



## **SPECIAL BUDGET MEETING MINUTES**

**HELD AT THE COUNCIL CHAMBERS - CIVIC CENTRE  
101 GOONDOON STREET, GLADSTONE**

**On Thursday 3 July 2025**

**Commencing at 9.00am**

**Leisa Dowling  
CHIEF EXECUTIVE OFFICER**

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**Elected Members**

Councillor - Mayor M Burnett  
Councillor G Churchill (via teams)  
Councillor K Davis  
Councillor M Wagner  
Councillor M Holzheimer  
Councillor S McClintock  
Councillor L Patrick  
Councillor C Cameron

**Officers**

L Dowling (Chief Executive Officer)  
R Millett (Executive Secretary)  
T Whalley (Manager Governance and Risk)  
M Holmes (General Manager Finance Governance and Risk)  
A Moore (General Manager People and Strategy, Acting)  
K Lee (General Manager Community and Lifestyle)  
C Quinn (General Manager Operations, Acting)  
J Tumbers (General Manager Operations)  
M Francis (General Manager Assets and Environment)  
K Wilson (General Manager Customer Experience)

**S/0.3.2. APOLOGIES AND LEAVE OF ABSENCE**

**S/25/5489 Council Resolution:**

Moved Cr Holzheimer  
Seconded Cr Patrick

That an apology for Councillor Muszkat be received.

**CARRIED**

## **S/1. 2025/26 BUDGET**

### **S/1.1. 2025/2026 BUDGET OVERVIEW**

**Responsible Officer:** Mayor Matthew Burnett

**Prepared By:** Mayor Matthew Burnett

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1

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#### **Purpose:**

The Mayor presenting an Overview Report on Gladstone Regional Council's 2025/26 Budget and associated Operational Plan.

#### **Officer's Recommendation:**

That Council receive the 2025/26 Budget Overview Report.

#### **S/25/5490 Council Resolution:**

Moved Cr Davis

Seconded Cr Wagner

That the Officer's Recommendation be adopted.

**CARRIED**



## **S/1.2. REVENUE STATEMENT**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1; CM28.2

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### **Purpose:**

The purpose of this report is to consider the annual review of the Revenue Statement applying to the 2025/2026 financial year.

### **Officer's Recommendation:**

That Council, in accordance with section 172 of the *Local Government Regulation 2012*, adopt the Revenue Statement provided as Attachment 1 to the Officer's Report and apply it to the 2025/2026 financial year.

### **S/25/5491 Council Resolution:**

Moved Cr McClintock

Seconded Cr Holzheimer

That the Officer's Recommendation be adopted.

**CARRIED**

### **S/1.3. LONG-TERM FINANCIAL FORECAST**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1

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**Purpose:**

This report seeks the adoption of the Long-Term Financial Forecast, for the 10 years through to 30 June 2035, prepared in accordance with the requirements of the *Local Government Regulation 2012*.

**Officer's Recommendation:**

That Council adopt the Long-Term Financial Forecast 2025-26 provided as Attachment 1 to the Officer's Report in accordance with section 171 of the *Local Government Regulation 2012*.

**S/25/5492 Council Resolution:**

Moved Cr Cameron  
Seconded Cr Patrick

That the Officer's Recommendation be adopted.

**CARRIED**

## **S/1.4. DEBT POLICY**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1; CM28.2

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### **Purpose:**

The purpose of this report is to consider the annual review of the Debt Policy applying to the 2025/2026 financial year.

### **Officer's Recommendation:**

That Council, in accordance with section 192 of the *Local Government Regulation 2012*, adopt the Debt Policy provided as Attachment 1 to the Officer's Report and apply it to the 2025/2026 financial year.

### **S/25/5493 Council Resolution:**

Moved Cr Churchill

Seconded Cr Cameron

That the Officer's Recommendation be adopted.

**CARRIED**

## **S/1.5. PROJECTED FINANCIAL STATEMENTS FOR YEAR END 30 JUNE 2026**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1

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### **Purpose:**

This report seeks the adoption of the projected financial statements for year ending 30 June 2026.

### **Officer's Recommendation:**

That Council adopt the projected financial statements for the year ending 30 June 2026 provided as Attachment 1 to the Officer's Report in accordance with section 169 of the *Local Government Regulation 2012*, noting the contents of the Balance Sheet include the statement of estimated financial position for the previous 2024/2025 financial year in accordance with section 205 of the *Local Government Regulation 2012*.

### **S/25/5494 Council Resolution:**

Moved Cr Holzheimer

Seconded Cr Davis

That the Officer's Recommendation be adopted.

**CARRIED**

## **S/1.6. RATE PAYMENT PERIOD AND DISCOUNTS**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1

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### **Purpose:**

This report seeks the adoption of rate payment periods, discount, interest, and the payment of rates and charges by instalment.

### **Officer's Recommendation:**

That Council considers each of the following as separate resolutions.

#### **Officer Recommendation 1:**

1. That:

- a. In accordance with section 107 of the *Local Government Regulation 2012* and section 152O of the *Fire Services Act 1990*, the following rates and charges be levied on an annual basis in August:
  - general rates;
  - special rates and charges;
  - waste cleansing charges;
  - water availability charges (fixed cost component) under section 41(4)(a) of the *Local Government Regulation 2012*;
  - sewerage and wastewater charges; and
  - State Emergency Management Levy.
- b. In accordance with section 107 of the *Local Government Regulation 2012*, the following charges be levied on a bi-annual basis in August and February for:
  - water consumption charges under section 41(4)(b) of the *Local Government Regulation 2012*; and
  - trade waste volumetric consumption charges.
- c. In accordance with section 118 of the *Local Government Regulation 2012*, the following rates and charges be payable within 60 days of the date of issue of the notice in August:
  - general rates;
  - special rates and charges;
  - waste cleansing charges;
  - sewerage and wastewater charges;
  - water availability charges (fixed cost component);
  - half-yearly water consumption charges levied;
  - half-yearly trade waste volumetric consumption charges levied; and
  - State Emergency Management Levy.

- d. In accordance with section 118 of the *Local Government Regulation 2012*, the following rates and charges be payable within 30 days of the date of issue of the notice in February:
- half-yearly water consumption charges levied, and
  - half-yearly trade waste volumetric consumption charges.

**Officer Recommendation 2:**

1. That:

- a. In accordance with section 130 of the *Local Government Regulation 2012*, a discount of 10% be allowed if payment of all rates and charges is made in full within the discount period of 60 days from the date of issue of the notice levied. The discount will only be applied to the following rates and charges made and levied:
- general rates;
  - waste cleansing charges;
  - sewerage charges (excluding the Yarwun and Curtis Island Industrial schemes); and
  - water availability (fixed cost component) charges.
- b. No discount be offered in respect of the following rates and charges made and levied:
- special rates and charges;
  - trade waste volumetric charges;
  - recycled water scheme (fixed and consumption);
  - the sewerage, trade waste and wastewater charges for the Yarwun and Curtis Island Industrial sewerage, trade waste, and wastewater facilities;
  - water consumption charges; and
  - State Emergency Management Levy.

**Officer Recommendation 3:**

That in accordance with section 129 of the *Local Government Regulation 2012*, ratepayers may choose to pay their complete annual rate account by instalments subject to the following conditions:

1. The rate discount for payment within 60 days is forfeited.
2. Interest free instalment plans are applicable for the current rates and charges only. If arrears remain outstanding, an instalment plan may not be approved.
3. The amount of each instalment is to be calculated on the gross balance of rates and charges owing as at the approved commencement date of the instalment plan; with payments sufficient to have the balance paid by 30 June each year.
4. The ratepayer must apply in writing to Council or submit a completed and signed Rate Instalment Application form included with each rate notice to Council within 60 days from the date of issue of the notice.
5. Should a Rate Instalment Application form or written request not be received within 60 days, interest charges will apply until the date of approval of the signed Rate Instalment Application form.
6. No reminder notices for instalments will be issued.
7. Monthly rate instalment payments are due on the 21<sup>st</sup> day of each month, with ratepayers being advised in writing when their first instalment payment is due.
8. The maximum instalment payment frequency is to be quarterly; however, optimally this frequency should not exceed monthly with payments on a weekly and fortnightly basis accepted.

9. No interest penalty will apply to those participating in the instalment scheme provided that all payments are made in accordance with the instalment schedule.
10. Should an instalment not be received by the due date, the total amount outstanding will become due and payable, and the ratepayer will forfeit the right to participate in the scheme and interest charges will apply from the day after the due date of the unpaid instalment.
11. Legal action may be taken in the year that rates become outstanding including for approved rate instalment payments that are not maintained.
12. Ratepayers may make application to include their six-monthly Water Consumption Notice in the payment plan within 30 days from the date of issue of the Water Consumption Notice and the payment plan will be amended accordingly.

**Officer Recommendation 4:**

That in accordance with section 133 of the *Local Government Regulation 2012*, any rates or charges remaining outstanding from the date on which they become overdue will thereafter bear interest at the rate of 12.12% per annum, compounding daily.

**S/25/5495 Council Resolution:**

Moved Cr McClintock  
Seconded Cr Patrick

That the Officer's Recommendation 1 be adopted.

**CARRIED**

**S/25/5496 Council Resolution:**

Moved Cr Cameron  
Seconded Cr Holzheimer

That the Officer's Recommendation 2 be adopted.

**CARRIED**

**S/25/5497 Council Resolution:**

Moved Cr Wagner  
Seconded Cr Patrick

That the Officer's Recommendation 3 be adopted.

**CARRIED**

**S/25/5498 Council Resolution:**

Moved Cr Churchill  
Seconded Cr Cameron

That the Officer's Recommendation 4 be adopted.

**CARRIED**

**S/1.7. DIFFERENTIAL GENERAL RATES****Responsible Officer:** General Manager Finance Governance and Risk**Prepared By:** General Manager Finance Governance and Risk**Council Meeting Date:** 3 July 2025**File Ref:** FM6.1**Purpose:**

This report seeks the adoption of differential general rates for the 2025/2026 financial year.

**Officer's Recommendation:**

That:

1. In accordance with:
  - a. section 81 of the *Local Government Regulation 2012* the categories into which rateable land is categorised and the description of each of those categories for 2025/2026 financial year; and
  - b. section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012* (Regulation), the differential general rate to be made and levied for each differential general rate category, and pursuant to section 77 of the Regulation, the minimum general rate to be made and levied for each differential general rate category, and pursuant to section 116 of the Regulation, the maximum percentage by which rates levied for each differential general rate category will increase (if a limit is imposed) for the 2025/2026 financial year;

be:

All rateable land that is:

- a) vacant, intended to be used for residential purpose; or
- b) used for residential purpose by means of a single residence; or
- c) a lot within a community titles scheme containing two (2) lots; and
- d) located on the mainland or an island; and
- e) owner occupied.

Category	Criteria Summary – Rateable Valuation	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RESCA	Rateable Valuation <=\$100,000	0.01686	\$ 1,269	10%	Residential
1RESCB	Rateable Valuation >\$100,000 =\$200,000	0.01602	\$ 1,686	10%	Residential
1RESCC	Rateable Valuation >\$200,000 =\$400,000	0.01265	\$ 3,204	10%	Residential
1RESCD	Rateable Valuation >\$400,000 =\$800,000	0.01012	\$ 5,060	10%	Residential
1RESCE	Rateable Valuation >\$800,000	0.00843	\$ 8,096	10%	Residential



All rateable land that is used for residential purposes by means of

- a) a single residence; or
- b) a lot within a community titles scheme containing two (2) lots; and
- c) located on the mainland or an island; and
- d) not owner occupied.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RESCNPPRA	Rateable Valuation ≤\$100,000	0.02023	\$ 1,396	10%	Residential
1RESCNPPRB	Rateable Valuation >\$100,000 = \$200,000	0.01922	\$ 2,023	10%	Residential
1RESCNPPRC	Rateable Valuation >\$200,000 = \$400,000	0.01518	\$ 3,844	10%	Residential
1RESCNPPRD	Rateable Valuation >\$400,000 = \$800,000	0.01214	\$ 6,072	10%	Residential
1RESCNPPRE	Rateable Valuation >\$800,000	0.01012	\$ 9,712	10%	Residential

All rateable land that is used, or intended to be used, for residential purposes; and

- a) a lot within a community titles scheme; or
- b) a vacant lot within a community titles scheme; and
- c) not part of a gated community; and
- d) located on the mainland or an island; and
- e) owner occupied.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
111	From 3 Lots to 8 Lots	0.03372	\$ 1,269	10%	Residential
111A	Greater than 8 Lots	0.05058	\$ 1,269	10%	Residential

All rateable land that is used for residential purposes; and

- a) is a lot within a community titles scheme; and
- b) is not part of a gated community; and
- c) located on the mainland or an island; and
- d) not owner occupied.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
111NPPR	From 3 Lots to 8 Lots	0.04047	\$ 1,396	10%	Residential
111ANPPR	Greater than 8 Lots	0.06070	\$ 1,396	10%	Residential

All rateable land that is used for residential purposes, is part of a gated community and is a lot within a community titles scheme.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
111B	Gated Communities Owner Occupier	0.02529	\$ 1,904	10%	Residential
111BNPPR	Gated Communities Non-Owner Occupier	0.03035	\$ 2,094	10%	Residential

All rateable land that is used for multi-residential purposes involving dwellings, flats or units as separate households, which do not form part of a community titles scheme or gated community; and as banded.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1FLAT1A	Dwellings/Units/Flats 2 <=\$200,000	0.03372	\$ 2,538	10%	Residential
1FLAT1B	Dwellings/Units/Flats 2 >\$200,000	0.02023	\$ 6,745	10%	Residential
1FLAT2	Dwellings/Units/Flats 3-4	0.04047	\$ 3,807	15%	Residential
1FLAT3	Dwellings/Units/Flats 5-9	0.04047	\$ 6,345	15%	Residential
1FLAT4	Dwellings/Units/Flats 10-14	0.04047	\$ 12,690	15%	Residential
1FLAT5	Dwellings/Units/Flats 15-19	0.04047	\$ 19,035	15%	Residential
1FLAT6	Dwellings/Units/Flats 20-24	0.05058	\$ 25,380	15%	Residential
1FLAT7	Dwellings/Units/Flats 25-29	0.05058	\$ 31,725	No Cap	Residential
1FLAT8	Dwellings/Units/Flats >=30	0.05058	\$ 38,070	No Cap	Residential

All rateable land used for, or being developed, in whole or in part in connection or association with a retirement village or lifestyle village, including dwellings/units/flats/rooms, which do not form part of a community titles scheme or gated community; and as banded.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RET1	Retirement/Lifestyle Villages <20	0.04047	\$ 6,345	15%	Residential
1RET2	Retirement/Lifestyle Villages 20-39	0.05058	\$ 12,690	15%	Residential
1RET3	Retirement/Lifestyle Villages 40-59	0.05058	\$ 25,380	15%	Residential
1RET4	Retirement/Lifestyle Villages 60-79	0.05058	\$ 38,070	No Cap	Residential
1RET5	Retirement/Lifestyle Villages 80-99	0.05058	\$ 50,760	No Cap	Residential
1RET6	Retirement/Lifestyle Villages 100-119	0.05058	\$ 63,450	No Cap	Residential
1RET7	Retirement/Lifestyle Villages 120-139	0.05058	\$ 76,140	No Cap	Residential
1RET8	Retirement/Lifestyle Villages 140-159	0.05058	\$ 88,830	No Cap	Residential
1RET9	Retirement/Lifestyle Villages 160-179	0.05058	\$ 101,520	No Cap	Residential
1RET10	Retirement/Lifestyle Villages 180-199	0.05058	\$ 114,210	No Cap	Residential
1RET11	Retirement/Lifestyle Villages >= 200	0.05058	\$ 126,900	No Cap	Residential

All rateable land that is valued with an Unimproved Value as set by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development excluding land approved or zoned for residential, business, commercial or industrial development purposes, other than land included within Category 1CATTLE.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RURC	Rural	0.00691	\$ 1,269	10%	Rural

All rateable land used for animal husbandry, with the primary land use codes 64, 65, 66, 67, 68 & 69, and with an Unimproved Value as set by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development greater than or equal to \$1,000,000.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1CATTLE	Animal Husbandry, Rateable Valuation >=\$1 million	0.00674	\$ 6,662	10%	Rural

All rateable vacant land that is to be used for residential purposes, valued with a Site Value as set by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development, and that has an area greater than 10 (ten) hectares.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1VAC10	Vacant Land >10ha	0.01686	\$ 1,269	No Cap	Large Vacant

All rateable land described in section 49 of the *Land Valuation Act 2010*, which qualifies for the discounted valuation under section 50 of that Act.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1DEV	Section 50 Vacant Land	0.02023	-	No Cap	Developer

All rateable land used, or being developed or zoned, for business or commercial purposes, including motels, caravan parks, guest houses, bed and breakfast (B&B), hostels, and excluding land not otherwise categorised.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
109	Business/Commercial	0.03709	\$ 1,396	15%	Commercial

All rateable land used for industrial purposes, or being developed, or zoned for industrial purposes, other than land included within Categories 102MAJ, 102GSDA, 114, 102PORT, 101FUEL, 101OIL, 102LNG1, 110EXT, 1RENEW1-1RENEW20, and 1HYD1-1HYD4 inclusive.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
110	Light Industry	0.04526	\$ 1,423	15%	Commercial

All rateable land used, in whole or in part, or being developed for Workforce Accommodation with rooms, suites or caravan sites, with count of rooms/suites/caravan sites and as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1WC500	From 0 to 499 rooms/suites/caravan sites	0.15209	\$ 122,150	15%	Workforce
1WC501	From 500 to 999 rooms/suites/caravan sites	0.30418	\$ 244,300	15%	Workforce
1WC1000	1,000 or more rooms/suites/caravan sites	0.54826	\$ 455,110	15%	Workforce

All rateable land used, or being developed for, the purposes of a Shopping Centre with a Gross Roof Area (GRA) and as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
116	From 2,000m2 <= 6,000m2 GRA	0.02968	\$ 32,317	15%	Shopping Centre
112	From 6,001m2 <= 10,000m2 GRA	0.03858	\$ 97,022	15%	Shopping Centre
107	From 10,001m2 <= 20,000 m2 GRA	0.04451	\$ 161,517	15%	Shopping Centre
118	Greater than 20,000m2 GRA	0.08903	\$ 432,774	15%	Shopping Centre

All rateable land:

- a) used for, or being developed, or in connection or association with, major industry; or
- b) located within a Special Purpose zone under the Gladstone Regional Council Planning Scheme 2015, adopted on 06 October 2015; or
- c) located within the Gladstone State Development Area being used for a commissioned major industrial purpose, excluding the land included in Categories 114, 102PORT, 101FUEL, 101OIL, 102LNG1, 110EXT, 1RENEW1-1RENEW20, and 1HYD1-1HYD4 inclusive; or
- d) used for the generation of electricity; excluding rateable land included in Categories 1RENEW1-1RENEW20; or
- e) used for the manufacture of aluminium oxide.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102MAJ	Major Industry	0.18135	\$ 3,521	No Cap	Major Industry

All rateable land located within the Gladstone State Development Area:

- a) being developed, or approved for development, for future major industrial use; or
- b) upon which all or part of an industrial facility, the primary intended purpose of which is the manufacture of liquefied natural gas, is located or approved to be located.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102GSDA	Major Industry (Gladstone State Development Area)	0.18135	\$ 3,521	No Cap	Major Industry

All rateable land used, or being developed for use, for the purposes of storage or handling facilities for the commodities or containers shipped through the Port of Gladstone, other than land included in Category 102PORT.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
114	Commodity/Container Storage/Handling Facilities – Port of Gladstone (Other)	0.13768	\$ 1,760	No Cap	Major Industry

All rateable land used, or being developed for use, for the purposes of storage or handling facilities for commodities or containers shipped through the Port of Gladstone, which is Strategic Port Land and is occupied by a port authority, the State, or a government entity, other than land included in Category 114.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102PORT	Commodity/Container Storage/Handling Facilities – Port of Gladstone (Port/State/Govt)	0.15521	\$ 3,521	No Cap	Major Industry

All rateable land used, or being developed for the purposes of a bulk storage facility with a capacity greater than 1,000,000 litres of any combustible liquid or flammable liquid.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
101FUEL	Bulk Storage Facility >1,000,000L Combustible/Flammable Liquid	0.18495	\$ 3,521	No Cap	Major Industry

All rateable land used, or being developed for the purposes of a built oil recycling facility.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
101OIL	Built Oil Recycling Facility	0.08052	\$ 105,606	No Cap	Major Industry

All rateable land used for an operational liquefied natural gas processing facility.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102LNG1	Operational LNG Processing Facility	0.92283	\$ 5,632,318	No Cap	Major Industry

All rateable land:

- a) used for the extraction of minerals, resources, or other substances; or
- b) used, in connection or association with the extraction of minerals, resources or substances; or
- c) which is a mining lease issued under the *Mineral Resources Act 1989*.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
110EXT	Extractive Industry, Mining Lease	0.02478	\$ 1,760	15%	Major Industry

All rateable land used in whole or in part, or being developed in whole or in part, as a hydrogen production facility, with megawatt (MW) production as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1HYD1	Hydrogen Production Facility 500<1000MW	0.38777	\$ 656,250	No Cap	Major Industry
1HYD2	Hydrogen Production Facility 1000<1500MW	0.38777	\$ 1,312,500	No Cap	Major Industry
1HYD3	Hydrogen Production Facility 1500<2000MW	0.38777	\$ 1,968,750	No Cap	Major Industry
1HYD4	Hydrogen Production Facility >=2000MW	0.38777	\$ 2,625,000	No Cap	Major Industry

All rateable land used in whole or in part, or being developed in whole or in part for;

- a) the generation and/or storage of energy from renewable resources that is connected to the main power grid; or
- b) the storage of electricity; or
- c) for any purpose ancillary to or associated with (a), and as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RENEW1	Renewable Energy <10MW	0.03878	\$5,250	No Cap	Major Industry
1RENEW2	Renewable Energy 10<25MW	0.03878	\$ 10,500	No Cap	Major Industry
1RENEW3	Renewable Energy 25<50MW	0.03878	\$ 26,250	No Cap	Major Industry
1RENEW4	Renewable Energy 50<100MW	0.03878	\$ 52,500	No Cap	Major Industry

1RENEW5	Renewable Energy 100<150MW	0.03878	\$ 105,000	No Cap	Major Industry
1RENEW6	Renewable Energy 150<200MW	0.03878	\$ 157,500	No Cap	Major Industry
1RENEW7	Renewable Energy 200<300MW	0.09694	\$ 210,000	No Cap	Major Industry
1RENEW8	Renewable Energy 300<400MW	0.09694	\$ 315,000	No Cap	Major Industry
1RENEW9	Renewable Energy 400<500MW	0.09694	\$ 420,000	No Cap	Major Industry
1RENEW10	Renewable Energy 500<600MW	0.19388	\$ 525,000	No Cap	Major Industry
1RENEW11	Renewable Energy 600<700MW	0.19388	\$ 630,000	No Cap	Major Industry
1RENEW12	Renewable Energy 700<800MW	0.19388	\$ 735,000	No Cap	Major Industry
1RENEW13	Renewable Energy 800<900MW	0.19388	\$ 840,000	No Cap	Major Industry
1RENEW14	Renewable Energy 900<1000MW	0.19388	\$ 945,000	No Cap	Major Industry
1RENEW15	Renewable Energy 1000<1100MW	0.19388	\$ 1,050,000	No Cap	Major Industry
1RENEW16	Renewable Energy 1100<1200MW	0.19388	\$ 1,155,000	No Cap	Major Industry
1RENEW17	Renewable Energy 1200<1300MW	0.19388	\$ 1,260,000	No Cap	Major Industry
1RENEW18	Renewable Energy 1300<1400MW	0.19388	\$ 1,365,000	No Cap	Major Industry
1RENEW19	Renewable Energy 1400<1500MW	0.19388	\$ 1,470,000	No Cap	Major Industry
1RENEW20	Renewable Energy >=1500MW	0.19388	\$ 1,575,000	No Cap	Major Industry

2. Council delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land belongs.

**S/25/5499 Council Resolution:**

Moved Cr McClintock  
Seconded Cr Davis

That:

1. In accordance with:

- a. section 81 of the *Local Government Regulation 2012* the categories into which rateable land is categorised and the description of each of those categories for 2025/2026 financial year; and
- b. section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012* (Regulation), the differential general rate to be made and levied for each differential general rate category, and pursuant to section 77 of the Regulation, the minimum general rate to be made and levied for each differential general rate category, and pursuant to section 116 of the Regulation, the maximum percentage by which rates levied for each differential general rate category will increase (if a limit is imposed) for the 2025/2026 financial year;

be:

All rateable land that is:

- a) vacant, intended to be used for residential purpose; or
- b) used for residential purpose by means of a single residence; or
- c) a lot within a community titles scheme containing two (2) lots; and
- d) located on the mainland or an island; and
- e) owner occupied.

Category	Criteria Summary – Rateable Valuation	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RESCA	Rateable Valuation <=\$100,000	0.01686	\$ 1,269	10%	Residential
1RESCB	Rateable Valuation >\$100,000 =\$200,000	0.01602	\$ 1,686	10%	Residential
1RESCC	Rateable Valuation >\$200,000 =\$400,000	0.01265	\$ 3,204	10%	Residential
1RESCD	Rateable Valuation >\$400,000 =\$800,000	0.01012	\$ 5,060	10%	Residential
1RESCE	Rateable Valuation >\$800,000	0.00843	\$ 8,096	10%	Residential



All rateable land that is used for residential purposes by means of

- a) a single residence; or
- b) a lot within a community titles scheme containing two (2) lots; and
- c) located on the mainland or an island; and
- d) not owner occupied.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RESCNPPRA	Rateable Valuation <=\$100,000	0.02023	\$ 1,396	10%	Residential
1RESCNPPRB	Rateable Valuation >\$100,000 = \$200,000	0.01922	\$ 2,023	10%	Residential
1RESCNPPRC	Rateable Valuation >\$200,000 = \$400,000	0.01518	\$ 3,844	10%	Residential
1RESCNPPRD	Rateable Valuation >\$400,000 = \$800,000	0.01214	\$ 6,072	10%	Residential
1RESCNPPRE	Rateable Valuation >\$800,000	0.01012	\$ 9,712	10%	Residential

All rateable land that is used, or intended to be used, for residential purposes; and

- a) a lot within a community titles scheme; or
- b) a vacant lot within a community titles scheme; and
- c) not part of a gated community; and
- d) located on the mainland or an island; and
- e) owner occupied.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
111	From 3 Lots to 8 Lots	0.03372	\$ 1,269	10%	Residential
111A	Greater than 8 Lots	0.05058	\$ 1,269	10%	Residential

All rateable land that is used for residential purposes; and

- a) is a lot within a community titles scheme; and
- b) is not part of a gated community; and
- c) located on the mainland or an island; and
- d) not owner occupied.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
111NPPR	From 3 Lots to 8 Lots	0.04047	\$ 1,396	10%	Residential
111ANPPR	Greater than 8 Lots	0.06070	\$ 1,396	10%	Residential

All rateable land that is used for residential purposes, is part of a gated community and is a lot within a community titles scheme.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
111B	Gated Communities Owner Occupier	0.02529	\$ 1,904	10%	Residential
111BNPPR	Gated Communities Non-Owner Occupier	0.03035	\$ 2,094	10%	Residential

All rateable land that is used for multi-residential purposes involving dwellings, flats or units as separate households, which do not form part of a community titles scheme or gated community; and as banded.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1FLAT1A	Dwellings/Units/Flats 2 <=\$200,000	0.03372	\$ 2,538	10%	Residential
1FLAT1B	Dwellings/Units/Flats 2 >\$200,000	0.02023	\$ 6,745	10%	Residential
1FLAT2	Dwellings/Units/Flats 3-4	0.04047	\$ 3,807	15%	Residential
1FLAT3	Dwellings/Units/Flats 5-9	0.04047	\$ 6,345	15%	Residential
1FLAT4	Dwellings/Units/Flats 10-14	0.04047	\$ 12,690	15%	Residential
1FLAT5	Dwellings/Units/Flats 15-19	0.04047	\$ 19,035	15%	Residential
1FLAT6	Dwellings/Units/Flats 20-24	0.05058	\$ 25,380	15%	Residential
1FLAT7	Dwellings/Units/Flats 25-29	0.05058	\$ 31,725	No Cap	Residential
1FLAT8	Dwellings/Units/Flats >=30	0.05058	\$ 38,070	No Cap	Residential

All rateable land used for, or being developed, in whole or in part in connection or association with a retirement village or lifestyle village, including dwellings/units/flats/rooms, which do not form part of a community titles scheme or gated community; and as banded.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RET1	Retirement/Lifestyle Villages <20	0.04047	\$ 6,345	15%	Residential
1RET2	Retirement/Lifestyle Villages 20-39	0.05058	\$ 12,690	15%	Residential
1RET3	Retirement/Lifestyle Villages 40-59	0.05058	\$ 25,380	15%	Residential
1RET4	Retirement/Lifestyle Villages 60-79	0.05058	\$ 38,070	No Cap	Residential
1RET5	Retirement/Lifestyle Villages 80-99	0.05058	\$ 50,760	No Cap	Residential
1RET6	Retirement/Lifestyle Villages 100-119	0.05058	\$ 63,450	No Cap	Residential
1RET7	Retirement/Lifestyle Villages 120-139	0.05058	\$ 76,140	No Cap	Residential
1RET8	Retirement/Lifestyle Villages 140-159	0.05058	\$ 88,830	No Cap	Residential
1RET9	Retirement/Lifestyle Villages 160-179	0.05058	\$ 101,520	No Cap	Residential
1RET10	Retirement/Lifestyle Villages 180-199	0.05058	\$ 114,210	No Cap	Residential
1RET11	Retirement/Lifestyle Villages >= 200	0.05058	\$ 126,900	No Cap	Residential

All rateable land that is valued with an Unimproved Value as set by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development excluding land approved or zoned for residential, business, commercial or industrial development purposes, other than land included within Category 1CATTLE.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RURC	Rural	0.00691	\$ 1,269	10%	Rural

All rateable land used for animal husbandry, with the primary land use codes 64, 65, 66, 67, 68 & 69, and with an Unimproved Value as set by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development greater than or equal to \$1,000,000.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1CATTLE	Animal Husbandry, Rateable Valuation >=\$1 million	0.00674	\$ 6,662	10%	Rural

All rateable vacant land that is to be used for residential purposes, valued with a Site Value as set by the Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development, and that has an area greater than 10 (ten) hectares.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1VAC10	Vacant Land >10ha	0.01686	\$ 1,269	No Cap	Large Vacant

All rateable land described in section 49 of the *Land Valuation Act 2010*, which qualifies for the discounted valuation under section 50 of that Act.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1DEV	Section 50 Vacant Land	0.02023	-	No Cap	Developer

All rateable land used, or being developed or zoned, for business or commercial purposes, including motels, caravan parks, guest houses, bed and breakfast (B&B), hostels, and excluding land not otherwise categorised.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
109	Business/Commercial	0.03709	\$ 1,396	15%	Commercial

All rateable land used for industrial purposes, or being developed, or zoned for industrial purposes, other than land included within Categories 102MAJ, 102GSDA, 114, 102PORT, 101FUEL, 101OIL, 102LNG1, 110EXT, 1RENEW1-1RENEW20, and 1HYD1-1HYD4 inclusive.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
110	Light Industry	0.04526	\$ 1,423	15%	Commercial

All rateable land used, in whole or in part, or being developed for Workforce Accommodation with rooms, suites or caravan sites, with count of rooms/suites/caravan sites and as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1WC500	From 0 to 499 rooms/suites/caravan sites	0.15209	\$ 122,150	15%	Workforce
1WC501	From 500 to 999 rooms/suites/caravan sites	0.30418	\$ 244,300	15%	Workforce
1WC1000	1,000 or more rooms/suites/caravan sites	0.54826	\$ 455,110	15%	Workforce

All rateable land used, or being developed for, the purposes of a Shopping Centre with a Gross Roof Area (GRA) and as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
116	From 2,000m2 <= 6,000m2 GRA	0.02968	\$ 32,317	15%	Shopping Centre
112	From 6,001m2 <= 10,000m2 GRA	0.03858	\$ 97,022	15%	Shopping Centre
107	From 10,001m2 <= 20,000 m2 GRA	0.04451	\$ 161,517	15%	Shopping Centre
118	Greater than 20,000m2 GRA	0.08903	\$ 432,774	15%	Shopping Centre

All rateable land:

- a) used for, or being developed, or in connection or association with, major industry; or
- b) located within a Special Purpose zone under the Gladstone Regional Council Planning Scheme 2015, adopted on 06 October 2015; or
- c) located within the Gladstone State Development Area being used for a commissioned major industrial purpose, excluding the land included in Categories 114, 102PORT, 101FUEL, 101OIL, 102LNG1, 110EXT, 1RENEW1-1RENEW20, and 1HYD1-1HYD4 inclusive; or
- d) used for the generation of electricity; excluding rateable land included in Categories 1RENEW1-1RENEW20; or
- e) used for the manufacture of aluminium oxide.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102MAJ	Major Industry	0.18135	\$ 3,521	No Cap	Major Industry

All rateable land located within the Gladstone State Development Area:

- a) being developed, or approved for development, for future major industrial use; or
- b) upon which all or part of an industrial facility, the primary intended purpose of which is the manufacture of liquefied natural gas, is located or approved to be located.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102GSDA	Major Industry (Gladstone State Development Area)	0.18135	\$ 3,521	No Cap	Major Industry

All rateable land used, or being developed for use, for the purposes of storage or handling facilities for the commodities or containers shipped through the Port of Gladstone, other than land included in Category 102PORT.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
114	Commodity/Container Storage/Handling Facilities – Port of Gladstone (Other)	0.13768	\$ 1,760	No Cap	Major Industry

All rateable land used, or being developed for use, for the purposes of storage or handling facilities for commodities or containers shipped through the Port of Gladstone, which is Strategic Port Land and is occupied by a port authority, the State, or a government entity, other than land included in Category 114.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102PORT	Commodity/Container Storage/Handling Facilities – Port of Gladstone (Port/State/Govt)	0.15521	\$ 3,521	No Cap	Major Industry

All rateable land used, or being developed for the purposes of a bulk storage facility with a capacity greater than 1,000,000 litres of any combustible liquid or flammable liquid.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
101FUEL	Bulk Storage Facility >1,000,000L Combustible/Flammable Liquid	0.18495	\$ 3,521	No Cap	Major Industry

All rateable land used, or being developed for the purposes of a built oil recycling facility.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
101OIL	Built Oil Recycling Facility	0.08052	\$ 105,606	No Cap	Major Industry

All rateable land used for an operational liquefied natural gas processing facility.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
102LNG1	Operational LNG Processing Facility	0.92283	\$ 5,632,318	No Cap	Major Industry

All rateable land:

- a) used for the extraction of minerals, resources, or other substances; or
- b) used, in connection or association with the extraction of minerals, resources or substances; or
- c) which is a mining lease issued under the *Mineral Resources Act 1989*.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
110EXT	Extractive Industry, Mining Lease	0.02478	\$ 1,760	15%	Major Industry

All rateable land used in whole or in part, or being developed in whole or in part, as a hydrogen production facility, with megawatt (MW) production as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1HYD1	Hydrogen Production Facility 500<1000MW	0.38777	\$ 656,250	No Cap	Major Industry
1HYD2	Hydrogen Production Facility 1000<1500MW	0.38777	\$ 1,312,500	No Cap	Major Industry
1HYD3	Hydrogen Production Facility 1500<2000MW	0.38777	\$ 1,968,750	No Cap	Major Industry
1HYD4	Hydrogen Production Facility >=2000MW	0.38777	\$ 2,625,000	No Cap	Major Industry

All rateable land used in whole or in part, or being developed in whole or in part for;

a) the generation and/or storage of energy from renewable resources that is connected to the main power grid; or

b) the storage of electricity; or

c) for any purpose ancillary to or associated with (a), and as banded below.

Category	Criteria Summary	Rate in the Dollar	Minimum General Rate	Rate Cap	Grouping
1RENEW1	Renewable Energy <10MW	0.03878	\$5,250	No Cap	Major Industry
1RENEW2	Renewable Energy 10<25MW	0.03878	\$ 10,500	No Cap	Major Industry
1RENEW3	Renewable Energy 25<50MW	0.03878	\$ 26,250	No Cap	Major Industry
1RENEW4	Renewable Energy 50<100MW	0.03878	\$ 52,500	No Cap	Major Industry
1RENEW5	Renewable Energy 100<150MW	0.03878	\$ 105,000	No Cap	Major Industry
1RENEW6	Renewable Energy 150<200MW	0.03878	\$ 157,500	No Cap	Major Industry
1RENEW7	Renewable Energy 200<300MW	0.09694	\$ 210,000	No Cap	Major Industry
1RENEW8	Renewable Energy 300<400MW	0.09694	\$ 315,000	No Cap	Major Industry
1RENEW9	Renewable Energy 400<500MW	0.09694	\$ 420,000	No Cap	Major Industry
1RENEW10	Renewable Energy 500<600MW	0.19388	\$ 525,000	No Cap	Major Industry
1RENEW11	Renewable Energy 600<700MW	0.19388	\$ 630,000	No Cap	Major Industry
1RENEW12	Renewable Energy 700<800MW	0.19388	\$ 735,000	No Cap	Major Industry
1RENEW13	Renewable Energy 800<900MW	0.19388	\$ 840,000	No Cap	Major Industry
1RENEW14	Renewable Energy 900<1000MW	0.19388	\$ 945,000	No Cap	Major Industry
1RENEW15	Renewable Energy 1000<1100MW	0.19388	\$ 1,050,000	No Cap	Major Industry
1RENEW16	Renewable Energy 1100<1200MW	0.19388	\$ 1,155,000	No Cap	Major Industry
1RENEW17	Renewable Energy 1200<1300MW	0.19388	\$ 1,260,000	No Cap	Major Industry
1RENEW18	Renewable Energy 1300<1400MW	0.19388	\$ 1,365,000	No Cap	Major Industry
1RENEW19	Renewable Energy 1400<1500MW	0.19388	\$ 1,470,000	No Cap	Major Industry
1RENEW20	Renewable Energy >=1500MW	0.19388	\$ 1,575,000	No Cap	Major Industry

2. Council delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land belongs.

**CARRIED**



**S/1.8. WASTE CHARGES****Responsible Officer:** General Manager Finance Governance and Risk**Prepared By:** General Manager Finance Governance and Risk**Council Meeting Date:** 3 July 2025**File Ref:** FM6.1**Purpose:**

This report seeks the adoption of waste charges for 2025/2026.

**Officer's Recommendation:**

That in accordance with section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, the following utility charges be made and levied for the 2025/2026 financial year:

## 1. Domestic Mobile Waste Container (Bin) Service:

<b>Domestic Mobile Waste Container (Bin) Service:</b>	<b>Annual Charge</b>
<u>Standard</u> First Domestic Collection *	
General Waste 240l / Recyclable 240l	\$456.00
<u>Optional</u> First Domestic Collection	
General Waste 240l / Recyclable 340l	\$494.00
General Waste 140l / Recyclable 140l	\$429.00
General Waste 140l / Recyclable 240l	\$429.00
General Waste 140l / Recyclable 340l	\$456.00
<u>Additional</u> and in conjunction First Domestic Collection	
General Waste 140l	\$334.00
General Waste 240l	\$334.00
Recyclable 140l	\$176.00
Recyclable 240l	\$176.00
Recyclable 340l	\$276.00

***\*An annual charge for the standard first domestic collection will be levied for each domestic premises in the defined cleansing service area.***

## 2. Commercial Mobile Waste Container (Bin) Service:

<b>Commercial Mobile Waste Container (Bin) Service:</b>	<b>Annual Charge</b>
<u>Standard</u> First Commercial Collection *	
General Waste 240l / Recyclable 240l	\$744.00
<u>Optional</u> First Commercial Collection	
General Waste 240l / Recyclable 340l	\$837.00
<u>Additional</u> and in conjunction First Commercial Collection	
General Waste 240l	\$571.00
Recyclable 240l	\$284.00
Recyclable 340l	\$414.00

***\* An annual charge for the standard first commercial collection will be levied for each commercial premises in the defined cleansing service area.***

## 3. Bulk Refuse:

In cases where an owner of a commercial premises or an owner of any multi residential (over six units) premises has entered into a private arrangement (contract) with a third party waste service provider for a Bulk Bin service for the whole period of the 2025/2026 financial year and the service has sufficient capacity to contain all refuse likely to be generated in or on such premises, then the charges specified above shall be waived.

## 4. Waste Service Contribution for Facing Island and Curtis Island (Waste Transfer Service):

An annual charge of \$456.00 for each premises situated on Facing Island or Curtis Island for the purpose of providing the Facing Island (including Gatcombe Head) or Curtis Island Waste Transfer Service.

## 5. Waste Management Facility Charge:

An annual charge of \$80.00 per each rate assessment will be levied equally on all rateable land within the region for the purpose of funding the residual cost of waste facilities and services not met from the waste cleansing charge, waste service contribution charge, and other fees and charges collected on a user pays basis.

## 6. New / Additional Service:

The commencement date for application of charges with respect to new and/or additional services will be the earliest of either the plumbing approval or delivery of refuse bins.

**S/25/5500 Council Resolution:**

Moved Cr Holzheimer  
Seconded Cr McClintock

That the Officer's Recommendation be adopted.

**CARRIED**

**S/1.9. WATER CHARGES****Responsible Officer:** General Manager Finance Governance and Risk**Prepared By:** General Manager Finance Governance and Risk**Council Meeting Date:** 3 July 2025**File Ref:** FM6.1**Purpose:**

This report seeks the adoption of water charges for 2025/2026.

**Officer's Recommendation:**

That in accordance with section 94 of the *Local Government Act 2009* and Chapter 4, Part 7 of the *Local Government Regulation 2012*, Council make and levy the following utility charges for the 2025/2026 financial year:

1. The Lake Awoonga Treated Water Scheme, Miriam Vale Water Supply Scheme, Bororen Water Supply Scheme, and Agnes Water / Seventeen Seventy Water Scheme:

- a. Water Availability (Fixed Cost Component):

Water Service Size	Lake Awoonga Treated Water Scheme	Miriam Vale & Bororen Treated Water Schemes	Agnes Water & Seventeen Seventy Treated Water Scheme	Land under sections 93(3)a, b, c, e, and j of the <i>Local Government Act 2009</i> All Water Treated Schemes
Vacant/Unconnected	\$692	\$776	\$776	\$883
20mm Constant Water Flow	\$692			\$883
20mm (residential)	\$692	\$776	\$776	\$883
20mm (additional)	\$692	\$776	\$776	\$883
20mm (sub-meter)	\$519	\$582	\$582	\$663
25mm (residential)	\$692	\$776	\$776	\$883
25mm (additional residential)	\$692	\$776	\$776	\$883
25mm (non-residential)	\$1,080	\$1,211	\$1,211	\$1,378

25mm (additional, non-residential)	\$1,080	\$1,211	\$1,211	\$1,378
25mm Major Industrial	\$1,380			
32mm	\$1,772	\$1,987	\$1,987	\$2,262
32mm (additional)	\$1,772	\$1,987	\$1,987	\$2,262
32mm Major Industrial	\$2,262			
40mm	\$2,768	\$3,104	\$3,104	\$3,534
40mm (additional)	\$2,768	\$3,104	\$3,104	\$3,534
40mm Major Industrial	\$3,534			
50mm	\$4,325	\$4,850	\$4,850	\$5,521
50mm (additional)	\$4,325	\$4,850	\$4,850	\$5,521
50mm Major Industrial	\$5,521			
80mm	\$11,072	\$12,416	\$12,416	\$14,135
80mm (additional)	\$11,072	\$12,416	\$12,416	\$14,135
80mm Major Industrial	\$14,135			
100mm	\$17,300	\$19,400	\$19,400	\$22,086
100mm (additional)	\$17,300	\$19,400	\$19,400	\$22,086
100mm Major Industrial	\$22,086			
150mm	\$38,925	\$43,650	\$43,650	\$49,693
150mm (additional)	\$38,925	\$43,650	\$43,650	\$49,693
150mm (Rail Corridor Land)	\$78,404	\$87,921	\$87,921	
150mm Major Industrial	\$49,693			
200mm	\$69,200	\$77,600	\$77,600	\$88,343
200mm Major Industrial	\$88,343			
250mm	\$108,125	\$121,250	\$121,250	\$138,036
250mm Major Industrial	\$138,036			
300mm	\$155,700	\$174,600	\$174,600	\$198,772
300mm Major Industrial	\$199,772			
375mm	\$243,281			
375mm Major Industrial	\$310,581			

## a. Consumption Charge per Kilolitre by Supply Type and Water Scheme:

Scheme	\$ per Kilolitre
Lake Awoonga Treated Water Scheme for <b>Non</b> -Major Industrial users and <b>not</b> land under sections 93(3)a, b, c, e, and j of the <i>Local Government Act 2009</i> users	\$3.32
Lake Awoonga Treated Water Scheme for Major Industrial users and land under sections 93(3)a, b, c, e, and j of the <i>Local Government Act 2009</i> users	\$3.70
Miriam Vale and Bororen Treated Water Schemes	\$4.85
Agnes Water / Seventeen Seventy Treated Water Scheme	\$4.94

i. In determining water consumption charges, based on the above unit rates, Council will apply section 102 of the *Local Government Regulation 2012* to calculate water consumption charges against land or premises for which consumption charges were made and levied, so that:

- regardless of whether the meter reading for the second half of the 2024/2025 financial year occurs before the end of that financial year or after the beginning of the 2025/2026 financial year, the consumption charge for that half year is calculated in accordance with the relevant basis of charge in Council's rating resolution for the 2024/2025 financial year; and
- regardless of whether the meter reading for the second half of the 2025/2026 financial year occurs before the end of that financial year or after the beginning of the 2026/2027 financial year, the consumption charge for that half year is calculated in accordance with the relevant basis of consumption charge for the 2025/2026 financial year.

ii. Council will apply section 102(2) of the *Local Government Regulation 2012* to the reading of water meters so that if a meter is due to be read on a particular day (e.g. the last day of a half year) to enable Council to calculate a consumption charge to be levied, the meter will be deemed read on that particular day if it is read within two weeks before the day or two weeks after the day.

iii. The commencing water meter reading for a consumption charge cycle is the reading last recorded in a biannual charge cycle, or, in the case of a new meter connection, the reading recorded on the day of connection.

## 2. The Recycled Water Scheme servicing Queensland Alumina Limited on Lot 4 SP 203074:

- Water Availability (Fixed Cost Component) \$472,331.00;
- Consumption Charge \$0.31254 per kilolitre.

**S/25/5501 Council Resolution:**

Moved Cr Patrick  
Seconded Cr Cameron

That the Officer's Recommendation be adopted.

**CARRIED**

**S/1.10. SEWERAGE AND WASTEWATER CHARGES****Responsible Officer:** General Manager Finance Governance and Risk**Prepared By:** General Manager Finance Governance and Risk**Council Meeting Date:** 3 July 2025**File Ref:** FM6.1**Purpose:**

This report seeks the adoption of sewerage charges for 2025/2026.

**Officer's Recommendation:**

That in accordance with section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, the following utility charges be made and levied for the 2025/2026 financial year:

## 1. Sewerage Unit Classifications:

Sewerage charges in the urban areas of Gladstone, Boyne Island, Tannum Sands, Calliope, Agnes Water, and Seventeen Seventy are levied on a "per unit" basis with the number of units allocated to particular land uses, dependent on expected demand in accordance with Council's Revenue Statement.

## 2. Sewerage Utility Charge:

Sewerage Service	Gladstone Scheme	Boyne Island, Tannum Sands and Calliope Scheme	Agnes Water / Seventeen Seventy Scheme
Vacant service	\$ 693.00	\$ 746.00	\$ 871.00
First Connection (residential)	\$ 990.00	\$ 1,065.00	\$ 1,243.00
First Connection (non-residential)	\$ 990.00	\$ 1,065.00	\$ 1,243.00
Per Additional Service (non-residential)	\$ 693.00	\$ 746.00	\$ 871.00
First Connection (Major Industrial)	\$ 1,119.00	\$ 1,204.00	\$ 1,405.00
Per Additional Service (Major Industrial)	\$ 1,119.00	\$ 1,204.00	\$ 1,405.00
First connection (Land under sections 93(3)a, b, c, e, and j of the <i>Local Government Act 2009</i> )	\$ 1,119.00	\$ 1,204.00	\$ 1,405.00
Per Additional & Vacant Service (Land under sections 93(3)a, b, c, e, and j of the <i>Local Government Act 2009</i> )	\$ 891.00	\$ 959.00	\$ 1,119.00

3. The sewerage charge levied in respect of the Boyne Aluminium Smelter, located on Lot 4 SP 144771, be \$187,824.00 being the equivalent of 156 first connection (major industrial) which has been assessed on actual usage.

4. The sewerage charge levied in respect of the NRG Power Station, located at Lot 1 CP 818823, be \$10,071.00 being 20 units at a rate per unit of \$503.55.

**5. Yarwun Industrial Area:**

The following charges be imposed in respect of the Yarwun Industrial Area:

**Sewerage Charge:**

a.	Lot 138 CTN 2123, 30 Reid Road, Yarwun	\$ 398,037.00
b.	Lot 1 SP 200852, 41 Guerassimoff Road, Yarwun	\$ 107,035.00
c.	Lot 8 SP 218634, 975 Hanson Road, Yarwun	\$ 2,317,980.00
d.	Lot 12 SP 239343, 53 Reid Road, Yarwun	\$ 160,553.00
e.	Lot 3 SP 239337 - 39 Guerassimoff Road, Yarwun	\$ 107,035.00

**Trade Waste Charge:**

a.	Lot 138 CTN 2123, 30 Reid Road, Yarwun	\$ 312,508.00
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**4. Curtis Island Sewerage Scheme:**

The following volumetric (consumption) charges be imposed in respect of the Curtis Island Wastewater Scheme, in accordance with the principles identified in the respective Service and Special Charge Agreements:

a.	Australia Pacific LNG – Lot 3 SP 228454, Lease A SP 252872 in Lot 3 SP 228454, Lease B SP 252872 in Lot 3 SP 228454, Lot 5 SP 283963	139.833 cents per kilolitre of wastewater discharged from the LNG facility.
b.	Queensland Curtis LNG - Lot 2 SP 228454, TL 234259 : Pt (zz) Lot 2 SP 228185, Lease A SP252874 & Lease B SP252874	139.833 cents per kilolitre of wastewater discharged from the LNG facility.
c.	GLNG - Lot 1 SP 235007, Lease A SP 271500	139.833 cents per kilolitre of wastewater discharged from the LNG facility.

**S/25/5502 Council Resolution:**

Moved Cr Churchill  
Seconded Cr Davis

That the Officer's Recommendation be adopted.

**CARRIED**

## S/1.11. SPECIAL CHARGES

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1

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### **Purpose:**

This report seeks the adoption of special charges for 2025/2026.

### **Officer's Recommendation:**

That:

1. In accordance with section 94 of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012*, and pursuant to a service and special charge agreement made between Council and each of the following parties:

- Australia Pacific LNG (Shared Facilities) Pty Limited (*APLNG*), dated 16 October 2012, which is required to be assigned and novated to any successors in title;
- QCLNG Land Pty Ltd (*QCLNG*), dated 3 December 2012, which is required to be assigned and novated to any successors in title, and
- GLNG Operations Pty Ltd (*GLNG*), dated 1 December 2014, which is required to be assigned and novated to any successors in title,

Council levy a special charge upon the following rateable land parcels at Curtis Island:

- a. Lot 3 SP 228454, Lot 5 SP 283963, Lease A SP 252872, and Lease B SP 252872 (*APLNG* Land);
- b. Lot 2 SP 228454, TL 234259: Pt (zz) Lot 2 SP 228185, Lease A SP 252874, and Lease B SP 252874 (*QCLNG* Land); and
- c. Lot 1 SP 235007 and Lease A SP 271500 (*GLNG* Land).

2. In accordance with section 94 of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012*, Council levy the Curtis Island Wastewater Infrastructure Special Charges for 2025/2026 as:

- |               |   |                           |
|---------------|---|---------------------------|
| a. APLNG land | - | \$2,641,656.66 per annum; |
| b. QCLNG land | - | \$5,239,088.51 per annum; |
| c. GLNG land  | - | \$972,991.44 per annum.   |



3. The purpose of the special charge is to reimburse Council the cost it incurs in operating its Curtis Island wastewater collection and reticulation infrastructure (the Wastewater Infrastructure) to provide a wastewater disposal and processing service (the Wastewater Service) for the special benefit of those land parcels, each of which is used for operations that especially contribute to the need for the service activity. Council created the collection and reticulation infrastructure pursuant to common use infrastructure agreement, dated 24 August 2011 with Gladstone Area Water Board and APLNG.
4. The LNG Facilities land to be levied with the special charge especially benefits from the Wastewater Service because:
  - a. operations upon each LNG Facility consume significant volumes of water and produce significant volumes of wastewater;
  - b. it was necessary for Council to construct and commission the Wastewater Infrastructure (pursuant to the common use infrastructure agreement) to enable APLNG, QCLNG, and GLNG to construct and operate the LNG Facilities; and
  - c. the LNG Facilities cannot operate without the Wastewater Service.
5. The Overall Plan for the service to which the special charge applies, is as follows:
  - a. Council will operate the Wastewater Infrastructure to service the liquefied natural gas (LNG) production, storage, and distribution facilities (the LNG Facilities) that APLNG, QCLNG, and GLNG operate upon the land parcels.
  - b. Council will recoup, pursuant to the service and special charge agreements, its operating and capital costs associated with operating the Wastewater Infrastructure.
  - c. The estimated cost of operating the Wastewater Infrastructure over a 25-year period and recovering capital costs in accordance with the service and special charge agreements is \$129,887 million in current terms.
  - d. The estimated time for implementing the overall plan is 25 years, expiring on 30 June 2039.
6. The Annual Implementation Plan for the 2025/2026 financial year is that Council will operate the Wastewater Infrastructure to service the LNG Facilities, and will apply the special charge revenue, which it estimates at \$8,853,736.61, against the operating cost it incurs.
7. In accordance with section 94 of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012*, and pursuant to a Special Charge Agreement between Council and the Gladstone City Plaza Body Corporate dated 19 January 2017, which is required to be assigned and novated to any successors in title, Council will levy a special charge upon Lot 0 BUP60138 (the Gladstone City Plaza Forecourt Land).
8. The Gladstone City Plaza Forecourt Land to be levied with the special charge specifically benefits from the forecourt redevelopment as the owner and tenants of the Gladstone City Plaza use the improvements constructed on the land to attract business to the precinct.

9. The Special Charge will be levied over a 10-year period commencing in the 2021/2022 financial year following the completion of the redevelopment works.
10. The Overall Plan for the facility to which the special charge applies, is as follows:
  - a. Gladstone Regional Council led a redevelopment of the Gladstone City Plaza Forecourt, which has now been completed;
  - b. the purpose of the special charge is to reimburse Council the costs incurred in undertaking the redevelopment of the Gladstone City Plaza Forecourt within the Gladstone City Plaza Forecourt Land; and
  - c. the costs of carrying out the Overall Plan are estimated to be \$1,959,758.11 (which includes principal and interest) over a 10 year period.
11. The Annual Implementation Plan for the 2025/2026 financial year is that, as the redevelopment works have been completed to the satisfaction of both parties, the Gladstone City Plaza Body Corporate will make an annual payment in 2025/2026 of \$195,016.71.

**S/25/5503 Council Resolution:**

Moved Cr Cameron

Seconded Cr Holzheimer

That the Officer's Recommendation be adopted.

**CARRIED**

## **S/1.12. RATES AND CHARGES CONCESSIONS AND EXEMPTIONS**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1; CM28.2

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### **Purpose:**

The purpose of this report is to consider the annual review of the Rates and Charges Concessions and Exemptions Policy applying to the 2025/2026 financial year.

### **Officer's Recommendation:**

That Council:

1. Adopt the Rates and Charges Concessions and Exemptions Policy provided as Attachment 1 to the Officer's Report and apply it to the 2025/2026 financial year;
2. In accordance with the adopted Rates and Charges Concessions and Exemptions Policy, and in accordance with:
  - a. sections 119, 120, 121, 122 and 123 of the *Local Government Regulation 2012*, Council grant a concession of the differential general rate of \$320 per annum to all ratepayers who are pensioners and eligible for the Queensland Government Pensioner Rate Subsidy Scheme; and
  - b. section 93(3)(i) of the *Local Government Act 2009* and section 73(b) of the *Local Government Regulation 2012*, Council provide an exemption from general rates (including differential general rates) where Council considers land is used for a charitable, recreational, or sporting purpose; and
  - c. section 93(3)(h)(i) & (ii) of the *Local Government Act 2009*, Council provide an exemption from general rates (including differential general rates) where land is primarily used for showgrounds or horseracing; and
  - d. section 120(1)(b)(i) of the *Local Government Regulation 2012*, Council grant a concession from general rates (including differential general rates) where Council considers land is owned by an entity whose objects do not include making a profit; and
  - e. sections 119, 120, 121 and 122 of the *Local Government Regulation 2012*, Council grant a concession to landowners who are experiencing financial hardship and are unable to pay rates and charges levied upon a property; and

- f. sections 119, 120, 121 and 122 of the *Local Government Regulation 2012*, Council grant a concession for residential properties that have had a concealed water leak of 50% of the difference between the levied water consumption and the estimated average daily water consumption where the difference is greater than 40% of the average daily water consumption, up to a maximum of 600 kilolitres per billing period, on the basis that the payment of water consumption charges will result in financial hardship to the landowner; and
- g. sections 119, 120, 121 and 122 of the *Local Government Regulation 2012*, Council grant a concession for water availability, water consumption, and sewerage charges to not-for-profit sporting clubs and other not-for-profit community organisations, who fit within the criteria requirements of section 120(1)(b) of the *Local Government Regulation 2012*; and
- h. sections 119, 120, 121 and 122 of the *Local Government Regulation 2012*, Council grant a concession to individuals that use home haemodialysis devices, on the basis that the payment of high water consumption charges associated with operating home haemodialysis will result in financial hardship to the landowner.

**S/25/5504 Council Resolution:**

Moved Cr Churchill  
Seconded Cr Wagner

That the Officer's Recommendation be adopted.

**CARRIED**

### **S/1.13. FEES AND CHARGES FOR THE 2025/2026 FINANCIAL YEAR**

**Responsible Officer:** General Manager Finance Governance and Risk

**Prepared By:** General Manager Finance Governance and Risk

**Council Meeting Date:** 3 July 2025

**File Ref:** FM6.1

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**Purpose:**

This report seeks the adoption of fees and charges for the 2025/2026 financial year.

**Officer's Recommendation:**

That Council adopt the 2025/2026 Schedule of Fees and Charges provided as Attachment 1 to the Officer's Report.

**S/25/5505 Council Resolution:**

Moved Cr McClintock

Seconded Cr Cameron

That the Officer's Recommendation be adopted.

**CARRIED**

## **S/1.14. OPERATIONAL PLAN AND BUDGET ADOPTION 2025/2026**

**Responsible Officer:** General Manager Finance Governance and Risk, General Manager People and Strategy

**Prepared By:** Financial Controller, Manager Strategy and Improvement

**Council Meeting Date:** 3 July 2025

**File Ref:** CM14.2

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### **Purpose:**

This report recommends the adoption of Gladstone Regional Council's 2025/26 Operational Plan and Budget.

### **Officer's Recommendation:**

That Council adopt Gladstone Regional Council's 2025/26 Operational Plan and Budget, provided as Addendum 1.

### **S/25/5506 Council Resolution:**

Moved Mayor Burnett  
Seconded Cr Holzheimer

That the Officer's Recommendation be adopted.

**CARRIED**

There being no further business the Mayor formally closed the meeting.

**THE MEETING CLOSED AT 9.30am.**

## Addendum 1



# 2025/26 Operational Plan and Budget

Proudly delivering results





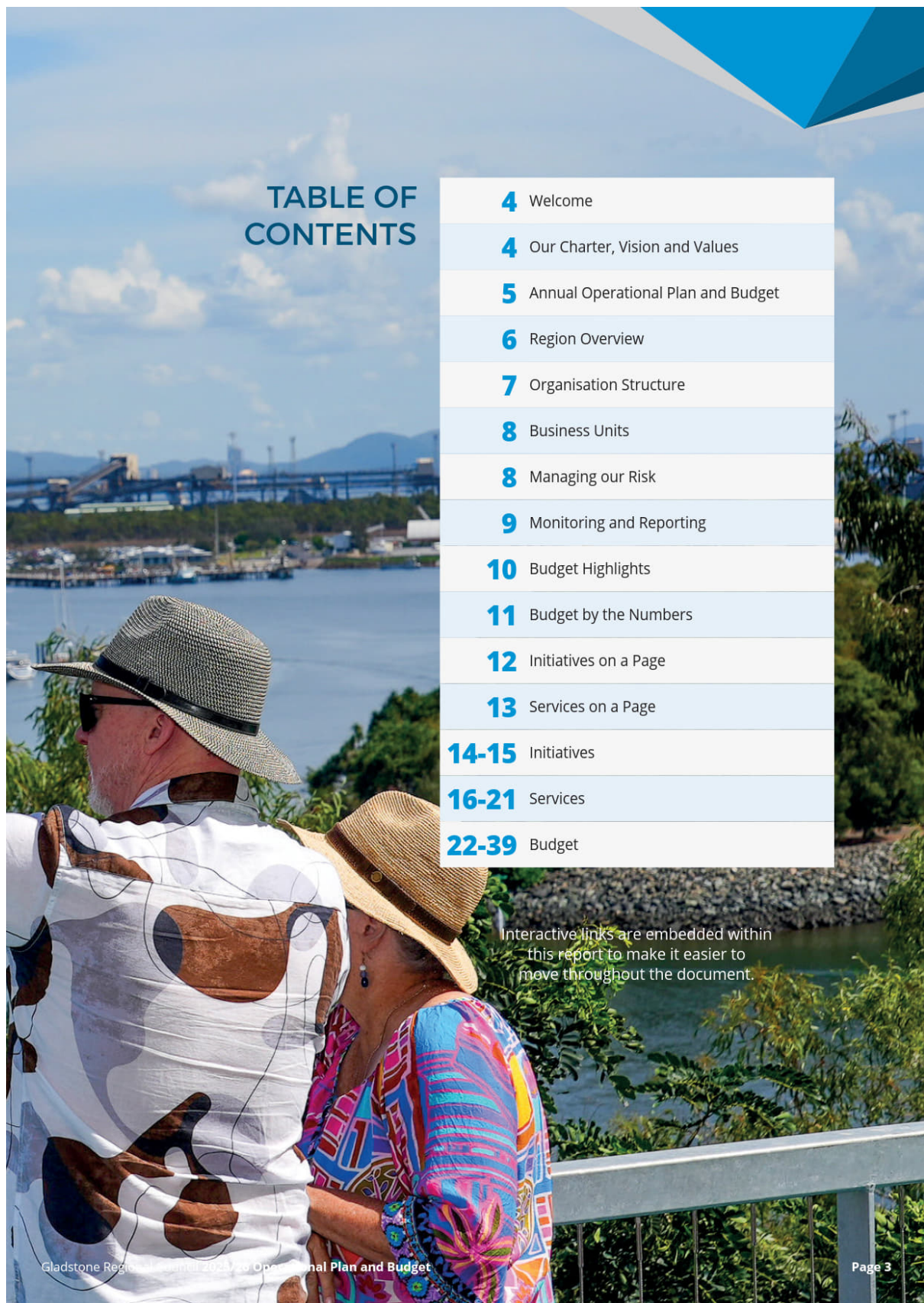
## Acknowledgement of Country

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

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

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





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

## WELCOME



Cr Matt Burnett  
Mayor

It is our pleasure to introduce Gladstone Regional Council's 2025/26 Operational Plan and Budget.

This is our final Operational Plan to come out of Council's 2021-26 Corporate Plan and we remain committed to achieving the goals, outcomes and objectives we set out to deliver for our community by June 2026.

Each year, we develop our Operational Plan alongside our annual Budget.

In the following pages, you will see how this year's Operational Plan initiatives will enable us to fulfil the goals in our Corporate Plan and meet the evolving needs of our community.

The Budget Highlights, Budget by the Numbers and financial statements demonstrate how we will prioritise and fund both our services and new initiatives.

This year's theme, *Proudly delivering results* is built on the foundations we have set in previous year's themes, *Proudly GRC* and more recently, *Proudly playing our part*.

Our new theme reflects our commitment to achieve meaningful outcomes for our community through focused action, accountability, and a shared sense of purpose.

As an organisation, we will support our people as they deliver quality services and results for our region, forging a Council they are proud to work for and most importantly, a region we can all be glad to call home.



Leisa Dowling  
Chief Executive  
Officer

## OUR CHARTER

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

### VISION

**Connect. Innovate. Diversify.**

### VALUES

#### Safe

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

#### Ethical

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

#### Responsive

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

#### Visionary

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

#### Inclusive

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

#### Community

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

#### Efficient

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

## ANNUAL OPERATIONAL PLAN AND BUDGET

Council's annual Operational Plan and Budget details how we action the goals and outcomes of our five-year Corporate Plan.

The 2025/26 Operational Plan and Budget prioritises our core work, aligning efforts to deliver outcomes and focus improvement where it matters most for our community. It includes:

- Initiatives: the most significant improvements for the year
- Services: the essential functions required to meet community needs
- Risks: operational areas requiring focused effort to reduce potential negative impacts
- Financial statements: Statements of Council's comprehensive income and financial position
- Cash flow and changes in equity
- Capital Portfolio: critical infrastructure projects planned for the year

Learn more about Council's focus at [www.gladstone.qld.gov.au/plans-reports](http://www.gladstone.qld.gov.au/plans-reports)

### Corporate Plan Goals and Outcomes

GOALS	OUTCOMES
<b>Connecting Communities</b> We work with you and for you, supporting the success of our communities.	<ul style="list-style-type: none"> <li>• Communities are well understood, with programs and services designed to strengthen our region.</li> <li>• Communities can influence and actively participate in Council decision making.</li> </ul>
<b>Delivering Value</b> We work efficiently to deliver value for your rates.	<ul style="list-style-type: none"> <li>• Asset Management is smart, effective and efficient.</li> <li>• Capital and Maintenance programs are consistently delivered.</li> <li>• We are easier to work with.</li> <li>• The way we do business is continuously improving.</li> </ul>
<b>Resilient Economy</b> We play our part in supporting the success of our region.	<ul style="list-style-type: none"> <li>• Support for the region's transition and role as a driver of economic growth.</li> <li>• Increased liveability and visitation to the region.</li> </ul>
<b>Our People</b> We look after our people, so they look after you.	<ul style="list-style-type: none"> <li>• Our people return home safely.</li> <li>• Our people are proud to work for Council.</li> </ul>
<b>Accountable Council</b> We are providing good stewardship built on a foundation of trust.	<ul style="list-style-type: none"> <li>• Council has embedded risk management, transparency and accountability into what we do.</li> <li>• Finances are managed to ensure sustainability.</li> <li>• The environment is front of mind in what we do.</li> </ul>





## REGION OVERVIEW

From Kroombit Tops in the west to the coral lagoons of the Southern Great Barrier Reef, the Gladstone Region is as varied as it is beautiful.

The Gladstone Region is situated on the traditional lands of the Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda peoples.

Located approximately 500km north of Brisbane City, the Gladstone Region has a population of approximately 65,500 people and a total land area of almost 10,500km<sup>2</sup>.

The city of Gladstone, the areas of Boyne Island and Tannum Sands and the town of Calliope are the main population centres in the region with approximately 57,500 people living in these localities.

Nearly 8000 people live in smaller communities in the region such as Miriam Vale, Baffle Creek, Deepwater, Mount Larcom, Turkey Beach, Rosedale and surrounding communities as well as the beachside localities of Agnes Water and Seventeen Seventy.

The Gladstone Region has a Gross Regional Product (GRP) of \$6.773B with just over 4000 local businesses and nearly 28,000 regional jobs, with about 15 per cent of these in manufacturing. In addition, 20.9 per cent of the Gladstone Region workforce are technicians or trades workers.

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

In recent decades, the economy has been built around heavy industry with access to a deepwater harbour for import and export trade. Several energy projects, hydrogen, biofuels, solar energy and new waste management practices have been proposed for the Gladstone State Development Area (GSDA), positioning the city of Gladstone as an energy hub and taking the economy in an exciting new direction.

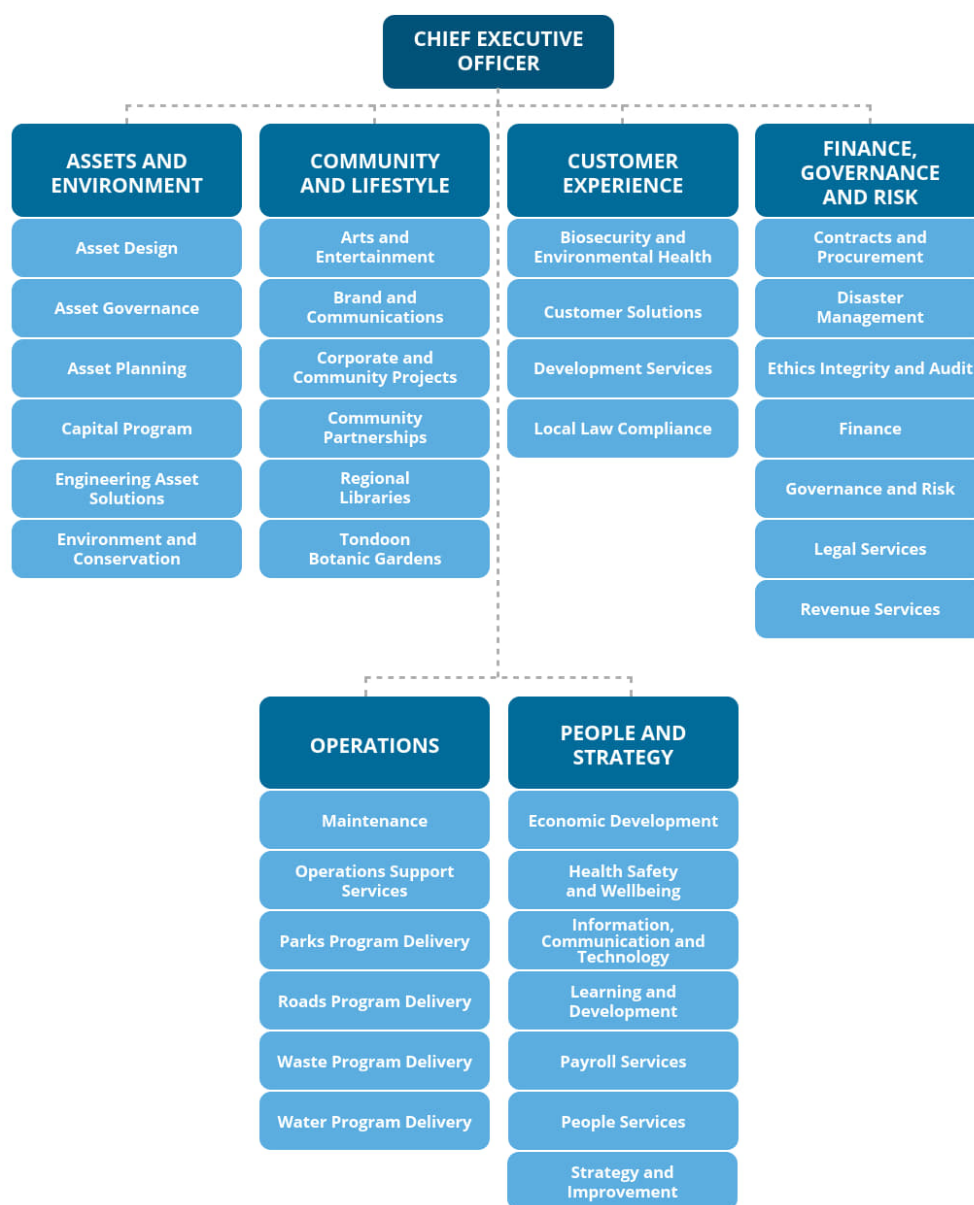
An Eco-Certified destination, the Gladstone Region features plenty of green open spaces, including nationally recognised Gladstone Tondoon Botanic Gardens, award-winning playgrounds and coastal locations where sailing and boating activities are enjoyed.

Residents and visitors can see historical sites, go bush walking, mountain climbing or snorkel the reef to experience the outdoor environment. The region's strength is a great sense of community, with a 'can-do' attitude.

## ORGANISATION STRUCTURE

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

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



## BUSINESS UNITS

### Assets and Environment

Strategically manages our assets and levels of service to optimise the life cycle costs of our assets. Ensures our services to the community are sustainable, efficient and affordable and that assets are appropriately planned, built, acquired, used, maintained and disposed of.

### Community and Lifestyle

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

### Customer Experience

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

### Finance, Governance and Risk

Sets, implements and monitors the financial, governance, compliance and risk policies and frameworks to allow Council to ensure its long-term sustainability, accountability and transparency, and deliver safe and efficient responses to disaster and emergency events.

### Operations

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

### People and Strategy

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

## MANAGING OUR RISK

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

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

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

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

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

### Current Corporate Risks

- Asset Management Maturity
- Business Disruption
- Climate Change
- Corporate Governance
- Cyber Security and Critical Control Points
- Financial Sustainability
- Waste Management
- Workforce Safety and Wellbeing
- Our People

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



## MONITORING AND REPORTING

Regular monitoring of performance is fundamental to the implementation of the Operational Plan and Budget. Performance and progress are tracked and reported in four key documents listed below:

### Operational Plan and Budget



For the duration of the Corporate Plan 2021-2026, Council will develop five annual Operational Plans. These plans detail the core services and initiatives Council will deliver to incrementally deliver the Corporate Plan. Council's annual Budget is aligned to the Operational Plan.

### Monthly Financial Reports



Each month a financial report is presented to Council that compares financial results for the year-to-date to the annual budget and latest available forecast. Council is required to report on the progress towards the budget on a monthly basis, in accordance with s.204 *Local Government Regulation 2012*.

### Quarterly Performance Report



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

### Annual Report



At the end of each financial year, Council produces an Annual Report that reviews our performance and provides our community with operational and financial information. This demonstrates Council's performance against the goals, outcomes and objectives set out in the Corporate and Operational Plans. In addition to the operational performance indicators, the Annual Report satisfies our legislative obligations as per the *Local Government Act 2009* and the *Local Government Regulation 2012*.

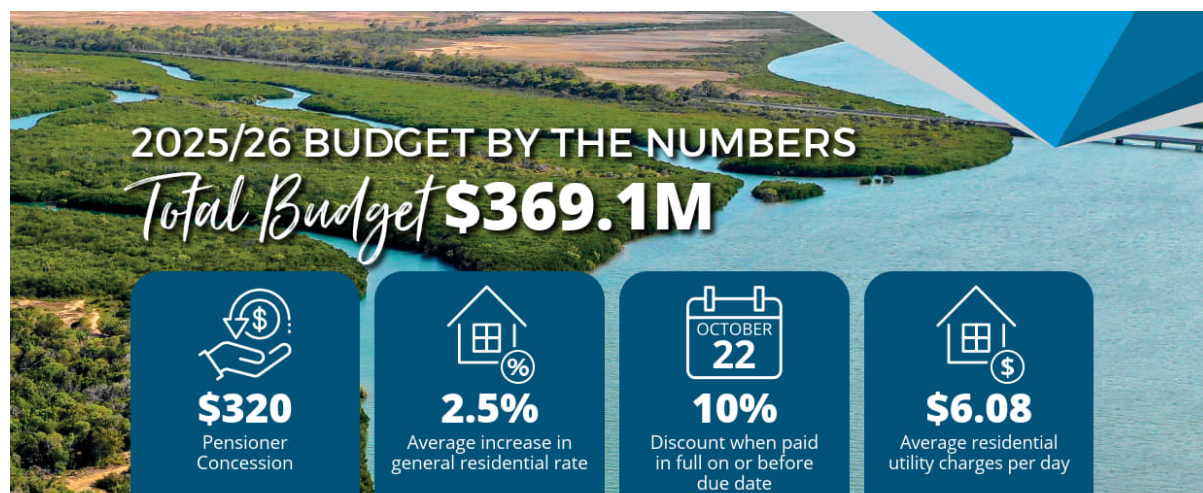




# Budget Highlights

<p><b>Agnes Water/Seventeen Seventy</b>  <b>\$2,791,927</b>            Agnes Water - Water Treatment Plant (WTP) Upgrade  <b>\$2,285,662</b>            Round Hill Road - Stage 2 (Pavement Renewal)  <b>\$1,949,117</b>            Agnes Water Skate Park  <b>\$1,525,876</b>            Air Sea Rescue Park - Boardwalk Renewal  <b>\$803,179</b>            Agnes Street, Agnes Water - New Carpark  <b>\$100,000</b>            Seventeen Seventy Marina Precinct - Carpark Upgrade  <b>Ambrose/Raglan</b>  <b>\$100,000</b>            Drainage maintenance and roadside vegetation works  <b>Baffle Creek</b>  <b>\$250,000</b>            Maintenance, drainage and road repairs  <b>Benaraby</b>  <b>\$1,500,000</b>            Benaraby Landfill - Cell 3b  <b>\$96,200</b>            Advanced Water Meter Infrastructure  <b>Bororen</b>  <b>\$560,788</b>            WTP - Site Asset Upgrade and Optimisation  <b>\$493,770</b>            Bororen Memorial Park Septic System Capacity Upgrade  <b>\$87,834</b>            Bororen Cemetery - New Columbarium Wall  <b>Boyne Island/Tannum Sands</b>  <b>\$9,166,331</b>            Boyne Tannum Aquatic Centre</p>	<p><b>\$1,840,509</b>            TAN04 Sewer Pump Station Renewal and Upgrade  <b>\$1,690,067</b>            Tannum Wastewater Treatment Plant (WWTP) Inlet Works Upgrade  <b>\$58,200</b>            Millennium Esplanade - Middle Amenities Upgrade  <b>Boyne Valley</b>  <b>\$486,893</b>            Dalga Road - Renew Culvert Structure  <b>Calliope</b>  <b>\$1,556,000</b>            WWTP - Review Aeration Capacity  <b>\$1,420,000</b>            WWTP - Plant Inlet Screening Replacement and Grit Removal  <b>\$1,173,714</b>            Tableland Road - Pavement Rehabilitation  <b>\$230,000</b>            WWTP Irrigation (Calliope District Golf Club Inc) Stowe Road  <b>\$616,367</b>            Calliope River Rest Area Amenities  <b>Captain Creek</b>  <b>\$220,000</b>            Murphy Road - Stabilise Pavement  <b>Colosseum</b>  <b>\$4,245,341</b>            Lowmead Road - Safety and Sealing Upgrade  <b>\$728,000</b>            Blackmans Gap Road - Spiral Wound Pipe (SWP) Culvert Replacement  <b>Curtis Island</b>  <b>\$252,152</b>            Curtis Island Air Valve Chamber Modifications  <b>Deepwater</b>  <b>\$1,895,518</b>            Deepwater National Park Fire Trail Stage 1 - Maude Hill Road to Palm Grove Road</p>	<p><b>\$50,000</b>            Deepwater Road - Rehabilitation/ Strengthen/Widen Pavement  <b>Gladstone</b>  <b>\$8,326,998</b>            Gladstone WWTP - Inlet Distribution Structure Replacement  <b>\$3,254,120</b>            Auckland Street - Water Main Renewal  <b>\$2,168,717</b>            Gladstone Sewer Mains Renewal  <b>\$1,170,000</b>            Harvey Road Sports and Events Precinct - Design Development  <b>\$1,000,000</b>            A01 Sewer Rising Main to Gladstone WWTP - Replace Section of Main  <b>\$522,826</b>            Harbour Arbour  <b>\$399,528</b>            Gladstone Aquatic Centre - 50m Pool Retiling  <b>\$220,000</b>            Lions Park - Pedestrian Bridge Repair/Replacement  <b>\$238,550</b>            Lake Awoonga Scheme Water Mains Renewal - Glenlyon Road  <b>\$1,538,584</b>            Red Rover Bridge (NRG Loop) - Bridge Upgrade  <b>Lowmead</b>  <b>\$1,059,111</b>            Lowmead Road - Stage 3 Road Renewal  <b>\$115,897</b>            Lowmead Road - Pavement Rehabilitation  <b>Miriam Vale</b>  <b>\$633,968</b>            Alf Larson WWTP Upgrade  <b>\$120,000</b>            Trunk Water Main Renewal</p>	<p><b>Mount Larcom</b>  <b>\$139,567</b>            Rural Transfer Station Refurbishment  <b>\$55,925</b>            The Narrows Road - Pavement Rehabilitation  <b>Mount Tom</b>  <b>\$236,000</b>            Bindaree Road, Mount Tom Realignment  <b>Rosedale</b>  <b>\$425,500</b>            McPherson Street - Replace Kerb and Channel, Rehabilitate between Diamond Hill Road and James Street  <b>\$246,375</b>            Diamond Hill Road, Rosedale - Pavement Rehabilitation  <b>Rules Beach</b>  <b>\$194,000</b>            Road maintenance  <b>Turkey Beach</b>  <b>\$125,000</b>            Maintenance, drainage and sealed road repairs  <b>Yarwun</b>  <b>\$3,167,000</b>            Yarwun WWTP Diversion to Gladstone WWTP  <b>Whole of region</b>  <b>\$1,830,000</b>            Garden Organics (GO) Infrastructure  <b>\$4,500,000</b>            Gravel Re-sheeting  <b>\$2,500,000</b>            WWTP Optimisation  <b>\$600,000</b>            Footpath Renewals  <b>\$300,000</b>            Waste Infrastructure  <b>\$141,845</b>            Stormwater Pipe Relining  <b>\$110,000</b>            Playground Shade Renewals</p>
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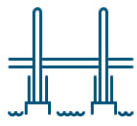
**\$3.0B**  
**Value of Assets**  
 Total value of Council owned assets



**\$10.88M**  
**Sport, Recreation and Community Wellbeing**  
 On capital projects



**\$105.2M**  
**Capital Works**  
 To maintain and upgrade key assets and community projects



**\$5.5M**  
**Bridges**  
 Upgrades renewals and replacements



**\$51.9M**  
**Water and Waste Water Supply**  
 Infrastructure upgrades, renewals and replacements



**\$4.8M**  
**Parks and Open Spaces**  
 On capital projects



**\$41.7M**  
**Grant Funding**  
 From State and Commonwealth



**\$2.3M**  
**Waste Disposal**  
 On capital projects



**\$17.7M**  
**Roads**  
 On capital roads projects



**\$1.2M**  
**Footpaths and Cycleways**  
 Upgrades, renewals and replacements

## Key Services

**\$79.4M**  
 Water Services

**\$77.9M**  
 Roads, Bridges, Footpaths and Drainage

**\$63.4M**  
 Sewerage Services

**\$28.4M**  
 Parks and Environment

**\$26.4M**  
 Waste Services

**\$11.5M**  
 Economic Development and Strategic Projects

**\$9.6M**  
 Arts, Culture and Entertainment

**\$6.3M**  
 Community Development and Support


**\$4.2M**  
 Library Services

**\$4.1M**  
 Local Laws

**\$4.0M**  
 Development Services

**\$3.8M**  
 Pest and Environmental Health

**\$1.1M**  
 Disaster Management



# Initiatives ON A PAGE

**Connecting Communities**

**Delivering Value**

**Our People**

**Accountable Council**

## Initiative 1

### Improving Customer Experience Program

Improving customer experience through better understanding of customer needs, services that are responsive to those needs and enhanced self-service options. This is supported by a strong foundation of accountability for safety, culture and the environment. Delivered through a program of five distinct but closely connected projects, we are strengthening how Council performs, make decisions and delivers services for our community now and into the future.

Services in focus for 2025/26 include Transport, Community, Recreation and Open Space.

**Connecting Communities**

**Accountable Council**

## Initiative 2

### Future Planning Scheme

Council's Planning Scheme is being updated based on community feedback with a prioritised list of changes to be made, focusing on what our region needs most, first.

Gladstone Regional Council 2025/26 Operational Plan and Budget

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## Services ON A PAGE

Goal 1. Connecting Communities	Goal 2. Delivering Value	Goal 3. Resilient Economy	Goal 4. Our People	Goal 5. Accountable Council
Brand and Communications	Asset Design	Advocacy	Health and Safety	Animal Management
Corporate and Community Projects	Asset Governance	Disaster Management	Learning and Development	Biosecurity and Environmental Health
Community Events	Asset Planning	Economic Development	Payroll Services	Business Planning
Customer Solutions	Business Improvement	Gladstone Entertainment Convention Centre	People Services	Contracts and Procurement
Community Partnerships	Capital Program	Tourism	Recruitment, Remuneration and Benefits	Environment and Conservation
Development Services	Cemeteries and Crematorium		Rehabilitation Health and Wellbeing	Ethics, Integrity and Audit
Gladstone Regional Art Gallery and Museum	Engineering Asset Solutions			Finance
Regional Libraries	Information, Communication and Technology			Governance and Risk
Tondoon Botanic Gardens	Maintenance			Legal Services
	Parks Program			Local Law Compliance
	Quarries			Revenue Services Strategy
	Roads Program			
	Stores, Facilities and Fleet Management			
	Waste and Resource Management			
	Waste Water Program			
	Water Program			

**DELIVERING 48 SERVICES TO OUR COMMUNITY**



**To close out Council's 2021-26 Corporate Plan goals, the following initiatives will be delivered in 2025/26.**

### Improving Customer Experience Program

Improving customer experience through better understanding of customer needs services that are responsive to those needs and enhanced self-service options. This is supported by a strong foundation of accountability for safety, culture and the environment. Delivered through a program of five distinct but closely connected projects, we are strengthening how Council performs, make decisions and delivers services for our community now and into the future.

Services in focus for 2025/26 include Transport, Community, Recreation and Open Space.

Customer Journey	Maturing Maintenance Delivery	Asset and Service Performance	Accountable Leadership	Business Continuity
Customers get the information they need for common enquires before having to ask, because we better understand their needs and provide an easy-to-use, informative website with simple self-service options.	Affordable and effective maintenance works programs are consistently delivered, using the right information at the right time to effectively prioritise, plan, deliver and pay for maintenance.	Our transport, community, recreation and open space service levels are set based on data and future planning. Balancing customer needs, long-term goals and efficient resource use.	Our leaders are better equipped to hold accountability for safety, performance, and service outcomes and support their teams to do the same.	Council can effectively manage unexpected disruptions, ensuring critical services continue with minimal downtime and cost to our community.
<b>Delivery</b>	30 June 2026			
<b>Responsible</b>	Business Improvement Specialist			
<b>Accountable</b>	Executive Leadership Team			
<b>Budget</b>	\$725,094			
<b>Corporate Risk</b>	Asset Management Maturity, Business Disruption, Financial Sustainability, Workforce Safety and Wellbeing, Our People			
<b>Corporate Plan</b>	This Initiative closes our corporate goal commitments in Connecting Communities, Delivering Value, Our People and Accountable Council across the following Outcomes 1.1, 1.2, 2.1, 2.2, 2.3, 2.4, 4.1, 4.2, 5.1, 5.2, and 5.3.			





### Future Planning Scheme

Council's Planning Scheme is being updated based on community feedback with a prioritised list of changes to be made, focusing on what our region needs most, first.

Delivery	30 June 2026
Responsible	Strategic Planning Specialist
Accountable	<b>Executive Leadership Team</b>
Budget	\$150,000
Corporate Risk	Not applicable for this initiative
Corporate Plan	This Initiative closes our corporate goal commitments in Connecting Communities and Accountable Council across the following Outcomes 1.2 and 5.1.





## Connecting Communities

Service	Description	Business Unit
Brand and Communications	Expertly services the businesses' needs using communication methods and channels, understanding the audience and knowledge of the broader Gladstone Region. The team is a mix of experienced marketers, writers, graphic designers and communicators and offers a range of internal and external services to Council and facilities.	C&L
Corporate and Community Projects	Designs and delivers maintenance strategies and programs for Council's aquatic and major sporting facilities, provides operational advice on strategic projects with respect to aquatic facilities, executes speciality community projects and leads the transformation of Council's internal employee shared spaces.	C&L
Community Events	Delivers major events on behalf of Gladstone Regional Council designed to promote community pride and inclusion, grow the economy and increase the region's destination profile.	C&L
Customer Solutions	Responds to customer demand, improves customer experience, manages correspondence and emails while also offering choice in communication, such as online transactions, to support customer access to Council.	CE
Community Partnerships	Works alongside the community and Council employees to create the conditions for community-led development, resilience and capacity, providing opportunities for the people in our region to be actively engaged.	C&L
Development Services	Provides advice and regulates development under several legislative frameworks and statutory assessment frameworks. The team has subject matter experts in five areas - Town Planning, Operational Works, Building, Plumbing and Compliance.	CE
Gladstone Regional Art Gallery and Museum	Conserves, documents and displays the region's social history and decorative and fine arts collections. GRAGM provides opportunities for cultural growth, education and capacity building of our region's artists.	C&L
Regional Libraries	Engages with our community through the delivery of welcoming and dynamic spaces, programs and collections.	C&L
Tondoon Botanic Gardens	Promotes sustainable horticultural practices, provides quality visitor services, engages with the community in learning for life opportunities and contributes to the Gladstone Region's sustained prosperity. Ensures the Tondoon Botanic Gardens are efficiently and effectively managed.	C&L

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



## Delivering Value

Service	Description	Business Unit
Asset Design	Ensures our design standards remain current and provides drawings and designs that contribute to safe, cost-effective and pragmatic solutions for the region.	A&E
Asset Governance	Supports the creation of a strong asset management culture in Council with responsibility for the asset register, geo spatial representation, internal project plan, asset accounting and asset management system governance.	A&E
Asset Planning	Understands our community's infrastructure needs, risks and opportunities to allow Council to sustainably provide services to our region. By understanding demand, capacity, population forecasts, asset performance and other scenario modelling the team provides options for sustainable investment decisions including renewals and upgrades.	A&E
Business Improvement	Partners with the business to continuously improve services for our people and the community.	P&S
Capital Program	Ensures our capital works are delivered efficiently to meet our customer service levels.	OPS
Cemeteries and Crematorium	Provides and maintains burial and cremation services to the region.	OPS
Engineering Asset Solutions	Solves engineering challenges by developing fit for purpose and innovative solutions, at an acceptable level of risk and cost, to support organisational strategic and operational requirements.	A&E
Information, Communication and Technology	Continually improves Council's resilience and sustainability over the long-term to ensure we are strong enough to address future challenges without placing additional burden on ratepayers. We will actively leverage technology to reduce operational costs and make it easier to get the job done.	P&S
Maintenance	Plans and executes maintenance tasks across the Gladstone Region, ensuring optimal use of resources with a focus on delivering high-quality services to our community and managing both corporate and community facilities.	OPS
Parks Program	Maintains the parks, reserves and open spaces across the region to provide safe recreational areas.	OPS
Quarries	Provides the required quantity of gravel material for road construction and maintenance purposes.	OPS

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





Roads Program	Builds and maintains our road transport infrastructure to a safe standard.	OPS
Stores, Facilities and Fleet Management	Manages the processes, reporting and controls related to Council stock movement and storage, Council facilities maintenance, repair and compliance, service contract control and fleet management.	OPS
Waste and Resource Management	Delivers waste and recycling collection services for residents and Council activities, operate and maintain the region's landfill, network of waste transfer stations and delivery of resource recovery activities, projects and initiatives.	OPS
Waste Water Program	Builds, operates and maintains our sewerage infrastructure to meet environmental standards.	OPS
Water Program	Builds, operates and maintains our water infrastructure to deliver safe drinking water.	OPS



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





## Resilient Economy

Service	Description	Business Unit
Advocacy	Engages with State and Federal Governments, industry and other peak bodies and stakeholders to advocate for changes to policy, legislation and programs to improve the liveability of our communities.	P&S
Disaster Management	Provides regional disaster management coordination including prevention, preparation, response and recovery.	FG&R
Economic Development	Facilitates sustainable, financially and environmentally responsible initiatives that will advance economic development in the Gladstone Region.	P&S
Gladstone Entertainment Convention Centre	Manages the operations of the Gladstone Entertainment Convention Centre. Provides a strong and vibrant calendar of events, stimulating economic development through business events and tourism. Contributes to artistic and cultural development in the community.	C&L
Tourism	Provides long term vision and strategic direction for the region in tourism and the visitor economy. Partners with Gladstone Area Promotion and Development Limited (GAPDL) to provide enriching experiences to maximise economic benefits for the region.	P&S

## Our People

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

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



## Accountable Council

Service	Description	Business Unit
Animal Management	Provides education and regulation for the community to encourage responsible pet ownership and, where appropriate, enforce animal management legislation.	CE
Biosecurity and Environmental Health	Offers expert advice on areas encompassing public health, environmental compliance and biosecurity pest management. Implement appropriate regulatory powers and actions and awareness activities that support the public, businesses and industry in fulfilling their biosecurity and environmental obligations. Safeguards public health and the environment as well as operates sustainably for the wellbeing of the community.	CE
Business Planning	Enables Council to deliver on promises made to our community.	P&S
Contracts and Procurement	Guides strategic, ethical and compliant conduct to achieve value for money for the community. Supports safe, efficient, sustainable and timely delivery of Council's operational program of work through effective procurement management in accordance with legislative obligations.	FG&R
Environment and Conservation	Advises, supports and monitors Council activities that protect our community, environment, and land. Focuses on Native Title and cultural heritage, safe drinking water quality, environmental outcomes, and land management for sustainable services, assets and environment into the future.	A&E
Ethics, Integrity and Audit	Supports our corporate governance activities by providing independent assurance that Council policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk.	FG&R
Finance	Provides efficient and effective accounting support to the organisation, including budgeting, forecasting and long-term financial planning, to empower informed financial decisions. Ensures high standards of transparency and compliance with statutory obligations, as responsible stewards for community funds and assets. Administration and enhancement of Council's financial system, with a focus on continuous improvement.	FG&R
Governance and Risk	Ensures Council achieves its objectives and drives business improvements ethically, responsibly and in accordance with statutory requirements.	FG&R

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



Legal Services	Empowers Council to make informed decisions, minimise risk and improve legal compliance by providing a full spectrum of legal services to Council, the Executive Leadership Team and all Business Units.	FG&R
Local Law Compliance	Educates and regulates the community to preserve the amenity, appearance and enjoyment of the region and the lifestyles it provides.	CE
Revenue Services	Effectively manages and operates the rating and utility charge requirements of Council and ensure that all outstanding debt and revenue to Council are monitored and maximised fairly and efficiently. Collaborates with leaders to ensure all infrastructure charges and fees and charges are legally compliant and the fees structure promote financial sustainability. Identifies strategic grant funding opportunities and leverage maximum benefit for the delivery of priority initiatives.	FG&R
Strategy	Develops and implements Council's Corporate Plan and Corporate Strategies. Guides decision-making to achieve community goals and sustainable growth.	P&S



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

## BUDGET

### Statement of Comprehensive Income

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

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
<b>Revenue</b>				
<b>Operating revenue</b>				
Net rates, levies and charges	193,071	211,602	219,106	227,729
Fees and charges	23,438	21,552	20,667	21,358
Rental income	892	722	743	766
Interest received	9,620	6,130	10,990	9,704
Sales revenue	4,339	4,245	4,373	4,504
Other income	13,989	6,362	10,403	9,596
Grants, subsidies, contributions and donations	12,705	14,804	13,363	13,764
Total operating revenue	258,053	265,416	279,645	287,420
<b>Capital revenue</b>				
State subsidies and grants—capital	23,654	11,578	16,084	13,552
Commonwealth subsidies and grants—capital	12,547	15,344	16,313	5,544
Developer Contributions—capital	300	1,205	1,000	1,000
Other capital contributions	234	113	100	100
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195
<b>Total revenue</b>	294,788	293,657	313,142	307,615
<b>Capital income</b>				
Total Capital Income	(8,000)	(7,500)	(7,500)	(7,500)
<b>Total income</b>	286,788	286,157	305,642	300,115
<b>Expenses</b>				
<b>Operating expenses</b>				
Employee benefits	80,518	86,295	90,612	94,242
Materials and services	113,968	114,814	114,351	118,458
Finance costs	1,447	1,185	946	706
Depreciation and amortisation	57,425	61,633	61,799	63,617
Total operating expenses	253,358	263,928	267,707	277,022
<b>Capital expenses</b>				
Total Capital expenses	-	-	-	-
<b>Total expenses</b>	253,358	263,928	267,707	277,022
<b>Net result</b>	33,430	22,229	37,935	23,093
<b>Tax equivalents</b>				
<b>Net result after tax equivalents</b>	33,430	22,229	37,935	23,093
<b>Other comprehensive income</b>				
<b>Total other comprehensive income for the year</b>	154,180	25,803	31,405	35,447
<b>Total comprehensive income for the year</b>	187,610	48,032	69,340	58,540
<b>Operating result</b>				
Operating revenue	258,053	265,416	279,645	287,420
Operating expenses	253,358	263,928	267,707	277,022
Operating result	4,696	1,488	11,937	10,398

The value of change in rates and utilities from 2024/2025 expressed as a percentage is 9.6%



## Statement of Financial Position

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

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	156,919	122,423	85,300	80,352
Trade and other receivables	9,477	14,100	14,399	14,907
Inventories	1,621	1,621	1,621	1,621
Contract Assets	11,744	11,744	11,744	11,744
Other current assets	16,464	16,464	16,464	16,464
<b>Total current assets</b>	<b>196,225</b>	<b>166,352</b>	<b>129,528</b>	<b>125,088</b>
<b>Non-current assets</b>				
Investments	34,478	34,478	34,478	34,478
Land	140,244	147,207	148,819	150,870
Land improvements	-	4,029	7,978	10,622
Buildings	162,876	170,292	172,276	174,222
Plant & equipment	36,505	34,544	38,880	42,008
Furniture & fittings	-	870	2,059	13,451
Roads, drainage & bridge network	1,563,476	1,631,062	1,636,831	1,643,821
Water	292,445	298,502	317,839	338,267
Sewerage	484,664	504,991	523,836	553,450
Miscellaneous (Non-Infrastructure)	2,385	2,772	14,515	38,342
Miscellaneous (Infrastructure)	69,105	68,069	66,106	64,168
Work in progress	154,429	105,151	136,207	92,563
Property, plant & equipment	2,906,128	2,967,489	3,065,345	3,121,783
Right of use assets	3,269	3,225	3,180	3,136
Other non-current assets	30,761	29,728	28,659	27,552
<b>Total non-current assets</b>	<b>2,974,636</b>	<b>3,034,920</b>	<b>3,131,663</b>	<b>3,186,949</b>
<b>Total assets</b>	<b>3,170,862</b>	<b>3,201,272</b>	<b>3,261,191</b>	<b>3,312,037</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	33,093	24,684	24,739	25,579
Contract Liabilities	8,866	8,866	8,866	8,866
Borrowings	7,048	7,261	6,532	3,820
Provisions	15,937	15,974	16,013	16,053
Other current liabilities	1,931	1,961	1,866	1,776
<b>Total current liabilities</b>	<b>66,875</b>	<b>58,746</b>	<b>58,016</b>	<b>56,095</b>
<b>Non-current liabilities</b>				
Contract Liabilities	2,545	2,545	2,545	2,545
Borrowings	79,719	72,495	65,963	62,143
Provisions	14,878	14,841	14,802	14,762
Other non-current liabilities	37,007	34,776	32,655	30,743
<b>Total non-current liabilities</b>	<b>134,149</b>	<b>124,657</b>	<b>115,966</b>	<b>110,192</b>
<b>Total liabilities</b>	<b>201,024</b>	<b>183,402</b>	<b>173,982</b>	<b>166,287</b>
<b>Net community assets</b>	<b>2,969,837</b>	<b>3,017,869</b>	<b>3,087,209</b>	<b>3,145,749</b>
<b>Community equity</b>				
Asset revaluation surplus	1,202,906	1,228,709	1,260,114	1,295,561
Retained surplus	1,766,931	1,789,160	1,827,095	1,850,188
<b>Total community equity</b>	<b>2,969,837</b>	<b>3,017,869</b>	<b>3,087,209</b>	<b>3,145,749</b>



**Statement of Cash Flows***All outputs are in thousands (\$,000) unless otherwise indicated*

	<b>Forecast 2024-2025</b>	<b>Budget 2025-2026</b>	<b>Forecast 2026-2027</b>	<b>Forecast 2027-2028</b>
<b>Cash flows from operating activities</b>				
Receipts from customers	241,614	237,059	248,305	257,777
Payments to suppliers and employees	(201,179)	(208,620)	(204,020)	(210,988)
Dividends received	8,617	1,958	5,867	4,923
Interest received	10,545	6,130	10,990	9,704
Rental income	600	735	742	765
Non-capital grants and contributions	10,631	14,912	13,442	13,744
Borrowing costs	(1,367)	(2,084)	(1,833)	(1,578)
Other cash flows from operating activities	17,422	-	-	-
<b>Net cash inflow from operating activities</b>	<b>86,882</b>	<b>50,089</b>	<b>73,493</b>	<b>74,347</b>
<b>Cash flows from investing activities</b>				
Payments for property, plant and equipment	(108,863)	(105,151)	(136,207)	(92,563)
Proceeds from sale of property, plant and equipment	750	500	500	500
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195
Other cash flows from investing activities	819	(1,164)	(1,146)	(895)
<b>Net cash inflow from investing activities</b>	<b>(70,559)</b>	<b>(77,575)</b>	<b>(103,355)</b>	<b>(72,763)</b>
<b>Cash flows from financing activities</b>				
Repayment of borrowings	(5,871)	(7,011)	(7,261)	(6,532)
Repayment of leases	(96)	-	-	-
<b>Net cash inflow from financing activities</b>	<b>(5,967)</b>	<b>(7,011)</b>	<b>(7,261)</b>	<b>(6,532)</b>
<b>Total cash flows</b>				
<b>Net increase in cash and cash equivalent held</b>	<b>10,357</b>	<b>(34,496)</b>	<b>(37,123)</b>	<b>(4,948)</b>
<b>Opening cash and cash equivalents</b>	<b>146,562</b>	<b>156,919</b>	<b>122,423</b>	<b>85,299</b>
<b>Closing cash and cash equivalents</b>	<b>156,919</b>	<b>122,423</b>	<b>85,299</b>	<b>80,352</b>

### Statement of Changes in Equity

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

	Forecast 2024-2025	Budget 2025-2026	Forecast 2026-2027	Forecast 2027-2028
<b>Asset revaluation surplus</b>				
Opening balance		1,202,906	1,228,709	1,260,114
Net result		na	na	na
Increase in asset revaluation surplus		25,803	31,405	35,447
Internal payments made		na	na	na
Adjustment for Initial Recognition of Accounting Standards		na	na	na
Closing balance	1,202,906	1,228,709	1,260,114	1,295,561
<b>Retained surplus</b>				
Opening balance		1,766,931	1,789,160	1,827,095
Net result		22,229	37,935	23,093
Increase in asset revaluation surplus		na	na	na
Internal payments made		-	-	-
Adjustment for Initial Recognition of Accounting Standards		-	na	na
Closing balance	1,766,931	1,789,160	1,827,095	1,850,188
<b>Total</b>				
Opening balance		2,969,837	3,017,869	3,087,209
Net result		22,229	37,935	23,093
Increase in asset revaluation surplus		25,803	31,405	35,447
Internal payments made		-	-	-
Adjustment for Initial Recognition of Accounting Standards		-	na	na
Closing balance	2,969,837	3,017,869	3,087,209	3,145,749

### Statement of Comprehensive Income

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

Revenue	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
<b>Operating revenue</b>											
Net rates, levies and charges	193,071	211,602	219,106	227,729	231,561	244,307	253,377	262,427	271,716	281,352	296,039
Fees and charges	23,438	21,552	20,667	21,358	22,072	22,810	23,572	24,361	25,176	26,018	26,888
Rental income	892	722	743	766	789	812	837	862	888	914	942
Interest received	9,620	6,130	10,990	9,704	8,464	8,535	8,786	9,019	9,345	9,823	10,263
Sales revenue	4,339	4,245	4,373	4,504	4,639	4,778	4,922	5,069	5,221	5,378	5,539
Other income	13,989	6,362	10,403	9,596	8,788	7,914	7,070	11,162	10,401	9,572	8,764
Grants, subsidies, contributions and donations	12,705	14,804	13,363	13,764	14,176	14,602	15,040	15,491	15,956	16,434	16,927
<b>Total operating revenue</b>	<b>258,053</b>	<b>265,416</b>	<b>279,645</b>	<b>287,420</b>	<b>290,488</b>	<b>303,758</b>	<b>313,603</b>	<b>328,391</b>	<b>338,702</b>	<b>349,492</b>	<b>365,362</b>
<b>Capital revenue</b>											
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195	13,852	15,773	25,039	28,048	29,217	26,593	15,005
<b>Total revenue</b>	<b>294,788</b>	<b>293,657</b>	<b>313,142</b>	<b>307,615</b>	<b>304,340</b>	<b>319,531</b>	<b>338,642</b>	<b>356,439</b>	<b>367,919</b>	<b>376,085</b>	<b>380,427</b>
<b>Capital income</b>											
Total Capital Income	(8,000)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,619)	(7,617)
<b>Total income</b>	<b>286,788</b>	<b>286,157</b>	<b>305,642</b>	<b>300,115</b>	<b>296,840</b>	<b>312,031</b>	<b>331,142</b>	<b>348,939</b>	<b>360,419</b>	<b>368,466</b>	<b>372,810</b>
<b>Expenses</b>											
<b>Operating expenses</b>											
Employee benefits	80,518	86,295	90,612	94,242	98,017	101,944	106,029	110,277	114,696	119,293	124,074
Materials and services	113,968	114,814	114,351	118,458	123,883	132,329	137,128	141,796	146,631	151,639	161,970
Finance costs	1,447	1,185	946	706	592	568	546	525	502	481	461
Depreciation and amortisation	57,425	61,633	61,799	63,617	65,062	67,577	68,578	71,036	72,080	74,815	76,079
<b>Total operating expenses</b>	<b>253,358</b>	<b>263,928</b>	<b>267,707</b>	<b>277,022</b>	<b>287,554</b>	<b>302,419</b>	<b>312,281</b>	<b>323,635</b>	<b>333,909</b>	<b>346,227</b>	<b>362,582</b>
<b>Capital expenses</b>											
Total Capital expenses	-	-	-	-	-	-	-	-	-	-	-
<b>Total expenses</b>	<b>253,358</b>	<b>263,928</b>	<b>267,707</b>	<b>277,022</b>	<b>287,554</b>	<b>302,419</b>	<b>312,281</b>	<b>323,635</b>	<b>333,909</b>	<b>346,227</b>	<b>362,582</b>
<b>Net result</b>	<b>33,430</b>	<b>22,229</b>	<b>37,935</b>	<b>23,093</b>	<b>9,286</b>	<b>9,612</b>	<b>18,861</b>	<b>25,304</b>	<b>26,510</b>	<b>22,639</b>	<b>10,228</b>
<b>Net result after tax equivalents</b>											
Total other comprehensive income for the year	154,180	25,803	31,405	35,447	40,649	44,471	48,105	51,529	55,150	59,280	64,673
<b>Total comprehensive income for the year</b>	<b>187,610</b>	<b>48,032</b>	<b>69,340</b>	<b>58,540</b>	<b>49,935</b>	<b>54,083</b>	<b>66,966</b>	<b>76,833</b>	<b>81,660</b>	<b>81,919</b>	<b>74,900</b>
<b>Operating result</b>											
Operating revenue	258,053	265,416	279,645	287,420	290,488	303,758	313,603	328,391	338,702	349,492	365,362
Operating expenses	253,358	263,928	267,707	277,022	287,554	302,419	312,281	323,635	333,909	346,227	362,582
<b>Operating result</b>	<b>4,695</b>	<b>1,488</b>	<b>11,937</b>	<b>10,398</b>	<b>2,934</b>	<b>1,339</b>	<b>1,322</b>	<b>4,756</b>	<b>4,792</b>	<b>3,266</b>	<b>2,780</b>



## Statement of Financial Position

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

Assets	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F
<b>Current assets</b>											
Cash and cash equivalents	156,919	122,423	85,300	80,352	75,578	83,312	96,791	107,080	125,419	150,986	165,252
Trade and other receivables	9,477	14,100	14,399	14,907	15,236	16,015	16,595	17,129	17,774	18,393	19,292
Inventories	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621	1,621
Contract Assets	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744	11,744
Other current assets	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464	16,464
<b>Total current assets</b>	<b>196,225</b>	<b>166,352</b>	<b>129,528</b>	<b>125,088</b>	<b>120,642</b>	<b>129,155</b>	<b>143,215</b>	<b>154,039</b>	<b>173,022</b>	<b>199,208</b>	<b>214,373</b>
<b>Non-current assets</b>											
Investments	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478	34,478
Land	140,244	147,207	148,819	150,870	152,784	155,038	158,932	160,774	162,641	169,110	171,194
Land improvements	-	4,029	7,978	10,622	11,813	12,175	12,471	12,774	13,081	13,395	13,715
Buildings	162,876	170,292	172,276	174,222	173,905	173,935	174,163	188,933	200,019	216,565	230,899
Plant & equipment	36,505	34,544	38,880	42,008	47,131	53,078	59,140	65,012	70,799	77,401	94,100
Furniture & fittings	-	870	2,059	13,451	18,582	23,928	25,120	26,330	27,556	28,800	30,062
Roads, drainage & bridge network	1,563,476	1,631,062	1,636,831	1,643,821	1,654,289	1,665,190	1,681,475	1,699,847	1,707,106	1,718,537	1,775,405
Water	292,445	298,502	317,839	338,267	362,594	371,735	379,996	385,948	400,530	407,133	430,846
Sewerage	484,664	504,991	523,836	553,450	564,963	583,588	594,830	598,868	623,955	637,919	659,216
Miscellaneous (Non-infrastructure)	2,385	2,772	14,515	38,342	41,121	44,229	46,013	47,861	49,724	51,678	54,533
Miscellaneous (Infrastructure)	69,105	68,069	66,106	64,168	62,232	60,199	58,166	56,134	54,102	51,968	49,834
Work in progress	154,429	105,151	136,207	92,563	84,742	75,639	79,637	91,921	86,484	77,898	-
Property, plant & equipment	2,906,128	2,967,489	3,065,345	3,121,783	3,174,157	3,218,735	3,269,942	3,334,400	3,395,998	3,450,406	3,509,803
Right of use assets	3,269	3,225	3,180	3,136	3,092	3,047	3,003	2,959	2,914	2,870	2,826
Other non-current assets	30,761	29,728	28,659	27,552	26,409	25,228	24,013	22,757	21,462	20,291	19,081
<b>Total non-current assets</b>	<b>2,974,636</b>	<b>3,034,920</b>	<b>3,131,663</b>	<b>3,186,949</b>	<b>3,238,135</b>	<b>3,281,488</b>	<b>3,331,436</b>	<b>3,394,594</b>	<b>3,454,852</b>	<b>3,508,045</b>	<b>3,566,188</b>
<b>Total assets</b>	<b>3,170,862</b>	<b>3,201,272</b>	<b>3,261,191</b>	<b>3,312,037</b>	<b>3,358,778</b>	<b>3,410,644</b>	<b>3,474,651</b>	<b>3,548,632</b>	<b>3,627,874</b>	<b>3,707,253</b>	<b>3,780,561</b>

Statement of Financial Position												
All outputs are in thousands (\$,000) unless otherwise indicated												
Liabilities	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F	
<b>Current liabilities</b>												
Trade and other payables	33,093	24,684	24,739	25,579	26,819	28,578	29,643	30,604	31,772	32,894	35,045	
Contract liabilities	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	8,866	
Borrowings	7,048	7,261	6,532	3,820	3,340	3,364	3,438	3,520	3,600	3,683	3,766	
Provisions	15,937	15,974	16,013	16,053	16,091	16,128	16,166	16,204	16,243	16,281	16,320	
Other current liabilities	1,931	1,961	1,866	1,776	1,692	1,612	1,537	1,466	1,400	1,337	1,277	
Total current liabilities	66,875	58,746	58,016	56,095	56,808	58,548	59,651	60,660	61,880	63,061	65,274	
<b>Non-current liabilities</b>												
Contract liabilities	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	2,545	
Borrowings	79,719	72,495	65,963	62,143	58,803	55,440	52,001	48,482	44,881	41,198	37,432	
Provisions	14,878	14,841	14,802	14,762	14,724	14,687	14,649	14,611	14,572	14,534	14,495	
Other non-current liabilities	37,007	34,776	32,655	30,743	30,214	29,658	29,074	28,770	28,770	28,770	28,770	
Total non-current liabilities	134,149	124,657	115,966	110,192	106,286	102,329	98,288	94,407	90,768	87,047	83,242	
<b>Total liabilities</b>	201,024	183,402	173,982	166,287	163,094	160,877	157,939	155,067	152,648	150,108	148,516	
<b>Net community assets</b>	2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	3,632,045	
<b>Community equity</b>												
Asset revaluation surplus	1,202,906	1,228,709	1,260,114	1,295,561	1,336,210	1,380,681	1,428,785	1,480,314	1,535,464	1,594,744	1,659,417	
Retained surplus	1,766,931	1,789,160	1,827,095	1,850,188	1,859,474	1,869,086	1,887,947	1,913,251	1,939,761	1,962,400	1,972,628	
<b>Total community equity</b>	2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	3,632,045	

Statement of Cash Flows												
All outputs are in thousands (\$,000) unless otherwise indicated												
	Jun-25F	Jun-26B	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F	
<b>Cash flows from operating activities</b>												
Receipts from customers	241,614	237,059	248,305	257,777	262,781	276,098	286,422	296,605	306,915	317,736	333,343	
Payments to suppliers and employees	(201,179)	(208,620)	(204,020)	(210,988)	(219,817)	(231,722)	(241,352)	(250,426)	(259,532)	(269,241)	(283,387)	
Dividends received	8,617	1,958	5,867	4,923	3,975	2,957	1,963	5,903	4,984	3,993	3,017	
Interest received	10,545	6,130	10,990	9,704	8,464	8,535	8,786	9,019	9,345	9,823	10,263	
Rental income	600	735	742	765	787	811	835	861	886	913	940	
Non-capital grants and contributions	10,631	14,912	13,442	13,744	14,152	14,578	15,016	15,469	15,928	16,408	16,900	
Borrowing costs	(1,367)	(2,084)	(1,833)	(1,578)	(1,435)	(1,361)	(1,286)	(1,212)	(1,129)	(1,049)	(966)	
Other cash flows from operating activities	17,422	-	-	-	-	-	-	-	-	-	-	
<b>Net cash inflow from operating activities</b>	86,882	50,089	73,493	74,347	68,907	69,896	70,385	76,219	77,396	78,584	80,110	
<b>Cash flows from investing activities</b>												
Payments for property, plant and equipment	(108,863)	(105,151)	(136,207)	(92,563)	(84,742)	(75,639)	(79,637)	(91,921)	(86,484)	(77,898)	(78,759)	
Proceeds from sale of property, plant and equipment	750	500	500	500	500	500	500	500	500	500	500	
Grants, subsidies, contributions and donations	36,735	28,240	33,498	20,195	13,852	15,773	25,039	28,048	29,217	26,993	15,065	
Other cash flows from investing activities	819	(1,164)	(1,146)	(895)	530	545	556	881	1,229	989	1,034	
<b>Net cash inflow from investing activities</b>	(70,559)	(77,575)	(103,355)	(72,763)	(69,861)	(58,822)	(53,542)	(62,491)	(55,537)	(49,417)	(62,160)	
<b>Cash flows from financing activities</b>												
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	
Repayment of borrowings	(5,871)	(7,011)	(7,261)	(6,532)	(3,820)	(3,340)	(3,364)	(3,438)	(3,520)	(3,600)	(3,683)	
Repayment of leases	(96)	-	-	-	-	-	-	-	-	-	-	
<b>Net cash inflow from financing activities</b>	(5,967)	(7,011)	(7,261)	(6,532)	(3,820)	(3,340)	(3,364)	(3,438)	(3,520)	(3,600)	(3,683)	
<b>Total cash flows</b>												
<b>Net increase in cash and cash equivalent held</b>	10,357	(34,496)	(37,123)	(4,948)	(4,774)	7,734	13,479	10,289	18,339	25,567	14,267	
<b>Operating cash and cash equivalents</b>	146,562	156,919	122,423	85,299	80,352	75,578	83,312	96,791	107,080	125,419	150,985	
<b>Closing cash and cash equivalents</b>	156,919	122,423	85,299	80,352	75,578	83,312	96,791	107,080	125,419	150,985	165,252	

Statement of Changes in Equity												
All outputs are in thousands (\$,000) unless otherwise indicated												
	Jun-25F	Jun-28F	Jun-27F	Jun-28F	Jun-29F	Jun-30F	Jun-31F	Jun-32F	Jun-33F	Jun-34F	Jun-35F	
<b>Asset revaluation surplus</b>												
Opening balance		1,202,906	1,228,709	1,260,114	1,295,561	1,336,210	1,380,681	1,428,785	1,480,314	1,535,464	1,594,744	
Increase in asset revaluation surplus		25,803	31,405	35,447	40,649	44,471	48,105	51,529	55,150	59,280	64,673	
Closing balance	1,202,906	1,228,709	1,260,114	1,295,561	1,336,210	1,380,681	1,428,785	1,480,314	1,535,464	1,594,744	1,659,417	
<b>Retained surplus</b>												
Opening balance		1,766,931	1,789,160	1,827,095	1,850,188	1,859,474	1,869,086	1,887,947	1,913,251	1,939,761	1,962,400	
Net result		22,229	37,935	23,093	9,286	9,612	18,861	25,304	26,510	22,639	10,228	
Closing balance	1,766,931	1,789,160	1,827,095	1,850,188	1,859,474	1,869,086	1,887,947	1,913,251	1,939,761	1,962,400	1,972,628	
<b>Total</b>												
Opening balance		2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	
Net result		22,229	37,935	23,093	9,286	9,612	18,861	25,304	26,510	22,639	10,228	
Increase in asset revaluation surplus		25,803	31,405	35,447	40,649	44,471	48,105	51,529	55,150	59,280	64,673	
Closing balance	2,969,837	3,017,869	3,087,209	3,145,749	3,195,684	3,249,767	3,316,733	3,393,565	3,475,226	3,557,145	3,632,045	

## Trading Summaries and Comparatives for Gladstone Regional Council Budget 2025-26 and Forecast 2024-25

## 2025-26 Budget

	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
<b>Trading Summary</b>							
Ordinary Income	4,066,862	13,415,581	136,270,188	159,694,053	11,452,722	46,100,057	370,999,464
Ordinary Expenses	(23,356,715)	(14,479,304)	(12,099,540)	(138,011,135)	(11,315,493)	(49,016,914)	(248,279,101)
Overhead Expenses	(3,112,844)	(7,417,309)	(3,850,899)	(39,335,665)	(5,095,758)	(790,591)	(59,603,067)
Depreciation	(3,391,945)	(67,489)	(112,264)	(57,053,949)	(66,874)	(936,458)	(61,628,980)
<b>Net Income\ (Deficit)</b>	<b>(25,794,642)</b>	<b>(8,548,522)</b>	<b>120,207,485</b>	<b>(74,706,696)</b>	<b>(5,025,403)</b>	<b>(4,643,906)</b>	<b>1,488,316</b>
<b>Capital Expenditure</b>							
Capital Income				22,626,397	608,529	3,687,179	26,922,105
Capital Purchases	(428,700)	-	-	(87,898,423)	(5,399,528)	(11,424,157)	(105,150,808)
<b>Total Capital Expenditure</b>	<b>(428,700)</b>	<b>-</b>	<b>-</b>	<b>(65,272,026)</b>	<b>(4,790,999)</b>	<b>(7,736,978)</b>	<b>(78,228,703)</b>
<b>Total</b>	<b>(26,223,342)</b>	<b>(8,548,522)</b>	<b>120,207,485</b>	<b>(139,978,722)</b>	<b>(9,816,402)</b>	<b>(12,380,884)</b>	<b>(76,740,387)</b>

## 2024-25 Forecast

	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
<b>Trading Summary</b>							
Ordinary Income	3,724,390	13,494,039	140,362,794	142,160,921	10,711,756	41,908,140	352,362,039
Ordinary Expenses	(22,450,160)	(12,631,865)	(14,697,344)	(128,592,156)	(10,503,517)	(46,670,876)	(235,545,918)
Overhead Expenses	(2,931,285)	(6,709,402)	(3,409,575)	(36,523,081)	(4,427,271)	(694,709)	(54,695,323)
Depreciation	(2,167,632)	(44,716)	(92,502)	(54,946,058)	(53,612)	(120,714)	(57,425,234)
<b>Net Income\ (Deficit)</b>	<b>(23,824,686)</b>	<b>(5,891,944)</b>	<b>122,163,373</b>	<b>(77,900,374)</b>	<b>(4,272,645)</b>	<b>(5,578,160)</b>	<b>4,695,564</b>
<b>Capital Expenditure</b>							
Capital Income	2,000			34,053,045	1,523,090	1,156,769	36,734,904
Capital Purchases	(570,084)	-	(5,552,577)	(97,799,184)	(2,140,823)	(2,800,295)	(108,862,963)
<b>Total Capital Expenditure</b>	<b>(568,084)</b>	<b>-</b>	<b>(5,552,577)</b>	<b>(63,746,139)</b>	<b>(617,733)</b>	<b>(1,643,526)</b>	<b>(72,128,059)</b>
<b>Total</b>	<b>(24,392,770)</b>	<b>(5,891,944)</b>	<b>116,610,796</b>	<b>(141,646,513)</b>	<b>(4,890,378)</b>	<b>(7,221,686)</b>	<b>(67,432,495)</b>

### Statement of Significant and Commercial Business Activities

	Income	Expenses	Net Results
<b>2025/26 Budget</b>			
Roads	3,943,409	57,946,985	(54,003,576)
Building Certification	139,868	560,417	(420,549)
Water	55,535,425	61,490,334	(5,954,909)
Waste Management	30,248,731	30,219,564	29,167
Gladstone Entertainment & Convention Centre	1,877,601	6,750,016	(4,872,415)
Sewerage	43,559,952	40,445,176	3,114,775
<b>2026/27 Forecast</b>			
Roads	4,081,429	59,921,801	(55,840,373)
Building Certification	144,763	584,414	(439,650)
Water	57,322,186	63,602,743	(6,280,556)
Waste Management	31,267,981	31,308,645	(40,664)
Gladstone Entertainment & Convention Centre	1,943,317	6,918,111	(4,974,794)
Sewerage	46,157,556	41,760,149	4,397,407
<b>2027/28 Forecast</b>			
Roads	4,224,279	61,904,014	(57,679,736)
Building Certification	149,830	605,635	(455,805)
Water	59,170,540	65,741,967	(6,571,427)
Waste Management	32,321,622	32,411,487	(89,864)
Gladstone Entertainment & Convention Centre	2,011,333	7,077,660	(5,066,327)
Sewerage	48,927,001	43,114,983	5,812,018

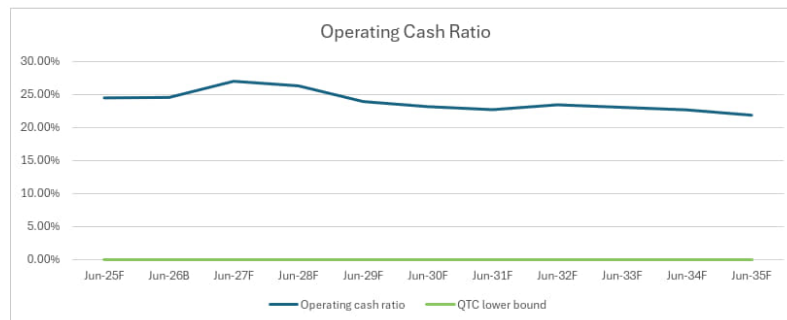
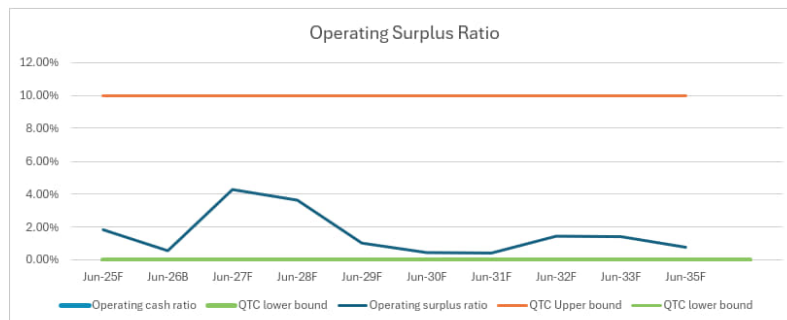


### Key Financial Sustainability Metrics

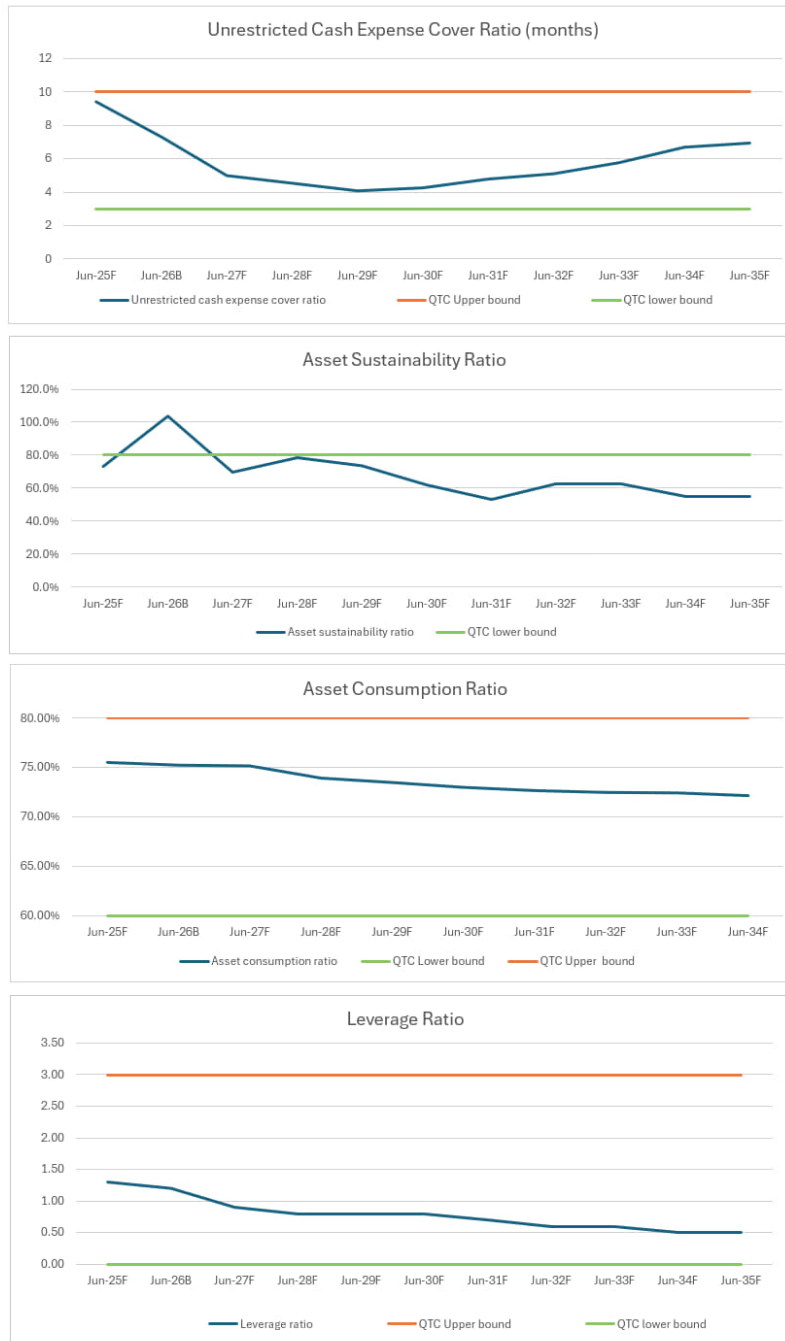
Type	Measure (as per Guideline)	Target (Tier 3)	Actual Current Year	5-Year Average
Financial Capacity	Council-Controlled Revenue*	na	83.90%	83.22%
	Population Growth*	na	2.35%	1.17%
Asset Management	Asset Renewal Funding Ratio*	na	108.97%	na

\* The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only and do not have a target. They are not audited by the QAO.

Type	Measure (as per Guideline)	Target (Tier 3)	Actual Current Year	5-Year Average
Operating Performance	Operating Surplus Ratio	Greater than 0%	1.85%	-3.87%
	Operating Cash Ratio	Greater than 0%	24.49%	19.15%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 3 months	9.4 months	na
Asset Management	Asset Sustainability Ratio	Greater than 80%	135.28%	121.28%
	Asset Consumption Ratio	Greater than 60%	75.53%	70.93%
Debt Servicing Capacity	Leverage Ratio	3 times	1.3 times	-0.3 times



### Key Financial Sustainability Metrics







### Capital Portfolio for 1 July 2025 to 30 June 2026

<b>Asset Class: Arts &amp; Culture</b>	
<b>Project Description</b>	<b>Expenses</b>
GRAGM Art Collection	10,000
GECC Rolling Capital Replacement Fund	225,000
	<b>235,000</b>
<b>Asset Class: Bridges &amp; Jetties</b>	
<b>Project Description</b>	<b>Expenses</b>
Lord Street Culvert - Concrete Remedial Repair	311,800
Lions Park, Gladstone - Pedestrian Bridge Repair/Replace	220,000
Red Rover Bridge, Gladstone (NRG Loop) - Bridge Upgrade	1,538,584
Granite Creek Culvert on Lowmead Road Renewal	2,846,698
Palm Dr Culvert (near Sports Oval) - Concrete Culvert Renewal	580,102
	<b>5,497,184</b>
<b>Asset Class: Community Wellbeing</b>	
<b>Project Description</b>	<b>Expenses</b>
Mount Larcom Rural Transaction Centre Refurbishment	139,567
Gladstone Aquatic Centre - 50m Pool Retiling	399,528
	<b>539,095</b>
<b>Asset Class: Contracts &amp; Facilities</b>	
<b>Project Description</b>	<b>Expenses</b>
Creating Spaces - Amenities and Corporate Facilities	305,082
GECC Backup Generator	732,487
Gladstone Waste Transfer Station Staff Facilities	275,617
	<b>1,313,186</b>
<b>Asset Class: Fleet</b>	
<b>Project Description</b>	<b>Expenses</b>
Fleet Replacement	6,000,000
	<b>6,000,000</b>
<b>Asset Class: Footpaths</b>	
<b>Project Description</b>	<b>Expenses</b>
Harbour Arbour	522,826
Footpath Renewals - Various Locations	600,000
Turtleway - Pedestrian Bridge Replacements	4,000
Muirhead Street, Calliope - Dawson Highway to Taragoola Rd (PCS)	88,905
	<b>1,215,731</b>

### Capital Portfolio for 1 July 2025 to 30 June 2026

#### Asset Class: Information Technology

Project Description	Expenses
ICT Laptop Purchases	300,000
ICT Infrastructure Replacement	265,000
	<b>565,000</b>

#### Asset Class: Parks & Environment

Project Description	Expenses
Air Sea Rescue Park - Boardwalk Renewal	1,525,876
Blain Park (Cemetery Road) - Pedestrian Bridge Remedial Works	308,731
Softfall Storage Bins Installation	63,230
Agnes Water Skate Park	1,949,117
Playground Shade Renewals	110,000
Millennium Esplanade - Middle Amenities Upgrade	58,730
Bororen Memorial Park Septic System Capacity Upgrade	493,770
Port Curtis Cemetery Development Section V	212,701
Bororen Cemetery - New Columbarium Wall	87,834
	<b>4,809,989</b>

#### Asset Class: Carparks

Project Description	Expenses
Seventeen Seventy Marina Precinct Carpark Upgrade	100,202
GECC Multi-Level Carpark Fire Panel Reconfiguration	193,700
Agnes Street, Agnes Water - New carpark	803,179
	<b>1,097,081</b>

#### Asset Class: Roads

Project Description	Expenses
Kirkwood Road, Gladstone - Four Lane Concept Design	50,000
Rocky Crossing Road Round Hill - Stabilise Pavement	343,518
Deepwater Rd, Deepwater - Rehabilitation/Strengthen Pavement and Widen	50,000
Murphy Road, Captain Creek - Stabilise Pavement	220,000
Gravel Resheets - Various Locations	4,500,000
Lowmead Road, Lowmead - Road renewal (Stage 3)	1,059,111
Tableland Road, Calliope Pavement Rehab	1,173,714
McPherson St, Rosedale - Replace Kerb & Channel, Rehabilitate Between Diamond Hill Rd & James St	425,500
Lowmead Road, Lowmead - Pavement rehabilitation	115,897
Lowmead Road Safety and Sealing Upgrade	4,245,341
Bindaree Road Mount Tom Realignment	236,000
Morcom St, Calliope - Pavement Rehab	258,004
The Narrows Rd, Mt Larcom - Pavement Rehab	55,925
Diamond Hill Rd, Rosedale - Pavement Rehab	246,375
Deepwater National Park Fire Trail Stage 1 – Maude Hill Road to Palm Grove Road	1,895,518
Round Hill Road - Stage 2 Pavement Renewal	2,285,662
Springs Road, Agnes Water - Pedestrian Refuge	500,000
	<b>17,660,565</b>

### Capital Portfolio for 1 July 2025 to 30 June 2026

<b>Asset Class: Sewerage</b>	
<b>Project Description</b>	<b>Expenses</b>
Calliope River Rest Area Amenities	616,367
Captain Cook Drive, Agnes Water - Relocate Sewer Main due to Beach Erosion	30,000
Agnes Water / 1770 SPS Access Cover Replacement Program	75,000
Agnes Water/1770 - Sewer Manhole Replacement	4,405
Agnes Water/1770 - SPS Asset Renewal Program	106,200
Calliope Odour & Corrosion Control SPS CAL02	1,222
Boyne Island - Sewer Main Renewal	70,000
Calliope - Sewer Main Renewal	70,000
TAN04 SPS Renewal and Upgrade	1,840,509
Calliope WWTP - Plant Inlet Screening Replacement and Grit Removal	1,420,000
Boyne Island SPS Access Cover Replacement Program	30,000
Calliope SPS Access Cover Replacement Program	25,000
Tannum SPS Access Cover Replacement Program	37,500
Tannum Sands - Sewer Manhole Replacement	40,513
Realign/Replacement of TAN01 Sewer Rising Main	30,000
BOY 1 and BOY 2 Sewerage Odour and Corrosion Controls	7,800
Boyne Island - SPS Asset Renewal Program	58,200
Calliope - SPS Asset Renewal Program	47,600
Tannum Sands - SPS Asset Renewal Program	69,900
WWTP Irrigation (Calliope District Golf Club Inc) Stowe Road	230,000
Calliope WWTP - Review Aeration Capacity	1,556,000
Tannum WWTP Inlet Works Upgrade	1,690,067
Tannum Sands WWTP Solar Panels	163,338
Boyne Island - Sewer Manhole Replacement	24,345
A01 to Gladstone WWTP - Replace Section of Main	1,000,000
Gladstone SPS Access Cover Replacement Program	100,000
Gladstone Sewer Mains Renewal	2,168,717
Gladstone - Sewer Manhole Replacement	100,000
Gladstone - SPS Asset Renewal Program	492,925
Gladstone WWTP – IDS Replacement	8,326,998
Wastewater Treatment Plant Optimisation	2,500,000
Yarwun SPS Access Cover Replacement Program	20,000
Yarwun - SPS Asset Renewal Program	106,162
Yarwun WWTP Diversion to GWWTP	3,167,000
Curtis Island Power Replacement	15,000
Curtis Island Air Valve Chamber Modification to Address Safety Issues	252,152
Alf Larson WWTP Upgrade	633,968
	<b>27,126,888</b>
<b>Asset Class: Sport &amp; Recreation</b>	
<b>Project Description</b>	<b>Expenses</b>
Boyne/Tannum Aquatic Centre	9,166,331
Marley Brown Oval Master Plan Development	1,170,000
	<b>10,336,331</b>

**Capital Portfolio for 1 July 2025 to 30 June 2026****Asset Class: Stormwater**

<b>Project Description</b>	<b>Expenses</b>
Stormwater Pipe Relining - Various Locations	141,845
Dalga Rd, Boyne Valley - Renew Culvert Structure	486,893
Curlew Drive Stormwater Network Upgrade	70,000
Maude Hill Rd, Culvert Replacement	3,571
Yarroon Street - Additional Kerb Inlet	52,000
Blackman Gap Stormwater Pipe Replacement	728,000
Urgent Stormwater Repairs - Endeavour Street	233,154
	<b>1,715,463</b>

**Asset Class: Waste**

<b>Project Description</b>	<b>Expenses</b>
Renewal of Compactor and Conveyor at Gladstone Transfer Station	295,000
Waste Infrastructure	300,000
Benaraby Landfill - Piggyback Liner System	187,939
Benaraby Landfill Cell 3b	1,500,000
	<b>2,282,939</b>

**Asset Class: Water**

<b>Project Description</b>	<b>Expenses</b>
Reactive Maintenance	5,000,000
Seventeen Seventy Water Filling Station	27,791
Agnes Water Water Treatment Plant Upgrade	2,791,927
Agnes Water - Water Asset Renewal (Electrical & Booster Pumpstation)	425,167
Bororen Reservoir Renewal	407,221
Replace QAL Water Line	1,880,000
Lake Awoonga Zone Control Valves	247,327
Watermain Connecting 22 The Oaks Road to Canoe Point Road	99,575
Lake Awoonga - Mains Renewal - Glenlyon Road	238,550
Auckland Street Watermain Renewal	3,254,120
Calliope Water Filling Station	9,417
Advanced Metering Infrastructure (AMI) for Water Services - Lake Awoonga	5,297,445
Lake Awoonga - New Water Meters	10,000
Round Hill Reservoir	4,387,030
Miriam Vale Trunk Water Main Renewal	120,000
Bororen WTP - Site Asset Upgrade & Optimisation	560,788
	<b>24,756,356</b>
	<b>105,150,809</b>







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