



# 2024/25 Annual Report

Proudly playing our part





## OUR FRONT COVER

Our 2024/25 Annual Report cover page depicts how our people from across Gladstone Regional Council (Council) have proudly come together to play their part in achieving our corporate goals and outcomes.

Proudly playing our part' served as our theme for 2024/25, highlighting the role we play in actively contributing to the success and betterment of our region.

Council would like to acknowledge and thank our people for their hard work and dedication over the past year.

## GET IN TOUCH

**Call us:** (07) 4970 0700

For hearing and speech difficulties contact Council through the National Relay Service:

Speak and Listen: 1300 555 727

Type and Listen: 133 677

Internet Relay users: [www.relayservice.gov.au](http://www.relayservice.gov.au)

**Email us:** [info@gladstone.qld.gov.au](mailto:info@gladstone.qld.gov.au)

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[www.gladstone.qld.gov.au](http://www.gladstone.qld.gov.au)

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Gladstone Regional Council

PO Box 29

Gladstone QLD 4680

## VISIT US

**Agnes Water Rural Transaction Centre**

71 Springs Road, Agnes Water Qld 4677

Ph: (07) 4902 1515

Open Monday to Friday - 9am to 4.30pm  
(cashiers close at 4.30pm daily)

**Boyne Tannum Community Centre**

Cnr Wyndham & Hayes Avenues,

Boyne Island Qld 4680

Ph: (07) 4971 9700

Open Monday to Friday - 9am to 5.30pm  
(cashiers close at 4.45pm daily)

(Library and Lilley's Beach permits available  
Saturday 9am to 3.30pm)

**Calliope Library and Transaction Centre**

3 Don Cameron Drive, Calliope Qld 4680

Ph: (07) 4975 8105

Open Monday to Friday - 8.30am to 5pm  
(cashiers close at 4.45pm daily)

(Library available Saturday 9am to 12pm)

**Gladstone Office**

101 Goondoon Street, Gladstone Qld 4680

Ph: (07) 4970 0700

Open Monday to Friday - 8.30am to 5pm  
(cashiers close at 4.45pm daily)

**Miriam Vale Office**

41 Blomfield Street, Miriam Vale Qld 4677

Ph: (07) 4970 0700

Open Monday to Friday - 8.30am to 5pm  
(cashiers close at 4.45pm daily)

**Mount Larcom Rural Transaction Centre**

47 Raglan Street, Mount Larcom Qld 4695

Ph: (07) 4975 1205

Open Monday to Friday - 9am to 1pm and  
2pm to 5pm

## WE'RE LISTENING

We want to hear your thoughts about this Annual Report.

Have we produced a report that reflects what you want to know?

Help us improve by sharing your feedback.

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## 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.

## ACKNOWLEDGEMENT OF A WELCOMING CITY

Gladstone Regional Council is actively aligning with best practice multiculturalism as identified in the National Welcoming Cities Standards and declares itself a welcoming community. We embrace diversity, foster social cohesion and are focused on building economic success.

Council endeavours to use a whole of community approach to not only embrace diversity, but also harness its strength and identify opportunities to enhance our multicultural focus. As a Council, we will benchmark cultural diversity and inclusion policies and practices across the organisation and continue to identify how further efforts can be directed.



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## MAJOR SECTIONS OF THIS REPORT



### 1. INTRODUCTION AND HIGHLIGHTS

This section introduces the Gladstone Region. It provides insight into Gladstone Regional Council ('Council') as a local government authority serving a dynamic part of Queensland. This section also includes a summary of our finances, performance and operations.



### 2. OUR COUNCIL

This section introduces our organisation, including the role and contributions of our mayor and councillors. This section also introduces our chief executive officer and executive leadership team and provides summaries of each business unit in 2024/25.



### 3. OUR PERFORMANCE OUTCOMES

This section details Council's performance in delivering the 2024/25 Operational Plan. This is the fourth annual Operational Plan outworked from Council's 2021-26 Corporate Plan and details our initiatives and core services to meet our corporate goals and vision to Connect. Innovate. Diversify.



### 4. STATUTORY REPORTING

This section details the annual statutory reporting requirements that have not already been included elsewhere in the Annual Report. It includes information about how we respond to complaints and requests for information, details our investment into our community and discloses key information about our business operations.



### 5. OUR FINANCIAL PERFORMANCE

This section highlights our financial performance in our Community Financial Report which provides an overview of our key financial outcomes. It also includes our consolidated financial statements.



### 6. REFERENCES

This section provides context for the terminology used throughout the report with a glossary of terms and a list of acronyms and abbreviations. It also includes a legislative index to guide readers to key facts throughout the report.



## MESSAGE FROM OUR MAYOR



The 2024/25 financial year saw us navigating a dynamic environment while continuing to achieve positive outcomes for the region now and into the future.

Work has continued on supporting the success of our region with the

*Gladstone Region Economic Transition Roadmap 2022-2032*, a detailed plan that is guiding us through our strategic transition to a low-carbon economy.

As part of this work, I had the privilege to represent Council in supporting Trade and Investment Queensland in hosting international delegates to the Gladstone Region.

The delegates spent their stay attending industry tours and networking sessions, building connections with local stakeholders and establishing renewable energy investment opportunities.

A resilient economy requires skilled workers, so we launched our “Glad you made it!” liveability campaign in July 2024, positioning the Gladstone Region as the fantastic place to live, work, invest and play that we all know it to be.

Engagement with the community to better understand and deliver the waste management needs of our region kicked off with our *Community Waste Education and Engagement Plan 2024-26*.

Key takeaways from this plan include the introduction of our Waste Heroes, rollout of recycling bin stickers, launch of the Recycle Mate app and engagement in waste education at schools and early learning centres.

The year also saw us launch our Community Forums, allowing the Councillor group and Council Officers to hear from communities directly about what matters to them.

We have had fantastic conversations with community members and I look forward to continuing this initiative over the coming year in new locations across the region.

I have also had the unique honour to be named president of both the Australian Local Government Association and the Local Government Association of Queensland.

This opportunity has allowed me to represent the Gladstone Region on a state and federal level, while bringing learnings from Brisbane and Canberra to our local boardroom to better serve the region.

Council has once again delivered a surplus budget with no new borrowings in 2024/25 for the 12th consecutive year.

Maintaining a surplus budget allows us to deliver our services while managing Council’s position sustainably.

Our community events continued to shine in 2024/25 with EcoFest, Luminous, PopCon, Council’s New Year’s Eve party, Easter in Gladstone and the Santos GLNG Mayor’s Charity Ball – an event that raised a staggering \$147,529.61 for three local beneficiaries.

Community members took to the stage for the 2025 Community Musical *Mamma Mia!* in March to deliver a high-quality and well-attended show at the Gladstone Entertainment Convention Centre.

This year also marked the first full year with our new Councillor group, and it has been a great pleasure to continue growing alongside my fellow Councillors and serving our communities.

I would like to take this opportunity to thank my Councillor colleagues, Chief Executive Officer Leisa Dowling, the Executive Leadership Team and all Council employees for their hard work and dedication to moving the Gladstone Region forward.

We have achieved fantastic outcomes during 2024/25 and I look forward to proudly playing our part in an exciting future.

**Mayor Matt Burnett**  
*Gladstone Regional Council*



## MESSAGE FROM OUR CEO



As we reflect on the past financial year, I am proud of the role we've played in shaping a stronger, more connected and future-focused Council, and this year's theme *"Proudly playing our part,"* speaks to the collective effort of our people and community in driving

meaningful progress across all areas of our organisation and throughout the region.

One of our most meaningful milestones this year was the successful negotiation of our Certified Agreement. These values-led discussions saw union delegates and employees work collaboratively and constructively to shape an agreement that 96 per cent of employees voted in favour of – an outcome that speaks to the trust and alignment we've built together.

We also marked a major achievement in our asset management journey. Since launching our first Strategic Asset Management Plan in 2019, we've made substantial progress in building maturity across all areas of our asset portfolio. The release of our updated Strategic Asset Management Plan 2025–2029 in May is a testament to the hard work and dedication of our teams. These foundations will support performance improvement and the continued delivery of value to our community through well-managed, sustainable infrastructure.

Our culture journey continued to evolve this year, with many highlights captured through the voices and stories of our people. I've particularly enjoyed hearing what makes our teams proud of the work they do, and how their contributions are making a difference to both our people and our community. These stories have helped us humanise the work we do here at Council and build a culture that celebrates authenticity and connection. We also made the

decision to pilot the Blue Bus Program, which if implemented, will keep us moving towards the culture we are aspiring to achieve.

This year also brought moments of reflection and gratitude as we farewelled two long-serving leaders. Councillor Kahn Goodluck concluded his role in March after nine years of dedicated service. His passionate advocacy and sincere commitment to our communities have left a lasting impact. We also acknowledged the retirement of General Manager Customer Experience Rob Huth, who completed an

extraordinary 39-year career serving our region in various roles. Rob's legacy is one of unwavering dedication and pride in his work, and we are deeply grateful for both of their contributions to Council and the community.

Finally, we celebrated a remarkable milestone – 25 years since Mayor Matt Burnett was first elected as a Councillor. Cr Burnett has led Council through significant change,

championed investment in social infrastructure, and advocated tirelessly for our region. His appointments as President of both the Local Government Association of Queensland and the Australian Local Government Association reflect his commitment not only to Gladstone, but to local government across the nation.

As we look ahead, I remain confident in our direction and inspired by the people who make our organisation what it is. Together, we are proudly playing our part in delivering for community and I look forward to continuing this journey with you all.

“  
I've enjoyed hearing what makes our teams proud of the work they do, and how their contributions are making a difference to both our people and our community.”

”

A handwritten signature in black ink that reads "L. A. Dowling".

**Leisa Dowling**

Chief Executive Officer, Gladstone Regional Council



# 1 INTRODUCTION AND HIGHLIGHTS

This section introduces the Gladstone Region.

It provides insight into Gladstone Regional Council ('Council') as a local government authority serving a dynamic part of Queensland.

This section also includes a summary of our finances, performance and operations.







## OUR REGION



Southernmost coral cay of  
the Great Barrier Reef



Pristine coasts  
and islands



Beautiful parklands  
and forests



Diverse habitats  
ready to explore





## REGION OVERVIEW

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

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

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

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

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

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

Gladstone Region workforce are technicians or trades workers.

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

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

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

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



## OUR REGION

The traditional custodians of the lands that make up the Gladstone Region are the Bailai, the Gurang, the Gooreng Gooreng and the Taribelang Bunda people, dating back 60,000 years.

## OUR REGION

1802 1863 1854 1873 1896 1906 1961

- In **1802**, English navigator Captain Matthew Flinders recorded the first European sighting of Gladstone Harbour. The settlement was named after the British Chancellor of the Exchequer, William Ewart Gladstone, when it became a municipality in **1863**.
- Miriam Vale was the administrative centre of the former Miriam Vale Shire and was named after a pastoral leasehold first occupied in **1854** by Arthur Chauvel. He named the property after his sister, Miriam Sally Emily.
- Calliope started as Queensland's first officially proclaimed goldfield in **1863**.
- Agnes Water was named after a coastal schooner, the Agnes, lost at sea in **1873**.
- For more than a century, the city of Gladstone has grown and prospered around different industries. These included the early meatworks in **1896**, the Port Curtis Dairy Cooperative in **1906**, the first coal exports in **1961** and the establishment of Queensland Alumina Limited's (QAL) alumina refinery on the old meatworks' site in **1963**.
- The deepwater port facilities' expansion through the **1970's** and **1980's** launched an era of industrial development and economic prosperity. This involved a range of exports, including coal and aluminium, and from **2010** onwards, the development of the Liquefied Natural Gas (LNG) industry.





1963

1970'S

1976

1980'S

2008

2010

2017

- The Gladstone Region Local Government Area (LGA) includes the city of Gladstone (proclaimed in **1976**), nearby rural townships of Calliope, Mount Larcom and Miriam Vale, and the coastal locations of the twin towns of Boyne Island and Tannum Sands and the surf towns of Agnes Water and Seventeen Seventy. The diverse region also extends inland to the Boyne Valley area and includes the localities of Nagoorin, Ubobo, Builyan and Many Peaks.
- The LGA is also gateway to the famous Heron Island, Lady Musgrave Island, Lady Elliot Island and has residents on Curtis and Facing Islands. There are also many smaller localities including Ambrose, Baffle Creek, Benaraby, Bororen, Lowmead, Raglan, Rosedale, Rules Beach, Targinnie, Turkey Beach and Yarwun.
- In **2008**, three Local Government Areas – Gladstone City, Calliope Shire and Miriam Vale Shire – amalgamated to form Gladstone Regional Council.
- In November **2017**, the Federal Court of Australia recognised the area's Traditional Owners as the true custodians of over 420,594 hectares of lands and waters in the Gladstone and Bundaberg regions, through the Native Title Consent Determination.
- In **2017**, GRC entered into an Indigenous Land Use Agreement (ILUA) and our first Reconciliation Action Plan in May **2018**.
- In **2021**, Council endorsed the Uluru Statement from the Heart in the continued pursuit of demonstrating strong leadership in support of First Nations people and culture.





## OUR POPULATION



Approximately  
**68,000**  
residents



**38 years**  
median resident age



**6.2%**  
Aboriginal and/or Torres  
Strait Islander population



**9.5%**  
people born overseas



**13.8%**  
residents aged over 65



**0.06**  
persons per hectare  
(density)



**20%**  
percentage of children in the  
region (0-14 years old)



**55.94%**  
of families are couples  
with children



**75,997**  
expected  
population by 2041



**16.2%**  
residents volunteer



**5.8%**  
population requiring daily  
assistance due to disability



**81%**  
of dwellings accessing  
the internet





## OUR ECONOMY HIGHLIGHTS



**\$6.746B**

in Gross Regional Product (GRP)



**27,958**

regional jobs



**20.9%**

of the workforce are technicians or trades



**490,000**

average visitors per year, contributing \$304M to our local economy



**4200**

manufacturing jobs



**4141**

local businesses

## OUR REGION IS HOME TO



**871**

native animal species



**430**

native bird species



**76**

rare or threatened animal species



**15,825**

domestic pets



**2957**

native plant species



**13**

conservation parks



ABOUT GLADSTONE REGIONAL COUNCIL

**9**  
elected members

**48**  
functions delivering  
6 services

**836**  
total employees

**29%**  
employees with  
10+ years of service

**51%**  
female  
workforce

**37**  
apprentices  
and trainees





## SERVICE DELIVERY SNAPSHOTS



**1.2M**  
website visits



**232,374**  
visitors to our  
regional libraries



**2940**  
home library visits



**2403**  
new animal registrations  
(including transfers from  
other regions)



**216L**  
water provided on average  
per person per day



**20,144**  
tonnes of waste  
collected kerbside



**117,812**  
customer interactions



**20M+**  
cyber security  
threats blocked



**3915**  
plants and trees planted



**517**  
community  
park bookings



**50,365**  
conversations  
site visits



**1477**  
signs repaired  
or maintained



# OUR VISION AND VALUES



## VISION

**Connect. Innovate. Diversify.**

## VALUES

### Safe

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

### Ethical

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

### Responsive

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

### Visionary

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

### Inclusive

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

### Community

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

### Efficient

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





## COUNCIL PLANS



### Corporate Plan

The 2021-26 Corporate Plan sets out Council's medium-term commitment to a proud and resilient future built on our vision to Connect, Innovate and Diversify. It serves as the primary strategic planning document to guide Council in achieving realistic outcomes for our community, customers and people.



### Operational Plan

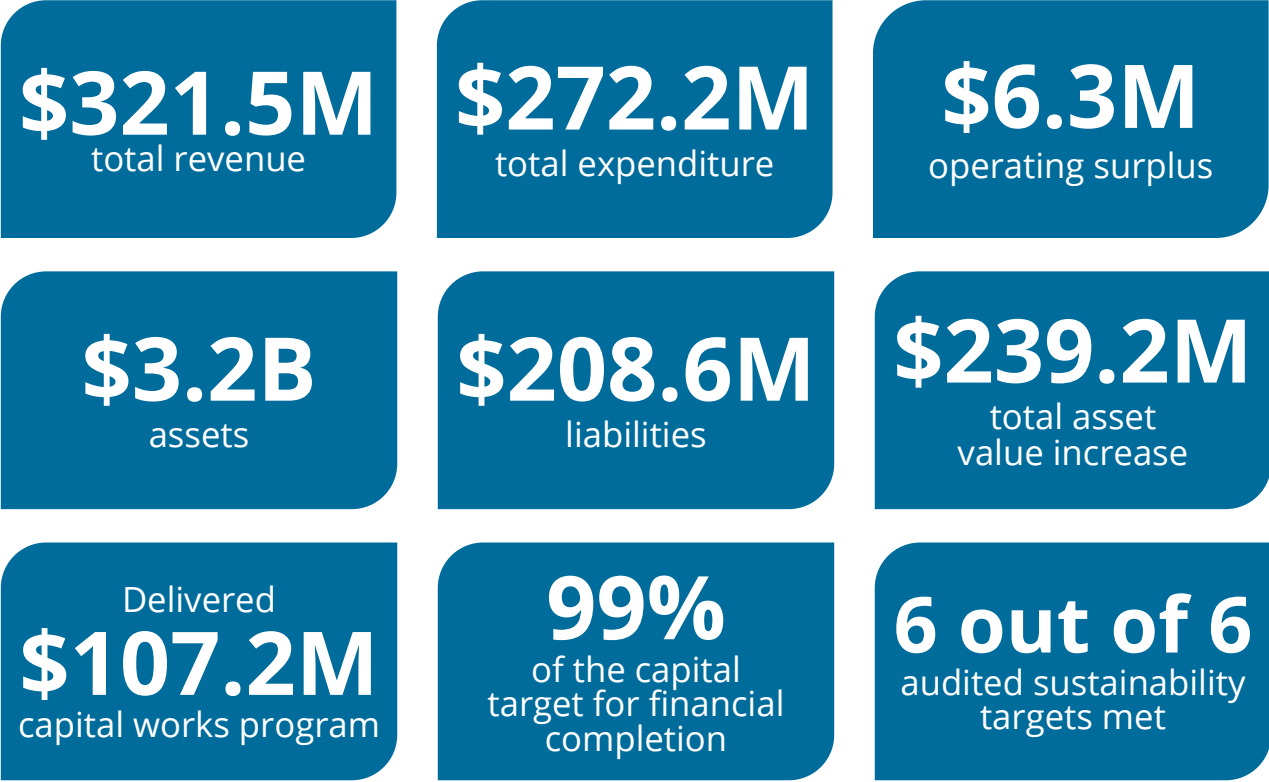
The 2024/25 Operational Plan is a 12-month action plan that progresses the goals in our 2021-26 Corporate Plan. It details Council's services and presents nine initiatives that deliver on our goals and objectives.

Detailed performance on these plans can be found from page 44.



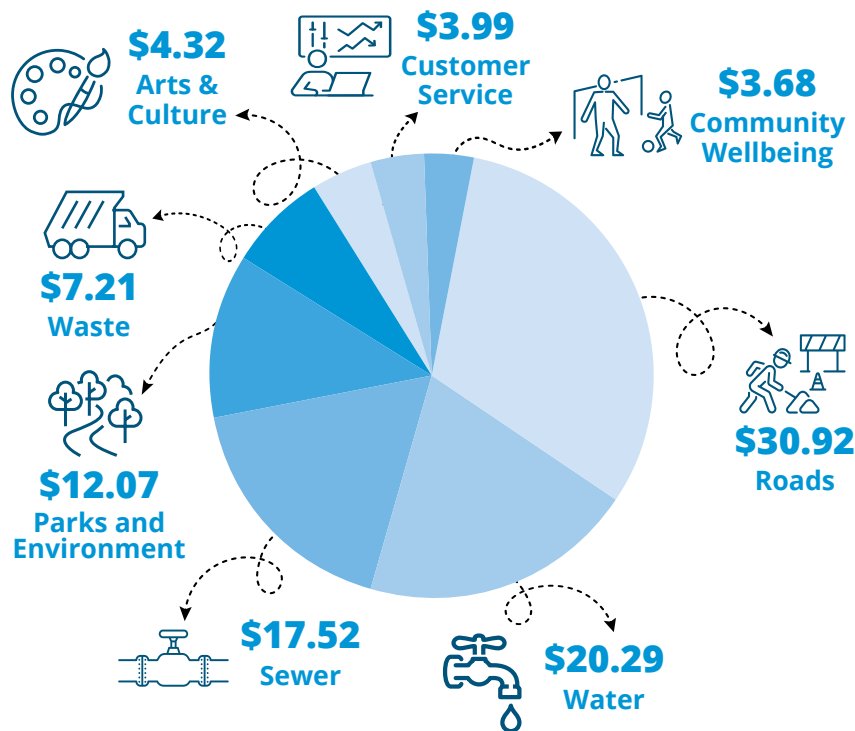
# OUR FINANCIAL SUMMARY

Detailed financial information can be found in the Community Financial Report on pages 82-89 and Financial Statements on pages 91-167.



Council made no new borrowings and decreased existing debt by \$6.7M.

## FOR EVERY \$100 OF YOUR RATES AND CHARGES, COUNCIL DIRECTS REVENUE TOWARDS...



Council remains committed to using funds responsibly to meet community needs while supporting the growth and sustainability of the region, now and into the future.



## MAJOR PROJECTS AND PROGRAMS IN 2024/25



**\$21.1M**

### Lowmead Road Safety and Sealing Upgrade

Co-funded by the Australian Government's Remote Roads Upgrade Pilot Program (Grant \$10,700,800)



**\$14M**

### Reconstruction of Essential Public Assets (REPA)

Jointly funded by the Australian and Queensland Governments under the Disaster Recovery Funding Arrangements



**\$8.1M**

### Fleet Replacement

Received funding to replace two SES Vehicles - supported by the State Government through the SES Support Grant Program (Grant \$106,201)



**\$5.1M**

### Granite Creek Culvert - Lowmead Road

Jointly funded by the Australian and Queensland Governments under the Disaster Recovery Funding Arrangements



**\$4.9M**

### Piggyback Liner System - Benaraby Landfill

Not funded



**\$3.8M**

### Stage 2 - Gladstone Wastewater Inlet Distribution Structure Replacement

This multi-year project is proudly funded by the Queensland Government's Works for Queensland Program (Grant \$8,767,500)



**\$2.9M**

### Advanced Water Meter Infrastructure

Not funded



**\$2.8M**

### Wastewater Treatment Plant Irrigation Stowe Road

Not funded



**\$2.7M**

### Boyne Tannum Aquatic Centre

This multi-year project is co-funded by the Australian Government's Priority Community Infrastructure Program (Grant \$15,000,000)



**\$1.9M**

### Captain Cook Drive, Agnes Water - Relocate sewer main

Proudly funded through the Queensland Government's QCoast2100 program (Grant \$700,000)



**\$1.3M**

### Gladstone Tondoon Botanic Gardens - Bonsai House utility services

This multi-year project is proudly funded by the Queensland Government's Works for Queensland Program (Grant \$1,800,000)



**\$1.5M**

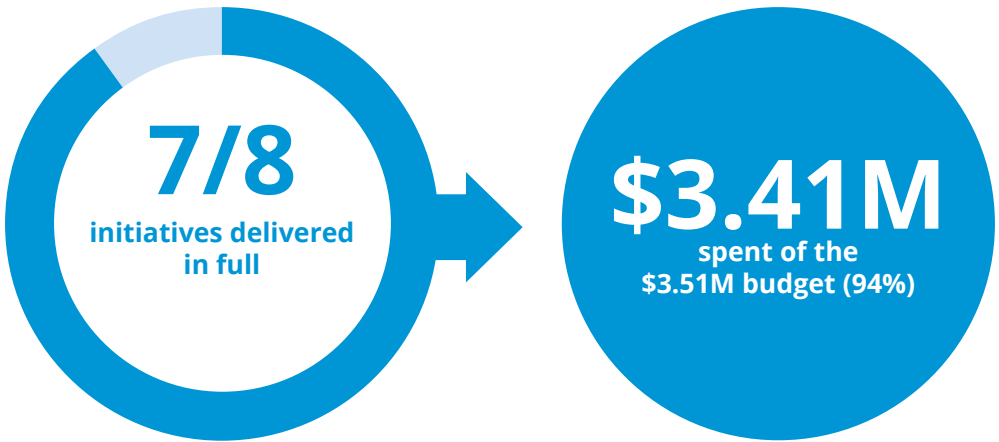
### Tannum Wastewater Treatment Plant Inlet Works Upgrade

Not funded



# OUR PERFORMANCE OVERVIEW

## 2024/25 PERFORMANCE SUMMARY



The 2024/25 Operational Plan is the fourth annual plan to be delivered from and progresses the goals within Council's 2021-26 Corporate Plan.

The below table summarises outcomes with further detail available on pages 44-73.

GOAL	INITIATIVE	Spend	Status
Connecting Communities	Making community facilities more accessible and inclusive	\$232,046	Completed
	Finalising the Planning Scheme review	\$2,578	Completed
	Strengthening community involvement in our decision making	\$25,127	Completed
Delivering Value	Optimising maintenance delivery	\$2,311,168	Completed
Our People	Making it easier for our people to stay safe	\$89,903	Completed
	Embedding constructive culture	Delivered with internal resources only	Completed
	Making employee facilities safer and more contemporary	\$618,067	In progress
Accountable Council	Towards Target Zero and a healthier environment	\$130,940 spent of the fully funded budget	Completed

As at 30 June 2025, the 'Making employee facilities safer and more contemporary' initiative, remained in progress. This initiative is anticipated to be completed in the next financial year as part of delivery of our Capital Works Program.

### 2023/24 Operational Plan – Extended Initiative

GOAL	INITIATIVE	Spend	Status
Delivering Value	Future of Fleet	\$53,369	Completed







# OUR COMMITMENT TO RECONCILIATION AND ACCESS AND INCLUSION

In 2024/25, Gladstone Regional Council continued its journey towards reconciliation through the implementation of our Innovate Reconciliation Action Plan (RAP). Guided by Reconciliation Australia's framework, our Innovate RAP outlines practical actions that drive our contribution to reconciliation both internally and across our community.

This year, we have focused on building respectful relationships with Aboriginal and Torres Strait Islander peoples, fostering cultural learning across the organisation, and embedding inclusive practices within our operations.

## Key Achievements

### Strengthening relationships

- Hosted 12 community engagement sessions with Traditional Custodians and local Aboriginal and Torres Strait Islander communities
- Supported and participated in significant cultural events such as NAIDOC Week, National Reconciliation Week and Dorrie Day
- Continued our partnership with First Nations Bailai, Gureng, Gooreng Gooreng, and Taribelang Bunda peoples, working collaboratively on key projects.

### Respect and cultural learning

- Delivered cultural awareness training to 80 per cent of our people, including senior leaders

- Conducted Welcome to Country and Acknowledgement of Country at relevant Council meetings and official events
- Installed and updated signage at parks and meeting rooms to reflect traditional place names.

## Opportunities and inclusion

- A procurement review is now complete, supporting increased opportunities for Aboriginal and Torres Strait Islander businesses
- Provided employment opportunities for Aboriginal and Torres Strait Islander people through our traineeship program
- Worked with local schools to support education and leadership initiatives for young First Nations people.

## Looking ahead

As we progress towards the final stages of our Innovate RAP, our focus remains on embedding reconciliation into our core business practices.

Key actions planned for the next RAP include:

- Finalising a long-term Cultural Learning Strategy in partnership with Traditional Owners
- Expanding our internal RAP champions membership to ensure broader representation across departments
- Hosting a Reconciliation Action Forum with like-minded Councils and organisations to co-design future goals for reconciliation.





## Delivering Real Outcomes for Our Community

Since launching the Access and Inclusion Action Plan in June 2024, Council has made steady progress and fostered a stronger culture of inclusion. Our people remain engaged, moving forward to improve accessibility across services, spaces, and systems. Delivery continues, in line with the Implementation Strategy, keeping Council focused, accountable, and responsive to emerging needs.

One year into delivering the Access and Inclusion Strategy, Council can see positive change and strong progress. This speaks to the commitment of our people to improving the accessibility and inclusivity of our services and facilities.

Key achievements for the 2024/25 financial year:

- Hidden Disability Sunflower Program was introduced at Council facilities
- Beginner Auslan (Australian Sign Language) course completed by 12 staff members, with more training planned
- Ongoing collaboration with Gladstone Disability Community Network and Queenslanders with Disability Network
- Participation in events such as Pride Fair Day
- Community survey conducted to improve accessibility of Council events
- Access and Inclusion Forum, September 2025

- Council earned national accreditation as a Welcoming City in March 2025. As one of only eight Council's in Australia to achieve this, we were recognised for: Reconciliation Leadership, Strategic Community Development, Inclusive Disaster Preparedness and Diverse Workforce Development
- Inclusive Recruitment trialled with pop-up interviews in local parks for Parks and Gardens and Cleaning Labourers.

### Physical Access Upgrades (2024–25)

#### **Lions Park, Boyne Island:**

New pathways, accessible shelter/table, and BBQ.

#### **Wyndham Park, Boyne Island:**

Improved access from carpark to shelter.

#### **Boyne Tannum Community Centre:**

New accessible parking.

#### **Air Sea Rescue Park, Endeavour Park, Tom Jeffrey Park:**

Accessible beach showers installed.

#### **Gladstone Aquatic Centre:**

Reconfigured carpark for better accessible parking.

The Access and Inclusion Action Plan is well underway, with steady progress in delivery and demonstrated growth in our culture of inclusion with new initiatives beyond the plan also in progress.



# 2 OUR COUNCIL

This section introduces our organisation, including the role and contributions of our mayor and councillors. This section also introduces our chief executive officer and executive leadership team and provides summaries of each business unit in 2024/25.







## COUNCILLOR PROFILES



The Gladstone Region is served by nine elected members who represent the entire region, without division. They are responsible for the stewardship and democratic governance of the organisation. Councillors were elected for a four-year term following the election on 16 March 2024.







## MAYOR AND COUNCILLORS



**CR MATT BURNETT**  
**MAYOR**

**First elected: 2000,**  
**Mayor 2016 – present**

Mayor Matt Burnett was born and raised in the Gladstone Region with his family's connection to the region extending six generations. He is a former small business operator and qualified journalist, having started his own newspaper, The Port Curtis Post, at the age of 19.

He has served in local government since 2000, including five years as Deputy Mayor prior to his election as Mayor. During his time in local government, Councillor Burnett served as Chairman of Technical Services with Gladstone City Council and as portfolio representative in Technical Services, Infrastructure Services and Town Planning with Gladstone Regional Council after amalgamation in 2008.

Cr Burnett has always had the best interests of the community at heart and as Mayor, he draws upon the experience he has gathered over his years in Council to ensure those interests remain a key consideration as the region continues to grow and develop.

Cr Burnett brings an inclusive style of leadership to Council, ensuring the thoughts and views of his fellow councillors, council officers, business and industry leaders,

community groups and organisations and community members are all heard and taken into consideration.

Cr Burnett represents Queensland and Australia as the President of both the Local Government Association of Queensland and the Australian Local Government Association.

### **Boards, Committees, Groups**

- Australian Local Government Association (ALGA) President
- Local Government Association of Queensland (LGAQ) President
- Central Queensland Regional Organisation of Councils (CQROC) Director
- Gladstone Local Disaster Management Group Chair/Recovery Coordinator.

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✉ Mayor@gladstone.qld.gov.au



**CR KAHN GOODLUCK**  
**DEPUTY MAYOR**

**First elected: 2016**

**Resigned: 13 March 2025**





**CR NATALIA MUSZKAT**  
**DEPUTY MAYOR**

**First elected: 2018**

Cr Natalia Muszkat was first elected to Gladstone Regional Council in 2018 and re-elected in 2020 and 2024. She is the first South American-born woman elected to public office

in Australia and currently serves as Deputy Mayor.

Natalia is an experienced community leader and governance professional with nearly 20 years' experience across local government, nonprofit and social enterprise leadership. She is the Co-Founder and Chair of Strong Communities Ltd, an award-winning organisation that delivers evidence-based programs to strengthen families and build inclusive communities.

She is also an active participant in many community organisations and in these roles and others, Natalia contributes to initiatives across health, education, regional development and cultural diversity, while continuing to champion inclusion and long-term sustainability.

A Graduate of the Australian Institute of Company Directors and Fellow of the Institute of Community Directors, Natalia also holds a Bachelor of Workplace Health and Safety (with Distinction) and a Diploma in Business (Governance). She is skilled in financial oversight, strategic planning and policy development, with a strong focus on regional development, economic sustainability, infrastructure delivery and community wellbeing.

Natalia is recognised for her authenticity, creativity and ability to connect with people from all walks of life. She is passionate about building a sustainable, inclusive and prosperous Gladstone Region for current and future generations.

**Boards, Committees, Groups**

- Audit Risk and Improvement Committee (ARIC) Council Representative
- Central Queensland Regional Organisation of Councils (CQROC) Director
- Coastal Council Adaptation Taskforce (C-CAT) Executive Committee
- Gladstone Local Disaster Management Group Deputy Chair
- Gladstone Local Marine Advisory Committee Coastal Hazards Adaption Strategy (CHAS) Chair
- Reconciliation Action Plan (RAP) Reference Group Co-Chair.

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**CR CHRIS CAMERON**

**First elected: 2020**

Councillor Chris Cameron moved to Gladstone from Mackay in 1999 to take charge of a joint venture housing development. Cr Cameron has three adult children and nine grandchildren. His partner,

Lenore, is a Gladstone resident of more than 45 years. Cr Cameron's background is building and property development. He was involved in substantial construction work for mining companies, Blair Athol Coal and Oaky Creek Coal in the Central Highlands.

He has been a Queensland Master Builder member for more than 45 years and a Member of the Australian Institute of Building, Queensland Chapter (MAIB) for more than 45 years. Since semi-retirement, he has continued to work in the building industry carrying out project management roles, building consultancy work and dispute resolution. He continues to support the building industry as a volunteer judge for the annual Qld Master Builders Housing and Construction Awards.

Cr Cameron is a proud Rotarian of more than 30 years, having served as President, Secretary and on various board positions. He was awarded a Paul Harris Fellowship for services to Rotary and the Gladstone community. Further to his Rotary service, he has been involved in Rotary Australia World Community Service (RAWCS) projects overseas, travelling to the Solomon Islands to participate in a humanitarian effort. In his earlier days, he was a past Lions President and a member of Apex.

Cr Cameron first served as Councillor from 2020 to 2024, returning in 2025, and has always been highly active and supportive of his local community. He looks forward to continuing his service in the Gladstone Regional Council and being part of the decision-making team to help shape the region's future.

**Boards, Committees, Groups**

- Capricorn Pest Management Group
- Gladstone Regional Council SES Management Group
- Gladstone Regional Road Group and Technical Committee
- Philip Street Communities and Families Precinct Advisory Committee

☎ 0487 517 486

✉ Chris.Cameron@gladstone.qld.gov.au





### CR GLENN CHURCHILL

FIML, MAICD, MBWA

#### First elected: 2016

Councillor Glenn Churchill has been a resident of the Gladstone Region and Central Queensland for more than 34 years. He has gained extensive experience,

knowledge, and wisdom through his 21 years in local government as Mayor and Councillor. Together with his wife Sue and family, Cr Churchill has served the business, sporting, not-for-profit, charity, tourism and communities across our region through many different avenues in public life.

He is a Chairman of the Gladstone Police Citizens Youth Club (PCYC), a Diamond Life Member of the Queensland Police-Citizens Youth Welfare Association (QPCYWA). Glenn spent seven years appointed as the Gladstone Area Promotion Development Ltd (GAPDL) Chief Executive Officer, advocating for our Region.

Cr Churchill is Chair of the Disaster Recovery Committee (Infrastructure), Member of the Gladstone and District Sports Foundation Trust, Director of the Gladstone Airport Corporation Board, member of Gladstone Safe Night Precinct and recently spent six years as Chair of Gladstone Regional Arts Development Fund (RADF).

Cr Churchill previously protected the community for 27 years as a Queensland Police Officer. He strongly believes in giving back to the community as a volunteer. He is a qualified teaching and performing percussionist with International Percussion Society, Gladstone Thistle Pipes and Drums and an active local performing musician with Country Rock group SAND.

Cr Churchill strongly believes in working together in harmony to help foster a culture of civic pride in the region and its communities, valuing the contribution of our various industries, community groups and rural producers, while recognising the vital work Council does every day with support, innovation, connection and diversity for the benefit of our region and communities.

#### Boards, Committees, Groups

- Gladstone Airport Corporation Board of Directors
- Gladstone and District Sports Foundation Trust
- Gladstone Local Disaster Management Group (Infrastructure) Chair.

☎ 0407 289 139

✉ Glenn.Churchill@gladstone.qld.gov.au



### CR KAREN DAVIS

#### First elected: 2024

Councillor Karen Davis has lived in Gladstone since 1968, attending Gladstone Central State School and finishing her schooling at Gladstone State High School. She married her

husband Andrew in 1988 in Gladstone and has three adult children.

Cr Davis has worked as a conveyancer for more than 25 years at various local law firms as well as owning and running small businesses in Gladstone with her husband. Being a newly elected 2024 Councillor on the Gladstone Regional Council, she has the best interests of the community at heart.

Cr Davis brings with her local knowledge and understanding from growing up, living and working in the Gladstone Region. Growing up in the region has given Cr Davis firsthand experience of changes and growth over the years and gives her an understanding of the issues that the region has faced and its challenges moving forward.

Cr Davis loves that the Gladstone Region has so much diversity – from the Boyne Valley to the Southern Great Barrier Reef – on our doorstep and looks forward to playing her part in its continued growth and sustainability as an elected member.

She wants to contribute to the direction of Council by offering a commonsense approach to local government, as well as being a strong voice for the community.

#### Boards, Committees, Groups

- Gladstone Area Promotion and Development Ltd (GAPDL)
- Gladstone Local Marine Advisory Committee
- Gladstone Healthy Harbour Partnership
- Reef Guardian Council Executive Committee.

☎ 0458 609 187

✉ Karen.Davis@gladstone.qld.gov.au





### CR LEANNE PATRICK

#### First elected: 2024

Growing up in Brisbane, Councillor Leanne Patrick always felt a deep connection to regional Queensland, where her roots trace back through generations.

For more than two decades, Cr Patrick dedicated herself to dentistry, including advanced study and work at the Las Vegas Institute for Advanced Dental Studies. In 2013, she and her family seized the opportunity to own and operate McDonald's in Boyne Island, later expanding to include Kirkwood McDonald's.

After relocating to Tannum Sands, Cr Patrick embraced the Gladstone Region's beauty and quickly became active in the community, volunteering with local organisations and groups. Her involvement, including the QUT Pathways to Politics for Women program, inspired her to pursue a career in local government.

Cr Patrick is a graduate of the Australian Institute of Company Directors (AICD), strengthening her leadership and governance capabilities.

Driven by a commitment to prioritising the needs of the community, Cr Patrick ran for office with a clear pledge: to champion a 'Community First' approach, ensuring the Gladstone Region thrives as a place where every individual can contribute and succeed.

#### Boards, Committees, Groups

- Audit Risk and Improvement Committee (ARIC) Alternate
- Discovery Coast Community Reference Group with the Wide Bay Hospital and Health Service
- Gladstone Port Welfare Committee
- Gladstone Regional Council Reconciliation Action Plan (RAP) Reference Group
- Gladstone Saiki Sister City Advisory Committee
- Philip Street Communities and Families Precinct Advisory Committee
- Youth Council – Councillor Representative.

☎ 0460 880 117

✉ Leanne.Patrick@gladstone.qld.gov.au



### CR MELLISSA HOLZHEIMER

#### First elected: 2024

Councillor Mellissa Holzheimer brings more than 20 years of experience in disability, child protection and mental health to her role. She believes communities thrive when people are supported

to reach their potential and when decisions are made with fairness, transparency and accountability.

As a councillor, Mellissa is focused on building a future-ready region that balances liveability, sustainability and opportunity. She is committed to ensuring Council delivers high-quality services in the most effective way, with transparency at the core of building trust. By asking the right questions, seeking clarity and sharing information openly, she works to make decision-making accessible and accountable.

Mellissa champions innovation, challenges outdated processes and supports a culture of continuous improvement, ensuring resources are used wisely to deliver long-term benefits. Her guiding theme of "Community Matters" reflects her belief that every decision should be centred on people, place and future outcomes. She values collaboration and transparency while honouring the traditions and strengths that shape the Gladstone Region.

Her leadership is grounded in strong governance and lifelong learning. She has completed the Australian Institute of Company Directors Course and holds qualifications in youth and family work, training, coaching and mindset development. By continually building her skills, including her current Graduate Certificate in Executive Coaching, she strengthens her ability to empower others and lead change. Mellissa believes a focus on ongoing learning sets an example for the community, showing that growth and resilience are built over time.

#### Boards, Committees, Groups

- Audit Risk and Improvement Committee (ARIC) – Council Representative
- Gladstone Local Disaster Management Group (Environment) – Chair
- LGAQ Waste Management & Circular Economy Advisory Group – Vice-Chair
- Local Authorities Waste Management Action Committee (LAWMAC)
- Regional Arts Development Fund (RADF) Committee.

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✉ Mellissa.Holzheimer@gladstone.qld.gov.au





#### CR MICHELLE WAGNER

**First elected: 2024**

Councillor Michelle Wagner's career has centred on business strategy and management, communications, community engagement, marketing,

journalism and teaching. As an active community volunteer, Cr Wagner is a member of several sporting and community groups and formerly served on the Board of Gladstone Women's Health Inc.

Cr Wagner is an advocate for community health and wellbeing, youth engagement and has a keen interest in weed and pest management and control to reduce the economic, environmental and social impact on our region. In addition, her vision is to have the region grow into a desired tourism destination and to position itself as 'The Region of Choice' in Australia for liveability and work opportunities.

As a future-focused elected representative, Cr Wagner strives to ensure the region gets its fair share of benefit from industrial and green energy growth, and that this growth is done responsibly. Cr Wagner aims for residents to be represented with respect and understanding, treated fairly and consistently and norms to be challenged when needed.

Cr Wagner's vision is to have a region where every community benefits from well considered local government planning and governance and residents are genuinely respected, listened to and represented fairly.

#### **Boards, Committees, Groups**

- Audit Risk and Improvement Committee (ARIC) Alternate
- Capricorn Pest Management Group
- Gladstone Local Disaster Management Group (Human and Social) Chair
- Transport Environment Advisory Group

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#### CR SIMON MCCLINTOCK

**First elected: 2024**

Grounded in a rich family legacy of community leadership and service, Councillor Simon McClintock embodies values of compassion, generosity and a deep-seated commitment

to aiding those in need. From a young age, Cr McClintock has actively participated in diverse community initiatives, both locally and internationally, dedicating his time and resources to support individuals and organisations.

As the founder of a local social enterprise cafe, Cr McClintock has played a pivotal role in creating avenues of opportunity for individuals facing adversity and life challenges. By forging partnerships with local support services, Cr McClintock has facilitated assistance and employment opportunities for those living with additional needs.

Steered by values of integrity, empathy, and transparency, Cr McClintock approaches leadership and community involvement with steadfast dedication. He actively listens to the concerns of community members, advocating for policies that prioritise people over politics. Cr McClintock is committed to challenging convention and strives towards a brighter future for all.

Cr McClintock envisions a community where every voice is heard and diversity is celebrated as a cornerstone of strength. His vision for local governance revolves around inclusivity, honesty, and compassion, ensuring decisions are made with the broader community's best interests at heart.

Whether you are seeking guidance or simply want to engage in conversation, Cr McClintock warmly invites you to reach out. He believes when we better understand others together, we can sculpt a region we are all proud to call home.

#### **Boards, Committees, Groups**

- Gladstone Local Disaster Management Group (Economic) Chair
- Gladstone Region LNG Community Consultative Committee
- Gladstone Regional Road and Transport Group Alternate
- Queensland Beef Corridors Steering Committee
- Rural Fire Brigades Advisory Group
- Saiki City Advisory Committee
- Transport Environment Advisory Group.

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# COUNCILLOR GOVERNANCE

Gladstone Regional Council's mayor and eight councillors make up the elected body responsible for the good rule and governing of the Gladstone Region.

The primary role for councillors, as representatives of the overall public interest of the Gladstone Region, is to focus on policy development and strategic delivery of services. Councillors are responsible for planning and developing corporate plans and strategies to deliver outcomes to the community and provide strategic vision and leadership.

Council is constituted in accordance with the *Local Government Act 2009* (the Act) and the *Local Government Regulation 2012* (the Regulation) (collectively the Local Government Legislation) and operates in accordance with the five local government principles established in section 4(2) of the Act:

- 1. Transparent and effective processes and decision-making in the public interest
- 2. Sustainable development and management of assets and infrastructure and delivery of effective services
- 3. Democratic representation, social inclusion and meaningful community engagement
- 4. Good governance of and by local government
- 5. Ethical and legal behaviour of councillors, local government employees and council advisors.

Council conducts its business during general meetings which are held on the first and third Tuesday of each month. On occasion, special meetings are held to make decisions on necessary matters such as the adoption of the annual budget.

The Local Government Legislation, together with the Councillor's Code of Conduct, establishes principles and standards of behaviour expected of our mayor and councillors when carrying out their roles, responsibilities and obligations.

General meetings are usually held in Council Chambers at 101 Goondoon Street, Gladstone and are open to the public. General meetings are also livestreamed and available for viewing at any time via our website. General meetings proceed in accordance with our Council Meetings Procedures Policy and the meeting agendas and minutes are available on Council's website at [www.gladstone.qld.gov.au/council-meetings](http://www.gladstone.qld.gov.au/council-meetings).

## COUNCILLOR COMMITTEES

Council has appointed and supports three formal advisory committees which are responsible for reporting to Council on specific matters. A summary of these committees is provided below:

Table: Advisory Committees

NAME	PURPOSE	FREQUENCY OF MEETINGS
Sister City Advisory Committee	To provide Council with strategic advice and support on ways to enhance the sister city program and relationship.	Monthly, from February to November.
Gladstone Region Youth Council	To provide Council with advice on youth related matters within the region.	First and third Monday of each month (March – December) excluding public and school holidays.
Philip Street Communities and Families Precinct Advisory Committee	To provide Council with advice on strategic planning, management and service delivery for the Precinct.	Monthly, for a minimum of six times per year.



Council has also established the below groups to support the implementation of Local Government Legislation or Council policies:

- Gladstone Regional Council State Emergency Service Management Group
- Gladstone Regional Council Rural Fire Finance Committee
- Gladstone Regional Council Audit, Risk and Improvement Committee
- Reconciliation Action Plan Reference Group.

## COUNCIL MEETINGS

The *Local Government Act 2009* establishes councillor responsibilities, including the responsibility to participate in Council meetings. Section 186(c) of the Act requires Council to disclose the number of government meetings that each councillor attended during the financial year.

There were 22 general and one special meeting held during 2024/25. Individual councillor attendance at general and special Meetings held by Council are detailed below:

*Table: Council Meetings*

COUNCILLORS	MEETING ATTENDANCE TOTAL	NON-ATTENDANCE DUE TO OFFICIAL BUSINESS MATTER	NON-ATTENDANCE DUE TO LEAVE
Burnett, Matt (Mayor)	20	3	2
Cameron, Chris (part year - new Councillor)	7	0	0
Churchill, Glenn	25	0	0
Davis, Karen	21	0	4
Goodluck, Kahn (part year – former Councillor)	17	0	1
Holzheimer, Mellissa	25	0	0
McClintock, Simon	23	2	0
Muszkat, Natalia	21	1	3
Patrick, Leanne	25	0	0
Wagner, Michelle	23	1	1

## RESOLUTION MADE

On 16 July 2024, Council Resolution (GM/24/5283) was made where the Councillor Expenses Reimbursement and Provision of Facilities Policy (P-2021-18) was repealed and the revised Councillor Reimbursement and Provision of Facilities Policy (P-2024-03) was adopted. The resolution was moved by Cr Davis and seconded by Cr McClintock.



COUNCILLOR REMUNERATION

The Local Government Remuneration and Discipline Tribunal established under the *Local Government Act 2009* is responsible for determining the maximum remuneration payable to the Mayor, Deputy Mayor and Councillors. The total remuneration paid to Councillors for the full year in 2024/25 was \$1,092,280.86 as detailed below.

Table: Councillor Remuneration

COUNCILLOR	DESCRIPTION	SALARY	SUPERANNUATION	TOTAL
Burnett, Matt	Mayor	\$171,954.78	\$20,139.18	\$192,093.96
Cameron, Chris	Councillor (part year - new Councillor)	\$27,821.40	\$3,338.58	\$31,159.98
Churchill, Glenn	Councillor	\$99,067.70	\$11,888.17	\$110,955.87
Davis, Karen	Councillor	\$99,067.70	\$11,392.73	\$110,460.43
Goodluck, Kahn	Councillor (part year - former Councillor)	\$70,865.19	\$8,149.46	\$79,014.65
Holzheimer, Mellissa	Councillor	\$99,067.70	\$11,392.73	\$110,460.43
McClintock, Simon	Councillor	\$99,067.70	\$11,392.73	\$110,460.43
Muszkat, Natalia	Councillor/Deputy Mayor	\$112,578.69	\$13,184.68	\$125,763.37
Patrick, Leanne	Councillor	\$99,067.70	\$11,888.17	\$110,955.87
Wagner, Michelle	Councillor	\$99,067.70	\$11,888.17	\$110,955.87

COUNCILLOR OVERSEAS TRAVEL

Council's Corporate Plan identifies a strong desire to actively promote and support the region and enable it's growth and prosperity. International travel is a catalyst for this, promoting our region, attracting investment and partnerships, enabling learning and innovation and strengthening cultural and economic ties.

Council remains committed to ensuring that all international travel is purposeful, transparent, and aligned with strategic objectives. Council is also required to disclose information about overseas travel of employees and Councillors during 2024/25. No overseas travel has occurred this period.



## COUNCILLOR EXPENSES AND PROVISION OF FACILITIES

Council's Councillor Expenses Reimbursement and Provision of Facilities Policy affirms Council's commitment to ensuring that Councillors' business expenses are paid or reimbursed, and that Councillors are provided with the necessary facilities to enable them to perform their duties.

Under the policy, payment or reimbursement of expenses and provision of facilities for Councillors is:

1. To occur in accordance with statutory requirements
2. To be open, transparent, prudent and responsible
3. Based on ensuring economy and efficiency
4. Subject to budget provisions.

Total expenses incurred by and facilities provided to Councillors in 2024/25 was \$367,632.27

*Table: Councillor Expenses*

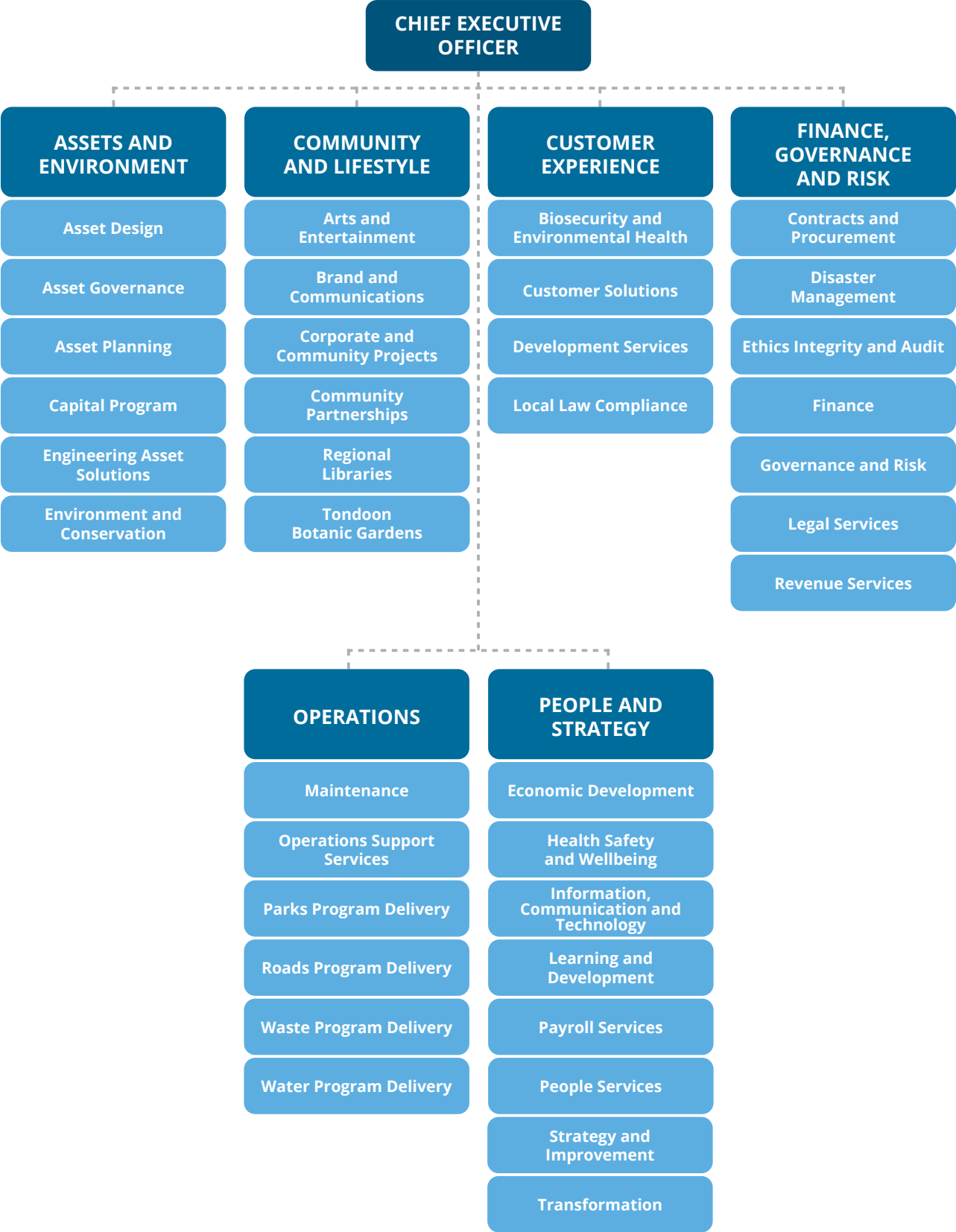
COUNCILLOR	TRAVEL EXPENSES	PROFESSIONAL DEVELOPMENT	VEHICLE	OTHER	TOTAL
Burnett, Matt (Mayor)	\$10,703.50		\$19,951.64	\$2,034.51	\$32,689.65
Cameron, Chris			\$2,300.00		\$2,300.00
Churchill, Glenn	\$4,727.74	\$2,949.45	\$26,195.37	\$930.95	\$34,803.51
Davis, Karen	\$3,091.36	\$10,955.75	\$26,250.88	\$866.26	\$41,164.25
Goodluck, Kahn	\$1,627.12	\$177.27	\$24,030.87	\$632.52	\$26,467.78
Holzheimer, Mellissa	\$8,300.88	\$11,800.18	\$24,921.38	\$793.06	\$45,815.50
McClintock, Simon	\$10,988.52	\$12,811.17	\$26,386.76	\$929.37	\$51,115.82
Muszkat, Natalia (Deputy Mayor)	\$9,670.86	\$11,098.63	\$25,925.56	\$1,108.06	\$47,803.11
Patrick, Leanne	\$7,395.21	\$11,583.09	\$26,206.41	\$917.72	\$46,102.43
Wagner, Michelle	\$3,200.00	\$9,270.91	\$26,022.02	\$877.29	\$39,370.22



# OUR ORGANISATION

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

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







# CORPORATE GOVERNANCE

Good governance is essential for Council to achieve its objectives legally, ethically and responsibly and to drive business improvement. Council has made a commitment to create a culture that minimises risk and maintains compliance by strengthening governance, risk management and compliance awareness processes, reporting and accountability.

## Accountable Council

Our Corporate Plan 2021-26 sets the goal of being an Accountable Council – providing good stewardship built on a foundation of trust. By 2026, Council seeks to have made significant improvement in our embedded risk management, transparency and accountability in our processes. We aim to achieve this through five objectives to deliver that outcome:

1. Provide comprehensive risk management strategies for all identified risks
2. Improve decision making based on our risk assessments
3. Ensure we have a framework of policies and standards that continue to raise the bar
4. Ensure we comply with all legislative requirements to maintain community confidence
5. Improve access and visibility of our governance tools to the business.

## The Audit Committee

Gladstone Regional Council's Audit Risk and Improvement Committee (ARIC) is established under section 105(2) of the *Local Government Act 2009* and is an advisory committee to Council.

In accordance with the *Local Government Regulation 2012*, ARIC for 2024/25 was comprised of two Councillors (and two alternate councillor members) and three independent members.

### Audit Committee Members

For the period 1 July 2024 to 30 June 2025:

- Mary Goodwin (Chairperson from January 2025)
- Peter Sheville (External Member and Financial Expert)
- John Halliday (External Member from January 2025)
- Stephen Coates (Chairperson to December 2024)

- Sandra Collins (External Member to December 2024)
- Cr Natalia Muszkat (Member)
- Cr Melissa Holzheimer (Member)
- Cr Leanne Patrick (Alternate Member)
- Cr Michelle Wagner (Alternate Member).

The primary objective of ARIC is to assist Council in fulfilling its oversight responsibilities relating to accounting, auditing and reporting.

ARIC supports Council by:

- Reviewing the financial statements and public accountability performance reporting
- Reviewing effectiveness of governance, risk management and control
- Promoting economic, efficient, effective and ethical culture
- Reviewing reliability of management information
- Monitoring and evaluating internal audit performance
- Reviewing effectiveness of fraud control measures
- Monitoring compliance with laws, regulations, standards and good practice.

ARIC reports to Council and has the authority to make recommendations with respect to matters within its scope of responsibility.

## Internal Audit

Internal audit is a key component of Council's corporate governance. It provides independent assurance that Council's policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk and complying with internal policies.

Council's Ethics, Integrity and Audit function operates in accordance with the Ethics, Integrity and Audit Charter, which is reviewed and endorsed annually by the ARIC.

The charter authorises appropriate access to all functions, records, property and personnel within Council, as well as direct access to the chair and independent members of the ARIC.

All members of Ethics, Integrity and Audit are obliged to apply and uphold the principles

of integrity, objectivity, confidentiality and competency under the Institute of Internal Auditors' Code of Ethics. In line with

international standards for the Professional Practice of Internal Auditing and best practice, Ethics, Integrity and Audit provides a broad range of functions, including:

- Operational reviews
- Compliance reviews
- Special investigations
- Real-time assurance.

Ethics, Integrity and Audit applies a risk management approach to strategic and project planning, fieldwork and reporting and works closely with the corporate risk management function to ensure appropriate coverage across Council.

Ethics, Integrity and Audit operates independently from the core activities of Council, has a quality assurance and improvement program and is accountable to the CEO and the ARIC for its efficient, effective and economical operation. As required, Ethics, Integrity and Audit coordinates activities with external auditors to obtain satisfactory audit coverage and minimise duplication of tasks.

During 2024/25, the Ethics, Integrity and Audit function completed eight (8) internal audit reviews, three (3) management requests and provided ad-hoc advice to managers on a range of issues.

### **List of Registers**

Council maintains the following registers:

- Register of roads
- Register of assets
- Register of preferred supplier arrangements, pre-qualified suppliers, long term contracts and sole / specialised suppliers
- Register of offers (medium and large size procurements and successful awards)
- Register of non-conformance
- Register of contract variations
- Register of cost recovery fees
- Register of local laws (available on Council's website)

- Register of contact with lobbyists
- Register of delegations of authority – Council to CEO and CEO to officers and/or contractors
- Register of financial delegations
- Register of interests for CEO and senior executive employees
- Register of interests for councillors (available on Council's website)
- Register of councillors' related persons
- Register of councillor complaints (available on Council's website)
- Register of Council owned/managed land
- Register of leases
- Register of development assessment applications, approvals and permits (available on Council's website)
- Register of infrastructure charges
- Register of legal documents
- Register of backflow prevention devices
- Register of onsite sewerage
- Register of trade waste
- Register of licensing
- Register of stock impoundment
- Register of licences under the Food Act 2006
- Register of licences under the Public Health (Infection Control and Personal Appearance Services) Act 2003
- Register of biosecurity invasive plants
- Register of animal impoundment
- Register of cats and dogs
- Register of abandoned vehicle impoundment
- Register of impounded animals
- Register of parking permits
- Register of local law proactive patrols.

### **Risk Management**

Through Council's Risk Management Framework, we endeavour to lower the likelihood of negative risks materialising,



realise opportunities, improve performance, encourage innovation and support the achievement of Council’s objectives to deliver value for the entire community.

The Risk Management Framework, consisting of Council’s Risk Management Policy and supporting Corporate Standards, procedures and tools, is based on AS ISO31000:2018 and provides a consistent approach to the identification, assessment and treatment of corporate, operational and project risks across Council.

During 2024/25, Council continued to mature its risk management practices with risks managed through our risk management software, Beakon.

Strategically, risk management is considered in the development of Council’s Corporate Plan, Operational Plan and Budget and is a key consideration in Council’s Investment Decision Framework. Council’s risk profile is reported to the executive leadership team monthly and Council’s ARIC quarterly.

**Complaints Management - Administrative Action Complaints**

Customers that are dissatisfied with an action, inaction, or decision of Council, can access Council’s Complaints Management Process. Council may receive complaints such as administrative action complaints (AACs), statutory reviews, complaints regarding the conduct of an employee, public interest disclosures, human rights complaints, petitions, competitive neutrality complaints and complaints regarding the CEO and councillors. Each complaint is managed in accordance with the Complaints Management Process.

Council views the complaints handling process as a valuable tool to identify avenues for continuous improvement and is committed to dealing with AAC’s in a fair and transparent manner.

In accordance with Council’s Complaints Management Policy and procedures, when received, an AAC is recorded in Council’s Complaint Management System and assigned a Case Manager. The Case Manager will work with the relevant subject matter expert to determine an appropriate response and outcome. Where a customer is unsatisfied with an AAC outcome, the AAC will be referred to a Complaint Review Panel and ultimately can be escalated to the Queensland Ombudsman.

The figures listed in the table below includes

administrative action complaints, internal complaint reviews, statutory reviews, complaints regarding the conduct of an employee, public interest disclosures, privacy and petitions.

Item	No.
Number of AACs received in 2024/25	284
Number of AACs resolved in 2024/25	267
Number of AACs that were not resolved in 2024/25	17
Number of AACs not resolved in 2024/25 that were made in 2023/24	1

**Human Rights Complaints**

Human Rights Complaints (HRC) are complaints that refer to an act or decision made in a way that is incompatible with human rights or when making a decision, Council fails to give proper consideration to the human right relevant to the decision. Council received one HRC during 2024/25.

**Competitive Neutrality Complaints**

Competitive neutrality refers to the process of identifying and where appropriate, removing any advantages (and disadvantages) that may accrue to a local government business by virtue of its local government ownership so that the business competes on the same basis as its competitors. No Competitive Neutrality Complaints were received in 2024/25.



## SENIOR MANAGEMENT REMUNERATION

Senior Management (Council's CEO and General Managers) are engaged under fixed-term, performance-based contracts. The total remuneration packages payable to Council's Senior Management during 2024/25 was \$2,599,352 with the following distribution:

*Table: Distribution of Senior Management Remuneration*

REMUNERATION BAND	NUMBER OF SENIOR EXECUTIVES
\$200,000 - \$299,000	7
\$400,000 – \$499,000	1

Seven senior executives are listed for the reporting period due to a leadership transition, with one executive retiring and another appointed to the same role in 2024/25.

## EXECUTIVE LEADERSHIP AND EMPLOYEE OVERSEAS TRAVEL

Council's Corporate Plan identifies a strong desire to actively promote and support the region and enable it's growth and prosperity. International travel is a catalyst for this, promoting our region, attracting investment and partnerships, enabling learning and innovation and strengthening cultural and economic ties.

Council remains committed to ensuring that all international travel is purposeful, transparent, and aligned with strategic objectives. Council is also required to disclose information about overseas travel of employees and Councillors during 2024/25. No overseas travel has occurred this period.



# 3 OUR PERFORMANCE OUTCOMES

This section details Council's performance in delivering the 2024/25 Operational Plan. This is the fourth annual Operational Plan outworked from Council's 2021-26 Corporate Plan and details our initiatives and services to meet our corporate goals (as listed below) and vision to Connect. Innovate. Diversify.

## 1. Connecting Communities

## 2. Delivering Value

## 3. Resilient Economy

## 4. Our People

## 5. Accountable Council







# OUR PERFORMANCE OUTCOMES

## Integrated Planning Framework

To ensure our plans are integrated and we are sufficiently resourced to work towards our vision, our Integrated Planning Framework provides a structure that connects our goals with our day-to-day activities.

The Integrated Planning Framework ensures the connection between our vision and the impact we make on the ground is valuable for our unique community and region, connecting our goals and strategies to our delivery programs and annual programs of work.

The Operational Plan sits within our annual program, detailing the services and initiatives we will deliver to progress our goals. The Annual Report shares the outcomes of our Operational Plan and Budget, showing how we've delivered for our community.

The Annual Report also forms part of Monitoring and Reporting, which wraps around the framework to ensure continuous alignment and improvement, to meet the needs of our communities and region, while staying true to our vision.



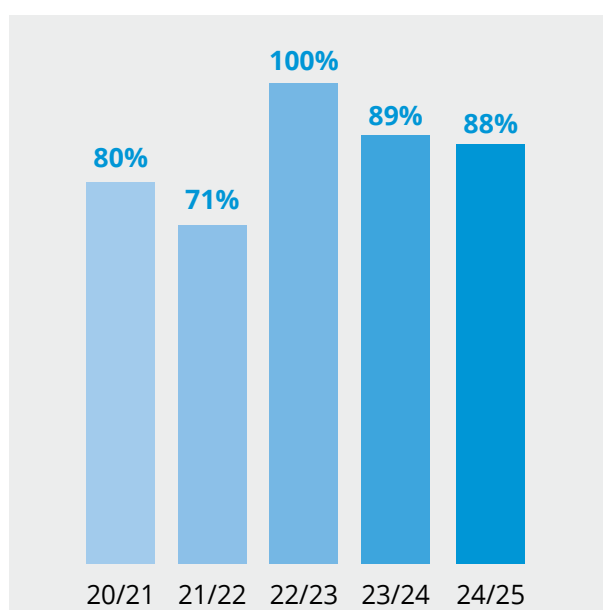
## Demonstrated Performance

The 2024/25 Operational Plan set a clear pathway for how we continue to deliver the goals, outcomes and objectives in our 2021-26 Corporate Plan.

Led with the theme of 'Proudly playing our part', it highlighted the active role Council plays in serving and improving our region.



## Five-year summary of completed initiatives



Outcomes achieved through the 2024/25 Operational Plan are detailed on the following pages. Outcomes are broken down by each goal from our Corporate Plan, with our achievement status highlighted as below:

● Complete – Indicates that the initiative has been 100 per cent delivered

● In progress – Indicates that the initiative has not been 100 per cent delivered

## Initiatives

- Making community facilities more accessible and inclusive
- Finalising the Planning Scheme review
- Strengthening community involvement in our decision making
- Optimising maintenance delivery
- Making it easier for our people to stay safe
- Embedding constructive culture
- Making employee facilities safer and more contemporary
- Towards Target Zero and a healthier environment

Reporting on outcomes of our annual Operational Plan and progress toward implementing our five-year Corporate Plan fulfils our responsibilities under *section 190 of the Local Government Regulation 2012*, while providing a transparent view of how we are delivering for our community.





## GOAL 1. CONNECTING COMMUNITIES

We work with you and for you, supporting the success of our communities.





**Our 2021-26 Corporate Plan includes two outcomes that progress our goal of connecting communities.**

1.1 Communities are well understood with programs and services designed to strengthen our region.

1.2 Communities can influence and actively participate in Council decision-making.

## SCORECARD OVERVIEW

**3/3**

**INITIATIVES  
ACHIEVED**



# 1.19M

WEBSITE VISITS

# 257,422

LOANS FROM OUR  
LIBRARIES

# 50,365

VIEWS ON COUNCIL'S  
CONVERSATIONS  
WEBSITE

This year we progressed our commitment to connecting communities through nine services and two initiatives.

#### Initiatives:

- Making community facilities more accessible and inclusive
- Finalising the Planning Scheme review
- Strengthening community involvement in our decision making

#### Services:

- Brand and communications
- Community asset maintenance
- Community events
- Customer solutions
- Community partnerships
- Development services
- Gladstone Regional Art Gallery and Museum (GRAGM)
- Regional libraries
- Tondoon Botanic Gardens (TBG)



## GOAL 1 CONNECTING COMMUNITIES

# MAKE COMMUNITY FACILITIES MORE ACCESSIBLE AND INCLUSIVE

Enhance access and inclusion of facilities through improved design and construction principles and the delivery of prioritised enhancements to continue through to 2027.

As a result, individuals of all backgrounds and abilities will have greater opportunity to fully participate when visiting our community facilities and public places.

Outcome	Status
<p>✓ Check accessibility levels for places, before heading out</p> <p>✓ Safer, more inclusive features for those with limited mobility</p> <p>✓ Increased opportunity to fully participate when visiting community facilities and public places</p> <p>✓ Commitment to more change.</p> <p>Community members can now enjoy a range of accessible features across Council facilities, including:</p> <ul style="list-style-type: none"><li>• Easier movement around Lions Park, Boyne Island with new concrete paths linking accessible toilets, a BBQ, and a picnic shelter with wheelchair-friendly seating.</li><li>• Safer and smoother access at Wyndham Park, Boyne Island from the carpark to a picnic shelter. With a new kerb ramp, closer persons with disabilities (PWD) parking, and level connections for wheelchairs and prams.</li><li>• Dedicated accessible parking at Boyne Tannum Community Centre, near the Heron Room and Castletower building, making it easier for everyone to attend events and activities.</li><li>• New push-button beach showers installed at Tom Jeffrey Park, Agnes Water, Air Sea Rescue Park and Endeavour Park, 1770, making it easier for people with mobility needs to rinse off after visiting the beach.</li><li>• Easier parking and entry at the Gladstone Aquatic Centre, through a simple re-design for those with limited mobility.</li></ul> <p>With a prioritised list of enhancements extending through to 2027, we are ensuring investments target the right improvements at the right time for our community. The final Facilities Hierarchy and Accessibility Standards also ensures future upgrades and investments are designed with inclusivity at their core.</p> <p>Savings from another capital project allowed us to deliver slightly over the budgeted amount.</p> <p><b>What's next</b></p> <p>Council will continue delivering priority improvements to enhance accessibility across community facilities, by removing barriers and offering safer, more welcoming spaces. Through this process we encourage greater participation and connection within the community.</p> <p>Learn more about our commitment to accessibility and inclusion at <a href="http://www.gladstone.qld.gov.au/access-inclusion">www.gladstone.qld.gov.au/access-inclusion</a></p>	<p><b>Completed</b></p> <p><b>\$232,046</b> spent of the \$200,000 budget</p>



## STRENGTHENING COMMUNITY INVOLVEMENT IN OUR DECISION MAKING

Improve connection between Council and the community through a Community Engagement Model.

As a result, Council can better align its decisions with community needs, as the engagement model creates more and better opportunities for participation.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ 233 community members engaged</li> <li>✓ Easier ways to have your say through the upgraded Conversations website</li> <li>✓ Local forums held regionally</li> <li>✓ Direct input into Council decisions</li> <li>✓ Feedback is making a real difference</li> <li>✓ Ongoing improvements to how Council listens and responds to the community.</li> </ul> <p>A major upgrade to Council's community engagement website, Conversations, has transformed the way our community can interact with Council. With a clearer layout, easier navigation, and more accessible information, the refreshed platform enables residents to quickly find, understand, and engage with Council projects, services and initiatives.</p> <p>Sixteen community forums were delivered across the region, providing regular and structured opportunities for residents to engage directly with Council. Forums held in places like Miriam Vale, Lowmead, Gladstone and Builyan allowed locals to discuss matters important to their communities and influence decision-making more effectively.</p> <p>Initial evaluations of the forums identified what's working well and where we can improve, including how we schedule, prepare topics and close the loop on outcomes. These learnings are being embedded into future forum planning to ensure the process continues to evolve in-line with community expectations.</p> <p>Council is already seeing stronger alignment between community priorities and Council outcomes. With the Community Participation Model now in place and being continuously improved, engagement is becoming a more natural and consistent part of how we work together with the community.</p> <p><b>What's next</b></p> <p>Council will continue to refine the Community Participation Model by applying feedback from recent forums. This will improve how we schedule, communicate and respond, ensuring ongoing, meaningful community involvement in decisions that matter.</p> <p>Learn more and find upcoming forum details at <a href="http://www.gladstone.qld.gov.au/conversations">www.gladstone.qld.gov.au/conversations</a></p>	<p><b>Completed</b></p> <p><b>\$25,127</b> spent of the \$37,400 budget</p>

## FINALISE THE PLANNING SCHEME REVIEW

Finalise the review to satisfy our legislative requirement and to understand how we can inform future development for our region in a contemporary, responsive and relevant way.

As a result, our reviewed Planning Scheme will enable decision-making and development that is aligned with our community's needs and expectations.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ Planning Scheme found to be sound and effective</li> <li>✓ Recommendations identified with future amendments to strengthen the scheme</li> <li>✓ Updates to be prioritised and delivered over time.</li> </ul> <p><b>Initiative Outcomes</b></p> <p>Council has adopted the Planning Scheme Review Report and its recommendations to deliver a series of major amendments.</p> <p>The current planning scheme was found to be operating effectively and fundamentally sound, with opportunities to strengthen alignment with recent local and state policy, update mapping and studies that serve as the scheme's foundation and reflect emerging trends throughout the Gladstone Region. Council resolved to make a series of amendments to the current planning scheme over several years rather than preparing a new planning scheme. This will ensure the current planning scheme remains contemporary and responsive to local social, economic and environmental matters.</p> <p>Adoption of the report satisfies our legislative requirement to do so and sets direction for how we can inform future development across our region in a contemporary, responsible and relevant way. Delivery of this initiative advances our 2021-26 Corporate Plan goal of Connecting Communities, enabling communities to influence and actively participate in Council decision making (Outcome 1.2) through review of the Planning Scheme in alignment to community expectations and needs (Objective 1.2.2).</p> <p><b>What's next</b></p> <p>Completion of this initiative marks the end of the beginning, with next steps focused on making tangible changes the community will feel.</p> <p>We are now scoping the first amendment based on Council's priorities and the recommendations made in the report.</p> <p>The proposed amendment scope will be presented to Council for endorsement at a General Meeting before the end of 2025. Future amendments will be scoped towards the end of work on this amendment which is expected in early 2026. This approach ensures Council can continue to react to changing priorities and emerging trends.</p> <p>View the full report and more details about our Planning Scheme on Council's Conversations website at <a href="http://www.gladstone.qld.gov.au/planning-schemes">www.gladstone.qld.gov.au/planning-schemes</a></p>	<p><b>Completed</b></p> <p><b>\$2,578</b> spent of the \$200,000 budget</p>





## GOAL 2. DELIVERING VALUE

We work efficiently to  
deliver value for rates.





**Our 2021-26 Corporate Plan includes four outcomes that progress our goal of delivering value.**

- 2.1 Asset Management is smart, effective and efficient.
- 2.2 Capital and maintenance programs are consistently delivered.
- 2.3 We are easier to work with.
- 2.4 The way we do business is continuously improving.

## SCORECARD OVERVIEW

**1/1**

**INITIATIVES  
ACHIEVED**



# 20,144

TONNES OF WASTE  
COLLECTED KERBSIDE

# 85%

CALLS RESOLVED  
AT FIRST POINT

# 2765

POTHoles  
REPAIRED

This year we progressed our commitment to deliver value through 17 services and three initiatives.

#### **Initiatives:**

- Optimising maintenance delivery

#### **Extended Initiative**

- Future of fleet

#### **Services:**

- Asset design
- Asset governance
- Asset performance and monitoring
- Asset planning
- Business improvement
- Cemeteries and crematorium
- Customer Solutions
- Engineering asset solutions
- Information, communication and technology
- Parks program
- Quarries
- Roads program
- Stores, facilities and fleet management
- Transformation
- Waste and resource management
- Waste water program
- Water program
- Works planning and scheduling



## OPTIMISING MAINTENANCE DELIVERY

We will be more responsive in undertaking maintenance work by making practical changes to how we plan, deliver and budget for maintenance work. As a result, we will be able to deliver more reliable services with less unexpected disruptions and our community will be able to rely on Council to consistently deliver value for money services.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ Faster, more reliable maintenance services</li> <li>✓ Fewer unexpected disruptions in your area</li> <li>✓ Better value for your rates</li> <li>✓ Smarter use of Council resources and budgets</li> <li>✓ Improved quality of services for our parks, water and wastewater services</li> <li>✓ More rigour in how maintenance is planned.</li> </ul> <p>Council has successfully transformed how it maintains community assets, delivering more reliable services with fewer disruptions. By overhauling planning, budgeting, and delivery processes, smarter, faster, and more cost-effective maintenance has been enabled.</p> <p>Enhanced technology now offers clearer insights into labour and asset costs. A centralised asset register, now fully operational and actively maintained, links maintenance activities with long-term asset performance. This means Council can track what's working, what's not, and make better decisions for the future.</p> <p>New software and streamlined processes are already in use across Parks, Water, and Wastewater teams. These tools help crews plan, record, and complete maintenance tasks more efficiently.</p> <p>Procurement and payment systems have also been upgraded, introducing automation that strengthens supplier relationships and is streamlining administrative activities.</p> <p>With centralised maintenance beginning to be embedded across all operational teams, Council is better equipped to manage assets proactively.</p> <p><b>What's next</b></p> <p>Completion of this three-year program of work marks the end of our organisation's transformation journey. As we focus on improving customer experience in 2025/26, benefits of the program will continue being built on and embedded, to ensure affordable and effective maintenance works programs are consistently delivered, using the right information at the right time to effectively prioritise, plan, and pay for maintenance.</p> <p>Learn more about our plan to improve customer experience in the 2025/26 Operational Plan and Budget at <a href="http://www.gladstone.qld.gov.au/plans-reports">www.gladstone.qld.gov.au/plans-reports</a></p>	<p><b>Completed</b></p> <p><b>\$2,311,168</b> spent of the \$2,137,002 budget</p>



# FUTURE OF FLEET

2023/24 Operational Plan extended Initiative

Implement a fully functional GPS system that provides accurate and reliable data to support the safety of our people and community.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ New GPS-enabled Fleet System now live across our vehicles</li> <li>✓ Employee feedback shaped system design and data use standards</li> <li>✓ Privacy and data protections fully assessed and implemented</li> <li>✓ Our people trained and supported through change management</li> <li>✓ System already improving safety, efficiency, and decision-making.</li> </ul> <p>Council's new Fleet Management System is live, marking a major milestone in how we manage our light vehicle fleet. The outcomes of this work enable improved operational efficiency, employee safety, and more effective use of Council resources.</p> <p>Meaningful engagement with our people shaped every step of this initiative. Through consultation, we identified key concerns and opportunities, allowing us to refine the system selection, design, and approach that meets the needs of both our people and our operations. We took our time to listen, respond and action feedback so that we got it right and so our people felt informed and supported.</p> <p>A qualified contractor was engaged following a targeted procurement process. Together, we developed and implemented a fleet-wide installation plan, progressing GPS installation across our light vehicles with minimal disruption to operations. The system now provides accurate, real-time data to support safe, efficient fleet use.</p> <p>Hands-on training, system testing, and change management supported our transition. An updated Corporate Standard offering clear guidance aligns with the new system. A planned rollout has prepared us for the system to be fully operational in 2025/26.</p> <p>It's now easier for our people to book vehicles and understand conditions of use of data. Additionally, Council is now equipped with the tools and data to make informed decisions, reduce operational risk, enhance community value and improve safety.</p> <p>By listening, adapting, and acting transparently, we've delivered a system that adds long-term value for our people and the community we serve.</p> <p>While we strengthened our data governance, we delayed getting access to system data and avoided unnecessary subscription costs, resulting in saving of about 63 per cent of the total budget.</p> <p><b>What's next</b></p> <p>Now we are live, works will begin on fleet optimisation by looking at our data to understand how we can improve vehicle utilisation, reduce costs, and minimise environmental impact. This data-driven approach will support smarter decisions that increase efficiency and sustainability across our operations.</p>	<p><b>Completed</b></p> <p><b>\$53,369</b> spent of the \$150,000 budget</p>







**GOAL 3.**  
**RESILIENT ECONOMY**  
We play our part in supporting the success of our region.



**Our 2021-26 Corporate Plan includes two outcomes that progress our goal of resilient economy.**

3.1 Support for the region's transition and role as a driver of economic growth.

3.2 Increased liveability and visitation to the region.

## SCORECARD OVERVIEW

**0/0**

**INITIATIVES  
ACHIEVED**



# \$34.02M

IN EXTERNAL  
FUNDING SOURCED  
AND SECURED

# 112,118

PATRONS AT  
GLADSTONE  
ENTERTAINMENT  
CONVENTION CENTRE

# 83

MAJOR ECONOMIC  
DEVELOPMENT  
INDUSTRY  
ENGAGEMENTS

This year we progressed our commitment to fostering a resilient economy through six services and continued delivery of our Economic Transition Roadmap.

#### Services:

- Advocacy
- Disaster management
- Economic development
- Gladstone Entertainment Convention Centre
- Strategic projects
- Tourism



## GOAL 3 RESILIENT ECONOMY

Council continues to implement the Gladstone Region Economic Development Strategy 2021-2025 and Gladstone Region Economic Transition 10-year Roadmap 2022-32.

Gladstone Regional Council will continue to play a part in supporting the success of our region with key engagements including:

### **Small Business Friendly Program**

Council's supplier engagement events in Agnes Water and Gladstone helped local trades people and small businesses better understand procurement processes and connect with Council. These efforts support more inclusive access to opportunities and contribute to a stronger, more confident local business community.

### **Central to Defence Working Group**

Council is a founding partner in Central to Defence, a regional collaboration positioning Central Queensland as a strategic Defence hub. With \$1M in State Government funding, a business case is underway to explore a Defence Industry Precinct. By showcasing CQ's deep ports, training facilities, and infrastructure, the initiative supports future investment, jobs, and national capability.

### **Liveability Campaign**

The 'Glad You Made It' liveability campaign featuring former Brisbane Broncos player, Casey McGuire was launched in July 2024 to promote the Gladstone Region as a great place to live, work, invest and move to. Aiming to attract skilled workers to the region, the campaign showcases the wonderful lifestyle on offer including the diverse landscapes, cultural experiences and abundance of opportunities.

### **International Delegates and Green Energy**

Council supported Trade and Investment Queensland in hosting over 160 international delegates in Gladstone, showcasing the region's renewable energy potential ahead of the APAC Hydrogen Summit. Through site tours and stakeholder engagement, the visit helped build global connections, spark investment interest, and reinforce Gladstone's role in advancing low-carbon energy needs across the globe.

### **Regional Enablers Program**

Council is supporting CQUniversity's Regional Enablers Program to grow local innovation and workforce pathways in renewable energy, through targeted programs for students and entrepreneurs. The initiative fosters emerging talent, strengthens business capability and builds a thriving innovative ecosystem. The Enablers Program positions Gladstone Region as a future-focus hub for clean energy and career opportunity.

### **Advocacy in the lead up to the State and Federal Elections**

Council advocated for the Gladstone Region's priorities ahead of the State and Federal elections, calling on candidates to help fill critical gaps. This work continues through our strategic advocacy priorities and regular engagement with Ministers, stakeholders and decision-makers to ensure the regions needs remain firmly on the agenda.

### **Developing Northern Australia Conference**

Gladstone Regional Council reinforced Gladstone's leadership in Australia's economic transition, highlighting our 10-Year Roadmap and role as a gateway to Northern Australia. Key themes aligned with our regional priorities and emphasised the importance of our position in national conversations about future investment and development.





## GOAL 4. OUR PEOPLE

We look after our people,  
so they look after you.



**Our 2021-26 Corporate Plan includes two outcomes that progress our goal of 'Our People'.**

4.1 Our people return home safely.

4.2 Our people are proud to work for Council.

## SCORECARD OVERVIEW

**2/3**

**INITIATIVES  
ACHIEVED**



# 205

COMPLIMENTS  
RECEIVED

# 21,807

HOURS TRAINING  
COMPLETED

# 21

NEW APPRENTICES  
AND TRAINEES IN THE  
2025 INTAKE

This year we progressed our unwavering commitment to our people through six services and two initiatives.

**Initiatives:**

- Making it easier for our people to stay safe
- Embedding constructive culture
- Making employee facilities safer and more contemporary

**Services:**

- Culture and capability
- Health and safety
- Payroll services
- People services
- Recruitment, remuneration and benefits
- Rehabilitation, health and wellbeing



# MAKING IT EASIER FOR OUR PEOPLE TO STAY SAFE

We will integrate safety into daily operations through simple and accessible support, skills development, and resources.

As a result, keeping safe is simplified through easy to understand, practical and accessible tools. Employees feel encouraged to identify and mitigate potential hazards leading to fewer injuries and incidents. We are preventing future safety incidents through prioritising and undertaking effective safety incident investigations. We are sharing our lessons and continuously improving.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ Easier access to safety tools and information</li> <li>✓ Improving investigation and prevention of incidents</li> <li>✓ More engaged safety representatives and safety leadership across the business</li> <li>✓ Ongoing improvements that keep safety simple.</li> </ul> <p>It's now easier for employees to access safety information and tools, with the launch of our streamlined health and safety management system. Quick-win improvements have already been rolled out, and ongoing enhancements are in place to ensure the system stays effective and relevant.</p> <p>Our people are now better equipped to identify and manage risks, thanks to practical tools, clear processes, and targeted training. Health and Safety Representatives are more engaged and actively contribute to decision-making. Incident investigations are more effective, leading to fewer repeat incidents and stronger compliance.</p> <p>A new verification of competency program ensures that only trained individuals operate machinery, reducing risk and improving confidence.</p> <p>Leadership's commitment to safety has been reinforced, and employees feel more supported and empowered to work safely.</p> <p>The initiative came in under budget as the dedicated resource was in place for a shorter period than originally planned. Despite this, the initiative was completed in full with the intended value achieved.</p> <p><b>What's next?</b></p> <p>Looking forward into 2025/26, accountability to safety will underpin our priority initiative of Improving Customer Experience.</p>	<p><b>Completed</b></p> <p><b>\$89,903</b> spent of the \$107,076 budget</p>



## EMBEDDING CONSTRUCTIVE CULTURE

We will support teams by providing greater access to business leaders, removing roadblocks, getting clear on the behaviours that embody our ideal culture and showing our teams they are valued for the part they play in delivering for the Gladstone Region.

As a result, our teams will deliver greater service outcomes for our community, experience improved team dynamics and employee involvement, enhanced psychological safety and improved overall performance.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ Increased visibility and recognition of employee contributions</li> <li>✓ Roadblocks removed to empower teams and improve collaboration</li> <li>✓ Constructive culture embedded across key initiatives and teams.</li> </ul> <p>Teams now experience stronger support and clearer guidance on the behaviours that define our ideal culture. By increasing access to leaders and actively removing roadblocks for teams in focus, employees feel more empowered to collaborate, innovate, and deliver outcomes for the Gladstone Region.</p> <p>Constructive culture was also embedded to ensure sustained benefits, in initiatives:</p> <ul style="list-style-type: none"> <li>• Optimising Maintenance Delivery</li> <li>• Making Employee Facilities Safer and More Contemporary</li> <li>• Making It Easier for Our People to Stay Safe.</li> </ul> <p>As a result, we can better see how culture drives performance, engagement and a safer, more supportive workplace.</p> <p>Improved systems and internal communications have made it easier for employees to contribute to decision-making and understand the tools and support available to them. Regular sharing of success stories have helped teams see the value of their work and the positive impact they have on our community.</p> <p>Support provided throughout the year has helped teams better understand and apply constructive behaviours in their day-to-day work. This has made it easier for select areas to solve problems together, feel more supported, and work productively to deliver results for the community. We've seen positive changes in how teams interact, approach challenges, showing that our focus on embedding constructive culture is making a real difference.</p> <p><b>What's next?</b></p> <p>In 2025/26, we'll continue moving toward our ideal constructive culture and support how we work together and deliver for our community. As part of this, we will introduce ways to make our culture more relatable and easier to connect with. This work will underpin our broader efforts to improve customer experience and ensure our people are supported to lead and contribute in constructive, consistent ways.</p>	<p><b>Completed</b></p> <p>This initiative was delivered with internal resources.</p>

## MAKING EMPLOYEE FACILITIES SAFER AND MORE CONTEMPORARY

We will provide our people with compliant and comfortable facilities and amenities that are conducive to productivity. As a result, our people will feel safe in their work environment, positively influencing organisational culture, strengthening productivity, and allowing our people to work in an environment that delivers improved services to the community.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ Safer, more comfortable facilities</li> <li>✓ Employee input shaping investment decisions</li> <li>✓ 2/3 priority upgrades completed</li> <li>✓ Clear roadmap for future improvements.</li> </ul> <p>We've progressed on our commitment to provide safe, compliant, and contemporary facilities that support our people to do their best work. Improvements were guided by direct engagement with employees and leaders across Council sites, ensuring diverse perspectives and safety needs were considered.</p> <p>Two of the three scheduled major upgrades for 2024/25 have been completed:</p> <ul style="list-style-type: none"> <li>✓ New amenities at Tannum Sands Parks Depot</li> <li>✓ Refreshed amenities and crib room at Calliope Depot.</li> </ul> <p>In the final quarter, it was identified that there would be greater value in delaying the final package of work and aligning it more closely with future planned works. Rather than moving forward with the prefabricated amenities for three sites, a conscious decision was made to move this work out into 2025/26. Due to the condition of the related assets and other planned work, the scope of this final piece – prefabricated amenities for three sites – may be absorbed into larger facility upgrades.</p> <p>Due to the changes in the project, there was a surplus in the initiative. Knowing this, and a separate emerging need for office upgrades in Gladstone due to changes in office spaces, this budget supplemented the additional site upgrade which has allowed for increased capacity, while creating a more contemporary space that is also conducive to productivity.</p> <p>Employees at the two completed priority sites are starting to experience the benefits of enhanced safety, greater comfort, and improved productivity. While employees at the additional site are expected to feel the benefits of that upgrade by mid-2026.</p> <p>While three key packages of work were prioritised, some small-scale improvements were also rolled out like replacement of furniture that was no longer fit for purpose.</p> <p>This initiative has contributed to our strengthened culture by showing employees that their voices matter and that we're committed to providing them fit-for-purpose environments that then allow them to successfully deliver for our community.</p> <p><b>What's next?</b></p> <p>Future improvements to employee facilities have been identified and prioritised, with targeted upgrades scheduled across 2025/26 and 2026/27. Lessons from completed projects have shaped upcoming plans to reduce disruption and improve delivery efficiency. This work progresses our commitment to safer, more modern facilities that support our people and the services we provide to the Gladstone Region.</p>	<p><b>In-progress</b></p> <p><b>\$618,067</b> spent of the \$640,000 budget</p>





# FIVE

## Accountable Council



**GOAL 5.**  
**ACCOUNTABLE COUNCIL**  
We are providing good stewardship built on a foundation of trust.



**5.1 Council has embedded risk management, transparency and accountability into what we do.**

5.2 Finances are managed to ensure sustainability.

5.3 The environment is front of mind in what we do.

## SCORECARD OVERVIEW

**1/1**

**INITIATIVES  
ACHIEVED**



# 184,144

RECORDS REGISTERED  
IN OUR PRIMARY  
RECORD KEEPING  
SYSTEM

# 3915

TREES AND PLANTS  
PLANTED

# 615

INDIAN MYNA PEST  
BIRDS TRAPPED

This year we progressed our commitment to being an Accountable Council through 12 services and one initiative.

#### Initiatives:

- Towards Target Zero and a healthier environment

#### Services:

- Animal management
- Biosecurity and environmental health
- Contracts and procurement
- Environment and conservation
- Ethics, integrity and audit
- Finance
- Governance and risk
- Legal services
- Local law compliance
- Revenue services
- Strategic business planning
- Strategic property management



## TOWARDS TARGET ZERO AND A HEALTHIER ENVIRONMENT

We will prepare for reduced corporate greenhouse gas emissions by supporting Net Zero organisation activities. We will play our part in implementing energy efficient measures with the environment front of mind in what we do to contribute to a healthier region.

As a result, we will incrementally and collaboratively work towards the national Net Zero target and a healthier environment with identified future projects to reduce energy consumption, emissions, and improve operational efficiencies.

Outcome	Status
<ul style="list-style-type: none"> <li>✓ Energy audits underway across key Council facilities</li> <li>✓ Improved understanding of environmental impacts and energy use</li> <li>✓ Smart instrumentation and solar upgrades planned</li> <li>✓ Clear path toward Net Zero and a healthier region.</li> </ul> <p>We've taken meaningful steps toward reducing corporate greenhouse gas emissions and contributing to a healthier environment for the Gladstone Region. Energy audits across 20 Council facilities have commenced, using the right equipment and methods to identify and prioritise energy-saving opportunities.</p> <p>Historical energy usage has been reviewed to help estimate and measure future benefits. Half of the total audits are now complete as we planned, with the remaining to continue in 2025/26, laying the groundwork for targeted recommendations in the coming year.</p> <p>Specialised services have been engaged to better understand the environmental impact of discharges from our largest wastewater treatment plant. Smart instrumentation has been selected with supplier availability and technical requirements in mind, supporting more accurate monitoring and reduced nitrogen levels in waterways.</p> <p>Plans are in place for the installation of a solar array at the Gladstone Aquatic Centre, one of Council's highest energy users, with scheduling designed to minimise disruption to operations and the community.</p> <p>A detailed plan for a modern environmental monitoring program is also underway, ensuring we continue to improve how we measure and manage our environmental footprint.</p> <p><b>What's next?</b></p> <p>In 2025/26, Council will build on this momentum by finalising energy audits, implementing solar and instrumentation upgrades, and launching our environmental monitoring program, supporting our journey toward Net Zero and a healthier region to live, work and play.</p> <p>The funding for this initiative has been provided to Gladstone Regional Council from the Australian Government to enable Reef Guardian Councils to deliver projects and activities identified in their Reef Action Plans.</p>	<p><b>Completed</b></p> <p><b>\$130,940</b> spent of the fully funded budget</p>



# 4 STATUTORY REPORTING

This section details the annual statutory reporting requirements that have not already been included elsewhere in the Annual Report.

It includes information about how we respond to complaints and requests for information, details our investment into our community and discloses key information about our business operations.





# GOVERNANCE

## RIGHT TO INFORMATION/INFORMATION PRIVACY

Council is committed to providing the community with open and transparent access to information about Council services, activities and business operations.

Wherever possible, Council collaborates with customers to provide requested information and documents through administrative release, helping to reduce the number of formal Right to Information and Information Privacy access applications.

In 2024/25 Council received the following formal access requests for information under the *Right to Information Act 2009 (RTI Act)* and the *Information Privacy Act 2009 (IP Act)*:

Table: 2024/25 Requests for Information

APPLICATION TYPE	RECEIVED	WITHDRAWN	FINALISED
Access under the <i>RTI Act</i>	4	0	4
Access under the <i>IP Act</i>	0	0	0

Council works closely with the Office of the Information Commissioner Queensland and adheres to all statutory timeframes with respect to the above applications.

In 2024/25, Council began preparing for the upcoming changes introduced by the *Information Privacy and Other Legislation Amendment Act 2023 (IPOLA Act)*, which took effect from 1 July 2025. As part of this preparation, a review of our information management practices, and privacy collection notices was undertaken.

## EXPENDITURE ON GRANTS TO COMMUNITY ORGANISATIONS

Section 189 of the *Local Government Regulation 2012* requires Council to provide a summary of the expenditure on grants to community organisations and expenditure from Council's discretionary funds.

### COUNCILLORS DISCRETIONARY FUND - \$189

Council no longer offers and operates the Councillors Discretionary Fund.

## DONATIONS

In 2024/25, a total of \$1,906,493 was donated to the community as outlined in the below table:

Table: Community Donations

CATEGORY	AMOUNT
Sporting Body Water Subsidies	\$671,557.66
Surf Life Saving	\$424,167.25
Rural Fire Brigade	\$251,000.00
Regional Arts Development Fund	\$121,789.50
Gladstone Harbour Festival	\$90,277.93
Capricorn Helicopter Rescue	\$50,000.00
CQU Hydrogen Hub Sponsorship	\$50,000.00
Martin Hanson Awards	\$38,000.00
2025 Sponsorship Dolphins NRL -v- CQ Capras	\$35,000.00
Community Services Obligations - Aquatic Centre Seniors Rebates	\$33,845.48
Living with Flying Foxes	\$32,565.24
Sister City Relationship/ Program	\$15,384.28
2025 AusCycling QLD BMX State Series	\$12,750.00
2025 RAID Adventure Race	\$12,200.00

Small Business Support and Initiatives	\$10,000.00
Gladstone Animal Rescue - New Building	\$10,000.00
Cocos Palm Removal and Replacement	\$8,533.54
Best in Business Awards	\$7,500.00
Brisbane to Gladstone Awards	\$7,027.28
Other Donations & Sponsorships	\$6,231.06
Port to Park Fun Run	\$5,300.00
Central Queensland Hospital Foundation	\$3,252.29
Friends of the Theatre	\$3,111.82
Meteors Sporting Club - parking for events	\$3,000.00
Annual PCOA Conference & Exhibition video sponsorship	\$2,500.00
Australian Navy - parking for Mayors Carols	\$1,500.00

## COMMUNITY INVESTMENT

In 2024/25, a total of \$928,795 was granted to the community in accordance with Council's Community Investment Policy as outlined below:

### COMMUNITY INVESTMENT PROGRAMS

*Table: Community Investment Programs*

FUND	AMOUNT
Bursary and Scholarship Fund	\$132,901.20
Charity Waste Fund	\$132,359.15
Grassroots Fund	\$120,000.00
Strategic Projects Fund	\$60,686.18
Community Donations Fund	\$37,000.00
Elevator Fund	\$33,000.00
Community Hall Subsidy	\$5,727.15

### COMMUNITY CELEBRATION FUND

*Table: Community Celebration Fund*

CATEGORY	AMOUNT
Signature Event	\$160,000.00
Ignite Event - Funds up to \$15,000 (0-2,500 people)	\$93,315.70
Impact Event - Funds up to \$30,000 (2,500 - 5,000 people)	\$87,747.00
Destination Event - Funds up to \$50,000 (over 5,000 people)	\$45,000.00
Community Event	\$21,058.75

### CONCESSIONS FOR RATES AND CHARGES

In 2024/25, Council granted concessions for rates and charges in the following categories:

*Table: Concessions for Rates and Charges*

CATEGORY	AMOUNT
General rates discounts	\$10,394,225.40
Pensioner remissions	\$1,145,210.39
Concealed water leak concessions (under policy)	\$57,612.36
Water allocations and sewerage connection concessions	\$662,584.16
Out of policy concessions	\$8,973.50



# DISCLOSURES

## SIGNIFICANT BUSINESS ACTIVITIES

A Significant Business Activity (SBA) is a business activity of a local government that:

- (a) (a) Is conducted in competition or potential competition with the private sector (excluding a building certifying activity, a roads activity or an activity related to the provision of library services); and
- (b) (b) Meets the threshold prescribed under a regulation.

During 2024/25, Council undertook the following SBAs to which the code of competitive conduct was applied:

- Water
- Sewerage
- Waste Management
- Plant Operations.

No new SBAs were undertaken in 2024/25.

## PUBLIC BENEFIT - S 46(1)

As there were no new Significant Business Activities, Council did not undertake any public benefit assessments during 2024/25.

## COMMERCIAL BUSINESS UNITS - S190(1)

A Commercial Business Unit is defined in the *Local Government Act 2009* as a business unit that conducts business in accordance with the key principles of commercialisation, including clarity of objectives, management autonomy and authority, accountability for performance and competitive neutrality.

No commercial business units were undertaken by Council in 2024/25.

## JOINT GOVERNMENT ACTIVITY - S109(1)(D)

Council is required to disclose details of any joint local government activities, such as action taken for and expenditure on a service, facility or activity:

- Supplied by another local government under an agreement for conducting a joint government activity; and
- For which the local government levied special rates or charges for the financial year.

Council did not undertake any joint local government activities in 2024/25.

## BENEFICIAL ENTERPRISES - S41

A beneficial enterprise is an enterprise conducted by Council that Council considers is directed to benefitting and can reasonably be expected to benefit, the whole or part of the local government area. Gladstone Area Promotion and Development Limited (GAPDL) was the only beneficial enterprise conducted by Council in 2024/25.

## INVITATION TO CHANGE TENDERS

In 2024/25, Gladstone Regional Council required changes to tender specifications after the closing date of the tender, in accordance with s228(8) of the Local Government Regulation 2012, on three occasions:



- councillor under ss150I(2), 150AH(1), 150AR(1) or 150IA(2)(b) of the Act

- There were two complaints referred to the OIA under s150P(2)(a) of the Act
- There were no matters mentioned in s150P(3) of the Act notified to the Crime and Corruption Commission
- There were no notices given under s150R(2) of the Act
- There were no notices given under 150W(1) (a), (b) and (e) of the Act
- There were no referral notices accompanied by a recommendation mentioned in s150AC(3)(a) of the Act
- There were no occasions when information was given under section 150AF(4)(a) of the Act
- There were no occasions Council asked another entity to investigate under Chapter 5A, Part 3, Division 5 of the Act for Council, the suspected inappropriate conduct of a councillor
- There were no applications heard by the conduct tribunal under Chapter 5A, Part 3, Division 6 of the Act about whether a councillor engaged in misconduct or inappropriate conduct.

Council's Councillor Conduct Register is available to the public on Council's website.

In relation to councillor conduct complaints in 2024/25:

- There were no decisions, orders or recommendations made against a





# 5 OUR FINANCIAL PERFORMANCE

This section highlights our financial performance in our Community Financial Report, which provides an overview of our key financial outcomes. This section also includes our consolidated financial statements.





# COMMUNITY FINANCIAL REPORT

This report provides a summary of the financial position and performance of Council and its controlled entities (consolidated results) for the 2024/25 financial year. It is designed to be easily understood by readers who do not have a financial background. The following presents Council's:

**1. Financial Sustainability**

Evaluation of ratios providing evidence of Council's ability to provide services and to continue operating long term.

**2. Financial Overview**

Key financial results, income and expenditure breakdowns, cash flows, liability and asset review.

**Measures of Sustainability**

Council aims to operate in a manner that ensures financial sustainability in the short and long term. Council uses a series of sustainability ratios that collectively act as a guide to understand the health of the organisation.

Ratios are presented monthly to Council to ensure Council is fully informed and in a position to identify any corrective action necessary.

Individually, ratios may not provide enough information to form a full opinion on Council's financial position and performance. However, when considered in combination, these ratios, together with financial results, form an important tool to analyse annual results and to compare performance to other Councils. This contributes to good decision making and sustainable use of resources now and into the future.

The following table presents consolidated group results.

● Achieved ● Not achieved but improved from last financial year ● Not achieved

## Audited ratios

Table: Liquidity

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Unrestricted cash expense coverage ratio	It represents the number of months a Council can continue operating based on current monthly expenses without relying on external funding.	Greater than 3 months	●	8.87	NA	NA	NA

This ratio shows how many months Council can cover its expenses using unrestricted cash reserves. For Financial Year 2024/25, the result is nine months, well above the target of more than three months. This strong result highlights Council's solid financial position, ensuring it can manage both planned and unplanned expenditures in the future.

Table: Operating performance

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Operating surplus ratio	Displays the gap between the revenue Council earns compared to its expenses, helping measure the ability to fund services and operations.	Between 0 and 10%	●	2.31%	-3.52%	1.16%	4.67%

In Financial Year 2024/25 Council made an operating profit of \$6.3M. This resulted in a ratio of 2.31 per cent, which is within our target range of zero to ten per cent. The 5-year average is -3.52 per cent, primarily due to a loan restructure and recognition of a deferred liability for bulk water purchases in FY 2020/21, which were both one-off events.

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Operating cash ratio	The measure of Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.	Greater than 0	●	25.32%	19.91%	25.21%	27.43%

Both the Year to Date (YTD) and five-year average result of this ratio reflect the continuing strong cash position of Council proportional to operating costs.



Table: Asset management

Ratio	Description	Target	Status	Actual 2024/25*	5-Year Average	Forecast 2025/26	Forecast 2026/27
Asset sustainability ratio	Indicates whether Council is renewing or replacing existing non-financial assets at the same rate that the assets are wearing out.	Greater than 80%	●	87.06%	88.09%	97.90%	91.65%

Expenditure on asset replacement is expected to increase in the 2025/26 and the 2026/27 financial years, with an increased focus on renewal and upgrade works. The 2024/25 result of 87.06 per cent is on par with last year's result of 88.78 per cent. When considering the renewal of Council's asset base, it is expected that there will be periods of heavier or lighter investment. It is important to consider the long-term trends when looking at this indicator, as Council's infrastructure assets have lives up to, and in some cases, exceed 100 years.

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Asset consumption ratio	This ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.	Greater than 60%	●	68.49%	69.85%	69.25%	69.06%

This ratio shows how much of Council's assets have been used, relative to their expected useful lives. For Financial Year 2024/25 the result is 68.49 per cent, comfortably above the target of 60 per cent. This indicates that the Council's assets are being consumed at a rate consistent with their estimated useful lives, ensuring sustainable long-term asset management.

Table: Debt servicing

Ratio	Description	Target	Status	Actual 2023/24*	5-Year Average	Forecast 2024/25	Forecast 2025/26
Leverage ratio	This is an indicator of Council's ability to repay its existing debt. It measures the relative size of Council's debt compared to its operating performance.	0 to 3 times	●	1.18	-0.53	1.08	0.85

With a leverage ratio of 1.18 Council is well positioned to continue to fund its short-term obligations. If the value is greater than one it means Council is in good financial health. These results are strengthened by a healthy cash balance and reinforced with each year that no borrowings are undertaken.

The 5-year average of -0.53 is also due to the one-off events in FY2020/21: loan restructure and the recognition of a deferred liability for bulk water purchases.

## Contextual ratios

Contextual measures are not audited and are used for contextual purposes only. These measures provide further information about Councils financial capacity and asset management.

Table: Contextual ratios

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Council controlled revenue	An indicator of Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.	NA	NA	81.96%	82.89%	87.13%	85.51%

Although there is no target for this ratio, the high percentage for FY2024/25 and five-year average result indicates Council's strong position to generate revenue without heavy reliance on other external sources.

Table: Contextual ratios

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Population growth	A key driver of Council's operating income, service needs, and infrastructure requirements into the future.	NA	NA	2.35%	1.17%	1.84%	0.81%

Population growth impacts Council's financial sustainability, especially when 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, but may 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 revenue increases. Emphasis on the population growth ratio is on a rolling five-year average, which helps Council smooth out the financial impacts of any fluctuations, providing a clearer picture of long-term sustainability.

Table: Contextual ratios

Ratio	Description	Target	Status	Actual 2024/25	5-Year Average	Forecast 2025/26	Forecast 2026/27
Asset renewal funding ratio	Measures the ability of a Council to fund its projected infrastructure asset renewal/replacements in the future.	NA	NA	108.51%	NA	NA	NA

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. It is measured over the 10-year financial forecast.

**Overall, Council remains in a sound position to service our community, support its growth, and respond to any significant emergent financial impacts.**



## FINANCIAL OVERVIEW

Below is Council's key financial performance highlights based on consolidated financial results

*Table: Consolidated financial results at a glance. Three year comparison.*

AT A GLANCE	ACTUALS		
	2024/25 \$M	2023/24 \$M	2022/23 \$M
Operating revenue	\$276.78	\$270.68	\$242.35
Capital revenue	\$44.72	\$51.32	\$19.58
Total income	\$321.49	\$322.00	\$261.93
Operating expenditure	\$270.49	\$252.90	\$229.17
Other expenditure	\$1.73	\$8.19	\$9.72
Total expenditure	\$272.22	\$261.09	\$238.89
Operating result	\$6.29	\$17.78	\$13.18
Net result	\$49.28	\$60.91	\$23.04

## WHAT WERE THE MAIN SOURCES OF CASH IN AND OUT?

The movement of money in and out of Council is presented in the Statement of Cash Flows. The statement excludes noncash movements like accruals and depreciation of assets. See page 95 for further information.

This year, Council started with a cash balance of \$144.0M and ended with \$123.5M. Council also holds term deposits, which increased from \$15.2M to \$38.0M during the year. Notable differences in cash movement to the previous year are:

- Cash received from operations: Increased by \$22.2M compared to 2023/24
- Income tax equivalents: Revenue from Gladstone Area Water Board (GAWB) decreased from \$27.0M in 2023/24 to \$7.9M in 2024/25
- Purchase and construction of Council assets: Our capital spend increased from \$74.5M in 2023/24 to \$107.2M this year.
- Movement of cash in/ out of term deposits: \$30M was returned to cash in 2023/24 and \$22.8M was invested in 2024-25

The table below compares the main sources of cash receipts and cash payments during the financial years 2022/23, 2023/24 and 2024/25.

*Table: Three-year comparison of main sources of cash receipts and cash payments*

Main sources of cash in and out	2024/25 \$M	2023/24 \$M	2022/23 \$M
Net Cash received from operations (Includes rates, fees and charges, offset by employee costs and materials and Services)	\$61.79	\$40.61	\$54.44
Purchase and construction of Council assets	\$107.18	\$72.60	\$60.96
Interest received from our investments	\$10.62	\$9.64	\$4.60
Income tax equivalents	\$7.96	\$27.62	\$18.68
Capital grants, subsidies and contributions	\$38.44	\$33.14	\$15.47
Finance costs (includes interest charges on our loans with Queensland Treasury Corporation and principal repayments)	\$9.72	\$9.18	\$9.76
Net cash invested into Term Deposits	\$22.79		\$32.50
Net cash returned from Term Deposits	-	\$29.99	-

Figure: Income

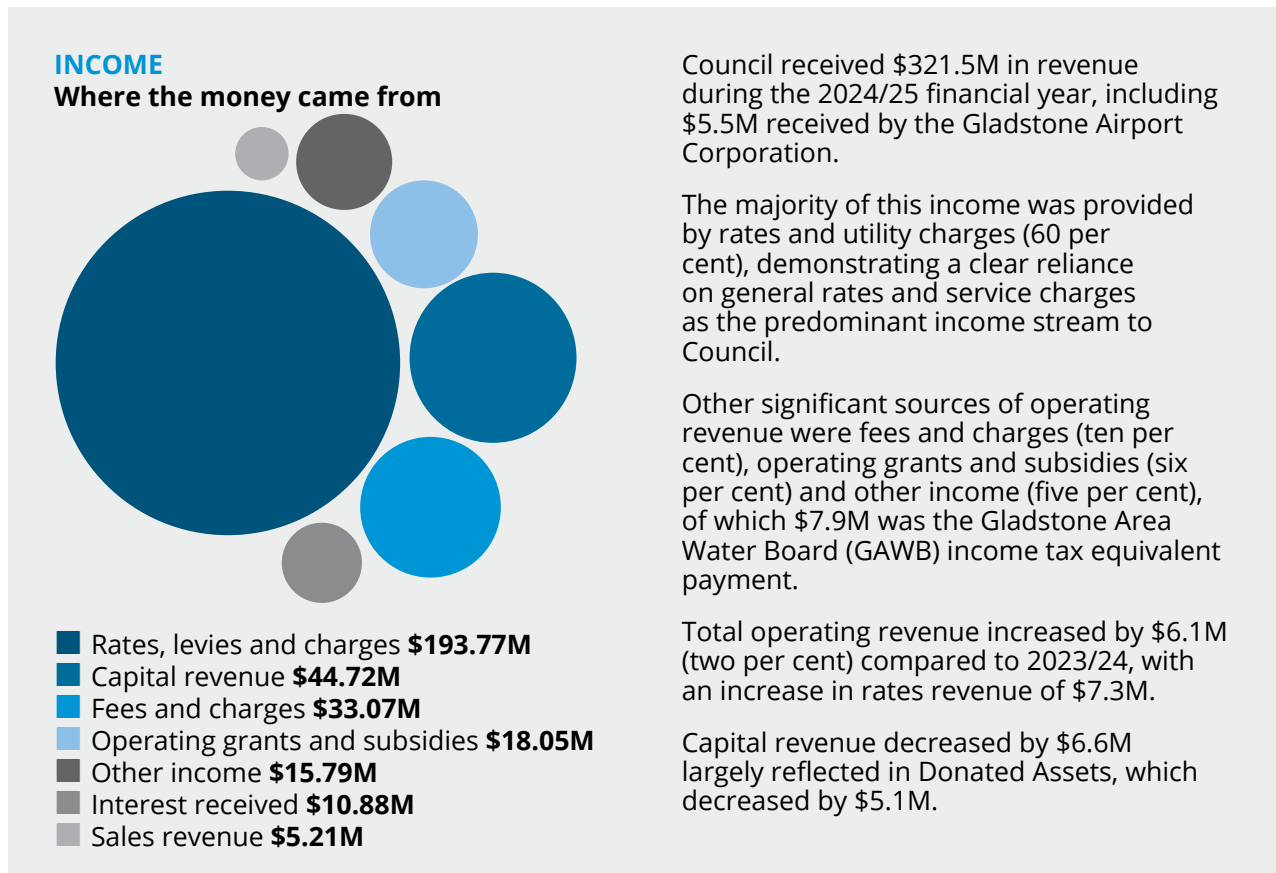


Figure: Expenditure

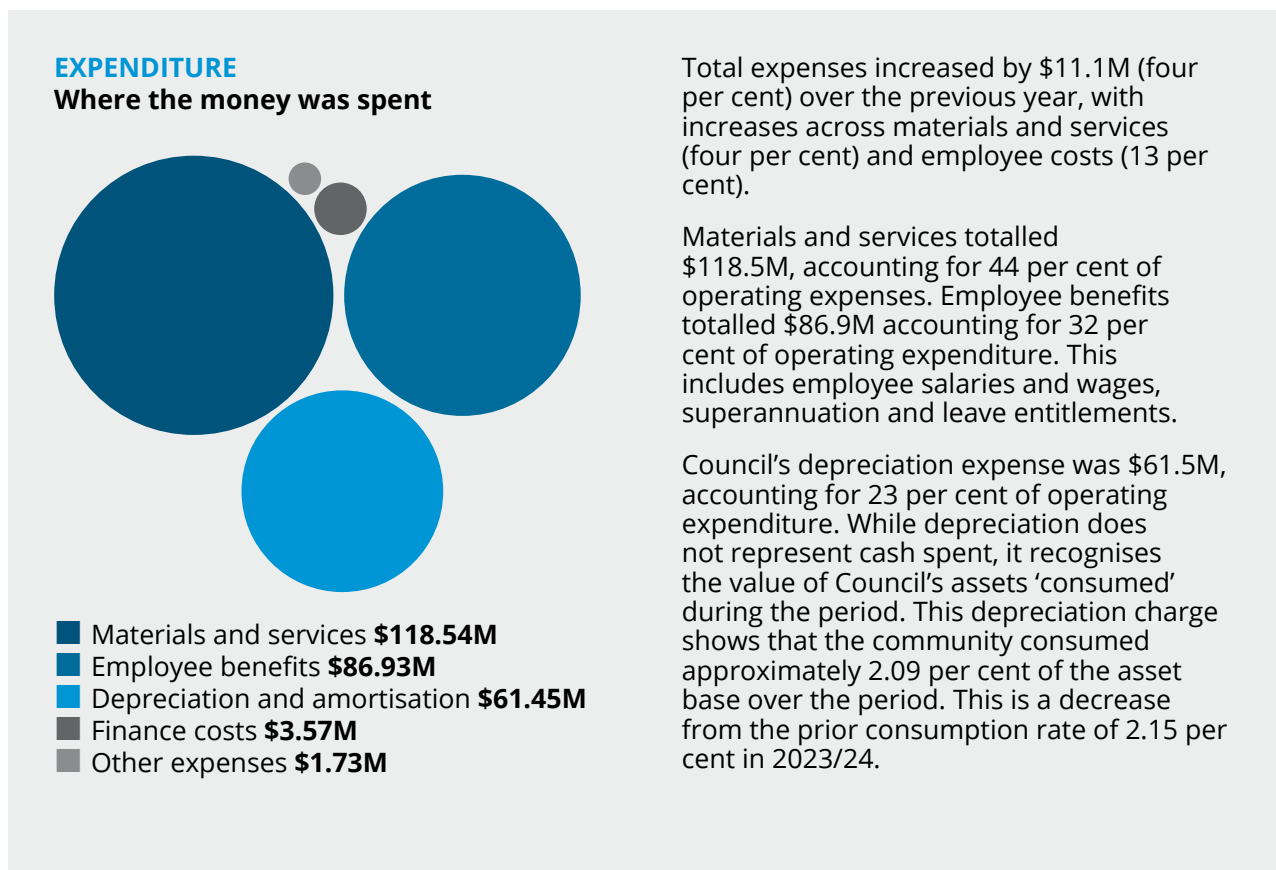




Figure: Assets

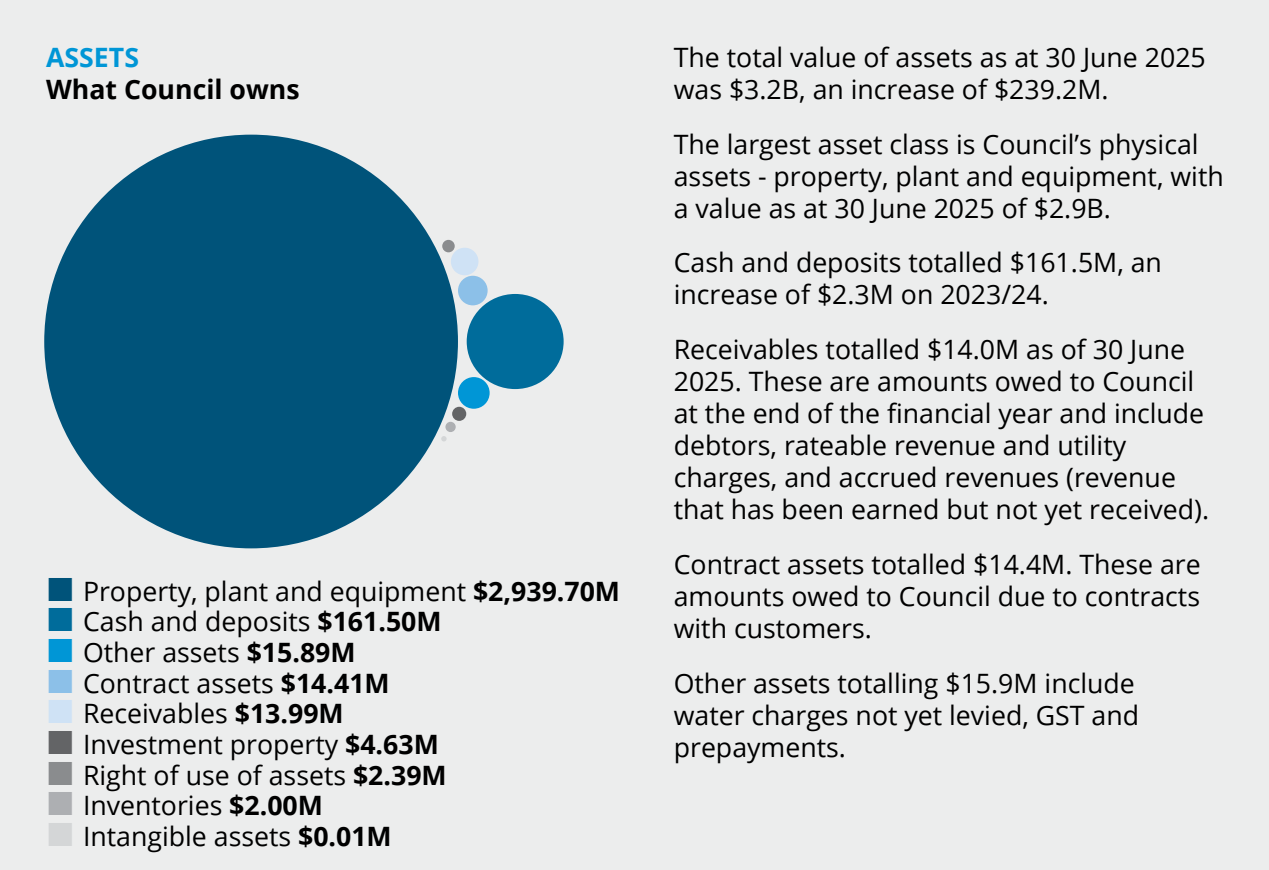


Figure: Property, Plant and Equipment

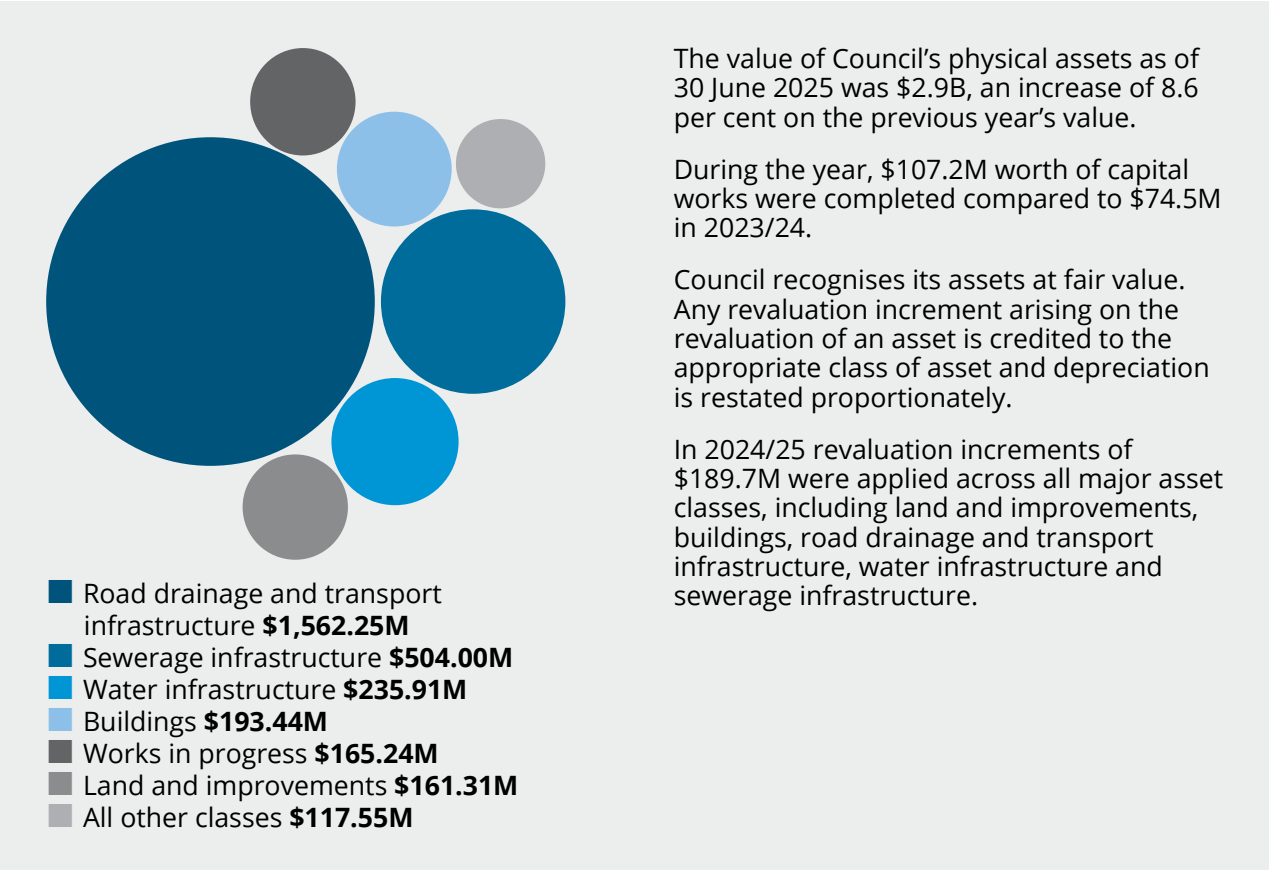
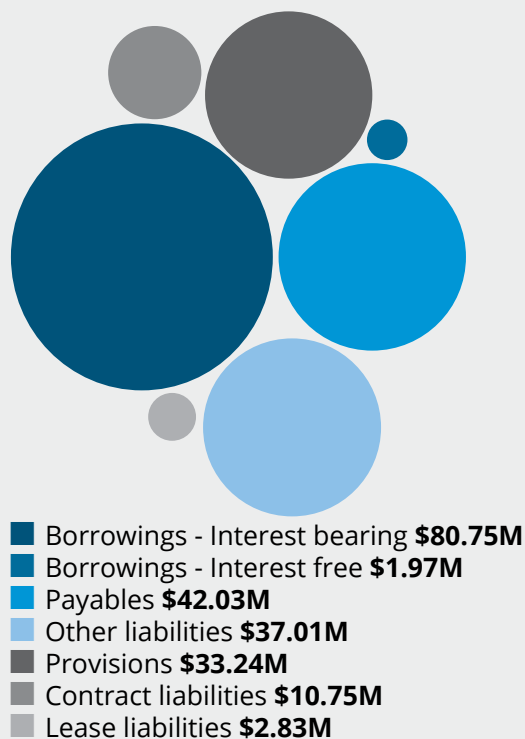


Figure: Liabilities

## LIABILITIES

### What Council owes



Council's liabilities comprise of loans, amounts owed to suppliers, lease liabilities, contract liabilities, provisions for employee leave entitlements and restoration of the Benaraby Landfill.

The total liabilities as of 30 June 2025 were \$208.6M compared to the 2023/24 balance of \$208.4M.

In both 2021/22 and 2022/23, Council received payments in advance for the State Government Waste Levy subsidy. These payments covered five years (from 2022/23 to 2026/27). The balance amount of \$2.7M has been included in Council's liabilities balance as of 30 June 2025.

Council's single largest liability is its interest-bearing loans with Queensland Treasury Corporation (QTC). These borrowings have been used to provide community facilities and renewal of infrastructure such as buildings, roads, water and sewerage infrastructure to develop the region. Council did not borrow any funds this year, as was the case for the previous twelve years. Expected final repayment dates vary from 15 March 2028 to 15 June 2041.

## Community future vision and summary

Council remains dedicated to using funds responsibly to meet community needs and support the region's long-term growth. This financial year, Council achieved a revenue of \$321.5M, with expenditures of \$272.2M, resulting in a \$6.3M operating surplus. Assets increased to \$3.2B, with liabilities managed at \$208.6M. The capital works program delivered \$107.2M, achieving 99 per cent completion and contributing to a total asset value increase of \$239.2M.

With regards to financial sustainability measures and targets, six out of six measures were met, highlighting Council's commitment to sustainable development.

Council will continue its focus on strong financial management, infrastructure development, and sustainability to ensure the region's prosperity for both current and future generations.



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## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2025

		Consolidated		Council	
		2025	2024	2025	2024
	Notes	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
<b>Revenue</b>					
<b>Recurrent revenue</b>					
Rates, levies and charges	3a	193,768	186,470	193,897	186,572
Fees and charges	3b	33,068	28,151	24,062	19,116
Sales revenue	3c	5,213	8,868	4,595	8,700
Grants, subsidies, contributions and donations	3d	18,054	3,832	18,054	3,832
<b>Total recurrent revenue</b>		<b>250,103</b>	<b>227,321</b>	<b>240,608</b>	<b>218,220</b>
<b>Other revenue</b>					
Rental income	18	2,394	2,074	927	537
Interest received	4b	10,879	9,170	10,222	8,540
Other income	4a	13,399	32,117	14,740	33,251
<b>Total other revenue</b>		<b>26,672</b>	<b>43,361</b>	<b>25,889</b>	<b>42,328</b>
<b>Total operating revenue</b>		<b>276,775</b>	<b>270,682</b>	<b>266,497</b>	<b>260,548</b>
<b>Capital income</b>					
Capital income	5	604	2,085	5,915	14,404
Grants, subsidies, contributions and donations	3d	44,115	49,234	43,555	48,790
<b>Total capital income</b>		<b>44,719</b>	<b>51,319</b>	<b>49,470</b>	<b>63,194</b>
<b>Total income</b>		<b>321,494</b>	<b>322,001</b>	<b>315,967</b>	<b>323,742</b>
<b>Expenses</b>					
<b>Recurrent expenses</b>					
Employee benefits	6	86,930	76,944	84,018	74,732
Materials and services	7	118,535	114,259	114,075	110,079
Finance costs	8	3,566	3,604	2,277	2,352
Depreciation and amortisation:					
- Property, plant and equipment	16	61,346	57,966	59,298	56,243
- Right of use assets	18	108	128	108	128
<b>Total recurrent expenses</b>		<b>270,485</b>	<b>252,901</b>	<b>259,776</b>	<b>243,534</b>
<b>Other expenses</b>					
Capital expenses	9	1,731	8,187	1,740	8,061
<b>Total other expenses</b>		<b>1,731</b>	<b>8,187</b>	<b>1,740</b>	<b>8,061</b>
<b>Total expenses</b>		<b>272,216</b>	<b>261,088</b>	<b>261,516</b>	<b>251,595</b>
<b>Operating result</b>		<b>6,290</b>	<b>17,781</b>	<b>6,721</b>	<b>17,014</b>
<b>Net result</b>		<b>49,278</b>	<b>60,913</b>	<b>54,451</b>	<b>72,147</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to net result</b>					
Increase/(decrease) in asset revaluation surplus:	16	189,731	4,098	185,738	(600)
<b>Total other comprehensive income for the year</b>		<b>189,731</b>	<b>4,098</b>	<b>185,738</b>	<b>(600)</b>
<b>Total comprehensive income for the year</b>		<b>239,009</b>	<b>65,011</b>	<b>240,189</b>	<b>71,547</b>

The above statements should be read in conjunction with the accompanying notes and material accounting policies.

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## STATEMENT OF FINANCIAL POSITION

as at 30 June 2025

		Consolidated		Council	
		2025	2024	2025	2024
	Notes	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	10	123,504	144,038	108,278	131,355
Financial assets	10	38,000	15,207	38,000	15,207
Receivables	11	13,163	10,225	13,416	9,477
Inventories	12	2,004	1,628	1,987	1,621
Contract assets	17	14,413	11,744	14,413	11,744
Other assets	13	15,885	16,710	15,661	16,464
<b>Total current assets</b>		<b>206,969</b>	<b>199,552</b>	<b>191,755</b>	<b>185,868</b>
<b>Non-current assets</b>					
Receivables	11	825	990	29,766	30,751
Interests in other entities	14	-	-	35,664	29,985
Investment property	15	4,628	4,493	4,628	4,493
Property, plant and equipment	16	2,939,701	2,707,050	2,888,949	2,659,201
Right of use assets	18	2,392	3,269	2,392	3,269
Intangible assets		10	10	10	10
<b>Total non-current assets</b>		<b>2,947,556</b>	<b>2,715,812</b>	<b>2,961,409</b>	<b>2,727,709</b>
<b>TOTAL ASSETS</b>		<b>3,154,525</b>	<b>2,915,364</b>	<b>3,153,164</b>	<b>2,913,577</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Payables	19	42,026	34,004	40,881	33,093
Contract liabilities	17	6,020	8,866	5,500	8,866
Borrowings	20	7,009	6,754	7,009	6,754
Lease liabilities	18	42	37	42	37
Provisions	21	18,098	16,123	17,919	15,937
Other liabilities	22	1,409	1,931	1,409	1,931
<b>Total current liabilities</b>		<b>74,604</b>	<b>67,715</b>	<b>72,760</b>	<b>66,618</b>
<b>Non-current liabilities</b>					
Contract liabilities	17	4,728	2,545	4,728	2,545
Borrowings	20	75,712	82,631	75,712	82,631
Lease liabilities	18	2,790	3,595	2,790	3,595
Provisions	21	15,138	14,925	15,084	14,878
Other liabilities	22	35,598	37,007	35,598	37,007
<b>Total non-current liabilities</b>		<b>133,966</b>	<b>140,703</b>	<b>133,912</b>	<b>140,656</b>
<b>TOTAL LIABILITIES</b>		<b>208,570</b>	<b>208,418</b>	<b>206,672</b>	<b>207,274</b>
<b>Net community assets</b>		<b>2,945,955</b>	<b>2,706,946</b>	<b>2,946,492</b>	<b>2,706,303</b>
<b>COMMUNITY EQUITY</b>					
Asset revaluation surplus		1,339,518	1,149,787	1,388,644	1,202,906
Retained surplus		1,606,437	1,557,159	1,557,848	1,503,397
<b>Total community equity</b>		<b>2,945,955</b>	<b>2,706,946</b>	<b>2,946,492</b>	<b>2,706,303</b>

The above statements should be read in conjunction with the accompanying notes and material accounting policies.

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## STATEMENT OF CHANGES IN EQUITY

### for the year ended 30 June 2025

Consolidated		Asset revaluation surplus \$'000	Retained surplus \$'000	Total equity \$'000
	Notes			
<b>2025</b>				
<b>Balance as at 1 July 2024</b>		1,149,787	1,557,159	<b>2,706,946</b>
<b>Net result</b>		-	49,278	<b>49,278</b>
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	16	189,731	-	<b>189,731</b>
- Decrease in asset revaluations surplus (change in landfill restoration provision)	21	-	-	-
<b>Other comprehensive income</b>		<b>189,731</b>	<b>-</b>	<b>189,731</b>
<b>Total comprehensive income for the year</b>		<b>189,731</b>	<b>49,278</b>	<b>239,009</b>
<b>Balance as at 30 June 2025</b>		<b>1,339,518</b>	<b>1,606,437</b>	<b>2,945,955</b>
<b>2024</b>				
<b>Balance as at 1 July 2023</b>		1,145,689	1,496,246	<b>2,641,935</b>
<b>Net result</b>		-	60,913	<b>60,913</b>
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus	16	5,552	-	<b>5,552</b>
- Decrease in asset revaluations surplus (change in landfill restoration provision)	21	(1,454)	-	<b>(1,454)</b>
<b>Other comprehensive income</b>		<b>4,098</b>	<b>-</b>	<b>4,098</b>
<b>Total comprehensive income for the year</b>		<b>4,098</b>	<b>60,913</b>	<b>65,011</b>
<b>Balance as at 30 June 2024</b>		<b>1,149,787</b>	<b>1,557,159</b>	<b>2,706,946</b>

The above statements should be read in conjunction with the accompanying notes and material accounting policies.

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## STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2025

Council		Asset revaluation surplus \$'000	Retained surplus \$'000	Total equity \$'000
	Notes			
<b>2025</b>				
<b>Balance as at 1 July 2024</b>		1,202,906	1,503,397	<b>2,706,303</b>
<b>Net result</b>		-	54,451	<b>54,451</b>
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	16	185,738	-	<b>185,738</b>
- Decrease in asset revaluations surplus (change in landfill restoration provision)	21	-	-	-
<b>Other comprehensive income</b>		<b>185,738</b>	<b>-</b>	<b>185,738</b>
<b>Total comprehensive income for the year</b>		<b>185,738</b>	<b>54,451</b>	<b>240,189</b>
<b>Balance as at 30 June 2025</b>		<b>1,388,644</b>	<b>1,557,848</b>	<b>2,946,492</b>
<b>2024</b>				
<b>Balance as at 1 July 2023</b>		1,203,506	1,431,250	<b>2,634,756</b>
<b>Net result</b>		-	72,147	<b>72,147</b>
Other comprehensive income				
- Increase/(decrease) in asset revaluation surplus	16	854	-	<b>854</b>
- Decrease in asset revaluations surplus (change in landfill restoration provision)	21	(1,454)	-	<b>(1,454)</b>
<b>Other comprehensive income</b>		<b>(600)</b>	<b>-</b>	<b>(600)</b>
<b>Total comprehensive income for the year</b>		<b>(600)</b>	<b>72,147</b>	<b>71,547</b>
<b>Balance as at 30 June 2024</b>		<b>1,202,906</b>	<b>1,503,397</b>	<b>2,706,303</b>

The above statements should be read in conjunction with the accompanying notes and material accounting policies.

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## STATEMENT OF CASH FLOWS

for the year ended 30 June 2025

	Notes	Consolidated		Council	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
Receipts from customers		271,041	241,457	258,651	229,694
Payments to suppliers and employees		(209,247)	(200,847)	(201,677)	(194,328)
Interest received		10,617	9,642	9,960	9,012
<b>Net cash inflow (outflow) from operating activities</b>	27	<b>72,411</b>	<b>50,252</b>	<b>66,934</b>	<b>44,378</b>
<b>Cash Flows from investing activities</b>					
<u>Receipts:</u>					
Proceeds from sale of financial assets		35,207	120,399	35,207	120,399
Proceeds from sale of property, plant and equipment		335	1,348	326	1,338
Capital grants, subsidies, contributions and donations		38,442	33,142	37,826	32,698
Other investing activity receipts		7,963	27,615	9,632	29,439
<u>Payments:</u>					
Payments for financial assets		(58,000)	(90,409)	(58,000)	(90,409)
Payments for property, plant and equipment		(107,175)	(72,595)	(106,585)	(69,587)
<b>Net cash inflow (outflow) from investing activities</b>		<b>(83,228)</b>	<b>19,500</b>	<b>(81,594)</b>	<b>23,878</b>
<b>Cash flows from financing activities</b>					
Repayment of borrowings		(9,615)	(6,234)	(8,315)	(7,751)
Repayments made on leases		(102)	(96)	(102)	(96)
<b>Net cash inflow (outflow) from financing activities</b>		<b>(9,717)</b>	<b>(9,179)</b>	<b>(8,417)</b>	<b>(7,847)</b>
<b>Net increase (decrease) in cash and cash equivalents held</b>		<b>(20,534)</b>	<b>60,573</b>	<b>(23,077)</b>	<b>60,409</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>144,038</b>	<b>83,465</b>	<b>131,355</b>	<b>70,946</b>
<b>Cash and cash equivalents at the end of the financial year</b>	10	<b>123,504</b>	<b>144,038</b>	<b>108,278</b>	<b>131,355</b>

The above statements should be read in conjunction with the accompanying notes and material accounting policies.

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## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### (1.a) Basis of preparation

The Gladstone Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general-purpose financial statements are for the period 1 July 2024 to 30 June 2025. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and interpretations as applicable to not-for-profit entities.

These financial statements have been prepared under the historical cost convention except for the revaluation of certain classes of property, plant and equipment, land held for sale and investment property.

### (1.b) Basis of consolidation

Council and its controlled entity together form the consolidated entity. The financial statements of the controlled entity are included in the consolidated financial statements where material by size or nature, from the date when control commences until the date when control ceases.

Transactions between Council and the entity controlled by Council have been eliminated when preparing consolidated accounts. In addition, the accounting policies of the controlled entity have been adjusted on consolidation where necessary, to ensure the financial statements of the consolidated entity are prepared using accounting policies that are consistent with those of Council. Information on the controlled entity that has been consolidated is included in note 14.

### (1.c) New and revised Accounting Standards adopted during the year

Gladstone Regional Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2024. None of the standards had a material impact on the reported position, performance and cash flows.

The relevant standards for Gladstone Regional Council were:

- AASB 101 Presentation of Financial Statements (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) relating to current / non-current classification of liabilities
- AASB 13 Fair Value Measurement (amended by AASB 2022-10)

### (1.d) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2025. These standards have not been adopted by Council and will be included in the financial statements on their effective date. Where the standard is expected to have a material impact for Council then further information has been provided in this note.

The following list identifies all the new and amended Australian Accounting Standards, and Interpretations, that were issued but not yet effective at the time of compiling these statements that could be applicable to Councils.

#### Effective for NFP annual reporting periods beginning on or after 1 January 2026

- AASB 2024-2 Amendments to Australian Accounting Standards - Classification and Measurement of Financial Instruments

#### Effective for NFP annual reporting periods beginning on or after 1 January 2028

- AASB 2014-10 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (amended by AASB 2015-10, AASB 2017-5, AASB 2023-7 and AASB 2024-4)
- AASB 18 Presentation and Disclosure in Financial Statements

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### (1.e) Estimates and judgements

Council makes a number of judgements, estimates and assumptions in preparing these financial statements. These are based on the best information available to Council at the time, however due to the passage of time, these assumptions may change and therefore the recorded balances may not reflect the final outcomes. The significant judgements, estimates and assumptions relate to the following items and specific information is provided in the relevant note:

- Valuation of investment in controlled entity - Gladstone Airport Corporation - note 14
- Valuation of investment property - note 15
- Valuation and depreciation of property, plant, and equipment - note 16
- Impairment of property, plant, and equipment - note 16
- Provisions - note 21
- Contingent liabilities - note 25
- Revenue recognition - note 3

### (1.f) Rounding and comparatives

The financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless otherwise stated.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard.

### (1.g) Volunteer services

Council receives volunteer services from community members at multiple sites including libraries, Tondoon Botanic Gardens and the Gladstone Entertainment Convention Centre. Volunteer services are not recognised in the Statement of Comprehensive Income, as Council would not purchase these services if they were not donated.

### (1.h) Taxation

Council is exempt from income tax; however, Council is subject to Fringe Benefits Tax, Goods and Services Tax ('GST') and Payroll Tax on certain activities. The net amount of GST recoverable from the ATO or payable to the ATO is shown as an asset or liability respectively.

Council pays payroll tax to the Queensland Government in relation to the following activities:

- Cemeteries
- Water supply
- Sewerage
- Quarries

The controlled entity of Council pays an income tax equivalent to Council in accordance with the requirements of the *Local Government Act 2009*.

Where an activity of the controlled entity of Council is subject to the tax equivalents regime, the income tax expense is calculated on the operating surplus adjusted for permanent differences between taxable and accounting income. These transactions are eliminated upon consolidation.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 2(a). Council functions - component descriptions

Details relating to Council's functions / activities as reported in Note 2(b) are as follows:

#### People and Strategy

The objective of People and Strategy is to develop and embed a safe and high performing culture that encourages innovation and strategy leadership. To build capability, develop business strategy and enable change initiatives that support Council to execute plans with a clear customer and community focus, making it easier to deliver Council services. This business unit includes Elected Members, Office of the CEO, Health Safety and Wellbeing, Culture and Capability, Payroll, People Services, Economic Development, Information, Communications and Technology and Strategy and Improvement.

#### Assets and Environment

The objective of Assets and Environment is to strategically manage Council's assets and level of service to optimise the life cycle costs of our assets. This team ensures that services to the community are sustainable, efficient, and affordable and that assets are appropriately planned, built, acquired, used, maintained and disposed of. They ensure that activities are managed to prevent or minimise harm to the environment. This business unit includes Asset Design, Asset Governance, Asset Planning, Project Delivery, Engineering Asset Solutions, Environment and Conservation.

#### Operations

The Operations business unit acts as a service provider to the asset owner of Council. The objective is to ensure that the right mix of internal and external resources is consistently used to safely deliver the program of work on time, on budget and to the required quality. This business unit includes Maintenance, Parks, Roads, Waste, Water and Sewerage and Operations Support Services.

#### Customer Experience

The objective of Customer Experience is to transform Council's customer experience, liveability and sustainable development by delivering high quality, low effort, cost effective customer, planning and regulatory services. This business unit includes Customer Solutions, Biosecurity and Environmental Health, Local Law Compliance and Development Services.

#### Community and Lifestyle

The objective for Community and Lifestyle is to position Council as an accountable, transparent business that delivers on its promises and to develop strength in Council's brand through a variety of mediums; by creating experiences that engage and deliver outcomes for the community and Council; and by empowering the community, embracing diversity and enhancing the social landscape. This business unit includes Brand and Communications, Community Facility Maintenance, Community Partnerships, Events and Entertainment, Art Gallery, Regional Libraries and Botanic Gardens.

#### Finance Governance and Risk

The objective of Finance Governance & Risk as part of the corporate function of Council is to provide the governance, financial, compliance and risk management to build a sustainable business through reporting accurate financial and compliance results, preserving Council assets, and supporting the highest standards of integrity. This business unit includes Finance, Contracts and Procurement, Disaster Management, Revenue Services, Governance and Risk, Internal Audit, and Legal Services.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

Note 2(b). Council functions - analysis of results by function

Functions	Gross program income							Total income	Gross program expenses		Net Result from recurring operations	Net result	Total assets
	Recurring			Capital					Total expenses				
	Grants	Other		Grants			Capital/impairment						
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2025													
People and Strategy	470	27	-	350	-	-	847	(8,365)	-	(7,868)	(7,518)	3,639	
Assets and Environment	264	(1,231)	-	1,696	-	-	729	(3,255)	-	(4,222)	(2,526)	208,493	
Operations	872	120,594	469	41,509	469	-	163,444	(201,114)	(1,740)	(79,648)	(39,410)	2,502,079	
Customer Experience	117	5,186	-	-	-	-	5,303	(13,531)	-	(8,228)	(8,228)	1,947	
Community and Lifestyle	837	1,530	135	-	135	-	2,502	(25,901)	-	(23,534)	(23,399)	209,395	
Finance Governance and Risk	15,494	122,337	5,311	-	5,311	-	143,142	(7,610)	-	130,221	135,532	227,611	
Total Council	18,054	248,443	5,915	43,555	5,915	604	315,967	(259,776)	(1,740)	6,721	54,451	3,153,164	
Consolidating Entries	-	10,278	560	560	(5,311)		5,527	(10,709)	9	(431)	(5,173)	1,361	
Total Consolidated	18,054	258,721	604	44,115			321,494	(270,485)	(1,731)	6,290	49,278	3,154,525	
Functions	Gross program income							Total income	Gross program expenses		Net Result from recurring operations	Net result	Total assets
	Recurring			Capital					Total expenses				
	Grants	Other		Grants			Capital/impairment						
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2024													
People and Strategy	546	28	-	524	-	-	1,098	(5,912)	-	(5,338)	(4,814)	3,615	
Assets and Environment	576	(1,409)	2,085	1,681	2,085	-	2,933	(4,241)	(477)	(5,074)	(1,785)	206,874	
Operations	929	118,514	-	46,530	-	-	165,973	(193,772)	(7,584)	(74,329)	(35,384)	2,389,681	
Customer Experience	114	4,095	-	-	-	-	4,209	(10,931)	-	(6,722)	(6,722)	1,694	
Community and Lifestyle	817	1,739	-	-	-	-	2,556	(22,093)	-	(19,536)	(19,537)	91,668	
Finance Governance and Risk	850	133,749	12,319	55	12,319	-	146,973	(6,585)	-	128,013	140,389	220,045	
Total Council	3,832	256,716	14,404	48,790	14,404		323,742	(243,534)	(8,061)	17,014	72,147	2,913,577	
Consolidating Entries	-	10,134	444	444	(12,319)		(1,741)	(9,367)	(126)	767	(11,234)	1,787	
Total Consolidated	3,832	266,850	2,085	49,234			322,001	(252,901)	(8,187)	17,781	60,913	2,915,364	

Assets and Environment negative recurring revenue relates to internal plant hire recoveries offsetting small amounts of revenue received this year.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 3. Revenue

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>(a) Rates, levies and charges</b>				
Rates, levies and charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.				
General rates	110,201	103,298	110,330	103,400
Water	21,477	20,366	21,477	20,366
Water consumption, rental and sundries	24,500	27,439	24,500	27,439
Sewerage	40,281	37,438	40,281	37,438
Waste management	14,604	13,549	14,604	13,549
<b>Total rates and utility charge revenue</b>	<b>211,063</b>	<b>202,090</b>	<b>211,192</b>	<b>202,192</b>
Less: discounts	(16,090)	(14,507)	(16,090)	(14,507)
Less: concessions and pensioner remissions	(1,145)	(1,054)	(1,145)	(1,054)
Less: concealed water concessions	(60)	(60)	(60)	(60)
<b><u>TOTAL RATES, LEVIES AND CHARGES</u></b>	<b><u>193,768</u></b>	<b><u>186,470</u></b>	<b><u>193,897</u></b>	<b><u>186,572</u></b>

### (b) Fees and charges

Revenue arising from fees and charges is recognised when the performance obligation is completed and the customer receives the benefit of the goods/ services being provided. The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. There is no material obligation for Council in relation to refunds or returns.

Airport fees and charges include runway and terminal charges. Aeronautical revenue is charged on the basis of number of arriving and departing airline passengers and maximum take-off weight of landing scheduled and chartered airline aircraft at Gladstone Airport. General aviation is charged based on the maximum take-off weight of aircraft on landings only. Recovery of the cost of Government mandated security measures in respect of passenger and baggage screening, is also included in aeronautical revenue.

Building and development fees	3,895	2,464	3,896	2,466
Infringements	243	495	243	495
Licences and registrations	1,006	935	1,007	935
Airport fees and charges	9,008	9,036	-	-
Waste management fees - tipping fees	14,239	12,221	14,239	12,221
Other fees and charges	4,677	2,999	4,677	2,999
<b><u>TOTAL FEES AND CHARGES</u></b>	<b><u>33,068</u></b>	<b><u>28,151</u></b>	<b><u>24,062</u></b>	<b><u>19,116</u></b>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 3. Revenue (continued)

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

#### (c) Sales revenue

Council generates sales revenue from a number of services including contracts with the Queensland State Government for road and earthworks, and operation of Council owned facilities. Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for the use of equipment and employees. Contract revenue and associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Revenue is measured at the fair value of consideration received or receivable in relation to that activity. Where consideration is received for the service in advance it is included in contract liabilities and is recognised as revenue in the period when the service is performed.

Sales of goods is recognised when the significant risks and rewards of ownership are transferred to the buyer, generally when the customer has taken undisputed delivery of the goods.

Contract and recoverable works	3,950	8,076	4,051	8,148
Other sale of goods	1,263	792	544	552
<b><u>TOTAL SALES REVENUE</u></b>	<b><u>5,213</u></b>	<b><u>8,868</u></b>	<b><u>4,595</u></b>	<b><u>8,700</u></b>

#### (d) Grants, subsidies, contributions and donations

##### **Cash contributions**

Developers pay infrastructure charges for trunk infrastructure, such as pumping stations, treatment works, mains, sewers, water and parks. These infrastructure charges are recognised as income when received as there is no performance obligation associated with them.

##### **Non-cash contributions**

Physical assets contributed to Council by developers in the form of road works, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on maintenance" (i.e. Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds, are recognised as non-current assets. Those below the thresholds are recorded as expenses. All non-cash contributions are recognised at the fair value of the contribution received on the date of acquisition.

Property, plant and equipment received in the form of contributions, for significantly less than fair value or as offsets to infrastructure charges are recognised as assets and revenue at fair value.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 3. Revenue (continued)

#### (d) Grants, subsidies, contributions and donations (continued)

##### **Grant income under AASB 15**

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations, revenue is recognised when control of each performance obligation is satisfied. The performance obligations are varied based on the agreement, such as hosting events, the provision of contracted services and other milestones as specified. Payment terms vary depending on the terms of the grant. Cash is received upfront for some grants and on the achievement of certain payment milestones for others. Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements. There may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, revenue is recognised using either costs or time incurred.

##### **Grant income under AASB 1058**

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income then is recognised for any remaining asset value at the time that the asset is received.

##### **Capital grants**

Where Council receives funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred.

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
(i) Recurrent				
General purpose grants	15,054	408	15,054	408
State government subsidies and grants	2,315	2,633	2,315	2,633
Commonwealth government subsidies and grants	664	777	664	777
Non-government subsidies and grants	19	12	19	12
Other contributions and donations	2	2	2	2
<b><u>TOTAL RECURRENT GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u></b>	<b><u>18,054</u></b>	<b><u>3,832</u></b>	<b><u>18,054</u></b>	<b><u>3,832</u></b>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 3. Revenue (continued)

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

#### (d) Grants, subsidies, contributions and donations (continued)

##### (ii) Capital

Capital Revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

State government subsidies and grants	23,859	24,710	23,859	24,710
Commonwealth government subsidies and grants	13,483	8,707	12,923	8,263
Developer contributions	3,469	4,546	3,469	4,546
Donated assets at fair value	6,145	11,281	6,145	11,281
Other contributions	696	305	696	305
	<u>47,652</u>	<u>49,549</u>	<u>47,092</u>	<u>49,105</u>
Less: discount allowed on developer contributions	(332)	(89)	(332)	(89)
Less: offsets to developer contributions	(3,205)	(226)	(3,205)	(226)
<b><u>TOTAL CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS</u></b>	<b><u>44,115</u></b>	<b><u>49,234</u></b>	<b><u>43,555</u></b>	<b><u>48,790</u></b>

	2025		2024	
	Revenue recognised at a point in time	Revenue recognised over time	Revenue recognised at a point in time	Revenue recognised over time
	\$'000	\$'000	\$'000	\$'000

#### (iii) Timing of revenue recognition for grants, subsidies, contributions and donations

##### Consolidated

Grants, subsidies, contributions & donations	25,015	37,153	18,895	34,171
	<u>25,015</u>	<u>37,153</u>	<u>18,895</u>	<u>34,171</u>

##### Council

Grants, subsidies, contributions & donations	25,015	36,594	18,895	33,727
	<u>25,015</u>	<u>36,594</u>	<u>18,895</u>	<u>33,727</u>



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 4. Interest and other income

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>(a) Other income</b>				
All other revenue is recognised upon receipt, unless alternative treatment is specifically required under Australian Accounting Standards.				
Entertainment Convention Centre income	1,713	2,035	1,721	2,035
Commissions	242	239	242	239
Income tax equivalent - state government entity	7,963	27,382	7,963	27,382
Income tax equivalent - controlled entity	-	-	988	233
Dividend - controlled entity	-	-	429	1,073
Other	3,481	2,461	3,397	2,289
<b><u>TOTAL OTHER INCOME</u></b>	<b><u>13,399</u></b>	<b><u>32,117</u></b>	<b><u>14,740</u></b>	<b><u>33,251</u></b>

### (b) Interest received

Interest received from investments	10,275	8,581	9,618	7,951
Interest from overdue rates and utility charges	573	553	573	553
Other interest and investment revenue	31	36	31	36
<b><u>TOTAL INTEREST RECEIVED</u></b>	<b><u>10,879</u></b>	<b><u>9,170</u></b>	<b><u>10,222</u></b>	<b><u>8,540</u></b>

### Note 5. Capital income

	Notes	Consolidated		Council	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
<b>(a) Revaluations</b>					
Revaluation increment relating to investment property	15	135	2,085	135	2,085
		<u>135</u>	<u>2,085</u>	<u>135</u>	<u>2,085</u>
<b>(b) Movement in landfill provision</b>					
Adjustment to refuse restoration provision	21	469	-	469	-
		<u>469</u>	<u>-</u>	<u>469</u>	<u>-</u>
<b>(c) Reversal of impairment losses previously recognised</b>					
Reversal of impairment of investment in controlled entity:					
Gladstone Airport Corporation	14	-	-	5,311	12,319
		<u>-</u>	<u>-</u>	<u>5,311</u>	<u>12,319</u>
<b><u>TOTAL CAPITAL INCOME</u></b>		<b><u>604</u></b>	<b><u>2,085</u></b>	<b><u>5,915</u></b>	<b><u>14,404</u></b>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 6. Employee benefits

		Consolidated		Council	
		2025	2024	2025	2024
	Notes	\$'000	\$'000	\$'000	\$'000
Employee costs exclude costs that have been capitalised as part of asset construction.					
Wages and salaries		63,440	56,540	60,956	54,752
Councillors remuneration		1,092	1,061	1,092	1,061
Termination benefits		257	206	257	206
Superannuation	26	9,027	8,019	8,737	7,794
Employee leave entitlements		12,617	10,624	12,617	10,566
		86,433	76,450	83,659	74,379
Other employee related expenses		497	495	359	353
		86,930	76,944	84,018	74,732
TOTAL EMPLOYEE BENEFITS		86,930	76,944	84,018	74,732

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

#### Full time equivalent employees and elected members at the reporting date:

Elected members	9	9	9	9
Office of the CEO	5	5	5	5
Community and Lifestyle	105	107	105	107
Customer Experience	96	95	96	95
Finance Governance and Risk	68	69	68	69
Operations	362	330	362	330
People and Strategy	57	55	57	55
Assets and Environment	66	57	66	57
Controlled Entity - Airport Operations	23	18	-	-
Controlled Entity Board members	6	6	-	-
<b>Total full time equivalent employees and elected members</b>	<u>797</u>	<u>751</u>	<u>768</u>	<u>727</u>



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 7. Materials and services

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Audit of annual financial statements by the Auditor-General of Queensland	283	213	230	173
Consultants	5,212	5,087	4,903	4,744
Contractors	29,585	33,238	27,595	31,548
Donations and sponsorships	2,860	3,040	2,860	3,040
Equipment expenses	4,298	3,757	4,196	3,647
Fuel	2,174	2,415	2,156	2,394
Insurance	3,660	3,260	3,293	2,914
Motor vehicle expenses	2,449	2,257	2,416	2,202
Property expenses	3,585	4,255	3,199	3,506
Software expenses	4,067	3,614	3,943	3,565
Staff and Councillor associated expenses	2,948	3,135	2,789	2,967
Utility expenses	4,775	4,419	4,432	4,119
Waste disposal and tipping fees	12,711	9,083	12,677	9,049
Water purchases	24,664	25,701	24,664	25,701
Other materials and services	15,264	10,786	14,722	10,511
<b><u>TOTAL MATERIALS AND SERVICES</u></b>	<b><u>118,535</u></b>	<b><u>114,259</u></b>	<b><u>114,075</u></b>	<b><u>110,079</u></b>

Council's total audit fees quoted by the Queensland Audit Office relating to the 2024-25 financial statements are \$230,000 (\$190,000 in 2023-24). Total consolidated audit fees estimated by the Queensland Audit Office are \$282,500 for 2024-25 (\$230,320 in 2023-24).

### Note 8. Finance costs

Notes	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Finance costs charged by the Queensland Treasury Corporation	2,330	2,560	1,072	1,266
Bank charges	519	411	477	373
Impairment of receivables	(13)	(57)	(2)	23
Interest on leases	18 71	90	71	90
Unwinding of discount on provisions	21 557	473	557	473
Fair value adjustment	102	127	102	127
<b><u>TOTAL FINANCE COSTS</u></b>	<b><u>3,566</u></b>	<b><u>3,604</u></b>	<b><u>2,277</u></b>	<b><u>2,352</u></b>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 9. Capital expenses and impairment

		Consolidated		Council	
		2025	2024	2025	2024
	Notes	\$'000	\$'000	\$'000	\$'000
(a) Loss on disposal of non-current assets					
Proceeds from the disposal of property, plant and equipment		335	1,348	326	1,338
Less: carrying value of disposed property, plant and equipment	16	(2,066)	(9,535)	(2,066)	(9,399)
Loss on disposal of non-current assets		1,731	8,187	1,740	8,061

### Note 10. Cash, cash equivalents and financial assets

	Notes	Consolidated		Council	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000

Cash, deposits at call, and term deposits are held at a variety of Australian Banks and Credit Unions and the Queensland Treasury Corporation (QTC) with credit ratings ranging from AAA to A for long term investments and A1+ to A1 for short term investments. All Gladstone Airport Corporation investments are held in the QTC cash management account bearing variable interest rates.

Deposits with the QTC Cash Fund are capital guaranteed.

#### Cash and cash equivalents

Cash at bank and on hand	1,587	1,797	634	781
Deposits at call	121,917	142,241	107,644	130,574
<b><u>TOTAL CASH AND CASH EQUIVALENTS</u></b>	<b><u>123,504</u></b>	<b><u>144,038</u></b>	<b><u>108,278</u></b>	<b><u>131,355</u></b>

#### Financial assets - current

Term deposits	38,000	15,207	38,000	15,207
<b><u>TOTAL FINANCIAL ASSETS</u></b>	<b><u>38,000</u></b>	<b><u>15,207</u></b>	<b><u>38,000</u></b>	<b><u>15,207</u></b>

#### Unrestricted cash

Cash and cash equivalents and financial assets available for Council	161,504	159,245	146,278	146,562
Less: externally imposed restrictions on cash	(8,590)	(4,711)	(8,072)	(4,711)
<b>Unrestricted cash</b>	<b><u>152,914</u></b>	<b><u>154,534</u></b>	<b><u>138,206</u></b>	<b><u>141,851</u></b>



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 10. Cash, cash equivalents and financial assets (continued)

	Consolidated		Council	
	2025	2024	2025	2024
Notes	\$'000	\$'000	\$'000	\$'000

#### Restricted cash and cash equivalents

Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include:

#### (i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:

Unspent government grants and subsidies	5,924	115	5,406	115
State government waste levy received in advance	2,666	4,596	2,666	4,596
<b>Total externally imposed restrictions on cash assets</b>	<b>8,590</b>	<b>4,711</b>	<b>8,072</b>	<b>4,711</b>

Council regularly monitors future cash forecasts and expects to meet its debts as and when due.

#### Trust funds

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies. Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

#### Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities

Security deposits	157	157	157	157
	7,853	5,987	7,853	5,987
	<b>8,010</b>	<b>6,144</b>	<b>8,010</b>	<b>6,144</b>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 11. Receivables

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

Settlement of receivables is required within 30 days after the invoice is issued.

Because Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not impair rate receivables.

Interest is charged on outstanding rates at 12.35% per annum from 1 July 2024, (11.64% per annum from 1 July 2023). No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.

Accrued revenues (current and non-current) include amounts relating to the Special Charge Agreement with the Gladstone City Plaza Body Corporate. These amounts will be paid over a 10 year period, with repayments commencing in the 2021-22 year.

#### Current

Rateable revenue and utility charges	3,928	4,419	3,928	4,419
Other debtors	3,242	4,045	2,211	2,638
Accrued revenues				
- Interest on investments	600	338	600	338
- Developer contribution accruals	2,515	-	2,515	-
- Other income accruals	2,887	1,365	2,818	1,308
Gladstone Airport Corporation	-	-	1,354	786
<b>Total</b>	<b>13,172</b>	<b>10,167</b>	<b>13,426</b>	<b>9,489</b>
<b>less: Provision for impairment</b>				
Other debtors	(9)	58	(10)	(12)
<b>Total provision for impairment - receivables</b>	<b>(9)</b>	<b>58</b>	<b>(10)</b>	<b>(12)</b>
<b><u>TOTAL CURRENT RECEIVABLES</u></b>	<b><u>13,163</u></b>	<b><u>10,225</u></b>	<b><u>13,416</u></b>	<b><u>9,477</u></b>

#### Non-current

Shareholder loan - Gladstone Airport Corporation	-	-	28,941	29,761
Accrued revenues				
- Other income accruals	825	990	825	990
<b><u>TOTAL NON-CURRENT RECEIVABLES</u></b>	<b><u>825</u></b>	<b><u>990</u></b>	<b><u>29,766</u></b>	<b><u>30,751</u></b>



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 11. Receivables (continued)

#### Shareholder Loan

On 1 July 2012 Gladstone Airport Corporation (GAC) came into existence under the *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010 (repealed)*. The Statement of Corporate Intent outlines the acknowledgement of debt which Council currently holds as a QTC liability and controlled entity receivable.

The loan is secured by a fixed and floating charge over the Gladstone Airport Corporation's assets and undertakings.

For the purposes of completing the maturity analysis in note 30 to these financial statements, the principal component of these loans has been included in the more than five year time band.

A competitive neutrality margin of 0.58% on the outstanding loan balance is also payable by the Gladstone Airport Corporation to Council, in accordance with the requirements of the *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010 (repealed)*.

Loans to the Gladstone Airport Corporation are at a fixed rate with an interest rate of between 2.16% and 2.64%, together with an administration fee of 0.1% per annum. The facility consists of an amortising loan with a principal and interest and interest only component with the principal due upon expiry of the agreement on 30 June 2041. The facility has been extended through the Deed of Variation of Loan Restructure Deed between Council and GAC.

When determining whether to apply impairment against the Gladstone Airport Corporation (refer to note 14 for additional detail) Council has assessed the recoverability of the loan receivable. Through cashflow modelling, Council concluded that the credit risk associated with this loan had not significantly increased since initial recognition, and therefore would only need to be impaired to the extent of 12 months' worth of expected credit losses. The cash reserves held by the Gladstone Airport Corporation are adequate to service 12 months of repayments and therefore, no impairment has been recognised against the loan.

#### Receivables credit risk

In the case of rate receivables, Council has the power to sell property to recover any defaulted amounts and therefore generally for rates debtors the credit risk is low.

In other cases, Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

By the nature of Council's operations, there is a geographical concentration of risk in Council's area. Because the area is largely commercial, there is also a concentration in the commercial sector.

#### Expected credit loss assessment

Council considers a variety of factors when measuring the expected credit losses of trade receivables from individual customers. These factors include amount, ageing, the existence of a contract, the existence of an approved payment plan and the historical repayment activity of the customer. Following these assessments, Council reached the conclusion that forward looking conditions indicated no foreseeable expected deviations from historically calculated rates of default, thus no forward looking adjustments were made.

Council does not require collateral in respect of trade and other receivables.

Refer also to note 30 for further information about credit risk.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 12. Inventories

Costs are assigned on the basis of weighted average cost.

Land acquired by Council with the intention of reselling it (with or without further development) is classified as inventory.

Write down of inventories to net realisable value amounted to \$25,806 (in 2023-24: write up of \$1,935), including the following items: cemetery crypts, crushed concrete, gravel and land held for sale.

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>Current inventories</b>				
(a) Inventories held for sale	168	170	151	163
(b) Inventories held for distribution				
Quarry and road materials	314	391	314	391
Plant and equipment stores	1,001	939	1,001	939
Carbon Credits	379	-	379	-
	<u>1,694</u>	<u>1,330</u>	<u>1,694</u>	<u>1,330</u>
(c) Land purchased for development and sale	142	128	142	128
<b><u>TOTAL CURRENT INVENTORIES</u></b>	<u>2,004</u>	<u>1,628</u>	<u>1,987</u>	<u>1,621</u>

### Note 13. Other assets

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>Current</b>				
Water charges not yet levied	12,150	13,955	12,150	13,955
GST recoverable	1,041	902	1,060	950
Prepayments	2,694	1,853	2,451	1,559
<b><u>TOTAL CURRENT OTHER ASSETS</u></b>	<u>15,885</u>	<u>16,710</u>	<u>15,661</u>	<u>16,464</u>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 14. Interests in other entities

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>Gladstone Airport Corporation</b>				
Investment at cost	-	-	73,230	72,862
Less: accumulated impairment	-	-	(37,566)	(42,877)
<b><u>TOTAL OF INTERESTS IN OTHER ENTITIES</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>35,664</u></b>	<b><u>29,985</u></b>

Gladstone Airport Corporation is a Local Government owned Corporation wholly owned by Gladstone Regional Council.

Gladstone Airport Corporation became a corporatised entity on 1 July 2012 in the state of Queensland under the *Local Government (Beneficial Enterprises and Business Activities) Regulation 2010 (repealed)* to administer the for-profit airport activities.

Council's consolidated financial statements incorporate the assets, liabilities and result of the Gladstone Airport Corporation in accordance with AASB 10 *Consolidated Financial Statements* and the accounting policy described in note 1(b).

Council's investment in the controlled entity, Gladstone Airport Corporation, is accounted for at cost in Council's separate financial statements as fair value cannot be reliably measured. This investment is eliminated in the financial statements of the economic entity upon consolidation.

A review of the recoverable amount of the airport cash-generating unit (CGU) was undertaken as at 30 June 2025. This assessment found that there was no indication of further impairment observed in Council's investment in the Gladstone Airport Corporation (GAC) as a controlled entity.

The value-in-use of the airport CGU was determined to be \$50,199,418. Council has adjusted for cash and cash equivalents, borrowings and other financial liabilities to arrive at an implied equity value of \$41,314,903.

Sensitivity analysis was undertaken over the following assumptions within the valuation:

- Discount rate
- Passenger growth rate
- COVID-19 recovery into 2025
- Forecast capital expenditure
- Receipt of significant capital funding in future years

It was determined that any reasonable change in these assumptions was unlikely to lead to further impairment.

As the parent entity, Council assessed the recoverable amount of the airport CGU to include surplus cash, and therefore compared the recoverable value to Council of \$65,425,416 to the carrying amount of the CGU (inclusive of both the investment and loan receivable). The recoverable amount of the CGU exceeds the carrying amount by \$5,310,653. This indicated a reversal of impairment was required in 2024-25 of \$5,310,653 to bring the carrying amount in line with the recoverable amount.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 15. Investment property

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Investment property is property held for the primary purpose of earning rentals and/or capital appreciation. This includes land held by Council for a currently undetermined future use. Investment property does not include community housing or other property held to provide a social service.				
Investment property is initially recognised at cost (including transaction costs) and subsequently at fair value. Where investment property is acquired for significantly below fair value it is recorded at fair value on initial recognition. All investment property owned by Council has been revalued at the balance date by way of desktop revaluation.				
Fair value at beginning of financial year	4,493	2,408	4,493	2,408
Revaluation adjustment	135	2,085	135	2,085
<b><u>TOTAL INVESTMENT PROPERTY</u></b>	<b><u>4,628</u></b>	<b><u>4,493</u></b>	<b><u>4,628</u></b>	<b><u>4,493</u></b>

Investment property comprises

Rental property: Commercial \$2,505,242 and Residential \$1,230,439

Land which is held for future development or an undetermined future use: \$892,108

Council obtains independent valuations from a qualified valuer with relevant experience in the location and category of the investment property being valued, at least every 5 years for all rental properties. The last comprehensive valuation was undertaken by APV Valuers and Asset Management as at 30 June 2021. In the interim years, Council compares the carrying amount of investment property to its fair value using relevant market information and indices and records a revaluation movement where the two values are materially different.

The market approach was predominantly used to determine the fair value of rental properties. This included the residential and commercial properties where the relevant inputs were able to be observed from current market evidence. The fair value has been derived from sales prices of comparable properties after adjusting for differences in key attributes such as property size. For one investment property, the income approach was used, where future committed cash inflow and expected cash outflows are discounted to the present-day value. The estimated inputs used in this calculation include future cash outflows for property maintenance, the inflation rate applied to rental income and the discount rate used to derive the present-day value.

Land was valued using the sales comparison approach. Sales prices of comparable land sites in close proximity were adjusted for differences in key attributes such as property size.

A revaluation increment has been recorded for the investment property asset sub class as at 30 June 2025.

At reporting date there was no property being constructed or developed for future use as investment property.

No contingent rentals were recognised during the current or prior reporting periods.

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

Note 16. Property, plant and equipment

Consolidated - 30 June 2025																							
		Land and improvements		Buildings		Plant and equipment		Major plant and equipment		Cultural assets		Park furniture and other structures		Road, drainage and transport infrastructure		Sewerage infrastructure		Water infrastructure		Work in progress		Total	
		\$'000	Fair value	\$'000	Fair value	\$'000	Cost	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Cost	\$'000	Fair value
Measurement basis			Notes																				
Opening gross balance		154,436		239,274		56,402		17,225		1,609		86,732		1,925,193		866,612		469,324		80,928		3,897,735	
Additions - renewal		-		-		-		-		-		-		-		-		-		46,383		46,383	
Additions - other		369		-		-		-		-		-		-		-		-		60,790		61,159	
Contributed assets		-		-		-		-		-		-		1,316		1,964		351		-		3,631	
Disposals		(369)		-		(1,201)		-		-		-		(827)		(2,901)		(2,761)		-		(8,059)	
Write-offs		-		-		(1)		-		-		-		-		-		-		(4,473)		(4,473)	
Revaluation increments to equity (ARS)		4,002		37,343		-		369		26		11,752		148,582		46,005		10,196		-		258,275	
Work in progress transfers		5,559		149		6,516		1,629		13		348		4,138		35		-		(18,387)		-	
Adjustments and other transfers		-		(13,314)		-		-		-		(1,130)		1,675		-		-		-		(12,769)	
Total consolidated gross value of property, plant and equipment		163,997		263,452		61,716		19,223		1,647		97,702		2,080,077		911,714		477,109		165,242		4,241,879	
Opening accumulated depreciation and impairment		4,155		70,652		32,797		3,667		-		16,705		453,046		413,653		196,010		-		1,190,685	
Depreciation expense		2,818		2,849		4,014		1,236		-		2,091		28,360		12,139		7,839		-		61,346	
Disposals		-		-		(929)		-		-		-		(520)		(2,328)		(1,845)		-		(5,622)	
Revaluation increments to equity (ARS)		(4,288)		9,358		-		(378)		-		2,465		37,939		(15,749)		39,197		-		68,544	
Adjustments and other transfers		-		(12,849)		171		-		-		903		(997)		-		-		-		(12,772)	
Total consolidated accumulated depreciation and impairment of property, plant and equipment		2,683		70,011		36,053		4,524		-		22,164		517,828		407,715		241,200		-		1,302,178	
Total consolidated net book value of property, plant and equipment		161,314		193,441		25,663		14,699		1,647		75,538		1,562,249		503,999		235,909		165,242		2,939,701	

Other information																							
Recognition threshold		>\$1	>\$10,000	>\$5,000	>\$350,000	Networked	>\$10,000	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked
Range of estimated useful life (years)		Land: Not depreciated Improvements: 7	>\$10,000	>\$5,000	>\$350,000	Networked	>\$10,000	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked	Networked
			10-185	2-52	7-16	Not depreciated	10-150	10-1000	15-150	10-100	Not depreciated	10-100	Not depreciated	10-100	Not depreciated	10-100	Not depreciated	10-100	Not depreciated	10-100	Not depreciated	10-100	Not depreciated

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

Consolidated - 30 June 2024																											
		Measurement basis		Notes		Land and improvements		Buildings		Plant and equipment		Major plant and equipment		Cultural assets		Park furniture and other structures		Road, drainage and transport infrastructure		Sewerage infrastructure		Water infrastructure		Work in progress		Total	
		\$'000	Fair value			\$'000	Fair value	\$'000	Cost	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Cost	\$'000	Cost	\$'000	Cost	\$'000	Cost
Opening gross balance		153,914	233,454	55,773	13,733	1,580	77,986	1,889,627	1,889,627	869,644	468,161	71,258	3,835,130														
Transfers between asset classes		-	-	-	-	-	234	(234)	-	-	-	-	-														
Additions - renewal		-	-	-	-	-	-	-	-	-	-	-	46,638														
Additions - other		226	10	-	-	-	21	3,823	365	289	27,853	27,853	32,587														
Contributed assets		-	-	-	-	-	-	10,732	33	296	-	-	11,061														
Disposals		(116)	(266)	(3,147)	(1,155)	-	(754)	(9,037)	(15,083)	(220)	(220)	-	(29,778)														
Write-offs		-	-	-	-	-	-	-	-	-	-	-	(1,988)														
Revaluation increments to equity (ARS)		383	2,629	-	1,351	22	194	1,492	-	-	-	-	6,071														
Work in progress transfers		28	3,448	3,775	3,296	7	8,948	30,860	11,671	798	(62,831)	-	-														
Adjustments and other transfers		-	-	-	-	-	104	(2,070)	(18)	-	-	-	(1,984)														
Total consolidated gross value of property, plant and equipment		154,436	239,274	56,402	17,225	1,609	86,732	1,925,193	866,612	469,324	80,928	3,897,735															
Opening accumulated depreciation and impairment		4,050	67,529	30,909	3,066	-	15,009	427,635	413,797	187,954	-	1,149,949															
Transfers between asset classes		-	-	-	-	-	59	(59)	-	-	-	-	-														
Depreciation expense		105	3,190	4,317	1,012	-	1,867	27,290	12,227	7,958	-	57,966															
Disposals		-	(73)	(2,428)	(930)	-	(268)	(2,456)	(12,572)	(75)	-	(18,802)															
Revaluation increments to equity (ARS)		-	-	-	519	-	-	-	-	-	-	519															
Adjustments and other transfers		-	6	-	-	-	37	635	201	173	-	1,052															
Total consolidated accumulated depreciation and impairment of property, plant and equipment		4,155	70,652	32,797	3,667	-	16,705	453,046	413,653	196,010	-	1,190,685															
Total consolidated net book value of property, plant and equipment		150,281	168,622	23,605	13,558	1,609	70,027	1,472,147	452,959	273,314	80,928	2,707,050															
Other information																											
Recognition threshold		>\$1	>\$10,000	>\$5,000	>\$350,000	Networked	>\$10,000	Networked	Networked	Networked	Networked	Networked	Networked														
Range of estimated useful life (years)		Land: Not depreciated Improvements: 7	10-185	2-52	7-16	Not depreciated	10-150	10-1000	15-150	10-100	Not depreciated	10-100	Not depreciated														



NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

Note 16. Property, plant and equipment (continued)

Council - 30 June 2025																						
		Land and improvements		Buildings	Plant and equipment		Major plant and equipment		Cultural assets		Park furniture and other structures		Road, drainage and transport infrastructure		Sewerage infrastructure		Water infrastructure		Work in progress		Total	
		\$'000	Fair value	\$'000	Fair value	Cost	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Cost	\$'000	
Measurement basis		Notes																				
Opening gross balance		144,399	198,454	52,762	17,225	1,609	80,166	1,863,367	866,612	469,324	80,794	3,774,713										
Additions - renewal		-	-	-	-	-	-	-	-	-	46,383	46,383										
Additions - other		-	-	-	-	-	-	-	-	-	60,200	60,200										
Contributed assets		-	-	-	-	-	-	1,316	1,964	351	-	3,631										
Disposals		(369)	-	(1,133)	-	-	-	(827)	(2,901)	(2,761)	-	(7,991)										
Write-offs		-	-	-	-	-	-	-	-	-	(4,473)	(4,473)										
Revaluation increments to equity (ARS)		3,217	34,361	-	369	26	11,752	141,560	46,005	10,196	-	247,486										
Work in progress transfers		5,523	136	6,395	1,629	13	348	4,138	35	-	(18,217)	-										
Total gross value of property, plant and equipment		152,771	232,951	58,024	19,223	1,648	92,266	2,009,554	911,715	477,110	164,687	4,119,949										
Opening accumulated depreciation		4,155	43,337	29,773	3,667	-	14,730	410,187	413,653	196,010	-	1,115,512										
Depreciation expense		2,818	2,849	4,014	1,236	-	2,091	26,312	12,139	7,839	-	59,298										
Disposals		-	-	(861)	-	-	-	(520)	(1,845)	(5,554)	-	(5,554)										
Revaluation increments to equity (ARS)		(4,288)	7,372	-	(378)	-	2,465	33,129	(15,749)	39,197	-	61,748										
Total accumulated depreciation of property, plant and equipment		2,683	53,558	32,926	4,524	-	19,286	469,108	407,715	241,200	-	1,231,000										
Total net book value of property, plant and equipment		150,088	179,393	25,098	14,699	1,648	72,980	1,540,446	504,000	235,910	164,687	2,888,949										
Other information																						
Recognition threshold		>\$1	>\$10,000	>\$5,000	>\$350,000	Networked	>\$10,000	Networked	Networked	Networked	Networked											
Range of estimated useful life (years)		Land: Not depreciated Improvements: 7	10-185	2-52	7-16	Not depreciated	10-150	10-1000	15-150	10-100	Not depreciated											

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

Council - 30 June 2024																							
		Land and improvements		Buildings	Plant and equipment		Major plant and equipment		Cultural assets		Park furniture and other transport structures		Road, drainage and transport infrastructure		Sewerage infrastructure		Water infrastructure		Work in progress		Total		
		\$'000	Fair value	\$'000	Cost	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Fair value	\$'000	Cost				
Measurement basis																							
Opening gross balance		144,261	195,752	51,920	13,733	1,580	71,692	1,831,155	869,644	468,161	71,107	3,719,005											
Transfers between asset classes		-	-	-	-	-	234	(234)	-	-	-	-	-										
Additions - renewal		-	-	-	-	-	-	-	-	-	-	-	-										
Additions - other		226	10	-	-	-	21	3,823	365	289	27,281	44,171											
Contributed assets		-	-	-	-	-	-	10,732	33	296	-	11,060											
Disposals		(116)	(258)	(2,810)	(1,155)	-	(754)	(8,574)	(15,083)	(220)	-	(28,970)											
Write-offs		-	-	-	-	-	-	-	-	-	(1,957)	1,373											
Revaluation increments to equity (ARS)		-	-	-	1,351	22	8,870	28,534	11,671	798	(59,807)	-											
Work in progress transfers		28	2,951	3,652	3,296	7	104	(2,070)	(18)	-	-	(1,984)											
Adjustments and other transfers		-	-	-	-	-	-	-	-	-	-	-											
Total gross value of property, plant and equipment		144,399	198,454	52,763	17,225	1,609	80,166	1,863,367	866,612	469,324	80,794	3,774,713											
Opening accumulated depreciation		4,050	40,604	27,732	3,066	-	13,200	385,423	413,797	187,954	-	1,075,826											
Transfers between asset classes		-	-	-	-	-	59	(59)	-	-	-	-											
Depreciation expense		105	2,792	4,143	1,012	-	1,702	26,304	12,227	7,958	-	56,243											
Disposals		-	(65)	(2,102)	(930)	-	(268)	(2,116)	(12,572)	(75)	-	(18,128)											
Revaluation increments to equity (ARS)		-	-	-	519	-	37	635	201	173	-	519											
Adjustments and other transfers		-	6	-	-	-	-	-	-	-	-	1,052											
Total accumulated depreciation of property, plant and equipment		4,155	43,337	29,773	3,667	-	14,730	410,187	413,653	196,010	-	1,115,512											
Total net book value of property, plant and equipment		140,244	155,118	22,990	13,558	1,609	65,436	1,453,180	452,959	273,314	80,794	2,659,201											
Other information																							
Recognition threshold		>\$1	>\$10,000	>\$5,000	>\$350,000	Networked	>\$10,000	Networked	Networked	Networked	Networked												
Range of estimated useful life (years)		Land: Not depreciated Improvements: 7	10-185	2-52	7-16	Not depreciated	10-150	10-1000	15-150	10-100	Not depreciated	Not depreciated											

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

Note 16. Property, plant and equipment (continued)

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(a) Recognition

The classes of property, plant and equipment recognised by Council are:

- |                             |   |
|-----------------------------|---|
| - Land and improvements     | - Park furniture and other structures (PFOS)          |
| - Buildings                 | - Roads, drainage and transport infrastructure (RDTI) |
| - Major plant and equipment | - Water infrastructure                                |
| - Plant and equipment       | - Sewerage infrastructure                             |
| - Cultural assets           | - Work in progress                                    |

Asset capitalisation thresholds are set for each class as outlined in the property, plant and equipment tables.

Thresholds apply to all assets on a stand alone basis except for those categorised as networked. Networked assets are generally components of a complex asset and individually are not functional.

**Major plant and equipment**

Council has determined that plant which has an individual cost in excess of \$350,000 is of high value to Council. Plant which meets this criteria is major plant if it is prone to a high degree of price fluctuations or in danger of becoming obsolete. The asset class primarily includes specialised earthmoving equipment.

**Land under roads**

The Gladstone Regional Council does not control any land under roads. All land under the road network within Council area has been dedicated and opened for public use under the *Land Act 1994 or the Land Title Act 1994* and is not controlled by Council but is controlled by the State pursuant to the relevant legislation. Therefore this land is not recognised in these financial statements.

(b) Measurement

Acquisition of assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at fair value less, where applicable, any accumulated depreciation and accumulated impairment loss (excluding Plant and Equipment and Work In Progress, which are held at cost).

(c) Depreciation

Land, work in progress, certain cultural and heritage assets with heritage listing and road formations are not depreciated.

Depreciation on other land improvements and property, plant and equipment is calculated on a straight-line basis so as to write-off the net cost or revalued amount of each depreciable asset, less its estimated residual value for plant and equipment and major plant and equipment, progressively over its estimated useful life to Council.

Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

The depreciable amount of improvements to or on leasehold land is allocated progressively over the estimated useful lives of the improvements to Council or the unexpired period of the lease, whichever is the shorter.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

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#### (c) Depreciation (continued)

The condition assessments performed as part of the annual valuation process for assets measured at written down current replacement cost are used to estimate the useful lives of these assets at each reporting date.

#### (d) Valuation

Council's non-current physical assets are measured at fair value for financial reporting purposes, with the exception of plant and equipment, which is measured at cost.

#### Valuation Processes

Council compares the carrying amount of its property, plant and equipment on an annual basis to current fair value and makes adjustments where these are materially different. Every 5 years, Council performs a full comprehensive revaluation by engaging an external professionally qualified valuer.

In the intervening years, Council undertakes either:

- A management valuation using internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets and an appropriate cost index for the region or;
- A "desktop" valuation for land and improvements, buildings and plant asset classes which involves management providing updated information to the valuer regarding additions, deletions and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Fair values are classified into three levels as follows:

**Level 1:** Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities.

**Level 2:** Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset.

**Level 3:** Fair value based on unobservable inputs for the asset and liability.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If all significant inputs required to fair value an asset are observable, the asset is included in level 2. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for Council infrastructure assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

There were no transfers between levels during the year.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

#### (d) Valuation (continued)

#### Valuation techniques used to derive level 2 and level 3 fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date/ valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other revaluation adjustment
Buildings - FV inputs (3)	Current replacement cost approach	APV 30/06/2021	<p>*Current replacement cost determined by (rate per square meter) cost guides, unit rate databases and available market and construction data of modern equivalent assets.</p> <ul style="list-style-type: none"> <li>• Replacement Cost also calculated with the help of (actual dimensions and unit rates) derived from market evidence plus locality allowance factored in for materials and labour, in general Gladstone's locality factor has been around 20% for most of the assets valued within this comprehensive valuation.</li> <li>• Split between short-life and long-life part (based on consideration of likely future asset management treatments)</li> <li>• Valuation profile (based on how market participants perceive the relationship between asset condition, cost to renew the asset and the associated value).</li> <li>• Consumption score (based on physical characteristics as well as potential impact of changes in functionality, capacity, obsolescence and legal and other limits)</li> <li>• Dates of acquisition and decommissioning used where applicable</li> </ul>	18.77% Derived via desktop valuation conducted by APV 30/06/2025	Condemned building revalued to nil pending demolition
Major Plant - FV input (2)	Market approach	Internal Management Assessment 30/06/2025	<p>Values are determined by management on a condition audit and market based evidence using comparable replacement costs from the most recent price catalogues for specialised earthmoving equipment.</p> <p>Key assumptions used in assessing the condition included site condition, type of usage, major mechanical component condition, and machine hours. The fair value takes into account transport costs to transport the plant to market but does not include transaction costs.</p>	N/A	Revaluation adjustment of \$0.4m based on market information

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

#### (d) Valuation (continued)

#### Valuation techniques used to derive level 2 and level 3 fair values (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date/ valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other revaluation adjustment
Land - FV inputs (2)	Market Value	APV 30/06/2021	<ul style="list-style-type: none"> <li>Depending upon the unique circumstances of each lot, land has been valued using a range of approaches including;                             <ul style="list-style-type: none"> <li>- Direct comparison to sales</li> <li>- Hypothetical development</li> <li>- Value to an adjoining owner</li> <li>- Nominal value</li> </ul> </li> </ul> <p>Therefore, the valuation of land took into account sales prices (database of recent sales) of comparable properties and were adjusted for differences in key attributes such as land size</p>	NA	Land values adjusted based on fair values derived through desktop valuation conducted by APV 30/06/2025
Parks Furniture & Other Structures (PFOS) - FV inputs (3)	Current replacement cost approach	APV 30/06/2021	<ul style="list-style-type: none"> <li>Replacement cost (based on actual dimensions and unit rates derived from market evidence)</li> <li>Split between short-life and long-life part (based on consideration of likely future asset management treatments)</li> <li>Valuation profile (based on how market participants perceive the relationship between asset condition, cost to renew the asset and the associated value).</li> <li>Consumption score (based on physical characteristics as well as potential impact of changes in functionality, capacity, obsolescence and legal and other limits)</li> <li>Dates of acquisition and decommissioning used where applicable</li> </ul>	14.66% Derived via desktop valuation conducted by APV 30/06/2025	Nil



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

#### (d) Valuation (continued)

#### Valuation techniques used to derive level 2 and level 3 fair values (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date/ valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other revaluation adjustment
Water - FV inputs (3)	Current replacement cost approach	JLL 30/06/2025	<ul style="list-style-type: none"> <li>• Modern equivalent asset (based on current constructions standards and practices)</li> <li>• Replacement cost (based on unit rates derived from first principles cost build-ups)</li> <li>• Unit of account/segmentation (level of componentisation of assets into electrical, mechanical, chemical and structural elements).</li> <li>• Dates of acquisition, upgrade and/or decommissioning.</li> <li>• Level of utilisation of assets and condition score.</li> <li>• Total useful life estimates based on operating history and industry standards.</li> <li>• Remaining useful like estimates based on a combination of age/life analysis, inspections, previous condition reports and discussions with engineering staff</li> <li>• Consumption method determined on a straight-line basis.</li> </ul>	NA	Nil
Sewerage - FV inputs (3)	Current replacement cost approach	JLL 30/06/2025	<ul style="list-style-type: none"> <li>• Modern equivalent asset (based on current constructions standards and practices)</li> <li>• Replacement cost (based on unit rates derived from first principles cost build-ups)</li> <li>• Unit of account/segmentation (level of componentisation of assets into electrical, mechanical, chemical and structural elements).</li> <li>• Dates of acquisition, upgrade and/or decommissioning.</li> <li>• Level of utilisation of assets and condition score.</li> <li>• Total useful life estimates based on operating history and industry standards.</li> <li>• Remaining useful like estimates based on a combination of age/life analysis, inspections, previous condition reports and discussions with engineering staff</li> <li>• Consumption method determined on a straight-line basis.</li> </ul>	NA	Nil

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 16. Property, plant and equipment (continued)

#### (d) Valuation (continued)

#### Valuation techniques used to derive level 2 and level 3 fair values (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date/ valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other revaluation adjustment
Roads, Drainage & Transport Infrastructure (RDTI) - FV inputs (3)	Current replacement cost approach	Shepherd Services 30/06/2023	<p>Fair value based on inputs that are directly or indirectly observable for asset (level 2) and Fair value on unobservable inputs for assets (level 3)</p> <ul style="list-style-type: none"> <li>• Current replacement cost units rates were developed by reviewing past construction work costs. For those assets with no recent work cost available, rates were determined from first principles or obtained from benchmarking surrounding regional councils</li> <li>• Onsite inspections were completed for all roads, kerbs and footpaths; condition assessments and relevant photos have been taken and supplied by Shepherd</li> <li>• Level 2 inspection of bridges, culverts and stormwater assets were completed by a third party and provided to Shepherd</li> <li>• Remaining life for each asset has been determined</li> <li>• Useful lives have been determined where possible, by sampling Council's oldest assets in each asset category, otherwise they have been taken from the industry standards.</li> </ul>	7.60% Derived via desktop valuation conducted by Shepherd Services 30/06/2025	Nil

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 17. Contract balances

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>(a) Contract assets</b>				
<b>Current</b>				
Contracts with customers	14,413	11,744	14,413	11,744
<b><u>TOTAL CURRENT CONTRACT ASSETS</u></b>	<b><u>14,413</u></b>	<b><u>11,744</u></b>	<b><u>14,413</u></b>	<b><u>11,744</u></b>
<b>(b) Contract liabilities</b>				
<b>Current</b>				
Funds received upfront to construct Council controlled assets	5,013	8,343	4,495	8,343
Non-capital performance obligations not yet satisfied	1,007	523	1,005	523
<b><u>TOTAL CURRENT CONTRACT LIABILITIES</u></b>	<b><u>6,020</u></b>	<b><u>8,866</u></b>	<b><u>5,500</u></b>	<b><u>8,866</u></b>
<b>Non-current</b>				
Developer Contribution Offsets	4,728	2,545	4,728	2,545
<b><u>TOTAL NON-CURRENT CONTRACT LIABILITIES</u></b>	<b><u>4,728</u></b>	<b><u>2,545</u></b>	<b><u>4,728</u></b>	<b><u>2,545</u></b>
<b>Revenue recognised that was included in the contract liability balance at the beginning of the year</b>				
Funds to construct Council controlled assets	6,610	88	6,610	88
Non-capital performance obligations not yet satisfied	296	2,228	296	2,228
<b><u>Total revenue included in the contract liability</u></b>	<b><u>6,906</u></b>	<b><u>2,316</u></b>	<b><u>6,906</u></b>	<b><u>2,316</u></b>

#### Satisfaction of contract liabilities

The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next 12 months.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 18. Leases

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#### Council as a lessee

Council has leases in place over land and infrastructure.

Council does not separate lease and non-lease components for any class of assets and has accounted for lease payments as a single component.

The right of use asset is measured using the cost model and depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

#### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

#### Leases at significantly below market value / concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

The leases are between 5 and 75 years and require payments between \$0 and \$1 per annum. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the lease agreements.

#### Terms and conditions of leases

##### Land

Council leases various parcels of land for purposes such as showgrounds, community centres as well as the positioning of water and sewerage infrastructure. A number of the underlying assets are considered low value, or the lease payments are significantly below market value and are therefore not subject to lease accounting. For the leases recognised in these statements, lease terms range between 5 and 75 years with some payments based upon the value of the land and some indexing each year by the rate determined within the agreement.

##### Infrastructure

Council leases allocated space on a communication tower. The lease term is 20 years with options to extend. The lease payments are indexed each year by the rate determined within the agreement.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 18. Leases (continued)

	Land \$'000	Infrastructure \$'000	Total \$'000
<b>Right of use assets</b>			
<b>Consolidated</b>			
<b>2025</b>			
Opening balance	2,562	707	3,269
Additions to right of use assets	-	-	-
Adjustments to right of use assets due to remeasurement of lease liability	(769)	-	(769)
Depreciation charge	(66)	(42)	(108)
<b>Balance at 30 June 2025</b>	<b>1,727</b>	<b>665</b>	<b>2,392</b>
<b>2024</b>			
Opening balance	2,792	749	3,541
Additions to right of use assets	120	-	120
Adjustments to right of use assets due to remeasurement of lease liability	(264)	-	(264)
Depreciation charge	(86)	(42)	(128)
<b>Balance at 30 June 2024</b>	<b>2,562</b>	<b>707</b>	<b>3,269</b>
<b>Council</b>			
<b>2025</b>			
Opening balance	2,562	707	3,269
Adjustments to right of use assets due to remeasurement of lease liability	(769)	-	(769)
Depreciation charge	(66)	(42)	(108)
<b>Balance at 30 June 2025</b>	<b>1,727</b>	<b>665</b>	<b>2,392</b>
<b>2024</b>			
Opening balance	2,792	749	3,541
Additions to right of use assets	120	-	120
Adjustments to right of use assets due to remeasurement of lease liability	(264)	-	(264)
Depreciation charge	(86)	(42)	(128)
<b>Balance at 30 June 2024</b>	<b>2,562</b>	<b>707</b>	<b>3,269</b>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 18. Leases (continued)

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>Lease liabilities</b>				
<b>Classified as:</b>				
Current lease liability	42	37	42	37
Non-current lease liability	2,790	3,595	2,790	3,595
<b>Total lease liabilities</b>	<b>2,832</b>	<b>3,632</b>	<b>2,832</b>	<b>3,632</b>

The table below shows the maturity analysis of the lease liabilities based on contractual cashflows and therefore the amounts will not be the same as the recognised lease liability in the Statements of Financial Position.

	< 1 year	1 to 5 years	> 5 years	Total	Total per Statements of Financial Position
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Consolidated</b>					
2025	107	559	3,579	4,245	2,832
2024	103	574	5,079	5,756	3,632
<b>Council</b>					
2025	107	559	3,579	4,245	2,832
2024	103	574	5,079	5,756	3,632

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

#### Amounts included in the Statement of Comprehensive Income related to leases

The following amounts have been recognised in the Statement of Comprehensive Income for leases where Council is the lessee.

#### Expenses

Depreciation of right of use assets	108	129	108	129
Interest expense on lease liabilities	71	90	71	90
Expenses relating to short-term leases	21	20	21	20
Expenses relating to low-value assets	1	1	1	1
<b>Net expense relating to leases</b>	<b>201</b>	<b>240</b>	<b>201</b>	<b>240</b>



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 18. Leases (continued)

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

#### Amounts included in the Statement of Cash Flows related to leases

The following amounts have been recognised in the Statement of Cash Flows for leases where Council is the lessee.

#### Cash flows from financing activities

Repayments made on leases (principal only)	(102)	(96)	(102)	(96)
<b>Total cash inflows/(outflows) for leases</b>	<b>(102)</b>	<b>(96)</b>	<b>(102)</b>	<b>(96)</b>

#### Council as a lessor

Council does not have any finance leases. Council's operating leases relate to the investment property in the Statements of Financial Position. Rent from investment and other property is recognised as income on a periodic straight line basis over the lease term.

#### Operating leases

Where Council retains the risks and rewards relating to a lease, the lease is classified as an operating lease.

#### The minimum lease receipts are as follows:

Not later than one year	595	457	595	457
Between one and two years	587	456	587	456
Between two and three years	583	444	583	444
Between three and four years	589	457	589	457
Between four and five years	511	460	511	460
Later than five years	2,229	2,483	2,229	2,483
<b>Total lease receipts</b>	<b>5,094</b>	<b>4,757</b>	<b>5,094</b>	<b>4,757</b>

#### Assets classified as investment property

The assets are included in the Statement of Financial Position as:

- Investment property - where the asset is held predominantly for rental or capital growth purposes (refer note 15) or
- Property, plant and equipment - where the rental is incidental or the asset is held to meet Council's service delivery objectives (refer note 16).

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 18. Leases (continued)

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Rent from investment and other property is recognised as income on a periodic straight line basis over the lease term.				
Rental income (excluding variable lease payments not dependent on an index or rate)	2,178	1,987	711	450
Rental income relating to variable lease payments not dependent on an index or rate	216	87	216	87
<b>Total operating lease income (rental income)</b>	<b>2,394</b>	<b>2,074</b>	<b>927</b>	<b>537</b>
Direct operating expenses from property that generated rental income	154	188	154	188
Direct operating expenses from property that did not generate rental income	130	146	130	146
<b>Total operating lease expenses</b>	<b>284</b>	<b>334</b>	<b>284</b>	<b>334</b>
Contract obligations for future repairs and maintenance	1	47	1	47

There is nil unearned finance income, unguaranteed residual values accruing to the benefit of Council, accumulated allowance for uncollectible minimum lease payments receivable or contingent rents recognised as income applicable to the leases.

There are no restrictions on the realisability of investment property or remittance of income and proceeds of disposal. Council does not have any contractual obligations to purchase, construct or develop investment property.

### Note 19. Payables

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Creditors	2,148	4,202	1,420	3,514
Accrued expenses	24,180	15,728	23,763	15,515
Accrued wages and salaries	2,117	1,535	2,117	1,525
Prepaid rates	13,581	12,539	13,581	12,539
<b>TOTAL CURRENT PAYABLES</b>	<b>42,026</b>	<b>34,004</b>	<b>40,881</b>	<b>33,093</b>

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 21 day terms.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 20. Borrowings

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, borrowings from the Queensland Treasury Corporation (QTC) are measured at amortised cost and interest free borrowings from the Department of Local Government, Water and Volunteers (DLGWV) are recognised at fair value.

No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 March 2028 to 15 June 2041.

There have been no defaults or breaches of the loan agreements during the period.

In accordance with the *Local Government Regulation 2012* Council adopts an annual debt policy that sets out Council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset. Council also aims to comply with the QTC's borrowing guidelines and ensure that sustainability indicators remain within acceptable levels at all times.

#### Current

Loans - Queensland Treasury Corporation	6,480	6,250	6,480	6,250
Loans - Interest free - DLGWV	529	504	529	504
<b><u>TOTAL CURRENT BORROWINGS</u></b>	<b><u>7,009</u></b>	<b><u>6,754</u></b>	<b><u>7,009</u></b>	<b><u>6,754</u></b>

#### Non-current

Loans - Queensland Treasury Corporation	74,269	80,659	74,269	80,659
Loans - Interest free - DLGWV	1,443	1,972	1,443	1,972
<b><u>TOTAL NON-CURRENT BORROWINGS</u></b>	<b><u>75,712</u></b>	<b><u>82,631</u></b>	<b><u>75,712</u></b>	<b><u>82,631</u></b>

<b><u>TOTAL BORROWINGS</u></b>	<b><u>82,721</u></b>	<b><u>89,385</u></b>	<b><u>82,721</u></b>	<b><u>89,385</u></b>
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No assets have been pledged as security by Council for any liabilities, however all loans are guaranteed by the Queensland Government.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 21. Provisions

#### Personal leave

Council has an obligation to pay 16% on personal leave balances accrued in accordance with the Gladstone Regional Council Enterprise Bargaining Agreement adopted on the 7 February 2025 and pay rates being effective from 1 November 2024. Some former Calliope Shire Council employees are entitled to a 25% payout on personal leave accrued from 10 May 2006 to 8 September 2008. Apart from the payout options, Council is not required to payout the personal leave balances as these are not payable upon termination.

#### Service entitlement

Certain former Gladstone City Council employees are entitled to a service entitlement payment upon departure from employment within Council. In accordance with the 2021 Certified Agreement no further increases are to apply to these leave balances.

#### Long service leave

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in Council's employment or other associated employment which would result in Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using Commonwealth bond yield rates.

#### Landfill remediation

A provision is made for the cost of restoration in respect of refuse dumps where it is probable that Council will be liable, or required, to incur such a cost on the cessation of use of these facilities. The provision is measured at the expected cost of the work required, discounted to current day values using the interest rates attaching to Commonwealth Government guaranteed securities with a maturity date corresponding to the anticipated date of the restoration.

The provision represents the present value of the anticipated future costs associated with the closure of the dump sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred.

The provision recognised for dump sites is reviewed at least annually and updated based on the facts and circumstances available at the time.

Refuse dumps are situated on Council controlled land and are classified as land and improvement assets. The provision for restoration is, therefore, included in the cost of the land and amortised over the expected useful life of the refuse dump.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 21. Provisions (continued)

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Current</b>				
Annual leave	6,777	5,986	6,662	5,853
Long service leave	9,946	8,968	9,882	8,915
Personal leave	231	272	231	272
Accrued RDO and time off in lieu	817	692	817	692
Service entitlement	102	128	102	128
Landfill remediation	225	77	225	77
<b><u>TOTAL CURRENT PROVISIONS</u></b>	<b><u>18,098</u></b>	<b><u>16,123</u></b>	<b><u>17,919</u></b>	<b><u>15,937</u></b>
<b>Non-current</b>				
Long service leave	1,722	1,371	1,668	1,324
Landfill remediation	13,416	13,554	13,416	13,554
<b><u>TOTAL NON-CURRENT PROVISIONS</u></b>	<b><u>15,138</u></b>	<b><u>14,925</u></b>	<b><u>15,084</u></b>	<b><u>14,878</u></b>
<b><u>TOTAL PROVISIONS</u></b>	<b><u>33,236</u></b>	<b><u>31,048</u></b>	<b><u>33,003</u></b>	<b><u>30,815</u></b>

#### Details of movements in provisions:

##### Landfill Remediation

Balance at beginning of financial year	13,631	11,762	13,631	11,762
Increase due to unwinding of discount	557	474	557	474
Increase/(decrease) due to change in discount rate	191	(47)	191	(47)
Increase/(decrease) due to change in projected costs	(586)	2,773	(586)	2,773
Increase/(decrease) due to change in inflation	(73)	(1,278)	(73)	(1,278)
Increase/(decrease) due to capping expenditure	(79)	(52)	(79)	(52)
Balance at end of financial year	<u>13,641</u>	<u>13,631</u>	<u>13,641</u>	<u>13,631</u>

This is the present value of the estimated cost of restoring the refuse disposal site to a useable state at the end of its useful life. The site is expected to close in 2059 and excludes future development areas.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 22. Other liabilities

	Consolidated		Council	
	2025	2024	2025	2024
Notes	\$'000	\$'000	\$'000	\$'000
Current				
Waste levy refund received in advance	1,409	1,931	1,409	1,931
<u>TOTAL CURRENT OTHER LIABILITIES</u>	<u>1,409</u>	<u>1,931</u>	<u>1,409</u>	<u>1,931</u>
Non-current				
Waste levy refund received in advance	1,257	2,666	1,257	2,666
Long term payable	34,341	34,341	34,341	34,341
<u>TOTAL NON-CURRENT OTHER LIABILITIES</u>	<u>35,598</u>	<u>37,007</u>	<u>35,598</u>	<u>37,007</u>

Four years of annual payments (2022-23 - 2025-26) were received by Council as a lump sum payment in June 2022. A further advance payment was received in June 2023 for the 2026-27 financial year.

These payments were received by Council from the State Government to help make future investment decisions in regards to reducing waste generation and increasing resource recovery.

The subsidy received for the 2024-25 year is recognised in the income statement in the 2024-25 year as a contra expense. The subsidy received in advance for the 2025-26 year is recognised as a current liability. The subsidy received in advance for the 2026-27 year is recognised as a non-current liability.

The long term payable relates to an agreement with the bulk water provider for the Gladstone community that expires on 30 June 2122.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 23. Asset revaluation surplus

#### Asset revaluation surplus

The asset revaluation surplus comprises revaluation movements on property, plant and equipment.

### Note 24. Commitments for expenditure

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000

#### (a) Contractual commitments (exclusive of GST)

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Garbage collection contract	31,517	7,760	31,517	7,760
Water & sewerage plant operations	13,491	21,104	13,491	21,104
Other commitments	5,563	8,303	5,563	8,303
	<u>50,571</u>	<u>37,167</u>	<u>50,571</u>	<u>37,167</u>

#### (b) Capital commitments (exclusive of GST)

Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:

#### Property, plant and equipment

Airport capital expenditure	347	-	-	-
Fleet and equipment purchases	-	4,708	-	4,708
Parks and environment assets	37	192	37	192
Property assets	247	2,398	247	2,398
Road assets	5,002	34,269	5,002	34,269
Strategic projects	5	129	5	129
Sewerage assets	6,176	6,756	6,176	6,756
Waste assets	189	741	189	741
Water assets	598	1,065	598	1,065
External project management and design	2	22	2	22
Community and lifestyle	54	-	54	-
	<u>12,657</u>	<u>50,280</u>	<u>12,310</u>	<u>50,280</u>

Capital commitments are all expected to settle within the next year.

**2024:** Road assets include \$12,662,359 relating to the Reconstruction of Essential Public Assets. This work is grant funded.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 25. Contingent liabilities

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Details and estimates of maximum amounts of contingent liabilities are as follows:

#### Local Government Mutual

Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2024 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

#### Local Government Workcare

Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. Council's maximum exposure to the bank guarantee is \$2,073,086.

#### Bank Guarantees

The Gladstone Regional Council has provided a bank guarantee to Queensland Rail Ltd valued at \$15,000 as a bond over two blocks of land being utilised by Gladstone Regional Council. The guarantee expires in 29 February 2028.

The Gladstone Regional Council has provided a bank guarantee to Great Barrier Reef Marine Park Authority valued at \$274,353 as an obligation under contract for the Permit G37713.1 - Agnes Water Desalination Plant. The guarantee expires on 30 September 2028.

#### Donated Personal Leave Pool

The Gladstone Regional Council has established a Personal Leave Pool whereby employees may voluntarily contribute a portion of their available personal leave entitlements into a shared pool. This pool of leave can be accessed and drawn upon by colleagues that suffer a critical or terminal illness and who have exhausted all paid leave entitlements in accordance with the Certified Agreement and Leave Corporate Standard.

As at 30 June 2025 the balance of the pool is \$65,328.

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

Note 26. Superannuation - Regional Defined Benefit Fund

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*. The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at Council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of Council.

Gladstone Regional Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the Brighter Super trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed triennial actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee salary or wages and there are no known requirements to change the rate of contributions.

The next triennial actuarial review is not due until 1 July 2027.

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary, are:

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

	Notes	Consolidated		Council	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
Superannuation contributions made to the Regional Defined Benefits Fund		162	154	162	154
Other superannuation contributions for employees		8,865	7,865	8,575	7,640
Total superannuation contributions paid by Council for employees	6	9,027	8,019	8,737	7,794



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 27. Reconciliation of net result for the year to net cash inflow (outflow) from operating activities

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Net operating result from Statements of Comprehensive Income	49,278	60,913	54,451	72,147
Non-cash items				
Depreciation and amortisation	61,454	58,094	59,406	56,371
(Reversal) of previous impairment losses of property, plant and equipment	-	-	(5,311)	(12,319)
	<u>61,454</u>	<u>58,094</u>	<u>54,095</u>	<u>44,052</u>
Losses/(gains) recognised on re-measurements through the Statements of Comprehensive Income				
Investment properties	(135)	(2,085)	(135)	(2,085)
Amortisation/recognition of interest exp. on interest free loans received by Council & previously fair valued	102	127	102	127
Land held for sale (inventory)	(14)	92	(14)	92
	<u>(47)</u>	<u>(1,866)</u>	<u>(47)</u>	<u>(1,866)</u>
Investing and development activities				
Net (profit)/loss on disposal of assets	1,731	8,187	1,740	8,061
Capital grants and contributions	(38,442)	(33,142)	(37,826)	(32,698)
Dividends Received	-	-	(429)	(1,073)
Non cash contributions	(6,145)	(11,281)	(6,145)	(11,281)
Income tax equivalents	(7,963)	(27,615)	(8,951)	(27,615)
Capital work in progress write off	4,473	-	4,473	-
	<u>(46,346)</u>	<u>(63,851)</u>	<u>(47,138)</u>	<u>(64,606)</u>
Financing activities				
Borrowing costs	2,920	2,939	1,620	1,607
	<u>2,920</u>	<u>2,939</u>	<u>1,620</u>	<u>1,607</u>
Changes in operating assets and liabilities:				
(Increase)/decrease in receivables	(325)	1,627	(689)	863
Increase/(decrease) in provision for doubtful debts	67	(261)	(2)	6
(Increase)/decrease in inventories	(362)	138	(352)	145
(Increase)/decrease in contract assets	(2,669)	(8,684)	(2,669)	(8,684)
(Increase)/decrease in other assets	825	(2,627)	803	(2,614)
Increase/(decrease) in payables	6,980	1,015	6,746	533
Increase/(decrease) in contract liabilities	(663)	1,983	(1,183)	2,076
Increase/(decrease) in employee leave entitlements	2,178	1,143	2,178	1,085
Increase/(decrease) in other provisions	10	473	10	473
Increase/(decrease) in other liabilities	(889)	(784)	(889)	(839)
	<u>5,152</u>	<u>(5,977)</u>	<u>3,953</u>	<u>(6,956)</u>
Net cash provided from/(used in) operating activities from the Statements of Cash Flows	<u>72,411</u>	<u>50,252</u>	<u>66,934</u>	<u>44,378</u>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 28. Reconciliation of liabilities arising from finance activities

	As at 30-Jun-24 \$'000	Cashflows \$'000	Non-cash changes \$'000	As at 30-Jun-25 \$'000
<b>2025</b>				
<b>Consolidated</b>				
Borrowings	89,385	(9,615)	2,951	82,721
Lease liability	3,632	(102)	(698)	2,832
	<u>93,017</u>	<u>(9,717)</u>	<u>2,253</u>	<u>85,553</u>
<b>Council</b>				
Borrowings	89,385	(8,315)	1,651	82,721
Lease liability	3,632	(102)	(698)	2,832
	<u>93,017</u>	<u>(8,417)</u>	<u>953</u>	<u>85,553</u>
<b>2024</b>				
<b>Consolidated</b>				
Borrowings	95,492	(6,234)	127	89,385
Lease liability	3,782	(96)	(54)	3,632
	<u>99,274</u>	<u>(6,330)</u>	<u>73</u>	<u>93,017</u>
<b>Council</b>				
Borrowings	95,492	(6,234)	127	89,385
Lease liability	3,782	(96)	(54)	3,632
	<u>99,274</u>	<u>(6,330)</u>	<u>73</u>	<u>93,017</u>

### Note 29. Events after the reporting period

There has not been any event that occurred after the end of the reporting period that has significantly affected, or may significantly affect, the current or future financial results of Council.

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 30. Financial instruments and financial risk management

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#### Financial assets and financial liabilities

Council has exposure to the following risks arising from financial instruments; interest rate risk, credit risk, and liquidity risk.

#### Financial risk management

Exposure to financial risk is managed in accordance with Council approved policies on financial risk management. These policies focus on managing the volatility of financial markets and seek to minimise potential adverse effects on the financial performance of Council. Council minimises its exposure to financial risk in the following ways:

Investments in financial assets are only made where those assets are with a bank or another financial institution in Australia. Council does not invest in derivatives or other high risk investments.

When Council borrows, it borrows from the Queensland Treasury Corporation. Borrowing by Council is regulated by the provisions of the *Statutory Bodies Financial Arrangements Act 1982*.

Council's audit committee oversees how management monitors compliance with Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by Council. Council's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

Council measures risk exposure using a variety of methods as follows:

#### Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from Council's investments and receivables.

Exposure to credit risk is managed through regular analysis of credit counterparties ability to meet payment obligations.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State/Commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

No collateral is held as security relating to the financial assets held by Council.

The carrying amount of financial assets at the end of the reporting period represent the maximum exposure to credit risk for Council.



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 30. Financial instruments and financial risk management (continued)

#### Financial assets and financial liabilities (continued)

##### Liquidity risk

Liquidity risk is the risk that Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to Council's reputation.

##### Exposure to liquidity risk

Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC and the Queensland Government for capital works.

Council manages its exposure to liquidity risk by maintaining sufficient cash deposits to cater for unexpected volatility in cash flows.

The following table sets out the liquidity risk in relation to financial liabilities (excluding lease liabilities - refer to note 18) held by Council. It represents the remaining contractual cashflows (principal and interest) of financial liabilities at the end of the reporting period, excluding the impact of netting agreements:

	0 to 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total contractual cash flows \$'000	Carrying amount \$'000
--	-----------------------	------------------------	------------------------	--	------------------------------

#### Consolidated

##### 2025

Trade and other payables	42,026	-	34,341	76,367	76,367
Loans - QTC	8,490	25,325	64,868	98,683	80,749
Loan - DLGWV	606	1,515	-	2,121	1,972
	<u>51,122</u>	<u>26,840</u>	<u>99,209</u>	<u>177,171</u>	<u>159,088</u>

##### 2024

Trade and other payables	34,004	-	34,341	68,345	68,345
Loans - QTC	8,490	29,163	69,520	107,174	86,909
Loan - DLGWV	606	2,121	-	2,727	2,476
	<u>43,100</u>	<u>31,284</u>	<u>103,861</u>	<u>178,246</u>	<u>157,730</u>

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 30. Financial instruments and financial risk management (continued)

	0 to 1 year \$'000	1 to 5 years \$'000	Over 5 years \$'000	Total contractual cash flows \$'000	Carrying amount \$'000
<b>Council</b>					
<b>2025</b>					
Payables	40,881	-	34,341	75,222	75,222
Loans - QTC	8,490	25,325	64,868	98,683	80,749
Loan - DLGWV	606	1,515	-	2,121	1,972
	<u>49,977</u>	<u>26,840</u>	<u>99,209</u>	<u>176,026</u>	<u>157,943</u>
<b>2024</b>					
Payables	33,093	-	34,341	67,434	67,434
Loans - QTC	8,490	29,163	69,520	107,174	86,909
Loan - DLGWV	606	2,121	-	2,727	2,476
	<u>42,189</u>	<u>31,284</u>	<u>103,861</u>	<u>177,335</u>	<u>156,819</u>

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

#### Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect Council's income or the value of its holdings of financial instruments.

#### Interest rate risk

Council is exposed to interest rate risk through its borrowings from the Queensland Treasury Corporation (QTC), the Department of Local Government, Water and Volunteers and investments held with financial institutions.

The risk in borrowing is effectively managed by borrowing mainly from the QTC and having access to a mix of floating and fixed funding sources so that the interest rate risk exposure can be minimised. Interest rate risk in other areas is minimal.

Council does not undertake any hedging of interest rate risk.

Due to the risk minimisation, there is no reasonable possible movement that would cause a material impact to profit and loss or equity.

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

Note 31. National competition policy

Business activities to which the code of competitive conduct is applied

Council applies the competitive code of conduct to the following activities:

- Roads
- Gladstone Entertainment Convention Centre
- Building certification
- Waste management
- Water
- Sewerage

This required the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity.

The CSO value is determined by Council, and represents any activities cost(s) which would not be incurred if the primary objective of the activities was to make a profit. Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by Council.

The following activity statements are for activities subject to the competitive code of conduct:

	Roads	Gladstone Entertainment & Convention Centre	Building Certification
	\$'000	\$'000	\$'000
<b>\$'000</b>			
Revenue for services provided to Council	53,567	-	463
Revenue for services provided to external clients	3,311	1,740	-
Community service obligations	-	175	-
	56,878	1,915	463
Less: Ordinary expenditure	(56,688)	(5,357)	(508)
Less: Competitive neutrality adjustments applied	(201)	(488)	(9)
Net surplus/ (deficit)	(11)	(3,930)	(54)



## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 31. National competition policy (continued)

	Waste Management \$'000	Water \$'000	Sewerage \$'000
\$'000			
Revenue for services provided to Council	7,912	2,479	363
Revenue for services provided to external clients	21,198	44,442	40,223
Community service obligations	-	-	-
	29,110	46,921	40,586
Less: Ordinary expenditure	(28,217)	(48,888)	(35,242)
Less: Competitive neutrality adjustments applied	(222)	(592)	(1,367)
Net surplus/ (deficit)	671	(2,559)	3,977

### Description of CSO's provided to business activities:

Activities	CSO description	Actual \$'000
Gladstone Entertainment Convention Centre	Contribution to electricity and maintenance costs of carparking facility.	175

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

## Note 32. Transactions with related parties

### (a) Subsidiaries (i.e. entities and operations controlled by Council)

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiary in accordance with AASB 10 *Consolidated Financial Statements* and the accounting policy described in note 1.

Name of operation/entity	Principal activity and place of business			
1. Gladstone Airport Corporation	Commercial air transport Aerodrome Road, Gladstone QLD 4680			
	Ownership		Voting rights	
Interests in subsidiary	2025	2024	2025	2024
Council's interest in subsidiary	100%	100%	100%	100%
		2025		2024
		\$000		\$000
Controlled entity receipts				
Dividends		429		1,073
Income tax equivalent / competitive neutrality margin		767		233
Interest received		1,258		1,294
Administration fees		44		45
Goods and services supplied by Council, on normal terms and conditions				
IT Services		101		72
Rates and water		129		102
Sponsorships		8		-
Other fees and charges		1		2
Total		2,737		2,821

## NOTES TO THE FINANCIAL STATEMENTS

for the year ended 30 June 2025

### Note 32. Transactions with related parties (continued)

#### (b) Other related parties

##### Transactions with other related parties

Other related parties include the close family members of Key Management Personnel (KMP) and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child, dependent of a KMP or their spouse, or as included by KMP.

The fees and charges charged to entities controlled by KMP were on an arm's length basis in accordance with the schedule of fees and charges adopted by Council.

All close family members of KMP were employed through an arm's length process. They are paid in accordance with the award for the job they perform. Council employs 768 staff of which only 4 are close family members of KMP (9 in 2023-24).

The consolidated entity purchased the following material and services from entities that are controlled by members of KMP. All purchases were at arm's length and were in the normal course of Council operations.

	2025 \$000	2024 \$000
<b>Receipts</b>		
Application fees and charges	15	26
Other fees and charges	20	11
Sponsorships	331	1
	<u>366</u>	<u>38</u>
<b>Purchases</b>		
Grant funding awarded	3	50
Provision of services for community events	1	30
Construction / improvements to assets	2	1
Professional development	58	-
Provision of other services	237	4
	<u>301</u>	<u>85</u>
<b>Employee expenses</b>		
Short-term employee benefits	341	844
Post-employment benefits	34	92
Long-term benefits	10	23
	<u>385</u>	<u>959</u>



NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 30 June 2025

Note 32. Transactions with related parties (continued)

(c) Key management personnel

Transactions with Key Management Personnel

KMP include the Mayor, Councillors, Council's Chief Executive Officer and some executive management.  
The compensation paid to KMP comprises:

	2025	2024
	\$000	\$000
Short-term employee benefits	3,571	3,074
Post-employment benefits	394	349
Long-term benefits	85	29
Total	4,050	3,452

Detailed remuneration disclosures are provided in the annual report.

(d) Outstanding balances

There are no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(e) Loans and guarantees to/ from related parties

Council has a loan arrangement with the Gladstone Airport Corporation, as detailed in note 11.

Council does not make loans to or receive loans from any other related parties. No guarantees have been provided.

(f) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Gladstone region. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties.

Some examples include:

- Payment of rates
- Use of the swimming pool
- Dog registration
- Borrowing books from a Council library

Council has not included these types of transaction in its disclosure, where they are made on the same terms and conditions available to the general public.

## GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

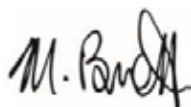
### Management Certificate

for the year ended 30 June 2025

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation, we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 2 to 57, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's and the Consolidated Entity's transactions for the financial year and financial position at the end of the year.



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Matthew Burnett

**MAYOR**

23 October 2025



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Leisa Dowling

**CHIEF EXECUTIVE OFFICER**

23 October 2025



## INDEPENDENT AUDITOR'S REPORT

To the councillors of Gladstone Regional Council

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Gladstone Regional Council (the council) and its controlled entities (the group).

The financial report comprises the statements of financial position as at 30 June 2025, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's and group's financial position as at 30 June 2025, and of their financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the parent and group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Gladstone Regional Council's annual report for the year ended 30 June 2025 was the current year financial sustainability statement, unaudited current year financial sustainability statement - contextual ratios and unaudited long-term financial sustainability statement.



My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the councillors for the financial report**

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the group.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar3.pdf)

This description forms part of my auditor's report.

### **Report on other legal and regulatory requirements**

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



**Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, any other Act and the Local Government Regulation 2012. The applicable requirements include those for keeping financial records that correctly record and explain the parent or group transactions and account balances to enable the preparation of a true and fair financial report.

A handwritten signature in blue ink, appearing to read 'Sri Narasimhan'.

Sri Narasimhan  
as delegate of the Auditor-General

24 October 2025

Queensland Audit Office  
Brisbane

## AUDITED CURRENT YEAR FINANCIAL SUSTAINABILITY STATEMENT

### for the year ended 30 June 2025

	Target Tier 3	Consolidated Actual 2025	5 Yr Av. 2021-25	Council Actual 2025	5 Yr Av. 2021-25
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### Measures of financial sustainability

Council's performance at 30 June 2025 against key financial ratios and targets.

#### Liquidity

##### 1. Unrestricted cash expense coverage ratio

Total cash and equivalents **add** current investments **add** available ongoing QTC working capital limit less externally restricted cash

**> 3 months**      **8.87**      **N/A**      **8.32**      **N/A**

Total operating expenditure **less** depreciation and amortisation **less** finance costs

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to Council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months Council can continue operating based on current monthly expenses.

*Council has a strong cash position including current investments, and low levels of externally restricted cash. The offset balance remains high relative to monthly operational expenditure.*

#### Operating Performance

##### 2. Operating surplus ratio

Operating result (Note 1)

**> 0%**      **2.31%**      **-3.52%**      **2.56%**      **-3.73%**

Total operating revenue (Note 2)

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.

*Council has reported strong results in both 2023-24 and 2024-25, largely due to extraordinary dividends received. The 5-year average is below the target, primarily due to a loan restructure and recognition of a deferred liability for bulk water purchases in 2020-21, both of which were one-off events.*

##### 3. Operating cash ratio

Operating result **add** depreciation and amortisation **add** finance costs

**> 0%**      **25.32%**      **19.91%**      **25.22%**      **19.30%**

Total operating revenue (Note 2)

The operating cash ratio is a measure of Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.

*Both the current year and 5-year average results reflect the continuing strong cash position of Council proportional to operating costs.*



AUDITED CURRENT YEAR FINANCIAL SUSTAINABILITY STATEMENT  
(CONTINUED)  
for the year ended 30 June 2025

	Target Tier 3	Consolidated		Council	
		Actual 2025	5 Yr Av. 2021-25	Actual 2025	5 Yr Av. 2021-25

Asset management

4. Asset sustainability ratio

Capital expenditure on replacement of infrastructure assets (renewals) (Note 3)	> 80%	87.06%	88.09%	90.54%	87.47%
Depreciation expenditure on infrastructure assets					

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.

Council continues to prioritise expenditure on asset replacement (renewals), reflected in results that exceed the target for the current year and 5-year average.

5. Asset consumption ratio

Written down replacement cost of depreciable infrastructure assets	> 60%	68.49%	69.85%	69.37%	70.95%
Current replacement cost of depreciable infrastructure assets					

The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.

These results indicate that Council's assets are being consumed at a rate consistent with their estimated useful lives.

Debt servicing capacity

6. Leverage ratio

Book value of debt	0 - 3 times	1.18	-0.53	1.23	-0.25
Total operating revenue less total operating expenditure add depreciation and amortisation					

The leverage ratio is an indicator of Council's ability to repay its existing debt. It measures the relative size of Council's debt to its operating performance.

Council is well positioned to continue to fund its debt obligations. These results are strengthened by a surplus operating position, and are reinforced with each year that no borrowings are undertaken.

Note 1 - Basis of preparation

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the reported measures are prepared on an accrual basis and are drawn from Council's audited general purpose financial statements for the year ended 30 June 2025.

## AUDITED CURRENT YEAR FINANCIAL SUSTAINABILITY STATEMENT

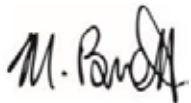
for the year ended 30 June 2025

### Certificate of Accuracy

for the year ended 30 June 2025

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this Current Year Financial Sustainability Statement has been accurately calculated.



Matthew Burnett

MAYOR

23 October 2025



Leisa Dowling

CHIEF EXECUTIVE OFFICER

23 October 2025



## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Gladstone Regional Council

### Report on the Current-Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year financial sustainability statement of Gladstone Regional Council for the year ended 30 June 2025, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Gladstone Regional Council for the year ended 30 June 2025 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Gladstone Regional Council's annual report for the year ended 30 June 2025 was the general-purpose financial statements, unaudited current-year financial sustainability statement - contextual ratios, and the unaudited long-term financial sustainability statement.



My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

In connection with my audit of the financial sustainability statement, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial sustainability statement and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

#### **Responsibilities of the councillors for the current year financial sustainability statement**

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

#### **Auditor's responsibilities for the audit of the current year financial sustainability statement**

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.



I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

A handwritten signature in blue ink, appearing to read 'Sri Narasimhan'.

Sri Narasimhan  
as delegate of the Auditor-General

24 October 2025

Queensland Audit Office  
Brisbane

# UNAUDITED CURRENT YEAR FINANCIAL SUSTAINABILITY STATEMENT - CONTEXTUAL RATIOS for the year ended 30 June 2025

	Target Tier 3	Consolidated		Council	
		Actual 2025	5 Yr Av. 2021-25	Actual 2025	5 Yr Av. 2021-25

## Contextual ratios (unaudited)

### Financial Capacity

#### 1. Council controlled revenue

Net rates, levies and charges **add** fees and charges

Total operating revenue

N/A 81.96% 82.89% 81.79% 82.80%

Council controlled revenue is an indicator of Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

#### 2. Population growth

Prior year estimated population

Previous year estimated population

N/A 2.35% 1.17% 2.35% 1.17%

Population growth is a key driver of Council's operating income, service needs, and infrastructure requirements into the future.

### Asset management

#### 3. Asset renewal funding ratio

Total of planned capital expenditure on infrastructure assets  
renewals over 10 years

Total required capital expenditure on infrastructure asset renewals  
over 10 years

N/A 108.51% N/A 108.97% N/A

The asset renewal funding ratio measures the ability of Council to fund its projected infrastructure asset renewal/replacements in the future.

#### Note 1 - Basis of preparation

The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the reported measures are prepared on an accrual basis and are drawn from Council's audited general purpose financial statements for the year ended 30 June 2025.



CURRENT YEAR FINANCIAL SUSTAINABILITY STATEMENT  
for the year ended 30 June 2025

Notes

- (1) Includes only recurrent revenue and recurrent expenditure disclosed in the income statement. Excludes capital revenue, grants, contributions, donations and subsidies received for capital acquisitions, capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to note 5 and 9 for exclusions), and any capital expenditure such as write-off of assets, movements in provisions for restoration and rehabilitation and revaluation decrements that hit the statement of comprehensive income.
- (2) Includes only recurrent revenue disclosed in the income statement. Excludes capital revenue, grants, contributions donations and subsidies received for capital acquisitions. Also excludes any capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to note 5 and 9 for exclusions).
- (3) Asset renewals are defined as the expenditure to renew or replace existing assets to return the service potential or the life of the asset up to that which it had originally.

These ratios are the relevant measures of financial sustainability required to be reported under section 178(1) of the *Local Government Regulation 2012*.

Definitions are sourced from the Financial Management (Sustainability) Guideline issued by the Department of State Development, Infrastructure, Local Government and Planning.

## UNAUDITED CURRENT YEAR FINANCIAL SUSTAINABILITY STATEMENT - CONTEXTUAL RATIOS

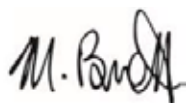
for the year ended 30 June 2025

### Certificate of Accuracy

for the year ended 30 June 2025

This current-year financial sustainability statement has been prepared pursuant to Section 178 of *the Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this Current Year Financial Sustainability Statement has been accurately calculated.



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Matthew Burnett

MAYOR

23 October 2025



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Leisa Dowling

CHIEF EXECUTIVE OFFICER

23 October 2025

UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT  
prepared as at 30 June 2025

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Measures of financial sustainability												
Council's performance at 30 June 2025 against key financial ratios and targets.												
Liquidity												
Consolidated												
1. Unrestricted cash expense coverage ratio												
Total cash and equivalents <b>add</b> current investments												
<b>add</b> available ongoing QTC working capital limit less externally restricted cash												
Total operating expenditure <b>less</b> depreciation and amortisation <b>less</b> finance costs												
This ratio is not applicable for the long-term financial sustainability statement												
Council												
Total cash and equivalents <b>add</b> current investments												
<b>add</b> available ongoing QTC working capital limit less externally restricted cash												
Total operating expenditure <b>less</b> depreciation and amortisation <b>less</b> finance costs												
This ratio is not applicable for the long-term financial sustainability statement												
The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to Council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months Council can continue operating based on current monthly expenses.												



## UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT (CONTINUED)

prepared as at 30 June 2025

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Operating Performance</b>												
<b>2. Operating surplus ratio</b>												
Consolidated												
Operating result (Note 1)												
Total operating revenue (Note 2)												
	> 0%	2.31%	1.16%	4.67%	4.05%	1.63%	1.09%	1.04%	2.01%	2.06%	1.63%	1.16%
Council												
Operating result (Note 1)												
Total operating revenue (Note 2)												
	> 0%	2.56%	0.58%	4.00%	3.38%	0.84%	0.28%	0.26%	1.28%	1.25%	0.77%	0.53%
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.												
<b>3. Operating cash ratio</b>												
Consolidated												
Operating result add depreciation and amortisation add finance costs												
Total operating revenue (Note 2)												
	> 0%	25.32%	25.21%	27.43%	26.71%	24.46%	23.71%	23.28%	23.98%	23.57%	23.19%	22.48%
Council												
Operating result add depreciation and amortisation add finance costs												
Total operating revenue (Note 2)												
	> 0%	25.22%	24.57%	26.70%	26.00%	23.65%	22.88%	22.45%	23.20%	22.78%	22.40%	21.61%
The operating cash ratio is a measure of Council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.												

## UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT (CONTINUED)

prepared as at 30 June 2025

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Forecast												
<b>Asset Management</b>												
<b>4. Asset sustainability ratio</b>												
Consolidated												
Capital expenditure on replacement of infrastructure assets (renewals) (Note 3)												
Depreciation expenditure on infrastructure assets	> 80%	87.06%	97.90%	91.95%	72.42%	58.72%	51.04%	50.55%	42.18%	50.46%	42.43%	47.67%
Council												
Capital expenditure on replacement of infrastructure assets (renewals) (Note 3)												
Depreciation expenditure on infrastructure assets	> 80%	90.54%	99.02%	91.22%	72.03%	60.77%	50.52%	48.14%	38.92%	47.44%	42.83%	47.33%
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.												
<b>5. Asset consumption ratio</b>												
Consolidated												
Written down replacement cost of depreciable infrastructure assets												
Current replacement cost of depreciable infrastructure assets	> 60%	68.49%	69.25%	69.06%	67.78%	67.25%	66.61%	66.16%	65.88%	65.70%	65.31%	64.88%
Council												
Written down replacement cost of depreciable infrastructure assets												
Current replacement cost of depreciable infrastructure assets	> 60%	69.37%	69.01%	68.83%	67.55%	66.98%	66.38%	65.93%	65.65%	65.47%	65.09%	64.67%

The asset consumption ratio approximates the extent to which Council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.

## UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT (CONTINUED)

prepared as at 30 June 2025

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Forecast												
Asset Management (continued)												
6. Asset renewal funding ratio												
Consolidated												
Total of planned capital expenditure on infrastructure assets renewals over 10 years												
Total required capital expenditure on infrastructure asset renewals over 10 years												
	N/A	108.51%	This ratio is not applicable for the long-term financial sustainability statement									
Council												
Total of planned capital expenditure on infrastructure assets renewals over 10 years												
Total required capital expenditure on infrastructure asset renewals over 10 years												
	N/A	108.97%	This ratio is not applicable for the long-term financial sustainability statement									
The asset renewal funding ratio measures the ability of Council to fund its projected infrastructure asset renewal/replacements in the future.												
Debt servicing capacity												
7. Leverage ratio												
Consolidated												
Book value of debt												
Total operating revenue less total operating expenditure add depreciation and amortisation	0 - 3 times	1.18	1.08	0.85	0.76	0.78	0.73	0.67	0.58	0.53	0.48	0.44



UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT  
prepared as at 30 June 2025

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	Forecast	2032	2033	2034	2035
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Debt servicing capacity (continued)

7. Leverage ratio

Council

Book value of debt

Total operating revenue **less** total operating  
expenditure add depreciation and amortisation

0 - 3 times	1.23	1.16	0.91	0.82	0.85	0.79	0.73	0.63	0.58	0.52	0.47
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The leverage ratio is an indicator of Council's ability to repay its existing debt. It measures the relative size of Council's debt to its operating performance.

Financial Capacity

8. Council controlled revenue

Consolidated

Net rates, levies and charges **add** fees and charges

Total operating revenue (excluding capital items)

N/A	81.96%	87.13%	85.51%	86.37%	86.94%	87.55%	87.91%	86.99%	87.29%	87.57%	87.93%
-----	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------

Council

Net rates, levies and charges **add** fees and charges

Total operating revenue (excluding capital items)

N/A	81.79%	87.84%	86.00%	86.89%	87.50%	88.12%	88.49%	87.51%	87.83%	88.12%	88.55%
-----	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------

Council controlled revenue is an indicator of Council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

# **UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT (CONTINUED)** **prepared as at 30 June 2025**

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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## **Financial Capacity (continued)**

### **9. Population growth**

#### **Consolidated**

Prior year estimated population \_\_\_\_\_ - 1  
Previous year estimated population

N/A	2.35%	1.84%	0.81%	0.92%	0.85%	0.80%	0.82%	0.79%	0.81%	0.77%	0.79%
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#### **Council**

Prior year estimated population \_\_\_\_\_ - 1  
Previous year estimated population

N/A	2.35%	1.84%	0.81%	0.92%	0.85%	0.80%	0.82%	0.79%	0.81%	0.77%	0.79%
-----	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

Population growth is a key driver of a Council's operating income, service needs, and infrastructure requirements into the future.

UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT  
prepared as at 30 June 2025

Gladstone Regional Council Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Council aims to operate within a set of conservative guide-posts to ensure we are financially sustainable in the short, medium and long term. As part of our financial strategy, we have adopted the above sustainability indicators that have been set by the Department of State Development, Infrastructure, Local Government and Planning to help monitor the long-term sustainability of all Councils across Queensland. Throughout the financial year, these indicators are calculated and reported on monthly at Council meetings, as part of a full suite of financial reports. Should there be any deviation outside these parameters, the executive management and Council will be fully informed and may take corrective action as required.

Notes

- (1) Includes only recurrent revenue and recurrent expenditure disclosed in the income statement. Excludes capital revenue grants, contributions, donations and subsidies received for capital acquisitions, capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to Note 5 and 9 for exclusions), and any capital expenditure such as write-off of assets, movements in provisions for restoration and rehabilitation and revaluation decrements that hit the statement of comprehensive income.
- (2) Includes only recurrent revenue disclosed in the income statement. Excludes capital revenue grants, contributions donations and subsidies received for capital acquisitions. Also excludes any capital income items such as profit from the sale of: property, plant and equipment, financial assets, real estate and investment properties (refer to Note 5 and 9 for exclusions).
- (3) Asset renewals are defined as the expenditure to renew or replace existing assets to return the service potential or the life of the asset up to that which it had originally.

These ratios are the relevant measures of financial sustainability required to be reported under section 178(1) of the *Local Government Regulation 2012*.  
Definitions are sourced from the Financial Management (Sustainability) Guideline 2023.



## UNAUDITED LONG-TERM FINANCIAL SUSTAINABILITY STATEMENT

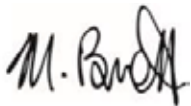
for the year ended 30 June 2025

### Certificate of Accuracy

for the long-term financial sustainability statement prepared as at 30 June 2025

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

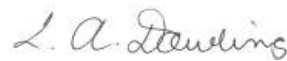
In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



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Matthew Burnett

MAYOR



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Leisa Dowling

CHIEF EXECUTIVE OFFICER

# 6 REFERENCES

This section provides context for the terminology used throughout the report with a glossary of terms and a list of acronyms and abbreviations. This section also includes a legislative index to guide readers to key facts throughout the report.









## GLOSSARY OF TERMS

Annual Report	Council's detailed report on its performance over the financial year 1 July 2024 to 30 June 2025 as compared against our Corporate and Operational Plan. It includes statements about Council and its employees, performance, finances and disclosures required by legislation.
Apprentice	An arrangement in which someone learns an art, trade or job under another skilled, experience, qualified professional.
Assessment	Evaluation activities undertaken to determine level of performance.
Asset	A resource owned by Council which is used to deliver services to the community. This includes things you can touch and feel like roads as well as those you cannot like software programs.
Audit	This is a business improvement function established by Council to provide independent, objective assurance and consulting services designed to add value and improve the organisation's operations. It helps the organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
Beakon	Software program that supports management of risk and compliance activities for Council.
Budget	An estimate of costs, revenues and resources over a specific period, reflecting a reading of future financial conditions and goals for the organisation.
Business Unit	A division of Council's organisation that holds particular responsibility for a range of services.
Capital works	Acquiring, constructing, upgrading, replacing, renewing or disposing of assets.
Chief Executive Officer (CEO)	Council's highest-ranking executive.
Community	The people, groups and organisations that make up the region.
Complaint	A report of dissatisfaction.
Community Engagement	The process of connecting council, citizens and communities on a wide range of policy, program and service issues and opportunities. It can be formal or informal and operates on the premise that the best decisions are made if those involved in the outcomes are considered.
Community Financial Report	An annual report that offers commentary on Council's financial results.
Corporate Plan	A document that sets out the goals and strategies over the medium term (five years). It defines how Council will meet its responsibilities to the community and is a legislative requirement.
Councillor	Elected member of Council.
Culture	Defines who we are as an organisation, our ethics, our institutions, our behaviours and our routines.
Cyber security	Protection of information and communication technology from malicious attacks.
Disaster management	Prevention, preparation, response and recovery to disaster events.
Economic development	Growth of the local economy for the prosperity and benefit of the community.
Executive Leadership Team	Comprised of Council's CEO and General Managers.

Financial year	The financial year we are reporting on in this report is the period from 1 July 2024 to 30 June 2025.
Framework	A structure that shows the linkages between various processes in order to achieve an outcome.
Fore	To be at the front.
Gladstone Region Youth Council	A formal advisory committee that voice the interests of youth in our region on Council related matters and initiatives.
Governance	How decisions are made and implemented as well as how the business is managed and controlled. It encompasses how Council is held accountable.
Initiatives	Specific projects or programs undertaken to achieve objectives within a measurable time frame.
Landfill	A site designed for waste disposal. It includes large pits that bury disposed waste and is commonly known as a dump or tip.
Legislation	Legislation referring to the Local Government Act 2009 or Local Government Regulation 2012.
Local Government Act 2009	The principal legislation that provides the legal framework for local governments in Queensland. It ensures local governments are accountable, effective, efficient and sustainable.
Local Government Regulation 2012	Legislation describing the boundaries for local government.
Mayor	The head of Council elected at local government elections. Mayoral duties include running the Council meetings, working alongside the CEO on Council business, being the spokesperson for Council and carrying out ceremonial duties.
Native Title	Recognition under Australian common law, of pre-existing Indigenous rights and interests according to traditional laws and customs.
Operational Plan	A 12 month plan that sets out how to achieve the desired outcomes set out in the Corporate Plan.
Outcomes	Results of an activity, plan, process or program and their comparison with the intended or projected results.
Policy	A set of principles and associated guidelines formulated and enforced at the highest level, to direct and limit an organisation's actions in pursuit of long-term goals.
Project	A temporary endeavour that has a defined start and end, scope and resources. It has a singular goal and a specific set of operations are put forth to accomplish it.
Rates	An annual levy charged to property owners within the region to fund the supply and management of infrastructure and services to the community.
Reconciliation Action Plan	Council's strategic document that includes a range of practical measures that will positively influence reconciliation outcomes within the Gladstone Region.
Renewable energy	Energy that is collected from natural sources such as solar, wind, or moving water.

Remuneration	Money paid to compensate a person for their work.
Revenue	Income or money generated by Council.
Service	A group of related activities contributing to a common outcome.
Sister City Program	A worldwide movement that encourages international understanding and ultimately world peace. The Gladstone Region's sister city is Saiki City in Oita Prefecture, Japan.
Statutory	Required under law or legislation.
Strategic planning	A process that helps Council and the community plan for the future according to the vision outlined in the Corporate Plan.
Trainee	A person undergoing training for a particular role at Council.
Transfer Station	A site that collects and sorts waste before being processed and recovered or sent to landfill.
Values	Overarching direction for how Council will behave.
Vision	An aspirational statement that describes what the organisation is working towards.



## LIST OF ACRONYMS AND ABBREVIATIONS

AAC	Administrative Action Complaint
ARIC	Audit Risk and Improvement Committee
B	Billion
C-CAT	Coastal Council Adaptation Taskforce
CCC	Crime and Corruption Commission Queensland
CEO	Chief Executive Officer
CQ	Central Queensland
CQROC	Central Queensland Regional Organisation of Councils
GAPDL	Gladstone Area Promotion and Development Limited
GECC	Gladstone Entertainment Convention Centre
GRAGM	Gladstone Regional Art Gallery and Museum
GRC	Gladstone Regional Council
GRP	Gross Regional Product
GSDA	Gladstone State Development Area
HRC	Human Rights Complaints
ILUA	Indigenous Land Use Agreement
IP	Information Privacy

IP Act	Information Privacy Act 2009
KM	Kilometre
LAWMAC	Local Authority Waste Management Advisory Committee
LGA	Local Government Area
LGAQ	Local Government Association of Queensland
LNG	Liquid Natural Gas
NFP	Not for profit
M	Million
NAIDOC	National Aborigines and Islanders Day Observance Committee
OIA	Office of the Independent Assessor
QAL	Queensland Alumina Limited
QCA	Queensland Competition Authority
QLD	Queensland
QTC	Queensland Treasury Corporation
RADF	Regional Arts Development Fund
RAP	Reconciliation Action Plan
RTI	Right to Information
SBA	Significant Business Activity
TBG	Tondoon Botanic Gardens

## LEGISLATIVE INDEX

<b>Local Government Act 2009 and Local Government Regulation 2012</b>		
<b>Requirement</b>	<b>Reference</b>	<b>Page</b>
<b>The annual report must:</b>		
• contain a list of all the beneficial enterprises that the local government conducted during the financial year	LGA s41	78
• contain a list of all the business activities that the local government conducted during the financial year	LGA s45(a)	78
• identify the business activities that are significant business activities	LGA s45(b)	78
• state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied	LGA s45(c)	78
• state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.	LGA s45(d)	78
<b>The annual report must state:</b>		
<ul style="list-style-type: none"> <li>the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government</li> <li>if the local government has resolved to allow a councillor to appoint councillor advisors, for each councillor: <ul style="list-style-type: none"> <li>the number of councillor advisors appointed by the councillor for the year; and</li> <li>the total remuneration payable to all councillor advisors appointed by the councillor for the year.</li> </ul> </li> <li>the senior management, of a local government, consists of the chief executive officer and all senior executive employees of the local government.</li> </ul>	LGA s201(1)(a)&(c)	43
<ul style="list-style-type: none"> <li>the number of employees in senior management who are being paid each band of remuneration</li> </ul> <p>Each band of remuneration is an increment of \$100,000.</p> <ul style="list-style-type: none"> <li>there is no requirement to disclose the exact salary of any employee in senior management separately in the annual report.</li> </ul>	LGA s201(1)(b)	43
<b>The annual report must contain:</b>		
• the general-purpose financial statement for the financial year, audited by the auditor-general	LGR s483(a)	90-167
• the current-year financial sustainability statement for the financial year, audited by the auditor-general	LGR s483(b)	90-167
• the long-term financial sustainability statement for the financial year	LGR s483(c)	90-167
• the auditor-general's audit reports about the general-purpose financial statement and the current year financial sustainability statement	LGR s483(d)	90-167
• the community financial report for the financial year	LGR s185	82-89
• a copy of the resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical asset to be treated as an expense)	LGR s185(a)	35
• a list of any resolutions made during the financial year under s206(2) of the LGR (threshold for non-current physical asset to be treated as an expense)	LGR s185(b)	N/A
• the following information about particular financial contributions under the Planning Act—	LGR s189A(1)	N/A
a) the total amount of financial contributions made to the local government in the financial year under a community benefit agreement under the Planning Act;	LGR s189A(1)(a)(i)	N/A

b) the total amount of financial contributions made to the local government in the financial year under a condition of a development approval imposed under the Planning Act, section 65AA(3);	LGR s189A(1)(a)(ii)	N/A
c) the total amount of financial contributions made to the local government in the financial year under a condition of a development approval imposed under a direction of the planning chief executive under the Planning Act, section 106ZF(2);	LGR s189A(1)(a)(iii)	N/A
d) the total amount of financial contributions made to the local government in the financial year under an agreement mentioned in the Planning Act, section 65AA(7); and	LGR s189A(1)(a)(iv)	N/A
e) the total amount of financial contributions made to the local government under an instrument mentioned in s189A(1)(a) that were spent by the local government in the financial year and the purposes for which the contributions were spent.	LGR s189A(1)(b)	N/A
<b>In relation to councillors, the annual report must contain:</b>		
• the total remuneration, including superannuation contributions, paid to each councillor during the financial year	LGR s186(a)	36
• the expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy	LGR s186(b)	37
• the number of local government meetings that each councillor attended during the financial year	LGR s186(c)	35
• the total number of the following during the financial year:	LGR s186(d)	79
a) orders made under section 150I (2) of the LGA	LGR s186(d)(i)	79
b) orders made under section 150IA(2)(b) of the LGA	LGR s186(d)(ii)	79
c) orders made under section 150AH(1) of the LGA	LGR s186(d)(iii)	79
d) decisions, orders and recommendations made under section 150AR(1) of the LGA	LGR s186(d)(iv)	79
• each of the following during the financial year:	LGR s185(e)	79
a) the name of each councillor for whom a decision, order, or recommendation under section 150I (2), 150IA(2)(b), 150AH(1) or 150AR(1) or the LGA was made	LGR s185(e)(i)	79
b) a description of the unsuitable meeting conduct, conduct breach inappropriate conduct or misconduct engaged in by each of the councillors;	LGR s185(e)(ii)	79
c) a summary of the decision, order or recommendation made for each councillor;	LGR s185(e)(iii)	79
<b>For councillors, the annual report must also contain the number of each of the following during the financial year:</b>		
• complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government	LGR s186(1)(f)(i)	79
• matters mentioned in section 150P (3) of the LGA, notified to the Crime and Corruption Commission	LGR s186(1)(f)(ii)	79
• notices given under section 150R (2) of the LGA	LGR s186(1)(f)(iii)	79
• notices given under section 150S(2)(a) of the LGA	LGR s186(1)(f)(iv)	79
• occasions information was given under section 150AF(3)(a) of the LGA	LGR s186(1)(f)(v)	79
• occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected conduct breach of a councillor	LGR s186(1)(f)(vi)	79
• applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a councillor engaged in misconduct or a conduct breach	LGR s186(1)(f)(vii)	79



• the total number of referral notices given to the local government under section 150AC (1) of the LGA during the financial year	LGR s186(1)(g)	79
• for suspected conduct breaches the subject of a referral notice mentioned in paragraph (g) above • the total number of suspected conduct breaches; and • the total number of suspected conduct breaches for which an investigation was not started or was discontinued under section 150AEA of the LGA	LGR s186(1)(h)	79
• the number of decisions made by the local government under section 150AG (1) of the LGA during the financial year	LGR s186(1)(i)	N/A
• the number of matters not decided by the end of the financial year under section 150AG(1) of the LGA	LGR s186(1)(j)	N/A
• the average time taken by the local government in making a decision under section 150AG(1) of the LGA	LGR s186(1)(k)	N/A
<b>In relation to administrative action complaints, the annual report for a financial year must contain:</b>		
• a statement about the local government's commitment to dealing fairly • with administrative action complaints; and	LGR s187(1)(a)	42
• a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process	LGR s187(1)(b)	42
• the number of the following during the financial year	LGR s187(2)(a)	42
a) administrative action complaints made to the local government;	LGR s187(2)(a)(i)	42
b) administrative action complaints resolved by the local government under the complaints management process;	LGR s187(2)(a)(ii)	42
c) administrative action complaints not resolved by the local government under the complaints management process; and	LGR s187(2)(a)(iii)	42
• the number of administrative action complaints not resolved by the local government under the complaints management process that were made in a previous financial year.	LGR s187(2)(b)	42
<b>The annual report for a financial year must contain the following information about any overseas travel made by a councillor or local government employee in an official capacity during the financial year:</b>		
• for a councillor - the name of the councillor	LGR s188(1)(a)	36
• for a local government employee – that person's name and position held	LGR s188(1)(b)	36
• the destination of the overseas travel	LGR s188(1)(c)	36
• the purpose of the overseas travel	LGR s188(1)(d)	36
• the cost of the overseas travel.	LGR s188(1)(e)	36
The annual report may also contain any other information about the overseas travel the local government considers relevant.	LGR s188(2)	36
<b>The annual report for a financial year must contain:</b>		
• a summary of the local government's expenditure for the financial year on grants to community organisations	LGR s189(1)	76-77
• the following information about the local government's discretionary funds	LGR s189(2)	76-77
a) the total amount budgeted for the financial year as the local government's discretionary funds;	LGR s189(2)(a)	76-77
b) the prescribed amount (0.1% of the local government's revenue from general rates for the previous financial year) for the local government for the financial year;	LGR s189(2)(b) LGR s201B(5)	76-77
c) the total amount of discretionary funds budgeted for the financial year for councillors to allocate for each of the following purposes:	LGR s189(2)(c)	76-77

i. capital works of the local government that are for a community purpose	LGR s189(2)(c)(i)	76-77
ii. other community purposes;	LGR s189(2)(c)(ii)	76-77
d) the amount of discretionary funds budgeted for use by each	LGR s189(2)(d)	76-77
e) if a councillor allocates discretionary funds in the financial year:	LGR s189(2)(e)	76-77
i. the amount allocated; and	LGR s189(2)(e)(i)	76-77
ii. the date the amount was allocated; and	LGR s189(2)(e)(ii)	76-77
iii. the way mentioned in section 202(1) in which the amount was allocated; and	LGR s189(2)(e)(iii)	76-77
iv. if the amount was allocated to a person or organisation—the name of the person or organisation to whom the allocation was made; and	LGR s189(2)(e)(iv)	76-77
v. the purpose for which the amount was allocated, including sufficient details to identify how the funds were, or are to be, spent.	LGR s189(2)(e)(v)	76-77
<b>The annual report for the financial year must also contain the following information:</b>		
• the chief executive officer's assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan	LGR s190(1)(a)	7
• particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year	LGR s190(1)(b)	78
• an annual operations report for each commercial business unit, which means a document that contains the following information for the previous financial year:	LGR s190(1)(c)	78
• information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan	LGR s190(2)(a)	78
• particulars of any changes made to the unit's annual performance plan for the previous financial year, including the impact the changes had on the unit's financial position, operating surplus or deficit and prospects.	LGR s190(2)(b)&(c)	78
• particulars of any directions the local government gave the unit.	LGR s190(2)(d)	78
• details of any action taken for, and expenditure on, a service, facility, or activity:	LGR s190(1)(d)	78
• supplied by another local government under an agreement for conducting a joint government activity	LGR s190(1)(d)(i)	78
• for which the local government levied special rates or charges for the financial year	LGR s190(1)(d)(ii)	78
• the number of invitations to change tenders under section 228(8) of the LGR during the financial year	LGR s190(1)(e)	78
• a list of registers kept by the local government	LGR s190(1)(f)	41
• a summary of all concessions for rates and charges granted by the local government	LGR s190(1)(g)	77
• the report on the internal audit for the financial year	LGR s190(1)(h)	40-41
• a summary of investigation notices given in the financial year under S49 of the LGR for competitive neutrality complaints	LGR s190(1)(i)	42
• the local government's responses in the financial year on the QCA's recommendations on any competitive neutrality complaints under S52(3) of the LGR.	LGR s190(1)(j)	42



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