2026/27 Long Term Financial Forecast

GLADSTONE
REGIONAL COUNCIL

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 Liabililites	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 Liabililites	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