



GLADSTONE
REGIONAL COUNCIL

GENERAL MEETING NOTICE AND AGENDA

**TO BE HELD AT THE COUNCIL CHAMBERS – CIVIC CENTRE
101 GOONDOON STREET, GLADSTONE**

On Tuesday 19 August 2025

Commencing at 9.00am

**Leisa Dowling
CHIEF EXECUTIVE OFFICER**

Table of Contents

ITEM	PAGE
G/1. MAYORAL STATEMENT OF CURRENT ISSUES.....	3
G/2. CONFIRMATION OF MINUTES	4
G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 5 AUGUST 2025.....	4
G/3. DEPUTATIONS	5
G/3.1. GLADSTONE REGION ENGAGING IN ACTION TOGETHER.....	5
G/4. OFFICERS' REPORTS	6
G/4.1. 2024/25 OPERATIONAL PLAN - QUARTER FOUR PERFORMANCE REPORT.....	6
G/4.2. ACCESS AND INCLUSION ACTION PLAN REPORT JANUARY 2025 - JUNE 2025	9
G/4.3. COUNCILLOR COMPLAINT INVESTIGATION POLICY	18
G/4.4. MONTHLY FINANCIAL STATEMENTS FOR THE PERIOD ENDING 31 JULY 2025	22
G/5. COUNCILLORS REPORT.....	35
G/6. URGENT BUSINESS.....	35
G/7. NOTICE OF MOTION	35
G/8. CONFIDENTIAL ITEMS	35

G/1. MAYORAL STATEMENT OF CURRENT ISSUES

G/2. CONFIRMATION OF MINUTES

G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 5 AUGUST 2025

Responsible Officer: Chief Executive Officer

Prepared By: Executive Secretary

Council Meeting Date: 19 August 2025

File Ref: CM7.2

Purpose:

Confirmation of the minutes of the General Meeting held on 5 August 2025.

Officer's Recommendation:

That the minutes of the General Meeting of Council held on 5 August 2025 be confirmed.

Attachments:

1. Minutes of the General Meeting of Council held on 5 August 2025.

G/3. DEPUTATIONS

G/3.1. GLADSTONE REGION ENGAGING IN ACTION TOGETHER

Responsible Officer: Chief Executive Officer

Prepared By: Executive Secretary

Council Meeting Date: 19 August 2025

File Ref: CM7.6

Purpose:

For Gladstone Region engaging in action Together (GRT) to provide an update on their progress.

Officer's Recommendation:

That the deputation from Gladstone Region engaging in action Together be received.

Background:

Deputation details are as follows:

Time of Presentation	9.10am
Duration of Presentation plus question time	15 mins
Speakers to present	Sarah Jacob, Executive Director Courtney Morrison, Operations Manager Lauren Fawcett, Project Lead

Attachments:

1. Gladstone Region engaging in action Together Presentation

G/4. OFFICERS' REPORTS

G/4.1. 2024/25 OPERATIONAL PLAN - QUARTER FOUR PERFORMANCE REPORT

Responsible Officer: General Manager People and Strategy

Prepared By: Manager Strategy and Improvement

Council Meeting Date: 19 August 2025

File Ref: CM14.2

Purpose:

To present Council with the final quarterly performance report for the 2024/25 Operational Plan.

Officer's Recommendation:

That Council endorse the 2024/25 Operational Plan Quarter Four Performance Report.

Summary:

The 2024/25 Operational Plan has been delivered, progressing our 2021-26 Corporate Plan goals.

Outcomes from Council services are highlighted as well as achievements from Initiatives:

- Seven of eight 2024/25 Initiatives delivered in full, with the other significantly progressed
- One 2023/24 Initiative extended into 2024/25 from the 2023/24 Operational Plan, delivered.
- \$3,286,654 spent of the \$3,511,378 budget for Operational Plan Initiatives
- Final budget figures for services will be detailed in the 2024/25 Annual Report

Link to Corporate Plan:

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

Background:

The 2024/25 Operational Plan and Budget, endorsed by Council on 16 July 2024 is designed to deliver the goals of our Corporate Plan.

The 2024/25 Operational Plan consists of eight initiatives and 48 services, enabled by our Budget. Progress of Initiatives and services is monitored through quarterly performance reports, with this report closing out the final quarter and overall financial year.

Risk Management Summary:

The attached report details outcomes of our Initiatives and services, supporting the business to manage corporate risks, including:

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

Options and Opportunity Analysis:

Here's how our initiatives have made a difference in our community:

Making community facilities more accessible and inclusive - Completed

- ✓ You can now check accessibility levels for parks before visiting
- ✓ Safer, more inclusive features for those with limited mobility
- ✓ Increased opportunity to fully participate when visiting community facilities and public places
- ✓ Commitment to more change from Council

Strengthening community involvement in our decision making - Completed

- ✓ 233 community members engaged in forums
- ✓ Easier ways to have your say through the upgraded Conversations website
- ✓ Local forums held regularly across the region
- ✓ Community input into Council decisions
- ✓ Ongoing improvements to how Council listens and responds to the community

Optimising maintenance delivery - Completed

- ✓ Faster, more reliable maintenance services
- ✓ Fewer unexpected disruptions in your area
- ✓ Better value for your rates
- ✓ Smarter use of Council resources and budgets
- ✓ Improved services for our parks, water, and wastewater services
- ✓ More rigour in how maintenance is planned

Making it easier for our people to stay safe - Completed

- ✓ Easier access to safety tools and information
- ✓ Improved learnings from incidents, reducing reoccurrence
- ✓ More engaged safety representatives and safety leadership across the business
- ✓ Ongoing improvements that keep safety simple because the safer we are, the more efficient we are

Embedding constructive culture - Completed

- ✓ Increased visibility and recognition of employee contributions
- ✓ Roadblocks removed to empower teams and improve collaboration
- ✓ Constructive culture embedded across key initiatives and teams

Making employee facilities safer and more contemporary – In progress

- ✓ Safer, more comfortable employee facilities
- ✓ Employee input shaping investment decisions
- ✓ 2/3 priority upgrades completed including new amenities at Tannum Sands Parks Depot and refreshed amenities and a site upgrade at Calliope Depot
- ✓ Clear roadmap for future improvements

Works still in progress for the final priority upgrade, prefabricated amenities across three sites, which will progress through the 2025/26 Capital Works Program.

Towards target zero and a healthier environment - Completed

- ✓ Improved understanding of environmental impacts and energy use
- ✓ Smart instrumentation and solar upgrades planned
- ✓ Clear path toward Net Zero and a healthier region

Outcomes from the 2023/24 Initiative:

Future of fleet - Completed

- ✓ New GPS-enabled Fleet System now live across light vehicles
- ✓ Employee feedback shaped our system design and data use standards
- ✓ Privacy and data protections fully assessed and implemented
- ✓ Our people trained and supported through change management
- ✓ System already improving safety, efficiency, and decision-making meaning improved efficiency in our fleet program

Stakeholder Engagement:

Following Council endorsement, the attached report will be published on Council's website. Outcomes within the report will be shared with our community on social media and promoted internally with our people to highlight how we are progressing our goals and playing our part in the success of our community.

Legal and Regulatory Implications:

Section 174(3) Local Government Regulation 2021 (Preparation and adoption of annual operational plan) states that: *The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than three (3) months.*

Financial and Resource Implications:

Initiatives with allocated budget and subsequent commitments are identified within the attached report. Development of and communications for quarterly performance reports are delivered using internal resources only.

Anticipated Resolution Completion Date:

26 August 2025

Attachments:

1. 2024-25 Operational Plan – Quarter Four Performance Report

G/4.2. ACCESS AND INCLUSION ACTION PLAN REPORT JANUARY 2025 - JUNE 2025

Responsible Officer: General Manager Community and Lifestyle

Prepared By: Community Development Specialist

Council Meeting Date: 19 August 2025

File Ref: CR15.1

Purpose:

This report provides an update on the progress of implementation of the Access and Inclusion Action Plan.

Officer's Recommendation:

That Council receive the Access and Inclusion Action Plan January – June 2025 Report.

Summary:

This report details the highlights, community stories and feedback, and progress made on the action items and deliverables in the Access and Inclusion Action Plan (the Plan) during the reporting period of January – June 2025.

The deliverables have been marked according to the below scale.

- Complete – the deliverable has been implemented/finalised.
- Continuous Activity – we have committed to making continuous improvements over time
- Future Activity – work will commence in the future
- On Track – work has commenced but is not yet complete
- New timeframe – the timeframe has been adjusted to better align with resourcing
- New direction – the deliverable has been amended to reflect a new direction

Our current progress on the 74 deliverables is:

- 15 are complete
- 13 are continuous activities
- 31 are future activities
- 7 are on track
- 7 have a new timeframe
- 1 is taking a new direction

A new action item that has been identified and scheduled for delivery in 2025/26 financial year.

Link to Corporate Plan:

Accountable Council - We are providing good stewardship built on a foundation of trust.
Connecting Communities - We work with you and for you, supporting the success of our communities.

Background:

Since the launch of the Plan in June 2024, Council has continued to make steady and meaningful progress in delivering on our commitments. The past six months have demonstrated not only ongoing implementation of planned actions, but also a growing culture of inclusion across the organisation. Employees remain actively engaged, with momentum building across teams to make our services, spaces, and systems more accessible to all.

Council continues to deliver the Plan in line with the Implementation Strategy. This approach ensures we remain focused, accountable, and responsive to emerging needs and opportunities.

The internal Working Group continues to meet quarterly and has now convened four times. The Working Group plays a key role in tracking action items, removing barriers, and fostering collaboration across teams. In addition to overseeing planned activities, the working group has helped initiate and deliver the Hidden Disability Sunflower Program – an internationally recognised initiative that supports people with non-visible disabilities. This program has been successfully introduced at several Council facilities, offering discreet assistance to those who need it and increasing staff and community awareness.

The Employee Champions group has now been formally established, providing a valuable mechanism for embedding inclusive practices across the organisation. Champions support their colleagues by sharing knowledge, resources, and tools to help keep accessibility and inclusion top of mind.

Training continues to be a central focus. In addition to last year's *Welcoming People Well* and *Community Auslan Classes*, a beginner-level Auslan course was delivered to twelve employees this year. These training opportunities support the development of inclusive communication practices and help build staff confidence when engaging with community members of all abilities. Further employee and community training is scheduled for later in 2025.

Council has continued to engage actively with key stakeholders, including the Gladstone Disability Community Network and Queenslanders with a Disability Network. We also attended community events such as Pride Fair Day and invited feedback through a survey on the accessibility and inclusiveness of Council-run events. Insights from this engagement will help inform ongoing improvements and initiatives. An access and inclusion focussed community forum is scheduled for September 2025 to share our first-year outcomes and gather further feedback.

Council has demonstrated its commitment to the success of the Plan through strategic investment, including dedicated funding in the 2025/26 budget for action items and the continued appointment of the Community Development Specialist to oversee implementation and maintain strong stakeholder relationships.

Highlights

Physical Access Upgrades

As part of the Operational Plan 2024/25, a number of accessibility improvements have been delivered over the past six months. Larger works have also been identified and will be outworked over the next two years.

Completed works:

- Lions Park, Boyne Island – connectivity throughout the park has been improved with the addition of concrete pathways linking the accessible amenities, accessible shelter with a wheelchair accessible table, and a wheelchair accessible electric BBQ.
- Wyndham Park, Boyne Island – connectivity between the carpark and an accessible shelter with a wheelchair accessible table has been improved. The work included relocating the accessible parking, installing a ramp from the kerb to the existing pathway and connecting the shelter to the pathway.
- Boyne Tannum Community Centre – accessible parking has been installed for the Heron Room and the Castle Tower Building. Previously there was no accessible parking.
- Air Sea Rescue Park, 1770 – Two accessible beach showers with push button controls have been installed.
- Endeavour Park, 1770 – Two accessible beach showers with push button controls have been installed.
- Tom Jeffrey Park, Agnes Water – Two accessible beach showers with push button controls have been installed.
- Gladstone Aquatic Centre – the car park at the main entrance has been reconfigured to improve the accessible parking.

Welcoming Cities Accreditation

In 2019, Councillor Natalia Muszkat recommended Gladstone Regional Council join the Welcoming Cities Network to pursue Welcoming Cities Accreditation – a national benchmark for cultural diversity and inclusion in local government.

In March 2025, after years of gathering evidence across departments, Council proudly earned our accreditation and were encouraged to aim for the Advanced level of accreditation in the future. We are one of only eight councils in Australia to achieve this, reflecting our commitment to ensuring that everyone in our region can belong, contribute and thrive.

Initiatives from across our organisation that reflect our commitment include:

- **Reconciliation Leadership:** Our dedication through the Reconciliation Action Plan and the incredible efforts of our First Nations Liaison Officer, the RAP Committee and RAP Reference Group set us apart.
- **Strategic Community Development:** Our strengths-based approach drives sustainable, inclusive growth by aligning resources and encouraging active community participation.
- **Inclusive Disaster Preparedness:** Our open engagement with all stakeholders ensures we draw on local knowledge and deliver culturally appropriate solutions during emergencies.
- **Inclusive Workforce Development:** We continue to attract skilled workers who reflect our diverse and vibrant community, bringing unique perspectives and capabilities to the region.

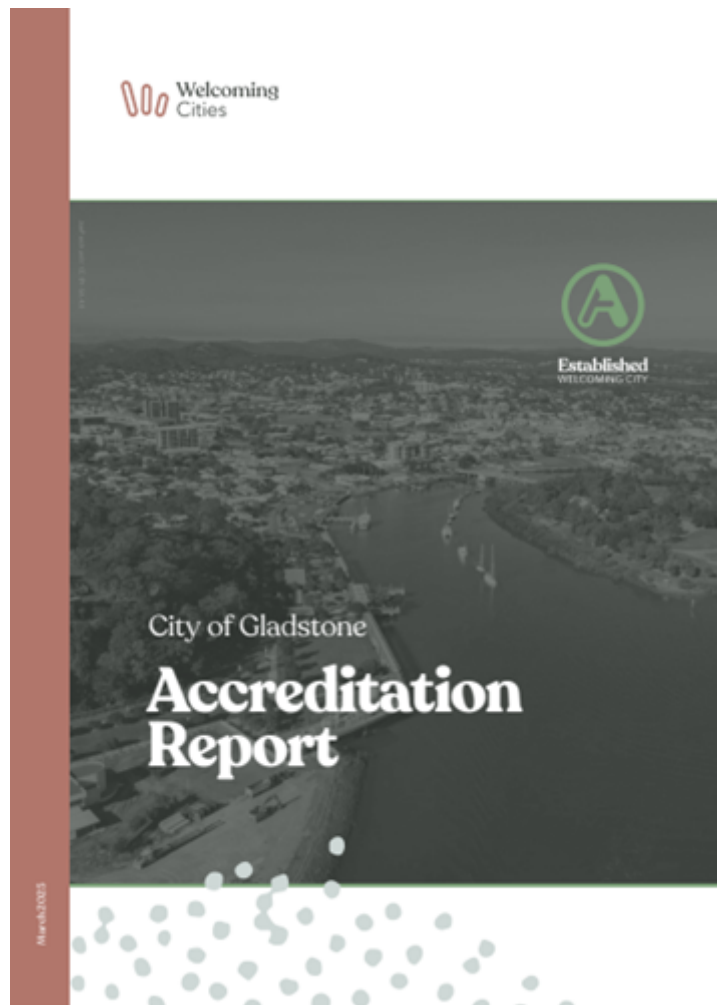


Photo: An image of Council's accreditation report.

Inclusive Recruitment – Pop Up Interviews

Council is taking steps to make recruitment more inclusive by rethinking how we connect with potential employees. Our Parks Team recently trialled a new approach, moving away from traditional written applications and instead hosting pop-up interview sessions in local parklands.

These pop-up sessions gave community members the chance to have a conversation about their skills, experiences, and values in a relaxed and welcoming setting. By shifting the focus to a person's practical skills and personal strengths rather than their ability to write a formal application, this approach helped remove common barriers to employment and opened up opportunities for more people to get involved. The response from participants has been overwhelmingly positive.

Thanks to the success of this approach in hiring Parks and Gardens Labourers, the same method was used to recruit Cleaning Labourers – making it easier than ever for people to find meaningful work with Council.

Auslan Classes for Council Employees

To support better access and inclusion across our services, 12 employees completed a four-week beginner Auslan (Australian Sign Language) course in May and June. Delivered by Lionheart, the training focused on practical communication skills to assist Deaf customers using everyday language. Staff found the course useful and appreciated the opportunity to better support members of our community who use Auslan. This is a small but important step toward improving how we deliver inclusive and accessible services.

Luminous 2025

Council's Community Events team worked tirelessly to make this year's Luminous our most accessible and inclusive event so far.

Accessibility and Inclusion initiatives included:

- **Improved accessible parking, an accessible entrance way, and a new accessible drop-off zone.**
With valuable input from our Community Development Team and local access champion Carmen Jen, we increased the size and visibility of accessible parking near the main gate and introduced a dedicated accessible drop-off zone at the Industrial Car Park. Having Carmen involved in the planning process helped us to identify accessibility barriers that we were able to mitigate before the gates opened.
- **Accessible portable toilets**
- We hired an accessible Portaloo to provide additional accessible bathrooms for the gardens.
- **Free tickets for carers and companion card holders**
In line with our inclusive approach, carers were able to access free tickets through the GECC Box Office. This ensured that no one was excluded due to support needs. This year we had over 30 carers tickets issued, and we hope to see that number grow in the future.
- **Event staff trained in the Hidden Disability Sunflower Program**
Luminous 2025 marked our second official **Sunflower Friendly Event**, following Ecofest. Event staff received training and wore sunflower lanyards to acknowledge and assist guests with non-visible disabilities.
- **Expanded Zen Zone – our sensory-friendly resting area**
After feedback received last year, we expanded the *Zen Zone* and relocated it to a quieter part of the Gardens. This sensory-friendly area offered a peaceful retreat for anyone needing a break from the crowds.
- **Inclusive food options**
We significantly increased our range of food vendors to accommodate dietary needs and food allergies. Vendors this year offered **gluten-free, dairy-free, lactose-free, halal, vegan and vegetarian** options.

We were thrilled to see an increase in attendees using wheelchairs, walkers, and assistive technologies – a clear indication that our improved accessibility measures made an impact. Most importantly, it was heartwarming to witness people of all backgrounds and abilities attending with their families and friends and enjoying the event together.



Photo: Carmen Jen from the Gladstone Disability Community Network assisted us in making a video to show the accessible drop off zone and entrance.



Photo: Luminous 2025 – a person in a wheelchair can be seen enjoying the event.

Stories from our community

Significant time, resources, and planning went into ensuring Luminous 2025 was our most accessible and inclusive community event to date. It has been encouraging to see that these efforts have been recognised through the feedback and stories we have received.

Feedback for Luminous 2025:

“Well done GRC for making access and inclusion a priority in your event planning and not just an afterthought.”

“My young person was feeling very overwhelmed at Luminous, but the event staff at the silent disco held space for him and were so welcoming and supportive. He had a great time.”

In response to a post about the Hidden Disability Sunflower and making the invisible, visible, a community member wrote:

“It’s good that you’re noticing.”

Risk Management Summary:

Council’s Risk Management Policy establishes a minimal appetite for residual risk in Health, Safety and Wellbeing; and Reputation. The risk category of Health Safety and Wellbeing encompasses our employees, contractors, volunteers, consultants, and the broader community. The plan supports better access and inclusion, create opportunities and is within Council’s risk appetite.

Options and Opportunity Analysis:

One year into delivery, we can see a lot of positive changes and momentum. Although some of the action items scheduled for delivery in year 1 have been postponed until year 2 due to resourcing constraints, there are some action items that have been completed earlier than anticipated as the team has been able to incorporate the changes into business-as-usual. We are also seeing additional projects come to life that go beyond our original commitment, such as the roll out of the Hidden Disability Sunflower program and the delivery of a new Assistive Hearing System at the Gladstone Entertainment Convention Centre (GECC). This speaks to the commitment of our staff to improving the accessibility and inclusivity of our services and facilities.

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 19 AUGUST 2025

Summary of Amendments/Additions:

New timeframes identified

	Responsible Person	Previous Timeframe	New Timeframe	Action Item
1.2.	Strategic Projects Specialist and GM Assets and Environment	2024-2025	2024-2026	Review the Boyne Tannum Aquatic Centre (BTARC) development to determine whether the functionality and level of service aligns with Council's desired standards for inclusion and accessibility.
1.5.	Manager Arts and Entertainment	2024-2025	2025-2026	Deliver an accessible stage for the Gladstone Entertainment and Convention Centre (GECC).
1.8.	Manager Communications and Manager Brand	2024-2025	2025-2026	Create a mobility map of the Gladstone City CBD and Council managed and maintained facilities showing the locations of accessible parking and pathways of travel.
2.3.	Manager Community Partnerships	2024-2025	2024-2026	Investigate the feasibility of implementing an Access and Inclusion Grant to support local sporting and community groups to improve the accessibility of their programs, activities and events.
5.2.	Manager Brand and Manager Communications	2024-2025	2025-2026	Increase the availability of accessibility information (using access symbols) in promotional material for Council led events and activities.
5.6.	Manager Brand	2024-2025	2025-2026	Add inclusive language into our brand guidelines.
6.2.	Manager Community Partnerships	2024-2025	2025-2026	Investigate a collaboration with Sport 4 All to promote inclusive sporting opportunities across the region.

Additional Projects

	Responsible person	Timeframe	Action Item
Add	Manager Arts & Entertainment	2025-2026	Installation of a new and modern Assistive Hearing System in the GECC.

Stakeholder Engagement:

The internal working group, consisting of individuals who are responsible for the delivery of items in the Plan, are continuing to meet quarterly and contributed to the updates provided in this report.

Engagement with external stakeholders has been ongoing. In line with the implementation strategy, a community meeting will be held in September to share the outcomes of the Access and Inclusion Action Plan so far and invite further feedback from the community.

Legal and Regulatory Implications:

Nil

Financial and Resource Implications:

As part of the 2024/25 Operational Plan, Council invested \$200,000 for the delivery of high importance and high value items.

Deliverables assigned to business units are being managed with Council's resources and operational budget. Officers are working with Strategic Grants to identify funding opportunities for action item delivery.

Anticipated Resolution Completion Date:

N/A

Attachments:

1. Updates on individual action items and deliverables

G/4.3. COUNCILLOR COMPLAINT INVESTIGATION POLICY

Responsible Officer: General Manager Finance Governance and Risk

Prepared By: Manager Governance and Risk and Governance Business Partner

Council Meeting Date: 19 August 2025

File Ref: CM28.2

Purpose:

This report seeks Council consideration of adopting a revised Councillor Complaint Investigation Policy and seeks a Council decision on whether a Standing Committee should be formed to consider and decide suspected councillor conduct breaches.

Officer's Recommendation:

That Council:

1. Repeal the existing Councillor Complaint Investigation Policy (P-2018-35); and
2. Adopt the Draft Councillor Complaint Investigation Policy presented as Attachment 1 to this report.

Summary:

A revised Councillor Complaint Investigation Policy is presented for Council's consideration. The revised policy is based on the Queensland Government's example policy which meets the legislative requirements of the *Local Government Act 2009*.

Council can also elect (but is not required) to establish a Standing Committee to deal with decisions about conduct breach matters involving the Mayor and Councillors. This report provides an opportunity for Council to consider if the establishment of a Standing Committee is needed and/or beneficial.

Link to Corporate Plan:

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

Background:

Council must adopt by resolution, an investigation policy about how it deals with suspected conduct breaches by councillors, including the Mayor, when matters are referred to Council by the Office of the Independent Assessor under Section 150AE(1) of the *Local Government Act 2009*. The State Government has prepared an Example Investigation Policy that Councils can elect to adopt, or amend if required, to meet the Council's needs and circumstances. The example policy is provided as Attachment 3 to this report.

The Draft Councillor Complaint Investigation Policy presented in Attachment 1 is based on the example policy with some minor changes to meet Council's corporate template and includes some additional sub-headings to help readers navigate the information provided.

Council can elect to establish a Standing Committee to deal with referred councillor conduct matters. There are a number of considerations in determining if a Standing Committee would be beneficial for Council. These include:

1. A Standing Committee established with a lesser number of councillors may reduce the risk of being unable to form a quorum to decide conduct matters. For example, if the Committee was formed with 4 councillors and the Mayor, a quorum would be 3 members.
2. The risk of a smaller Standing Committee is if those on the committee have conflicts of interest or are the subject of a complaint, the responsibility for decision making will fall to a few councillors, or it may not be possible to form a quorum.
3. Limiting participation via a smaller Committee, or involving whole of Council, consideration should be given to what impact, if any, this may have on diversity of views, allocation of responsibilities, resource requirements and Councillor culture.
4. If Council wishes to appoint a Standing Committee, the Committee must be formed prior to Council receiving a referral from the Office of the Independent Assessor.

Risk Management Summary:

Council takes a moderate approach to regulatory and legal risk and a minimal approach to reputational risk. The options presented in this report are consistent with Council's risk appetite.

Options and Opportunity Analysis:

Option 1 – Adopt the Recommendation

This option provides the opportunity to adopt a policy that complies with legislative requirements which has been developed with expert advice and input from the State and Local Government sectors. It provides consistency and transparency for Council and the community in how councillor conduct matters will be dealt with and ensures that the public can access information about referred councillor conduct matters.

Option 2 – Adopt the Recommendation with Amendments to the Draft Policy

This option provides the same opportunities as option 1 but allows Council to amend the policy to meet any specific requirements councillors may wish to include or exclude in the policy. The resolution to give this option effect would be:

‘That Council:

1. Repeal the existing Councillor Complaint Investigation Policy (P-2018-35); and
2. Adopt the Draft Councillor Complaint Investigation Policy presented as Attachment 1 to this report, subject to the following amendments:
 - a. *Insert amendment;*
 - b. *Insert amendment;*
 - c. *Insert amendment.*

Option 3 – Repeal and Adopt a Revised Policy with or without amendments and Establish a Standing Committee

This option is the same as Option 1 and 2 but includes the establishment of a Standing Committee to deal with decisions about suspected councillor conduct breaches. The resolution to give this option effect would be the resolution presented in either option 1 or 2, with the addition of the following:

‘That in accordance with Section 264 of the *Local Government Regulation 2012*, Council:

1. Establish a Councillor Conduct Standing Committee with membership to comprise of the Mayor and *(insert number of councillors)* councillors for the purpose of dealing with councillor conduct breach matters referred to Council from the Office of the Independent Assessor; and
2. That Crs *(insert names of councillors)* be appointed to the Councillor Conduct Standing Committee.’

Stakeholder Engagement:

As an ‘example policy’ developed by the Queensland Government, there has been considerable expert input into the development of the policy. Internally the example policy has been reviewed by members of Council’s Governance Team, the Manager Governance and Risk, the General Manager Finance Governance and Risk and the Chief Executive Officer.

Legal and Regulatory Implications:

Council is required to adopt a councillor complaint investigation policy about how it deals with suspected conduct breaches of councillors when referred by the Office of the Independent Assessor (Section 150AE(1) of the *Local Government Act 2009*). It must be publicly available from Council’s website.

Council can elect, but is not required, to form a Standing Committee under Section 264 of the *Local Government Regulation 2012*, to deal with decisions about conduct breach matters involving the Mayor and Councillors, however the Standing Committee must be in existence before receiving a referral notice from the Office of the Independent Assessor.

When adopting policies impacting people, the human rights of individuals must be protected under the *Human Rights Act 2019 (Qld) (HRA)*. It has been determined that the following human rights are impacted by the policy:

- Right to freedom of expression (s21)
- Right to take part in public life (s23)
- Right to privacy and reputation (s25)
- Right to fair hearing (s31).

Under the HRA, section 58, it is unlawful for Council:

- to make a decision in a way that is not compatible with human rights; or
- in making a decision, to fail to give proper consideration to a human right relevant to the decision.

As the human rights identified above may be limited by Council’s decision, Council must make a determination about whether each limit on a person’s human rights, and its impact on the person, is reasonable and demonstrably justifiable.

The policy impacts on an individual's rights as follows:

1. Freedom of expression (s21): the policy imposes restrictions on what information an individual can advise publicly during and at the conclusion of an investigation;
2. Taking part in public life (s23): a potential consequence of an investigation may be limiting what meetings, representative roles or discussions an impacted councillor may participate in which impacts on the individual's role in public life;
3. Right to privacy and reputation (s25): being the subject of an allegation of wrong-doing can impact on an individual's privacy and reputation;
4. Right to a fair hearing (s31): an individual's right to be heard on an allegation or to respond to issues raised is managed in a specific way.

These individual rights have been considered and it has been assessed that the impacts of the proposed policy on individuals are reasonable and demonstrably justifiable as the policy aligns with the legislative provisions imposed under *Local Government Act 2009*, which has taken into consideration the rights of individuals to privacy, reputation and the right to be heard, balanced with the right to have open, accountable and ethical public administration.

Financial and Resource Implications:

There are no financial and resource implications in adopting the revised Councillor Complaint Investigation Policy other than those resources invested in preparing and presenting this report and policy to Council. Funding and resources will be required should Council have a complaint referred by the Office of the Independent Assessor for investigation.

Anticipated Resolution Completion Date:

25 August 2025

Attachments:

1. Draft Councillor Complaint Investigation Policy
2. Queensland Government Example Local Government Investigation Policy May 2025
3. Existing Councillor Complaint Investigation Policy (P-2018-35)

G/4.4. MONTHLY FINANCIAL STATEMENTS FOR THE PERIOD ENDING 31 JULY 2025

Responsible Officer: General Manager Finance Governance and Risk

Prepared By: Management Accounting Specialist

Council Meeting Date: 19 August 2025

File Ref: FM15.1

Purpose:

This report seeks Council adoption of the Monthly Financial Statements for the year 2025-26 to date, for the period ended 31 July 2025.

Officer's Recommendation:

That Council adopt the Monthly Financial Statements attached to the officer's report for the 2025-26 year to date, for the period ended 31 July 2025 as required under Section 204 Local Government Regulation 2012.

Summary:

N/A

Link to Corporate Plan:

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

Background:

The 2025-26 budget was adopted on 3 July 2025, with a projected operating surplus of \$1.5m.

Comparatives in both the Statement of Income & Expenditure and Statement of Financial Position are reflecting 30 June 2024. These figures will be updated to reflect 30 June 2025 upon completion of the end of year audit and sign-off of the annual Financial Statements in October 2025.

To allow for greater transparency and scrutiny of Councils operating position throughout the year, annual rating revenue and service charges have been applied across 12 months of the year rather than in the period of the rates generation.

The percentage of year passed (pro-rata rate) as at 31 July 2025 is 8.49%

Major movements and variances from budget are as follows:

Statement of Income and Expenditure**Income**Recurrent Revenue

Total recurrent revenue	2025-26	Actual as %
Actual	\$19.3m	
Budget	\$265.4m	7.26%
Forecast	\$265.4m	7.26%

Of note:

Net rates and utility charges	2025-26	Actual as %
Actual	\$16.1m	
Budget	\$211.6m	7.62%
Forecast	\$211.6m	7.62%

Council's primary source of recurrent revenue is the generation of annual rates, along with access charges for water, sewerage and waste. This generation is completed in July, with notices issued to ratepayers in August. These charges are split across the course of the year, to align with the delivery of these services.

To date discounts of \$0.4m have been applied in 2025-26 for payments received by the due date. In addition, concessions amounting to \$0.1m have been granted.

Total interest revenue	2025-26	Actual as %
Actual	\$0.5m	
Budget	\$6.1m	8.80%
Forecast	\$6.1m	8.80%

Interest revenue at a rate of 4.35% has been received from Queensland Treasury Corporation for the month of July and current term deposit rates are yielding up to a 4.24% return to Council.

General purpose grant	2025-26	Actual as %
Actual	-	
Budget	\$10.3m	-%
Forecast	\$10.3m	-%

Council received preliminary confirmation of the Financial Assistance Grant allocations from the Department of State Development for the 2025-26 year in June, being \$10.4 million.

A pre-payment of the grant was received on 26 June 2025 totalling \$5.2 million. This amount represents circa 50% of the 2025-26 allocation and is required to be treated as income when received, therefore was recorded in the 2024-2025 financial year.

The remaining funding will be received as quarterly payments throughout the 2025-26 financial year. The 25-26 budget also includes an anticipated advanced payment for the 2026-27 financial assistance grant in June 2026.

Capital Revenue

Capital revenue	2025-26	Actual as %
Actual	\$0.03m	
Budget	\$28.2m	0.11%
Forecast	\$28.2m	0.11%

Capital revenue includes state and federal grant funding as well as developer contributions.

Capital grants revenue is recognised as project milestones are met. Therefore, the revenue recognised on the Statement of Income and Expenditure does not necessarily reflect the funding received during the year. Where milestones are still to be achieved, revenue is recognised as a contract liability on the Statement of Financial Position.

Capital grants revenue budgeted and recognised for significant projects is detailed below along with the corresponding expenses for these funded projects. Included is the year-to-date (YTD) revenue as a percentage of anticipated whole of life funding.

Project	Revenue Budget	Whole of Life Funding	Revenue YTD Actual	Expense YTD Actual	% Whole of Life Funding
State Government Grants & Subsidies					
Blackman Gap SWP replacement	\$0.40m	\$0.40m	-	\$0.01m	-
Backup power generator GECC	\$0.6m	\$0.64m	-	\$0.01m	-
Granite Creek Bridge - Lowmead Road	\$2.85m	\$6.70m	-	\$0.16m	-
Stage 2 - GWWTP Inlet Distribution Structure Replacement	\$5.62m	\$8.77m	-	\$0.03m	-
Lake Awoonga Water Main Renewal - Auckland Street	\$1.32m	\$1.42m	-	\$0.01m	-
Round Hill 2 Reservoir	\$4.12m	\$4.26m	-	-	-
Other State Government Funding	\$0.80m	\$0.80m	-	\$0.00m	-
TOTAL State Government Funding	\$15.70m	\$22.99	\$0.0m	\$0.21m	-

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 19 AUGUST 2025

Project	Revenue Budget	Whole of Life Funding	Revenue YTD Actual	Expense YTD Actual	% Whole of Life Funding
Federal Government Grants & Subsidies					
Boyne Tannum Aquatic Centre	\$4.04m	\$15.00m	-	\$0.01m	-
Harbour Arbour	\$0.25m	\$5.33m		\$0.08m	-
Agnes Water Skate Park	\$0.88m	\$0.97m	-	\$0.01m	-
Red Rover Road Bridge, Gladstone	\$1.39m	\$1.54m	-	-	-
Tableland Road, Calliope - Pavement Rehabilitation	\$1.17m	\$0.60m	-	-	-
Deepwater National Park Fire Trail Stage 1	\$2.00m	\$2.00m	-	-	-
Other Federal Government Funding	\$1.49m	\$2.11m	-	\$0.43m	-
TOTAL Federal Government Funding	\$11.22m	\$27.56	\$0.00	\$0.53m	-
TOTAL State and Federal Funding	\$26.52m	\$50.55m	\$0.00	\$0.74m	-

Expenditure

Recurrent expenditure

Total recurrent expenditure	2025-26	Actual as %
Actual	\$22.0m	
Budget	\$263.9m	8.35%
Forecast	\$263.9m	8.35%

Of note:

Employee benefits	2025-26	Actual as %
Actual	\$7.6m	
Budget	\$83.5m	9.05%
Forecast	\$83.5m	9.05%

Employee benefits are the largest component of Councils recurrent expenditure. A vacancy rate of 7.0% has been factored into the 2025-26 budget. The vacancy rate for July is 5.7%

Consultants	2025-26	Actual as %
Actual	-\$0.02m	
Budget	\$5.1m	-
Forecast	\$5.1m	-

Consultants spend is showing a negative value due to the end-of-financial-year manual accruals of June consulting invoices still to be received.

Significant consultant budgets for 2025-26 include:

- Asset Planning – Budget \$1.3m
- Strategy and Improvement – Budget \$0.5m
- Information & Technology - Budget \$0.5m
- Environment - Budget \$0.5m
- Waste - Budget \$0.4m
- Development Services - Budget \$0.4m
- Finance - Budget \$0.4m

Contractors	2025-26	Actual as %
Actual	\$1.9m	
Budget	\$27.7m	6.03%
Forecast	\$27.7m	6.03%

Activities with significant contractor budgets for 2025-26 include:

- Water & Sewerage Services – Budget \$8.7m, spend \$0.4m
- Waste Services- Budget \$7.0m, spend \$0.6m
- Parks & Cemeteries – Budget \$3.6m, spend \$0.3m
- Road Services – Budget \$2.1m, spend \$0.4m
- Entertainment and Events – Budget \$1.5m, spend \$0.1m
- Recoverable Works – Budget \$1.3m, spend \$0.03m

Donations and Sponsorships	2025-26	Actual as %
Actual	\$0.8m	
Budget	\$3.5m	21.16%
Forecast	\$3.5m	21.16%

Traditionally donations and sponsorships are high in the first quarter of the year due to the timing of sporting body concessions for water and sewerage access charges, with concessions of \$0.7m being granted to date.

Statement of Financial Position

	Current Value	Budget	Variance (Actual to Budget)	Forecast	Variance (Actual to Forecast)
Year-to-date Assets	\$3.1b	\$3.3b	-5.38%	\$3.3b	-5.38%
Year-to-date Liabilities	\$373.7m	\$166.3m	124.73%	\$166.3m	124.73%
Year-to-date Liabilities (excl. unearned rates revenue)	\$190.7m	\$166.3m	14.70%	\$166.3m	14.70%

Liabilities have been presented both including and excluding unearned rates revenue. The two will converge and be the same by June 2026, as all rates revenue is recognised on the profit and loss.

The budget for assets and liabilities reflects the expected positions at 30 June 2026.

Significant balance sheet movement is still expected to occur throughout the year:

- Cash to increase as rates are paid
- Receivables to decrease as rates are paid.
- Cash to decrease as expenses are incurred and loan repayments are made.
- Property, plant and equipment balances to move based on in year capital additions and disposals.
- Unearned rates revenue to decrease as recognised on the profit and loss each month.
- Borrowings to decrease as loan repayments are made.

Capital Expenditure

Regular forecasting is undertaken by the project delivery team. The budget for capital expenditure for the 2025-26 year is \$105.2m.

	Actual	Budget	Actual as % of Budget	Forecast	Actual as % of Forecast
Year to date capital expenditure	\$5.1m	\$105.2m	4.81%	\$105.2m	4.81%

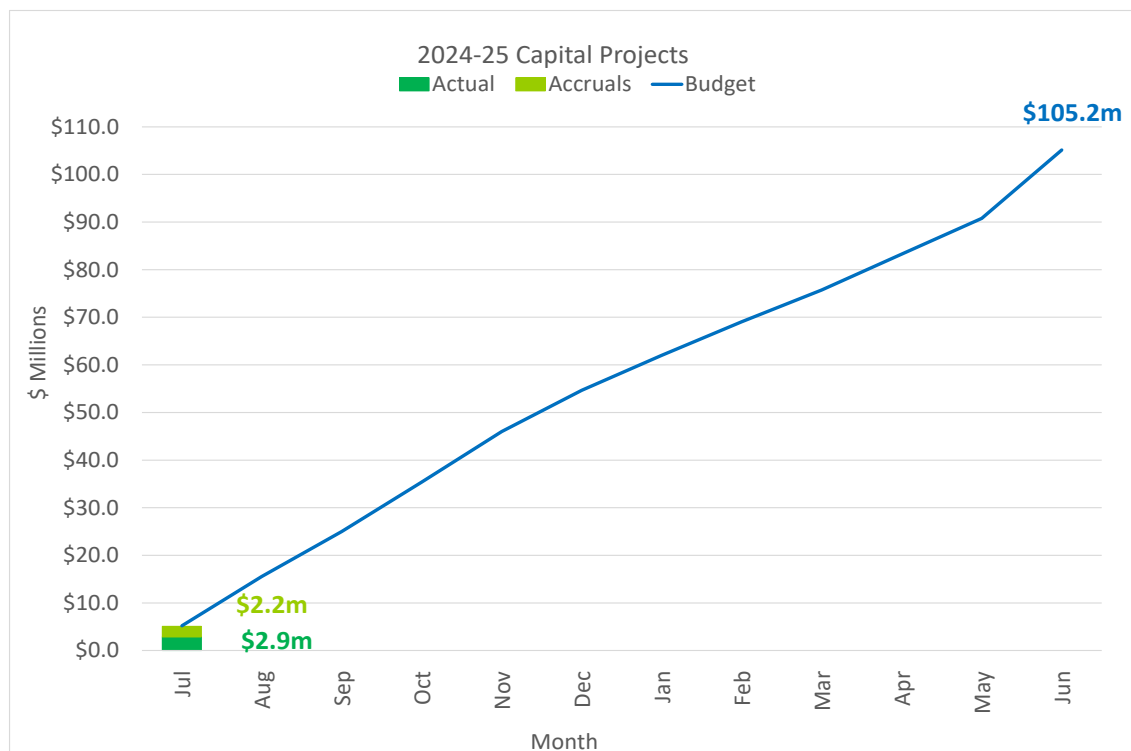
GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 19 AUGUST 2025

Capital expenditure against groups with significant capital expenditure budgets are shown in the table below:

Group	YTD Actual	Budget	Actual as % of Budget	Forecast	Actual as % of Forecast
Roads	\$3.2m	\$26.2m	12.21%	\$26.2m	12.21%
Sewerage	\$0.9m	\$26.5m	3.40%	\$26.5m	3.40%
Delivery Support and Performance	\$0.3m	\$6.0m	4.80%	\$6.0m	4.80%
Property Assets	\$0.0m	\$0.4m	3.94%	\$0.4m	3.94%
Asset Governance	\$0.0m	\$5.0m	0.00%	\$5.0m	-
Waste	\$0.1m	\$2.6m	4.23%	\$2.6m	4.23%
Parks	\$0.0m	\$5.6m	0.49%	\$5.6m	0.49%
Community & Lifestyle	\$0.0m	\$0.4m	-9.91%	\$0.4m	-9.91%
Water	\$0.4m	\$19.8m	2.05%	\$19.8m	2.05%
Strategic Projects	\$0.1m	\$10.9m	0.82%	\$10.9m	0.82%
Other	\$0.1m	\$1.7m	3.56%	\$1.7m	3.56%
Total	\$5.1m	\$105.2m	4.81%	\$105.2m	4.81%

Accrual estimates of \$2.2m have been included in the actuals, to account for major claims relating to July work.

July figures are impacted by end-of-financial-year accruals.



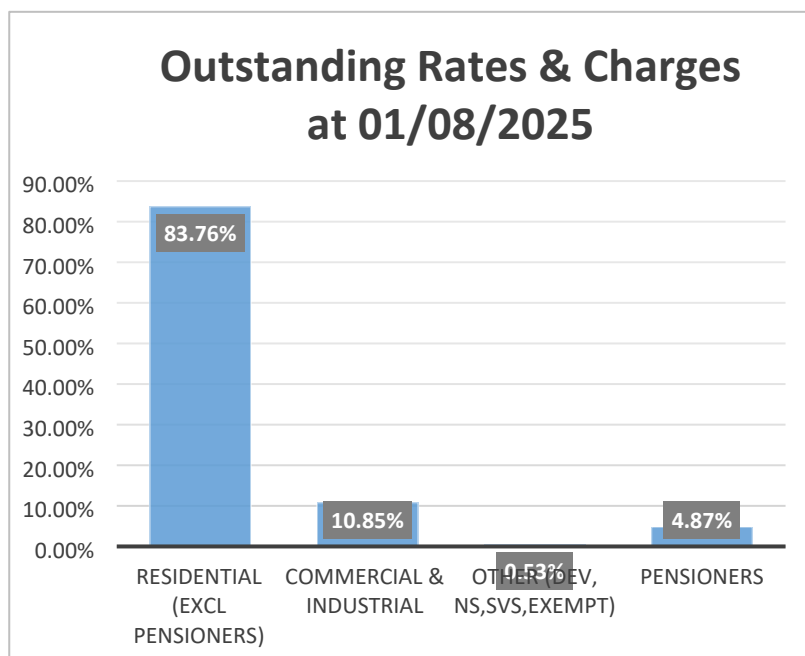
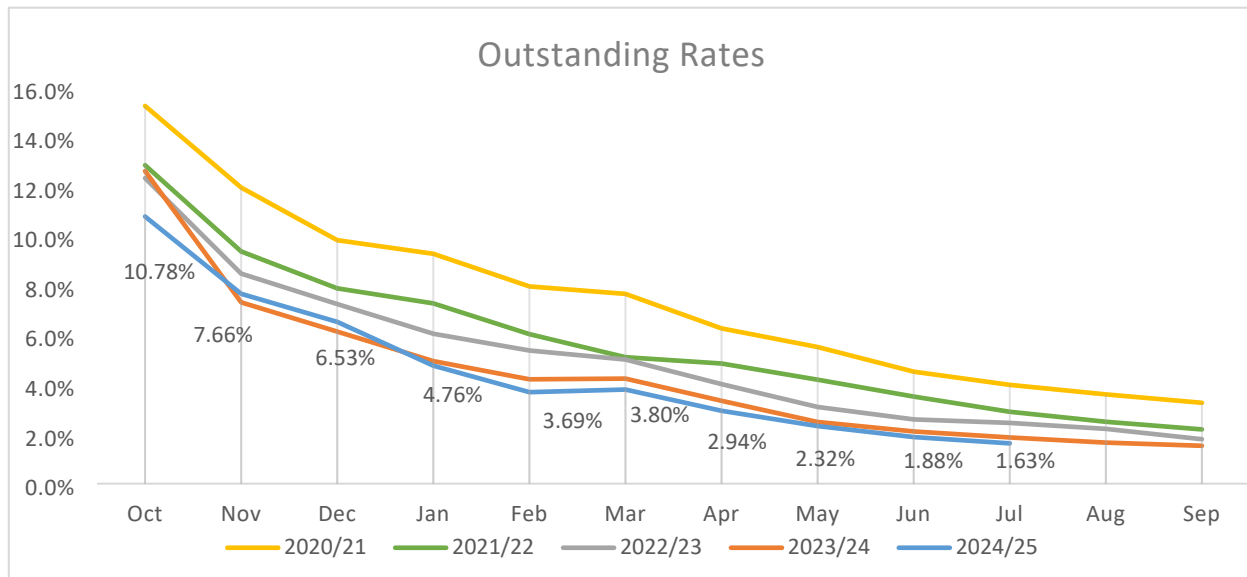
Outstanding Rates

Outstanding rates, as a percentage of gross rates levied 2024-25, and collectible, is at 1.63% at the end of July 2025, compared to 1.86% for the same period last year 2023-24. Rates are levied in July for the 25-26 financial year but are not due until 22 October 2025.

Of the \$3.6m of outstanding rates 10.85% relates to commercial/ industrial assessments and 89.15% represents residential assessments. Compared to 2023-24 prior year same period, outstanding rates were \$3.93m represented by 13.29% commercial/ industrial and 86.71% residential assessments.

These figures include \$0.5m of rates that are currently being repaid under an authorised payment plan, for which there were 0 commercial/industrial assessments and 114 residential assessments. A total of 114 assessments, which is a decrease from 629 assessments in June 2025 (this movement has resulted from the majority of payment arrangements being completed for the 2024-25 period). This is an increase of 41 assessments for the same period prior year.

There were 1196 ratepayers who had paid their rates in advance, totalling \$1.6m.








Sustainability Ratios

Financial ratios provide a useful snapshot of Council's financial status and emerging trends. Individual ratios do not provide enough information to form a comprehensive opinion of Council's financial position and performance, but when the right mix of ratios are considered together, they become a valuable tool in analysing Council's overall financial performance.

The July monthly report includes all nine ratio measures contained in the Financial Management (Sustainability) Guideline 2024 version 1. The ninth measure, Asset Renewal Funding Ratio, being introduced in the 2025-26 annual statutory financial reporting period.

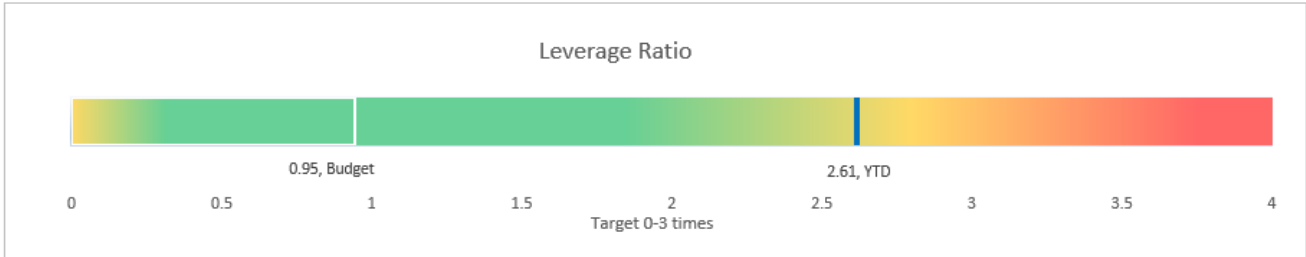
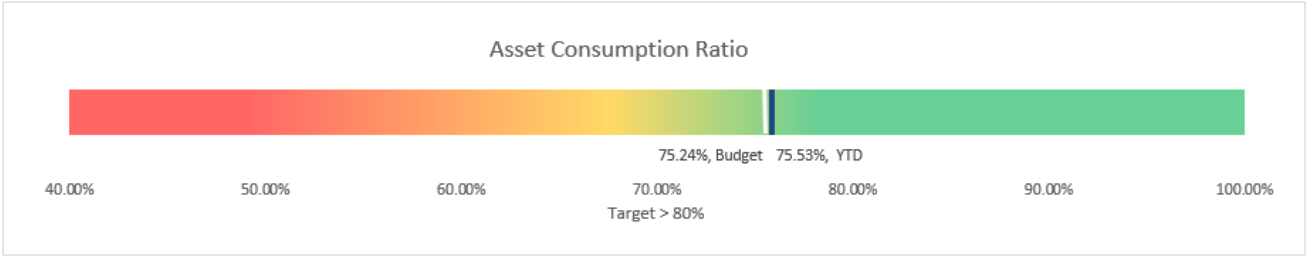
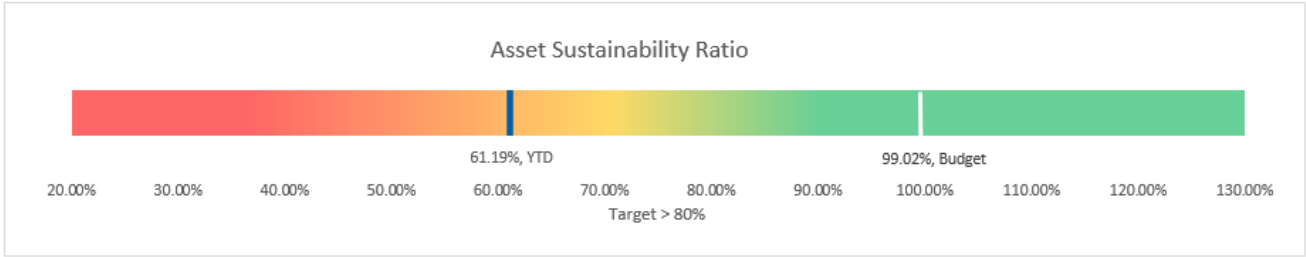
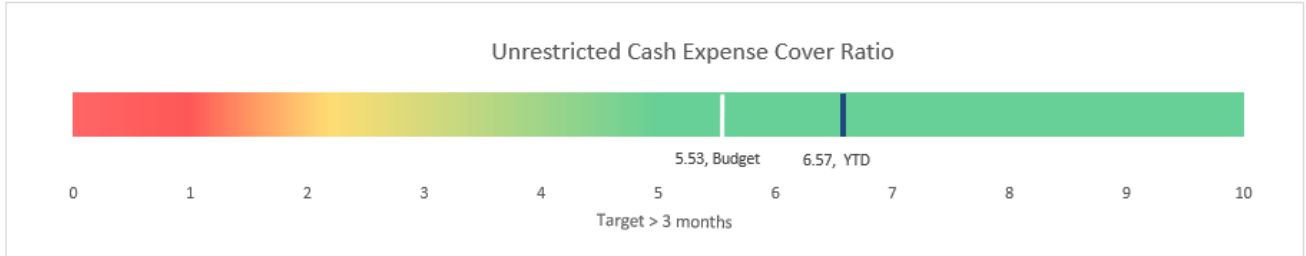
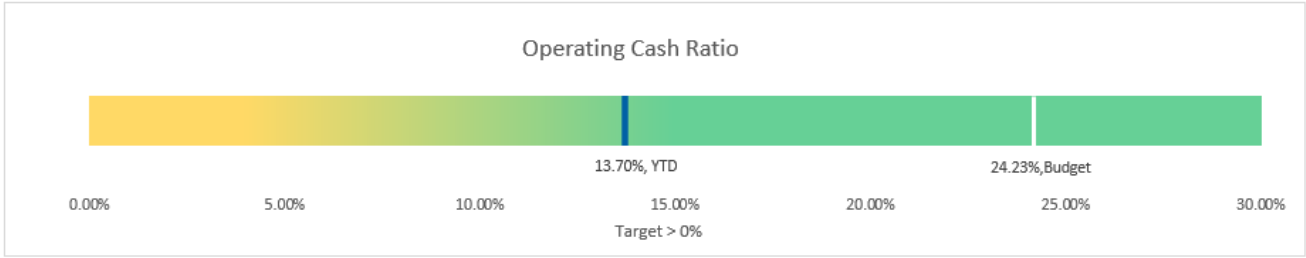
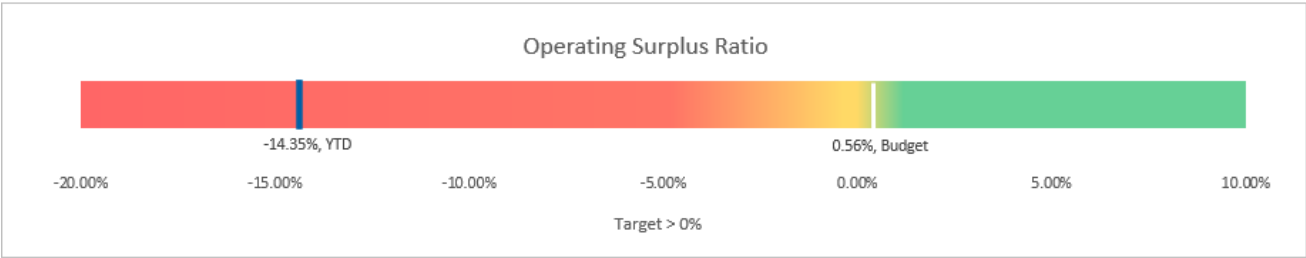
Ratio Explanation	Target	2025-26 Budget	Current YTD	5 Year Average	Commentary
Financial Capacity					
<p>Council Controlled Revenue Ratio: Council controlled revenue is an indicator of councils financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.</p> <p>A higher council-controlled ratio indicates a stronger ability to generate revenue without relying on external sources. Councils with a high ratio generally have a healthy rate base and are better able to respond to unexpected financial obligations such as natural disaster recovery. A lower council-controlled revenue ratio indicates that a council has limited capacity to influence its operating revenue and that it is more reliant on external (and usually less reliable) sources of income such as grant funding, sales and recoverable works contracts and rental income.</p> <p>This ratio is contextual only therefore has no target measure</p>		87.75%	94.41%	84.56%	<p>Although there is no target for this ratio, the high 5 year average and current YTD indicates Council's continued strong position to generate revenue without heavy reliance on other external sources.</p>
<p>Population Growth Ratio: Population growth is an annual measure and is a key driver of councils operating income, service needs and infrastructure requirements into the future.</p> <p>A growing council indicates a greater capacity to source its own revenue through rates and statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs</p> <p>This ratio is contextual only therefore has no target measure Ratio is measured annually</p>		2.35%	2.35%	1.17%	<p>The population growth ratio for Gladstone will significantly impact Council's financial sustainability, especially as the region faces periods of both rapid growth and stagnation. During growth phases, increased demand for infrastructure and services will provide opportunities for revenue growth and possibly also strain Council's financial resources, requiring careful management to avoid overextension. Conversely, in periods of slower growth or population decline, maintaining existing infrastructure and service levels can become a financial burden without corresponding increases in revenue.</p> <p>Emphasis on the population growth ratio is on a rolling 5-year average thus will help Council smooth out the financial impacts of any fluctuations, providing a clearer picture of long-term sustainability.</p> <p>Overall, for Gladstone, maintaining financial sustainability amidst its unique population growth patterns will require a balanced approach, integrating both proactive infrastructure investment and cautious financial management.</p>

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 19 AUGUST 2025

Operating Performance							
<p>Operating Surplus Ratio:</p> <p>The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.</p> <p>An operating surplus ratio below 0% is an indication that a councils operating expenses exceed its revenue. An operation deficit in any one year is not a cause for concern if, over the long term, a council achieves a balanced operating result or small surplus.</p> <p>Target measured over a five-year average</p>	> 0%	0.56%	-14.35%		-0.81%		<p>The current year result is affected by EOFY accruals together with minimal dividend and grant income recognised to date. As both the dividend and financial assistant grant is expected in the last quarter of the year this ratio may continue on a negative trend, however an operating surplus is forecast in 2025-26.</p>
<p>Operating Cash Ratio:</p> <p>The operating cash ratio is a measure of a councils ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.</p> <p>A positive operating surplus indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund expenditure requirements. A negative operating cash ratio is a significant indicator of financial sustainability challenges and potential future liquidity issues as , all other things being equal, a negative result means that a councils cash position is declining and revenue are not offsetting the cost of core operational requirements</p> <p>Target measured over a five-year average</p>	> 0%	24.23%	13.70%		23.39%		<p>Both the YTD and 5 year average result of this ratio reflects the continuing strong cash position of Council proportional to operating costs.</p>
Liquidity							
<p>Unrestricted Cash Expense Cover Ratio:</p> <p>The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses</p> <p>A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditure such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of hoarding, poor cash management or large upcoming capital investment requirements.</p> <p>A low ratio suggests limited unconstrained liquidity available to council to use for capital investment or in an emergency. For councils with efficient cash management practices or strong borrowing capacity this is not a concern. Where council also has a negative operating cash ratio a very low or negative unrestricted cash expense cover ratio is an indicator of potential solvency concerns.</p> <p>Target measured over a single-year</p>	> 3 mths	5.53	6.57		NA	NA	<p>The high budget and YTD result of this ratio shows Council is in a strong cash position to cover planned and unplanned expenditure into the future.</p>

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 19 AUGUST 2025

Asset Management						
<p>Asset Sustainability Ratio: The asset sustainability ratio approximates the extent to which the infrastructure assets managed by council are being replaced as they reach the end of their useful lives</p> <p>An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement requirements</p> <p>Target measured over a five-year average</p>	> 80%	99.02%	61.19%	●	92.69%	●
<p>Asset Consumption Ratio: The asset consumption ratio approximates the extent to which councils infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.</p> <p>The minimum target of 60% indicates that a councils assets are being broadly consumed in line with their estimated useful lives.</p> <p>Councils with lower than target ratio will need to invest more in those assets (in terms of replacement or maintenance) to ensure they are maintained at a standard that will meet the needs of the community. On the other hand if the ratio is much higher than the target ratio, councils may need to revisit their asset management plans to assess their current service levels or whether their estimates of the assets' useful lives are appropriate</p> <p>Target measured over a five-year average</p>	> 60%	75.24%	75.53%	●	71.84%	●
<p>Asset Renewal Funding Ratio: The asset renewal funding ratio measures the ability of council to fund its projected infrastructure asset renewals/ replacements in the future.</p> <p>A ratio as close to 100% as possible indicates council is appropriately funding and delivering its required capital program as outlined in its asset management plans.</p> <p>A ratio too far in excess of 100% indicates capital spending above and beyond what is proposed. A ratio too far below 100% may indicate an underfunded capital program and therefore potentially increasing infrastructure backlog and asset failures</p> <p>This ratio is contextual only therefore has no target measure Ratio is measured over the 10-year long term financial forecast period</p>		NA	108.97%		NA	
Debt Servicing Capacity						
<p>Leverage Ratio: The leverage ratio is an indicator of a councils ability to repay its existing debt. It measures the relative size of the councils debt to its operating performance.</p> <p>A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite.</p> <p>Target measured over a five-year average</p>	0-3 times	0.95	2.61	●	1.77	●



Stakeholder Engagement:

This report seeks specialist input from relevant internal sources.

Legal and Regulatory Implications:

Council is required to receive an update at least monthly relative to its financial position, Section 204 Local Government Regulation 2012.

Anticipated Resolution Completion Date:

N/A

Attachments:

1. Monthly Financial Statements for the period ending 31 July 2025
2. Operating Statements for the month end 31 July 2025

G/5. COUNCILLORS REPORT

G/6. URGENT BUSINESS

G/7. NOTICE OF MOTION

G/8. CONFIDENTIAL ITEMS