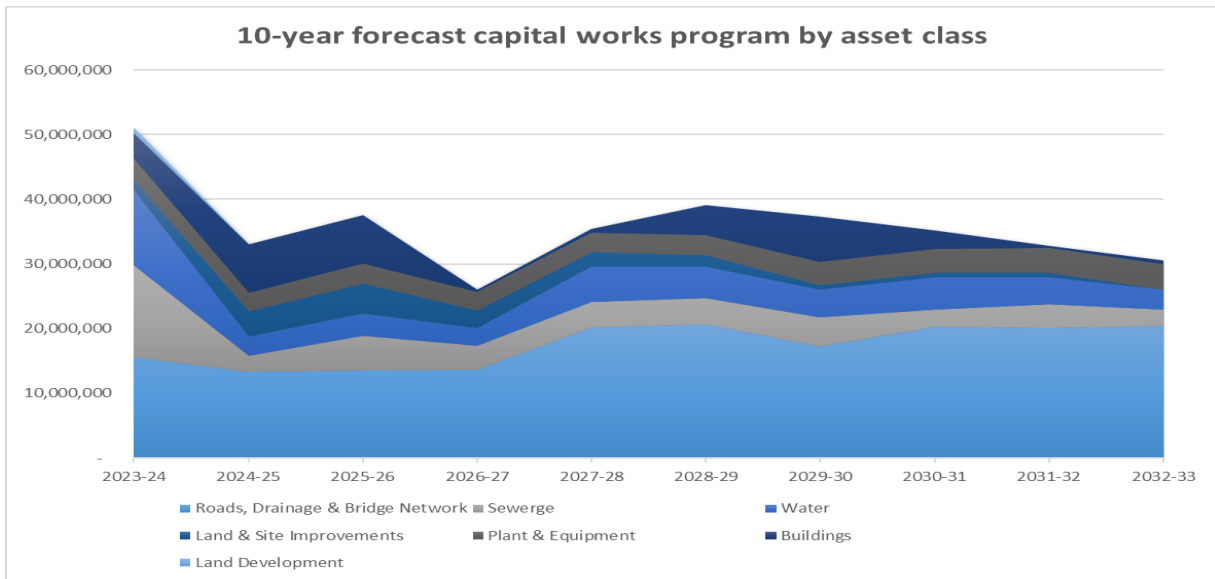


Figure 5 - 10-year indicative capital works program by asset class

The ten-year Capital Programme considers projected regional growth, better utilisation of assets as well as the ageing of the assets and the need to renew.

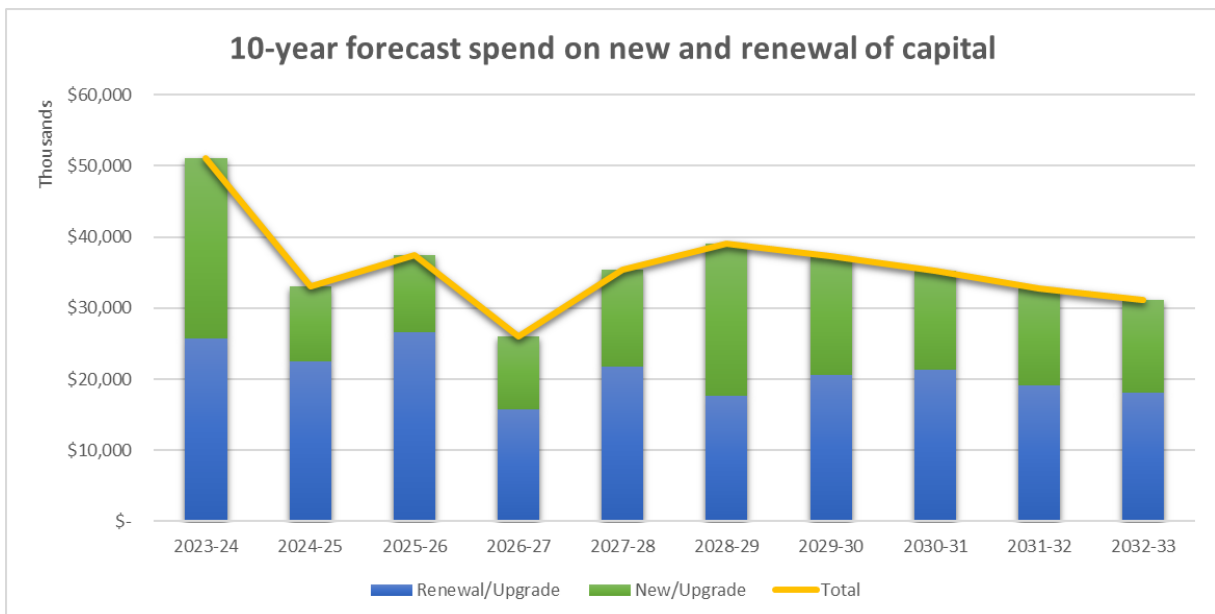


Figure 6 - 10-year indicative capital works program (new & renewal)

STATEMENT OF FINANCIAL POSITION

The statement of financial position measures what Livingstone Shire Council owns and owes to relevant stakeholders. The result of these two (2) components determines the net wealth of the community.

The community’s net worth (what we own less what we owe) is forecast to be \$1.27 billion at the end of 2023-24.

Cash

Council invests surplus funds throughout the year in low risk, short term investments in accordance with Council’s *Investment Policy* and regulatory guidelines. Livingstone’s short and long-term cash flows indicated that sufficient cash is available to meet recurring activities and capital expenditure. The cash position at the end of the ten-year period is sufficient to operate and allow for \$358.8 million spend of capital in that period. The capital projects in the latter half of the forecast period require more detailed analysis and scoping prior to delivery.

Council maintains and operates cash reserves that are either classified as internally allocation or externally imposed. These are essentially cash funds that are reserved for a specific purpose.

Debt

Borrowing for long term assets is an effective way of spreading the cost of community infrastructure over the life of the assets in such a way that those deriving a benefit from the investment pay for it as it is being used.

With \$9.7 million new borrowings forecast in the 2023-24 financial year, Council’s overall debt balance will increase by \$3.8 million to \$58.2 million.

Council’s debt is forecast to reduce from \$54.4 million (30 June 2023) to \$26.7 million at the end of 2032-33. Council is proposing to borrow \$31.8 million within the next ten (10) years to fund the expansion of sewerage, waste infrastructure and council facilities required to service the growing community

In summary, over the life of the forecast period, Livingstone Shire Council maintains strong liquidity and adequate debt servicing capacity, resulting in adequate levels of financial flexibility.

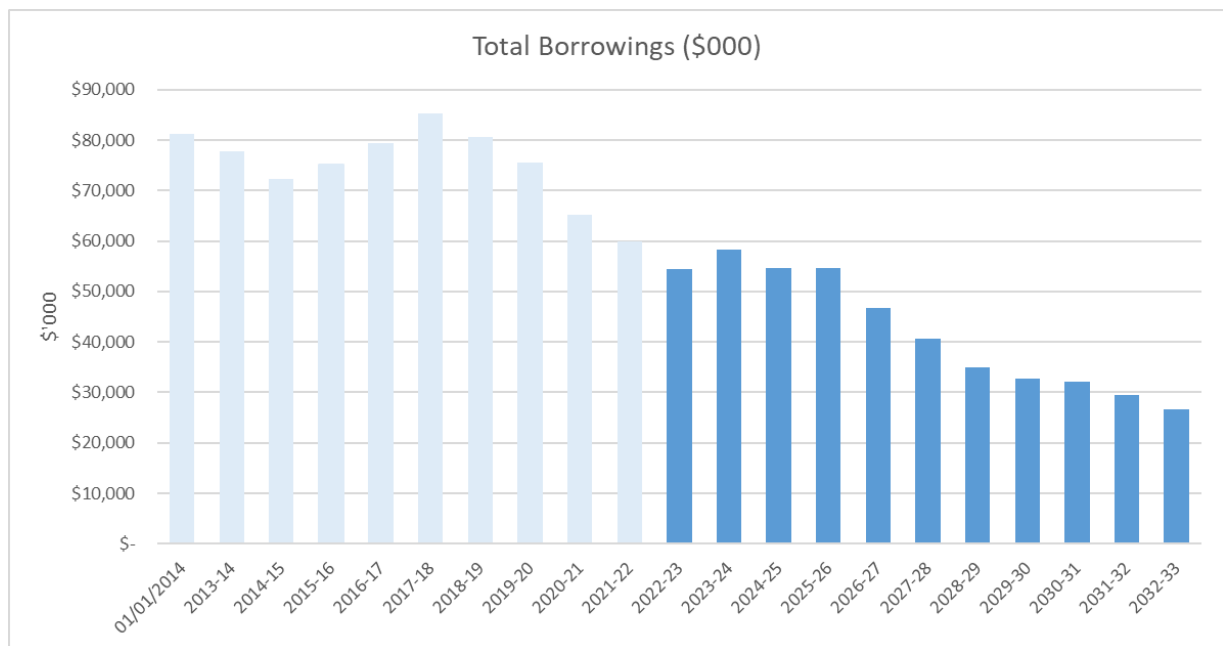


Figure 7 - Total borrowings since 1 January 2014 to 2032-33

Financial Sustainability

The Queensland Government defines a sustainable local government as being ‘able to maintain its financial capital and infrastructure capital over the long term’ (*Local Government Act 2009*, section 104(2)). To ensure the Council continues along the path of financial sustainability into the future, key long-term strategic plans are developed and integrated, demonstrating a strategy is in place to manage the financial implications of its long-term planning.

The following financial sustainability ratios (Attachment two) are currently prescribed under the *Local Government Regulation 2012*:

- Operating Surplus Ratio (net operating result divided by total operating revenue)
- Net Financial Liabilities Ratio (total liabilities less current assets divided by total operating revenue)
- Asset Sustainability Ratio (capital expenditure on renewal of assets divided by depreciation expense)

The three financial sustainability measures cover the period of the annual budget plus the next nine financial years (ten years in total). The benchmark indicated in each graph are sourced from the *Financial Management (Sustainability) Guideline 2013*, which is available from the website of The Department of State Development, Infrastructure, Local Government, and Planning.

The 2023-24 Budget results against each measure of financial sustainability are given in the following table:

Relevant Measure of Financial Sustainability	Result (per cent)	Recommended Target (per cent)
Asset Sustainability Ratio	76.7	Greater than 90
Net Financial Liabilities Ratio	-26.9	Less than 60
Operating Surplus Ratio	0.2	Between 0 and 10

The Asset Sustainability Ratio is lower than the minimum recommended target. Whilst the long-term forecasts are below the target benchmark of 90%, this is mainly due to the value of new infrastructure required to be constructed for growth as existing assets have reached capacity, or new development that will occur outside currently serviced areas. The current prescribed ratio uses accounting depreciation as a substitute measure for required expenditure on infrastructure renewals (as opposed to using renewal funding requirements determined through asset management planning) with the results of this ratio indicating that infrastructure renewal funding over the forecast period is 76.7 per cent of the depreciation cost annually. The forecast results indicate that there is some risk that Council is not replacing or renewing existing infrastructure assets as they are depreciated, potentially resulting in a renewals backlog. However, Livingstone is an expanding community with significant investment in expansion of new infrastructure to meet the needs of a growing community.

The Net Financial Liabilities Ratio is less than the maximum recommended target, which is largely related to reduction in total liabilities. This ratio is forecast to remain below the upper-level target for the next nine (9) years. Council has prudently managed its debt, and this has resulted in the flexibility to utilise debt funding within the forecast period.

The Operating Surplus Ratio is within the recommended range for 2023-24 and is forecast to remain within the target parameters for the next nine (9) years. This indicates that Council is raising sufficient operating revenue to cover operating expenses.

The results of the full ten years are included in Attachment Two and show that the Net Financial Liabilities Ratio and the Operating Surplus Ratio are within the target range over the forecast period. The Asset Sustainability Ratio remains below the legislated target from 2023-24 onwards and will be reviewed as part of developing the Strategic Asset Management Plan and individual asset management plans.

The Department of State Development, Infrastructure, Local Government and Planning, are introducing a new Sustainability Framework to recognise the varied factors that influence the success of councils over time. The new framework will increase the amount of sustainability from three to nine, with three (3) measures are contextual measures which are published but not audited. The framework will apply for the financial reporting period commencing 1 July 2023 and only applicable for the statutory reports in 2023-24, however, Attachment 6 has

been provided as Council is intending to include some measures in the monthly financial report.

Team Plans

Team plans (Attachment 5) are a “plan on page” for each functional area of Council. These plans are intended to provide the community with a greater understanding of the breadth and depth of services that Council provides for the community. The team plans contain information on the operating costs for the function, key statistics and measures to describe “what” the budget buys or how much of a service is delivered, or the effort that is required to deliver the service, staff resourcing information, the 2023-24 operational plan key performance indicators and any other projects, initiatives or performance indicators that the various teams are intending to complete or measure performance on.

PREVIOUS DECISIONS

The 2023-24 Budget and Long-Term Financial Forecast aligns with the corporate strategic framework which includes the *Livingstone 2050 Community Plan*, *Corporate Plan 2030* and the *Operational Plan 2023-24*.

ACCESS AND INCLUSION

Once adopted by Council, this report will be made publicly available on Council’s website. This report will also be supplemented by a Community Budget Report which provides commentary to supplement the information contained in the attachments to this report.

ENGAGEMENT AND CONSULTATION

The budget and long-term financial forecast is reflective of discussions had with Councillor’s during the 2023-24 series of Budget Workshops.

HUMAN RIGHTS IMPLICATIONS

Section 4(b) of the *Human Rights Act 2019* requires public entities such as Council ‘to act and make decisions in a way compatible with human rights’. There are no foreseen human rights implications associated with the content of this report.

BUDGET IMPLICATIONS

The underlying budgeted operating surplus is largely contingent upon containing estimated costs within the budgeted amount.

There is limited scope for new projects and additional funding for services in the short term, whilst working towards achieving a balanced budget in 2023-24. Should the need arise for additional funds during the year, offset savings and re-prioritisation of resources will be required and these will be addressed through regular budget reviews.

The use of Council’s Day labour on capital projects will need to be maintained and any diversion from capital projects to operational projects will impact on the operating result.

If Council can contain its costs and maintain revenue at the level outlined in the 2023-24 Budget and forward estimates, Council is forecasted to maintain operating surpluses for the life of the long-term financial forecast.

LEGISLATIVE CONTEXT

Sections 169 and 170 of the *Local Government Regulation 2012* prescribe the requirements for the adoption of Council’s budget.

LEGAL IMPLICATIONS

Under the *Local Government Regulation 2012* Council must prepare an accrual-based budget for each financial year which is consistent with Council’s five-year Corporate Plan and Annual Operational Plan. To comply with the *Local Government Regulation 2012*, council must also publish against a series of measures of financial sustainability for the budget year and the next nine (9) years.

STAFFING IMPLICATIONS

Matters arising from this report will be dealt with in accordance with existing delegations and resourcing levels.

RISK ASSESSMENT

Council manages financial risk by:

- 1) the use of planning, project and programme management and risk management methodologies;
- 2) developing and maintaining operational plans for the delivery of projects and services;
- 3) regular reporting on all key projects funded by the Annual Operational Plan and Budget;
- 4) monitoring the efficiency and effectiveness of services delivered within the Annual Operational Plan and Budget both quarterly and annual reporting by the Chief Executive Officer to Council;
- 5) monthly reporting on financial position and performance on operating activities and capital projects to Councillors, executives and staff;
- 6) ensuring executives and staff within Council are appropriately skilled and accountable for identifying and effectively managing costs within their area of responsibility; and
- 7) providing tools, training, and advice to the organisation to ensure effective management of costs and financial obligations.

CORPORATE PLAN REFERENCE***Leading Livingstone***

Community Plan Goal 4.1 - Innovative and accountable leadership to achieve a shared future

4.1.2 Council produces and delivers against sustainable financial forecasts as a result of best practice Capital and Asset Management Plans which guide project planning and service delivery across the Shire.

The primary focus of the 2023-24 budget continues to be ensuring the long-term financial sustainability of Council by reducing long term borrowings, delivering the capital works program with a focus on renewal of existing assets over construction of new assets, and on consolidation and responsible long term financial sustainability while striving to provide the best possible levels of service delivery for the Livingstone community.

CONCLUSION

Section 107A of the *Local Government Act 2009* and Sections 169 and 170 of the *Local Government Regulation 2012* prescribe the requirements for the adoption of Council's budget. This report complies with those statutory requirements and provides additional supplementary information to support the overall budget.

9.17 - ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

2023-24 Budget and Long Term Financial Forecast

Meeting Date: 13 June 2023

Attachment No: 1

STATEMENT OF FINANCIAL POSITION

2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

	Budget 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	Forecast 2030-31	Forecast 2031-32	Forecast 2032-33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Internally Restricted Cash	11,766	12,563	14,473	14,801	17,718	23,073	31,100	41,966	53,736	56,129
Externally Restricted Cash	27,643	28,763	30,643	30,110	30,738	25,929	24,905	22,445	20,193	44,318
Unrestricted Component	60,883	71,384	79,486	91,758	95,031	101,969	108,375	117,685	126,569	120,490
Cash and Cash equivalents	100,292	112,710	124,601	136,669	143,487	150,971	164,379	182,096	200,498	220,936
Receivables	10,128	11,030	11,858	12,549	13,244	13,932	14,581	15,259	15,882	16,614
Inventories	932	932	932	932	932	932	932	932	932	932
Contract Assets	0	-	-	-	-	-	-	-	-	-
Other assets	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165	2,165
Total Current Assets	113,516	126,837	139,556	152,315	159,828	168,001	182,057	200,452	219,477	240,647
Non-current assets										
Inventories	2,928	2,928	2,928	2,928	2,928	2,928	2,928	2,928	2,928	2,928
Property, plant & equipment	1,268,514	1,300,635	1,336,411	1,359,995	1,391,968	1,428,519	1,462,919	1,494,258	1,522,168	1,547,276
Intangible assets	77	8	-	-	-	-	-	-	-	-
Total non-current assets	1,271,519	1,303,571	1,339,339	1,362,923	1,394,896	1,431,447	1,465,847	1,497,186	1,525,096	1,550,204
TOTAL ASSETS	1,385,035	1,430,408	1,478,895	1,515,238	1,554,725	1,599,448	1,647,904	1,697,639	1,744,573	1,790,851
LIABILITIES										
Current liabilities										
Trade and other payables	5,139	5,465	5,773	6,107	6,506	6,924	7,366	7,858	8,340	8,876
Contract Liabilities	481	-	-	-	-	-	-	-	-	-
Unearned Revenue	122	122	122	122	122	122	122	122	122	122
Borrowings	6,478	7,063	7,862	8,265	8,772	7,158	2,588	2,671	2,784	2,898
Provisions	7,180	8,665	9,264	9,359	6,872	6,765	6,660	6,559	6,460	6,362
Other liabilities	1,153	1,302	0	0	0	0	0	0	0	0
Total current liabilities	20,552	22,617	23,021	23,853	22,272	20,969	16,736	17,210	17,707	18,259
Non-current liabilities										
Borrowings	51,738	47,575	46,714	38,449	31,889	27,731	30,144	29,474	26,690	23,792
Provisions	10,325	8,821	6,598	4,163	4,099	4,031	3,959	3,881	3,798	3,712
Other liabilities	1,301	0	0	0	0	0	0	0	0	0
Total non-current liabilities	63,364	56,397	53,313	42,612	35,989	31,763	34,103	33,355	30,489	27,504
TOTAL LIABILITIES	83,916	79,014	76,334	66,465	58,260	52,732	50,839	50,565	48,195	45,763
NET COMMUNITY ASSETS	1,301,119	1,351,394	1,402,561	1,448,773	1,496,464	1,546,716	1,597,065	1,647,074	1,696,378	1,745,088
COMMUNITY EQUITY										
Retained surplus	1,016,889	1,032,270	1,047,625	1,056,974	1,067,064	1,078,693	1,089,277	1,098,430	1,105,838	1,111,670
Asset revaluation surplus	284,230	319,124	354,936	391,799	429,400	468,023	507,788	548,644	590,540	633,418
TOTAL COMMUNITY EQUITY	1,301,119	1,351,394	1,402,561	1,448,773	1,496,464	1,546,716	1,597,065	1,647,074	1,696,378	1,745,088

**STATEMENT OF CASH FLOWS
2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST**

	Budget 2023-24 \$'000	Budget 2024-25 \$'000	Budget 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000	Forecast 2028-29 \$'000	Forecast 2029-30 \$'000	Forecast 2030-31 \$'000	Forecast 2031-32 \$'000	Forecast 2032-33 \$'000
Cash Flows from Operating Activities										
Receipts from customers	102,424	107,810	116,340	123,387	130,710	137,220	143,712	150,380	157,014	163,678
Payments to suppliers and employees	(76,350)	(79,811)	(85,945)	(91,441)	(97,464)	(100,793)	(107,042)	(113,925)	(121,074)	(128,298)
	26,074	27,999	30,394	31,946	33,246	36,427	36,669	36,455	35,939	35,380
Receipts										
Interest received	3,487	3,955	4,384	4,804	5,210	5,490	5,766	6,268	6,822	7,398
Non-capital grants and contributions	6,158	5,640	5,800	6,068	6,352	6,623	6,909	7,263	7,611	7,990
Other	617	639	658	678	699	719	741	763	786	809
Payments										
Borrowing costs	(2,628)	(2,695)	(2,464)	(2,385)	(1,981)	(1,645)	(1,354)	(1,354)	(1,346)	(1,233)
Cash inflow from Operating Activities	33,709	35,539	38,772	41,111	43,526	47,614	48,731	49,395	49,812	50,344
Cash flows from Investing Activities										
Receipts										
Proceeds from the sale of assets	220	-	-	-	-	-	-	-	-	-
Grants and contributions received	20,714	14,684	11,995	4,905	4,748	4,748	4,100	4,100	4,100	4,100
Payments										
Payments for property, plant and equipment	(50,388)	(33,076)	(37,512)	(26,086)	(35,403)	(39,106)	(37,265)	(35,192)	(32,839)	(31,222)
Other cash flows from investing activities	(1,116)	(1,152)	(1,302)	-	-	-	-	-	-	-
Cash outflow from Investing Activities	(30,569)	(19,543)	(26,819)	(21,181)	(30,655)	(34,358)	(33,165)	(31,092)	(28,739)	(27,122)
Cash flows from Financing Activities										
Receipts										
Proceeds from borrowings	9,713	2,900	7,000	-	2,211	3,000	5,000	2,000	-	-
Payments										
Repayment of borrowings	(5,892)	(6,477)	(7,062)	(7,862)	(8,265)	(8,771)	(7,158)	(2,587)	(2,671)	(2,784)
Cash outflow from Financing Activities	3,821	(3,577)	(62)	(7,862)	(6,053)	(5,771)	(2,158)	(587)	(2,671)	(2,784)
Net increase/(decrease) in Cash Held	6,961	12,418	11,891	12,068	6,818	7,484	13,408	17,716	18,402	20,438
Cash at the beginning of the financial year	93,331	100,292	112,710	124,601	136,669	143,487	150,971	164,379	182,096	200,498
Cash at the end of the financial year	100,292	112,710	124,601	136,669	143,487	150,971	164,379	182,096	200,498	220,936

STATEMENT OF INCOME AND EXPENDITURE

2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

	Budget 2023-24	Budget 2024-25	Budget 2025-26	Forecast 2026-27	Forecast 2027-28	Forecast 2028-29	Forecast 2029-30	Forecast 2030-31	Forecast 2031-32	Forecast 2032-33
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Recurrent revenue										
Gross rates and utility charges	98,293	108,025	116,490	123,370	130,673	137,198	143,643	150,328	156,888	163,630
Less: discounts & remissions	(8,187)	(9,042)	(9,741)	(10,362)	(11,023)	(11,587)	(12,141)	(12,717)	(13,277)	(13,860)
Net rates and utility charges	90,106	98,984	106,749	113,008	119,650	125,610	131,503	137,611	143,611	149,770
Fees and charges	6,657	7,394	7,936	8,510	9,123	9,584	10,065	10,566	11,064	11,581
Sales revenue	2,340	1,737	1,789	1,842	1,898	1,955	2,013	2,074	2,136	2,200
Operational grants and subsidies	6,183	5,584	5,822	6,094	6,377	6,651	6,936	7,298	7,642	8,029
Total recurrent revenue	105,286	113,699	122,296	129,456	137,048	143,801	150,518	157,549	164,452	171,581
Capital revenue										
Contributions from developers	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100
Capital grants and subsidies	15,115	11,065	7,895	805	648	648	-	-	-	-
Donated assets	-	-	-	-	-	-	-	-	-	-
Other capital income	-	-	-	-	-	-	-	-	-	-
Total capital revenue	19,215	15,165	11,995	4,905	4,748	4,748	4,100	4,100	4,100	4,100
Other income										
Interest revenue	3,487	3,955	4,384	4,804	5,210	5,490	5,766	6,268	6,822	7,398
Other income	1,283	1,328	1,368	1,409	1,451	1,494	1,539	1,585	1,633	1,682
Capital income	96	-	-	-	-	-	-	-	-	-
Total other income	4,866	5,283	5,752	6,213	6,661	6,984	7,306	7,854	8,455	9,080
Total income	129,368	134,146	140,043	140,574	148,457	155,533	161,923	169,503	177,007	184,760
Expenses										
Recurrent expenses										
Employee benefits	37,917	40,176	42,437	44,632	47,044	49,584	52,259	55,074	58,006	61,092
Materials and services	37,286	39,689	41,941	44,554	48,022	51,208	54,806	58,924	63,131	67,322
Finance Costs	2,989	2,964	2,733	2,654	2,250	1,914	1,624	1,623	1,615	1,502
Depreciation and amortisation	31,694	35,918	37,556	39,365	41,031	41,178	42,632	44,707	46,826	48,992
Total Operating Expenses	109,887	118,746	124,668	131,205	138,347	143,884	151,320	160,329	169,579	178,908
Other expenses										
Capital expenses	20	20	20	20	20	20	20	20	20	20
Total Capital Expenses	20	20	20	20	20	20	20	20	20	20
Total Comprehensive Income	19,460	15,381	15,355	9,349	10,091	11,629	10,583	9,154	7,407	5,832
Operating Result	169	236	3,380	4,464	5,363	6,901	6,503	5,074	3,327	1,752

**STATEMENT OF CHANGES IN EQUITY
2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST**

	Budget 2023-24 \$'000	Budget 2024-25 \$'000	Budget 2025-26 \$'000	Forecast 2026-27 \$'000	Forecast 2027-28 \$'000	Forecast 2028-29 \$'000	Forecast 2029-30 \$'000	Forecast 2030-31 \$'000	Forecast 2031-32 \$'000	Forecast 2032-33 \$'000
Retained Surplus										
Opening balance	997,428	1,016,889	1,032,270	1,047,625	1,056,974	1,067,064	1,078,693	1,089,277	1,098,430	1,105,838
Net Result	19,460	15,381	15,355	9,349	10,091	11,629	10,583	9,154	7,407	5,832
Closing Balance	1,016,889	1,032,270	1,047,625	1,056,974	1,067,064	1,078,693	1,089,277	1,098,430	1,105,838	1,111,670
Asset Revaluation Surplus										
Opening balance	162,550	284,230	319,124	354,936	391,799	429,400	468,023	507,788	548,644	590,540
Change in asset revaluation surplus	121,680	34,894	35,812	36,863	37,601	38,623	39,765	40,856	41,896	42,878
Closing Balance	284,230	319,124	354,936	391,799	429,400	468,023	507,788	548,644	590,540	633,418
Total Community Equity	1,301,119	1,351,394	1,402,561	1,448,773	1,496,464	1,546,716	1,597,065	1,647,074	1,696,378	1,745,088

9.17 - ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

2023-24 Measures of Financial Sustainability

Meeting Date: 13 June 2023

Attachment No: 2

**MEASURES OF FINANCIAL SUSTAINABILITY
2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST**

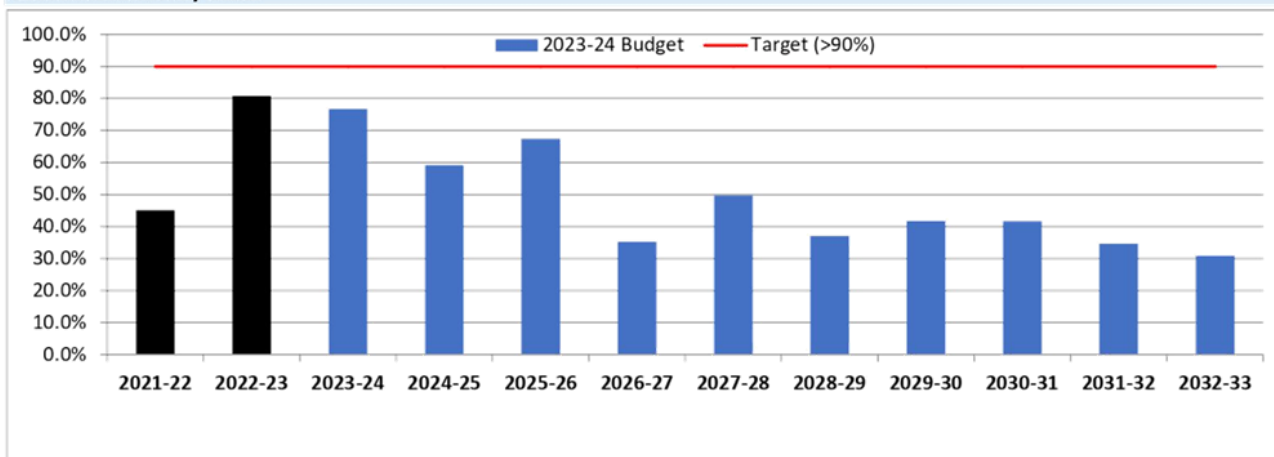
In accordance with section 169 of the Local Government Regulation 2012, the Council is required to disclose in the budget certain measures of financial sustainability. The Queensland Government defines a sustainable local government as being 'able to maintain its financial capital and infrastructure capital over the long term' (*Local Government Act 2009*, section 104(2)).

To ensure the Council continues along the path of financial sustainability into the future, key long term strategic plans are developed and integrated, demonstrating a strategy is in place to manage the financial implications of its long term planning.

The three financial sustainability measures cover the period of the annual budget plus the next nine financial years (10 years in total).

The target indicated in each graph are sourced from the 'Financial Management (Sustainability) Guideline 2013' which is available from the website of The Department of State Development, Infrastructure, Local Government and Planning D14

Asset Sustainability Ratio

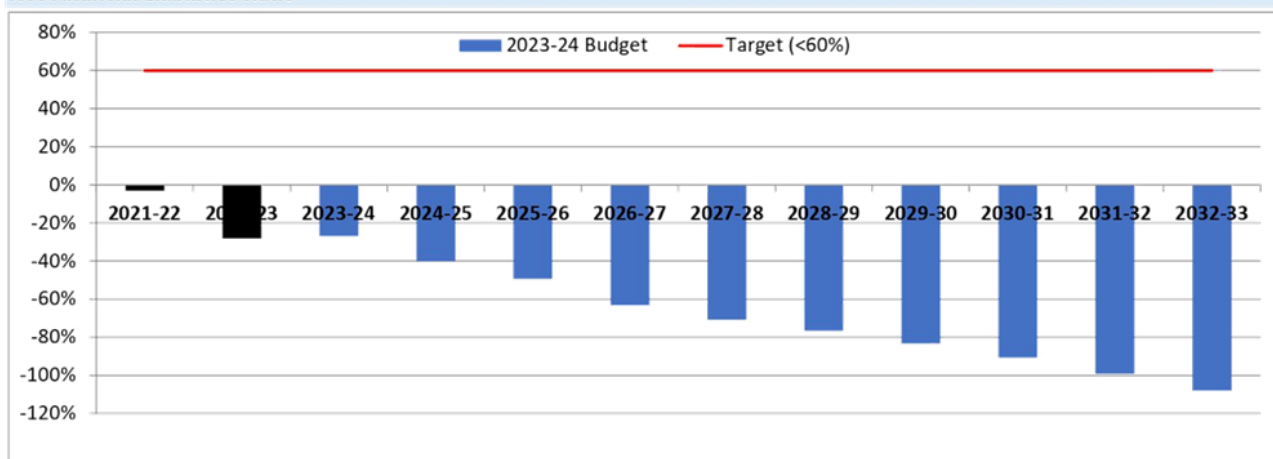


Description	Measure	Target
Demonstrates the extent to which the infrastructure assets managed by Council are being replaced as they reach the end of their useful lives.	$\frac{\text{Capital expenditure on replacement assets}}{\text{Depreciation expense}}$	Greater than 90% (on average over the long term)

Commentary

Capital expenditure can broadly be classified as New (building something entirely new) or renewal (replacing an old asset with a new one). This ratio measures how much capital expenditure goes toward replacing existing assets each year when divided by depreciation expense. Whilst the long term forecasts are below the target benchmark of 90%, this is mainly due to the value of new infrastructure required to be constructed for growth as existing assets have reached capacity, or new development that will occur outside currently serviced areas.

Net Financial Liabilities Ratio

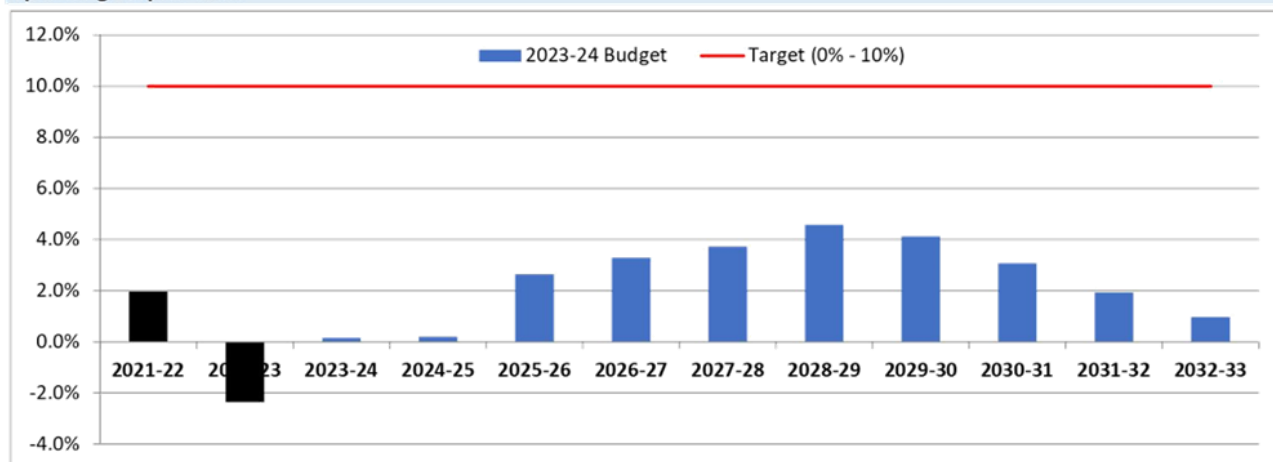


Description	Measure	Target
Demonstrates the extent to which the net financial liabilities of Council can be serviced by its operating revenues.	$\frac{\text{Total Liabilities less Current Asset}}{\text{Operating Revenue}}$	Not greater than 60% (on average over the long term)

Commentary

Council is forecast to remain within the target range all financial years in the ten year forecast period. Current assets exceed total liabilities and Council has the capacity to increase loan borrowings. New borrowings (\$31.8 million) are required to fund expansion projects to accommodate growth in the region. Council has adequate cash balances, and sufficient operating revenues to service existing and new debt.

Operating Surplus Ratio



Description	Measure	Target
Demonstrates the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes	$\frac{\text{Net operating surplus/(deficit)}}{\text{Operating Revenue}}$	Between 0 & 10% (on average over the long term)

Commentary

Council is forecasting a positive (greater than 0%) operating surplus ratio in all of the ten years in the forecast period. A positive ratio indicates that recurring operating revenue exceeds recurring operating expenses and this assists in funding capital expenditure. This can result in less reliance on borrowing money to fund capital expenditure and thus reduces Council debt. Whilst the positive operating surplus ratio of Council for the ten year period is a good indicator of sustainability, the long term results at the lower end of the range reflects the limited capacity of Council to absorb reduced revenue streams to fund current operations, expand services or increase levels of services.

9.17 - ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

2023-24 Total value in the change in rates and charges levied

Meeting Date: 13 June 2023

Attachment No: 3

**TOTAL VALUE OF CHANGE IN RATES AND CHARGES LEVIED FROM 2022-23 TO
2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST**

In accordance with section 169 of the *Local Government Regulation 2012*, the Council is required to report the total value of the change, expressed as a percentage in the rates and utility charges levied for the financial year (2023-24) compared with the rates and utility charges levied in the previous original adopted budget (2022-23). Council has also included the total value of change based on the estimated results for 2022-23 (23RB2). The calculation of this percentage for a financial year excludes rebates and discounts applicable on rates and utility charges, and includes growth in the number of property assessments.

	2022-23	2022-23	2023-24	2022-23 Original		2022-23 RB2 vs 2023-	
	Original	Revised	Budget	Budget vs 2023-24	Budget	24 Budget	
	Budget	Budget					
		(23RB2)		Variance	Variance	Variance	Variance
	\$000	\$000	\$000	\$000	%	\$000	%
General Rates	41,052	41,052	45,360	4,308	10.5%	4,308	10.5%
Separate Charges	8,033	8,033	6,391	(1,642)	(20.4%)	(1,642)	(20.4%)
Special Charges	380	380	383	3	0.7%	2	0.6%
Water Utility and consumption charges	21,298	21,298	24,187	2,889	13.6%	2,889	13.6%
Waste charges	7,979	7,979	8,397	418	5.2%	417	5.2%
Sewerage Charges	12,601	12,601	13,576	975	7.7%	975	7.7%
Total Rates and Charges Levied	91,343	91,343	98,293	6,950	7.6%	6,950	7.6%

9.17 - ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

Capital Program 2023-24 to 2025-26

Meeting Date: 13 June 2023

Attachment No: 4

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
17	2023/24	Bridges	Doonside Road	Doonside Bridge	Replace Timber Bridge. Bridge has 5T load limit and temporary HV bypass was constructed in 2017/18. Council Resolution Required (subject to Council report).	\$420,000	Bridge Renewal Program	\$0	\$420,000
18	2023/24	Bridges	Werribee Road	Werribee Creek Bridge Renewal	Replace Werribee Creek Timber Bridge with new concrete bridge structure	\$270,000	Bridge Renewal Program	\$167,301	\$102,699
23	2023/24	Bridges	Adelaide Park Road	Adelaide Park Road Timber pedestrian bridge replacement	Replace existing timber bridge and upgrade to aluminium structure above Q100 flood level	\$20,000		\$0	\$20,000
24	2024/25	Bridges	Adelaide Park Road	Adelaide Park Road Timber pedestrian bridge replacement	Replace existing timber bridge and upgrade to aluminium structure above Q100 flood level	\$330,000		\$0	\$330,000
69	2023/24	Buildings	James Street	Station Quarter Community Recovery Hub	Complete site improvements to the Station site, activate the Railway Building surrounds.	\$2,022,000	BS Bushfire recovery	\$2,022,000	\$0
70	2023/24	Buildings	Cooee Bay	Cooee Bay Swimming Pool upgrade	Construction of 50M pool and associated buildings and facilities	\$950,000	Federal Grant	\$950,000	\$0
74	2023/24	Buildings	Yeppoon Lagoon	Lagoon Building 'A' Air Con Replacement	Replace current airconditioning units in building 'A' at the Yeppoon Lagoon	\$365,000		\$0	\$365,000
75	2023/24	Buildings	Various	Amenities Renewal Program	Merv Anderson Park combine 22/23 and 23/24 budgets to complete work (232K + 100K)	\$332,132		\$0	\$332,132
78	2023/24	Buildings	Various	Switchboard Renewal Program	Replace switchboards through defect assessment and / operational need	\$70,000		\$0	\$70,000
79	2023/24	Buildings	Yeppoon Town Hall	Yeppoon Town Hall 1st Floor Carpet Replacement	Carpet replacement on the first floor function area with commercial carpet tile. Vinyl to be layed in the hallways.	\$50,000		\$0	\$50,000
80	2023/24	Buildings	Keppel Sands Caravan Park	Replacement of BBQ Shelter at Keppel Sands Caravan Park	BBQ Shelter replacement at Keppel Sands Caravan Park with shelter made of aluminium.	\$30,200			\$30,200
81	2023/24	Buildings	Taranganba	Taranganba State school bus shelters (Detailed Design Only)	Install of four bus shelters design only	\$14,000	STIP (TMR)	\$14,000	\$0
94	2024/25	Buildings	Cooee Bay	Cooee Bay Swimming Pool upgrade	Construction of 50M pool and associated buildings and facilities	\$6,000,000	Federal Grant	\$6,000,000	\$0
95	2024/25	Buildings	Yeppoon Lagoon	Yeppoon Lagoon Chlorinator Replacement	Yeppoon Lagoon Chlorinator Replacement	\$400,000		\$0	\$400,000
96	2024/25	Buildings	Taranganba	Taranganba State school bus shelters(Construction Only)	Install of four bus shelters	\$263,000	STIP (TMR)	\$263,000	\$0

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
97	2024/25	Buildings	Yeppoon Lagoon	Lagoon Building 'A' Air Con Replacement	Replace current airconditioning units in building 'A' at the Yeppoon Lagoon	\$200,000		\$0	\$200,000
108	2024/25	Buildings	Various	Amenities Renewal Program	Amenities Renewal Program - 24/25	\$100,000		\$0	\$100,000
109	2024/25	Buildings	CCMP	Capricorn Coast Memorial Parklands Maintenance Shed	Construction of secure maintenance facility and fenced compound at Memorial Parklands	\$70,000		\$0	\$70,000
111	2024/25	Buildings	Various	Switchboard Renewal Program	Replace switchboards through defect assessment and / operational need	\$70,000		\$0	\$70,000
112	2025/26	Buildings	Cooee Bay	Cooee Bay Swimming Pool upgrade	Construction of 50M pool and associated buildings and facilities	\$5,970,168	Federal Grant	\$5,970,168	\$0
116	2025/26	Buildings	Kerr Park	Changing Places Amenity	Provide a purpose built Changing Places (accessible) change room, toilet and shower	\$275,000		\$0	\$275,000
117	2025/26	Buildings	Beaman Park	Beaman Park Amenity Upgrade	Repaint and modernise the exterior façade, upgrade internal partitioning to cubicles & upgrade accessibility	\$150,000			\$150,000
118	2025/26	Buildings	Various	Amenities Renewal Program	Amenities Renewal Program - 25/26	\$100,000		\$0	\$100,000
120	2025/26	Buildings	St Christophers Chapel	St Christophers Chapel Building Renewal Works	To replace all rotting structural timber and posts, some sections of the posts are held within stone pitched walls	\$100,000		\$0	\$100,000
121	2025/26	Buildings	Various	Bus Shelter Program	Renewal / Upgrade of Council's bus shelters as appropriate, including DDA compliance.	\$75,000		\$0	\$75,000
126	2025/26	Buildings	Various	Switchboard Renewal Program	Replace switchboards through defect assessment and / operational need	\$70,000		\$0	\$70,000
129	2025/26	Buildings	Lagoon Place Admin Building	Lagoon Place Admin Building	Carpet Replacement - Lagoon Place Admin Building	\$28,000		\$0	\$28,000
160	2025/26	Land	Various	Land Acquisitions	Nominal amount for minor land acquisitions			\$0	\$0
177	2023/24	Land Development	Hidden Valley	Gateway Business and Industry Park Stages 2A and 3	Stages 2A and 3 development costs Planned Q1 Carry Over from 22/23	\$740,000		\$0	\$740,000
179	2023/24	Land Development	West Emu Park	Emu Park West Residential Devp	Civil and electrical design and operational work documentation for Emu Park West residential subdivision	\$70,000			\$70,000
215	2023/24	Plant & Equipment	Fleet Replacement Program	Fleet Replacement Program	Fleet Renewal Program based on Asset Management Plan. reduced by \$400K DP 22Feb23	\$1,975,000		\$0	\$1,975,000
216	2023/24	Plant & Equipment	Fleet Replacement Program	Fleet Replacement Program	Fleet Renewal Program based on Asset Management Plan. Planned Q1 Carry Over	\$725,000		\$0	\$725,000
217	2023/24	Plant & Equipment	Fleet Replacement Program	Bushfire mitigation and Suppression	New fleet items for Bushfire mitigation and Suppression Planned Q1 Carry Over	\$219,868	BS Bushfire recovery	\$219,868	\$0
218	2023/24	Plant & Equipment	Hardware	Annual Switches Replacement Project	Removal and installation of 10 replacement switches including professional services support.	\$100,000		\$0	\$100,000
219	2023/24	Plant & Equipment	Computer Servers	ICT Replacements and expansions	Replacements and expansions of Servers	\$50,000		\$0	\$50,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
231	2023/24	Plant & Equipment	LSC Offices	Photocopier Replacement	Photocopier Replacement	\$50,000		\$0	\$50,000
232	2023/24	Plant & Equipment	LSC Offices	ICT - Fibre Upgrade Project	Replacement of Fibre connection between sites to increase capacity and resiliency	\$45,000			\$45,000
233	2023/24	Plant & Equipment	Backup Hardware Replacements	ICT Replacements and expansions	Site recovery manager Project Tape drive for DR	\$30,000		\$0	\$30,000
234	2023/24	Plant & Equipment	Network	ICT Replacements and expansions	Firewalls, Links Upgrades & backup Links	\$10,500		\$0	\$10,500
235	2024/25	Plant & Equipment	Fleet Replacement Program	Fleet Replacement Program	Fleet Renewal Program based on Asset Management Plan.	\$2,500,000		\$0	\$2,500,000
236	2024/25	Plant & Equipment	Hardware	Annual Switches Replacement Project	Removal and installation of 10 replacement switches including professional services support.	\$100,000		\$0	\$100,000
238	2024/25	Plant & Equipment	Fleet Replacement Program	Refurbishment of the Generator at Cordingley Street Depot	Complete rust repairs to generator or replace unit (dependent on condition)	\$50,000		\$0	\$50,000
239	2024/25	Plant & Equipment	Network	ICT Replacements and expansions	Firewalls, Links Upgrades & backup Links	\$10,500		\$0	\$10,500
241	2025/26	Plant & Equipment	Fleet Replacement Program	Fleet Replacement Program	Fleet Renewal Program based on Asset Management Plan.	\$2,500,000		\$0	\$2,500,000
242	2025/26	Plant & Equipment	Hardware	Server Replacement Program	Removal and installation of replacement hyper-converged storage servers	\$280,000		\$0	\$280,000
251	2025/26	Plant & Equipment	Hardware	Annual Switches Replacement Project	Removal and installation of 10 replacement switches including professional services support.	\$100,000		\$0	\$100,000
255	2025/26	Plant & Equipment	Network	ICT Replacements and expansions	Firewalls, Links Upgrades & backup Links	\$10,500		\$0	\$10,500
524	2023/24	Road & Drainage	Stanage Bay Rd	Stanage Bay Road	Upgrade Stanage Bay Road by widening and sealing the remaining 39.7 kilometres of unsealed gravel road between the Bruce Highway (Chainage 0) and the Stevens Road Access Army Gate (Chainage 56.8), and providing a road formation suitable for B-Double access.	\$2,800,000	Federal	\$2,800,000	\$0
525	2023/24	Road & Drainage	Various - Program A	Unsealed Road Pavement Renewal	Renewal of unsealed gravel running surface.	\$1,620,000		\$0	\$1,620,000
528	2023/24	Road & Drainage	Jabiru Drive	Jabiru Drive Extension	Jabiru Dve Extension, New, Ch 0 - 360, Industrial Collector to landfill	\$1,560,000	W4Q R4 21-24	\$980,000	\$580,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
541	2023/24	Road & Drainage	Artillery Road/Greenlake East	Artillery Road ROSI works	Realign & Install New Culverts (Concept plans & estimate available)	\$1,500,000	RRTG ROSI	\$1,350,000	\$150,000
542	2023/24	Road & Drainage	Normanby Street	Normanby St upgrade	Reconfiguration of road to be converted to one single road divided by centre parking and trees, with angled parking and trees on both sides of road shoulders (similar to James street).	\$1,334,000	TIDS	\$666,800	\$667,200
543	2023/24	Road & Drainage	James Street	Stormwater, Stage 1 Arthur St carpark and laneway	Complete site improvements to the Station site, activate the Railway Building surrounds. partial construction to permit Station Quarter Community Recovery Hub development	\$1,000,000		\$0	\$1,000,000
556	2023/24	Road & Drainage	Queen Street	Queen St Road Upgrade	Pavement widening, reconstruction and resurfacing, and improvements to associated intersections as required.	\$800,000		\$0	\$800,000
557	2023/24	Road & Drainage	Urban	Annual reseal program	Annual reseal program - Urban	\$770,000		\$0	\$770,000
568	2023/24	Road & Drainage	Rural	Annual reseal program	Annual reseal program - Rural	\$600,000		\$0	\$600,000
589	2023/24	Road & Drainage	Etna Creek Road	Pavement Rehabilitation Program Etna Creek	Pavement rehab - Etna Creek Rd (Ch 5900-8000)	\$600,000	LRCI Phase 4	\$600,000	\$0
590	2023/24	Road & Drainage	Taranganba Road West	Taranganba Road West Shared Pathway	This project involves construction of an 850m long missing shared path link between Carige Boulevard and Tanby Road.	\$570,000		\$285,000	\$285,000
591	2023/24	Road & Drainage	Hartley Street	Hartley Street Pedestrian Facilities	Hartley Street / Richard Street intersection provide safer crossing facilities along Hartley St.	\$300,000		\$0	\$300,000
617	2023/24	Road & Drainage	Various sealed roads	Gravel floodways - upgrade/renew	Replace existing damage, short, narrow floodways	\$150,000		\$0	\$150,000
620	2023/24	Road & Drainage	Wreck Point to Chrisney Street	Cooe Bay Transport Strategy	DESIGN - Detailed design of MFD road upgrade from Wreck Point Lookout to Scenic Highway	\$130,000		\$0	\$130,000
635	2023/24	Road & Drainage	Yeppoon creek outlet	Yeppoon Creek Easement D-13	DESIGN-Design drawings, land survey and stormwater easement within Lot 700 SP296884 and Lot 622 SP 247244.1% AEP (Q100) Drainage Easement for the natural flow path to achieve and protect a connected flowpath	\$101,000		\$0	\$101,000
636	2023/24	Road & Drainage	Yeppoon	Birdwood Avenue - Roads - New Pathway Project	Construction of missing pathway link between existing PCNP network Rockhampton Road and Birdwood Avenue	\$86,000		\$0	\$86,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
646	2023/24	Road & Drainage	Various Urban	Streetlighting Program	Ensure Council streetlighting is properly maintained and fit for purpose.	\$75,000		\$0	\$75,000
647	2023/24	Road & Drainage	Various	Biennial Guardrail and Safety fencing replacements	Guardrail and safety Fencing Replacements	\$60,000		\$0	\$60,000
648	2023/24	Road & Drainage	Various	Inlet Upgrade Program	Annual inlet replacement/upgrade program	\$57,500		\$0	\$57,500
649	2023/24	Road & Drainage	Adelaide Park and Braithwaite Road - Yeppoon	Adelaide Park and Braithwaite Road Shared Path	2022/23 cycle grants: aiming to apply for detailed design.	\$55,000	TMR 22-23 Cycle Grants	\$28,800	\$26,200
656	2023/24	Road & Drainage	Mt Chalmers Road	Mt Chalmers Road upgrade to sealed road	Upgrade existing gravel road to sealed standard 6.5m wide.	\$50,000		\$0	\$50,000
658	2023/24	Road & Drainage	Yeppoon Precinct	Yeppoon Precinct East Shared Path	Complete pathways within Precinct to provide complete interconnectedness of facilities	\$46,875	TMR 22-23 Cycle Grants	\$35,625	\$11,250
663	2023/24	Road & Drainage	Kinka Beach	Kinka Beach Shared Path	2022/23 cycle grants: aiming to apply for detailed design.	\$31,250	TMR 22-23 Cycle Grants	\$23,750	\$7,500
676	2023/24	Road & Drainage	Yeppoon	Yeppoon State High School Parking and Setdown Upgrades Design Only	Construction of new drop off, new off road parking	\$24,500	STIP	\$24,500	\$0
677	2023/24	Road & Drainage	Daniel Park to Wreck Point	Coee Bay Transport Strategy	DESIGN - Detailed design for road upgrade between Daniel Park to Wreck Point Lookout (currently 90%)	\$20,000		\$0	\$20,000
678	2023/24	Road & Drainage	Evans Road	Evans Rd intersection upgrade	Upgrade intersection of Bungundarra Rd and Evans road including the upgrade of the 1st 200m of Evans Rd	\$20,000		\$0	\$20,000
694	2023/24	Road & Drainage	Yeppoon	Yeppoon State Primary footpath Design only	Extend footpath area near setdown	\$10,500	STIP (TMR)	\$10,500	\$0
695	2023/24	Road & Drainage	Magpie Avenue	Footpath Kingfisher	To design and construct approximately 35 m of pathway from 2 Magpie Ave (CR525678)	\$10,000		\$0	\$10,000
696	2023/24	Road & Drainage	Kinka Beach	Kinka Beach Shared Path	2022/23 cycle grants: aiming to apply for detailed design. Design Team advised a ballpark figure of \$50,000 for design cost.	\$8,750	TMR 22-23 Cycle Grants	\$0	\$8,750
697	2023/24	Road & Drainage	Farnborough	Farnborough State School footpath Design	Extend footpath area near setdown Design only	\$4,000	STIP (TMR)	\$4,000	\$0
698	2024/25	Road & Drainage	Artillery Road/Greenlake East	Artillery Road ROSI works	Realign road both horizontally and vertically (Concept plans & estimate available)	\$3,100,000	RRTG ROSI	\$2,984,000	\$116,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
702	2024/25	Road & Drainage	Various	Annual Reseal Program	Repair/renew seal to urban and rural roads	\$1,630,000		\$0	\$1,630,000
723	2024/25	Road & Drainage	Normanby Street	Normanby St upgrade	Reconfiguration of road to be converted to one single road divided by centre parking and trees, with angled parking and trees on both sides of road shoulders (similar to James street).	\$1,610,000	TIDS	\$805,000	\$805,000
725	2024/25	Road & Drainage	Various - Program B	Unsealed Road Pavement Renewal	Resheeting unsealed roads as required, dependent on use and weather events	\$1,500,000		\$0	\$1,500,000
726	2024/25	Road & Drainage	Cooee Bay	Pavement Rehabilitation Program Matthew Flinders Drive	Pavement rehab Daniel Park to Scenic Highway (50% R2R)	\$1,300,000	R2R	\$620,000	\$680,000
730	2024/25	Road & Drainage	Mt Chalmers Road	Mt Chalmers Road upgrade to sealed road	Upgrade existing gravel road to sealed standard 6.5m wide.	\$850,000	LRCI Phase 4	\$522,876	\$327,124
731	2024/25	Road & Drainage	Etna Creek Road	Pavement Rehabilitation Program Etna Creek	Pavement rehab - Etna Creek Rd (Ch 1900-3900)	\$600,000	LRCI Phase 4	\$306,477	\$293,523
748	2024/25	Road & Drainage	Yeppoon	Yeppoon State High School Parking and Setdown Upgrades	Construction of new drop off, new off road parking	\$475,000	STIP (TMR)	\$475,000	\$0
767	2024/25	Road & Drainage	Various	Rural Floodways	Annual program of providing or upgrading concrete floodways to the unsealed rural road network	\$250,000		\$0	\$250,000
768	2024/25	Road & Drainage	Yeppoon	Yeppoon State Primary footpath	Extend footpath area near setdown	\$205,000	STIP (TMR)	\$205,000	\$0
784	2024/25	Road & Drainage	Phillip / Clements / Fountain Street - Emu Park	Phillip/Clements/Fountain Street Road Upgrade	DESIGN @5% overall project	\$100,000		\$0	\$100,000
795	2024/25	Road & Drainage	Hill Street - Emu Park	Hill Street - Emu Park footpath	Extend Network on Western Side 260m	\$81,250		\$0	\$81,250
802	2024/25	Road & Drainage	Various Urban	Streetlighting Program	Ensure Council streetlighting is properly maintained and fit for purpose.	\$75,000		\$0	\$75,000
808	2024/25	Road & Drainage	Farnborough	Farnborough State School footpath	Extend footpath area near setdown	\$74,000	STIP (TMR)	\$72,000	\$2,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
809	2024/25	Road & Drainage	Barmaryee Road	Barmaryee Road upgrade to sealed road (Ch 2.75km to 4.2km) design only	Upgrade existing gravel road to sealed standard 6.5m wide	\$50,000		\$0	\$50,000
811	2024/25	Road & Drainage	Dawson Road	Dawson Rd missing link	Extending sealed road network based on exceeding nominated service level traffic volumes	\$50,000		\$0	\$50,000
814	2024/25	Road & Drainage	George Street	George St Drain	Extend Existing Drainage North to Wilbraham and South Towards Kennedy St.	\$50,000		\$0	\$50,000
816	2024/25	Road & Drainage	Various	Inlet Upgrade Program	Annual inlet replacement/upgrade program	\$50,000		\$0	\$50,000
827	2024/25	Road & Drainage	Serpentine Street - Cawarral	Serpentine St Cawarral - RCP and Drainage Easement	Install RCP at Ch 740 and create easements over lots 103 & 104 C1611 (relates to CR454062)	\$50,000		\$0	\$50,000
828	2024/25	Road & Drainage	Scenic Hwy - Statue Bay	Statue Bay table Drain	Repair erosion damaged table drain. Repair and treat the embankment	\$50,000		\$0	\$50,000
829	2024/25	Road & Drainage	Racecourse Road	Racecourse Rd floodway upgrades	Floodway near Barmaryee Rd needs to be lowered. Current floodway is an obstruction to flows in Courdoroy Ck	\$20,000		\$0	\$20,000
852	2025/26	Road & Drainage	Artillery Road/Greenlake East	Artillery Road ROSI works	Realign road both horizontally and vertically (Concept plans & estimate available)	\$3,100,000	RRTG ROSI	\$2,800,000	\$300,000
853	2025/26	Road & Drainage	Various	Annual Reseal Program	Repair/renew seal to urban and rural roads	\$1,850,000		\$0	\$1,850,000
865	2025/26	Road & Drainage	Various	Pavement Rehabilitation Program	Pavement Renewal Program - Various	\$1,640,000		\$0	\$1,640,000
866	2025/26	Road & Drainage	Normanby Street	Normanby St upgrade	Reconfiguration of road to be converted to one single road divided by centre parking and trees, with angled parking and trees on both sides of road shoulders (similar to James street).	\$1,610,000	TIDS	\$805,000	\$805,000
867	2025/26	Road & Drainage	Various - Program B	Unsealed Road Pavement Renewal	Nominal amount provided for renewal of unsealed gravel running surface as per AMP	\$1,500,000		\$0	\$1,500,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
868	2025/26	Road & Drainage	Barmaryee Road	Barmaryee Road upgrade to sealed road (Ch 2.75km to 4.2km)	Upgrade existing gravel road to sealed standard 6.5m wide	\$1,000,000		\$0	\$1,000,000
887	2025/26	Road & Drainage	Dawson Road	Dawson Rd missing link	Extending sealed road network based on exceeding nominated service level traffic volumes	\$430,000		\$0	\$430,000
899	2025/26	Road & Drainage	Richards Street - Emu Park	Richards St - Emu Park drainage	Upgrade drainage	\$250,000		\$0	\$250,000
906	2025/26	Road & Drainage	Various	Rural Floodways	Annual program of providing or upgrading concrete floodways to the unsealed rural road network	\$250,000		\$0	\$250,000
908	2025/26	Road & Drainage	Drain Street	Drain st drain upgrade	Project 10 - upgrade drainage in Drain Street.	\$200,000		\$0	\$200,000
914	2025/26	Road & Drainage	Racecourse Road	Floodways Program	Floodway near Barmaryee Rd needs to be lowered or significant pipe upgrades	\$200,000		\$0	\$200,000
915	2025/26	Road & Drainage	Various	Pathway renewal	Nominal amount for pathway renewal as per AMP	\$118,576		\$0	\$118,576
918	2025/26	Road & Drainage	Various Urban	Streetlighting Program	Ensure Council streetlighting is properly maintained and fit for purpose.	\$75,000		\$0	\$75,000
920	2025/26	Road & Drainage	Various	Biennial Guardrail and Safety fencing replacements	Guardrail and safety Fencing Replacements	\$60,000		\$0	\$60,000
921	2025/26	Road & Drainage	Various	Inlet Upgrade Program	Annual inlet replacement/upgrade program	\$50,000		\$0	\$50,000
922	2025/26	Road & Drainage	Queen Street	Queen Street upgrade Design only	Upgrade to urban sub-arterial SRN 8 - stage 2 Mary to Hill st	\$50,000		\$0	\$50,000
923	2025/26	Road & Drainage	Emu Park	Seal Parking_Pattison St SwimmingComplex Design Only	Seal and delineate informal parking area, provide accessible parking	\$12,000			\$12,000
1153	2023/24	Sewerage	Emu Park STP	Emu Park Sewage Treatment Plant active	Upgrade to processes of the Emu Park Sewage Treatment Plant	\$5,533,628	LGGSP 2022-24	\$3,320,177	\$2,213,451

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
1154	2023/24	Sewerage	Tanby Road South	Tanby Road South Sewerage PFTI Passive	Construct balance of works SEW 121, SEW 65 and 66 and SEW 86	\$4,960,000		\$0	\$4,960,000
1155	2023/24	Sewerage	Scenic Highway	Scenic Hwy sewer upgrade Passive Sewer	Scenic Hwy 375 GM, upgrade, CCSY Cooee Bay, WWF design, 750m	\$1,200,000		\$0	\$1,200,000
1158	2023/24	Sewerage	Various	Sewer Relining Program passive	CCTV inspection and reline sewer mains identified for renewal	\$650,000		\$0	\$650,000
1159	2023/24	Sewerage	Arthur Street	15-040 Arthur St Sewer passive	300mm Rising Main, 600m - New trunk sewer main in Arthur St and James St. Forms one part of the Yeppoon CBD Sewerage Strategy	\$546,000		\$0	\$546,000
1160	2023/24	Sewerage	Yeppoon STP	Yeppoon Sewage Treatment Plant Solar Power System Design, Supply and Installation Active	The project involves the installation of an array of photo-voltaic solar panels with inverters and battery storage at the recently upgraded Yeppoon Sewage Treatment Plant (STP)	\$315,000	BOR R5	\$315,000	\$0
1161	2023/24	Sewerage	Various	Active Sewer (Renewal)	Asset renewals identified by Asset Management Plan (SPS) (Active) Nominal amount - less than AMP until condition assessments completed	\$200,000		\$0	\$200,000
1187	2023/24	Sewerage	Various	Passive Sewer (Renewal)	Nominal amount provided for reactive asset renewals Access Chambers and RM's identified by Asset Management Plan (Passive)	\$200,000		\$0	\$200,000
1188	2023/24	Sewerage	Farnborough Road	Stage 3 Farnborough Design only ECM 211220 Passive Sewer	Stage 3- Gravity main upgrade Design Only	\$70,000		\$0	\$70,000
1196	2023/24	Sewerage	Various	Sewer Jump Up Refurbishment program Passive Sewer	Replace damaged sewer jump up pipework as required to minimise risk of failure and reduce impact on customers	\$65,000		\$0	\$65,000
1197	2023/24	Sewerage	Farnborough Road	Stage 1 Farnborough Design only ECM 211220 passive	Stage 1 - Rising Main only - Farnborough Rd 200 RM, upgrade, CCSY farnborough, WWF design, 1750m	\$65,000		\$0	\$65,000
1198	2023/24	Sewerage	Farnborough Road	Stage 2 Farnborough Design only - ECM 211220 active	Stage 2 - Pump Station - Farnborough Rd 200 RM, upgrade, CCSY farnborough, WWF design, 1750m	\$65,000		\$0	\$65,000
1199	2024/25	Sewerage	Arthur Street	15-040 Arthur St Sewer active	Arthur Street SPS - New trunk sewer main in Arthur St and James St. Forms one part of the Yeppoon CBD Sewerage Strategy	\$930,000		\$0	\$930,000
1207	2024/25	Sewerage	Various	Sewer Relining Program Passive Sewer	CCTV inspection and reline sewer mains identified for renewal	\$450,000		\$0	\$450,000
1208	2024/25	Sewerage	Svendsen Road - Emu Park	Hartley Street SRM Upgrade passive	Construction of Hartley Street Sewer Rising Main (SRM) approximately (250mm diameter) from Hartley Street SPS to the Hartley Street Multisport Complex.	\$270,000		\$0	\$270,000
1210	2024/25	Sewerage	Jabiru Drive	Milroy Drive / Jabiru Drive SPS redirection Passive Sewer	Extend gravity sewer to Millroy Drive SPS (to permit decommissioning of Jabiru SPS - operational cost)	\$204,100		\$0	\$204,100
1211	2024/25	Sewerage	Various	Active Sewer (Renewal)	Asset renewals identified by Asset Management Plan (SPS) (Active) Nominal amount - less than AMP until condition assessments completed	\$200,000		\$0	\$200,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
1218	2024/25	Sewerage	Various	Passive Sewer (Renewal)	Nominal amount provided for reactive asset renewals Access Chambers and RM's identified by Asset Management Plan (Passive)	\$200,000		\$0	\$200,000
1220	2024/25	Sewerage	Yeppoon	Mary Street Sewer Realignment Passive Sewer	Construction of a new 150mm sewer main approximately 70m in length; Construct three access chambers.	\$82,529		\$0	\$82,529
1221	2024/25	Sewerage	Various	Sewer Jump Up Refurbishment program Passive Sewer	Replace damaged sewer jump up pipework as required to minimise risk of failure and reduce impact on customers	\$65,000		\$0	\$65,000
1222	2025/26	Sewerage	Farnborough Road	Farnborough Road Sewer Network Upgrade RM passive	Stage 1 - Rising Main only - Farnborough Rd 200 RM, upgrade, CCSY farnborough, WWF design, 1750m	\$3,000,000		\$0	\$3,000,000
1232	2025/26	Sewerage	Hill Street - Emu Park	Hill St PS2 upgrade active	Hill St Bell Park PS2 150 RM, upgrade, CCSEP Emu Park East, WWF design, 400m	\$640,000		\$0	\$640,000
1233	2025/26	Sewerage	Various	Sewer Relining Program Passive Sewer	CCTV inspection and reline sewer mains identified for renewal	\$450,000		\$0	\$450,000
1234	2025/26	Sewerage	Arthur Street	15-040 Arthur St Sewer passive	Arthur St 600mm GM upgrade, 220m - New trunk sewer main in Arthur St and James St. Forms one part of the Yeppoon CBD Sewerage Strategy	\$380,000		\$0	\$380,000
1241	2025/26	Sewerage	Various	Passive Sewer (Renewal)	Nominal amount provided for reactive asset renewals Access Chambers and RM's identified by Asset Management Plan (Passive)	\$200,000		\$0	\$200,000
1242	2025/26	Sewerage	Various	Active Sewer (Renewal)	Asset renewals identified by Asset Management Plan (SPS) (Active) Nominal amount - less than AMP until condition assessments completed	\$120,000		\$0	\$120,000
1245	2025/26	Sewerage	Various	Active Sewer (Renewal)	Renew assets as required to existing network,- Tanby Rd Sth SPS switchboard upgrade (\$80,000) - deferred till after PFTI	\$80,000		\$0	\$80,000
1246	2025/26	Sewerage	Various	Sewer Jump Up Refurbishment program	Replace damaged sewer jump up pipework as required to minimise risk of failure and reduce impact on customers	\$65,000		\$0	\$65,000
1354	2023/24	Site Improvements	Yeppoon Landfill	Yeppoon Landfill Cell extension	Extend facility - Cell 3 Sorting Pad	\$600,000		\$0	\$600,000
1358	2023/24	Site Improvements	Cordingley Street Depot	Cordingley Street Depot - Road Rehabilitation	A safer and more durable internal road network with stabilised roads being up to 10m wide where possible (ROAD WORKS)	\$500,000		\$0	\$500,000
1367	2023/24	Site Improvements	CCMP	Capricorn Cemetery works	CARRY OVER - Capricorn Cemetery - Stage 2 Internal construction work	\$135,000	BOR R3	\$0	\$135,000
1376	2023/24	Site Improvements	Various	Beach Access Upgrades	Upgrade of existing beach accesses (see beach access program)- include all abilities	\$100,000		\$0	\$100,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
1377	2023/24	Site Improvements	The Caves	The Caves Waste Transfer Station Upgrade	A comprehensive upgrade to the Caves Waste Transfer Station will reflect community needs and maximise resource recovery.	\$100,000		\$0	\$100,000
1397	2023/24	Site Improvements	Various	Playground Equipment Renewal Program	Identify and renew playground equipment	\$40,000		\$0	\$40,000
1413	2023/24	Site Improvements	Community Centre	Footpath and Pavers Replacement	To remove all paving and replace with stamped concrete or replace decking boards	\$35,000		\$0	\$35,000
1436	2023/24	Site Improvements	Various	Park Furniture & Fixtures Replacements	Maintain park equipment and furniture to a safe and serviceable level	\$30,000		\$0	\$30,000
1437	2023/24	Site Improvements	Regional	BBQ Installation and Renewals	BBQ renewals.	\$15,000		\$0	\$15,000
1438	2024/25	Site Improvements	Yeppoon Landfill	Yeppoon Landfill Cell extension	Extend facility - Cell 3A	\$2,900,000		\$0	\$2,900,000
1449	2024/25	Site Improvements	Emu Park	Emu Park Waste Transfer Station Upgrade	A comprehensive upgrade to the Emu Park waste transfer Station will reflect community needs and maximise resource recovery.	\$490,000		\$0	\$490,000
1453	2024/25	Site Improvements	Various	Beach Access Upgrades	Upgrade of existing beach accesses (see beach access program)- include all abilities	\$100,000		\$0	\$100,000
1456	2024/25	Site Improvements	Various	Playground Equipment Renewal Program	Identify and renew playground equipment	\$75,000		\$0	\$75,000
1457	2024/25	Site Improvements	Regional	[N] Playground Shade Construction Program	[N] Playground Shade Construction Program	\$30,000		\$0	\$30,000
1458	2024/25	Site Improvements	Various	Park Furniture & Fixtures Replacements	Maintain park equipment and furniture to a safe and serviceable level	\$30,000		\$0	\$30,000
1469	2024/25	Site Improvements	Various	Expansion of CCTV network throughout Livingstone Shire Council	Supply and installation of new CCTV camera equipment	\$25,000		\$0	\$25,000
1474	2024/25	Site Improvements	Regional	BBQ Installation and Renewals	BBQ renewals.	\$15,000		\$0	\$15,000
1497	2025/26	Site Improvements	Yeppoon Landfill	Yeppoon Landfill Cell extension	Extend facility - Cell 3B	\$4,000,000		\$0	\$4,000,000
1499	2025/26	Site Improvements	Various	Beach Access Upgrades	Upgrade of existing beach accesses (see beach access program)- include all abilities	\$100,000		\$0	\$100,000
1506	2025/26	Site Improvements	Various	Playground Equipment Renewal Program	Identify and renew playground equipment	\$75,000		\$0	\$75,000
1509	2025/26	Site Improvements	Various	Park Furniture & Fixtures Replacements	Maintain park equipment and furniture to a safe and serviceable level	\$30,000		\$0	\$30,000
1511	2025/26	Site Improvements	Keppel Kraken	Replacement of Kraken Shade Sail	Remove and replace existing shade sails that have deteriorated over time	\$30,000		\$0	\$30,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
1512	2025/26	Site Improvements	Various	Expansion of CCTV network throughout Livingstone Shire	Supply and installation of new CCTV camera equipment	\$25,000		\$0	\$25,000
1513	2025/26	Site Improvements	Regional	BBQ Installation and Renewals	BBQ renewals.	\$15,000		\$0	\$15,000
1606	2023/24	Water	Yeppoon	Normanby Street (Mary Street - Ben Street) HOBAS Mains passive	HOBAS from Saint Faiths to town. Complete Normanby street section prior to roadworks commencing.	\$765,500		\$0	\$765,500
1611	2023/24	Water	Farnborough	Meikleville Reservoir Roof replacement Passive Water (Renewal)	Roof at end of life and needs immediate replacement to protect water quality	\$653,000		\$0	\$653,000
1623	2023/24	Water	Farnborough	Farnborough Road Water Main Renewal 200mm passive	Renew some 700m of a 200mm diameter water main along Farnborough Road	\$650,000		\$0	\$650,000
1624	2023/24	Water	Kelly's Dam	18-054 Kellys Dam Remedial Works	Kellys Dam Remedial Works - Tunnel grouting Repairs	\$550,000		\$0	\$550,000
1625	2023/24	Water	Woodbury WTP	Woodbury WTP Clarifier rake and sludge valves Active renewals	Replace clarifier sludge rake and mechanism plus related machinery brackets etc.	\$450,000		\$0	\$450,000
1627	2023/24	Water	Various	Passive Water (Renewal)	Nominal amount provided for reactive asset renewals identified by Asset Management Plan (Passive - includes Meters, Mains, Valves & Hydrants, Property Services)	\$304,090		\$0	\$304,090
1632	2023/24	Water	Various	Active Water (Renewal)	Asset renewals identified by Asset Management Plan (Active)	\$252,753		\$0	\$252,753
1636	2023/24	Water	Yeppoon	Normanby Street (Hill Street - Ben Street) AC Mains passive	AC Mains beneath Normanby Street. Will need to be renewed prior to Normanby Street roadworks commencing.	\$150,410		\$0	\$150,410
1637	2023/24	Water	Coote Bay	Brae St, Flinders Close North & Elma Street passive	Networks has identified this AC as going soft - high risk of failure & broken valve (c. 420m)	\$100,000		\$0	\$100,000
1639	2023/24	Water	Farnborough	Farnborough Road New Water Main Connection passive	A 150mm interconnection from Pacific Heights Booster Pump Station to Cook Ave 150mm watermain.	\$55,000		\$0	\$55,000
1640	2023/24	Water	Carige Blvd	Carige Blvd 375mm Trunk Water Main - WAT - 9 passive	Identified in LGIP as PFTI, WAT-9 is required to meet development demands - Detailed Design	\$50,000		\$0	\$50,000

CAPITAL PROGRAM EXTRACT

	O	P	Q	V	W	AG	AL	AM	AN
8	Financial Period	Asset Class	Location	Program/Project Name	Proposed_Works	Project Cost	Funding Source	Total External Funding	Council Funding
1647	2023/24	Water	Pacific Heights	Pacific Heights HZ Booster PS upgrade	Pacific Heights HZ Booster PS, upgrade, pumps, elec, MH design	\$15,000		\$0	\$15,000
1648	2023/24	Water	Vin E Jones Memorial Drive	Rosslyn Bay Trunk & Reticulation Water(17-114) passive	Rosslyn Bay Trunk Water and reticulation main upgrades - Detailed design	\$10,000		\$0	\$10,000
1649	2024/25	Water	Yeppoon	Adelaide Park Rd (Ben Street - St Faiths Reservoir) passive	Replace and upgrade 2.1km of 300mm AC trunk water main with a new 375mm PVC-M trunk main.	\$1,800,000		\$0	\$1,800,000
1650	2024/25	Water	Vin E Jones Memorial Drive	Rosslyn Bay Trunk & Reticulation Water(17-114) passive Stage 4	Rosslyn Bay Trunk Water and reticulation main upgrades -	\$700,000		\$0	\$700,000
1674	2024/25	Water	Various	Passive Water (Renewal)	Nominal amount provided for reactive asset renewals identified by Asset Management Plan (Passive - includes Meters, Mains, Valves & Hydrants, Property Services)	\$319,164		\$0	\$319,164
1677	2024/25	Water	Cooee Bay	Road crossing across Cathne St to Cathne Lane passive	Road crossing missed when main replaced (c.20m)	\$30,000		\$0	\$30,000
1679	2025/26	Water	Various	Woodbury to Saint Fatihs passive	HOBAS main. Does have some redundancy in the network as it is duplicated in sections.	\$1,478,459		\$0	\$1,478,459
1680	2025/26	Water	Various	Active Water (Renewal)	Asset renewals identified by Asset Management Plan (Active)	\$726,830		\$0	\$726,830
1691	2025/26	Water	Various	Passive Water (Renewal)	Nominal amount provided for reactive asset renewals identified by Asset Management Plan (Passive - includes Meters, Mains, Valves & Hydrants, Property Services)	\$619,164		\$0	\$619,164
1693	2025/26	Water	Vin E Jones Memorial Drive	Rosslyn Bay Trunk & Reticulation Water(17-114) passive Stage3	Rosslyn Bay Trunk Water and reticulation main upgrades -	\$240,000		\$0	\$240,000

9.17 - ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

2023-24 Team Plans

Meeting Date: 13 June 2023

Attachment No: 5

Team Plan – 2023-2024

Function	Communications & Engagement
Function Description	Responsible for internal and external information regarding Council services and initiatives whilst fostering overall community engagement through management of event programs. To support art and cultural programs through Arts infrastructure and programming and managing council owned venues, associated activities and promotional and corporate collateral.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$83,750	\$97,550	\$97,077	\$70,827
Operating Expenditure	(\$1,853,682)	(\$1,948,113)	(\$1,710,637)	(\$1,482,788)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Media Releases issued	120	140	117	133
Corporate Website Pageviews	700,000	680,805	702,694	632,336
Social Media Engagement	176,000	175,952	175,899	23,466 (June 21)
Resident Reach Catch Ups Completed	8	8	2	14
Number of attendees at community meetings/Resident Reach Catch ups	300	348	84	280
Community consultation activities undertaken by Council	20	19	28	19
Individual participant engagement (Awareness)	10,000	9,200	3,787	11,451
Number of Civic Events provided by Council	5	5	6	16
Applications for Regional Arts Development Fund Grants	15	18	12	13
Successful Regional Arts Development Fund Applications issued	12	15	8	11
Councils Art Register – new acquisitions	0	0	0	5
Number of exhibitions (Fig Tree Gallery)	0	5	4	0

Staff Resourcing Information

Established FTE	Budgeted FTE
7.0	7.66

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Weekend occupancy rate for Yeppoon Town Hall	80% per annum	Coordinator Communications and Engagement	Pathway Booking Module	1.3.2.a
Increased patronage at events, activities and performances	5% increase	Coordinator Communications and Engagement	Council business papers	2.4.1.a
Capricorn Coast Region Events Strategy 2025 actions	100% of actions completed for 2023-24	Manager Community and Cultural Services	Council business papers	2.4.2.a
Revise the Arts and Cultural Policy	Council resolution	Manager Community and Cultural Services	Council business papers	2.4.3.a
Annual increase in Total Visit measure rates for Get Involved Software	10%	Coordinator Communications and Engagement	Get Involved Software	4.3.3.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Relevant Team Policies	Review all policies	All policies are updated	100%	Coordinator Communications and Engagement	Council endorsement	4.3.2
Website Audit	Review of corporate website	Review completed	100%	Coordinator Communications and Engagement	Website updated	4.3.2
2024 Local Government Elections	LG 2024 Elections for LSC	Mayor and Councillors elected	100% April	Coordinator Communications and Engagement	Community is informed	4.3.2

Team Plan – 2023-2024

Function	Community Partnerships
Function Description	<p>Provide facilities and services that support individuals, not-for profit community organisations, groups and clubs build personal and group capacity with the overall aim of empowerment and self-sustainability.</p> <p>Provision of opportunities for individual and community engagement in programs, projects and shared spaces that are targeted to specific demographics across the Shire.</p> <p>Community Development Sport and Recreation (CDSR) Community Centre (CC) Strengthening Family Connections (SFC)</p>

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$874,636	\$8784,413	\$770,781	\$619,764
Operating Expenditure	(2,197,437)	(\$2,634,672)	(\$2,200,465)	(\$1,981,284)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
CDSR - Number of Capacity Building Workshops delivered	12	10	6	0 (Covid impact)
CDSR – Amount of Livingstone Community Grants funds distributed	\$120,000	\$105,000	\$80,259.50	\$74,955.85
CDSR - Number of people accessing Youth Support Services (case management and/or Youth activities)	3,500	3,200	2,776	1,344
CC - Number of people assisted via reception	10,500	10,100	10,094	10,948
CC - Number of community space bookings	3,800	3,400	3,786	3,954
CC - Number of programmes and activities delivered	400	340	414	343
CC - Number of people accessing Dignity First Washroom	5,000	5,000	8,478*	16,381*
CC – Icare donated funds distributed	\$8,000	\$7,500	\$4,850	\$5,920
SFC – Number of hours for clients accessing counselling/support or case management	4,752	4,752	3109	3556

Staff Resourcing Information

Established FTE	Budgeted FTE
11.28	10.73

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Progress actions identified in the Livingstone Senior Needs Analysis 2022	100% of actions identified for 2023-24 completed	Principal Community Development & Engagement Officer	Council business papers	1.2.2.a
Progress actions identified in the Active Livingstone Strategy	100% of actions identified for 2023-24 completed	Principal Community Development & Engagement Officer	Council business papers	1.2.4.a
Progress actions identified in the Sporting Needs Strategy	100% of actions identified for 2023-24 completed	Principal Community Development & Engagement Officer	Council business papers	1.3.1.a
Diversity in recipients of Council's grant and sponsorship programs	Increase in the number of first-time recipients	Principal Community Development & Engagement Officer	Council business papers	1.3.3.a
Undertake an assessment of current community and sporting facility support	Assessment completed	Manager Community and Cultural Services	Council business paper	1.3.3.c
Reconciliation Action Plan adopted by Council	Plan adopted by Council	Principal Community Development & Engagement Officer	Council business papers	2.1.1.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Community Project on Council owned and/or controlled land Policy and/or Procedure.	Development of a framework to ensure consistency across community projects on Council owned/controlled land.	Draft completed.	Council adoption in December 2023	Principal Community Development and Engagement Officer	Council meeting papers	1.3.3
Cap Coast Community	Implementation & digitisation	Online tool developed	September 2023	Supervisor	Council business papers	5.2.4

Services database	of Cap Coast Community Services database			Community Centre		
Outcome Star Framework	Implementing Outcome Star framework with clients.	Training of staff completed and clients introduced to framework.	100% of SFC clients	Supervisor Strengthening Family Connections	Qtrly Milstone report.	1.1.2
Annual Work Plan	Delivery of Annual Work Plan as per funding agreement.	Number of projects, events and resources delivered.	5 x projects 5 x events 5 x resources	Supervisor Community Centre	Qtrly Milestone report	1.1.2

Team Plan – 2023-2024

Function	Libraries
Function Description	Libraries provide free and equitable access to a community space that offers a range of resources, information and facilitates programming that supports social inclusion and connection.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$222,173	\$219,773	\$234,110	\$242,384
Operating Expenditure	(\$1,267,542)	(\$1,263,531)	(\$1,187,363)	(\$1,158,992)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Circulation loans				
• Physical	132,065	129,476	126,702	128,805
• Digital	41,558	39,960	38,201	27,269
• Total	174,519	169,436	164,903	156,074
Library Membership	16,072	14,480	12,962	13,187
Visitation Statistics (in person visits all sites)	132,458	88,898	83,547	67,138
Programs – number per annum and participation numbers	240 events 4290 attendees	161 events 3938 attendees	117 events 2132 attendees	66 events 1,096 attendees

Staff Resourcing Information

Established FTE	Budgeted FTE
6.77	6.90

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Library Strategy 2023-2028	Develop a library strategic plan to guide the direction of library services	Final plan completed	Strategy adopted by Council	Coordinator Libraries	Council Resolution	4.3.1

Team Plan – 2023-2024

Function	Communities Executive Support
Function Description	Provide administrative support to units within the Communities portfolio to ensure Council operates effectively and efficiently.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue		-	-	-
Operating Expenditure	(\$1,762,244)	-	-	-

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Service Requests referred (Communities)	1,600	1,589	-	-
New Animal Registrations	1,200	1,037	-	-
Cemetery Applications	100	104	-	-
Property Searches	450	410	-	-
- Building	300	260		
- Plumbing				

Staff Resourcing Information

Established FTE	Budgeted FTE
13.83	14.08

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
SPER Validation	Implement automatic uploads to SPER for Infringements	100%	1 July 2023	Team Leader Support Services	Council Business System	4.3.1
Website and Online Services	Update Website for Development	100%	1 July 2023	Executive Officer Communities	Council Business System	5.2.4.c

Team Plan – 2023-2024

Function	Built Environment
Function Description	To regulate the built environment to ensure safe and compliant buildings.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$900,000	\$1,060,500	\$1,283,814	\$1,336,876
Operating Expenditure	(\$891,340)	(\$1,142,634)	(\$1,159,815)	(\$1,062,566)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Requests	650	650	613	585
• Building	115	115	105	222
• Plumbing				
Applications lodged with Council	750	800	756	889
• Building	330	350	431	454
• Plumbing				
Pool Safety Certificates issued	100	130	164	15
Property Searches	400	410	608	545
• Building	250	260	406	345
• Plumbing				
Total On-site sewerage facility licenses. (Four maintenance reports entered for each license annually)	1,560 (30 new)	1,530 (30 new)	1,500 (37 new)	1,463 (31 new)
Total Backflow Prevention device licenses. (One test report entered annually for each license)	1,311 (40 new)	1,271 (40 new)	1,231 (54 new)	1,177 (62 new)
Building Inspections conducted	1,750	1,850	1,810	1,729
Plumbing inspections conducted	1,300	1,500	1,365	1,141

Staff Resourcing Information

Established FTE	Budgeted FTE
5.0	5.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
		Proportion of building and plumbing applications processed within statutory timeframes (10 days or 2 days for fast-track)	100%	Principal Building Certifier and Plumbing Inspector	Pathway	4.3.1
		Proportion of Customer Requests responded to within two business days	100%	Principal Building Certifier and Plumbing Inspector	Pathway	4.3.1

Team Plan – 2023-2024

Function	Development Assessment
Function Description	To achieve quality land use outcomes through the assessment of development applications and assisting the community to understand the development framework.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$1,115,000	\$1,352,250	\$1,544,050	\$1,287,018
Operating Expenditure	(\$1,308,918)	(\$1,372,452)	(\$1,182,207)	(\$1,175,634)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Requests completed	2,000	2,400	2,860	2,372
Applications lodged	375	400	489	463
Applications decided	350	370	480	410
Planning Certificates prepared	175	110	347	330

Staff Resourcing Information

Established FTE	Budgeted FTE
8.49	8.55

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Review of secondary dwelling rating structures and fees and charges	Review is completed, report presented to Council	Infrastructure Charges Officer/Coordinator Revenue & Rates	Council business papers	1.1.1.d
Review an options paper for Councillors identifying strategies for community group development assistance	Review completed, report presented to Council	Manager Development and Environment/Manager Community and Cultural Services/ Manager Economic Development	Council business paper	1.3.2.b

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Development Engagement	Development forum/engagement session facilitated with development and consultant stakeholders on planning and development outcomes	Development Forum held	October 2023	Co-ordinator Development Assessment	Briefing report to Council on forum outcomes	5.1.2
Development Incentives opportunities	Investigate and implement positive economic opportunities for development	Development Incentives Policy presented to Council	September 2023	Co-ordinator Development Assessment	Incentives Policy adopted	1.1.1/2.2.3
Promote Development Opportunities	Identify development potential of land within the planning scheme zones, balancing economic and environmental outcomes and share with community via information session	Information session held	February 2024	Co-ordinator Development Assessment	Briefing report to Council on forum outcomes and input of information onto Council website	1.1.1
Development activity monitoring and publishing of data on Council website	Publish development statistics on Council website	Statistics published on website	Quarterly	Co-ordinator Development Assessment	Council website	5.1.1
Standard conditions package review and refinement	Review and improvement of standard conditions for approvals in partnership with internal and external stakeholders	Identified actions completed	December 2023	Co-ordinator Development Assessment	Report to Development Control Unit and attach on Einstein	4.1.3
Additional visibility of applications on public notification	Investigate options for additional community notification of particular development applications	Options report presented to Council	Options report prepared for Council, engagement with development community occurs	Co-ordinator Development Assessment	Report present to Council, engagement occurs	5.1.2

Operational Plan – 2023-2024

Function	Development Engineering
Function Description	Provision of consistent conditioning, assessment, inspection, and acceptance for contributed assets.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$12,000	\$27,300	\$21,192	\$13,120
Operating Expenditure	(\$605,989)	(\$714,918)	(\$608,096)	(\$726,207)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Requests	250	250	268	282
Operational Works Inspections	500	600	567	451
Building Over or Near Relevant Infrastructure (BONRI) Assessments	25	25	27	17

Staff Resourcing Information

Established FTE	Budgeted FTE
4.0	4.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
		Proportion of customer requests responded to within required timeframes	100%	Co-ordinator Development Engineering	Pathway	4.3.1
		Development applications assessed within business rules	100%	Co-ordinator Development Engineering	Pathway	2.3.2

Operational Plan – 2023-2024

Function	Growth Management
Function Description	Plan for sustainable development that balances economic, environmental, social, and cultural matters in response to statutory requirements and identified community needs and values.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$22,000	\$100,100.00	\$145,858	\$76,022
Operating Expenditure	(\$520,767)	(\$454,065)	(\$395,872)	(\$403,258)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Number of resolutions for scheme amendments	1	0	0	1
Growth Management - Number of customer service requests	15	8	16	223

Staff Resourcing Information

Established FTE	Budgeted FTE
2.0	2.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Complete a structure plan for Taroomball and Hidden Valley	Structure plan completed	Principal Strategic Planner	Council business papers	1.1.1.a
Complete structure plan for northern Yeppoon	Structure plan completed	Principal Strategic Planner	Council business papers	1.1.1.c
Undertake a review of the current Planning Scheme and implement necessary changes to ensure long term prosperity within the region	Review of Planning Scheme completed	Manager Development and Environment	Project Plan	1.1.1.e
Finalise the structure plan for the West Emu Park Development Area	Structure Plan completed	Principal Strategic Planner	Council business papers	5.1.2.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Planning Scheme Amendments	Rolling amendments	Identify and prioritise rolling amendments to the Livingstone Planning Scheme 2018 and report Council to advance amendment process	Proposed amendments completed and adopted by Council for public consultation	Principal Strategic Planner	Council Resolution	
		Assist in the review of the Planning Assumptions Model (PAM) and Local Government Infrastructure Plan (LGIP)	Complete consultation and receive submissions and feedback on the preferred options	Principal Strategic Planner	Council Resolution	
		Progress a future land use investigation of opportunities and constraints for northern Yeppoon	Option Analysis	Growth Management Team – Strategic Planner (lead)	Council Resolution	
		Building Heights scheme amendment (10 weeks)	Building heights policy firm up – includes public sentiment and feedback - required Planning Scheme amendments drafted	Growth Management Team – Strategic Planner (lead)	Council business papers	
		Centres Strategy review	Centres strategy and policy firm up - required Planning Scheme amendments drafted	Growth Management Team – Strategic Planner (lead)	Council business papers	

Team Plan – 2023-2024

Function	Natural Resource Management
Function Description	To facilitate, promote and demonstrate sustainable natural resource management.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$455,770	\$185,259	\$391,166	\$394,859
Operating Expenditure	(\$1,311,999)	(\$784,460)	(\$1,163,760)	(\$915,787)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Number of environmental management projects delivered	17	15	13	12
Number of instances environmental advice provided	200	190	177	188
Number of public education initiatives	18	15	15	18
Number of volunteer hours participating in environmental management programs	2,500 2500	2,000	2,829	2,066
Number of Community Events held	12	15	13	21
Number of trees planted	5,000 5000	4,000	4,741	4,664

Staff Resourcing Information

Established FTE	Budgeted FTE
4.0	4.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Maintain volunteer programmes and partnership projects	4 projects per year	Coordinator Natural Resource Management	Volunteer registrations ECM	1.3.3.b
Sustainable Livingstone Program delivered	100% of program delivered within timeframe and budget	Principal Sustainability Officer	ECM Project Plan	3.1.3.a
Actions identified in the Livingstone Reef Guardian Action Plan completed	100% of actions identified for 2023-24 completed	Coordinator Natural	Council business papers	3.2.2.a

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
		Resource Management		
Actions within Shoreline Management Plan implemented	100% of of actions within plan implemented within identified timeframes and budget	Principal Sustainability Officer	Council business papers	3.2.2.b
Deliver events or clean-up projects that target effective waste management and pollution control e.g. sediment and erosion control, rubbish clean ups	2 events	Coordinator Natural Resource Management	ECM Funding Agreements	3.2.3.a
Implement recommendations from Our Living Coast Strategy (Coastal Hazard Adaptation Strategy)	100% of actions implemented within identified timeframes and budget	Principal Sustainability Officer	Council business paper	3.2.4.a
Implement the actions within the Low Carbon Livingstone 2030: A Strategy to Reduce the Carbon Footprint of Livingstone Shire Council	100% of actions implemented within identified timeframes and budget	Principal Sustainability Officer	Data from annual carbon audit	3.2.5.a
Actions identified in the Biodiversity Strategy completed	100% of actions implemented within identified timeframes and budget	Coordinator Natural Resource Management	Council business papers	3.3.1.a
Rehabilitate six (6) new sites and maintain twelve (12) existing sites on Council controlled land	Six (6) new sites established and twelve (12) existing sites maintained	Project Officer Natural Resource Management Vegetation Rehabilitation Officer	100% in line with annual programme	3.3.1.b

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Eco-certified Tourism Destination program	Project Officer to collaborate with partners to complete certification process	External Grant milestones and acquittal	100%	Principal Sustainability Officer	Funding reports	2.3.1
Nature based Resilience project	Project Officer to develop a framework, demonstration sites, public education	External Grant milestones and acquittal	100%	Principal Sustainability Officer	Funding reports	3.3.3

Team Plan – 2023-2024

Function	Public Environments
Function Description	Regulate and enforce Councils suite of Local laws. Provide environmental health, land use compliance and pest and vector management activities that protect the health of the community and environment.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$871,070	\$886,680	\$823,497	\$792,218
Operating Expenditure	(\$2,617,499)	(\$2,771,847)	(\$2,422,723)	(\$2,224,147)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Total number of Public Environment customer requests received	3,300	3,335	2,927	3,220
Number of Local Law other infringements issued	700	638	382	271
Number of development infringements issued	2	0	0	13
Number of development Notice's issued	30	20	34	60
Total Number of development customer requests received	280	266	164	297
Number of parking infringements issued	2,500	1,884	1,210	752
Number of illegal littering and dumping infringements	25	18	20	23
Annual animal registrations	9,000	8,934	8,596	8,181
<ul style="list-style-type: none"> • Dogs • Cats 	8,000 1,000	7,962 972	7,924 672	7,180 1,001
Permits for use of Council controlled areas (decisions made)	140	127	158	146
Total Number of Environmental Health Customer Requests Received	280	274	193	284
Total Number of Pest/Vector Customer Requests Received				
<ul style="list-style-type: none"> • Pest • Vector 	250 250	259 244	212 224	203 167

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
• # Licensed Food Premises	290	297	221	216
• # Permits – Food temporary event	6	6	6	4
• # Personal appearance services	20	20	11	5
• # Licensed water carriers	12	12	11	12
• # Environmentally Relevant Activities	4	4	3	3
• #Pre-lodgement meetings	5	3	17	27
Number of complaints:				
• # Public Health	20	21	13	7
• # Food	20	16	10	17
• # Environmental nuisance	50	74	38	34

Staff Resourcing Information

Established FTE	Budgeted FTE
14.0	13.48

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Illegal Dumping Partnership Program Round 2B	Address the challenges caused by illegal dumping	Completion of milestones	100%	Coordinator Public Environments	Grant reporting	
		Complete review of Local Laws (including Subordinate Local Laws) to improve alignment with community needs and expectations	Local Laws adopted by December 2023	Coordinator Public Environments	Adoption by Council	

Team Plan – 2023-2024

Function	Disaster Management & Community Resilience
Function Description	Provision of a co-ordinated multi-agency response to lessen the impact of emergencies/disasters on the community and to meet Council's obligations under the Disaster Management Act 2003.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$225,938	\$226,438	\$110,786	\$502,833
Operating Expenditure	(\$817,844)	(\$793,590)	(\$882,199)	(\$1,295,705)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Number of activated events		1 (ALERT – TC Gabrielle)	1 (COVID-19 Pandemic)	1 (COVID-19 Pandemic)
Local Disaster Management Group (LDMG) meetings	4	4	4	4
Community Volunteers	100	100	99	88
Delivery of disaster management training and exercises	30	28	26	22

Staff Resourcing Information

Established FTE	Budgeted FTE
2.0	2.75

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Implement the Bushfire Management Plan Annual Operational Plan	100% of actions implemented within identified timeframes and budget	Coordinator Disaster Management and Community Resilience	ECM Funding Agreements	3.3.3.a
Mitigation and risk reduction activities: - are informed by risk assessments - are prioritised based on risk assessments and available resources - are included in strategic and operational plans	Completion of Queensland Emergency Risk Management Framework	Local Disaster Coordinator and Coordinator Disaster Management and Community Resilience	Emergency Management Assurance Framework	4.1.6.b

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Disaster management plans are fit for purpose and meet community's needs	Local Disaster Management Plan endorsed by Local Disaster Management Group	Coordinator Disaster Management and Community Resilience	LDMG Minutes	5.3.1.a
Maintain fire-trails and assist in hazard reduction burns	100% of planned maintenance and hazard reductions undertaken	Bushfire Recovery and Resilience Officer	Council business papers	5.3.1.b
Number of community engagement activities conducted / events attended to promote the Get Ready Queensland message	2	Coordinator Disaster Management and Community Resilience	Council business papers	5.3.1.b

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Bushfire Recovery and Resilience Officer (BRRO)	Community engagement, mapping fire-trails and development of maintenance schedule	Recruitment of BRRO, workshops, mapped fire trails and maintenance schedule	100% of actions delivered by 31/03/2024	Bushfire Recovery and Resilience Officer	People & Culture, LDMG annual report, GIS, ECM	5.3.1
Australian Fire Danger Rating Warning System	Application of warning products that are nationally consistent colours, signs and terminology	Flood warning templates are updated	100% of actions delivered by 30/06/2024	Coordinator Disaster Management and Community Resilience	Communications and Marketing	5.3.4
Bushfire hazard risk assessment of Council administered land, undertaken every three years	Desktop evaluation, field assessment, identification and prioritisation of high-risk properties	Mitigation methods for high-risk properties are identified in Bushfire Management Operational Plan (BMOP)	100% of actions delivered by 30/06/2024	Bushfire Recovery and Resilience Officer	Bushfire Management Operational Plan (BMOP)	5.3.3
Local Disaster Management Plan (LDMP) Review	Review and update plan to ensure current with social, economic and environmental changes	LDMP endorsed by Livingstone Shire Local Disaster Management Group	100% of actions delivered by 30/06/2024	Local Disaster Management Group (LDMG)	LDMG Minutes	5.3.4

Team Plan – 2023-2024

Function	Economic Development & Innovation
Function Description	To support business development, retention, and attraction as well as the effective management of Council owned and controlled real property.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$954,365	\$940,400	\$1,242,134	\$1,236,255
Operating Expenditure	(\$2,238,930)	(\$2,483,377)	(\$2,629,481)	(\$2,219,374)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Annual increase in Gross Regional Product (GRP)	\$1.65 Billion	\$1.64 Billion	\$1.61 Billion	\$1.59 Billion
Growth in domestic and international visitor numbers and expenditure (Central Queensland Region)	1,304,137 (2022/23 + 4.75%) 4,962,306 visitor nights \$1.072 Billion	1,245,000 domestic visitors (9.5% increase) 4,582,000 visitor nights (16.6% increase) \$973 million (20.3% increase) *To December 2022	1,137,000 domestic visitors (2.5% increase) 3,928,000 visitor nights \$809 million (51.2% increase)	1,109,000 visitors (6.7% increase) \$535 million (16.6% increase)
Place making initiatives/installations	0	0	9 1 Sculpture (soldier crabs) 1 Art Trail (discovercapricorncoast.com.au) 6 Murals 1 Darumbal language, Barry Street	10
The Gateway Business and Industry Park Land Sales	11	0	6	3
Keppel Sands Caravan Park Occupancy Rate	31%	30%	31.4%	33.0%
Property Customer Service Requests	74	74	58	72

Staff Resourcing Information

Established FTE	Budgeted FTE
8.0	7.08

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Development and sale (off the plan) for the Emu Park West Residential Subdivision - Stages 2B and 3	11 lots developed and sold (off the plan) - Stages 2B and 3	Manager Economy & Places	Land sales	1.1.1.b
Collaborate with State and Federal Government and Community Housing Providers to Identify opportunities for increasing the supply of affordable housing	Increased supply of affordable housing	Manager Economy & Places	Building applications	1.1.1.f
Undertake a review of the current E-scooter trial	Completed two (2) months prior to trial ending	Economic Development Officer	Council business papers	1.2.3.a
Growth in Gross Regional Product (%)	Above the Queensland Average	Manager Economy & Places	Economy ID	2.2.1.a
Progress actions identified in the Livingstone Blueprint for Growth	100% of actions identified for 2023-24 completed	Manager Economy & Places	Council business papers	2.2.2.a
Council property portfolio development delivers a positive cash return on investment	>10% cash return	Manager Economy & Places	Council ledger	2.2.3.a
Activities and performance measures as described in the Capricorn Enterprise Partnership Agreement 2022-2026 are delivered	100% of performance measures reached	Manager Economy & Places	Council business papers	2.3.1.a
Undertake an options paper for consolidation of Council office accommodation	Options paper completed	Manager Economy and Places	Council briefing paper	4.1.3.a
Advocating for the completion of the Great Keppel Island master plan project	Master Plan adopted	Manager Economy & Places	Queensland Government	5.1.4.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
The Station Community Recovery Space/Tap-house	Revitalisation of The Station Western Precinct (Railway Building)	Project completed as per the funding and lease agreements	75%	Manager Economy and Places	Funding Milestones/Lease Agreement	2.2 Diverse business, industry and Employment
Management by Lease Keppel Sands Caravan Park	Invitation to Tender for Management by Lease of the Keppel Sands Caravan Park	Invitation to Tender issued and evaluated	100%	Principal Property Officer	Lease Agreement	2.3.2 Increase accommodation options

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Housing Needs Strategy	Housing needs assessment and actions	Housing needs strategy	100%	Economic Development Strategist	Strategy completed and adopted	1.1.1 Advocate for a range of housing options
How to start an Agri-Tourism business	Resources developed to enable agriculture businesses to diversify income	"How To Guide" developed	100%	Economic Recovery Development Officer	How to Guide completed and being utilised	2.2 Diverse business, industry & employment

Team Plan – 2023-2024

Function	Facilities Management
Function Description	To maintain and service a variety of council and community buildings and facilities across the shire that are safe, accessible and operate efficiently.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	\$700	\$660	\$492
Operating Expenditure	(1,418,717)	(\$2,187,904)	(\$1,496,605)	(\$1,367,890)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
No. of Facilities and buildings	416	415	413	412
Gross value of Council Building Assets	\$102M	\$100M	\$90.4M	\$79.6M
No. of maintenance work orders	2,017	1,968 YTD	2,495	2,307
No. of service work orders	1,022	974 YTD	1,077	1,605
No. of Playground Inspections Completed	198	162 YTD	244	256
No. of Cleaning Inspections undertaken	157	140 YTD	151	190
No. of Customer Requests (Internal and External)	1,025	924 YTD	1,069	1,242

Staff Resourcing Information

Established FTE	Budgeted FTE
16.0	17.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Statutory Maintenance delivered as scheduled	100% delivered as per schedule	Coordinator Facilities	Conquest	4.1.2
Proportion of Preventative / Corrective Maintenance to Reactive Maintenance	70% Preventative and Corrective Maintenance / 30% Reactive Maintenance	Coordinator Facilities	Finance1 Conquest	4.1.2

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Public Amenity Strategy or the like	Develop a guideline to outline park hierarchies and embellishments	Document developed	Document Endorsed / Adopted by Council	Manger Parks & Facilities / Coordinator Facilities	Adopted / Endorsed Document	4.1.2
CCTV Network Working Group	Identify expansion, develop operating guidelines and responsibilities, prioritise projects	3 to 6 monthly meetings, action, and report on outcomes to ELT	100% meetings undertaken per year	Coordinator Facilities	Meeting Minutes	4.1.2
Buildings / Structure Rationalisation Review	Review current buildings / structures portfolio for assets that could be considered for disposal / removal	Report on outcomes to ELT	Review Completed and actions reported	Manger Parks & Facilities / Coordinator Facilities	ELT Report	4.1.2

Team Plan – 2023-2024

Function	Parks & Open Spaces
Function Description	Provision and maintenance of parks and open spaces, cemeteries and Council's Community nursery.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$177,404	\$155,043	\$192,514	\$157,754
Operating Expenditure	(\$6,595,619)	(\$5,597,056)	(\$5,889,122)	(\$5,775,124)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Community Parks Customer requests	980	1,017	963	898
Cemeteries Customer requests	280	236	251	243
<u>Community Nursery</u>				
- Volunteer hours	2,900	2,239	3,475	1,658
- Plants propagated	12,600	11,295	12,587	11,643
- Number plants donated to community	2,000	21,933	3,452	3,758
- Number plants for Council works	2,000	2,272	5,210	2,569
- Number of plants sold	6,500	5,936	4,216	13,511

Staff Resourcing Information

Established FTE	Budgeted FTE
34.0	33.25

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Cycad salvage and mitigation projects - project initiation and maintenance	2 projects completed	Community Nursery Supervisor	Finance One ECM	3.3.1.c

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Capricorn Coast Memorial Parklands	Stage 1 - construction of Refreshment Pavilion, formal lawn sites and 4 ashes gardens	100%	1 September 2023	Supervisor Open Spaces	Council Business papers	5.1.2

Team Plan – 2023-2024

Function	Construction & Maintenance
Function Description	To maintain and service a variety of council owned transport and drainage assets across the shire ensuring they are safe, fit for purpose and operate efficiently. To maintain allocated state control roads within the Livingstone Shire boundaries (except Bruce Hwy and Marlborough-Sarina Rd) and undertake adhoc construction projects for Transport & Main Roads and others.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$1,305,000	\$1,405,000	\$1,270,504	\$3,442,668
Operating Expenditure	(\$19,753,453)	(\$17,263,194)	(\$9,597,061)	(\$27,457,987)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Total length of sealed road network	690km	675km	652km	638km
Total length of unsealed road	757km	767km	787km	799km
Total length of stormwater pipes	385km	382km	362km	342km
No. of Bridges and major structures	82	82	82	82
Gross value of Council Transport & Drainage Assets	\$780M	\$717.8M	\$700M	\$666.6M
No. of maintenance work orders	2,000	1,900	1,898	2,432
No. of road Inspections	898	800	50	91
No. of Bridge Inspections	82	0	0	2
No. of Customer Requests	2,000	2,500	2,331	2,126

Staff Resourcing Information

Established FTE	Budgeted FTE
78.0	78.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Proportion of formal beach accesses that have all ability access	2 constructed per annum	Manager - Construction & Maintenance	Council business papers	1.2.1.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
All capital projects allocated to C&M in 2023/24 – currently estimated at \$14.5M	Various	Budget and Scheduled project durations	Minimum of 90% of projects completed within the financial year at +/- 10% of budget allocation	Coordinators & Manager	Focus HQ and Finance System reports	Various
	Urban & Rural Maintenance annual expenditure currently estimated at \$6M	Proactive and reactive works on road and drainage assets Delivered within limits of +/- 10% of budget and fit for purpose (to adopted intervention levels)	+/-10%	Construction & Maintenance Manager and Coordinators	Finance System and Routine Maintenance inspection/ works	1.2.1.a

Team Plan – 2023-2024

Function	Engineering Services
Function Description	Delivery of infrastructure Civil Engineering Services which include: <ul style="list-style-type: none"> • Road corridor management • Land dealings • Policy review and maintenance • Right To Information • Network planning • Network modelling and analysis • Civil Design • Engineering survey

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	\$2,000	\$9,908	\$15,267
Operating Expenditure	(\$665,795)	(\$7884,743)	(\$613,236)	(\$599,510)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Requests (pathway)	370	372	380	516
Works in road reserve applications	15	17	7	0
Rural Addressing requests	100	105	81	89
RTI referrals	10	11	6	7
Policy reviews	10	13	22	3
Permanent road closure application referrals	10	11	9	7
Infrastructure Planning	Refer to Infrastructure Planning Team Plan			
Civil Design	Refer to Infrastructure Design Team Plan			

Staff Resourcing Information

Established FTE	Budgeted FTE
4.0	4.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Gates and Grids Permit Program	Implementation of a permit system with annual renewal. Fees apply	Project completed by EOFY	100%	Manager Engineering Services	Pathway	4.1.6

Team Plan – 2023-2024

Function	Infrastructure Design
Function Description	Delivery of civil design services to facilitate planning, construction, and maintenance of Council's municipal infrastructure networks.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	-	\$45.45
Operating Expenditure	(\$556,863)	(\$414,575)	(\$546,450)	(\$666,712)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Requests (Pathway)	1	3	18	20
Number of detailed designs completed prior to future financial years' programs	20	16	7	8

Staff Resourcing Information

Established FTE	Budgeted FTE
8.0	8.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
		Detailed designs completed 12-18 months ahead of the approved construction program	75% (Accounting for unexpected changes to the construction program)	Manager Engineering Services	Project Focus HQ Report	4.1.2

Team Plan – 2023-2024

Function	Infrastructure Planning
Function Description	Delivery of infrastructure planning and engineering services such as: <ul style="list-style-type: none"> • Strategic planning for future network requirements • Network modelling • Engineering design • Traffic and transport investigations • Water supply and sewerage investigations • Flood mapping and stormwater drainage investigations • Coastal engineering • General civil engineering

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$5,000	\$5,000	\$8,190	\$8,840
Operating Expenditure	(\$1,384,670)	(\$1,315,324)	(\$949,872)	(\$794,090)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Customer Requests (pathway)	250	212	297	444
Heavy Vehicle Permits	370	370	367	323
Network modelling and analysis	15	17	7	N/A
Planning Reports	50	53	35	30

Staff Resourcing Information

Established FTE	Budgeted FTE
8.0	8.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Review and update the Local Government Infrastructure Plan	Council resolution	Manager Engineering Services	Council business papers	5.1.1

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
East West Trunk Road Feasibility Study	Engage a transport engineering consultant to carry out the feasibility study and determine the preferred corridor alignment.	Completed by the end of 2023/24 financial year	100%	Manager Engineering Services	Engineering planning report	5.1.1
Belmont, Southland and Ramsay Creek and Tributaries Flood Study 2023	Update LIDAR survey for the Ramsay Creek catchment and engage an engineering consultancy to carry out flood study.	Completed by the end of 2023/24 financial year	100%	Manager Engineering Services	QRA funding agreement acquittal	5.1.1

Team Plan – 2023-2024

Function	Infrastructure Project Management
Function Description	To effectively manage the delivery of Council Infrastructure Projects on behalf of various internal stakeholders.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	-	-
Operating Expenditure	(\$354,915)	(\$193,272)	(\$675,387)	(\$173,858)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Percentage of Capital Projects completed within budget	85%	80%	85%	58%

Staff Resourcing Information

Established FTE	Budgeted FTE
5.0	5.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects/Initiatives/Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Development of Infrastructure Project Management Process	Review Infrastructure Project Management Processes. Develop, adopt and document and document new process	Documented process for Infrastructure Project Management in QMS	23/24	Manger Infrastructure Projects	Internal Audit	4.1.2
		Percentage of projects completed within the financial year within approved (adopted/revised) budgets	100% of projects completed within adopted/revised budgets	Manager Infrastructure Projects	Monthly Portfolio Governance Group status report	4.1.2

Team Plan – 2023-2024

Function	Systems & Quality Assurance
Function Description	Support the organisation to effectively operate within its quality and control frameworks.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue		-	-	-
Operating Expenditure	(\$264,448)	(\$378,363)	(\$504,780)	(\$505,479)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Infrastructure Internal Quality Audits conducted	5	6	8	10
Infrastructure Quality Improvement Notices completed	20	24	44	36
Infrastructure QMS documents maintained (created, updated or withdrawn)	350	330	539	325

Staff Resourcing Information

Established FTE	Budgeted FTE
2.0	2.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects/Initiatives/Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
QMS Documented Information Review (Dependent on Phase 1 Project Merlin go live date)	Review QMS documented information requirement/ currency in alignment with corporate software implementation project	25% of total QMS documented information reviewed	100%	Supervisor Systems & QA	Document control reporting / Aged document reporting / QA Management Review	4.1.3
		Proportion of audits on the Infrastructure Quality management internal audit plan completed within the plan year	100%	Supervisor Systems & QA	Audit Reports / QA Management Reviews	4.1.3
		Three x QA Management Reviews per year presented to Infrastructure Management team	100%	Supervisor Systems & QA	Management Meeting agendas and ECM records	4.1.3
		Reporting of Infrastructure Quality Audit actions status	100%	Infrastructure Managers	Monthly status reports	4.1.3
		Percentage of High-Risk Quality Management Audit actions closed by due date	90%	Infrastructure Managers	Improvement Notices Register reporting	4.1.3
		Percentage of Medium and Low Risk Quality Management Audit actions closed by due date	75%	Supervisor Systems & QA	Improvement Notices Register reporting	4.1.3
		Percentage of internal improvement assistance requests closed by due date	90%	Supervisor Systems & QA	Improvement Notices Register reporting	4.1.3

Team Plan – 2023-2024

Function	Sewerage Operations
Function Description	To provide critical and essential waste services which meet health and environmental regulations and satisfy community expectations.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$12,525,750	\$11,664,080	\$11,054,490	\$10,674,909
Operating Expenditure	(\$9,448,570)	(\$7,968,566)	(\$12,461,507)	(\$7,077,264)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Current replacement value- of Sewerage Network				\$173.7M
Written down value of Sewerage Network			\$139.0M	\$132.0M
Total connected properties sewerage	10,950	10,900	10,879	10,623
Volume wastewater collected and treated (ML)	2,250	2,200	2,152.9	2,062.7
<ul style="list-style-type: none"> • Yeppoon • Emu Park 			1,732.6 420.3	1,656.6 406.1
Volume recycled water supplied (ML)	900	875	852.1	836.3
Length sewerage (km)	340.5	337.5	334.5	331.5

Staff Resourcing Information

Established FTE	Budgeted FTE
20	20

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
		Trade waste approvals for relevant businesses operating	100%	Manager Water and Waste Operations	Water and Waste Customer Service Standards	3.1.1
		Percentage of sewerage incidents with response within 2 hours ¹	100%	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Sewerage mains breaks/chokes per 100 km sewer main ¹	Less than 20 ²	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Property connection sewer breaks/chokes per 1000 connections ¹	Less than 5	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Average response time for sewerage incidents (Including main breaks and chokes)	2 hours	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Total water / sewerage complaints per 1,000 connections	Less than 5	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Compliance with EMP & therefore the EA – Yeppoon & Emu Park STP	100%	Manager Water and Waste Operations	Compliance with EA	3.3.2
Emu Park Sewage Treatment Plant upgrade.	The project involves the upgrading of the aeration, sludge handling and process control systems at the Emu Park Sewage Treatment Plant	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Infrastructure Projects	Monthly Portfolio Governance Group status report	4.1.2

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Sewer Relining Program	CCTV inspection and reline sewer mains identified for renewal	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Infrastructure Projects	AMP	4.1.2

Team Plan – 2023-2024

Function	Resource Recovery & Waste Operations
Function Description	Delivering sustainable and essential resource recovery and waste services to the community and provide opportunity for the community to transition to a circular economy.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$10,033,432	\$10,133,683	\$9,895,220	\$8,978,923
Operating Expenditure	(\$9,559,072)	(\$8,335,971)	(\$8,189,049)	(\$7,000,890)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Tonnages of Kerbside Waste collected	8,000	7,313 (up to 31/3/23)	9,004	8,530
Tonnages of Kerbside Recycling collected	2,000	1,308 (up to 28/02/23)	2,037	1,660
Tonnages of General Waste collected via transfer stations bins	3,000	1,931 (up to 31/3/23)	2,983	3,140
Tonnage of resource recovery	11,000	10,245 (up to 28/02/23)	9,859	12,220
Waste Levy paid to State Government – Waste to Levyable part of Site	\$1,700,000	\$1,103,030 (up to Jan-23)	\$1,854,098	\$1,788,670

Staff Resourcing Information

Established FTE	Budgeted FTE
3.0	3.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Waste Strategy actions completed	100% of actions completed for 2023-24	Principal Waste Officer	Council business papers	3.1.1.a
Volume of waste diverted as a percentage of total waste stream collected or received	25%	Principal Waste Officer	Council business papers	3.1.1.b
Implementation of Livingstone Shire Council's actions in the CQ Regional Waste Strategy	100% of actions identified for 2023-24 completed	Manager Water & Waste Operations	Council business papers	4.2.4.b

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Compliance with EMP – Yeppoon Landfill		Compliance with EMP – Yeppoon Landfill	100%	Manager Water and Waste Operations	Compliance with EA	3.3.2
Compliance with Waste Levy Regulatory requirements		Compliance with Waste Levy Regulatory requirements	100%	Manager Water and Waste Operations	Compliance with WRR Act	3.3.2

Team Plan – 2023-2024

Function	Water Operations
Function Description	To provide critical and essential water services which meet health and environmental regulations and satisfy community expectations.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$23,460,004	\$20,508,272	\$18,904,807	\$19,391,415
Operating Expenditure	(\$24,172,995)	(\$18,346,927)	(\$17,687,867)	(\$17,152,140)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Current replacement value- water network			\$356.7m	\$321.1M
Written down value of Water network			\$215.4M	\$195.8M
Total service connections: water (Cap Coast, Nerimbera and Caves)	13,500	13,400	13,348	13,094
Total service connections: water (Malborough)	56	56	56	56
Total service connections: water (Ogmore – non potable)	48	48	48	48
Volume potable water Supplied by RRC Pipeline (ML)	3,400	2,800	2,977	3,446
Volume potable water Supplied by LSC WTPs (ML)	3,500	3,000	3,227	3,513
Length potable water mains only (km)	700	690	687	642
Number water connections affected by unplanned interruptions	1,500	1,400	1,304	1,808

Staff Resourcing Information

Established FTE	Budgeted FTE
20.0	20.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
		Standard water connection completed per application	Within 15 business days	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.3.1
		Water Meter Reads ¹	Every 91 days (within +/- 14 days of scheduled read date)	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.3.1
		Planned temporary service interruptions	Affected customers will be provided with at least 48hours notice	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		High water consumption notices	Issued within 10 days of water meter read	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.3.1
		Response to reported water incidents Capricorn Coast WS	Within 2 hours of formal notification	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Response to unplanned interruptions Capricorn Coast WS	Within 2 hours of formal notification	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Response to reported water incidents other WS	Within 4 hours of formal notification	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
		Response to unplanned interruptions Other WS	Within 4 hours of formal notification	Manager Water and Waste Operations	Water and Waste Customer Service Standards	4.1.2
		Total water / sewerage complaints per 1,000 connections	Less than 5	Manager Water and Waste Operations	Water and Waste Customer Service Standards	3.2.1
		Compliance with EMP & therefore EA – Woodbury WTP	100%	Manager Water and Waste Operations	Compliance with EA	3.3.2
		Compliance with DWQMP, ADWG & WSS Act & Regulation	100%	Manager Water and Waste Operations	Compliance with WSS Act & Regulation	3.3.2
Passive Water Renewal	Reactive asset renewals identified by AMP - includes Meters, Mains, Valves & Hydrants, Property Services	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Manager Water and Waste Operations	AMP	4.1.2
Meikleville Reservoir Roof replacement	Roof at end of life and needs immediate replacement to protect water quality	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Manager Projects	AMP	4.1.2
Woodbury WTP Clarifier rake and sludge valves	Replace 6 end of life sludge valves and 6 isolation valves and related pipework in pit. Replace clarifier sludge rake and mechanism plus related machinery brackets etc	Project completed within allocated budget and timeframe	100% of project delivered within timeframe and budget	Manager Water and Waste Operations	AMP	4.1.2

Team Plan – 2023-2024

Function	Accounting Services
Function Description	Providing accountability in the use of public funds

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$8,000	-	\$29,250	-
Operating Expenditure	(\$1,434,436)	(\$1,322,274)	(\$1,155,057)	(\$786,757)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Average number of supplier invoices processed per month	1,140	1,040	1,116	1,156
Total number of Payment Exception Authority's (PEA) processed	700	600	748	789
Total number of purchase card transactions	7,000	6,500	9,411	7,048
Average total spend per month on Purchase Cards	\$140,000	\$134,406	\$136,675	\$151,408
Number of manual journals processed	1,200	1,155	1,171	1,058

Staff Resourcing Information

Established FTE	Budgeted FTE
6.5	6.5

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Deliver cost effective services within approved budget <i>(this is a 2023-2024 Organisational KPI)</i>	Expenditure of Operational budgets are managed to within +/- 5%	Executive Leadership Team	Operational Plan Report/Capital Works Report	4.1.2.e

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
External Financial Audit 2022-23	Completion of External Financial Audit for 2022-23	External Audit completed in accordance with annual program, resulting in an unmodified audit opinion	Unqualified external audit opinion on General Purpose Financial Statements	Coordinator Accounting Services	Queensland Audit Office Independent Audit Opinion and External Audit Plan	4.3.2
Local Government Sustainability Framework	Implementation of the new financial and asset ratio in the Local Government Sustainability Framework	Actions undertaken to prepare the report on the proposed ratios for the 2023-24 financial statements, and 2024-25 Budget	30 June 2024	Chief Financial Officer	Queensland Audit Office Independent Audit Opinion and External Audit Plan	4.1.2
Management of surplus cash funds	Treasury Management	Investment of surplus working cash to achieve optimal return within the parameters of Council's investment policy	Average interest yield each month 0.5% greater than RBA cash rate	Coordinator Accounting Services	Monthly Financial Report	4.1.2
Accounts Payable	Adherence to Accounts Payable policies and procedures	Suppliers are paid within agreed payment terms	Less than 10% of payments per month are made outside of payment terms	Accounts Payable Officers	End of Month internal statistics	4.3.1
Business Activities Budgeting	Incorporate Business Activities into Long Term Financial Forecast	Implementations in accordance with budget plan	Implementation as part of revised budget in 2023-24	Coordinator Accounting Services	Long Term Financial Forecast	4.1.2
Banking & Financial Services	Undertake a sourcing exercise to establish a new contractual arrangement for the provision of banking and financial services	Contract awarded by 30 June 2024 under transition clause	30 June 2024	Chief Financial Officer	Council business papers	4.1.2

Team Plan – 2023-2024

Function	Asset Management
Function Description	The provision of asset management services to the organisation.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	-	-
Operating Expenditure	(1,295,981)	(977,918)	(329,017)	(731,188)

Note: 2023-24 Proposed Budget expense includes \$358,199 Corporate Overhead allocation budgeted in prior years at the Asset Services level.

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
No. of Asset Service Desk Requests	210	104 YTD	319	351
No. of assets processed through Council's asset system	TBD, based on asset capitalisation	TBD, based on asset capitalisation	7,320	2,971
Overall % of Plant meeting Utilisation Targets	TBD	TBD	40	41
Asset Management Plans Reviewed	60%	Not measured	Not measured	Not measured

Staff Resourcing Information

Established FTE	Budgeted FTE
4.0	4.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Implementation of Strategic Asset Management Plan Improvement actions	100% of actions identified for 2023-24 completed	Coordinator Assets	Asset Management Steering Committee	4.1.2.a
Review 50% of Long-Term Asset Management Plans Annually prior to end of calendar year	50% reviewed prior to end of calendar year	Coordinator Assets	Asset Management Steering Committee	4.1.2.b

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Undertake Assetic Predictor Modelling	Develop treatment modelling in Assetic Predictor to underwrite AMP Development	AMP models can be run at any time	Treatment Plans determined, AMP models prepared	Coordinator Assets	Asset Management Steering Committee	4.1.2

Team Plan – 2023-2024

Function	Fleet Management Services
Function Description	Fleet management services oversee the management and operational activities associated with Council owned fleet, trucks and heavy plant.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$5,800,000	\$5,585,000	\$5,749,467	\$6,474,913
Operating Expenditure	(\$5,087,307)	(\$4,348,257)	(\$4,309,297)	(\$4,340,051)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
No. of Heavy Plant - (e.g. graders, rollers, backhoes etc.)	31	32	32	33
No. of Heavy Vehicles - (e.g. trucks)	50	48	50	51
No. of Light Vehicles - (e.g. sedans, wagons, utilities etc.)	103	100	103	104
No. of items of Grounds Care Equipment - (e.g. ride on mowers, tractors etc.)	29	28	28	29
No. of Ancillary Plant & Equipment items	49	46	49	49
No. of Work Orders Processed	1,700	1,229 YTD	1,681	1,715
Preventative / Scheduled Maintenance services per year	1,490	1,074 YTD	1,506	1,468
Overall % of Plant meeting Utilisation Targets	TBC	TBC	40	41

Staff Resourcing Information

Established FTE	Budgeted FTE
8.0	8.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Increase plant / fleet utilisation rates	70%	Coordinator Assets	Conquest	4.1.2.c

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Fleet Rationalisation	Review council trailer allocations	Reduced qty of trailers	Reduction in fleet numbers	Coordinator Assets	Asset Management Steering Committee	4.1.2.c

Team Plan – 2023-2024

Function	Governance
Function Description	Support the Organisation to effectively operate within its governance, risk management, quality, and control frameworks.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$6,472	-
Operating Expenditure	(\$3,403,520)	(\$3,026,131)	(\$2,524,598)	(\$2,248,230)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Internal Audits	6	5	1	2
Right to Information / Information Privacy Application	12	12	8	18
Administrative Action Complaints	225	235	211	229
Insurance Claims	40	45	42	21 ¹
Public Interest Disclosures	1	1	1	2
Annual Business Continuity Simulation Exercise	1	1	0	0

¹ Glass claims not reported in previous years

Staff Resourcing Information

Established FTE	Budgeted FTE
4.0	4.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Review the corporate performance, planning and reporting framework	Corporate Plan reviewed within 6 months of March 2024 election	Chief Financial Officer	Council business papers	4.1.1.c
Contribute to driving a performance culture through achievement of Operational Plan targets <i>(this is a 2023-2024 Organisational KPI)</i>	90% targets achieved	Executive Leadership Team	Operational Plan Report	4.1.2.d
Improve Council's risk management maturity	100% of actions identified for 2023-24 completed	Coordinator Governance	Council business papers	4.1.6.a

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Internal Audit - complete audit actions	100% of high and medium risk actions completed within timeframes	Coordinator Governance	Audit committee business papers	4.1.6.c

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Policy Project	Mapping current policy documents & engage with policy owners to assist review process	Decrease in number of outstanding policy document for review	No more than 45% of policy documents to be outstanding for review	Coordinator Governance	Council Business papers	4.3.2
Business Continuity Plan (BCP) Program	Develop, deliver and maintain Annual BCP Program	Identified actions as per Annual BCP Program	100%	Coordinator Governance	Council Business papers	4.1.6
Administrative Action Complaints - Quarterly Report	Analysis and statistical data to be reported on a quarterly basis to ELT	AAC resolved within required timeframes	100%	Coordinator Governance	Council Business papers	4.1.3
Local Government Election 2024	Commence planning for the 2024 Local Government Elections	Completed handbook and training programme	100%	Coordinator Governance	Council Business papers	4.1.3

Team Plan – 2023-2024

Function	Procurement
Function Description	To support the organisation in making sound, ethical procurement choices by providing straightforward guidance and empowering staff to achieve operational goals.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$16,205	\$2,500
Operating Expenditure	(\$1,661,762)	(\$1,442,342)	(\$850,867)	(\$786,597)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Procurement governance – compliance to Procurement Policy	99%	98%	96.5%	96.5%
Procurement governance - Number of purchase orders raised Purchasing Team	100% by November 2023	2,904	3,708	3,763
Tender and contract services – Number of Invitations to Tender (ITT)	TBA	19	40	23
Number of new Blanket Purchase Agreements (PSA) raised	TBA	4	8	4
Materials storage and inventory management – Stocktake result	<1% Variance	<1% Variance	<1% Variance	<1% variance

Staff Resourcing Information

Established FTE	Budgeted FTE
13.0	13.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Reduction of inventory – slow moving and obsolete stock	Review stock Holdings for inventory lines that have not moved in 12 months	Reduction of slowing moving and obsolete stock	\$50,000 reduction	Coordinator Procurement	Council business papers	4.1.2
Upskill Staff	Train purchasing staff in tender contracts	4 staff from purchasing trained	4 staff	Coordinator Procurement	Staff fully trained	4.1.7
Barcode of inventory	Barcode for all inventory items in store	All stock barcoded	June 2024	Coordinator Procurement	Council business papers	4.1.3
		Conduct Supplier/ Contractor education and engagement sessions	2 events per annum	Coordinator Procurement	Council business papers	5.2.4
		Purchasing team to attend department toolbox meetings	1 per month	Team leader Purchasing	Council business papers	4.2.1
		PO raised after invoice received	<5%	Coordinator Procurement	Council business papers	4.1.6

Team Plan – 2023-2024

Function	Project Management Office
Function Description	To support the organisation to establish and implement project management best practices and facilitate opportunities to improve efficiency and effectiveness of organisational processes.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	-	-
Operating Expenditure	(\$165,917)	(\$171,482)	(\$168,435)	(\$155,995)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Percentage of capital projects completed within budget	90%	85%	74%	58%

Staff Resourcing Information

Established FTE	Budgeted FTE
1.0	1.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Contribute to driving a performance culture through achievement of Capital Works targets <i>(this is a 2023-2024 Organisational KPI)</i>	90% targets achieved	Executive Leadership Team	Capital Works Report	4.1.2.d

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Review LSC Project Management Framework	Review Framework to reflect current practices and reporting tools	Review completed and revised framework endorsed	Revised framework adopted by 30 June 2024	Principal Project Management Officer	Council business papers	4.1.3

Team Plan – 2023-2024

Function	Revenue & Rates
Function Description	Responsible management and collection of revenue for the provision of services to the greater community.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$5,500	\$2,000	\$3,933	\$1,170
Operating Expenditure	(\$881,051)	(\$791,189)	(\$723,216)	(\$683,886)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Total number of Rateable Assessments	18,170	18,098	18,028	17,817
Total number of Water Consumption Assessments	14,440	14,327	14,221	13,936
Total number of Pensioner Remissions	2,580	2,569	2,550	2,571
Total number of Sundry Debtor Accounts	1,000	959	878	824
Total number of Trade Waste Accounts	205	199	200	222
Total number of Rates and Utility assessments with Email delivery	5,236	4,364	3,813	2,991
Total number of Rates and Utility assessments with Bpay view electronic delivery	1,500	1,560	1,597	1,678
Total number of Rates and Utility accounts with payment plans (arrears) ATP aver 12 months, Proposals paid within 6 months	110 ATP \$550,000 300 Proposals \$300,000	102 ATP \$536,282 159 Proposals \$255,363	97 ATP \$450,465 325 Proposals \$246,840	107 ATP \$441,676 296 Proposals \$246,580
Total number and value (\$) of accounts under debt recovery management EOFY	350 \$1,500,000	269 \$1,024,776	350 \$1,246,363	407 \$1,731,010
Total number and \$ of direct debit payments	32,000 \$4,500,000	31,900 \$4,416,328	31,825 \$4,335,364	30,935 \$4,257,994
Total number and \$ value of QLD Emergency management levies	19,570 \$3,579,284	19,382 \$3,345,126	19,247 \$3,178,173	18,983 \$2,606,959
Rural fire levies \$ value and/or number	4,340 \$233,500	4,322 \$232,516	4,264 \$227,162	4,190 \$229,727
Total number of Trade Waste notices issued	410 \$164,640	399 \$153,500	437 \$137,663	381 \$116,924
Total number of Title maintenance (change of ownership) processed	1,900 158/m	1,992 166/m	2,751 229/m	2,487 207/m

Staff Resourcing Information

Established FTE	Budgeted FTE
5.0	5.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Project Merlin – Business Readiness, Data Cleanse	To commence correcting any data anomalies and prepare billing/remission parameters	Data cleanse activities completed	30 June 2024	Co-ordinator Revenue	Council business papers	5.2.4
		Increase in electronic delivery of rate and water consumption notices	>1%	Co-ordinator Revenue	Council business papers	5.2.4
Valueless Land	Undertake action to remove identified “valueless” land parcels as rateable properties	Overdue rates and charges for identified parcels are written-off	30 June 2024	Co-ordinator Revenue	Council business papers	4.1.3
		Outstanding rates and charges at half year and year end	<5%	Co-ordinator Revenue	Council business papers	4.1.2
Accounts receivable and debt recovery	Accounts Receivable Sundry Debtors collection of bills in a timely manner	90% paid within 90 days (Qty of accounts)	90% paid	Co-ordinator Revenue	Council business papers	4.1.2

Team Plan – 2023-2024

Function	Customer Support
Function Description	To care, educate and assist residents, visitors, and the wider community on the diversity of services provided by Council.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	\$235,000	\$290,000	\$294,860	\$257,805
Operating Expenditure	(\$1,855,298)	(\$2,188,988)	(\$1,481,901)	(\$1,409,241)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Calls to 4913 5000	46,410	45,951	45,594	51,557
Visitation Statistics (Yeppoon Town Hall)	13,963	14,855	15,807	15,830
After Hours Calls to provider (Peak Services)	1213	1190	1341	498
Financial Rate Searches provided	1950	1647	1920	2,933
Customer Service Request created (organisational wide)	28,276	27,241	27,476	26,417
Emails received via enquiries inbox	13,440	12,800 (Recording commenced 22/23)	No record	No record

Staff Resourcing Information

Established FTE	Budgeted FTE
12.0	12.8

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Improve customer experiences through closing out customer service requests on time <i>(this is a 2023-2024 Organisational KPI)</i>	90% close out rate	Executive Leadership Team	Pathway	5.2.4.b
Increased usage of online services	10% Increase	Chief Information Officer	Council business papers	5.2.4.c

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Customer Service Request Management Framework	Creation of framework document that represents an all of organisation approach and understanding regarding CSR Management	100% completion	July 2023	Supervisor Customer Support	Council business paper. Final document	5.2.4.b
Records Audit	Continuance of strategic work plan that is dedicated towards identifying, understanding, and implementing lawful process regarding record management	Update of Record Audit Spreadsheet	Ongoing	Supervisor Customer Support	Record Audit Spreadsheet / Grace Storage Representatives	5.2.4.c

Team Plan – 2023-2024

Function	Geographical Information Services
Function Description	The provision of geographical information services to the organisation.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	700	700	660	492
Operating Expenditure	(377,690)	(225,250)	(190,984)	(117,263)

Note: 2023-24 Proposed Budget expense includes \$143,279 Corporate Overhead allocation budgeted in prior years at the Asset Services level.

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
No. of Dial Before You Dig Requests (DBYD Referrals)	2,800	2,450 (1,655 YTD)	2,993	2,748
No. of interactions with Council's Online Mapping functionalities (Internal & External)	70,000	70,329 YTD	38,585	55,770

Staff Resourcing Information

Established FTE	Budgeted FTE
2.0	2.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Implementation of Strategic Asset Management Plan Improvement actions	100% of actions identified for 2023-24 completed	Manager IS	Asset Management Steering Committee	4.1.2.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	

Team Plan – 2023-2024

Function	Information Services
Function Description	Enabling Council to operate efficiently and effectively support the community with reliable access to accurate information and systems.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$42,949	\$1,500
Operating Expenditure	(\$8,308,755)	(\$8,100,362)	(\$5,884,319)	(\$5,035,797)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Number of Service Requests actioned	7,500	6,603	6,887	7,053
Customer satisfaction	96%	96%	96%	96%
First Call Resolution	4,000	3,331	3,610	2,957

Staff Resourcing Information

Established FTE	Budgeted FTE
21.0	13.41

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Project Merlin - Phase One ERP Business systems transformation project completed	100% of project delivered within timeframe and budget	Chief Information Officer	Portfolio Governance Group Status Report	5.2.4.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Printer Replacement Program	Rationalisation and justification of printing costs and equipment organisation wide	Project completed within allocated budget and timeframe	100% 2023-2024 FY	Chief Information Officer	Portfolio Governance Group Status Report & ICT Asset Management Plan	5.2.4
Firewall, link upgrades and cabling	Upgrading core network infrastructure	Project completed within allocated budget and timeframe	100% 2023-2024 FY	Chief Information Officer	Portfolio Governance Group Status Report & ICT Asset Management Plan	5.2.4
Fibre Site Link Upgrade	Business continuity and risk reduction between core Council sites	Project completed within allocated budget and timeframe	100% 2023-2024 FY	Chief Information Officer	Portfolio Governance Group Status Report & ICT Asset Management Plan	5.2.4
Server Hardware Expansion	Business continuity and risk reduction core Server infrastructure	Project completed within allocated budget and timeframe	100% 2023-2024 FY	Chief Information Officer	Portfolio Governance Group Status Report & ICT Asset Management Plan	5.2.4
Annual Switches Replacement Project	Removal and installation of replacement switches including professional services support	Project completed within allocated budget and timeframe	100% 2023-2024FY	Chief Information Officer	Portfolio Governance Group Status Report & ICT Asset Management Plan	5.2.4

Team Plan – 2023-2024

Function	Executive Support
Function Description	Support to leadership team and 7 elected members. Administration of: <ul style="list-style-type: none"> • Mayor and CEO's corporate duties • Council Meetings and Briefing Sessions • Elected member meetings, requests, and travel coordination • Management of CQROC Secretariate functions

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$234	-
Operating Expenditure	(\$433,037)	(\$361,796)	(\$421,592)	(\$375,560)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Ordinary Meetings per annum	14 + 11 BS	17 + 11 BS	18 + 11 BS	22

Staff Resourcing Information

Established FTE	Budgeted FTE
3.0	3.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Leadership (Chair and Secretary) of the CQROC Organisation of Councils Ltd	Successful discharge of company responsibilities to Australian Securities and Investments Commission	Mayor and CEO	Council business papers	4.2.4.a

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	

Team Plan – 2023-2024

Function	Human Resources & Payroll
Function Description	Partner with the business to advise on and deliver human resource and payroll solutions in a timely manner to all areas within Council.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$12,793	\$15,581
Operating Expenditure	(\$1,056,045)	(\$945,455)	(\$831,215)	(\$750,802)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Full Time Equivalent Employees	395	400	412	368
Annual turnover	15%	16.83%	14.91%	-
Total number of positions advertised	150	175	100	-
Vacant positions filled within 30 business days	135	157	62	-

Staff Resourcing Information

Established FTE	Budgeted FTE
6.0	6.0*

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Individual performance plans in place for eligible employees	70% of eligible employees have a performance plan	Principal Organisational Development and Coordinator HR & Payroll	Performance Management System reports	4.1.1.a
Appropriately manage unscheduled employee absences (this is a 2023-2024 Organisational KPI)	<4.5% annualised	Executive Leadership Team	HR Reports	4.1.1.b
Employee Value Proposition (EVP) developed and implemented	EVP approved & implemented	Coordinator HR & Payroll	Council business papers	4.1.7.a
Annualised Employee Turnover (excluding retirements)	<10%	Coordinator HR & Payroll	Aurion	4.1.7.b

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	
Implementation of Single Touch Payroll #2	Comply with Australia Tax Office to change how employee wages are reported	ATO compliant	100%	Supervisor Payroll	Aurion ATO	4.1

Team Plan – 2023-2024

Function	Organisational Development
Function Description	Partner with the business to build high performing teams to support our vision and values.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$6,163	\$1,313
Operating Expenditure	(\$779,486)	(\$737,059)	(\$517,559)	(\$578,866)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Training – total number of training courses conducted	80	82	100	66
Training – total number of training attendances	1,000	1,041 as @ 29 March 2023	803	925
Study Assistance – total number of employees accessing study assistance	5	7	7	6
Co-Leadership Team Meetings conducted	4	4	4	3

Staff Resourcing Information

Established FTE	Budgeted FTE
1.83	1.83

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Build contemporary leadership capabilities	100% of actions identified for 2023-24 completed	Principal Organisational Development	Framework ELT Reports	4.1.4.a
Drive employee engagement through demonstrating effective leadership, engagement and collaboration <i>(this is a 2023-2024 Organisational KPI)</i>	>75% Engagement >75% Manager Effectiveness (MEI)	Executive Leadership Team	Survey Results	4.1.5.a
Workforce Plan meets current and future business and community expectations	80% of scheduled strategies for 2023-24 implemented	Principal Organisational Development	Workforce Plan	4.1.7.c
High employee satisfaction with organisational programmes and professional development opportunities	80% participant satisfaction rate achieved	Principal Organisational Development	Survey Results	4.1.7.d

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	

Team Plan – 2023-2024

Function	Workplace Health and Safety
Function Description	Meeting the legislative obligations of the organisation by providing and maintaining a comprehensive Health and Safety Management System and providing support to the workplace through effective education, provision of advice and auditing of performance.

Financial Information

Financial Information	Proposed Budget 2023-2024	Adopted Budget 2022-2023	Actual 2021-2022	Actual 2020-2021
Operating Revenue	-	-	\$2,500	-
Operating Expenditure	(\$619,358)	(\$478,653)	(\$379,330)	(\$410,426)

Key Statistics & Measures

Key Statistics & Measures	Forecast 2023-2024	Estimated 2022-2023	Actual 2021-2022	Actual 2020-2021
Total Recordable Injury Frequency Rate (TRIFR)	42.00	40.83	39.74	89.03
Lost Time Injury Frequency Rate (LTI)	15.00	15.5	22.46	12.22
- Number of approved WHS procedures - Number of safe work method statements - Number of safety work procedures	-	-	-	-

Staff Resourcing Information

Established FTE	Budgeted FTE
4.0	4.0

Operational Plan Key Performance Indicators (KPIs)

Performance Measure			Source of Validation Data / Methodology	CP Ref.
Performance Indicator	Target	Responsibility		
Zero improvement or prohibition notices issued by WorkSafe Qld	Zero Improvement Notices	Coordinator Safety	WorkSafe Qld	4.1.8.a
Local Government Workcare (LGW) external audit findings implemented	100% of actions identified for 2023-24 completed	Coordinator Safety	Audit committee business papers	4.1.8.b
Proactively contribute to the safety, health, and wellbeing of our people <i>(this is a 2022/2023 Organisational KPI)</i>	Reduction in Lost Time Injury Frequency Rate <15.0	Executive Leadership Team	WHS Safety Committee	4.1.8.c

Projects / Initiatives / Performance Indicators

Project Title	Description of planned works	Performance Measure				CP Ref.
		Performance Indicator	Target	Responsibility	Source of Validation Data / Methodology	

9.17 - ADOPTION OF THE 2023-24 BUDGET AND LONG TERM FINANCIAL FORECAST

Example: Long Term sustainability statement

Meeting Date: 13 June 2023

Attachment No: 6

Example: Long-Term Sustainability Statement

	Measure	Target (Tier 4)	2022-23	2023-24B	2024-25B	2025-26B	2026-27F	2027-28F	2028-29F	2029-30F	2030-31F	2031-32F	2032-33F
			(23BR2)										
Financial Capacity	1. Council controlled Revenue Ratio (contextual only)	contextual	89.1%	87.9%	89.4%	89.6%	89.6%	89.6%	89.7%	89.7%	89.6%	89.5%	89.3%
	Calculation: Net rates, levies and charges add fees & charges divided by Total Operating Revenue												
	2. Population Growth Ratio (contextual only)	contextual	0.7%	0.6%	0.6%	0.6%	2.1%	2.1%	2.0%	2.0%	2.0%	2.1%	2.1%
Calculation: Prior year estimated population divided by previous year estimated population -1													
Operating Performance	3. Operating Surplus Ratio (unchanged)	Greater than 0%	-2.4%	0.2%	0.2%	2.6%	3.3%	3.7%	4.6%	4.1%	3.1%	1.9%	1.0%
	Calculation: Operating Result divided by Total Operating Revenue												
	4. Operating Cash (EBIDA) Ratio (new)	Greater than 0%	28.5%	31.3%	32.7%	33.9%	34.1%	33.7%	33.0%	32.0%	30.9%	29.8%	28.8%
Calculation: Operating result add Depreciation and Amortisation add Finance Costs charged by QTC divided by Operating Revenue													
Liquidity	5. Unrestricted cash expense cover ratio (months) (new)	Greater than 4 months	10.4	13.2	14.1	14.8	15.7	15.5	16.1	16.8	17.9	18.9	17.4
	Calculation: Total Cash and Cash Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash divided by Total Operating Expenses less Depreciation and Amortisation less Finance Costs charged by QTC) x 12 (represented as months of cover)												
	6. Asset sustainability Ratio (unchanged)	Greater than 80%	80.7%	76.7%	59.2%	67.4%	35.3%	49.7%	37.0%	41.7%	41.7%	34.6%	30.9%
Calculation: Capital Expenditure on Replacement of Assets (Renewals) divided by Depreciation Expenditure. Note: Will be reported by asset class as per reported general purpose financial statements.													
Asset Management	7. Asset Consumption Ratio (new)	Greater than 60%	71%	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	Calculation: Written down Replacement Cost of Depreciable assets divided by the Current Replacement Cost of Depreciable Assets. Note: these results are as at 30 June 2021 - the last audited results available)												
	8. Asset renewal Funding (contextual)	contextual				TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Calculation: Net Present Value of Planned Capital Expenditure on Asset Renewals over 10-years divided by the Net Present Value of Required Capital Expenditure on asset renewals over 10 years. Note: As a medium council, Livingstone is proposed to commence reporting on this ratio commencing in 2024-25.													
Debt Servicing & Capacity	9. Leverage Ratio (times) (new)	0 to 3 times	1.9	1.7	1.4	1.3	1.0	0.8	0.7	0.6	0.6	0.6	0.5
	Calculation: Book value of Debt divided by Operating Cash (EBIDA)												

10 AUDIT, RISK AND IMPROVEMENT COMMITTEE REPORTS

Nil

11 URGENT BUSINESS/QUESTIONS

Urgent Business is a provision in the Agenda for members to raise questions or matters of a genuinely urgent or emergent nature, that are not a change to Council Policy and can not be delayed until the next scheduled Council or Committee Meeting.

12 CLOSURE OF MEETING