



**GLADSTONE**  
REGIONAL COUNCIL

## **GENERAL MEETING NOTICE AND AGENDA**

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

**On 16 September 2025**

**Commencing at 9.00am**

**Leisa Dowling  
CHIEF EXECUTIVE OFFICER**

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**G/1. MAYORAL STATEMENT OF CURRENT ISSUES**

## **G/2. CONFIRMATION OF MINUTES**

### **G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 2 SEPTEMBER**

**Responsible Officer:** Chief Executive Officer

**Prepared By:** Executive Secretary

**Council Meeting Date:** 16 September 2025

**File Ref:** CM7.2

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#### **Purpose:**

Confirmation of the minutes of the General Meeting held on 2 September 2025.

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

That the minutes of the General Meeting of Council held on 2 September 2025 be confirmed.

#### **Attachments:**

1. Minutes of the General Meeting of Council held on 2 September 2025.

**G/3. DEPUTATIONS**

**G/4. OFFICERS' REPORTS****G/4.1. GARDEN ORGANICS SERVICE CONDITIONS****Responsible Officer:** General Manager People and Strategy**Prepared By:** Strategic Program Lead - Waste**Council Meeting Date:** 16 September 2025**File Ref:** WM12.2**Purpose:**

The purpose of this report is to establish the service conditions for the new garden organics service and to implement the garden organic service to all eligible localities and properties within the Gladstone region at service commencement, from 1 July 2026.

**Officer's Recommendation:**

That Council implement a garden organics service ("GO Service") to commence 1 July 2026 with the following service conditions to apply:

<b>GO Service Aspect</b>	<b>Criteria</b>
Service Localities	<ul style="list-style-type: none"> <li>• Barney Point</li> <li>• Calliope</li> <li>• Gladstone Central</li> <li>• Kin Kora</li> <li>• New Auckland</li> <li>• South Gladstone</li> <li>• Tannum Sands</li> <li>• Toolooa</li> <li>• Boyne Island</li> <li>• Clinton</li> <li>• Glen Eden</li> <li>• Kirkwood</li> <li>• O'Connell</li> <li>• Sun Valley</li> <li>• Telina</li> <li>• West Gladstone</li> </ul>
Property Types	<ul style="list-style-type: none"> <li>• Domestic properties identified within the Defined Cleansing Service Area</li> <li>• Standalone houses (single-unit dwellings)</li> <li>• Excludes multi-use dwellings (units, apartments, townhouses, duplexes)</li> <li>• Available for eligible Infirm Services</li> </ul>
Property Size	<ul style="list-style-type: none"> <li>• Maximum property size: 2,000 m<sup>2</sup></li> <li>• No minimum property size</li> </ul>
Bin Specifications	<ul style="list-style-type: none"> <li>• 1 x 240L bin with green lid</li> <li>• Multiple bins available upon request</li> </ul>
Collection Frequency	Fortnightly, alternate week to recycling collection

Opt-In Conditions	Domestic properties (including multi-unit dwellings) not meeting service conditions may apply to opt-in if: <ul style="list-style-type: none"> <li>• Located in a GO Service Locality; and</li> <li>• A GO Collection Vehicle passes the property.</li> </ul> Once approved, cannot opt-out.
Opt-Out Conditions	No option to opt-out.
Service Commencement Conditions	<ul style="list-style-type: none"> <li>• Start Date for Existing Eligible Properties: 1 July 2026.</li> <li>• Vacant Land: Future service for vacant land within GO Service Locality upon construction of a domestic residence.</li> </ul>
Service Cessation Conditions	If the property is demolished with Council approval.

**Summary:**

Council will introduce a Garden Organics (GO) kerbside collection service from 1 July 2026 to support waste diversion and resource recovery goals at local and state levels. The service will divert approximately 4,000 tonnes of garden waste from landfill annually, reduce community waste levy costs, and enable beneficial reuse of organic material. Supported by the Queensland Government's Growing the Recovery of Organic Waste via Food Organic Garden Organic (GROW FOGO) Fund, the rollout will include new bins, education, and behaviour change initiatives. This report outlines the proposed service, including eligibility criteria, service conditions, and implementation timelines, to guide delivery and inform the community ahead of commencement.

**Link to Corporate Plan:**

- Accountable Council - We are providing good stewardship built on a foundation of trust.
- Delivering Value - We work efficiently to deliver value for your rates.

**Background:**

Council will implement a GO service from 1 July 2026. The implementation of the service will help deliver waste diversion objectives outlined in the *Gladstone Waste Strategy (2019)* and the *Central Queensland Regional Waste Management Plan (2023)*.

Further, the implementation aligns with *Queensland's Waste Management and Resource Recovery Strategy 2019* and the *Queensland Organics Strategy 2022* which set the following targets for 2030:

- 15% reduction in household waste;
- 80% of waste is recovered and does not go to landfill; and
- 65% recycling rates across all waste types.

For Gladstone, implementation of a GO service supports the diversion of an anticipated 4,000 tonnes of GO waste representing approximately 20% of household kerbside general waste tonnes going to landfill. A GO service diverts this waste from landfill, supports a reduction to associated Waste Levy (waste tax) charges to the community and allows beneficial re-use opportunities for this resource.

To support local governments to move to organics collection services, the Queensland Government is providing support under the GROW FOGO Fund, of which Council is eligible and will be submitting an

application for funding. This funding will support the purchase, roll out and delivery of new GO bins, as well as educational and behaviour change activities within the region.

To support the implementation of the GO service in the Gladstone region, Council adopted an updated Defined Cleansing Service Area at its General Meeting on 3 June 2025 (resolution GM/25/5451). The Defined Cleansing Service Area sets the geographical boundary within which Council is authorised to deliver general and green waste collection services under section 5 of *Local Law No.8 (Waste Management) 2018*. When combined with the proposed service conditions, the Defined Cleansing Service Area clearly outlines where and how the GO service will be delivered.

To further progress implementation and commencement of the new GO service and to provide clarity to the community, a set of proposed service conditions have been developed. These conditions define the criteria for service eligibility and outline which properties within the region will receive a GO service. The proposed service conditions, detailed below, would if implemented today, result in 17,245 GO services within the Gladstone region.

**Proposed Service Conditions:**

<b>GO Service Aspect</b>	<b>Criteria</b>
Service Localities	<ul style="list-style-type: none"> <li>• Barney Point</li> <li>• Calliope</li> <li>• Gladstone Central</li> <li>• Kin Kora</li> <li>• New Auckland</li> <li>• South Gladstone</li> <li>• Tannum Sands</li> <li>• Toolooa</li> <li>• Boyne Island</li> <li>• Clinton</li> <li>• Glen Eden</li> <li>• Kirkwood</li> <li>• O'Connell</li> <li>• Sun Valley</li> <li>• Telina</li> <li>• West Gladstone</li> </ul>
Property Types	<ul style="list-style-type: none"> <li>• Domestic properties identified within the Defined Cleansing Service Area</li> <li>• Standalone houses (single-unit dwellings)</li> <li>• Excludes multi-use dwellings (units, apartments, townhouses, duplexes)</li> <li>• Available for eligible Infirm Services</li> </ul>
Property Size	<ul style="list-style-type: none"> <li>• Maximum property size: 2,000 m<sup>2</sup></li> <li>• No minimum property size</li> </ul>
Bin Specifications	<ul style="list-style-type: none"> <li>• 1 x 240L bin with green lid</li> <li>• Multiple bins available upon request</li> </ul>
Collection Frequency	Fortnightly, alternate week to recycling collection
Opt-In Conditions	<p>Domestic properties (including multi-unit dwellings) not meeting service conditions may apply to opt-in if:</p> <ul style="list-style-type: none"> <li>• Located in a GO Service Locality; and</li> </ul>



	<ul style="list-style-type: none"> <li>• A GO Collection Vehicle passes the property.</li> </ul> <p>Once approved, cannot opt-out.</p>
Opt-Out Conditions	No option to opt-out.
Service Commencement Conditions	<ul style="list-style-type: none"> <li>• Start Date for Existing Eligible Properties: 1 July 2026.</li> <li>• Vacant Land: Future service for vacant land within GO Service Locality upon construction of a domestic residence.</li> </ul>
Service Cessation Conditions	If the property is demolished with Council approval.

The current GROW FOGO Fund Guidelines provide funding to support the implementation of organics collections to domestic properties only. Commercial and industry properties that have an existing Council waste service will not be eligible for a GO service on implementation, with inclusion representing potential future expansion and growth for the GO service provided by Council.

Five councils located in South East Queensland are currently implementing or expanding on a GO service to their communities and relevant service criteria have been provided within the attachments of this report.

### **Risk Management Summary:**

Council's Risk Management Policy outlines an open for financial and service delivery risks, and a measured appetite for residual risk in relation to reputation. The introduction of the GO collection service, along with the recommended service conditions, supports the strategic diversion and reuse of organic waste while representing a considered and efficient expansion of Council's waste service delivery. As part of this implementation, residents will experience a financial impact in the 2025/26 financial year, with an increase in the waste cleansing charge applied under the benefits principle (user pays) model.

The full implementation of the GO service to eligible properties will provide the benefit of all 17,245 services commencing together from 1 July 2026, with a single bin procurement and roll out process to reduce cost and complexity, along with a clear education and engagement plan. Implementation of the GO service overlaps with the timing of the next landfill cell construction and where the processing solution for GO material is currently not yet confirmed. This provides an operational risk where GO material is heavily contaminated at GO service commencement. Risks are being mitigated through the development of a strong education program to target contamination, contingency planning to support landfill cell construction and the ability to adjust GO service implementation due to processing risk.

### **Options and Opportunity Analysis:**

To support Council's consideration of the proposed GO service, the following options are presented:

Option 1: Adopt the proposed service conditions and implement the GO service in full to all eligible properties from 1 July 2026 (Officer's Recommendation)

Endorse the proposed service conditions and proceed with implementation of the GO service as outlined.

Option 2: Adopt the proposed service conditions and implement the GO service in full to all eligible properties from 1 July 2026 with exceptions

Endorse the overall implementation of the GO service but exclude specific service conditions, such as Opt-Out provisions, which could be identified for further research and brought back to Council for a future decision.

Option 3: Do not adopt the proposed service conditions and do not implement the GO service in full to all eligible properties from 1 July 2026

Do not accept the Officer's Recommendation and request further work or revisions to proposed Service Conditions and/or implementation staging prior to making a decision on the implementation of the GO service.

**Stakeholder Engagement:**

Community engagement undertaken in 2022 has informed the development of the proposed service conditions and underpins the recommendation presented in this paper.

**Legal and Regulatory Implications:**

In accordance with section 5 of *Local Law No. 8 (Waste Management) 2018*, Council may adopt a designated area in which it will conduct general waste or green waste collection. Where endorsed, proposed service conditions will be incorporated as Domestic Waste Service Conditions contained within section 3.4.3 of the Gladstone Regional Council Revenue Statement, to ensure compliance with section 172(1) and 172(2) of the Local Government Regulation 2012 prior to the commencement of GO services.

**Financial and Resource Implications:**

The proposed service criteria will guide the development of a formal proposal from JJ Richards, detailing implementation and service costs for the GO service. These costs will be brought back to Council for endorsement as a variation to the existing Waste Collection Service Contract, in line with Council's procurement and contract management requirements.

**Anticipated Resolution Completion Date:**

A contract variation to the Waste Collection Service Contract is intended to be brought back to Council by 31 October 2025.

**Attachments:**

1. Service Conditions – Queensland Councils Implementing GO Service
2. Gladstone Regional Council Revenue Statement 2025 – Section 3.4.3 Waste Charges

## **G/4.2. MONTHLY FINANCIAL STATEMENTS REPORT FOR THE PERIOD ENDING 31 AUGUST 2025**

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

**Prepared By:** Management Accounting Specialist

**Council Meeting Date:** 16 September 2025

**File Ref:** FM15.1

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### **Purpose:**

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

Comparatives in both the Statement of Income & Expenditure and Statement of Financial Position are still 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.

### **Summary:**

#### **Overall Position**

- We remain **on track** to meet our budgeted \$1.5m surplus for 2025–26.
- Council is currently in an expected short-term unfavourable result of \$2.8m. This is normal at this time of year and will track closer to the projected favourable full year \$1.5m operating result as rates are paid and grants and dividends are received.
- At 31 August 2025, 17% of the financial year had passed. Accounts are therefore expected to fall within the range of 7% to 27% (+/- 10%) of budget year to date.

**Money we receive (revenue)**

- \$40.5m collected so far (15% of budget) – slightly below target.
- Receivables (what is owed to us) are high because rates notices have gone out and most are not expected to be paid until October.
- Income from grants and dividends will be received later in the year with some grants being prepaid in the 24/25 financial year.
- Everyday charges (like fees, utilities) are mostly on track.

**Money we spend (expenditure)**

- \$43.3m spent so far (16% of budget) – right on track.
- Employee costs and service delivery are consistent with budget.
- Contractor and consultant spend is lower than expected so far.
- Investment in tools, hardware, and library resources happened early in the year, which makes the equipment and software expenses line look high.

**Financial Health**

- Cash balances are healthy with rate payments received in the months following July and Council is making investment decisions now, to maximise returns.
- Receivables are high because rates have been billed but not yet paid.
- Liabilities look inflated due to unearned rate revenue; this will reduce each month as rates are paid.

**Capital Works & Projects**

- \$12.6m invested in capital projects (12% of budget).
- Roads, sewerage, and water projects account for the majority of spend so far.
- Major state and federal funded projects (like Granite Creek Bridge, Boyne Tannum Aquatic Centre) are underway, with revenue recognised as project milestones are achieved.

**Rates Snapshot**

- Outstanding rates: \$3.3m (1.49%), slightly lower than last year at the same time.
- Over 1,600 households have already paid in advance, totalling \$2m.

The high-level YTD summary above is supported by detailed comparison tables and variance explanations in the sections that follow;

**Statement of Income and Expenditure**

**Income**

Recurrent Revenue

Total recurrent revenue	2025-26	Actual as %
Actual	<b>\$40.5m</b>	
Budget	<b>\$265.4m</b>	<b>15.25%</b>
Forecast	<b>\$265.4m</b>	<b>15.25%</b>

Of note:

<b>Net rates and utility charges</b>	2025-26	Actual as %
Actual	<b>\$32.7m</b>	
Budget	<b>\$211.6m</b>	<b>15.43%</b>
Forecast	<b>\$211.6m</b>	<b>15.43%</b>

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 \$1.1 million have been applied in 2025-26 for payments received by the due date. In addition, concessions amounting to \$0.2 million have been granted.

<b>Total interest revenue</b>	2025-26	Actual as %
Actual	<b>\$1.0m</b>	
Budget	<b>\$6.1m</b>	<b>16.67%</b>
Forecast	<b>\$6.1m</b>	<b>16.67%</b>

Interest revenue at a rate of 4.40% has been received from Queensland Treasury Corporation for the month of August and current term deposit rates are yielding up to a 4.10% return to Council.

<b>General purpose grant</b>	2025-26	Actual as %
Actual	<b>\$1.3m</b>	
Budget	<b>\$10.3m</b>	<b>12.51%</b>
Forecast	<b>\$10.3m</b>	<b>15.51%</b>

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 approximately 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 2025-26 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	<b>\$2.2m</b>	
Budget	<b>\$28.2m</b>	<b>7.69%</b>
Forecast	<b>\$28.2m</b>	<b>7.69%</b>

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 in the table 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
<b>State Government Grants &amp; Subsidies</b>					
Blackman Gap SWP replacement	\$0.40m	\$0.40m	\$0.01m	\$0.02m	1.28%
Backup power generator GECC	\$0.6m	\$0.64m	\$0.01m	\$0.01m	0.96%
Granite Creek Bridge - Lowmead Road	\$2.85m	\$6.70m	\$0.79m	\$0.79m	11.82%
Deepwater National Park Fire Trail Stage 1	\$2.00m	\$2.00m	\$0.01m	\$0.01m	0.28%
Stage 2 - GWWTP Inlet Distribution Structure Replacement	\$5.62m	\$8.77m	\$0.68m	\$0.68m	7.75%
Lake Awoonga Water Main Renewal - Auckland Street	\$1.32m	\$1.42m	\$0.02m	\$0.02m	1.52%
Round Hill 2 Reservoir	\$4.12m	\$4.26m	\$0.01m	\$0.01m	0.27%
Other State Government Funding	\$0.80m	\$0.80m	\$0.06m	\$0.11m	7.17%
<b>TOTAL State Government Funding</b>	<b>\$17.70m</b>	<b>\$24.99m</b>	<b>\$1.58m</b>	<b>\$1.65m</b>	

**GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 SEPTEMBER 2025**

Project	Revenue Budget	Whole of Life Funding	Revenue YTD Actual	Expense YTD Actual	% Whole of Life Funding
<b>Federal Government Grants &amp; Subsidies</b>					
Boyne Tannum Aquatic Centre	\$4.04m	\$15.00m	\$0.26m	\$0.44m	1.72%
Harbour Arbour	\$0.25m	\$5.33m	\$0.19m	\$0.42m	3.59%
Agnes Water Skate Park	\$0.88m	\$0.97m	\$0.01m	\$0.02m	1.05%
Red Rover Road Bridge, Gladstone	\$1.39m	\$1.54m	\$0.01m	\$0.01m	0.57%
Tableland Road, Calliope - Pavement Rehabilitation	\$1.17m	\$0.60m	-	-	-
Other Federal Government Funding	\$1.49m	\$2.11m	-	\$0.01m	0.09%
<b>TOTAL Federal Government Funding</b>	<b>\$9.22m</b>	<b>\$25.56</b>	<b>\$0.47m</b>	<b>\$0.90m</b>	
<b>TOTAL State and Federal Funding</b>	<b>\$26.92m</b>	<b>\$50.55m</b>	<b>\$2.05m</b>	<b>\$2.55m</b>	

**Expenditure**

Recurrent expenditure

<b>Total recurrent expenditure</b>	2025-26	Actual as %
Actual	<b>\$43.3m</b>	
Budget	<b>\$263.9m</b>	<b>16.40%</b>
Forecast	<b>\$263.9m</b>	<b>16.40%</b>

Of note:

<b>Employee benefits</b>	2025-26	Actual as %
Actual	<b>\$15.0m</b>	
Budget	<b>\$86.3m</b>	<b>17.32%</b>
Forecast	<b>\$86.3m</b>	<b>17.32%</b>

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 YTD average vacancy rate to August is 5.6%

<b>Consultants</b>	2025-26	Actual as %
Actual	<b>\$0.1m</b>	
Budget	<b>\$5.1m</b>	<b>2.28%</b>
Forecast	<b>\$5.1m</b>	<b>2.28%</b>

## GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 SEPTEMBER 2025

Consultant spend has been minimal year to date. Significant consultant budgets for 2025-26 include:

- Asset Planning – Budget \$1.3m
- Strategy and Improvement – Budget \$0.5m
- Information & Technology – Budget \$0.5m, spend \$0.1m
- Environment – Budget \$0.5m, spend \$0.04m
- Waste – Budget \$0.4m
- Development Services – Budget \$0.4m
- Finance – Budget \$0.4m

<b>Contractors</b>	<b>2025-26</b>	<b>Actual as %</b>
Actual	<b>\$3.7m</b>	
Budget	<b>\$27.7m</b>	<b>13.32%</b>
Forecast	<b>\$27.7m</b>	<b>13.32%</b>

Activities with significant contractor budgets for 2025-26 include:

- Water & Sewerage Services – Budget \$8.7m, spend \$1.1m
- Waste Services – Budget \$7.0m, spend \$1.0m
- Parks & Cemeteries – Budget \$3.6m, spend \$0.5m
- Road Services – Budget \$2.1m, spend \$0.6m
- Entertainment and Events – Budget \$1.5m, spend \$0.1m
- Recoverable Works – Budget \$1.3m, spend \$0.2m

<b>Equipment and Software Expenses</b>	<b>2025-26</b>	<b>Actual as %</b>
Actual	<b>\$0.9m</b>	
Budget	<b>\$3.2m</b>	<b>28.80%</b>
Forecast	<b>\$3.2m</b>	<b>28.80%</b>

Spending on equipment and software expenses trends high YTD, predominantly due to:

- Loose tools \$0.2m - Primarily water services, parks, roads and workshops due to timing of tool purchases at the beginning of the year, together with some inaccurate costing of materials, which will be rectified.
- External plant and equipment hire \$0.4m - Primarily:
  - Workshops roads, parks, water and waste finance will continue to monitor this account to understand if this is a timing difference or if a forecast revision is required.
- Library books \$0.2m - Timing of libraries' public funding spend on books and library resources.
- Hardware \$0.1m - Timing of iPhones, iPads and accessories purchased.



**Statement of Financial Position**

	<b>Current Value</b>	<b>Budget</b>	<b>Variance (Actual to Budget)</b>	<b>Forecast</b>	<b>Variance (Actual to Forecast)</b>
Year-to-date Assets	<b>\$3.1b</b>	<b>\$3.3b</b>	<b>-5.64%</b>	<b>\$3.3b</b>	<b>-5.64%</b>
Year-to-date Liabilities	<b>\$366.1m</b>	<b>\$166.3m</b>	<b>120.15%</b>	<b>\$166.3m</b>	<b>120.15%</b>
Year-to-date Liabilities (excl. unearned rates revenue)	<b>\$199.7m</b>	<b>\$166.3m</b>	<b>20.11%</b>	<b>\$166.3m</b>	<b>20.11%</b>

*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 estimate for capital expenditure for the 2025-26 year is \$102.6m.

The updated forecast and actuals are provided throughout the tables and graphs below.

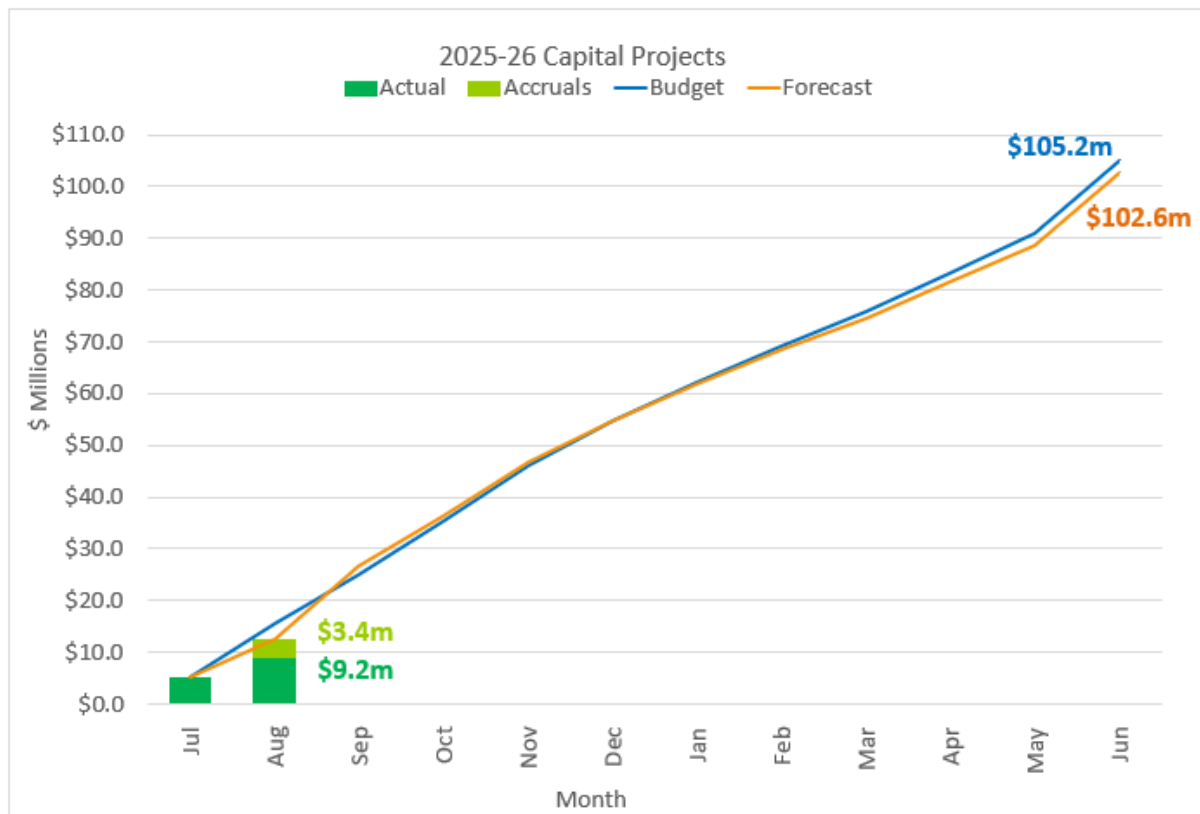
	<b>Actual</b>	<b>Budget</b>	<b>Actual as % of Budget</b>	<b>Forecast</b>	<b>Actual as % of Forecast</b>
Year to date capital expenditure	<b>\$12.6m</b>	<b>\$105.2m</b>	<b>11.96%</b>	<b>\$102.6m</b>	<b>12.26%</b>

## GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 SEPTEMBER 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	\$7.1m	\$26.2m	26.93%	\$30.2m	23.39%
Sewerage	\$2.6m	\$26.5m	9.83%	\$23.7m	10.99%
Delivery Support and Performance	-\$0.2m	\$6.0m	-4.00%	\$6.0m	-4.00%
Property Assets	\$0.0m	\$0.4m	3.43%	\$0.0m	0.00%
Asset Governance	\$0.0m	\$5.0m	0.00%	\$6.0m	0.00%
Waste	\$0.4m	\$2.6m	16.05%	\$1.9m	21.52%
Parks	\$0.1m	\$5.6m	1.04%	\$5.3m	1.10%
Community & Lifestyle	\$0.0m	\$0.4m	3.35%	\$0.4m	3.34%
Water	\$1.3m	\$19.8m	6.40%	\$16.3m	7.76%
Strategic Projects	\$0.9m	\$10.9m	7.87%	\$10.6m	8.07%
Other	\$0.5m	\$1.7m	30.03%	\$2.1m	25.33%
<b>Total</b>	<b>\$12.6m</b>	<b>\$105.2m</b>	<b>11.96%</b>	<b>\$102.6m</b>	<b>12.26%</b>

Accrual estimates of \$3.4m have been included in the actuals to account for major claims relating to August work.



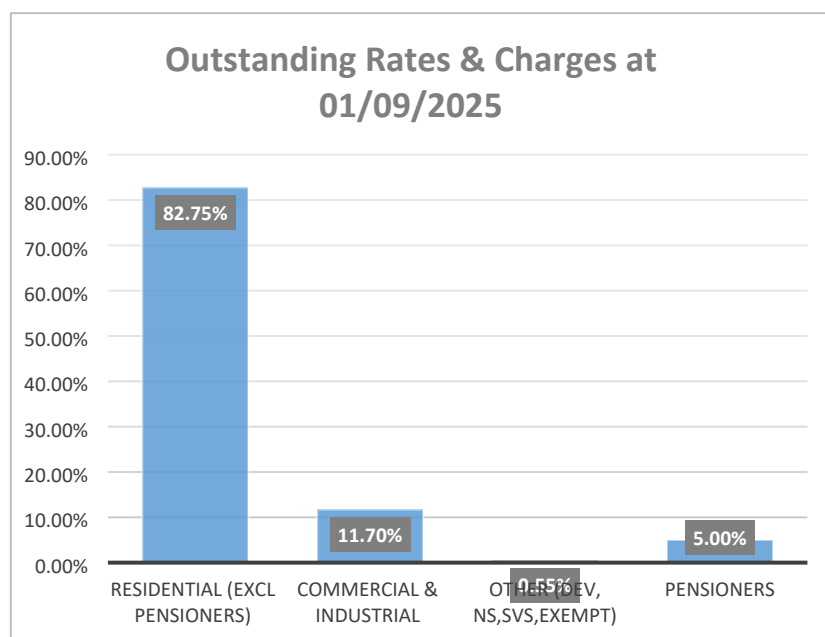
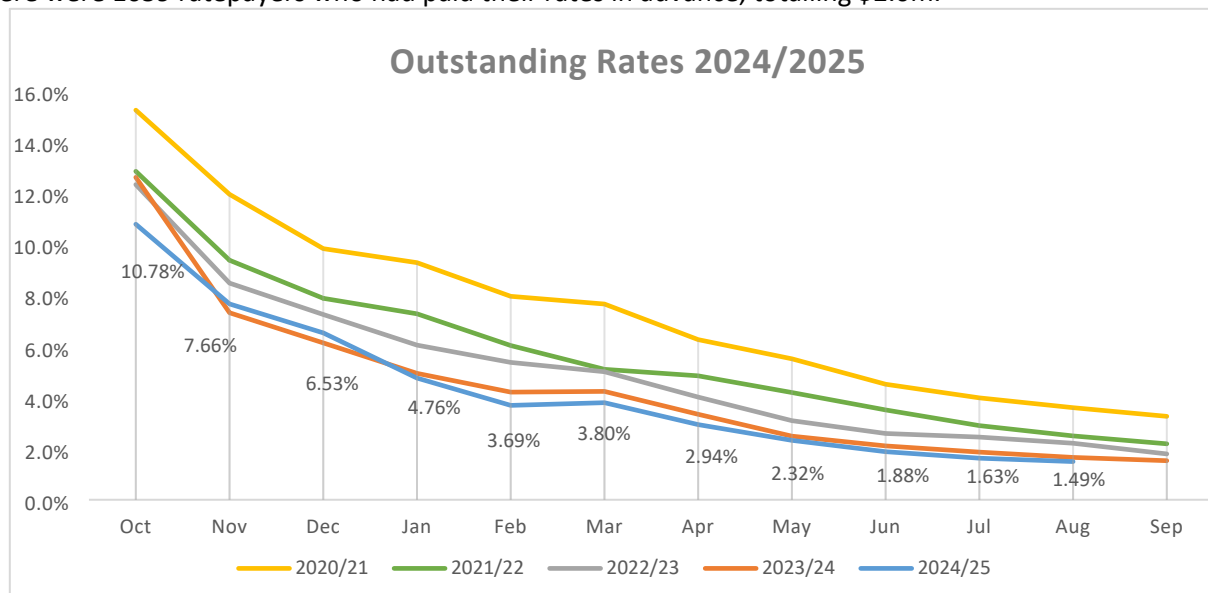
## Outstanding Rates

Outstanding rates, as a percentage of gross rates levied 2024-25, and collectible, is at 1.49% at the end of August 2025, compared to 1.66% 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 \$3.3m of outstanding rates 11.70% relates to commercial / industrial assessments and 88.30% represent residential assessments. Compared to 2023-24 prior year same period, outstanding rates were \$3.5m represented by 13.07% commercial / industrial and 86.93% residential assessments.

These figures include \$1.43m of rates that are currently being repaid under an authorised payment plan, for which there were 6 commercial/industrial assessments and 467 residential assessments. A total of 473 assessments, which is an increase of 359 assessments compared to July 2025 (this movement is a result of new arrangements entered into since rates notices were issued in August). This is a decrease of 223 assessments for the same period prior year.

There were 1659 ratepayers who had paid their rates in advance, totalling \$2.0m.



### 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.

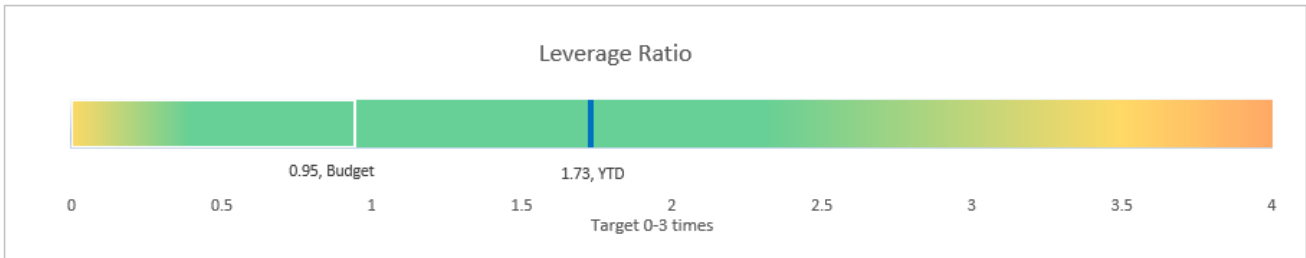
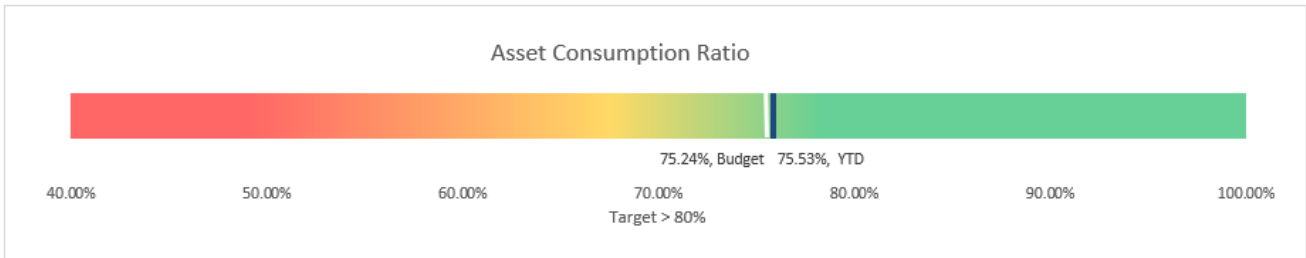
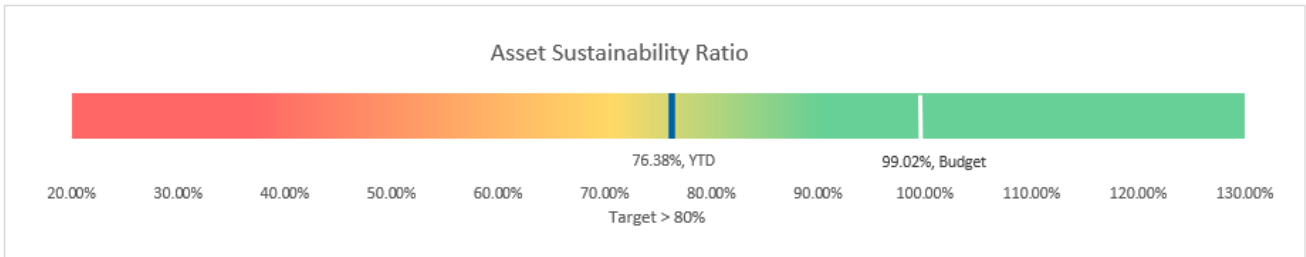
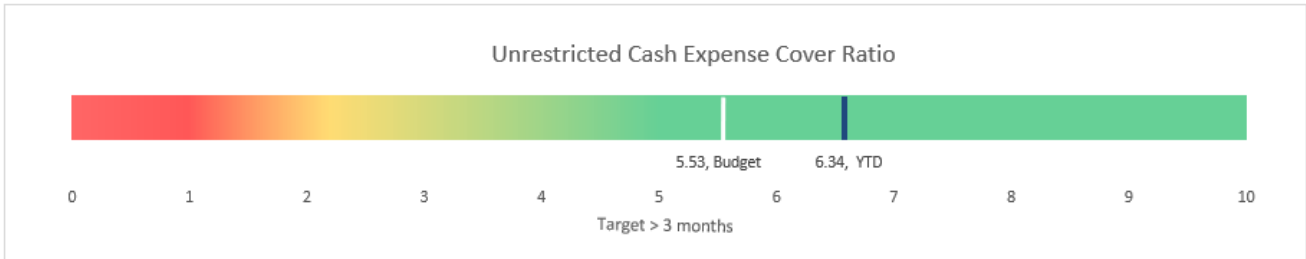
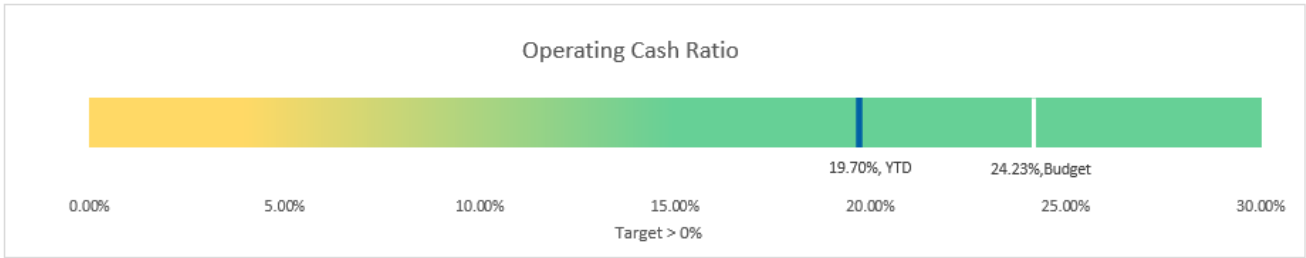
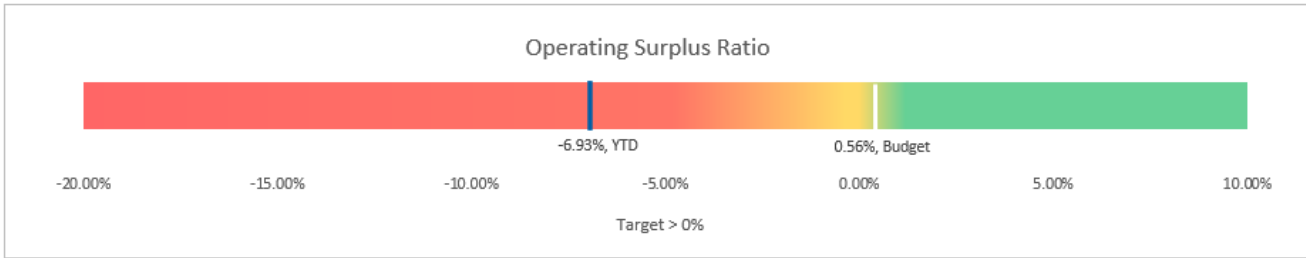
Ratio Explanation	Target	2025-26 Budget	Current YTD	5 Year Average	Commentary
<b>Financial Capacity</b>					
<p><b>Council Controlled Revenue Ratio:</b> Council controlled revenue is an indicator of councils financial flexibility, ability to influence its operating income, and capacity to respond to 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><b>This ratio is contextual only therefore has no target measure</b></p>		87.75%	89.96%	83.67%	<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><b>Population Growth Ratio:</b> 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><b>This ratio is contextual only therefore has no target measure</b> <b>Ratio is measured annually</b></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 - 16 SEPTEMBER 2025

Operating Performance						
<p><b>Operating Surplus Ratio:</b> 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%	-6.93%	●	0.68%	●
<p>The current year result is affected by 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><b>Operating Cash Ratio:</b> 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%	19.70%	●	24.59%	●
<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><b>Unrestricted Cash Expense Cover Ratio:</b> 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	6.34	●	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 - 16 SEPTEMBER 2025

Asset Management						
<p><b>Asset Sustainability Ratio:</b> 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%	76.38%		89.11%	<p></p> <p>Infrastructure renewals have accounted for 57.58% of capital expenditure YTD with the balance on new and upgrade projects.</p> <p>Renewal projects are a major focus of the 2025-26 capital program as indicated by the budgeted ratio result.</p>
<p><b>Asset Consumption Ratio:</b> 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%		72.83%	<p></p> <p>Both the YTD and budgeted ratio results indicate that Councils assets are being broadly consumed in line with their estimated useful lives.</p>
<p><b>Asset Renewal Funding Ratio:</b> 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	<p>The asset renewal ratio indicates a well-aligned relationship between Council's capital requirements and the forecasted renewal program, supporting the delivery of infrastructure and assets required to meet community needs in the future.</p>
Debt Servicing Capacity						
<p><b>Leverage Ratio:</b> 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	1.73		1.59	<p></p> <p>Both the YTD and 5 year average result of this ratio reflect Councils ongoing ability to manage its debt.</p> <p>This position is reinforced with each year that no new borrowings are undertaken.</p>



**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 August 2025
2. Operating Statements for the period ending 31 August 2025



## **G/5. COUNCILLORS REPORT**

### **G/5.1. SPECIAL OLYMPICS POLAR PLUNGE AND LOCAL AUTHORITY WASTE MANAGEMENT ACTION COMMITTEE UPDATE**

**Responsible Officer:** Chief Executive Officer

**Prepared By:** Cr Mellissa Holzheimer

**Council Meeting Date:** 16 September 2025

**File Ref:** CM7.2

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#### **Purpose:**

Councillor Mellissa Holzheimer submits the following report.

#### **Councillor's Recommendation:**

That the report from Councillor Holzheimer regarding the Special Olympics Polar Plunge and Local Authority Waste Management Action Committee (LAWMAC) be received.

#### **Background:**

##### **First Special Olympics Polar Plunge – Gladstone Region**

On Sunday 31 August 2025, the Gladstone Region held its very first Special Olympics Polar Plunge. It was a fantastic milestone for our community, filled with spirit, courage, and inclusion.

I would like to thank Surf Life Saving Boyne Island and Tannum Sands for supporting the event and helping to keep everyone safe. I would also like to thank MP Glenn Butcher for his generous donation, which will directly support our athletes, and to acknowledge our Treasurer, Lynelle, who could not be there on the day but whose commitment makes events like this possible.

Our Special Olympics committee is very small but dedicated. Even with limited numbers, we showed what can be achieved with passion and teamwork. We will now be making the Polar Plunge an annual event. We have a planning day coming up to lock in the next one early so the community has plenty of notice to get involved.

In my dual role as a Gladstone Regional Councillor and Chair of the local Special Olympics Committee, I see firsthand the importance of this group for our community. Special Olympics provides leadership opportunities for athletes, coaching pathways for volunteers, and skill building for people of all abilities. It creates an inclusive space where everyone can thrive.

The Polar Plunge will be a key fundraiser and awareness event each year, with funds going directly to support our athletes as they prepare for competitions including Nationals in Melbourne next year. It is a great example of how partnerships, volunteers, and inclusive initiatives can bring our community together and celebrate all abilities.

**Local Authority Waste Management Action Committee (LAWMAC) Trip Update**

Recently I attended the Local Authority Waste Management Action Committee (LAWMAC) meeting, which was a valuable opportunity to connect with other councils and learn from the latest developments in waste management. LAWMAC is the Local Authority Waste Management Advisory Committee. It brings councils from across Queensland together to share knowledge, explore solutions, and strengthen collaboration in the waste and resource recovery space. Gladstone Regional Council is a member because it helps us learn from others, keep pace with industry change, and advocate for cost effective solutions that benefit our community.

There were multiple presentations, and a few stood out. One was on waste to energy initiatives being developed in other regions. These technologies are promising but require very large financial investments, which puts them out of reach for most councils at this time. The discussions reinforced the importance of councils working together to find cost effective solutions that can be shared across regions.

Another strong presentation came from the Endeavour Foundation, outlining success in working alongside councils to create inclusive employment in waste management. People with disabilities are supported into real, meaningful jobs. Some transition into council's workforce, while others continue in contracted roles with support. This builds workplace skills and confidence for individuals and strengthens inclusive employment practices within councils. I have already spoken with some of our team about potential opportunities for Gladstone.

The next LAWMAC meeting will be hosted in Gladstone. This will allow us to showcase the work we are doing and to keep learning from other councils, including those that have already implemented a green bin system and those in very remote areas that manage waste with creative approaches.

Being part of LAWMAC helps us stay at the forefront of waste management, deepen collaboration, and bring back ideas that benefit our region.

**Attachments:**

Nil.

**G/6. URGENT BUSINESS**

**G/7. NOTICE OF MOTION**

**G/8. CONFIDENTIAL ITEMS**