2026/27 Operational Plan and Budget

Delivering what matters most for a better everyday

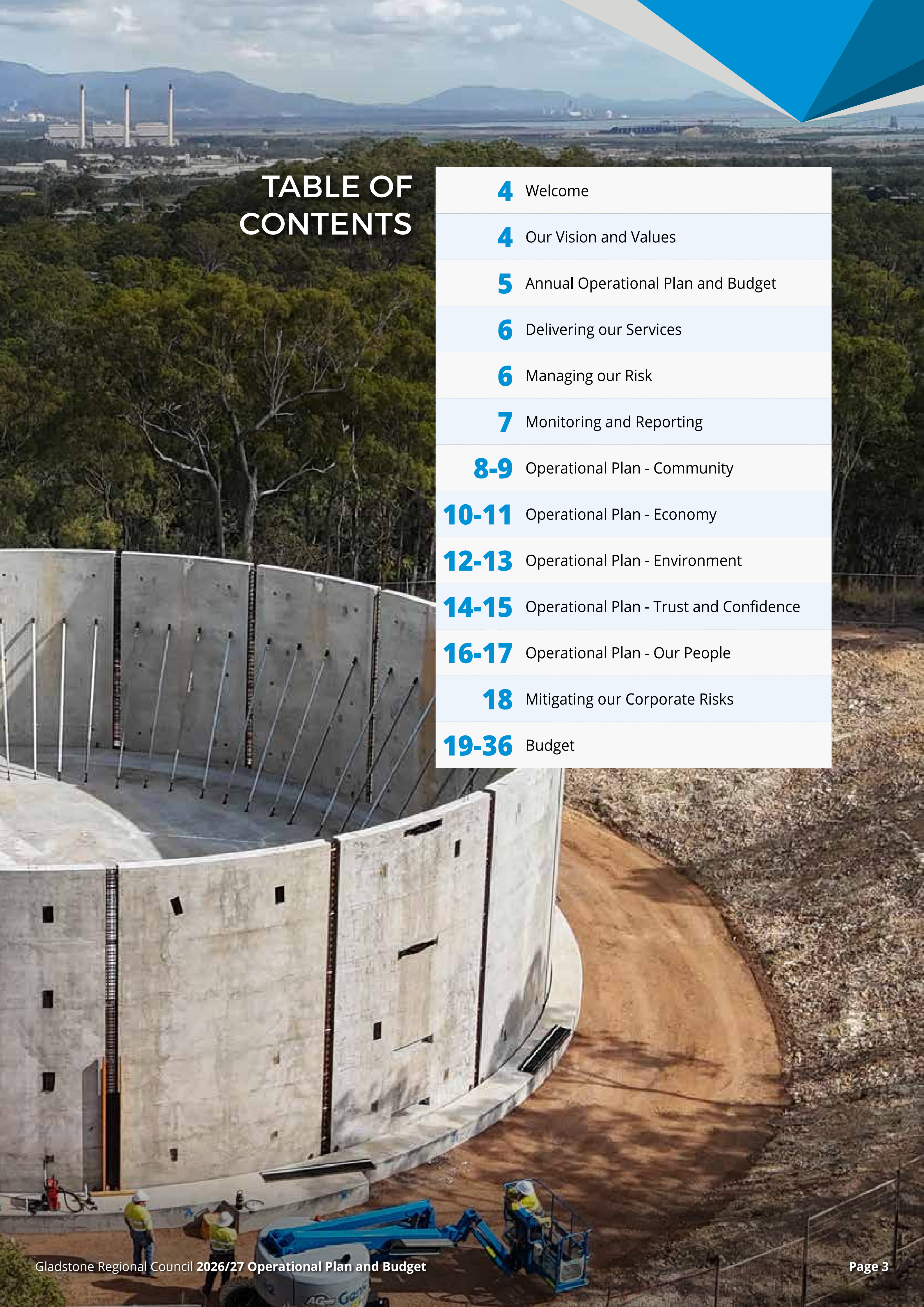
GLADSTONE REGIONAL COUNCIL

Acknowledgement of Country

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

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

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



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WELCOME

Cr Matt Burnett
Mayor

Leisa Dowling
Chief Executive Officer

It is our pleasure to introduce Gladstone Regional Council's 2026/27 Operational Plan and Budget.

This is the first Operational Plan to come out of Council's new Corporate Plan (Our Vision 2026-2031) and builds a strong foundation to achieve the long-term outcomes and ambitions for our community.

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

In the following pages, you will see the Operational Plan projects scoped for delivery across the next financial year and financial statements demonstrating how we will prioritise and fund both our services and meet the evolving needs of our community.

This year we are focussed on delivering what matters most for a better every day and making sure the decisions we make today grow our region with purpose.

It reflects our collective vision and what matters most to our community – strong services, local opportunity and a region we're all proud to call home.

OUR VISION

Our Vision for Gladstone Region 2026-2031 sets Council's shared commitment to community - a collective vision to grow our region with purpose, into a place where people feel connected, our environment is respected and our decisions are trusted.

OUR VALUES

Integrity
We are open, honest and accountable.

Inclusion
We actively build a safe, respectful and collaborative Council.

Impact
We deliver real outcomes that strengthen our community.

ANNUAL OPERATIONAL PLAN AND BUDGET

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

The 2026/27 Operational Plan and Budget sets a clear direction for how we deliver for our community, bringing focus to prioritising the delivery of services, communicating clearly and making decisions people can understand and trust. It includes:

- **Five-Year Deliverables:** Programs of work that will achieve the ambitions outlined in our Corporate Plan over the next five years.
- **Projects:** The specific pieces of work delivered each year that contribute to achieving the five-year deliverables.
  - Foundation Projects: Continuous improvement initiatives that strengthen and enhance the way we deliver our everyday services.
  - Impact Projects: Organisational change initiatives that accelerate progress towards our five-year deliverables.
- **Services:** The essential functions we deliver every day to meet community needs.
- **Risks:** Operational areas requiring focused effort to reduce potential negative impacts.
- **Financial statements:** Statements of Council's comprehensive income and financial position.
- **Capital Portfolio:** Critical infrastructure projects planned for the year.
- **Cash flow and changes in equity.**

Learn more about Council's focus at www.gladstone.qld.gov.au/plans-reports

Corporate Plan Ambitions and Signals of Success

Community - A Better Everyday

Success looks like:
☑ Fewer repeat enquiries
☑ More consistent service delivery across teams
☑ Well maintained public places
☑ Increased community satisfaction with everyday interactions

Economy - Responsible Growth

Success looks like:
☑ Simpler, more predictable approvals
☑ Reduced delays and friction for business and investment
☑ Growth and infrastructure decisions are aligned and staged
☑ Increased participation from local industry and partners

Environment - Practical Stewardship

Success looks like:
☑ Cleaner, well-maintained natural areas and spaces
☑ Visible environmental improvements across the region
☑ Environmental actions reflect practical and balanced decisions
☑ Less waste to landfill and an improved circular economy

Trust and Confidence - Clear and Consistent Decisions

Success looks like:
☑ Decisions are well informed and easier to understand
☑ Fewer repeat discussions or challenges on the same decisions over time
☑ More consistent decision making across Council
☑ Increased confidence in Council communication and transparency

DELIVERING OUR SERVICES

Our Business Units

Assets and Environment - Plans for and manages Council's assets so they continue to provide safe, reliable and affordable services for our community now and into the future.

Community and Lifestyle - Strengthens community wellbeing and resilience by connecting people with Council services, facilities and programs, fostering partnerships and creating an inclusive, empowered and thriving community.

Customer Experience - Delivers efficient, high-quality customer, planning and regulatory services that enhance customer experience, liveability and sustainable development.

Finance, Governance and Risk - Protects Council's long-term sustainability through responsible financial management, good governance and effective risk management, ensuring community resources are managed wisely.

Operations - Safely delivers the essential services and infrastructure our community relies on through efficient, high-quality operations and project delivery.

People and Strategy - Builds a capable, innovative and customer-focused organisation by supporting our people, planning for the future and driving continuous improvement.

Our Services

Community, Open Spaces and Recreation
Creates and cares for parks, sporting and recreation facilities, community spaces and programs that enhance liveability and wellbeing.

Corporate
Provides the planning, governance, financial, technology and customer support services to deliver quality services to our community.

Transport
Manages the lifecycle of transport infrastructure assets to ensure safe, efficient and sustainable movement of people and goods across our region. This includes planning, construction, maintenance, renewal, and disposal of assets.

Waste
Provides essential collection, disposal and resource recovery services to the Gladstone Region, operating Benaraby Landfill and multiple Transfer Stations.

Wastewater
Collects, treats and safely manages wastewater to protect public health, support environmental outcomes and provide recycled water where appropriate.

Water
Provides safe drinking water by planning, constructing, operating, maintaining and renewing our water infrastructure to meet demand and quality requirements.

MANAGING OUR RISK

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

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

The Risk Management Framework is based on the following principles:

1. Council is an environment where all employees take responsibility for managing risk ensuring resources and operational capabilities are optimised.
2. A risk aware culture is integral to Council achieving its objectives as well as identifying and creating opportunities. The integration of risk control measures into strategic planning will ensure that Council's exposure to risk is mitigated and opportunities are realised and included.
3. Decision making will be risk-based and informed, demonstrating transparent and responsible risk management processes that align with best practice.
4. Council's risk management culture will enable the organisation to meet legislative compliance.

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

Current Corporate Risks

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

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

MONITORING AND REPORTING

Monitoring our progress helps us understand how we're delivering for our community and where we need to improve. Throughout the year, we regularly track our performance, report on our finances, and share updates on the services and initiatives we are delivering.

We report our progress through four key documents:

Operational Plan and Budget

Each year, Council prepares an Operational Plan that outlines the services, projects and initiatives we will deliver to support the Corporate Plan 2026-2031. Our annual Budget is aligned to the Operational Plan, ensuring resources are directed towards delivering the outcomes that matter most to our community.

Monthly Financial Reports

Every month, Council reviews its financial performance by comparing actual results with the approved budget and current forecasts. This helps ensure we are managing community resources responsibly and making informed decisions throughout the year. Monthly financial reporting is required under section 204 of the *Local Government Regulation 2012.*

Quarterly Performance Report

Every three months, Council reports on the progress of the Operational Plan, tracking how we are performing against our commitments and sharing key achievements and outcomes. These reports help keep Councillors and the community informed about the services, projects and initiatives being delivered. Quarterly reporting is required under section 174(3) of the *Local Government Regulation 2012.*

Annual Report

At the end of each financial year, Council publishes an Annual Report that provides a comprehensive overview of our performance, financial position and achievements. It demonstrates how we have delivered against the Corporate and Operational Plans and ensures we remain transparent and accountable to our community while meeting our legislative obligations under the *Local Government Act 2009* and the *Local Government Regulation 2012.*

2026/27 OPERATIONAL PLAN

In the first year of Council's 2026–2031 Corporate Plan, we have identified the key projects we will deliver over the next 12 months.

These annual projects are included in the Operational Plan, which will help turn the Corporate Plan's long-term ambitions into action.

We regularly measure and report on our progress so the community can stay informed about what we're achieving.

Total Budget for 2026/27 Projects: $813,784

Reliable Services - Services feel consistent and predictable.
Clear Communication - Communication is timely, practical and easy to follow.
Involved Communities - People feel connected and there are more opportunities for community-led initiatives to be delivered.
Well-Cared-For Places - Community spaces are safe, clean, inclusive and welcoming.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Service Planning	Service levels are clearly defined and understood, supporting transparent decision-making, financial sustainability and clear expectations for our community.	⏩Continue to establish and undertake Strategic Service Planning	Services are increasingly delivered to defined service levels, customer requests and repeat contacts reduce, and community satisfaction with service delivery improves.
		Deliver a Regional Sport and Recreation Service Plan	
Strategic Asset Management	Our assets are planned and managed strategically, with informed decisions that balance community needs, service outcomes, risk and long-term financial sustainability.	⏩Embed Capital Lifecycle	The condition of assets improves over time, and the community experiences fewer service disruptions caused by asset failure. Investment decisions are increasingly informed by evidence of asset condition, risk and community need.
		Complete Asset and Service Management Plan for Wastewater	
		Complete Asset and Service Management Plan for Parks	
		Complete a Community Halls Network Plan	
		Prepare Aquatic Centres Options Analysis following Community Consultation	
		Endorse Public Art Masterplan	
		Undertake Harvey Road Precinct Project Development	

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Delivering on our promise to make it easier	Planning, managing and delivering work is simpler and more consistent, enabling our people to work more efficiently and deliver better outcomes for our community.	Deliver actions from the Works Delivery Improvement Program, Post Implementation Review	Operational efficiency continues to improve through increased planned maintenance, reduced reactive work, reduced administrative effort, less time needed to complete everyday tasks and greater workforce productivity.
		Review and improve Compulsory Training Requirements	
		Roll-out automated timesheets across the workforce	
Workforce Planning	We have the right people, capability and capacity needed to deliver reliable services now and into the future.	⏩Develop an Organisational Workforce Plan	Council increasingly has the right people in the right roles, workforce decisions are informed by evidence, and service delivery reliability has improved.
		Prepare for Certified Agreement negotiations	
Voice of Customer (VOC) Program and Community-Led Placemaking	We listen to and learn from our customers and community through one customer voice, using feedback to improve services, inform decisions and strengthen trust.	⏩Launch Voice of Customer (VOC) Program	Community feedback leads to visible service improvements, customer satisfaction improves, residents increasingly recognise that Council listens and acts, local improvements become more community-led, funding reaches communities faster and administrative hurdles reduce.
		⏩Develop a Community Plan with the Mount Larcom community	
		Publish Customer Dashboard	
		Review effectiveness of Community Forums	
		Deliver Public Art Projects for Agnes Water, Bororen, Boyne Valley and Gladstone City	

Legend: ⏩Impact Projects | Foundation Projects

Economy - Responsible Growth

Local Success - Businesses and local industry feel supported to grow and create jobs.
Growth That Makes Sense - Infrastructure and development are more coordinated and aligned.
Clear Pathways - Development processes are consistent, well explained and easy to navigate.
Disciplined Decisions - Investment decisions are clear, consistent and understood.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Economic Development	We work with partners to grow a strong and resilient regional economy, attracting investment, supporting local businesses and creating opportunities for our community.	Deliver annual Economic Development initiatives	Investment in the region increases, local businesses and industries grow, jobs are created, and the Gladstone Region is increasingly recognised as a competitive and attractive place to live, work and invest.
Strategic Partnerships	Strong, trusted partnerships align investment, expertise and shared goals to deliver better outcomes for our community.	Negotiate and establish new agreements, frameworks and performance monitoring with key strategic partners	Long-term partnership agreements deliver a return on investment, commitments are achieved and external funding leveraged through partnerships increases.
Stronger Communities and Economic Outcomes	Council is recognised as accessible, responsive and easy to work with, strengthening trust and supporting a thriving community and local economy.	Deliver annual initiatives as per the endorsed Development Services Improvement Plan	Customer satisfaction with Council improves, key processes like development approvals become simpler and faster, and community trust in Council grows.
Coordinated Advocacy	We have a coordinated and sustainable approach to advocacy that strengthens partnerships, influences decision-making and secures investment for our region.	*Work for this deliverable is foundational in 2026/27 and undertaken as part of business-as-usual activity.*	External funding and investment secured for regional priorities increases, Council's advocacy priorities are consistently progressed and Council's voice is amplified through a growing network of regional partners.
Planning Scheme	Gladstone Region grows with purpose through a contemporary planning framework that supports liveable communities, economic development, environmental stewardship and investment certainty.	Continue to implement endorsed Planning Scheme Amendments	Development application assessment timeframes reduce, requests for further information decrease, growth is increasingly aligned with planned infrastructure, and participation from industry and the community in planning initiatives increases.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Small Business Friendly Program	Our local business community is supported through accessible information, responsive service and practical assistance that encourages business growth and confidence.	Continue Small Business support initiatives	Application processing times reduce, requests for further information decrease and business satisfaction with Council improves over time.

Legend: ⏩Impact Projects | Foundation Projects

Environment - Practical Stewardship

Respect What Matters Most - Natural areas are respected and cared for.
Visible Improvements - Environmental improvements are seen and experienced locally.
Balanced Outcomes - Environmental decisions reflect impact, cost and long-term sustainability considerations.
Responsible Use - Resources are used efficiently and waste is reduced.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Coastal Hazard Adaptation and Shoreline Erosion Management	Environmental sustainability is embedded in how we plan, manage and deliver services, protecting our natural environment and supporting resilient communities.	Deliver annual initiatives in the Coastal Hazard Adaptation and Shoreline Erosion Management Plan	Environmental considerations are embedded in Council's planning and decision-making, on-ground actions are delivered as planned and the condition of natural areas and waterways improves.
Resource Recovery and Organics	We deliver integrated waste and organics services that maximise resource recovery, reduce landfill and meet the changing needs of our growing community.	⏩ Embed Greens Organics (GO) Service ⏩ Undertake Materials Recovery Facility (MRF) Feasibility and Waste Precincts Study Undertake asset planning for Transfer Stations and agreed service levels Deliver Benaraby Critical Infrastructure and Service Efficiencies	Less waste is going to landfill, organics services grow and waste infrastructure meets the region's growing needs.
Fleet Utilisation and Optimisation	We manage our fleet strategically, ensuring vehicles are used efficiently, aligned to service needs and support a lower-emissions future.	*Work for this deliverable is foundational in 2026/27 and undertaken as part of business as usual activity.*	Fleet vehicles are being used for maximum efficiency and are transitioning to lower emissions. Fuel consumption and costs decrease over time.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Biosecurity Plan Strategic Actions	Biosecurity is managed proactively through coordinated planning and action, protecting our natural environment, agricultural industries and communities from the impacts of invasive plants and animals.	Deliver annual initiatives as per the Biosecurity Plan	Identification of biosecurity risks improves, control actions are delivered more quickly and the spread of pest plants and animals is reduced across the region.
Energy Audits Strategic Actions	Our assets are more energy efficient and climate resilient, reducing operational costs and emissions while supporting a sustainable future.	Deliver annual initiatives as per the Energy Audits Plan	Council's energy use and operational emissions decrease as priority efficiency upgrades are implemented across our buildings and operations.

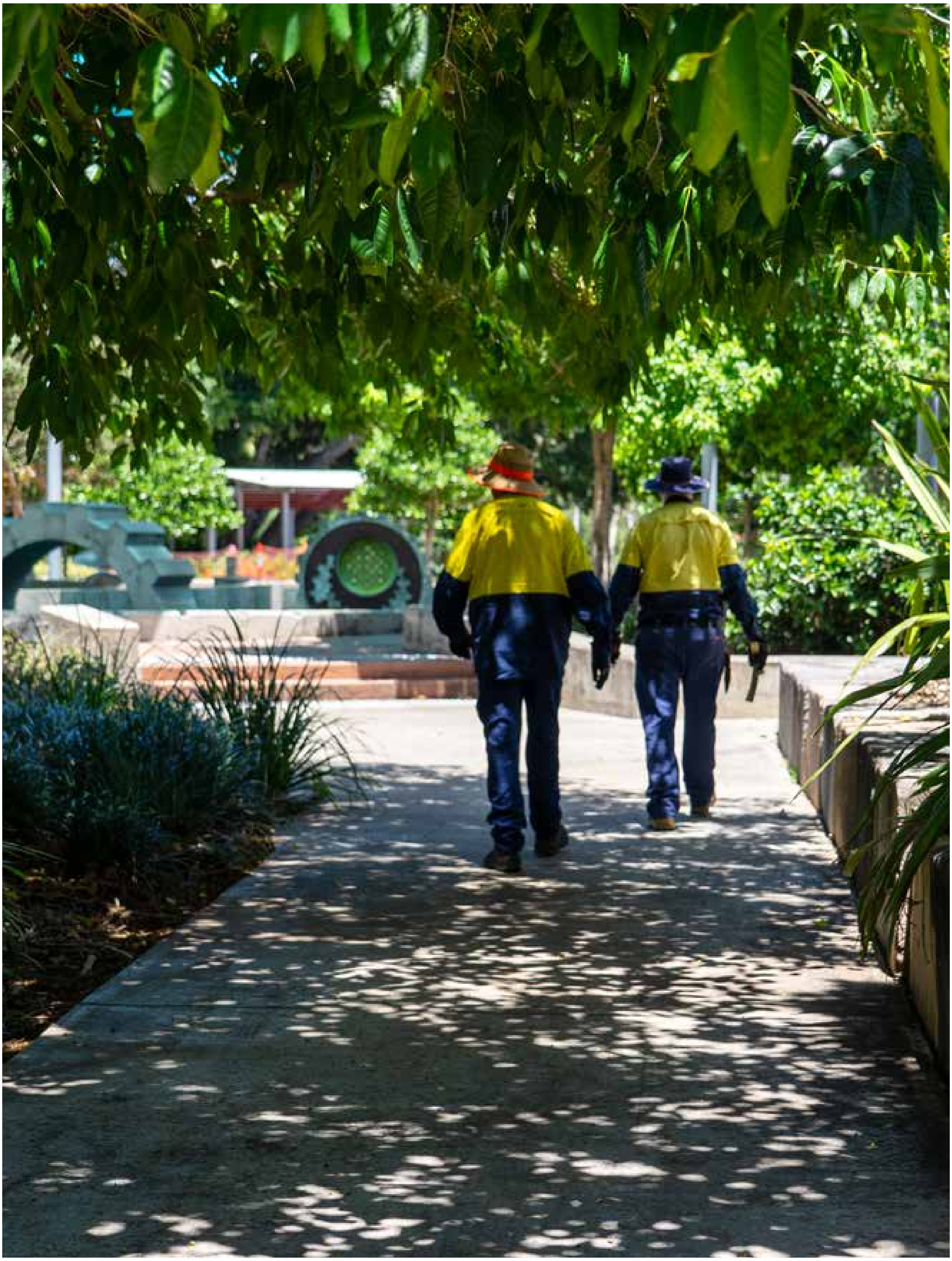
Legend: ⏩Impact Projects | Foundation Projects

Trust and Confidence - Clear and

Clear Decisions - Decisions are explained clearly, including trade-offs and impacts.
Follow Through - Commitments are delivered and progress is visible.
Consistent Standards - Decisions are predictable, equitable and applied the same way every time.
Respectful Engagement - Interactions are clear, open and respectful.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Business Intelligence	Our decisions are informed by reliable, accessible data and insights that strengthen performance, accountability and better outcomes for our community.	⏩ Develop and roll-out Leaders Dashboard and Key Performance Indicators (KPI) Dashboard	More of our people have access to performance dashboards and insights, more reliable data is available to support decisions and Council increasingly uses this data as evidence in its reports and decision-making.
Decision Making Environment	Our decisions are clear and well-informed, balancing community outcomes, risk and long-term financial sustainability.	Embed the Long Term Financial Forecast (LTFF) into decision-making across Council	Council makes more consistent decisions, and more budget and investment choices are guided by long-term financial planning and risk evidence.
		Understand exactly what Financial Sustainability means for Council	
		Simplify and improve Council Policies and Corporate Standards for community and stakeholder use	
Business Continuity Planning	We are prepared for disruption, with resilient systems and plans that keep critical community services operating and recover quickly when needed.	Embed Business Continuity Planning	Critical services are increasingly maintained during disruptions, recovery time improves and testing business continuity plans increases.
Transparency in Action	Our community can clearly see what we deliver, how we are performing and how decisions are made, strengthening trust and accountability.	Improve our Digital Governance to support information sharing, decision making and security.	More service and performance information is published for the community to see and survey results show growing community trust in how Council operates.
		Establish Historical Decision Register	
		Embed our shared Principles for Making Choices	

Legend: ⏩ Impact Projects | Foundation Projects



Our People - Integrity. Inclusion. Im

Integrity - We are open, honest and accountable.
Impact - We get the job done right and deliver real impact for the community.
Inclusion - We actively build a safe, respectful and collaborative Council.

5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Safety Management Plan	Safety is embedded in everything we do, with consistent systems and practices that protect our people, manage risk and support everyone to return home safe and well each day.	⏩Strengthen Psychosocial Risk Management to prevent work-related psychological harm Complete the Local Government Workplace Safety Self-Audit Improve our Rehabilitation and Return to Work Process	Safety performance continues to improve through stronger audit results, fewer workplace injuries and psychosocial incidents, improved rehabilitation outcomes and a positive safety culture.
Culture Program	Our values and behaviours are embedded across the organisation, creating a positive, inclusive and accountable culture where our people can do their best work.	⏩Embed Council's New Values Measure our Workplace Culture Progress	Council's culture remeasure shows continued improvement in employee engagement, psychosocial safety, inclusion and how consistently our values are lived, alongside a reduction in workplace behaviour complaints.
One Council – Working Better Together	Our people work together through simpler processes, better systems and consistent ways of working, making it easier to deliver reliable services for our community.	Develop our Technology Plan 2026-2031 Continue the Senior Leadership Development Program Deliver Improvement Campaign Introduce Regular Internal Service and Risk Forums	Customer satisfaction improves as repeat contacts and handoffs reduce, and our people report that work is simpler and more collaborative.

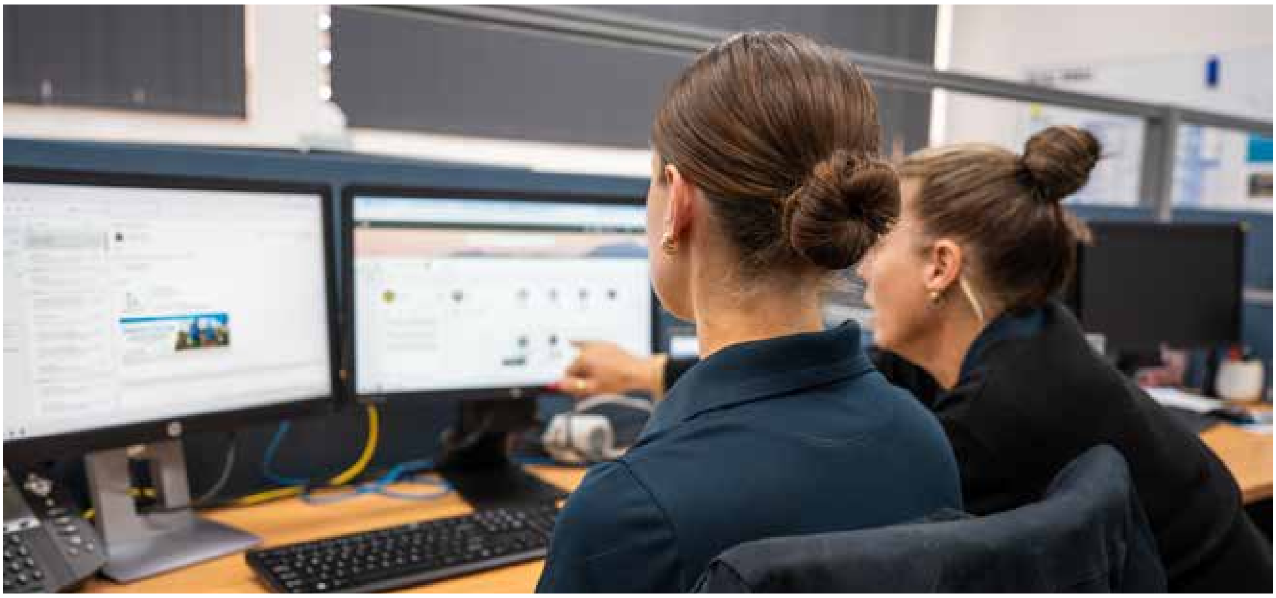
5-YEAR DELIVERABLE	5-YEAR OUTCOME	PROJECTS SCOPED FOR DELIVERY IN 2026/27	MEASURES OF SUCCESS
Reconciliation Action Plan (RAP)	Strong relationships with First Nations peoples are built through meaningful action, cultural understanding and shared decision-making that supports positive outcomes for our community.	Endorse and deliver annual initiatives as per the new Reconciliation Action Plan	Reconciliation continues to strengthen through increased First Nations participation in Council decision-making, greater completion of cultural capability training and successful completion rates of Reconciliation Action Plan commitments.
Leadership that Lifts Performance	Leadership at every level inspires high performance, supports our people and creates a culture of accountability, collaboration and continuous improvement.	⏩ Deliver effective Corporate Training Days Embed our Performance Development Approach	Leaders achieve their development goals, and our people report growing confidence in leadership, reflected in improved culture remeasure results.
End to End Employee Lifecycle	Our people are supported at every stage of their employment, with a positive and consistent experience that helps attract, develop and retain a capable workforce.	Improve Council's Onboarding Experience	Employee retention improves, our people are working for Council longer and an employee's experience while working for Council is increasingly positive.

Legend: ⏩ Impact Projects | Foundation Projects

MITIGATING OUR CORPORATE RISKS

While supporting delivery of our Corporate Plan 2026-2031, these projects also help us to mitigate our Corporate Risks:

- **Asset Management Maturity** - By building better information, planning and lifecycle management so assets are maintained at the right time, reducing failures and supporting smarter investment decisions.
- **Business Disruption** - By strengthening business continuity, leadership, systems and planning so essential services can continue during disruptions and recover more quickly.
- **Climate Change** - By improving long-term planning, energy efficiency, coastal resilience and sustainable resource management to reduce environmental impacts and prepare for future challenges.
- **Corporate Governance** - By improving decision-making, transparency, performance reporting and consistent processes, strengthening accountability and compliance across Council.
- **Critical Asset Failure -** By strengthening strategic asset management, lifecycle planning and evidence-based investment decisions so critical assets are maintained proactively, service disruptions are reduced and infrastructure remains reliable over the long term.
- **Cyber Security and Critical Control Points** - Through technology planning, governance and business systems to better protect Council information, services and critical operations.
- **Financial Sustainability** - With evidence-based service, asset and financial planning so investment decisions balance community needs, affordability and long-term sustainability.
- **Our People** - By investing in our people, leadership and workplace culture, these projects reduce workforce safety and wellbeing risks while strengthening Council's organisational capability and resilience.
- **Organisational Culture -** By embedding Council's values, strengthening leadership capability and creating a positive, inclusive and accountable workplace culture that improves collaboration, engagement and organisational performance.
- **Waste Management** - By improving strategic planning, infrastructure and resource recovery initiatives to ensure waste services remain reliable, compliant and fit for future demand.
- **Workforce Safety and Wellbeing** - By strengthening safety systems, psychosocial risk management, leadership capability and workplace culture to create a safer, healthier and more resilient workforce.



2026/27 BUDGET OVERVIEW

RATES

0.47%
average increase for general residential rates.

RATES + UTILITIES

4.84%
increase on Council's general rates and utilities including waste, water and sewerage (including GO).

DISCOUNTS

10%
discount for ratepayers when paid in full on, or before the due date on your rates notice.

Pensioner concession of **$350**, an increase of $30 this year, for eligible pensioners.

$441.3M
Total Budget

$298.5M
Operational Expenditure
$23.1M grant funded

$142.8M
Capital Projects
$37.6M grant funded

WHAT WE OWN

$3.2B
Council-managed community assets

WHAT WE'RE SPENDING

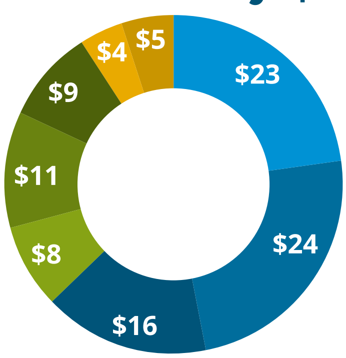
$104.4M
Roads, bridges, footpaths and drainage

$147.1M
Water and sewerage services

$39.3M
Waste services

$32.9M
Parks and environment

Where every $100 of your rates goes



- Roads **$23**
- Water **$24**
- Sewer **$16**
- Waste **$8**
- Parks and environment **$11**
- Community and wellbeing **$9**
- Arts and culture **$4**
- Supporting services **$5**

BUDGET

Statement of Comprehensive Income

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Revenue				
Operating revenue				
Net rates, levies and charges	212,909	227,840	237,202	249,100
Fees and charges	23,418	23,699	24,758	25,828
Rental income	670	750	782	813
Interest received	8,152	6,999	5,139	4,036
Sales revenue	4,142	3,667	3,832	3,996
Other income	11,987	12,428	11,986	11,270
Grants, subsidies, contributions and donations	18,849	23,159	23,810	24,762
Total operating revenue	280,127	298,543	307,507	319,805
Capital revenue				
Grants, subsidies, contributions and donations	27,462	41,858	30,166	31,099
Total revenue	307,588	340,401	337,674	350,904
Capital income				
Total Capital Income	276	(4,950)	(4,938)	(4,925)
Total income	307,865	335,451	332,736	345,979
Expenses				
Operating expenses				
Employee benefits	89,447	93,206	96,729	100,970
Materials and services	125,079	140,220	146,794	153,322
Finance costs	1,336	1,227	995	892
Depreciation and amortisation	62,744	63,842	66,178	69,585
Total operating expenses	278,606	298,494	310,696	324,769
Capital expenses				
Total Capital expenses	-	-	-	-
Total expenses	278,606	298,494	310,696	324,769
Net result	29,258	36,957	22,040	21,210
Net result after tax equivalents	29,258	36,957	22,040	21,210
Other comprehensive income				
Increase (decrease) in asset revaluation surplus	76,343	31,775	42,488	45,121
Total other comprehensive income for the year	76,343	31,775	42,488	45,121
Total comprehensive income for the year	105,601	68,732	64,528	66,331
Operating result				
Operating revenue	280,127	298,543	307,507	319,805
Operating expenses	278,606	298,494	310,696	324,769
Operating result	1,520	48	(3,189)	(4,964)

The value of change in rates and utilities from 2025/26 expressed as a percentage is 7.0%

Statement of Financial Position

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Assets				
Current assets				
Cash and cash equivalents	131,078	71,203	28,554	36,897
Trade and other receivables	14,105	15,628	16,216	17,047
Inventories	2,050	2,050	2,050	2,050
Contract Assets	14,413	14,413	14,413	14,413
Other current assets	17,022	17,022	17,022	17,022
Total current assets	178,667	120,316	78,255	87,430
Non-current assets				
Investments	39,599	39,599	39,599	39,599
Land	153,853	160,007	166,358	172,935
Land improvements	-	7,712	17,149	21,131
Buildings	183,892	194,870	199,529	204,531
Plant & equipment	40,040	36,684	46,414	55,845
Furniture & fittings	-	387	15,090	15,462
Roads, drainage & bridge network	1,581,540	1,684,245	1,707,445	1,732,821
Water	241,827	254,128	262,978	274,946
Sewerage	516,641	548,073	556,626	559,300
Miscellaneous (Non-Infrastructure)	2,445	3,222	6,687	13,978
Miscellaneous (Infrastructure)	74,810	75,709	103,588	132,042
Work in progress	204,317	142,773	127,846	82,526
Property, plant & equipment	2,999,364	3,107,810	3,209,711	3,265,517
Right of use assets	2,392	2,348	2,303	2,259
Other non-current assets	29,611	28,578	27,509	26,402
Total non-current assets	3,070,966	3,178,334	3,279,122	3,333,776
Total assets	3,249,633	3,298,650	3,357,377	3,421,206
Liabilities				
Current liabilities				
Trade and other payables	43,844	29,839	31,119	32,603
Contract Liabilities	5,500	5,500	5,500	5,500
Borrowings	7,302	6,581	3,485	3,328
Provisions	18,162	16,124	16,166	16,209
Other current liabilities	1,409	1,000	1,000	1,000
Total current liabilities	76,217	59,045	57,270	58,640
Non-current liabilities				
Contract Liabilities	4,728	4,728	4,728	4,728
Borrowings	71,242	64,661	61,176	57,848
Provisions	19,334	21,372	21,831	22,288
Other non-current liabilities	35,598	37,598	36,598	35,598
Total non-current liabilities	130,903	128,360	124,334	120,463
Total liabilities	207,120	187,405	181,603	179,102
Net community assets	3,042,513	3,111,245	3,175,773	3,242,104
Community equity				
Asset revaluation surplus	1,628,030	1,659,805	1,702,293	1,747,414
Retained surplus	1,414,483	1,451,440	1,473,480	1,494,690
Total community equity	3,042,513	3,111,245	3,175,773	3,242,104

Statement of Cash Flows

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Cash flows from operating activities				
Receipts from customers	277,564	259,729	271,601	284,768
Payments to suppliers and employees	(214,023)	(246,823)	(241,160)	(251,765)
Dividends received	429	6,325	5,623	4,652
Interest received	9,960	6,999	5,139	4,036
Rental income	221	786	780	811
Non-capital grants and contributions	970	23,179	23,778	24,706
Borrowing costs	(1,620)	(1,834)	(1,578)	(1,435)
Net cash inflow from operating activities	73,501	48,362	64,182	65,774
Cash flows from investing activities				
Payments for property, plant and equipment	(128,068)	(142,773)	(127,846)	(82,526)
Proceeds from sale of property, plant and equipment	326	350	362	375
Grants, subsidies, contributions and donations	37,826	38,858	27,166	28,099
Other cash flows from investing activities	9,632	2,629	69	107
Net cash inflow from investing activities	(80,284)	(100,936)	(100,249)	(53,945)
Cash flows from financing activities				
Repayment of borrowings	(8,315)	(7,261)	(6,541)	(3,445)
Repayment of leases	(102)	(40)	(40)	(40)
Net cash inflow from financing activities	(8,417)	(7,301)	(6,581)	(3,485)
Total cash flows				
Net increase in cash and cash equivalent held	(15,200)	(59,875)	(42,648)	8,343
Opening cash and cash equivalents	146,278	131,078	71,202	28,554
Closing cash and cash equivalents	131,078	71,202	28,554	36,897

Statement of Changes in Equity

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029
Asset revaluation surplus				
Opening balance		1,628,030	1,659,805	1,702,293
Increase in asset revaluation surplus		31,775	42,488	45,121
Closing balance	1,628,030	1,659,805	1,702,293	1,747,414
Retained surplus				
Opening balance		1,414,483	1,451,440	1,473,480
Net result		36,957	22,040	21,210
Closing balance	1,414,483	1,451,440	1,473,480	1,494,690
Total				
Opening balance		3,042,513	3,111,245	3,175,773
Net result		36,957	22,040	21,210
Increase in asset revaluation surplus		31,775	42,488	45,121
Closing balance	3,042,513	3,111,245	3,175,773	3,242,104

Statement of Comprehensive Income

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031	Forecast 2031-2032	Forecast 2032-2033	Forecast 2033-2034	Forecast 2034-2035	Forecast 2035-2036
Revenue											
Operating revenue											
Net rates, levies and charges	212,909	227,840	237,202	249,100	260,136	272,916	285,836	297,160	309,243	322,144	335,366
Fees and charges	23,418	23,699	24,758	25,828	24,850	25,752	26,709	27,641	28,615	29,632	30,678
Rental income	670	750	782	813	837	862	888	915	942	971	1,000
Interest received	8,152	6,999	5,139	4,036	4,499	4,218	3,547	3,840	4,514	5,024	6,141
Sales revenue	4,142	3,667	3,832	3,996	4,136	4,281	4,431	4,586	4,746	4,913	5,085
Other income	11,987	12,428	11,986	11,270	10,480	9,699	14,114	13,392	12,674	11,958	11,232
Grants, subsidies, contributions and donations	18,849	23,159	23,810	24,762	25,505	26,270	27,058	27,870	28,706	29,567	30,454
Total operating revenue	280,127	298,543	307,507	319,805	330,443	343,998	362,583	375,403	389,442	404,209	419,956
Capital revenue											
Grants, subsidies, contributions and donations	27,462	41,858	30,166	31,099	19,942	22,154	32,512	28,250	18,747	19,063	16,010
Total revenue	307,588	340,401	337,674	350,904	350,385	366,153	395,094	403,654	408,188	423,272	435,966
Capital income											
Total Capital Income	276	(4,950)	(4,938)	(4,925)	(4,912)	(4,898)	(4,884)	(4,870)	(4,855)	(4,839)	(4,823)
Total income	307,865	335,451	332,736	345,979	345,474	361,254	390,210	398,784	403,334	418,432	431,143
Expenses											
Operating expenses											
Employee benefits	89,447	93,206	96,729	100,970	103,985	107,089	110,287	113,581	116,974	120,468	124,068
Materials and services	125,079	140,220	146,794	153,322	155,469	161,006	166,911	172,626	178,570	184,793	191,200
Finance costs	1,336	1,227	995	892	876	861	848	833	820	808	798
Depreciation and amortisation	62,744	63,842	66,178	69,585	73,421	76,502	79,636	83,603	87,154	91,349	94,299
Total operating expenses	278,606	298,494	310,696	324,769	333,751	345,458	357,682	370,643	383,517	397,419	410,365
Total Capital expenses	-	-	-	-	-	-	-	-	-	-	-
Total expenses	278,606	298,494	310,696	324,769	333,751	345,458	357,682	370,643	383,517	397,419	410,365
Net result	29,258	36,957	22,040	21,210	11,722	15,796	32,528	28,141	19,816	21,014	20,778
Net result after tax equivalents	29,258	36,957	22,040	21,210	11,722	15,796	32,528	28,141	19,816	21,014	20,778
Other comprehensive income											
Increase (decrease) in asset revaluation surplus	76,343	31,775	42,488	45,121	50,391	54,224	58,300	62,377	67,186	71,926	76,614
Total other comprehensive income for the year	76,343	31,775	42,488	45,121	50,391	54,224	58,300	62,377	67,186	71,926	76,614
Total comprehensive income for the year	105,601	68,732	64,528	66,331	62,114	70,021	90,827	90,517	87,002	92,939	97,392
Operating result											
Operating revenue	280,127	298,543	307,507	319,805	330,443	343,998	362,583	375,403	389,442	404,209	419,956
Operating expenses	278,606	298,494	310,696	324,769	333,751	345,458	357,682	370,643	383,517	397,419	410,365
Operating result	1,520	48	(3,189)	(4,964)	(3,308)	(1,459)	4,900	4,760	5,924	6,790	9,591

Statement of Financial Position

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031	Forecast 2031-2032	Forecast 2032-2033	Forecast 2033-2034	Forecast 2034-2035	Forecast 2035-2036
Assets											
Current assets											
Cash and cash equivalents	131,078	71,203	28,554	36,897	34,564	44,082	54,508	69,832	85,082	97,975	151,007
Trade and other receivables	14,105	15,628	16,216	17,047	17,659	18,471	19,243	20,034	20,818	21,651	22,444
Inventories	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050	2,050
Contract Assets	14,413	14,413	14,413	14,413	14,413	14,413	14,413	14,413	14,413	14,413	14,413
Other current assets	17,022	17,022	17,022	17,022	17,022	17,022	17,022	17,022	17,022	17,022	17,022
Total current assets	178,667	120,316	78,255	87,430	85,708	96,038	107,236	123,351	139,385	153,110	206,935
Non-current assets											
Investments	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599	39,599
Land	153,853	160,007	166,358	172,935	179,715	188,251	195,450	202,864	210,498	218,359	226,569
Land improvements	-	7,712	17,149	21,131	25,405	26,027	26,660	27,306	27,965	28,636	29,320
Buildings	183,892	194,870	199,529	204,531	203,274	203,386	213,962	228,905	245,372	259,460	259,077
Plant & equipment	40,040	36,684	46,414	55,845	65,597	75,148	85,453	96,608	111,807	128,106	164,811
Furniture & fittings	-	387	15,090	15,462	15,841	16,228	16,623	17,026	17,436	17,854	18,280
Roads, drainage & bridge network	1,581,540	1,684,245	1,707,445	1,732,821	1,739,347	1,762,768	1,774,287	1,799,945	1,809,972	1,835,206	1,888,560
Water	241,827	254,128	262,978	274,946	292,466	293,670	294,041	292,486	290,558	286,719	294,522
Sewerage	516,641	548,073	556,626	559,300	564,529	575,179	586,036	597,951	615,772	616,744	620,937
Miscellaneous (Non-Infrastructure)	2,445	3,222	6,687	13,978	15,353	16,425	17,524	18,674	19,876	21,134	37,651
Miscellaneous (Infrastructure)	74,810	75,709	103,588	132,042	138,704	145,618	152,792	160,237	167,962	175,977	191,440
Work in progress	204,317	142,773	127,846	82,526	87,003	83,720	102,655	97,440	92,656	100,207	-
Property, plant & equipment	2,999,364	3,107,810	3,209,711	3,265,517	3,327,234	3,386,421	3,465,484	3,539,442	3,609,875	3,688,403	3,731,167
Right of use assets	2,392	2,348	2,303	2,259	2,215	2,170	2,126	2,082	2,037	1,993	1,949
Other non-current assets	29,611	28,578	27,509	26,402	25,258	24,078	22,863	21,607	20,311	19,140	17,930
Total non-current assets	3,070,966	3,178,334	3,279,122	3,333,776	3,394,306	3,452,269	3,530,072	3,602,730	3,671,822	3,749,135	3,790,645
Total assets	3,249,633	3,298,650	3,357,377	3,421,206	3,480,014	3,548,307	3,637,308	3,726,080	3,811,207	3,902,245	3,997,581

Statement of Financial Position

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031	Forecast 2031-2032	Forecast 2032-2033	Forecast 2033-2034	Forecast 2034-2035	Forecast 2035-2036
Liabilities											
Current liabilities											
Trade and other payables	43,844	29,839	31,119	32,603	33,125	34,301	35,453	36,767	38,032	39,354	40,603
Contract Liabilities	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Borrowings	7,302	6,581	3,485	3,328	3,403	3,478	3,559	3,640	3,723	3,806	3,894
Provisions	18,162	16,124	16,166	16,209	16,249	16,289	16,329	16,369	16,410	16,450	16,491
Other current liabilities	1,409	1,000	1,000	1,000	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Total current liabilities	76,217	59,045	57,270	58,640	58,278	59,568	60,841	62,276	63,664	65,109	66,487
Non-current liabilities											
Contract Liabilities	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728
Borrowings	71,242	64,661	61,176	57,848	54,445	50,967	47,407	43,767	40,044	36,238	32,344
Provisions	19,334	21,372	21,831	22,288	22,747	23,208	23,667	24,127	24,587	25,046	25,506
Other non-current liabilities	35,598	37,598	36,598	35,598	35,598	35,598	35,598	35,598	35,598	35,598	35,598
Total non-current liabilities	130,903	128,360	124,334	120,463	117,519	114,501	111,401	108,221	104,958	101,611	98,177
Total liabilities	207,120	187,405	181,603	179,102	175,796	174,068	172,242	170,497	168,621	166,721	164,664
Net community assets	3,042,513	3,111,245	3,175,773	3,242,104	3,304,217	3,374,238	3,465,066	3,555,583	3,642,585	3,735,525	3,832,916
Community equity											
Asset revaluation surplus	1,628,030	1,659,805	1,702,293	1,747,414	1,797,805	1,852,030	1,910,329	1,972,706	2,039,892	2,111,818	2,188,432
Retained surplus	1,414,483	1,451,440	1,473,480	1,494,690	1,506,412	1,522,209	1,554,736	1,582,877	1,602,693	1,623,707	1,644,484
Total community equity	3,042,513	3,111,245	3,175,773	3,242,104	3,304,217	3,374,238	3,465,066	3,555,583	3,642,585	3,735,525	3,832,916

Statement of Cash Flows

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031	Forecast 2031-2032	Forecast 2032-2033	Forecast 2033-2034	Forecast 2034-2035	Forecast 2035-2036
Cash flows from operating activities											
Receipts from customers	277,564	259,729	271,601	284,768	295,368	309,201	323,475	336,094	349,540	363,806	378,520
Payments to suppliers and employees	(214,023)	(246,823)	(241,160)	(251,765)	(257,947)	(265,995)	(275,182)	(284,096)	(293,550)	(303,281)	(313,432)
Dividends received	429	6,325	5,623	4,652	3,664	2,678	6,883	5,944	5,003	4,056	3,094
Interest received	9,960	6,999	5,139	4,036	4,499	4,218	3,547	3,840	4,514	5,024	6,141
Rental income	221	786	780	811	836	861	887	913	941	969	998
Non-capital grants and contributions	970	23,179	23,778	24,706	25,464	26,228	27,019	27,821	28,660	29,520	30,410
Borrowing costs	(1,620)	(1,834)	(1,578)	(1,435)	(1,361)	(1,286)	(1,212)	(1,130)	(1,049)	(966)	(884)
Net cash inflow from operating activities	73,501	48,362	64,182	65,774	70,523	75,906	85,417	89,387	94,059	99,128	104,847
Cash flows from investing activities											
Payments for property, plant and equipment	(128,068)	(142,773)	(127,846)	(82,526)	(87,003)	(83,720)	(102,655)	(97,440)	(92,656)	(100,207)	(62,705)
Proceeds from sale of property, plant and equipment	326	350	362	375	388	402	416	430	445	461	477
Grants, subsidies, contributions and donations	37,826	38,858	27,166	28,099	16,942	19,154	29,512	25,250	15,747	16,063	13,010
Other cash flows from investing activities	9,632	2,629	69	107	143	1,180	1,215	1,256	1,296	1,171	1,210
Net cash inflow from investing activities	(80,284)	(100,936)	(100,249)	(53,945)	(69,529)	(62,984)	(71,513)	(70,504)	(75,168)	(82,512)	(48,009)
Cash flows from financing activities											
Repayment of borrowings	(8,315)	(7,261)	(6,541)	(3,445)	(3,288)	(3,363)	(3,438)	(3,519)	(3,600)	(3,683)	(3,766)
Repayment of leases	(102)	(40)	(40)	(40)	(40)	(40)	(40)	(40)	(40)	(40)	(40)
Net cash inflow from financing activities	(8,417)	(7,301)	(6,581)	(3,485)	(3,328)	(3,403)	(3,478)	(3,559)	(3,640)	(3,723)	(3,806)
Total cash flows											
Net increase in cash and cash equivalent held	(15,200)	(59,875)	(42,648)	8,343	(2,334)	9,518	10,426	15,324	15,250	12,893	53,032
Opening cash and cash equivalents	146,278	131,078	71,202	28,554	36,897	34,563	44,081	54,507	69,831	85,082	97,974
Closing cash and cash equivalents	131,078	71,202	28,554	36,897	34,563	44,081	54,507	69,831	85,082	97,974	151,006

Statement of Changes in Equity

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

	Forecast 2025-2026	Budget 2026-2027	Forecast 2027-2028	Forecast 2028-2029	Forecast 2029-2030	Forecast 2030-2031	Forecast 2031-2032	Forecast 2032-2033	Forecast 2033-2034	Forecast 2034-2035	Forecast 2035-2036
Asset revaluation surplus											
Opening balance		1,628,030	1,659,805	1,702,293	1,747,414	1,797,805	1,852,030	1,910,329	1,972,706	2,039,892	2,111,818
Increase in asset revaluation surplus		31,775	42,488	45,121	50,391	54,224	58,300	62,377	67,186	71,926	76,614
Closing balance	1,628,030	1,659,805	1,702,293	1,747,414	1,797,805	1,852,030	1,910,329	1,972,706	2,039,892	2,111,818	2,188,432
Retained surplus											
Opening balance		1,414,483	1,451,440	1,473,480	1,494,690	1,506,412	1,522,209	1,554,736	1,582,877	1,602,693	1,623,707
Net result		36,957	22,040	21,210	11,722	15,796	32,528	28,141	19,816	21,014	20,778
Closing balance	1,414,483	1,451,440	1,473,480	1,494,690	1,506,412	1,522,209	1,554,736	1,582,877	1,602,693	1,623,707	1,644,484
Total											
Opening balance		3,042,513	3,111,245	3,175,773	3,242,104	3,304,217	3,374,238	3,465,066	3,555,583	3,642,585	3,735,525
Net result		36,957	22,040	21,210	11,722	15,796	32,528	28,141	19,816	21,014	20,778
Increase in asset revaluation surplus		31,775	42,488	45,121	50,391	54,224	58,300	62,377	67,186	71,926	76,614
Closing balance	3,042,513	3,111,245	3,175,773	3,242,104	3,304,217	3,374,238	3,465,066	3,555,583	3,642,585	3,735,525	3,832,916

Trading Summaries and Comparatives for Gladstone Regional Council Budget 2026-27 and Forecast 2025-26

2026-27 Budget

Trading Summary	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
Ordinary Income	3,931,322	14,418,888	148,891,039	182,060,889	12,292,753	50,897,636	412,492,526
Ordinary Expenses	(25,365,389)	(15,904,126)	(13,629,042)	(160,709,028)	(12,164,774)	(54,385,935)	(282,158,294)
Overhead Expenses	(4,149,150)	(8,496,870)	(4,207,514)	(43,307,689)	(5,405,708)	(876,886)	(66,443,817)
Depreciation	(4,254,745)	(82,006)	(140,277)	(58,866,383)	(57,177)	(441,365)	(63,841,953)
Net Income\(Deficit)	**(29,837,962)**	**(10,064,113)**	**130,914,207**	**(80,822,211)**	**(5,334,907)**	**(4,806,551)**	**48,463**
Capital Expenditure							
Capital Income	-	-	-	29,969,671	-	11,888,587	41,858,258
Capital Purchases	(5,028,820)	(100,000)	-	(95,343,816)	(5,000,000)	(37,300,287)	(142,772,923)
Total Capital Expenditure	**(5,028,820)**	**(100,000)**	**-**	**(65,374,145)**	**(5,000,000)**	**(25,411,700)**	**(100,914,665)**
Total	**(34,866,782)**	**(10,164,113)**	**130,914,207**	**(146,196,357)**	**(10,334,907)**	**(30,218,251)**	**(100,866,203)**

2025-26 Forecast

Trading Summary	COMMUNITY & LIFESTYLE	CUSTOMER EXPERIENCE	FINANCE, GOVERNANCE & RISK	OPERATIONS	ASSET & ENVIRONMENT	PEOPLE & STRATEGY	TOTAL
Ordinary Income	4,118,381	13,727,885	148,344,231	159,563,290	11,303,125	46,060,692	383,117,603
Ordinary Expenses	(23,738,103)	(14,035,334)	(15,673,373)	(144,783,483)	(11,209,567)	(49,810,230)	(259,250,090)
Overhead Expenses	(3,112,844)	(7,417,309)	(3,850,899)	(39,335,665)	(5,095,758)	(790,591)	(59,603,067)
Depreciation	(3,334,375)	(61,825)	(118,887)	(58,526,273)	(61,392)	(641,149)	(62,743,901)
Net Income\(Deficit)	**(26,066,941)**	**(7,786,583)**	**128,701,072**	**(83,082,131)**	**(5,063,593)**	**(5,181,279)**	**1,520,545**
Capital Expenditure							
Capital Income				18,546,662	76,377	6,007,078	24,630,117
Capital Purchases	(572,385)		(6,500)	(78,639,081)	(6,090,432)	(11,419,524)	(96,727,921)
Total Capital Expenditure	**(572,385)**	**-**	**(6,500)**	**(60,092,418)**	**(6,014,055)**	**(5,412,445)**	**(72,097,804)**
Total	**(26,639,326)**	**(7,786,583)**	**128,694,572**	**(143,174,549)**	**(11,077,648)**	**(10,593,724)**	**(70,577,259)**

Statement of Significant and Commercial Business Activities

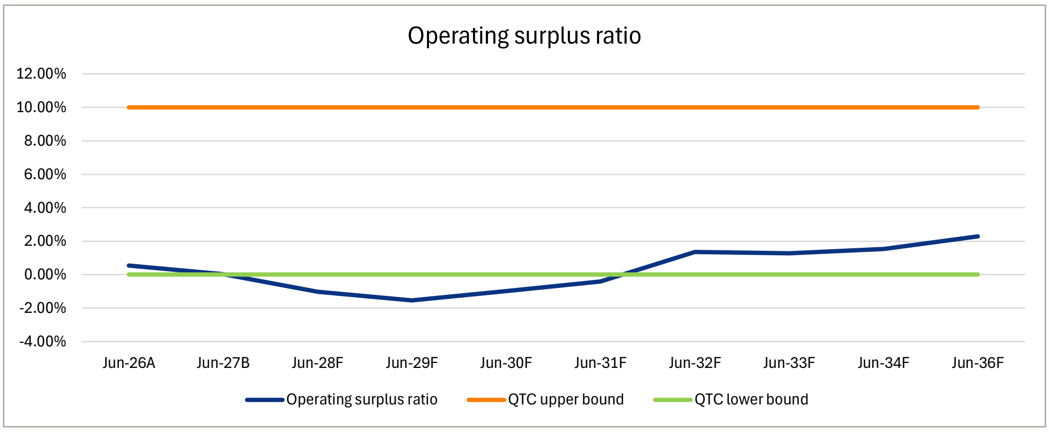
	Income	Expenses	Net Results
2026/27 Budget			
Roads	4,338,215	57,996,096	(53,657,881)
Building Certification	161,000	635,291	(474,291)
Water	71,097,187	76,755,778	(5,658,591)
Waste Management	32,604,657	32,766,948	(162,291)
Gladstone Entertainment & Convention Centre	1,819,263	7,179,693	(5,360,430)
Sewerage	46,451,677	42,018,398	4,433,279
2027/28 Forecast			
Roads	4,533,435	60,116,327	(55,582,892)
Building Certification	168,245	660,740	(492,495)
Water	74,203,366	79,971,097	(5,767,731)
Waste Management	33,979,932	34,173,719	(193,787)
Gladstone Entertainment & Convention Centre	1,901,130	7,337,494	(5,436,364)
Sewerage	46,094,797	42,769,442	3,325,355
2028/29 Forecast			
Roads	4,728,372	63,631,812	(58,903,440)
Building Certification	175,480	687,364	(511,885)
Water	77,270,776	83,172,633	(5,901,857)
Waste Management	35,383,702	35,563,868	(180,167)
Gladstone Entertainment & Convention Centre	1,982,878	7,485,324	(5,502,446)
Sewerage	47,352,636	44,121,319	3,231,316

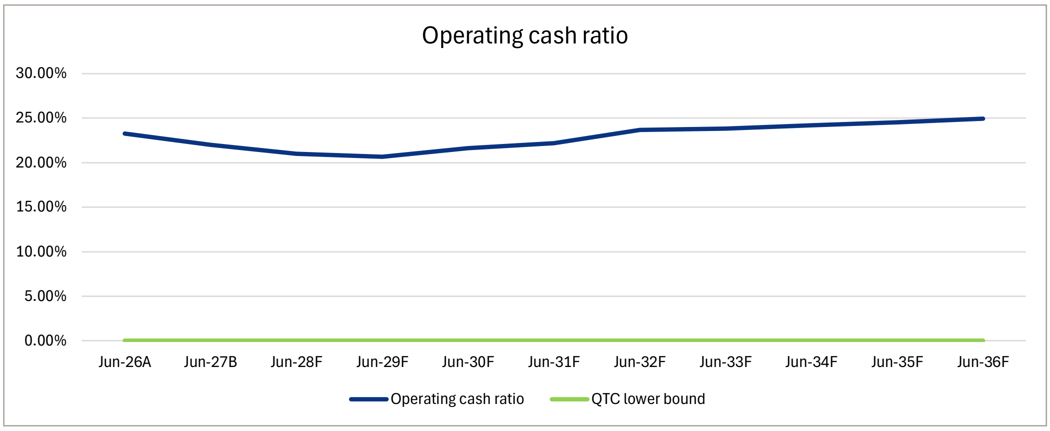
Key Financial Sustainability Metrics

Type	Measure (as per Guideline)	Target (Tier 3)	Forecast 2025-2026	Actual 5-Year Average	Budget 2026-2027
Financial Capacity	Council-Controlled Revenue*	na	84.36%	82.13%	84.26%
	Population Growth*	na	1.84%	1.40%	1.44%
Asset Management	Asset Renewal Funding Ratio*	na	100.00%	na	100.00%

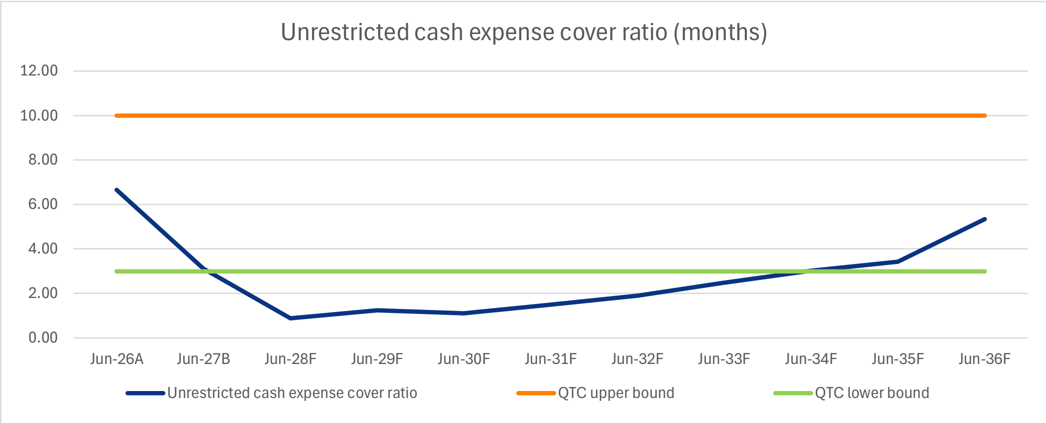
* The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only and do not have a target. They are not audited by the QAO.

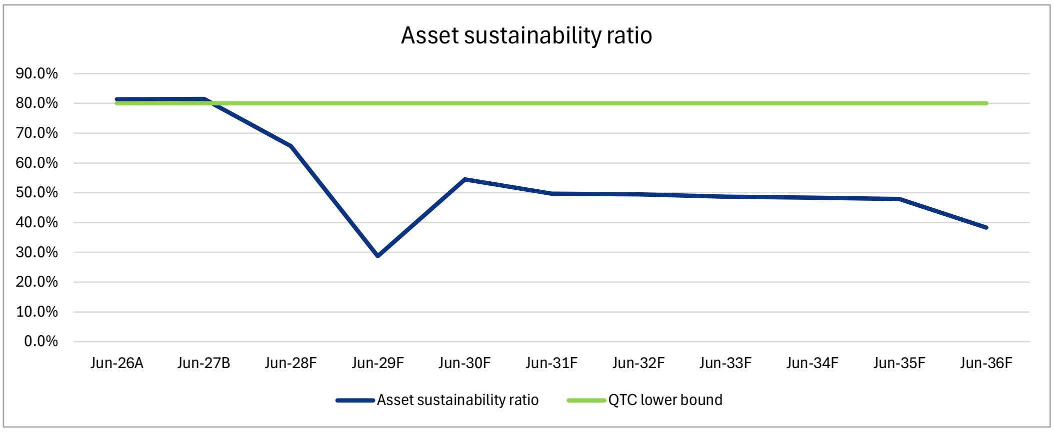
Type	Measure (as per Guideline)	Target (Tier 3)	Forecast 2025-2026	Actual 5-Year Average	Budget 2026-2027
Operating Performance	Operating Surplus Ratio	Greater than 0%	0.54%	2.31%	0.03%
	Operating Cash Ratio	Greater than 0%	23.25%	25.44%	22.02%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 3 months	6.7 months	na	3.1 months
Asset Management	Asset Sustainability Ratio	Greater than 80%	81.38%	86.35%	81.50%
	Asset Consumption Ratio	Greater than 60%	72.09%	70.92%	72.70%
Debt Servicing Capacity	Leverage Ratio	0-3 times	1.2 times	1.5 times	1.0 times

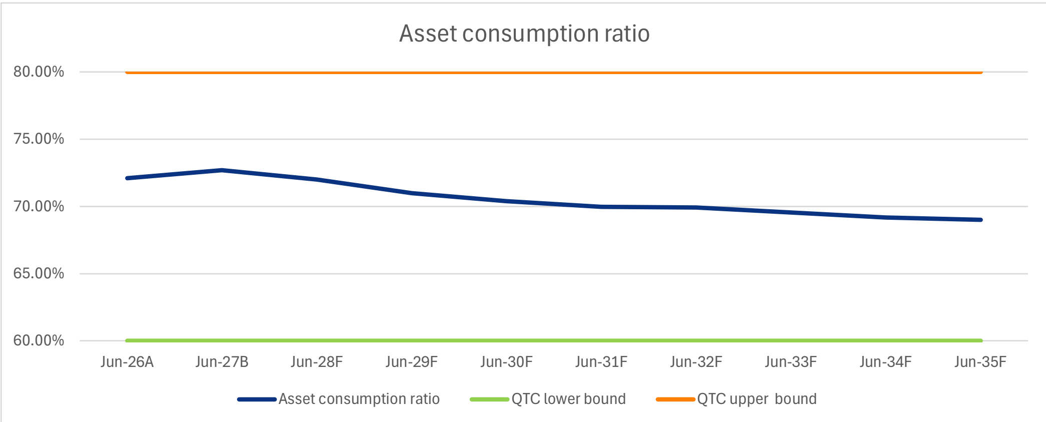


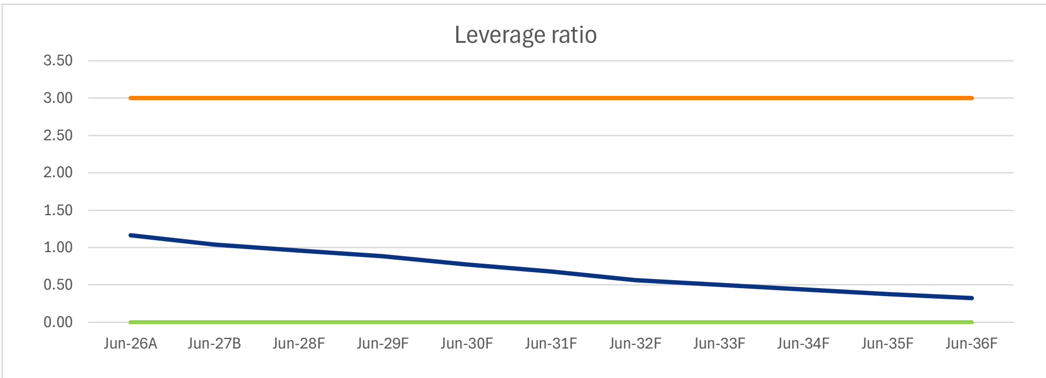


Key Financial Sustainability Metrics









Capital Portfolio for 1 July 2026 to 30 June 2027

Asset Class: Arts & Culture

Project Description	Stage	Expenses
Gladstone Entertainment Convention Centre (GECC) Theatre Roof Replacement	Pre-Feasibility	1,000,000
26/27 Gladstone Regional Art Gallery Museum Art Collection	Capital Purchase	20,000
Gladstone Entertainment Convention Centre Rolling Capital Replacement Fund	Capital Purchase	495,000
		1,515,000

Asset Class: Bridges & Jetties

Project Description		Expenses
Lions Park, Gladstone - Pedestrian bridge repair/replace	Execution	406,910
Red Rover Road Bridge, Gladstone (NRG Loop) - Bridge upgrade	Execution	1,910,000
Wilmott Road, Mt Larcom - Culvert renewal	Design	500,000
Granite Creek Culvert - Lowmead Road	Execution	100,000
Palm Drive Concrete Culvert Renewal	Pre-Feasibility	1,000,000
		3,916,910

Asset Class: Community Wellbeing

Project Description		Expenses
Mount Larcom Rural Transaction Centre Refurbishment	Pre-Feasibility	100,000
		100,000

Asset Class: Contracts & Facilities

Project Description		Expenses
1770 Campground Kiosk & Caretaker Accommodation	Pre-Feasibility	1,000,000
Back-up power generator - Gladstone Entertainment Convention Centre	Execution	691,000
		1,691,000

Asset Class: Fleet

Project Description		Expenses
Fleet Replacement	Capital Purchase	7,500,000
		7,500,000

Asset Class: Footpaths

Project Description		Expenses
Harbour Arbour	Execution	14,685,788
Gladstone Region Pedestrian and Cycle Strategy	Design	209,000
Dawson Hwy, Calliope - Welsh St to School underpass (Pedestrian & Cycle Strategy)	Execution	529,305
Glenlyon Rd, Gladstone - Billabong Dr to Tondoon Botanical Garden entrance (Pedestrian & Cycle Strategy)	Design	360,000
Muirhead St, Calliope - Dawson Hwy to Taragoola Rd (Pedestrian & Cycle Strategy)	Pre-Feasibility	920,000
Footpath Renewals - Various Locations	Execution	875,000
		17,579,093

Capital Portfolio for 1 July 2026 to 30 June 2027

Asset Class: Information Technology		
Project Description		**Expenses**
ICT - Infrastructure Replacement	Capital Purchase	155,000
ICT Laptop Purchases	Capital Purchase	300,000
		455,000

Asset Class: Parks & Environment		
Project Description		**Expenses**
Parks Capital Purchases	Capital Purchase	1,200,000
Playground Shade Upgrades	Execution	165,000
Canoe Point Boardwalk	Pre-Feasibility	125,000
Air Sea Rescue Park - Boardwalk renewal	Execution	190,743
Blain Park (Cemetery Dr) - Pedestrian bridge remedial works	Execution	894,010
Agnes Water Skate Park	Execution	190,743
Millennium Esplanade - Amenities middle upgrade	Design	455,754
Bororen Memorial Park Septic System Capacity Upgrade	Execution	317,800
Calliope Cemetery North – Stage 2	Execution	1,428,000
Millennium Esplanade Shelter Upgrade	Execution	865,000
Bororen Cemetery - New Columbarium Wall	Execution	456,752
Boyne Tannum (BTMP) Crematorium Replacement	Pre-Feasibility	660,600
		6,949,402

Asset Class: Carparks		
Project Description		**Expenses**
Multi-level carpark fire panel reconfiguration - Gladstone Entertainment Convention Centre	Execution	513,820
		513,820

Asset Class: Roads		
Project Description		**Expenses**
Deepwater Road, Deepwater - Rehabilitate pavement and widen	Execution	537,500
Murphy Road, Captain Creek - Stabilise pavement and seal	Execution	200,000
Asphalt overlays and bitumen reseals - Various locations	Pre-Feasibility	250,000
Gravel Road Resheeting - Various locations	Execution	4,500,000
Lowmead Road, Lowmead - Road renewal (Stage 3)	Execution	1,262,931
Mt Larcom-Bracewell Road, Mt Larcom - Pavement Rehab	Design	40,000
Lowmead Rd, Lowmead - Pavement rehabilitation	Execution	923,423
Lowmead Road Safety and Sealing Upgrade	Execution	150,000
Baffle Creek: Infrastructure Resilience Upgrade	Execution	5,220,728
The Narrows Rd, Mt Larcom Pavement Rehab	Execution	690,000
Deepwater National Park Fire Trail Stage 1	Execution	257,500
Queensland Reconstruction Authority (QRA) /Reconstruction or Essential Public Assets (REPA)- 2 year delivery	Execution	13,000,000
Round Hill Road - Pavement Stabilisation Stage 2	Pre-Feasibility	1,715,250
		28,747,332

Capital Portfolio for 1 July 2026 to 30 June 2027

Asset Class: Sewerage Project Description		Expenses
Calliope River Rest Area Amenities (Upgrade and Disposal)	Execution	941,956
Sewer Pump Station Asset Renewal Program - Agnes Water/1770	Pre-Feasibility	75,000
TAN 04 Sewer Pump Station Renewal and Upgrade	Execution	357,500
CWWT Plant Inlet Screen Replacement & Grit Removal Screen	Execution	2,029,486
Sewer Main Renewals Boyne Island	Execution	40,000
Sewer Main Renewals Calliope	Execution	50,000
Sewer Main Renewals Tannum Sands	Execution	40,000
Boyne Island Sewer Manhole Renewal Replacement	Execution	110,000
Tannum Sands Sewer Manhole Renewal Replacement	Execution	110,000
Calliope Sewer Manhole Renewal Replacement	Execution	80,000
Boyne Island – Sewer Pump Station Asset Renewal Program	Pre-Feasibility	37,800
Calliope – Sewer Pump Station Asset Renewal Program	Pre-Feasibility	17,250
Tannum Sands – Sewer Pump Station Asset Renewal Program	Pre-Feasibility	40,250
Calliope Waste Water Treatment Plant - Review aeration capacity & sludge handling	Execution	3,778,050
Boyne Island Waste Water Treatment Plant Inlet Works Renewal	Pre-Feasibility	326,000
A01 to Gladstone Waste Water Treatment Plant - Replace 450mm section of main	Pre-Feasibility	2,500,000
Gladstone Sewer Manhole Renewal	Execution	250,000
Gladstone – Sewer Pump Station Asset Renewal Program	Pre-Feasibility	762,000
South Trees Waste Water Treatment Plant - Electrical Upgrade	Execution	905,000
Stage 2 - Gladstone Waste Water Treatment Plant Inlet Distribution Structure Replacement	Execution	1,479,000
Waste Water Treatment Plant Optimisation	Pre-Feasibility	1,400,000
Yarwun – Sewer Pump Station Asset Renewal Program	Pre-Feasibility	110,000
Yarwun Waste Water Treatment Plant Diversion to Gladstone Waste Water Treatment Plant	Pre-Feasibility	250,000
Miriam Vale Alf Larson Waste Water Treatment Plant Upgrade	Design	544,980
Yarwun - Sewer Main Renewals	Execution	10,000
Sewer Main Renewals - Gladstone FY2026/27	Execution	950,000
		17,194,272

Asset Class: Sport & Recreation Project Description		Expenses
Boyne Tannum Pool	Execution	21,059,499
Gladstone Aquatic Centre Upgrade	Pre-Feasibility	1,000,000
Mt Larcom Pool Renewal	Pre-Feasibility	250,000
Marley Brown Oval Master Plan Development	Design	1,100,000
		23,409,499

Asset Class: Stormwater Project Description		Expenses
Blackmans Gap Road, Boyne Valley - Floodway upgrade	Execution	443,414
Blackmans Gap Road, Boyne Valley - Upgrade floodway	Execution	328,422
Blackman Gap, Colosseum - Stormwater Pipe replacement	Execution	1,023,237
Road Drainage Chernih Road, Targinnie	Execution	110,000
		1,905,073

Capital Portfolio for 1 July 2026 to 30 June 2027

Asset Class: Strategic Projects		
Project Description		**Expenses**
Roof replacement Old Agnes Community Centre	Pre-Feasibility	750,000
		750,000

Asset Class: Waste		
Project Description		**Expenses**
Benaraby Landfill Resource Recovery Area Hardstand	Execution	2,690,649
Waste Capital Expenses	Capital Purchase	1,400,000
Piggyback Liner System - Benaraby Landfill	Execution	500,000
Benaraby Landfill Cell 3b	Execution	6,556,450
		11,147,099

Asset Class: Water		
Project Description		**Expenses**
Water Capital Expenses	Capital Purchase	5,000,000
Water Main - Seaspray Drive / The Crescent	Pre-Feasibility	25,560
Agnes Water Water Treatment Plant Upgrade	Pre-Feasibility	3,000,000
Agnes Water Reservoir - Electrical & Booster Pump Station	Pre-Feasibility	522,263
QAL Access Road Replace Water Main	Design	100,000
Lake Awoonga Water Main Renewal - Auckland Street	Execution	15,600
Lake Awoonga - Advanced Metering Infrastructure	Execution	2,210,000
Round Hill 2 Reservoir	Execution	8,350,000
Bororen Water Treatment Plant – Site asset upgrade and optimisation	Pre-Feasibility	176,000
		19,399,423
		142,772,923

www.gladstone.qld.gov.au
info@gladstone.qld.gov.au

GLADSTONE
REGIONAL COUNCIL