



GLADSTONE
REGIONAL COUNCIL

**GENERAL MEETING NOTICE
AND AGENDA**

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

On Tuesday 16 December 2025

Commencing at 9.00am

**Leisa Dowling
CHIEF EXECUTIVE OFFICER**

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G/1. MAYORAL STATEMENT OF CURRENT ISSUES

G/2. CONFIRMATION OF MINUTES

G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 2 DECEMBER 2025

Responsible Officer: Chief Executive Officer

Prepared By: Executive Secretary

Council Meeting Date: 16 December 2025

File Ref: CM7.2

Purpose:

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

Officer's Recommendation:

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

Attachments:

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

G/3. DEPUTATIONS

G/4. OFFICERS' REPORTS

G/4.1. SAIKI ADVISORY COMMITTEE 2025 ANNUAL REPORT

Responsible Officer: General Manager Community and Lifestyle

Prepared By: Community Development Officer

Council Meeting Date: 16 December 2025

File Ref: CR2.14

Purpose:

This report presents the annual Gladstone Saiki Sister City Advisory Committee President's Report for 2025 and recommends appointments to the Advisory Committee for 2026 and investigation of the feasibility of establishing a Council-managed student exchange program.

Officer's Recommendation:

That Council:

1. Receive the 2025 Saiki Sister City Advisory Committee's Report.
2. Appoint the following Saiki Sister City Advisory Committee Members for the 2026 calendar year, with appointments expiring on the 31 December 2026:
 - Jaclyn Iwasaka - President (returning member)
 - Chris Moore - Vice President (returning member)
 - Robina Cupitt (returning member)
 - Beverly Fellows (returning member)
 - Maureen Mason (returning member)
 - Yukiko Moore (returning member)
 - Peter O'Dwyer (returning member)
 - Mayumi Rey du Boissieu (returning member)
 - Garry Scanlan (returning member)
 - Zane West
 - Steven Henderson
 - Lien Jefferies
 - Derek Woo
3. A report be provided to a future Council Meeting on the feasibility of establishing a Council-managed student exchange program.

Summary:

The Gladstone Region Sister City Advisory Committee provides a forum for cultural and educational interchange between the Gladstone Region and Saiki City. It encourages friendship, cooperation, understanding, goodwill and harmony. Each calendar year, expressions of interest are open to the community for membership, and appointments are decided by Council.

Link to Corporate Plan:

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

Background:

To support the 1996 Declaration of Friendship between Gladstone and Saiki City, Japan the Gladstone Saiki Sister City Advisory Committee (the Committee) was constituted under s264 of the Local Government Regulation 2012. The Committee is governed by Terms of Reference, approved by Council.

Committee membership is reviewed annually. For the 2026 term, Council received 13 nominations comprising nine returning members and four new applicants. Returning members continue to contribute a wide range of skills, cultural knowledge, and long-term commitment to strengthening the Gladstone - Saiki Sister City relationship. New applicants were interviewed by a panel of one Council Officer from the Community Partnerships Team and one existing Committee member, who found that each applicant brought valuable experience, fresh perspectives and strong community connections that would further enrich the Committee's work.

After consultation with the Community Partnerships Team, it was evident that from the applications received, the committee would have a strong skill set, and all applicants were suitable. As advised in 2022 by Council's Governance and Risk Team, an interview process is unnecessary for returning members who have already demonstrated their commitment, some for over 25 years. The new applicants were interviewed by Council's Community Development Officer and one existing Committee member, and it was determined that they would be an asset to the committee.

At the Annual General Meeting on the 20 November 2025, the committee nominated and recommended the appointment of Jaclyn Iwasaka as returning President and Chris Moore as Vice President in 2026. It should be noted that the Council's Team Leader in Community Development (Jaclyn Iwasaka) has long-term, strong ties to Japan and undertakes this role as a voluntary participant and not in the role of Council Officer.

Each year, the Committee President prepares an annual report to Council, summarising the Committee's activities over the past year and outlining achievements, challenges, future opportunities, and planned initiatives. The 2025 Report is included as Attachment 1 for Council's information.

Highlights from the 2025 report include;

- The Committee promoted the benefits of the friendship by hosting stalls at Ecofest, Luminous, and the Multicultural Festival
- The Committee assisted with the naming of the new Bonsai House, Yujo House. The Japanese word 'Yujo' translates to 'friendship' in English and is often used to describe bonds of trust, camaraderie, or affectionate friendship between people.
- Recognising the ongoing community interest in student exchange opportunities and noting that the high school exchange programs with Saiki City have not resumed since COVID, the Committee conducted preliminary research into potential alternative models. As a result, the Committee are proposing that Council investigates the feasibility of establishing a Council-managed student exchange program
- Other opportunities that the Committee explored include a local government officer exchange, as well as tourism, business, and sporting opportunities.
- The Committee also worked to strengthen our relationship with the Saiki City Office through regular communication and facilitating a meeting between Mayor Tomitaka and Mayor Burnett.

In 2026, the Gladstone Region will celebrate the 30th Anniversary of the Sister City Relationship and will welcome the Mayor of Saiki City, Mayor Tomitaka. This will be the first mayoral visit since 2019.

Prior to COVID, several secondary schools participated in a student exchange, whereby several students were invited to participate in the biennial Mayoral exchange. Each year, Mayors would alternate visits between Gladstone and Saiki, accompanied by students from respective high schools. These schools included Toolooa State High School, Tannum Sands State High School, and Chanel College. Unfortunately, this program has not recommenced after its pause in 2020. The program has not restarted due to a combination of organisational capacity constraints from schools and Council, limited response and reduced capacity from Saiki, ongoing impacts of COVID-related disruptions and logistical barriers that have made it difficult to re-establish the exchange.

A Council-managed student exchange program refers to a student exchange initiative that is coordinated and overseen by Council, rather than by individual schools. Under this model, Council undertakes responsibility for program design, administration, liaising with the partner city, and compliance with all relevant governance and child safety requirements.

The benefits of a Council-managed student exchange may include:

- Greater program reach across more schools, giving students from a wider range of educational settings equal access to exchange opportunities.
- Simplified community participation, with a central council-managed process that makes it easier for families and local groups to support and engage with the program.
- Enhanced community value, fostering cultural exchange, shared experiences, and stronger community connections

The Committee recommend that council officers undertake a feasibility of this proposal and bring findings back to the Committee and council for consideration.

Risk Management Summary:

Under Council's Risk Management Policy, the key risks associated with the Gladstone Saiki Sister City Advisory Committee relate to reputation, service delivery, and regulatory and compliance. Reputational risk is the most significant given the committee's public-facing and international role, and Council's *Measured* appetite requires decisions and conduct that protect Council's image. Retaining experienced members mitigates this risk by reinforcing strong governance and continuity.

Service delivery risks are acceptable within Council's *Open* appetite, provided the committee can continue supporting cultural exchange activities and meeting its advisory responsibilities. The recommended membership supports capability, consistency, and the effective delivery of Sister City initiatives. The addition of two Gladstone Region Councillors to the committee helps provide strategic direction and guidance for the committee to avoid any potential conflicts.

Regulatory and compliance risks are limited but must still align with Council's *Measured* appetite. The continuation of knowledgeable committee members and overseen by Council's Community Partnership team helps ensure adherence to policy, governance processes, and reporting obligations.

Overall, the recommendation remains well within Council's risk tolerance, with oversight and clear governance mechanisms ensuring risks are effectively managed.

Options and Opportunity Analysis:

Option 1 – Adopt the Recommendations

Adopting the recommendation presents clear opportunities for Council. Appointing all 13 nominees to the 2026 Gladstone Saiki Sister City Committee will strengthen the Committee's collective knowledge and support the continued development of the Sister City relationship. The proposed Committee structure is aligned with the Terms of Reference, and supports the Committee's capacity to deliver, and leverages diversity in members experience and skill sets.

This recommendation also includes the opportunity to explore a Council-managed Student Exchange program, building from the previous exchange program undertaken by secondary schools in the Gladstone region. The Committee seek the opportunity for Council Officers to investigate options for this program, and present the findings to the Committee and Council for consideration.

Option 2 – Endorse the proposed Committee recommendation and defer the Student Exchange program.

This option presents the opportunity for Council to endorse the appointment of 13 nominees to the 2026 Gladstone Saiki Sister City Committee, strengthening the Committee’s collective knowledge and supporting the continued development of the Sister City relationship.

This option defers the investigation by Council Officers to explore a Council-managed Student Exchange program, reporting findings to both the Committee and Council for discussion.

Option 3 – Suggest an alternate recommendation

Officers have identified a primary risk of not appointing new applicants it may discourage community members from engaging with or volunteering for the Committee in the future. Current Committee members have expressed strong support for welcoming new nominees and value the potential for innovative ideas, renewed energy, and expanded opportunities that additional members can bring. This option may therefore limit the Committee’s growth and reduce its ability to deliver on its objectives, including the ability to meaningfully explore new initiatives such as a Council-managed student exchange program, which would benefit from increased membership capacity and diverse expertise.

The exploration of a Council-managed Student Exchange program could be included as an announcement as part of Council’s 30-year anniversary of the Sister City relationship.

Whilst, the Committee’s preference is to support the recommendations, Councillors feedback is welcome should an amended recommendation be required.

Stakeholder Engagement:

Expressions of interest for committee membership for 2026 were sought in several ways including social media, Gladstone Regional Council website, local school newsletters, email distribution through local networks and community groups, and flyer distribution through committee members.

Legal and Regulatory Implications:

On 20 August 2019, Council reaffirmed the establishment of the Gladstone Saiki Sister City Advisory Committee as an advisory committee under **Section 264 of the Local Government Regulation 2012**. The Committee operates in accordance with a formally adopted **Terms of Reference**, which outlines its governance framework, membership structure, roles, and responsibilities. As an advisory body, the Committee provides strategic advice to Council on initiatives that promote and enhance the Sister City relationship, while remaining accountable to Council for compliance with relevant legislation, policies, and Council resolutions. This structure ensures that all Committee activities are conducted in accordance with regulatory and governance requirements, mitigating legal and compliance risks for Council.

Financial and Resource Implications:

For the 2025/26 financial year, Council has allocated a standard operating budget of \$10,000 for Sister City activities. An additional \$6,000 has been budgeted this year to support the preparation for the Saiki Sister City 30th Anniversary Celebrations, with Council retaining oversight of all financial management, accounting, and administrative responsibilities for these funds. No changes to the 2025/26 budget are proposed. It is envisaged that a similar amount will be budgeted in the 2026/27 financial year to deliver the 30 year anniversary celebrations and activities.

The Committee may provide recommendations, through delegated Officers, on the allocation of these funds to support its annual program of activities, including cultural, educational, and community exchange initiatives. This approach ensures financial accountability, alignment with Council priorities, and transparency in the use of public funds while enabling the Committee to deliver its objectives effectively.

Anticipated Resolution Completion Date:

30 January 2026

Attachments:

1. 2025 Saiki Sister City Advisory Committee President's Annual Report

G/4.2. YOUTH COUNCIL APPOINTMENTS FOR 2026

Responsible Officer: General Manager Community and Lifestyle

Prepared By: Community Development Officer

Council Meeting Date: 16 December 2025

File Ref: CC9.10

Purpose:

This report recommends appointments to the Gladstone Region Youth Council for 2026.

Officer's Recommendation:

That Council appoint the following 19 Gladstone Region Youth Council members for 2026 as below:

- Logan Althaus (returning member)
- Lochlain Cathcart (returning member)
- Bailey Dawson (returning member)
- Niel Godwin Quides Torres (returning member)
- Douglas Hoffman (returning member)
- Oneli Peiris (returning member)
- Zachary Pulido (returning member)
- Samantha Steemson (returning member)
- Tairui Zang (returning member)
- Alisha Van Den Bosch
- Carl Ararao
- Casey Deliyiannis
- Cooper Townsend
- Flynn Kelso
- Joshua Hooper
- Harold Evangelista
- Kaylee Pavlovic
- Matilda Heier
- Paige Cameron

Summary:

The Gladstone Region Youth Council provides Council with strategic advice on issues that are pertinent to youth, youth engagement, and enhancing the participation of young people in the Gladstone Region.

Link to Corporate Plan:

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

Background:

The Gladstone Region Youth Council provides Gladstone Regional Council with strategic advice on issues that are pertinent to youth, youth engagement, and enhancing the participation of young people. In 2024 the Gladstone Region Youth Council Terms of Reference were amended to allow for an increase in the number of ordinary members, now stating 'a minimum of five members.' Under the Terms of Reference, membership of the Youth Council is reviewed annually with appointments made for the upcoming calendar year. Membership is open to young people aged between 15 and 25 years, including those who are turning 15 within the first six months of the Youth Council term, and reside in the Gladstone Region. Appointed members can seek re-appointment for subsequent terms.

Council received 39 applications for the 2026 committee, including nine return members. The 30 new applicants were interviewed by a panel of two Council Officers from the Community Partnerships team, with returning Youth Council members present in interviews to provide their input and experiences. Officers believe return members have proven invaluable to the committee and will be great mentors to incoming committee members, helping the momentum of their current campaigns to continue into 2026. Considering the high return rate, officers will consider a maximum term for members in 2027 to ensure more applicants are given the opportunity to participate. New applicants range in age from 14 to 23, and range across geographical areas including Gladstone, Boyne Island, Tannum Sands, Calliope, Yarwun, Miriam Vale and Agnes Water.

In 2025, in response to feedback for the 2024 Gladstone Region Youth Council, two Councillors were officially appointed to the committee to increase regular interaction with Council and provide additional support. The model has increased confidence in participants that their ideas and opinions are being effectively voiced to Council. With three applicants from Agnes Water, one from Miriam Vale, one from Yarwun and one from Calliope, officers see this as the perfect opportunity to expand the committee to ensure broader geographic representation, build the Youth Council's capacity and reach, expand connection across the region and within Council and broaden the perspectives shared with Council on youth matters. Officers have demonstrated their ability to effectively manage 16 members and wish to appoint an additional three members in 2026, understanding that naturally a few members are lost throughout the year. Members from outer regions would also attend online.

Risk Management Summary:

Council has adopted a measured risk appetite for reputational risks and an open risk appetite for service delivery risks. The Youth Council assists Council to manage reputational and service delivery risks by providing strategic advice to Council.

Options and Opportunity Analysis:

Option 1 – Adopt the recommendation to appoint 19 members to the 2026 Youth Council

The opportunity associated with this option is that Council can facilitate growth of the committee through appointing 19 nominations for the 2026 Gladstone Region Youth Council. This will benefit Council, by having access to a greater demographic of youth who will share their voices, build the capacity of the Youth Council, expand connections, and draw in varied experiences that will broaden the perspectives shared with Council.

The calibre of applicants was extremely high; throughout the interview process, no applicants were deemed unsuitable. The recommended group brings diversity in cultural backgrounds, education, volunteering experience, work experience, passions, lived experiences and includes applicants from six different high schools. Importantly, in 2025 Youth Council members worked hard on increasing their engagement with our outer regions, proactively engaging with regional high schools and events, which is reflected in the growth of applications from Agnes Water, Miriam Vale, Yarwun and Calliope. The nine returning members will have the opportunity to mentor new members, building their leadership skills and giving them the responsibility of being a youth contact point within the Youth Council. This helps to achieve a desired outcome of the Youth Council which is 'young people are supported by young people'.

Historically, attendance and retention rates of the Youth Council fluctuate due to unknown rosters and schedules (school and work) and a natural decrease in membership over the span of the year is expected. Having a larger group of youth allows for greater attendance at meetings, knowing that there are weeks where competing priorities may take precedence for some, particularly those completing year 12 or who work on shift-work rosters. When engaging with community organisations and local businesses, a larger group is beneficial for engagement and feedback.

Option 2 – Appoint 16 members to the 2026 Youth Council

This option aligns the 2026 Youth Council with the current (2025) committee structure by appointing 16 members. It maintains consistency with existing governance arrangements and ensures a manageable group size and resourcing.

Stakeholder Engagement:

Expressions of Interest for Youth Council membership for 2026 were sought in several ways including social media, Council's website, email distribution through local networks and community groups, Youth Council's Instagram page and community engagement events such as the Discovery Coast Christian College 10-year celebration. Several applicants stated they applied for membership as it was recommended by past Youth Council members or are a sibling of a past member. As advised in 2022 by Council's Governance Advisor, an interview process is unnecessary for returning members who have already demonstrated their commitment. New members attended an interview with representatives of Council's Community Partnerships team.

Legal and Regulatory Implications:

The Gladstone Region Youth Council Advisory Committee is an advisory committee to Council, constituted under Section 264 and 265 of the Local Government Regulation 2012 and operates under a Council adopted Terms of Reference.

Financial and Resource Implications:

Administrative and secretarial costs for Youth Council are absorbed as a part of the existing operational budget for Community Partnerships. Budget allocation for the formal advisory Youth Council will be considered as part of council's standard budget process.

Anticipated Resolution Completion Date:

12 January 2026

Attachments:

Nil

G/4.3. LEASE FOR PART OF LOT 5 ON RP 601549 AND LOT 32 ON PL646 BETWEEN COUNCIL AND CLAVA LTD TRADING AS YARALLA SPORTS CLUB

Responsible Officer: General Manager Assets and Environment

Prepared By: Land Management Officer Assets and Environment

Council Meeting Date: 16 December 2025

File Ref:

Purpose:

To finalise the outworking of the negotiations with Clava Ltd trading as Yaralla Sports Club ("Yaralla") as it relates to the disposal of portions of Lots 32 on PL646 and Lot 5 on RP601549 adjacent to their proposed golf course development.

Officer's Recommendation:

That Council:

1. Resolves that s236(1)(b)(ii) applies to the sale of part of Lot 5 on RP6015 and part of Lot 32 on PL646 to Clava Ltd trading as Yaralla Sports Club for market value pursuant to the terms and conditions of the option to purchase the land within the lease between Clava Ltd and Gladstone Regional Council; and
2. Authorises the Chief Executive Officer to finalise and execute any and all matters associated with or in relation to the sale of land to Clava Ltd.

Summary:

This report seeks a resolution from Council under the Local Government Regulation 2012 to facilitate the sale of land to Clava Ltd without undertaking a tender or auction process. The land will be utilised by Clava to deliver a championship level golf course. Council is currently negotiating the lease the land to Clava Ltd.

Link to Corporate Plan:

Accountable Council - We are providing good stewardship built on a foundation of trust.
Connecting Communities - We work with you and for you, supporting the success of our communities.
Delivering Value - We work efficiently to deliver value for your rates.
Resilient Economy - We play our part in supporting the success of our region.

Background:

Approximately 6.955 ha of Lot 32 on PL646 and 1.879 ha of Lot 5 on RP601549 is required to provide sufficient area for Clava Ltd (trading as Yaralla Sports Club) to deliver a championship level golf course. At the General Meeting on 16 January 2024, Council resolved to lease a portion of Lot 32 on PL646 to Clava Ltd, and a further resolution was made to lease part of Lot 5 on RP601549 on 5 August 2025 which had been omitted from the 2024 resolution.

Council as part of its resolution in January 2024 asked that '*Council continue to negotiate the purchase of the lease area with Clava Ltd and bring a further report to Council to discuss the options*'.

Officers have engaged with Clava Ltd in an effort to outwork the resolution. In doing so – asking them to execute the lease and negotiate the purchase separately - they have advised that anything other than an option to purchase conditioned in the lease would significantly impact their ability to progress the project.

That being the case, officers have negotiated the inclusion of a clause in the lease providing an option to purchase the land at market value. Clava Ltd cannot exercise the option unless Clava Ltd has substantially commenced development of a golf course on the land adjoining the lease area. Clause 13A of the lease provides:

Clause 13A Option to Purchase

A.1 Grant of Option

- (1) The Landlord grants an option to the Tenant to purchase the Lease Area (“the Option”).*
(2) Subject to Clause 13 A.3, the Tenant can at any time during the Term, exercise the Option by delivering to the Landlord:
- (a) written notice to the Landlord of its exercise of the Option; and*
 - (b) a valuation report prepared by a registered valuer documenting the market value of the Lease Area.*

A.2 Contract of Sale

- (1) If the Landlord does not agree with the valuation report provided by the Tenant in accordance with clause 13 A.1 (2)(b), the Landlord must give the Tenant written notice within 14 days of the Landlord receiving the valuation report.*
- (2) Where the Landlord provides the tenant with a notice in accordance with clause 13 A.2(1), the parties must jointly appoint a registered valuer with sufficient experience to provide a valuation of the Lease Area which will be deemed the purchase price of the Lease Area. The Landlord and Tenant will share the cost of the valuation equally.*
- (3) With the latter of 35 days of receiving the Tenant’s exercise of option in accordance with clause 13 A.1(2), or a valuation in accordance with clause 13 A.2(2), the Landlord must provide the Tenant with a signed Contract of Sale in the form of an REIQ Standard Contract for Houses and Residential Land wherein:*
- (a) The Seller will be the Landlord;*
 - (b) The Buyer will be the Tenant;*
 - (c) The Purchase Price will be the price given in the valuation in accordance with clause 13 A.1 (2)(b) or 13 A.2(2);*
 - (d) The Deposit will be \$0;*
 - (e) The Settlement Date will be 28 days from the Contract Date, and the Place for Settlement is Gladstone, unless agreed otherwise between the parties.*

- (4) The Tenant must deliver a copy of the fully executed contract to the Landlord within 14 days of receiving the Contract of Sale in accordance with clause 13 A.2(3).*

A.3 Conditions Precedent

- (1) The grant of option in clause 13 A.1 is subject to the following conditions precedent being satisfied prior to the Tenant’s exercise of option in clause 13 A.1(2):*
- (a) The Tenant, to the satisfaction of the Landlord, substantially commencing development of a golf course on the land adjoining the Lease Area; and*

(b) The approval, on conditions satisfactory to both Landlord and Tenant, of the reconfiguration of the boundaries of lots 5 on RP601549, 32 on CPPL646, 1 on RP602679 and 31 on PL646.

Risk Management Summary:

Council's Regulatory and Compliance Risk appetite states that it will tolerate defending a decision of Council where the decision is well considered, and in accordance with Council's values, and that it is committed to good governance and meeting legislated and regulatory requirements. This decision sits well within Council's measured risk appetite.

There is reputational risk associated with not granting the option to purchase if, as Yaralla have stated that it puts a multi million dollar project in jeopardy. Council Reputational risk statement includes the fact that it recognises the importance of protecting its brand, reputation and relationship with stakeholders.

Options and Opportunity Analysis:

Option 1 – Officer's Recommendation – Include an option in the lease to facilitate the sale of the land to Clava Ltd at market value

The adoption of the Officer's Recommendation will enable Council to sell the land to Clava Ltd when the option to purchase has been exercised in accordance with the Lease. This resolution is necessary to provide Clava certainty that Council can lawfully sell the land to Clava. Once the lease has been executed, Council will be bound by the provisions of the lease provided that Clava Ltd complies with the lease.

This allows Clava Ltd to proceed with their project and ensures that Council receives fair market value for the land if the development progresses.

While Clava Ltd can, at anytime exercise their option, providing that the pre-conditions have been met (i.e. development of the adjoining land), Including the proposed option in the lease to Clava Ltd, will not prevent Council from reaching an alternate amicable agreement for the sale of the land to Clava Ltd e.g. should Council and Clava Ltd wish to explore a land swap arrangement in the future.

Option 2 – not include an option in the lease to facilitate the sale of the land to Clava Ltd at market value

If Council is not supportive of having an option for Clava to purchase the land at market value in the lease, and resolving that the exemption applies, Clava Ltd has advised that this would compromise the golf course project progressing.

An alternative might be to include a fixed price in the option clause. As Clava Ltd is a Community Organisation, Council can dispose of land to Clava Ltd at a price less than market value.

Stakeholder Engagement:

Negotiations have been undertaken with Clava Ltd and their agents and conditional Owner's Consent has been provided to their consultants for the lodgement of a Development Application over the proposed lease area.

Legal and Regulatory Implications:

Under s227 of the Local Government Regulation 2012 (“LGR”), Council cannot dispose of a valuable non-current asset contract (a contract for the lease or sale of freehold land) unless it first invites written tenders or offers the non-current asset for sale by auction. In this instance there are two applicable exceptions to s227 of the LGR:

- Section 236(1)(b)(ii), where the valuable non-current asset is disposed of to ... a community organisation; and
- Section 236(1)(c)(iv), where the valuable non-current asset is disposed of to an owner of adjoining land and the land is not suitable to be offered for disposal by tender or auction for a particular reason i.e. the location and size of the land.

Council previously resolved that Section 236(1)(b)(ii) applied to the disposal by lease to Yaralla, and for consistency with previous resolutions it is proposed to apply the same exemption to disposal by sale.

Financial and Resource Implications:

The lease is proposed to be at peppercorn rate of \$1.00 on demand. The proposed Option to Purchase will be determined by valuation at prevailing market rate determined by a jointly appointed registered valuer.

Anticipated Resolution Completion Date:

It is expected that the lease will be executed and registered within 6 months of resolution.

Attachments:

Nil

G/4.4. SALE OF LAND

Responsible Officer: General Manager Finance Governance and Risk

Prepared By: Manager Revenue Services

Council Meeting Date: 16 December 2025

File Ref: FM7.1

Purpose:

This report identifies properties that have outstanding rates in excess of three years or vacant or commercial land with default judgment and recovery action is available under the Local Government Regulation 2012.

Officer's Recommendation:

That Council, pursuant to section 140(2) of Local Government Regulation 2012, resolve to sell the 27 properties listed in Attachment 1 to the officer's report, for overdue rates and charges.

Summary:

This report identifies 27 properties with outstanding rates which have now exceeded the three-year period, and the one-year period for vacant land or commercial properties as of 2 December 2025 and recovery action is available under the Local Government Regulation 2012. The loss in revenue to Council amounted to \$455,192.59.

Link to Corporate Plan:

Delivering Value - We work efficiently to deliver value for your rates.

Background:

Under Section 140(2) of the *Local Government Regulation 2012* Council is enabled to resolve to sell land for recovery of overdue rates or charges where rates or charges have been overdue in excess of three years, or where default judgment has been obtained for vacant land or commercial properties.

Attachment 1 provides a list of properties with outstanding rates which have now exceeded the three-year period, and the one-year period for vacant land or commercial properties.

Once notice of its intention to sell land has been issued, if payment is not made within three months, Council may within six months of giving notices of intention to sell, start the procedures for selling the land by auction under section 142.

An Auction must be held within 35 days of issuing an Auction Notice. The reserve price will be set in accordance with section 143. If the reserve is not reached, either by auction or subsequent negotiation, Council may decide to continue to offer sale under section 144 but the selling procedure must end within 12 months of giving the notice of intention to sell.

Interest will continue to accrue until the outstanding balances are paid in full. Section 141 requires that overdue rates and charges must be paid in full for sale procedures to be stopped.

It is possible that Queensland Land Tax owed to the Office of State Revenue will apply to several of the listed properties. Specific information regarding Land Tax is obtained closer to the auction date if applicable.

Risk Management Summary:

Council takes a measured approach when it has potential regulatory and compliance consequences and an open approach towards risk when it has potential financial or service delivery consequences. Both options will seek to control the risk by meeting Council's legislative obligations whilst ensuring the sale of land process is consistent with and guided by principles.

Options and Opportunity Analysis:

27 Properties are identified in Attachment 1 as being eligible for sale of land action. This year's number of properties decreased by 3 properties in comparison to the 2024/25 financial year. The properties are a mixture of land use types, including residential and vacant land. Only 6 properties identified in Attachment 1 are not encumbered by registered mortgages.

The primary purpose of initiating the sale of land process is to reinforce the seriousness of non-compliance with statutory obligations. This mechanism serves as a decisive measure to ensure property owners, and mortgagees, fully appreciate the consequences of failing to discharge rate liabilities or breaching the terms of a payment arrangement granted by Council in good faith.

The utility of the sale of land process for Council does not reside in the actual disposal of properties. Historically, only a very small proportion of properties listed for sale proceed to settlement;

2021/22 - 5 properties out of the original 71 were taken for sale on auction.

2022/23 - 1 property out of the original 42 was taken for sale on auction.

2023/24 - 3 properties out of the original 36 were taken for sale on auction.

2024/25 - 1 property out of the original 30 were taken for sale on auction however rates were paid on the day and the auction did not proceed.

Rather, its significance lies in its function as a legislatively sanctioned enforcement tool that underscores the seriousness of rate arrears and non-compliance with agreed payment arrangements. By initiating this process, Council promotes compliance and equity, ensuring that all ratepayers contribute their fair share toward the financial sustainability of the Gladstone Region.

Option 1 (Officer's recommendation):

That Council, pursuant to section 140(2) of *Local Government Regulation 2012*, resolve to sell the 27 properties listed in Attachment 1, for overdue rates and charges.

Option 2

That Council resolve not to proceed with selling the 27 properties listed in Attachment 1 for overdue rates and charges.

Stakeholder Engagement:

General Manager Finance Governance and Risk
Senior Legal Advisor
Senior Rates Officer
Debt Recovery-Rates Officers

The above stakeholders were engaged in preparing the report. Further engagement will be required in outworking the resolution.

Legal and Regulatory Implications:

Chapter 4 Part 12 of the *Local Government Regulation 2012* deals with the collection of overdue rates and charges by court proceedings and the sale of land.

Council may sell land for overdue rates and charges where the rates and charges remain unpaid for a period of more than three years for residential properties and one year for commercial properties and vacant land Council has obtained Court Judgment.

Financial and Resource Implications:

Rates and charges arrears are due and payable to Council. Failure to collect these amounts will result in a reduction of funds available to be expended for the benefit of the Gladstone Region by Council in accordance with its adopted budget.

All costs associated with the debt recovery process for the listed properties are recoverable either from the sale of land or can be added as a charge against the land.

Anticipated Resolution Completion Date:

It is anticipated that sale of land proceedings with respect to this resolution will be completed by 30 June 2026.

Attachments:

1. Sale of Land Property List

G/4.5. MONTHLY FINANCIAL STATEMENTS FOR THE PERIOD ENDING 30 NOVEMBER 2025

Responsible Officer: General Manager Finance Governance and Risk

Prepared By: Management Accounting Specialist

Council Meeting Date: 16 December 2025

File Ref: FM15.1

Purpose:

This report seeks Council adoption of the Monthly Financial Statements for the year 2025-26 to date, for the period ended 30 November 2025.

Officer's Recommendation:

That Council adopt the Monthly Financial Statements attached to the officer's report for the 2025-26 year to date, for the period ended 30 November 2025 as required under Section 204 Local Government Regulation 2012.

Summary:

N/A

Link to Corporate Plan:

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

Background:

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

Comparatives in both the Statement of Income & Expenditure and Statement of Financial Position have been updated and are reflecting the 30 June 2025 audited Financial Statements.

Council officers have been actively involved in undertaking a forecast using actual year-to-date data to depict the likely operating position by the end of financial year, with the results to be included in the January report.

Summary:

Overall Position As of 30 November 2025, 41.92% of the financial year had passed. Accounts are therefore expected to fall within the range of 32% to 52% (+/- 10%) of the budget year to date (YTD).

- As of 30 November 2025, the overall operating result is \$25.5m unfavourable; the position is forecast to improve as water consumption, grants and dividends revenue are received in the second half of the year.

Money we receive (revenue)

- \$67.7m in revenue has been collected so far (33.04% of budget) – currently below budget
- The majority of income from grants and income tax equivalents is expected to be received in the last quarter of the year.
- Net rates and utilities are tracking slightly below target YTD. This is due to discounts being recognised at the time of receipt (not split across the year like rates revenue), and water consumption revenue being received 6-monthly in January and June.

Money we spend (expenditure)

- \$113.2m has been spent so far (42.89% of budget) – right on track.
- Overtime is trending higher compared to budget, with increases seen across several operational areas, including urgent response work. Council is actively monitoring overtime usage to support critical services and cost management.
- Equipment and motor vehicle expenses are trending back closer to budget. Adjustments will also be made in the forecast.
- Legal expenses continue to track high year-to-date and will be revised in the forecast.

Financial Health

- Cash balances remain healthy at \$221.9m, of which \$58.0m is invested in term deposits.
- Liabilities look inflated due to unearned rates revenue; this will reduce each month as rates are recognised on the income statement.

Capital Works & Projects

- \$33.9m has been invested in capital projects (31.58% of the budget).

Rates Snapshot

- At the end of November, 93.36% of rates have been paid in full.
- Outstanding rates are at \$15.0m, slightly lower than last year at the same time.
- 5,187 households are paying their rates in advance, totalling \$5.8m.

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

Statement of Income and Expenditure

Income

Recurrent Revenue

Total recurrent revenue	2025-26	Actual as %
Actual	\$87.7m	
Budget	\$265.4m	33.04%
Forecast	\$265.4m	33.04%

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 DECEMBER 2025

Of note:

Net rates and utility charges	2025-26	Actual as %
Actual	\$67.1m	
Budget	\$211.6m	31.70%
Forecast	\$211.6m	31.70%

Council's primary source of recurrent revenue is the generation of annual rates, along with access charges for water, sewerage and waste. Rates are generated in July and split across the course of the year, rather than in the period when they are received, to align with the delivery of services.

To date, discounts of \$17.0m have been applied in 2025-26 for payments received by the due date, 99.5% of the budget. Concessions amounting to \$0.5m have been granted.

Water consumption revenue is raised upon completion of the bi-annual water meter reading cycles during the year (July-December 2025 and January-June 2026).

Total interest revenue	2025-26	Actual as %
Actual	\$3.2m	
Budget	\$6.1m	51.86%
Forecast	\$6.1m	51.86%

Interest revenue at a rate of 4.23% has been received from Queensland Treasury Corporation for November, and current term deposit rates are yielding up to a 4.15% return to Council.

Dividends	2025-26	Actual as %
Actual	-	
Budget	\$0.5m	-
Forecast	\$0.5m	-

Gladstone Airport Corporation has provided advice on their anticipated dividend payment for the current year, to be paid in December. The forecast will be updated to align with the payment once it is received.

Income Tax Equivalents	2025-26	Actual as %
Actual	\$0.2m	
Budget	\$1.5m	11.47%
Forecast	\$1.5m	11.47%

The budget for income tax equivalents includes the annual payment from the Gladstone Area Water Board (GAWB), estimated at \$1m. This amount is generally confirmed and paid in the final quarter of the year.

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General purpose grant	2025-26	Actual as %
Actual	\$2.6m	
Budget	\$10.3m	25.02%
Forecast	\$10.3m	25.02%

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

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

The remaining funding will be received as quarterly payments throughout the 2025-26 financial year.

The 2025-26 budget also includes an anticipated advanced payment for the 2026-27 financial assistance grant in June 2026.

Other Government Grants - Operating	2025-26	Actual as %
Actual	\$0.8m	
Budget	\$4.5m	18.02%
Forecast	\$4.5m	18.02%

State funding of \$1.8m for the GO green bin rollout has been budgeted. No funds have been received to date, with payment most likely expected in May/June 2026.

Capital Revenue

Capital revenue	2025-26	Actual as %
Actual	\$6.8m	
Budget	\$28.2m	23.91%
Forecast	\$28.2m	23.91%

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

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

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

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 DECEMBER 2025

Project	Revenue Budget	Whole of Life Funding	Revenue YTD Actual	Expense YTD Actual	% Whole of Life Funding
State Government Grants & Subsidies					
Blackman Gap SWP replacement	\$0.40m	\$0.40m	\$0.02m	\$0.04m	4.69%
Backup power generator GECC	\$0.60m	\$0.64m	\$0.02m	\$0.03m	3.68%
Granite Creek Bridge - Lowmead Road	\$2.85m	\$6.70m	\$1.24m	\$1.97m	18.49%
Deepwater National Park Fire Trail Stage 1	\$2.00m	\$2.00m	\$0.02m	\$0.02m	1.16%
Stage 2 - GWWTP Inlet Distribution Structure Replacement	\$5.62m	\$8.77m	\$1.34m	\$1.58m	15.32%
Lake Awoonga Water Main Renewal - Auckland Street	\$1.32m	\$1.42m	\$0.50m	\$0.79m	35.16%
Round Hill 2 Reservoir	\$4.12m	\$4.26m	\$0.25m	\$0.58m	5.78%
Other State Government Funding	\$0.80m	\$1.48m	\$0.48m	\$1.13m	32.47%
TOTAL State Government Funding	\$17.70m	\$25.68m	\$3.88m	\$6.14m	

Project	Revenue Budget	Whole of Life Funding	Revenue YTD Actual	Expense YTD Actual	% Whole of Life Funding
Federal Government Grants & Subsidies					
Boyne Tannum Aquatic Centre	\$4.04m	\$15.00m	\$0.35m	\$0.66m	2.32%
Harbour Arbour	\$0.25m	\$5.33m	\$0.43m	\$0.98m	8.01%
Agnes Water Skate Park	\$0.88m	\$0.97m	\$0.02m	\$0.05m	1.75%
Red Rover Road Bridge, Gladstone	\$1.39m	\$1.54m	\$0.01m	\$0.03m	0.88%
Tableland Road, Calliope - Pavement Rehabilitation	\$1.17m	\$0.60m	-	\$0.04m	-
Other Federal Government Funding	\$1.49m	\$2.11m	-	\$0.21m	0.11%
TOTAL Federal Government Funding	\$9.22m	\$25.56	\$0.81m	\$1.96m	
TOTAL State and Federal Funding	\$26.92m	\$51.23m	\$4.68m	\$8.10m	

Expenditure

Recurrent expenditure

Total recurrent expenditure	2025-26	Actual as %
Actual	\$113.2m	
Budget	\$263.9m	42.89%
Forecast	\$263.9m	42.89%

Of note:

Employee benefits	2025-26	Actual as %
Actual	\$37.6m	
Budget	\$86.3m	34.11%
Forecast	\$86.3m	34.11%

Employee benefits are the largest component of Council's recurrent expenditure. A vacancy rate of 7.0% has been factored into the 2025-26 budget. The YTD average vacancy rate to November is 4.8%.

Overtime	2025-26	Actual as %
Actual	\$1.0m	
Budget	\$1.7m	61.76%
Forecast	\$1.7m	61.76%

A breakdown of overtime spend per business unit (not relating to capital projects), compared to the budget, is shown below.

Business Unit	Actual YTD	Budget	%
Assets & Environment	\$2,651	\$8,500	31%
Community & Lifestyle	\$95,357	\$191,360	50%
Customer Experience	\$38,228	\$107,800	35%
Finance Governance & Risk	\$34,981	\$69,450	50%
People and Strategy	\$14,256	\$47,500	30%
Operations (Total)	\$853,657	\$1,257,902	68%
<i>Operations - Roads</i>	<i>\$214,953</i>	<i>\$261,024</i>	<i>82%</i>
<i>Operations - Parks</i>	<i>\$39,608</i>	<i>\$81,000</i>	<i>49%</i>
<i>Operations - Water / Sewer</i>	<i>\$351,581</i>	<i>\$513,939</i>	<i>68%</i>
<i>Operations - Waste</i>	<i>\$105,201</i>	<i>\$253,415</i>	<i>42%</i>
<i>Operations - Workshops</i>	<i>\$107,905</i>	<i>\$122,000</i>	<i>88%</i>
<i>Operations - Other</i>	<i>\$34,409</i>	<i>\$26,525</i>	<i>130%</i>

Consultants	2025-26	Actual as %
Actual	\$1.4m	
Budget	\$5.1m	28.43%
Forecast	\$5.1m	28.43%

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

- Asset Management – Budget \$1.3m, spend \$0.3m
- Strategy and Improvement – Budget \$0.6m, Spend \$0.03m
- Information & Technology – Budget \$0.5m, spend \$0.2m
- Environment – Budget \$0.5m, spend \$0.1m
- Waste – Budget \$0.4m, spend \$0.2m
- Development Services – Budget \$0.4m, spend \$0.1m
- Finance – Budget \$0.4m, spend \$0.05m

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Officers have been asked to critically review consultant budgets during the forecasting process to identify if there are any reductions.

Contractors	2025-26	Actual as %
Actual	\$11.2m	
Budget	\$27.7m	40.47%
Forecast	\$27.7m	40.47%

Activities with significant contractor budgets for 2025-26 include:

- Water & Sewerage Services – Budget \$8.7m, spend \$4.3m
- Waste Services – Budget \$7.0m, spend \$2.5m
- Parks & Cemeteries – Budget \$3.6m, spend \$1.2m
- Road Services – Budget \$2.1m, spend \$1.5m
- Entertainment and Events – Budget \$1.5m, spend \$0.5m
- Recoverable Works – Budget \$1.3m, spend \$0.2m

Equipment Expenses	2025-26	Actual as %
Actual	\$1.9m	
Budget	\$3.2m	59.98%
Forecast	\$3.2m	59.98%

Spending on equipment remains high YTD, predominantly due to:

- Loose Tools – \$0.3m (91.11%). Higher costs are mainly attributable to water services, parks, roads, and workshops. This reflects the timing of tool purchases early in the year. Costing corrections have been implemented, and the forecast is being revised with a planned budget transfer from Materials.
- External Plant & Equipment Hire – \$1.0m (75.21%). Increased expenditure is concentrated in workshops, roads, parks, water, and waste operations. The forecast is under review, with a proposed budget transfer from Contractors to align with current requirements. (noting above that contractors are below the pro-rata percentage for the year).

Motor Vehicle Expenses	2025-26	Actual as %
Actual	\$1.2m	
Budget	\$2.3m	52.79%
Forecast	\$2.3m	52.79%

Motor vehicle expense rectification has been undertaken, including education sessions to assist staff in understanding correct costings.

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Legal Expenses	2025-26	Actual as %
Actual	\$0.7m	
Budget	\$0.6m	120.60%
Forecast	\$0.6m	120.60%

Legal expenses are higher than anticipated year-to-date, due to the difficulty in accurately estimating the amount of legal activity in any given year. This will be revised in the forecast currently underway.

Finance Costs	2025-26	Actual as %
Actual	\$0.8m	
Budget	\$1.2m	68.26%
Forecast	\$1.2m	68.26%

Queensland Treasury Corp (QTC) and other finance costs are tracking high year-to-date. This is typical for this time of year, with a timing difference in loan payments arising, as Council's loan repayments are made monthly, while repayments from GAC to GRC occur quarterly, creating a temporary variance in the year-to-date actuals compared to the forecast.

Statement of Financial Position

	Current Value	Budget	Variance (Actual to Budget)	Forecast	Variance (Actual to Forecast)
Year-to-date Assets	\$3.2b	\$3.2b	0.95%	\$3.2b	0.95%
Year-to-date Liabilities	\$304.0m	\$183.4	65.77%	\$183.4m	66.77%
Year-to-date Liabilities (excl. unearned rates revenue)	\$185.2m	\$183.4m	2.27%	\$183.4m	2.27%

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

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

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

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

Capital Expenditure

The project delivery team undertakes regular forecasting. The current estimate of capital expenditure for 2025-26 is \$107.4m.

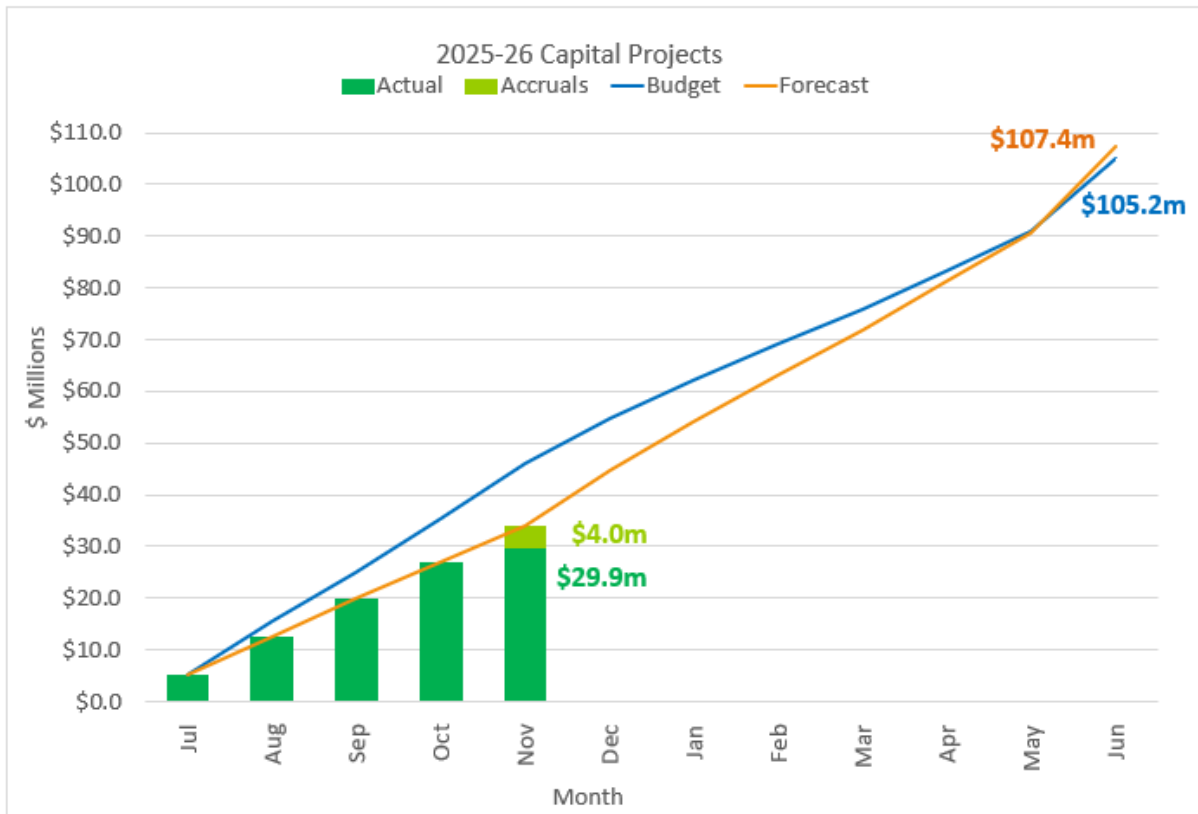
The updated forecast and actuals are provided throughout the tables and graphs below.

	Actual	Budget	Actual as % of Budget	Forecast	Actual as % of Forecast
Year to date capital expenditure	\$33.9m	\$105.2m	25.61%	\$107.4m	25.31%

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

Group	YTD Actual	Budget	Actual as % of Budget	Forecast	Actual as % of Forecast
Roads	\$15.2m	\$26.2m	49.35%	\$29.7m	51.13%
Sewerage	\$8.2m	\$26.5m	22.74%	\$26.7m	30.52%
Delivery Support and Performance	\$0.2m	\$6.0m	1.43%	\$5.0m	3.65%
Property Assets	\$0.0m	\$0.4m	6.76%	\$0.0m	0.00%
Asset Governance	\$0.0m	\$5.0m	0.00%	\$5.0m	0.00%
Waste	\$1.0m	\$2.6m	34.04%	\$2.3m	45.87%
Parks	\$0.5m	\$5.6m	5.34%	\$5.4m	9.86%
Community & Lifestyle	\$0.2m	\$0.4m	22.14%	\$0.6m	37.01%
Water	\$5.4m	\$19.8m	20.52%	\$18.7m	29.00%
Strategic Projects	\$1.7m	\$10.9m	12.95%	\$11.9m	14.38%
Other	\$1.5m	\$1.7m	63.60%	\$2.2m	67.41%
Total	\$33.9m	\$105.2m	32.25%	\$107.4m	31.58%

Accrual estimates of \$4.0m have been included in the actuals to account for major claims relating to November work.



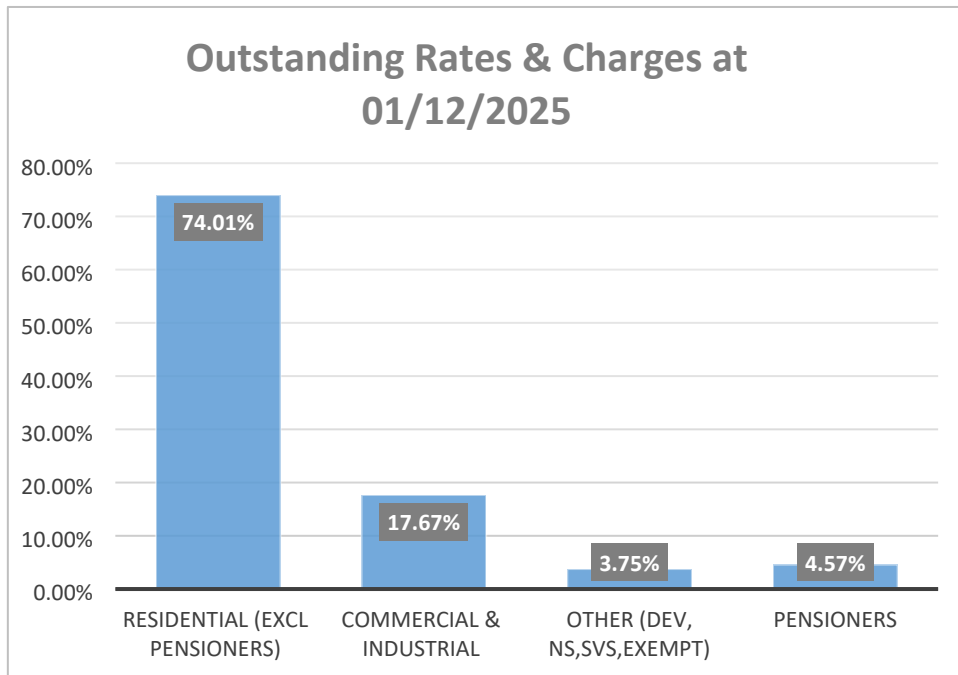
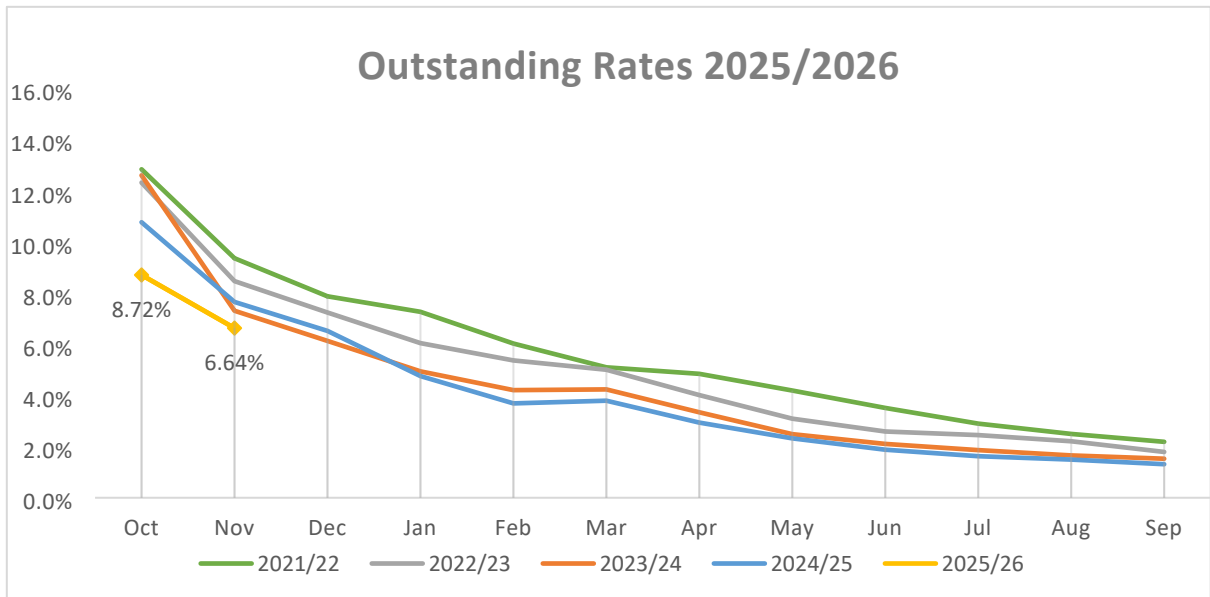
Outstanding Rates

Outstanding rates, as a percentage of gross rates levied for 2025-26 and collectible, are at 6.64% as of the end of November 2025, compared to 7.66% for the same period in 2024-25.

Of the \$14.98m of outstanding rates, 17.67% relates to commercial/industrial assessments and 82.33% represents residential assessments. Compared to the same period in the prior year (2024-25), outstanding rates were \$16.11m, representing 11.52% commercial/industrial assessments and 88.48% residential assessments.

These figures include \$6.83m of rates that are currently being repaid under an authorised payment plan, for which there were 39 commercial/industrial assessments and 1834 residential assessments. A total of 1873 assessments, which is an increase of 354 assessments compared to October 2025 (this movement is a result of new arrangements entered into since rates notices were issued in August). This is a decrease of 92 assessments for the same period prior year.

There were 5187 ratepayers who had paid their rates in advance, totalling \$5.8m.



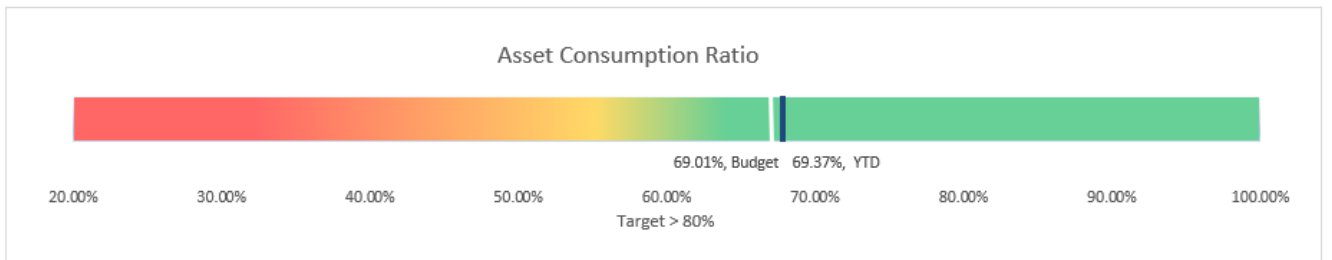
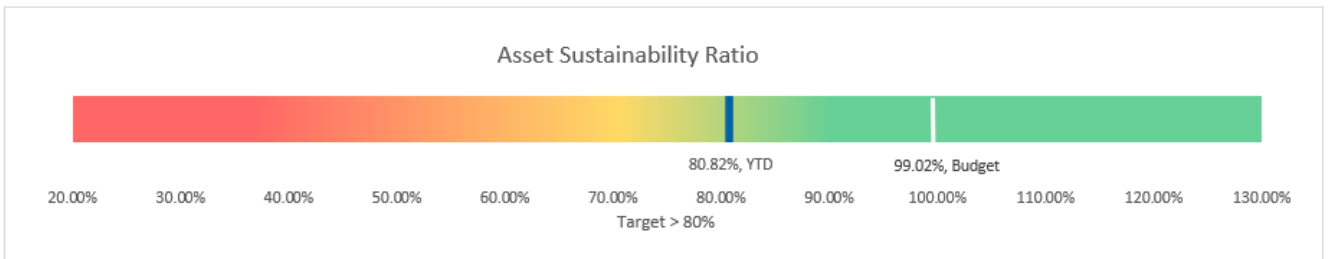
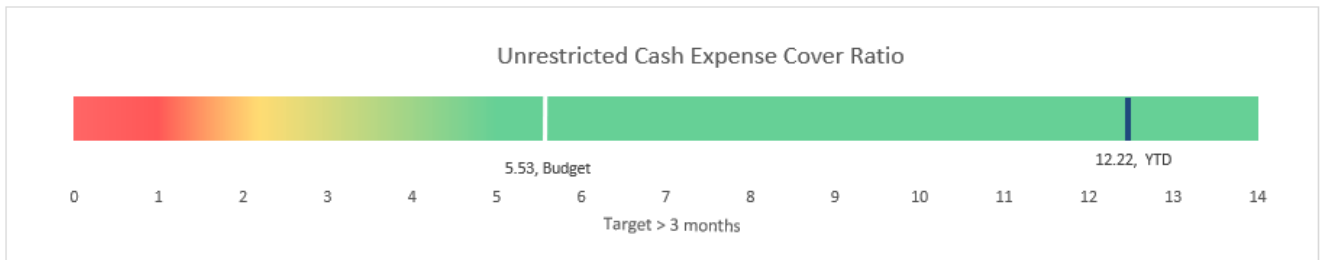
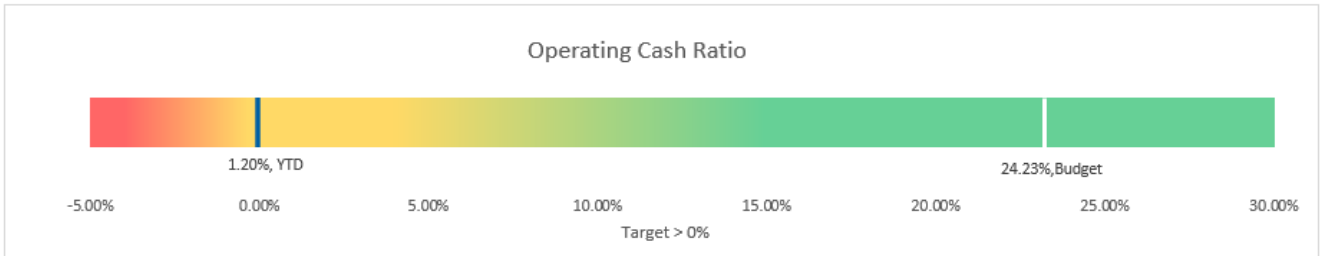
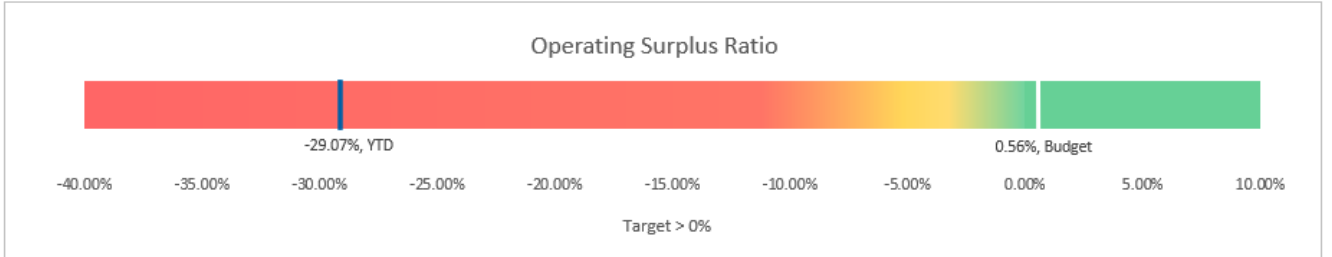
Sustainability Ratios

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

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 DECEMBER 2025

Ratio Explanation	Target	2025-26 Budget	Current YTD		5 Year Average		Commentary
Financial Capacity							
Council Controlled Revenue Ratio: This ratio is contextual only; therefore, it has no target measure		87.75%	87.62%		82.97%		Although there is no target for this ratio, the high 5-year average and current YTD indicate Council's continued strong position to generate revenue without heavy reliance on other external sources.
Population Growth Ratio: This ratio is contextual only; therefore, it has no target measure Ratio is measured annually		2.35%	1.84%		1.40%		For Gladstone, maintaining financial sustainability amidst its unique population growth patterns will require a balanced approach, integrating both proactive infrastructure investment and cautious financial management.
Operating Performance							
Operating Surplus Ratio: Target measured over a five-year average	> 0%	0.56%	-29.07	●	-3.61%	●	The current year's result is affected by minimal water consumption, income tax equivalent (ITE) and grant income recognised to date. As water consumption is 6-monthly and both the ITE and financial assistance grant are expected in the last quarter of the year, the ratio will likely continue on a negative trend until this revenue is received.
Operating Cash Ratio: Target measured over a five-year average	> 0%	24.23%	1.20%	●	20.31%	●	The YTD result is affected by the low YTD revenue as stated above. The 5-year average result of this ratio reflects the continuing strong cash position of Council, proportional to operating costs.
Liquidity							
Unrestricted Cash Expense Cover Ratio: Target measured over a single year	> 3 mths	5.53	12.22	●	NA	●	The high budget and YTD result of this ratio shows Council is in a strong cash position to cover planned and unplanned expenditure into the future.
Asset Management							
Asset Sustainability Ratio: Target measured over a five-year average	> 80%	99.02%	80.82%	●	86.23%	●	Infrastructure renewals have accounted for 57.41% of capital expenditure YTD, with the balance on new and upgrade projects.
Asset Consumption Ratio: Target measured over a five-year average	> 60%	69.01%	69.37%		70.37%		Both the YTD and budgeted ratio results indicate that Council's assets are being broadly consumed in line with their estimated useful lives.
Asset Renewal Funding Ratio: This ratio is contextual only; therefore, it has no target measure Ratio is measured over the 10-year long-term financial forecast period		NA	108.97%		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.

Debt Servicing Capacity							
Leverage Ratio: Target measured over a five-year average	0-3 times	0.95	32.21	●	7.66	●	Both the YTD and 5-year average results of this ratio reflect the negative net YTD result. The ratio will track closer to budget as the year progresses and revenue is received.



Stakeholder Engagement:

This report seeks specialist input from relevant internal sources.

Legal and Regulatory Implications:

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

Anticipated Resolution Completion Date:

N/A

Attachments:

1. Monthly Financial Statements for the period ending 30 November 2025
2. Operating Statements for the period ending 30 November 2025

G/4.6. ANIMAL INSPECTION PROGRAM 2026

Responsible Officer: General Manager Customer Experience

Prepared By: Manager Local Laws

Council Meeting Date: 16 December 2025

File Ref: LE2.1

Purpose:

To seek Council approval to implement an Approved Systematic Inspection Program under the *Animal Management (Cats & Dogs) Act 2008* (the Act) for dogs.

The objectives of the program are to carry out house-to-house inspections on Regulated Dogs and unregistered dogs that were registered in the previous registration period to identify if these dogs are being kept and registered in accordance with the requirements of the Act and Councils *Local Law No. 2 (Animal Management) 2011*.

Officer's Recommendation:

That Council adopt the Approved Systematic Inspection Program – Animal Inspection Program for Compliance, Registration and Renewal of Animals for the period 01 February 2026 to 31 July 2026 (Attachment 1 to the Officer's Report).

Summary:

The Local Law Team proposes to continue with the Animal Inspection Program as in previous years with the addition of specific inspections relating to currently declared dogs in the region.

The Program is scheduled to run from February to July 2026 and will include a comprehensive communication plan.

Link to Corporate Plan:

Delivering Value - We work efficiently to deliver value for your rates.

Background:

Council issues 2 Annual Animal Registration Renewal Notices (an initial renewal notice and an overdue reminder renewal notice) to animal owners that had previously registered an animal in 2024/2025 reminding them to renew their animal registration for 2025/2026.

Additionally, Council undertakes an Annual Communication Plan which involves Social Media posts, Media Releases, Public Notices and use of Council's Web Promotional Banner to remind animal owner's that Council's Annual Registration Renewal is in effect and that it is the responsibility of the animal owner to notify Council of any change of address.

The Overdue Reminder Notices for the Annual Animal Renewal Registration Period also include a reminder that Council undertakes an Annual Animal Inspection Program each year and that animal owners will receive a fine if found that the animal is still residing at their property unregistered and that they will receive a further higher fine and possible legal action if their animal remains unregistered.

GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 DECEMBER 2025

Provisions relating to registration and renewal of registration of dogs are found pursuant to sections 46 and 56 of the Act.

The report seeks a resolution to approve a program (an approved inspection program) under which an authorised person may enter a place to monitor compliance with the Act or an aspect of the Act, pursuant to section 113 of the *Animal Management (Cats and Dogs) Act 2008* (the Act).

Additionally, pursuant to section 111 of the *Animal Management (Cats and Dogs) Act 2008* (the Act), an authorised person may enter places under an approved program (an approved inspection program) to ensure that the dog is being kept as per the conditions of a Dangerous Dog Declaration, Menacing Dog Declaration, Restricted Dog Permit or Compliance Notice.

In this application, it is proposed to undertake a systematic inspection program with Authorised Officers who will be pursuing enquiries with owners who had dogs registered in 2024/2025 and have not renewed registration for the current registration period 2025/2026 as well as annual inspections of dogs registered with Council as a Regulated Dog to ensure that they are complying and being kept as per the conditions of their notice.

The program will be conducted by Authorised Officers visiting, and if necessary, entering yards of premises to determine if dogs are being kept, if Regulated Dogs are being kept as per conditions of their notice, and if these dogs are registered.

Notice is required to be given of the proposed inspection program at least 14 days, but no more than 28 days before an inspection program commences. Notice of the program must be published in a newspaper circulating generally in the local government's area and must be placed on Council's website.

The duration of the program will be six months commencing on 1 February 2026 and concluding on 31 July 2026. The program will extend to all areas of the Gladstone region, and a copy of the program is attached.

The programs seek to meet Council's obligation of enforcement of registration and renewal of registration and microchipping of dogs.

Options, Risk and Opportunity Analysis:

Council has a responsibility and statutory obligation to enforce animal registration and ensure that regulated dogs are being kept in accordance with their conditions which contributes to an effective animal management program and overall safety to the community.

Accurate registration records reveal ownership details so that animals may be re-united with owners and also the type and number of dogs at premises which assists with control measures.

The first column in Table One below, displays the Current Registration Period and has not undergone the Animal Inspection Program. Figures are calculated from 1 of October to 30 September annually, so that the Early Bird Discount Registration Renewals paid for the upcoming periods are included.

	01/10/24 to 01/11/25	30/09/24 to 1/11/24	01/10/23 to 30/09/2024	01/10/22 to 30/09/23	01/10/21 to 30/09/22
Renewal Notices Issued	12421	12495	12033	12199	11700
Renewals Paid	9680	10371	10809	10623	9452
New Registrations	396	137	1794	1860	2051
Total Dogs Registered	10076	10508	12603	12483	11503
Overdue Notices Issued	2149	2124	3145	3721	3153

Table One: Dog Restriction Figures for the past five consecutive registration periods.

The target areas of this program are based on a rationale schedule each year. The first areas to be targeted will be the Gladstone suburbs.

Communication and Consultation:

This program has been run annually and has been publicized each time.

The program will be advertised in the January 2026 edition of Gladstone Today, subject to resolution by Council. It will also be advertised on Council's website for the duration of the program.

Prior to program, the public will be advised via Media Release and Social Media platforms that persons who have failed to register previously registered animals will be issued fines for failing to register if found to be in possession of an unregistered animal. Media releases will include the amount of fines as was issued in registration notices and reminder notices.

A series of reminder texts and emails will be sent to dog owners in January 2026 who have not registered, despite receiving second reminders in December 2025.

Legal and Regulatory Implications:

Council has an obligation to enforce sections 46 and 56 of the *Animal Management (Cats and Dogs) Act 2008*. An approved inspection program provides the necessary powers of entry enabling collection of evidence for enforcing animal registration requirements.

Pursuant to section 113 of the Act, Council may, by resolution, approve a program under which an authorised person may enter a place to monitor compliance with the Act or an aspect of the Act.

Enforcement action is considered appropriate given the high numbers of people failing to register animals, even after reminders have been sent, and upon inspection of those persons who have previously registered animals and cannot provide a lawful reason for failing to do so. Enforcement will also extend to those who have failed to microchip, as both are State mandated requirements under the Act.

Financial and Resource Implications:

Increased registration will generate additional income to offset operating expenditure associated with delivering the community's expectation for an animal control program.

The program is funded within the Local Law Enforcement / Animal Control operational budget.

Anticipated Resolution Completion Date:

31 July 2026

Attachments:

1. Animal Inspection Program 2026

G/5. COUNCILLORS REPORT

G/6. URGENT BUSINESS

G/7. NOTICE OF MOTION

G/8. CONFIDENTIAL ITEMS