



**GLADSTONE**  
REGIONAL COUNCIL

## **GENERAL MEETING NOTICE AND AGENDA**

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

**On 16 September 2025**

**Commencing at 9.00am**

**Leisa Dowling  
CHIEF EXECUTIVE OFFICER**

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

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

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

**Responsible Officer:** Chief Executive Officer

**Prepared By:** Executive Secretary

**Council Meeting Date:** 16 September 2025

**File Ref:** CM7.2

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#### **Purpose:**

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

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

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

#### **Attachments:**

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

**G/3. DEPUTATIONS**

## G/4. OFFICERS' REPORTS

### G/4.1. GARDEN ORGANICS SERVICE CONDITIONS

**Responsible Officer:** General Manager People and Strategy

**Prepared By:** Strategic Program Lead - Waste

**Council Meeting Date:** 16 September 2025

**File Ref:** WM12.2

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#### **Purpose:**

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

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

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

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

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

**Summary:**

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

**Link to Corporate Plan:**

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

**Background:**

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

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

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

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

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

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

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

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

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

### Proposed Service Conditions:

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



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

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

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

### **Risk Management Summary:**

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

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

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

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

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

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

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

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

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

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

**Stakeholder Engagement:**

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

**Legal and Regulatory Implications:**

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

**Financial and Resource Implications:**

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

**Anticipated Resolution Completion Date:**

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

**Attachments:**

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

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

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

**Prepared By:** Management Accounting Specialist

**Council Meeting Date:** 16 September 2025

**File Ref:** FM15.1

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### **Purpose:**

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

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

That Council adopt the Monthly Financial Statements attached to the officer's report for the 2025-26 year to date, for the period ended 31 August 2025 as required under Section 204 Local Government Regulation 2012.

### **Summary:**

N/A

### **Link to Corporate Plan:**

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

### **Background:**

Comparatives in both the Statement of Income & Expenditure and Statement of Financial Position are still reflecting 30 June 2024. These figures will be updated to reflect 30 June 2025 upon completion of the end of year audit and sign-off of the annual Financial Statements in October 2025.

To allow for greater transparency and scrutiny of Councils operating position throughout the year, annual rating revenue and service charges have been applied across 12 months of the year rather than in the period of the rates generation.

### **Summary:**

#### **Overall Position**

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

### Money we receive (revenue)

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

### Money we spend (expenditure)

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

### Financial Health

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

### Capital Works & Projects

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

### Rates Snapshot

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

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

### Statement of Income and Expenditure

#### Income

#### Recurrent Revenue

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

Of note:

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

Council's primary source of recurrent revenue is the generation of annual rates, along with access charges for water, sewerage and waste. This generation is completed in July, with notices issued to ratepayers in August. These charges are split across the course of the year, to align with the delivery of these services.

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

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

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

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

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

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

The remaining funding will be received as quarterly payments throughout the 2025-26 financial year. The 2025-26 budget also includes an anticipated advanced payment for the 2026-27 financial assistance grant in June 2026.

Capital Revenue

Capital revenue	2025-26	Actual as %
Actual	<b>\$2.2m</b>	
Budget	<b>\$28.2m</b>	<b>7.69%</b>
Forecast	<b>\$28.2m</b>	<b>7.69%</b>

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

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

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

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

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

**Expenditure**

Recurrent expenditure

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

Of note:

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

Employee benefits are the largest component of Councils recurrent expenditure. A vacancy rate of 7.0% has been factored into the 2025-26 budget. The YTD average vacancy rate to August is 5.6%

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

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

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

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

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

Activities with significant contractor budgets for 2025-26 include:

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

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

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

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



**Statement of Financial Position**

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

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

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

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

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

**Capital Expenditure**

Regular forecasting is undertaken by the project delivery team. The estimate for capital expenditure for the 2025-26 year is \$102.6m.

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

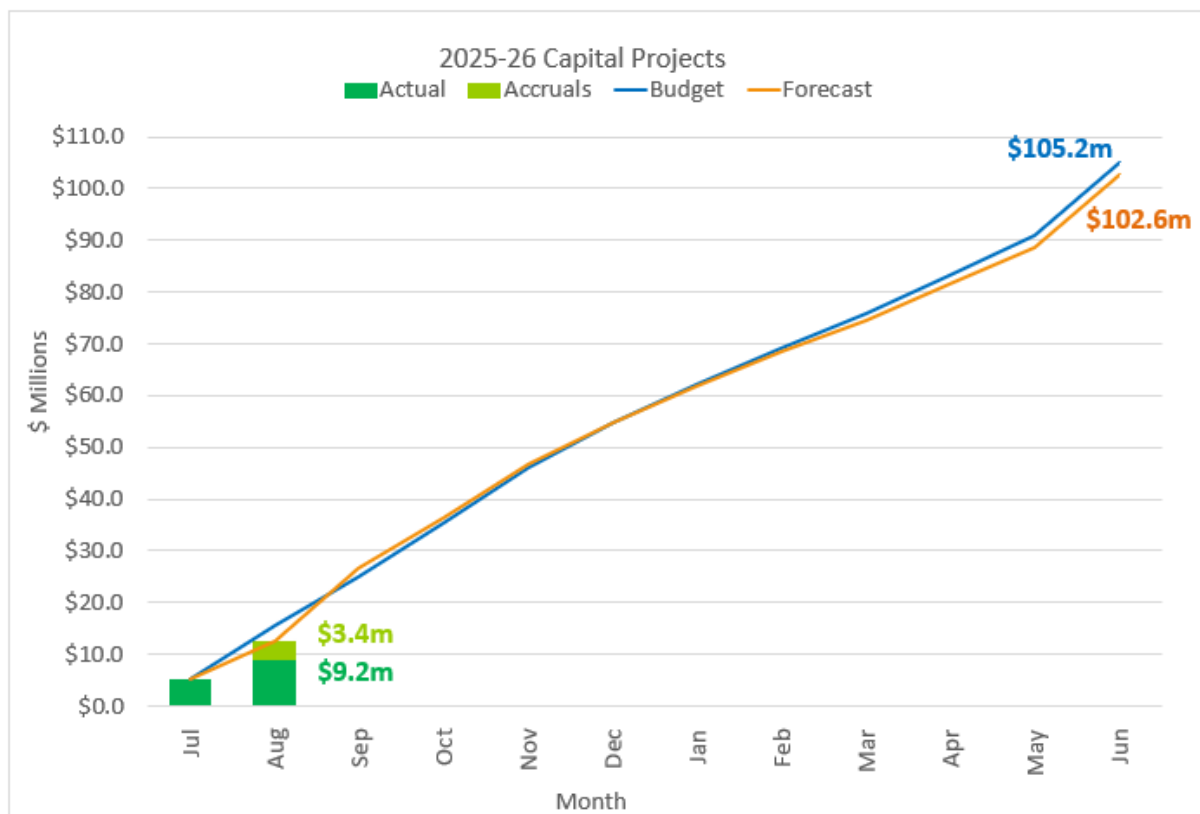
	<b>Actual</b>	<b>Budget</b>	<b>Actual as % of Budget</b>	<b>Forecast</b>	<b>Actual as % of Forecast</b>
Year to date capital expenditure	<b>\$12.6m</b>	<b>\$105.2m</b>	<b>11.96%</b>	<b>\$102.6m</b>	<b>12.26%</b>

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

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

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

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



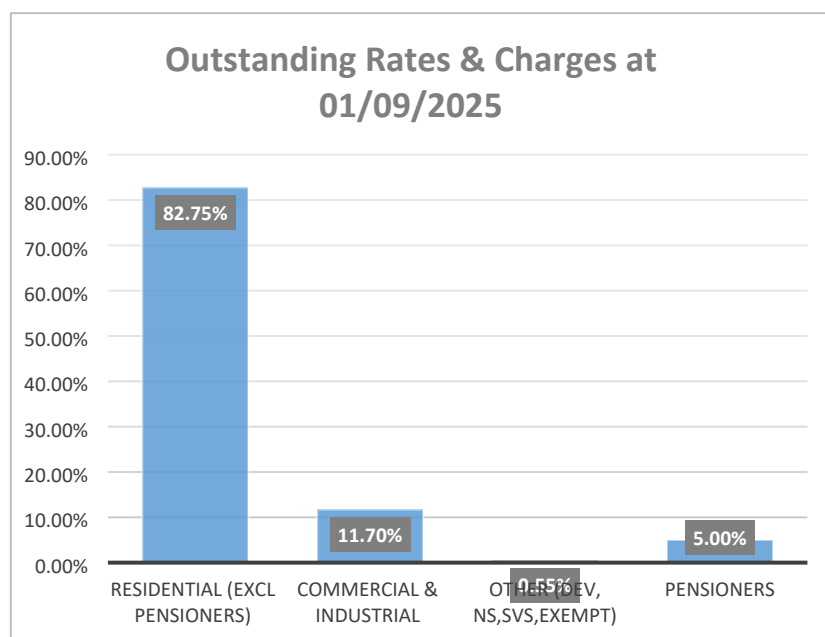
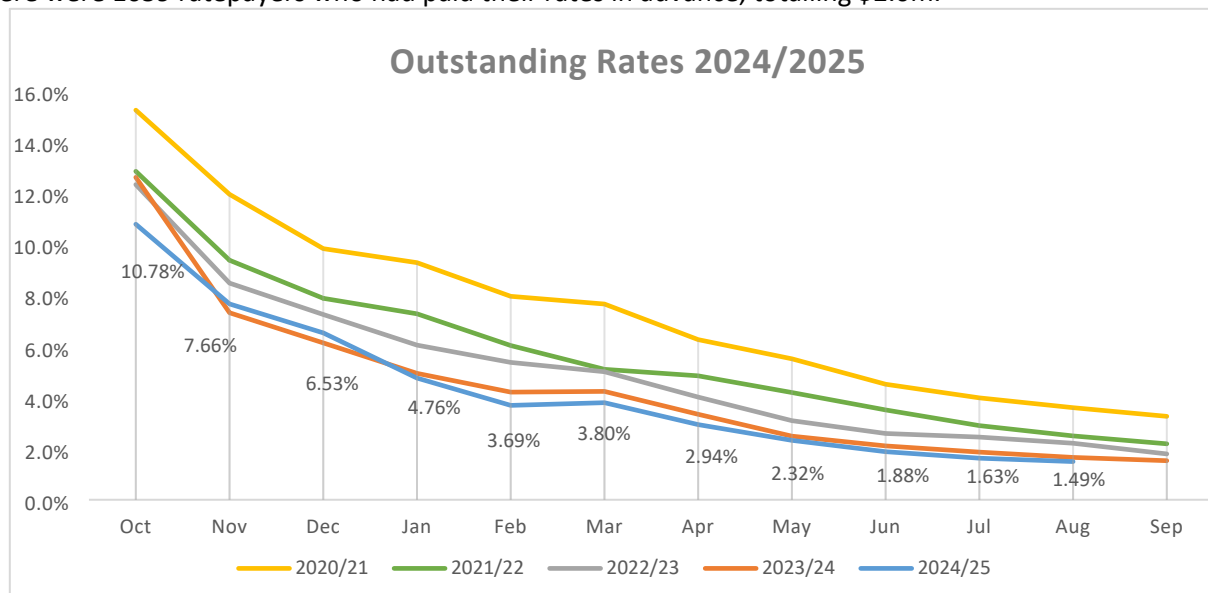
## Outstanding Rates

Outstanding rates, as a percentage of gross rates levied 2024-25, and collectible, is at 1.49% at the end of August 2025, compared to 1.66% for the same period last year 2023-24. Rates are levied in July for the 25-26 financial year but are not due until 22 October 2025.

Of the \$3.3m of outstanding rates 11.70% relates to commercial / industrial assessments and 88.30% represent residential assessments. Compared to 2023-24 prior year same period, outstanding rates were \$3.5m represented by 13.07% commercial / industrial and 86.93% residential assessments.

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

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








### Sustainability Ratios







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

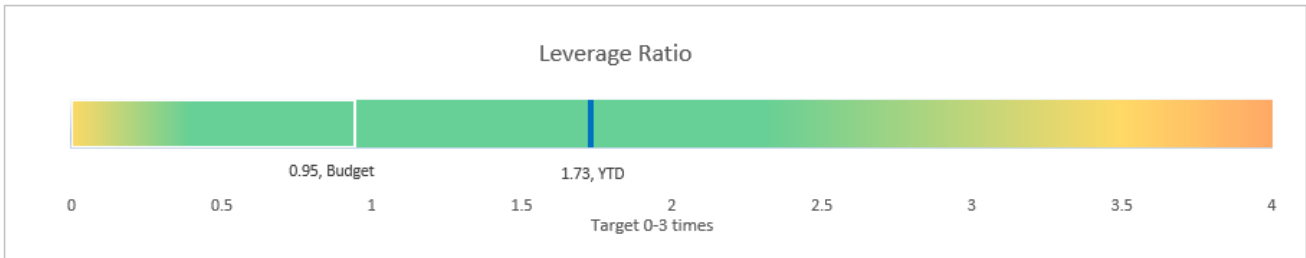
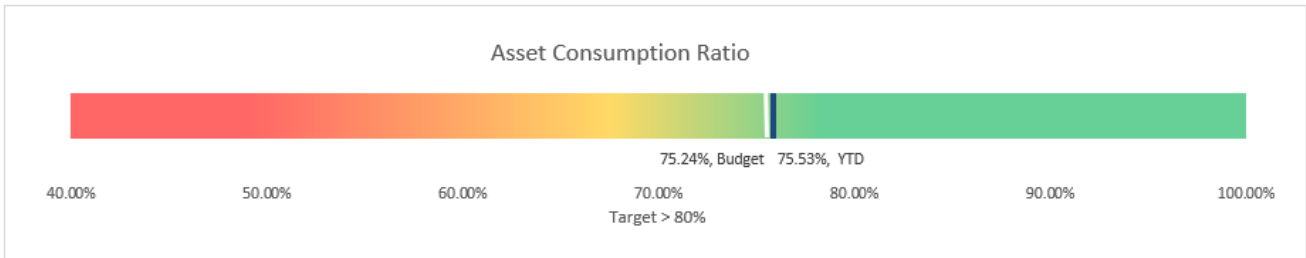
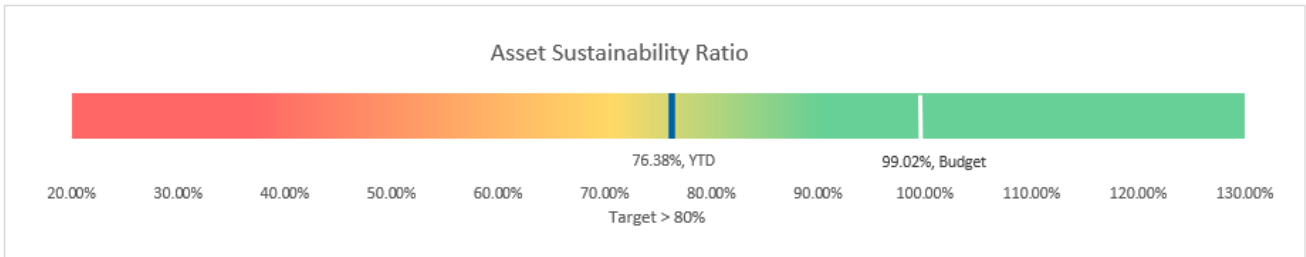
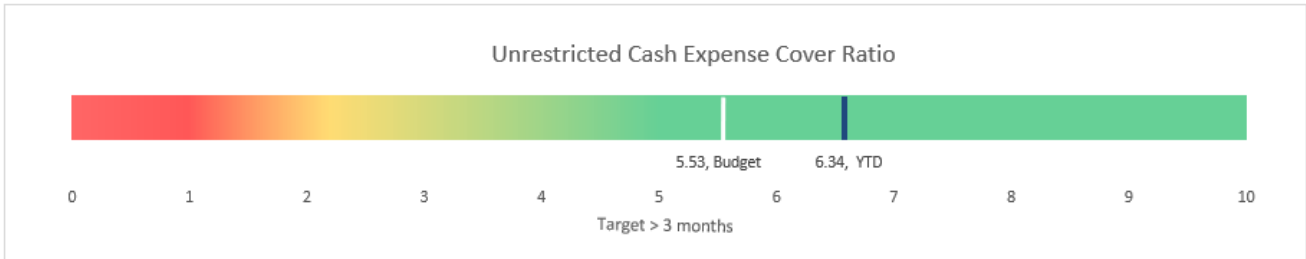
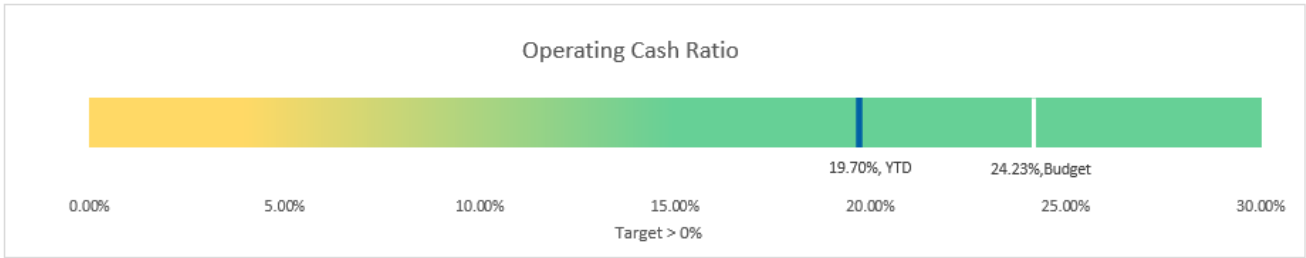
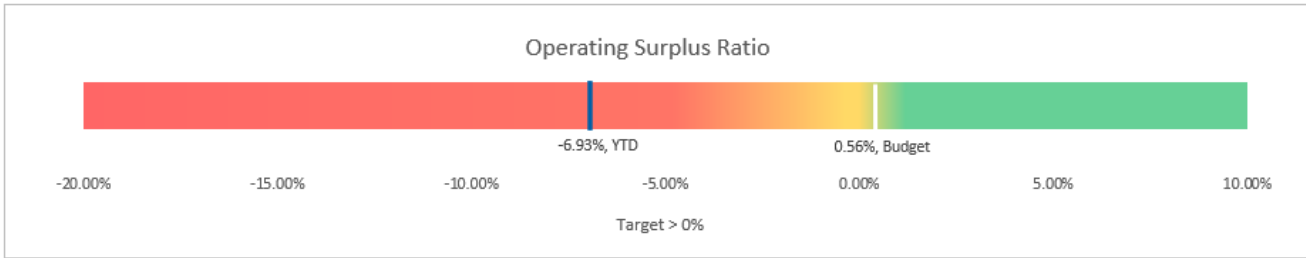
Ratio Explanation	Target	2025-26 Budget	Current YTD	5 Year Average	Commentary
<b>Financial Capacity</b>					
<p><b>Council Controlled Revenue Ratio:</b> Council controlled revenue is an indicator of councils financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.</p> <p>A higher council-controlled ratio indicates a stronger ability to generate revenue without relying on external sources. Councils with a high ratio generally have a healthy rate base and are better able to respond to unexpected financial obligations such as natural disaster recovery. A lower council-controlled revenue ratio indicates that a council has limited capacity to influence its operating revenue and that it is more reliant on external (and usually less reliable) sources of income such as grant funding, sales and recoverable works contracts and rental income.</p> <p><b>This ratio is contextual only therefore has no target measure</b></p>		87.75%	89.96%	83.67%	<p>Although there is no target for this ratio, the high 5 year average and current YTD indicates Council's continued strong position to generate revenue without heavy reliance on other external sources.</p>
<p><b>Population Growth Ratio:</b> Population growth is an annual measure and is a key driver of councils operating income, service needs and infrastructure requirements into the future.</p> <p>A growing council indicates a greater capacity to source its own revenue through rates and statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs</p> <p><b>This ratio is contextual only therefore has no target measure</b> <b>Ratio is measured annually</b></p>		2.35%	2.35%	1.17%	<p>The population growth ratio for Gladstone will significantly impact Council's financial sustainability, especially as the region faces periods of both rapid growth and stagnation. During growth phases, increased demand for infrastructure and services will provide opportunities for revenue growth and possibly also strain Council's financial resources, requiring careful management to avoid overextension. Conversely, in periods of slower growth or population decline, maintaining existing infrastructure and service levels can become a financial burden without corresponding increases in revenue.</p> <p>Emphasis on the population growth ratio is on a rolling 5-year average thus will help Council smooth out the financial impacts of any fluctuations, providing a clearer picture of long-term sustainability.</p> <p>Overall, for Gladstone, maintaining financial sustainability amidst its unique population growth patterns will require a balanced approach, integrating both proactive infrastructure investment and cautious financial management.</p>

# GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 SEPTEMBER 2025

Operating Performance							
<p><b>Operating Surplus Ratio:</b></p> <p>The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.</p> <p>An operating surplus ratio below 0% is an indication that a councils operating expenses exceed its revenue. An operation deficit in any one year is not a cause for concern if, over the long term, a council achieves a balanced operating result or small surplus.</p> <p>Target measured over a five-year average</p>	> 0%	0.56%	-6.93%		0.68%		The current year result is affected by minimal dividend and grant income recognised to date. As both the dividend and financial assistant grant is expected in the last quarter of the year this ratio may continue on a negative trend, however an operating surplus is forecast in 2025-26.
<p><b>Operating Cash Ratio:</b></p> <p>The operating cash ratio is a measure of a councils ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation and finance costs.</p> <p>A positive operating surplus indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund expenditure requirements. A negative operating cash ratio is a significant indicator of financial sustainability challenges and potential future liquidity issues as , all other things being equal, a negative result means that a councils cash position is declining and revenue are not offsetting the cost of core operational requirements</p> <p>Target measured over a five-year average</p>	> 0%	24.23%	19.70%		24.59%		Both the YTD and 5 year average result of this ratio reflects the continuing strong cash position of Council proportional to operating costs.
Liquidity							
<p><b>Unrestricted Cash Expense Cover Ratio:</b></p> <p>The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses</p> <p>A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditure such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of hoarding, poor cash management or large upcoming capital investment requirements.</p> <p>A low ratio suggests limited unconstrained liquidity available to council to use for capital investment or in an emergency. For councils with efficient cash management practices or strong borrowing capacity this is not a concern. Where council also has a negative operating cash ratio a very low or negative unrestricted cash expense cover ratio is an indicator of potential solvency concerns.</p> <p>Target measured over a single-year</p>	> 3 mths	5.53	6.34		NA	NA	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.

# GLADSTONE REGIONAL COUNCIL GENERAL MEETING AGENDA - 16 SEPTEMBER 2025

Asset Management						
<p><b>Asset Sustainability Ratio:</b> The asset sustainability ratio approximates the extent to which the infrastructure assets managed by council are being replaced as they reach the end of their useful lives</p> <p>An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement requirements</p> <p><b>Target measured over a five-year average</b></p>	> 80%	99.02%	76.38%		89.11%	<p></p> <p>Infrastructure renewals have accounted for 57.58% of capital expenditure YTD with the balance on new and upgrade projects.</p> <p>Renewal projects are a major focus of the 2025-26 capital program as indicated by the budgeted ratio result.</p>
<p><b>Asset Consumption Ratio:</b> The asset consumption ratio approximates the extent to which councils infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.</p> <p>The minimum target of 60% indicates that a council's assets are being broadly consumed in line with their estimated useful lives.</p> <p>Councils with lower than target ratio will need to invest more in those assets (in terms of replacement or maintenance) to ensure they are maintained at a standard that will meet the needs of the community. On the other hand if the ratio is much higher than the target ratio, councils may need to revisit their asset management plans to assess their current service levels or whether their estimates of the assets' useful lives are appropriate</p> <p><b>Target measured over a five-year average</b></p>	> 60%	75.24%	75.53%		72.83%	<p></p> <p>Both the YTD and budgeted ratio results indicate that Council's assets are being broadly consumed in line with their estimated useful lives.</p>
<p><b>Asset Renewal Funding Ratio:</b> The asset renewal funding ratio measures the ability of council to fund its projected infrastructure asset renewals/ replacements in the future.</p> <p>A ratio as close to 100% as possible indicates council is appropriately funding and delivering its required capital program as outlined in its asset management plans.</p> <p>A ratio too far in excess of 100% indicates capital spending above and beyond what is proposed. A ratio too far below 100% may indicate an underfunded capital program and therefore potentially increasing infrastructure backlog and asset failures</p> <p><b>This ratio is contextual only therefore has no target measure</b> <b>Ratio is measured over the 10-year long term financial forecast period</b></p>		NA	108.97%		NA	<p>The asset renewal ratio indicates a well-aligned relationship between Council's capital requirements and the forecasted renewal program, supporting the delivery of infrastructure and assets required to meet community needs in the future.</p>
Debt Servicing Capacity						
<p><b>Leverage Ratio:</b> The leverage ratio is an indicator of a council's ability to repay its existing debt. It measures the relative size of the council's debt to its operating performance.</p> <p>A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite.</p> <p><b>Target measured over a five-year average</b></p>	0-3 times	0.95	1.73		1.59	<p></p> <p>Both the YTD and 5 year average result of this ratio reflect Council's ongoing ability to manage its debt.</p> <p>This position is reinforced with each year that no new borrowings are undertaken.</p>



**Stakeholder Engagement:**

This report seeks specialist input from relevant internal sources.

**Legal and Regulatory Implications:**

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

**Anticipated Resolution Completion Date:**

N/A

**Attachments:**

1. Monthly Financial Statements for the period ending 31 August 2025
2. Operating Statements for the period ending 31 August 2025



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

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

**Responsible Officer:** Chief Executive Officer

**Prepared By:** Cr Mellissa Holzheimer

**Council Meeting Date:** 16 September 2025

**File Ref:** CM7.2

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#### **Purpose:**

Councillor Mellissa Holzheimer submits the following report.

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

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

#### **Background:**

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

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

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

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

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

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

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

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

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

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

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

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

**Attachments:**

Nil.

**G/6. URGENT BUSINESS**

**G/7. NOTICE OF MOTION**

**G/8. CONFIDENTIAL ITEMS**



**GLADSTONE**  
REGIONAL COUNCIL

## **GENERAL MEETING MINUTES**

**HELD AT THE COUNCIL CHAMBERS - CIVIC CENTRE  
101 GOONDOON STREET, GLADSTONE**

**On Tuesday 2 September 2025**

**Commencing at 9.00am**

**Leisa Dowling  
CHIEF EXECUTIVE OFFICER**

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**Elected Members**

Councillor - Mayor M Burnett  
Councillor G Churchill  
Councillor M Wagner  
Councillor M Holzheimer  
Councillor N Muszkat  
Councillor S McClintock  
Councillor C Cameron

**Officers**

L Dowling (Chief Executive Officer)  
R Millett (Executive Secretary)  
T Whalley (Manager Governance and Risk)  
K Marxsen (General Manager Finance Governance and Risk, Acting)  
C Quinn (General Manager People and Strategy)  
K Lee (General Manager Community and Lifestyle)  
M Holmes (General Manager Operations, Acting)  
M Francis (General Manager Assets and Environment)  
K Wilson (General Manager Customer Experience)  
H Robertson (Manager Development Services)  
C Irving (Strategic Program Lead - Waste)

**G/0.3.2. APOLOGIES AND LEAVE OF ABSENCE**

Councillor K Davis was an apology with a previously resolved leave of absence (GM/25/5518)

**GM/25/5538 Council Resolution:**

Moved Cr Holzheimer  
Seconded Cr Churchill

That an apology for Cr Patrick be received.

**CARRIED**

**G/0.3.3. MESSAGES OF CONDOLENCE**

Nil

**G/0.3.4. DECLARATION OF INTERESTS**

**Cr Muszkat**

Councillor Natalia Muszkat declared a declarable conflict of interest in Agenda Item G/3.1. GLADSTONE AREA PROMOTION AND DEVELOPMENT LIMITED as she is the co-founder and chair of Strong Communities Limited who have a current service agreement with Gladstone Area Promotion and Development Limited (GAPDL) to deliver services for children and families in the Gladstone Region.

Cr Muszkat advised that she would leave the meeting room for the consideration of Agenda Item G/3.1.

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

We had the 31<sup>st</sup> Gladstone Golding Showcase at the Gladstone Regional Art Gallery and Museum (GRAGM). What a fantastic event that was. It was good to see the next generation's artwork on display at our gallery and museum. There really are some talented artists in the Gladstone Region. Well done to all.

The Gladstone Ports Corporation (GPC) Port to Park Fun Run was on Sunday 24 August 2025. I survived the 10km. Thank you Councillor Simon McClintock who did the event in "record time" and thank you to all Councillors for manning the water station in Goondoon Street, it was very welcome with a few hundred meters to go.

Our Community Investment Roadshow is well and truly underway. And well done to the team getting out there and letting people know what's happening and how they can access Council's grants and investment programs.

We had the Mount Larcom Community Forum on Saturday 30 August 2025. Thank you, Councillor Chris Cameron, for attending that event with me.

The First 5 Forever World Science Festival was a huge success at the Gladstone Entertainment Convention Centre (GECC) on Saturday 30 August 2025. The Gladstone Women's Health and Wellbeing Expo was on at the Philip Street Communities and Families Precinct. Thank you, Councillors, for attending that one as well. And the Special Olympics Gladstone Polar Plunge was on Saturday 30 August 2025. Well done Councillor Mellissa Holzheimer for organising that event and everything you organise for the Special Olympics in Gladstone.

Coming up in the Gladstone Region, we have 10 years of Gladstone LNG on Thursday 4 September 2025. Well done to the team and for all the investment that they have made in our Region for so long, and of course, major sponsors of events like the Santos GLNG Mayor's Carols and Mayor's Charity Ball. We thank all three LNGs for being awesome community partners and great corporate citizens.

Inspector Darren Somerville will retire officially from the Gladstone Police Service on Friday 5 September 2025. We would like to thank Darren for his involvement in our Local Disaster Management Group (LDMG), and for leading the Gladstone Police Service for so long. What a great service he has provided to our local community. Thank you Darren and we look forward to congratulating you and wishing you well on your retirement on Friday.

Beach Arts Music (BAM) is back at Millennium Esplanade, Tannum Sands on Saturday 6 September 2025. The Gladstone BBQ Festival is also on in Tannum Sands at Dennis Park on Sunday 7 September 2025, Father's Day. Make sure you get your tickets.

R U OK Day is on Thursday 11 September 2025. And PopCon is happening on Saturday 13 September 2025 at the GECC from 3pm to 8pm - an afternoon and evening event this year.

The Rotary Club of Gladstone are celebrating their 75th birthday on Saturday 13 September 2025. Congratulations and happy birthday to all the Rotarians involved in that club and all the charter clubs that have formed since then.

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

### **G/2.1. CONFIRMATION OF GENERAL MEETING MINUTES FOR 19 AUGUST 2025**

**Responsible Officer:** Chief Executive Officer

**Prepared By:** Executive Secretary

**Council Meeting Date:** 2 September 2025

**File Ref:** CM7.2

---

**Purpose:**

Confirmation of the minutes of the General Meeting held on 19 August 2025.

**Officer's Recommendation:**

That the minutes of the General Meeting of Council held on 19 August 2025 be confirmed.

**GM/25/5539 Council Resolution:**

Moved Cr Cameron

Seconded Cr Muszkat

That the Officer's Recommendation be adopted.

**CARRIED**



### **G/3. DEPUTATIONS**

#### **G/3.1. GLADSTONE AREA PROMOTION AND DEVELOPMENT LIMITED**

**Responsible Officer:** Chief Executive Officer

**Prepared By:** Executive Secretary

**Council Meeting Date:** 2 September 2025

**File Ref:** CM7.6

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**Cr Muszkat (declarable conflict of interest)**  
**left the room for Agenda Item G/3.1. and did not participate in the decision.**  
(refer G/0.3.1. Disclosure of Interest section of the minutes - page 3)

**Purpose:**

For Gladstone Area Promotion and Development Limited (GAPDL) to provide an update to Council including recent activities and key performance indicators.

**Officer's Recommendation:**

That the deputation from Gladstone Area Promotion and Development Limited be received.

**GM/25/5540 Council Resolution:**

Moved Cr Churchill  
Seconded Cr McClintock

That the Officer's Recommendation be adopted.

**CARRIED**

## **G/4. OFFICERS' REPORTS**

### **G/4.1. DA/29/2019 - INFRASTRUCTURE CHARGES REBATE SCHEME POLICY - 1086 COAST ROAD, BAFFLE CREEK**

**Responsible Officer:** General Manager Customer Experience

**Prepared By:** Strategic Planning Officer

**Council Meeting Date:** 2 September 2025

**File Ref:** FM7.2, DA/29/2019

---

#### **Purpose:**

The purpose of this report is to allow Council to consider a request from Zone Planning Group (on behalf of owners Mr Kenton Bowden and Mrs Kathryn Dupuy-Bowden) to apply the Infrastructure Charges Rebate Scheme Policy (P-2019-28) to a Nature Based Tourism approval located at 1086 Coast Road, Baffle Creek (DA/29/2019).

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

That Council does not approve the request for a reduction in the Infrastructure Charges for DA/29/2019 - Nature Based Tourism use at Lot 2 RP617484 as the application does not meet all of the required criteria of the Infrastructure Charges Rebate Scheme Policy (P-2019-28).

#### **GM/25/5541 Council Resolution:**

Moved Cr Wagner

Seconded Mayor Burnett

That:

1. Council approve the request for a reduction in the Infrastructure Charges for DA/29/2019 – Nature Based Tourism use at Lot 2 RP617484 with a rebate of \$13,350 applied thereby resulting in a total Adopted Infrastructure Charge of \$13,500; and
2. The infrastructure charges rebate is subject to Mr Kenton Bowden and Mrs Kathryn Dupuy-Bowden entering into an Infrastructure Agreement with Council.

**CARRIED**

**Statement of Reasons (s254H of the Local Government Regulations 2012):** Based on the low impact of the use on Council's infrastructure and a 50% rebate is consistent with previous decisions.

## **G/4.2. EOI GARDEN ORGANICS PROCESSING**

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

**Prepared By:** Contracts Specialist, Strategic Program Lead - Waste

**Council Meeting Date:** 2 September 2025

**File Ref:** FM21.1

---

### **Purpose:**

This report seeks resolution from Council to proceed to make use of the provisions in s228(3) of the Local Government Regulation 2012 that allows for the invitation of expressions of interest before considering whether to invite written tenders. This resolution is sought in relation to the processing of garden organics generated by Council's future garden organics service.

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

That in accordance with Section 228(3) of the Local Government Regulation 2012, Council seek expressions of interest for the processing of garden organic material collected via a garden organics collection service in the Gladstone Region.

### **GM/25/5542 Council Resolution:**

Moved Cr Holzheimer

Seconded Cr Wagner

That the Officer's Recommendation be adopted.

**CARRIED**

### **A division was called:**

**For the Motion:** Cr Muszkat, Cr McClintock, Cr Cameron, Cr Holzheimer, Cr Wagner, Cr Churchill, Mayor Burnett.

**Against the Motion:** Nil

**Absent:** Cr Patrick, Cr Davis

### **G/4.3. REVIEW OF RISK MANAGEMENT POLICY**

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

**Prepared By:** Risk and Insurance Officer

**Council Meeting Date:** 2 September 2025

**File Ref:** CM28.2

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**Purpose:**

To present a review of Council's Risk Management Policy and seek adoption of the updated risk appetite statement and risk tolerances to strengthen strategic decision-making and enhance organisational resilience.

**Officer's Recommendation:**

That Council adopt the Risk Management Policy provided as Attachment 1 to the Officer's report.

**GM/25/5543 Council Resolution:**

Moved Cr Churchill

Seconded Cr Cameron

That the Officer's Recommendation be adopted.

**CARRIED**

**G/4.4. REGIONAL MEETING - BOROREN TUESDAY 7 OCTOBER 2025**

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

**Prepared By:** Executive Secretary

**Council Meeting Date:** 2 September 2025

**File Ref:** CM7.2

---

**Purpose:**

To consider a regional meeting location for the General Meeting scheduled for Tuesday 7 October 2025.

**Officer's Recommendation:**

That the General Meeting scheduled for Tuesday 7 October 2025 be held at the Bororen Community Hall commencing at 10am.

**GM/25/5544 Council Resolution:**

Moved Cr McClintock  
Seconded Cr Holzheimer

That the Officer's Recommendation be adopted.

**CARRIED**

## G/5. COUNCILLORS REPORT

Councillor Glenn Churchill mentioned he had the fortunate opportunity to officially open the 'Biophilia - A Leaf Is A Leaf Is A Leaf' art exhibition by Bina Van Haeften at the Gladstone Regional Art Gallery and Museum (GRAGM) on Saturday 30 August 2025. Cr Churchill noted that the exhibition was another great example of a regional artist rising to the next level with a great collection of art works that range from textile, to sculptures, to installation works and a whole range of things. Cr Churchill mentioned that Biophilia is about loving life, being close to nature and valuing life. Cr Churchill acknowledged GRAGM and the proactive work they undertake to get the regions own artists to put on their own exhibitions as it gives those artists great experience and understanding of the curatorship that is required in putting on an exhibition. Cr Churchill highlighted that the artist, Bina Van Haeften, has been very successful with art awards, including the 1770 Art Show, and has recently completed an artist in residence in India. Cr Churchill further highlighted that as a result of her achievements, her exhibitions are now broadening beyond the Gladstone Region into Australia and she has now been invited to do an exhibition in New Deli, which is great to see. Cr Churchill wished Bena Van Haeften well and noted there was a great gathering of people at the opening.

Councillor Natalia Muszkat congratulated the Women's Health Centre on their Women's Health and Wellbeing Expo noting that it was great to see so many people and services together. Cr Muszkat highlighted that it was a great day at the Philip Street Communities and Families Precinct.

Cr Muszkat mentioned the advocacy time in Parliament in Brisbane that she, along with Mayor Burnett, attended with the Central Queensland Regional Organisation of Councils (CQROC) recently. Cr Muszkat acknowledged and thanked Mayor Burnett for all the work he undertakes engaging with Ministers on behalf of the Gladstone Region and Central Queensland. Mayor Burnett noted that they had a fantastic hearing from both sides of the house and it shows the esteem they hold Central Queensland in because they all turned up, from the Premier right through to the cross bench.

Councillor Michelle Wagner congratulated Braeden Andrews and Jacob Hoyer from Tannum Sands State High School on winning back to back titles for the Under 18 2025 Queensland Secondary Schools Cup. Cr Wagner noted that they are the first pair to go back to back. Cr Wagner mentioned that Jacob Hoyer has been selected in the 2025 Under 18 Queensland Team and will be playing in the Australian Championships in Tasmania.

Cr Wagner thanked officers for the Community Investment Roadshow noting that she attended the session in Boyne Island along with Councillor Chris Cameron. Cr Wagner noted that there were some really good questions that came through the session and that the feedback will assist in continually evolving and developing the Community Investment Program.

Cr Wagner advised that she is seeking feedback from transport operators that use washdown facilities across Central Queensland as the Capricorn Pest Management Group (CPMG) are investigating potential locations for another washdown facility. Cr Wagner encouraged any transport operators to share their experiences with her.

Cr Cameron mentioned that he, along with Cr Churchill, visited the new Agnes Water car park construction site and noted that construction is well underway. Cr Cameron noted that the building site is a challenging site and that the project is experiencing supply challenges. Cr Cameron suggested that through the procurement process, specific, specialised components for a project should be identified and secured before the tender is released which could achieve potential savings in the cost of the tender and urged the procurement team to investigate this option.

**G/6. URGENT BUSINESS**

Nil

**G/7. NOTICE OF MOTION**

Nil

**G/8. CONFIDENTIAL ITEMS**

Nil

There being no further business the Mayor formally closed the meeting.

**THE MEETING CLOSED AT 10.25am.**

**Attachment 1: Service Conditions – Queensland Councils Implementing GO Service**

	<b>Property Types</b>	<b>Property Size</b>	<b>Bin Specifications</b>	<b>Collection Frequency</b>	<b>Opt-In Conditions</b>	<b>Opt-Out Conditions</b>
<b>Brisbane City Council</b>	-Domestic properties - Standalone houses (single-unit dwellings) - Excludes multi-unit dwellings	All properties	-240L - Green lid - Multiple bins available	Fortnightly	Yes. On application	Yes. Multiple criteria. Does not reduce waste service charge
<b>Ipswich City Council</b>	-Domestic properties - Standalone houses (single-unit dwellings) - Excludes multi-unit dwellings	All properties	-240L - Green lid - Multiple bins available	Fortnightly	No	No
<b>City of Gold Coast</b>	-Domestic properties - Standalone houses (single-unit dwellings) - Excludes multi-unit dwellings	Maximum 5,000m2 Minimum 250m2	-240L - Green lid - Multiple bins available	Fortnightly	Yes. On application	Yes. - Less than 25m2 green space only
<b>Moreton Bay Council</b>	-Domestic properties - Standalone houses (single-unit dwellings) - Excludes multi-unit dwellings	Maximum 2,000m2 Minimum 300m2	-240L - Green lid - Multiple bins available	Fortnightly	Yes. On application	Yes. Multiple criteria - Use of contractor - Composting - Land size
<b>Sunshine Coast Council</b>	-Domestic properties - Standalone houses (single-unit dwellings) - Excludes multi-unit dwellings	Maximum 5,000m2 Minimum 300m2	-240L - Green lid - Multiple bins available	Fortnightly	Yes. On application	Yes. Multiple criteria - Use of contractor - Composting
<b>Gladstone Regional Council (Proposed)</b>	-Domestic properties - Standalone houses (single-unit dwellings) - Excludes multi-unit dwellings	Maximum 2,000m2 No minimum size	-240L - Green lid - Multiple bins available	Fortnightly	Yes. On application	No



### 3.4.2.2 Gladstone City Plaza Forecourt Redevelopment

1. In accordance with section 94 of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012*, and pursuant to a Special Charge Agreement between Council and the Gladstone City Plaza Body Corporate dated 19 January 2017, which is required to be assigned and novated to any successors in title, Council will levy a special charge upon Lot 0 BUP60138 (*the Gladstone City Plaza Forecourt Land*).
2. The Gladstone City Plaza Forecourt Land to be levied with the special charge specially benefits from the forecourt redevelopment as the owner and tenants of the Gladstone City Plaza use the improvements constructed on the land to attract business to the precinct.

The Special Charge will be levied over a 10-year period commencing in the 2021/2022 financial year following the completion of the redevelopment works.

3. The Overall Plan for the facility to which the special charge applies, is as follows:
  - a) Gladstone Regional Council led a redevelopment of the Gladstone City Plaza Forecourt, which has now been completed;
  - b) The purpose of the special charge is to reimburse Council the costs incurred in undertaking the redevelopment of the Gladstone City Plaza Forecourt within the Gladstone City Plaza Forecourt Land;
  - c) The costs of carrying out the Overall Plan are estimated to be \$1,959,758.11 (which includes principal and interest) over a 10 year period.
4. The Annual Implementation Plan for the 2025/2026 financial year is that, as the redevelopment works have been completed to the satisfaction of both parties, the Gladstone City Plaza Body Corporate will make an annual payment in 2025/2026 of \$195,016.71.

### 3.4.3 Waste Charges

#### 3.4.3.1 Waste Cleansing Charge

The waste cleansing charge is based on the benefit principle (user pays). Domestic services are supplied at an annual fee for a weekly general waste service and a fortnightly recycling general waste service.

The amount of the waste cleansing charge is to reflect three (3) cost components:

- the cost of providing the mobile waste container (bin) and servicing it;
- the cost of disposing of the waste at a landfill; and
- the cost of recovering and sorting of recyclable material.

The components recognise that:

- the waste cleansing contractor is required to drive past each residence within the Defined Cleansing Service Area;
- it is impractical to monitor use of the service on a house by house basis, and
- Council wishes to maximise efficiency whilst minimising the cost to the community for what is an essential service.

#### Domestic<sup>1</sup> Waste Service Conditions:

1. A domestic cleansing service is provided to all domestic properties within the Defined Cleansing Service Area.
2. A domestic cleansing charge will be levied on all land within the Defined Cleansing Service Area once a domestic premises has been constructed for residential use<sup>2</sup> and accordingly the land will be issued mobile waste containers (general waste bin and recyclable bin).
3. For new/additional services, the waste cleansing charge will apply from the earliest date of either the issue of the plumbing final or the bins being delivered to the property.
4. The waste cleansing charge will be levied and recovered irrespective of whether given occupiers within the Defined Cleansing Service Area avail themselves of the service and will apply irrespective of whether the premises are occupied for any period during the year.
5. A domestic waste cleansing charge will only cease to be levied for land within the Defined Cleansing Service Area where a residential premise is demolished with Council's approval.
6. A domestic cleansing service is available to vacant land within the Defined Cleansing Service Area. Such service will be by request at first and where approved, the standard domestic waste conditions apply and the property owner and subsequent property owners cannot later opt out.
7. Where economically feasible, Council will make available a domestic waste cleansing service to rural areas adjoining the Defined Cleansing Service Area.
  - a. The extension of services into such areas is usually by request at first and once approved, the standard domestic waste service conditions apply.
  - b. The type of service the property may receive will vary depending on the property's attributes and may include, but is not limited to, a collection point within the Defined Cleansing Service Area.
  - c. Once approved, the property owner and subsequent property owners cannot opt out of the service.
  - d. A domestic waste cleansing charge will only cease to be levied for land outside the Defined Cleansing Service Area where a residential premise is demolished with Council's approval.

#### Commercial Waste Service Conditions:

1. Council offers mobile waste container (bin) services, at a commercial rate, to commercial premises who only seek the equivalent of a domestic waste cleansing service.
2. Where a plumbing final has been issued and the property is within Council's Defined Cleansing Service Area (commercial bin service), a general waste bin and recyclable bin will be delivered to the property.

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<sup>1</sup> For this section, the term **domestic** means a single dwelling unit or a duplex unit or a unit complex of up to six (6) residential units and excludes commercial premises and multi-unit living over six (6) units.

<sup>2</sup> A domestic property is considered to be constructed for residential use upon issuing of a Final Inspection Certificate for Dwelling Plumbing Works (Plumbing Final).

3. For new/additional services, the waste cleansing charge will apply from the earliest date of either the issue of the plumbing final or the bins being delivered to the property.

All other commercial services are provided by third parties under a private arrangement between the commercial premises and the third party provider. Council will audit and monitor commercial premises to ensure that if they do not avail themselves to the service provided by Council, they have a service (general waste and recycling) provided by a third party. Those properties found to have no third party service will be charged and provided a Council service, at a commercial rate.

#### **3.4.3.2 Waste Service Contribution Charge**

Council will levy a Waste Service Contribution Charge on all rate assessments with a dwelling on Facing Island (including Gatcombe Head) and Curtis Island. The purpose of this charge is to provide the Facing Island and Curtis Island a Waste Service and is set to meet the costs incurred by Council to deliver the service.

#### **3.4.3.3 Waste Management Facility Charge**

Council will levy a Waste Management Facility Charge equally on all rate assessments within the region. The charge recognises that:

- there is a residual cost of waste facilities and services which are not met from the waste cleansing charge, waste service contribution charge, and other fees and charges collected on a user pays basis;
- it is impractical to monitor use of a waste management facility on a house by house basis; and
- Council wishes to reduce the burden on the general rate to fund Council's waste management facilities.

### **3.4.4 Sewerage and Wastewater Charges**

Council operates five (5) types of sewerage / wastewater service schemes:

1. an urban or residential scheme serving the community of Gladstone;
2. an urban or residential scheme serving the urban communities of Boyne Island, Tannum Sands and Calliope;
3. an urban or residential scheme serving the urban communities of Agnes Water and Seventeen Seventy;
4. an industrial scheme serving the Yarwun Industrial Area; and
5. an industrial scheme serving Curtis Island industries.

The sewerage charge applies to all connected and unconnected land in the Defined Sewerage Service Area as defined in the definitions section of this Policy.

The service is operated on a commercial basis with each type of scheme being self-funded through the application of user charges.

An availability charge will be levied for land within the Defined Sewerage Service Area that is not connected to a Council-operated sewerage scheme ('unconnected land'). This is a charge for the fixed cost component of the sewerage system which is set to meet costs incurred by Council independently from the use of the system i.e.:

# STATEMENT OF INCOME & EXPENDITURE

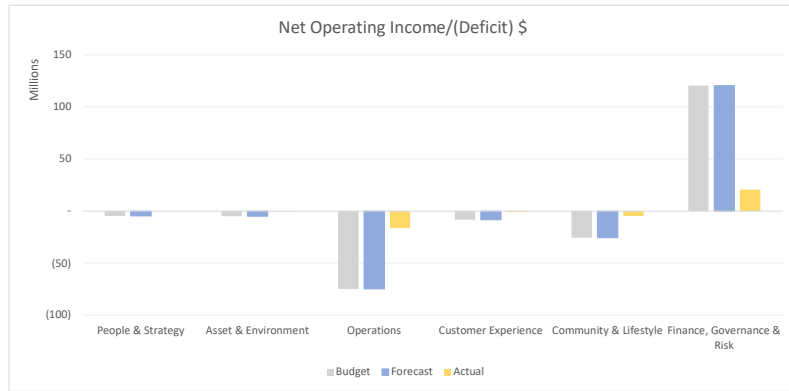
	Actual 30 June 2024 \$	Actual YTD as at 31 August 2025 \$	Budget 30 June 2026 \$
<b>Income</b>			
<b>Recurrent revenue</b>			
Net rates and utility charges	186,571,711	32,659,953	211,601,955
Fees and charges	19,117,750	3,751,623	21,302,715
Interest received			
- Interest received from investments	7,828,758	987,293	5,628,365
- Interest from overdue rates and utility charges	552,610	27,942	473,791
- Interest from other sources	36,516	6,939	27,922
Other recurrent income			
- Sales revenue	8,699,510	780,327	4,245,437
- Dividends	1,073,456	-	480,000
- Income tax equivalents	27,614,232	-	1,477,608
- Other	5,100,194	713,764	5,375,192
Grants, subsidies, contributions and donations			
- General purpose grants	408,355	1,294,165	10,344,027
- State government subsidies and grants	2,633,002	203,021	3,707,393
- Commonwealth subsidies and grants	776,676	49,840	752,079
- Other	13,917	25	-
<b>Total recurrent revenue</b>	<b>260,426,687</b>	<b>40,474,892</b>	<b>265,416,483</b>
<b>Capital revenue</b>			
Grants, subsidies, contributions and donations			
- State government grants and subsidies	24,709,976	1,582,862	15,700,908
- Commonwealth grants and subsidies	8,262,792	469,650	11,221,197
- Developer contributions	4,231,208	57,826	1,205,483
- Other	11,585,281	62,150	120,848
<b>Total capital revenue</b>	<b>48,789,257</b>	<b>2,172,488</b>	<b>28,248,436</b>
<b>Capital income</b>	<b>2,085,497</b>	<b>249,072</b>	<b>412,301</b>
<b>Total income</b>	<b>311,301,441</b>	<b>42,896,452</b>	<b>294,077,221</b>
<b>Expenses</b>			
<b>Recurrent expenses</b>			
Employee benefits			
- Employee benefits	71,704,786	14,422,699	83,542,955
- Overtime	1,965,569	362,189	1,682,512
- Councillors' remuneration	1,061,522	172,435	1,122,041
Materials and Services			
- Consultants	4,743,816	115,591	5,068,373
- Contractors	31,548,268	3,683,758	27,653,455
- Donations and sponsorships	3,039,728	862,202	3,503,475
- Equipment expenses	3,647,500	925,929	3,215,086
- Fuel	2,394,194	346,555	2,499,551
- Insurance	2,913,895	371,086	3,548,367
- Motor vehicle expenses	2,202,469	364,735	2,282,025
- Legal expenses	641,428	150,217	618,988
- Other materials and services	10,041,608	1,783,956	10,888,368
- Property expenses	3,505,853	335,847	2,302,330
- Software expenses	3,564,563	751,724	4,438,090
- Staff and Councillor associated expenses	2,967,407	353,231	3,338,036
- Utility expenses	4,119,150	899,812	4,319,238
- Waste disposal and tipping fees	9,048,753	1,258,624	11,086,836
- Water purchases	25,700,544	5,342,649	30,000,000
Finance costs			
- Finance costs - Queensland Treasury Corp.	1,266,118	369,208	872,539
- Other finance costs	964,199	43,466	316,924
Depreciation and amortisation	56,370,821	10,362,942	61,628,980
<b>Total recurrent expenses</b>	<b>243,412,191</b>	<b>43,278,855</b>	<b>263,928,167</b>
<b>Capital expenses</b>	<b>(4,258,259)</b>		
<b>Total expenses</b>	<b>239,153,932</b>	<b>43,278,855</b>	<b>263,928,167</b>
<b>Net recurrent result</b>	<b>17,014,496</b>	<b>(2,803,963)</b>	<b>1,488,316</b>
<b>Net result</b>	<b>72,147,509</b>	<b>(382,403)</b>	<b>30,149,054</b>

# STATEMENT OF FINANCIAL POSITION

	Actual 30 June 2024 \$	Actual YTD as at 31 August 2025 \$	Budget 30 June 2025 \$
<b>Assets</b>			
<b><u>Current assets</u></b>			
Cash and cash equivalents	146,562,374	111,987,362	80,351,831
Trade and other receivables	9,476,563	211,455,827	14,906,697
Inventories	1,620,761	2,046,966	1,621,000
Contract assets	11,744,062	15,694,611	11,744,000
Other assets	16,463,659	4,257,142	16,464,000
<b>Total current assets</b>	<b>185,867,420</b>	<b>345,441,908</b>	<b>125,087,528</b>
<b><u>Non-current assets</u></b>			
Investment property	4,493,022	4,493,022	4,493,000
Property, plant and equipment	2,659,201,000	2,712,860,360	3,121,783,157
Right of use assets	3,269,000	2,392,046	3,136,010
Intangible assets	10,000	(7,721)	-
Investment in controlled entity	29,984,659	30,353,278	29,985,000
Contract assets	-	-	-
Trade and other receivables	30,751,485	29,600,514	27,551,830
<b>Total non-current assets</b>	<b>2,727,709,165</b>	<b>2,779,691,499</b>	<b>3,186,948,997</b>
<b>Total assets</b>	<b>2,913,576,585</b>	<b>3,125,133,407</b>	<b>3,312,036,526</b>
<b>Liabilities</b>			
<b><u>Current liabilities</u></b>			
Trade and other payables	33,093,068	32,595,825	25,579,062
Unearned revenue - rates	-	166,354,858	-
Contract liabilities	8,865,864	7,271,621	8,866,000
Borrowings	6,753,451	7,008,980	3,820,383
Lease liabilities	36,873	41,659	-
Provisions	15,937,119	17,731,313	16,053,224
Other current liabilities	1,930,548	1,038,746	1,776,415
<b>Total current liabilities</b>	<b>66,616,924</b>	<b>232,043,002</b>	<b>56,095,085</b>
<b><u>Non-current liabilities</u></b>			
Borrowings	82,631,336	75,777,859	58,510,707
Contract Liabilities NC	2,545,274	4,657,567	2,545,000
Lease liabilities	3,594,954	2,790,512	3,632,000
Provisions	14,877,852	15,221,910	14,761,776
Other non-current liabilities	37,007,198	35,598,309	30,742,774
<b>Total non-current liabilities</b>	<b>140,656,614</b>	<b>134,046,157</b>	<b>110,192,256</b>
<b>Total liabilities</b>	<b>207,273,538</b>	<b>366,089,159</b>	<b>166,287,341</b>
<b>Net community assets</b>	<b>2,706,303,047</b>	<b>2,759,044,248</b>	<b>3,145,749,185</b>
<b>Equity</b>			
<b><u>Community equity</u></b>			
Retained surplus	1,503,396,337	1,555,364,404	1,850,188,108
Asset revaluation reserve	1,202,906,710	1,203,679,844	1,295,561,077
<b>Total community equity</b>	<b>2,706,303,047</b>	<b>2,759,044,248</b>	<b>3,145,749,185</b>

# Operating Exec Summary

August, 2025



	Operating Income - \$					Operating Expense - \$					Depreciation - \$					Net Operating Income/(Deficit) - \$				
Business Units	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
People & Strategy	46,100,057	46,100,057	7,152,619	16%	16%	(49,807,505)	(49,807,505)	(7,278,169)	15%	15%	(936,458)	(936,458)	(155,925)	17%	17%	(4,643,906)	(4,643,906)	(281,475)	6%	6%
Asset & Environment	11,452,722	11,452,722	1,869,143	16%	16%	(16,411,252)	(16,411,252)	(2,190,632)	13%	13%	(66,874)	(66,874)	(10,433)	16%	16%	(5,025,403)	(5,025,403)	(331,923)	7%	7%
Operations	159,694,053	159,694,053	21,598,665	14%	14%	(177,346,800)	(177,346,800)	(28,538,681)	16%	16%	(57,053,949)	(57,053,949)	(9,599,888)	17%	17%	(74,706,696)	(74,706,696)	(16,539,904)	22%	22%
Customer Experience	13,415,581	13,415,581	2,342,397	17%	17%	(21,896,614)	(21,896,614)	(3,534,523)	16%	16%	(67,489)	(67,489)	(10,797)	16%	16%	(8,548,522)	(8,548,522)	(1,202,923)	14%	14%
Community & Lifestyle	4,066,862	4,066,862	475,789	12%	12%	(26,469,558)	(26,469,558)	(4,782,600)	18%	18%	(3,391,945)	(3,391,945)	(568,294)	17%	17%	(25,794,642)	(25,794,642)	(4,875,105)	19%	19%
Finance, Governance & Risk	136,270,188	136,270,188	23,119,102	17%	17%	(15,950,439)	(15,950,439)	(2,674,131)	17%	17%	(112,264)	(112,264)	(17,604)	16%	16%	120,207,485	120,207,485	20,427,367	17%	17%
Total	370,999,464	370,999,464	56,557,714			(307,882,168)	(307,882,168)	(48,998,735)			(61,628,980)	(61,628,980)	(10,362,942)			1,488,316	1,488,316	(2,803,963)		

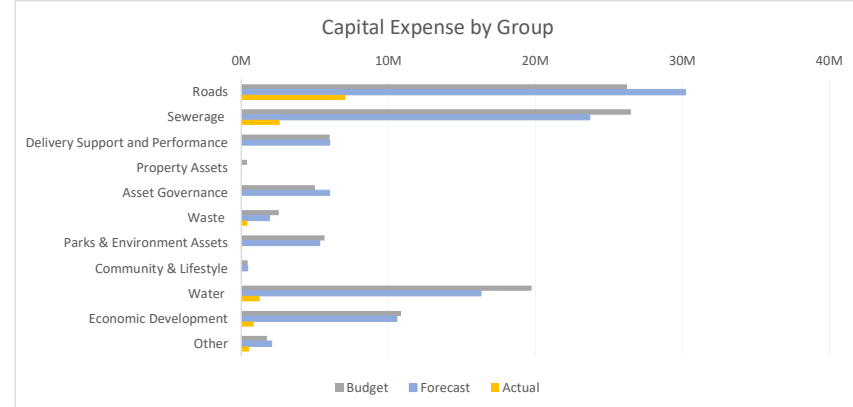
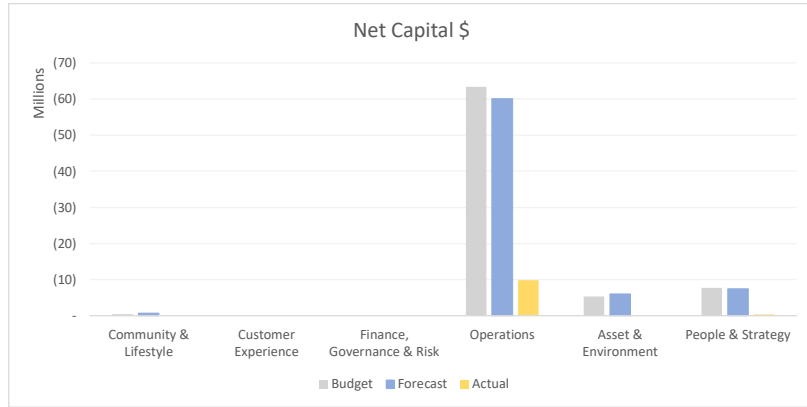
Operating Income - \$						Operating Expense - \$						Depreciation - \$						Net Operating Income/(Deficit) - \$					
	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast		Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast		Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast		Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
Community & Lifestyle Business Unit																							
Brand and Communications	4,416	4,416	46,438	1052%	1052%	(2,858,282)	(2,858,282)	(500,877)	18%	18%	(5,193)	(5,193)	(852)	16%	16%	(2,859,058)	(2,859,058)	(455,292)	16%	16%			
Community & Lifestyle Administration	719,261	719,261	119,877	17%	17%	(652,316)	(652,316)	(115,767)	18%	18%	(66,945)	(66,945)	(11,157)	17%	17%	-	-	(7,048)	-	-			
Community Development and Partnerships	759,930	759,930	97,115	13%	13%	(6,260,101)	(6,260,101)	(1,289,029)	21%	21%	(227,101)	(227,101)	(36,923)	16%	16%	(5,727,271)	(5,727,271)	(1,228,836)	21%	21%			
Corporate & Community Projects	-	-	-	-	-	(1,340,728)	(1,340,728)	(177,232)	13%	13%	(1,441,393)	(1,441,393)	(243,622)	17%	17%	(2,782,122)	(2,782,122)	(420,854)	15%	15%			
Events and Entertainment	1,986,301	1,986,301	155,708	8%	8%	(6,705,652)	(6,705,652)	(1,220,274)	18%	18%	(864,400)	(864,400)	(145,624)	17%	17%	(5,583,751)	(5,583,751)	(1,210,190)	22%	22%			
Regional Art Gallery	117,825	117,825	38,885	33%	33%	(1,853,706)	(1,853,706)	(316,786)	17%	17%	(13,923)	(13,923)	(1,929)	14%	14%	(1,749,804)	(1,749,804)	(279,830)	16%	16%			
Regional Libraries	451,705	451,705	12,275	3%	3%	(3,866,411)	(3,866,411)	(810,879)	21%	21%	(372,234)	(372,234)	(61,612)	17%	17%	(3,786,940)	(3,786,940)	(860,216)	23%	23%			
Tondoon Botanic Gardens	27,424	27,424	5,492	20%	20%	(2,932,362)	(2,932,362)	(351,757)	12%	12%	(400,757)	(400,757)	(66,575)	17%	17%	(3,305,694)	(3,305,694)	(412,840)	12%	12%			
Total	4,066,862	4,066,862	475,789			(26,469,558)	(26,469,558)	(4,782,600)			(3,391,945)	(3,391,945)	(568,294)			(25,794,640)	(25,794,640)	(4,875,106)					
Customer Experience Business Unit																							
Biosecurity and Environmental Health	392,624	392,624	54,773	14%	14%	(4,260,857)	(4,260,857)	(642,316)	15%	15%	(2,211)	(2,211)	(368)	17%	17%	(3,870,444)	(3,870,444)	(587,911)	15%	15%			
Call Centre	202,000	202,000	33,667	17%	17%	(202,000)	(202,000)	(16,550)	8%	8%	-	-	-	-	-	-	-	17,116	-	-			
Customer Experience Administration	516,936	516,936	86,156	17%	17%	(516,936)	(516,936)	(155,721)	30%	30%	-	-	-	-	-	-	-	(69,565)	-	-			
Customer Solutions	7,725,113	7,725,113	1,444,247	19%	19%	(8,469,753)	(8,469,753)	(1,402,406)	17%	17%	(44,238)	(44,238)	(6,971)	16%	16%	(788,879)	(788,879)	34,871	-4%	-4%			
Development Services	3,378,963	3,378,963	677,687	20%	20%	(4,131,603)	(4,131,603)	(636,373)	15%	15%	-	-	-	-	-	(752,640)	(752,640)	41,315	-5%	-5%			
Local Laws	1,199,945	1,199,945	45,867	4%	4%	(4,315,464)	(4,315,464)	(681,157)	16%	16%	(21,040)	(21,040)	(3,458)	16%	16%	(3,136,559)	(3,136,559)	(638,748)	20%	20%			
Total	13,415,581	13,415,581	2,342,397			(21,896,614)	(21,896,614)	(3,534,523)			(67,489)	(67,489)	(10,797)			(8,548,522)	(8,548,522)	(1,202,922)					
Finance, Governance & Risk Business Unit																							
Contracts & Procurement	2,957,393	2,957,393	492,899	17%	17%	(2,957,393)	(2,957,393)	(531,826)	18%	18%	-	-	-	-	-	-	-	(38,927)	-	-			
Disaster Management	372,313	372,313	17,282	5%	5%	(1,052,320)	(1,052,320)	(50,937)	5%	5%	(110,990)	(110,990)	(17,392)	16%	16%	(790,997)	(790,997)	(51,046)	6%	6%			
Ethics, Integrity and Audit	-	-	-	-	-	(494,671)	(494,671)	(80,540)	16%	16%	-	-	-	-	-	(494,671)	(494,671)	(80,540)	16%	16%			
Finance	4,077,952	4,077,952	679,667	17%	17%	(4,077,952)	(4,077,952)	(432,426)	11%	11%	-	-	-	-	-	-	-	247,240	-	-			
Finance, Governance & Risk Administration	451,279	451,279	75,213	17%	17%	(451,279)	(451,279)	(83,307)	18%	18%	-	-	-	-	-	-	-	(8,094)	-	-			
Governance	36,120	36,120	297	1%	1%	(2,833,780)	(2,833,780)	(556,343)	20%	20%	(1,274)	(1,274)	(212)	17%	17%	(2,798,933)	(2,798,933)	(556,258)	20%	20%			
Legal Services	-	-	100	-	-	(697,351)	(697,351)	(211,829)	30%	30%	-	-	-	-	-	(697,351)	(697,351)	(211,729)	30%	30%			
Revenue Services	3,290,165	3,290,165	482,398	15%	15%	(3,290,165)	(3,290,165)	(499,608)	15%	15%	-	-	-	-	-	-	-	(17,210)	-	-			
Treasury	125,084,966	125,084,966	21,371,246	17%	17%	(95,529)	(95,529)	(227,315)	238%	238%	-	-	-	-	-	124,989,437	124,989,437	21,143,931	17%	17%			
Total	136,270,188	136,270,188	23,119,102			(15,950,439)	(15,950,439)	(2,674,131)			(112,264)	(112,264)	(17,604)			120,207,485	120,207,485	20,427,367					
Operations Business Unit																							
Delivery Support and Performance	19,880,397	19,880,397	2,843,722	14%	14%	(12,135,808)	(12,135,808)	(1,931,252)	16%	16%	(4,082,586)	(4,082,586)	(733,416)	18%	18%	3,662,003	3,662,003	179,054	5%	5%			
Maintenance	1,642,234	1,642,234	269,439	16%	16%	(6,963,955)	(6,963,955)	(1,107,200)	16%	16%	(742,443)	(742,443)	(124,034)	17%	17%	(6,064,164)	(6,064,164)	(961,796)	16%	16%			
Operations Administration	551,837	551,837	91,973	17%	17%	(551,837)	(551,837)	(250,366)	45%	45%	-	-	-	-	-	-	-	(158,393)	-	-			
Parks	2,290,562	2,290,562	362,521	16%	16%	(23,540,739)	(23,540,739)	(3,841,077)	16%	16%	(1,274,820)	(1,274,820)	(212,684)	17%	17%	(22,524,997)	(22,524,997)	(3,691,241)	16%	16%			
Roads	3,943,409	3,943,409	704,960	18%	18%	(29,385,381)	(29,385,381)	(4,473,190)	15%	15%	(28,348,558)	(28,348,558)	(4,727,630)	17%	17%	(53,790,530)	(53,790,530)	(8,495,860)	16%	16%			
Sewerage	45,601,457	45,601,457	7,939,015	17%	17%	(26,341,942)	(26,341,942)	(4,620,798)	18%	18%	(13,500,483)	(13,500,483)	(2,279,916)	17%	17%	5,759,033	5,759,033	1,038,301	18%	18%			
Waste	30,248,731	30,248,731	5,053,399	17%	17%	(29,347,387)	(29,347,387)	(3,945,135)	13%	13%	(617,764)	(617,764)	(98,917)	16%	16%	283,581	283,581	1,009,347	356%	356%			
Water	55,535,425	55,535,425	4,333,637	8%	8%	(49,079,751)	(49,079,751)	(8,369,661)	17%	17%	(8,487,295)	(8,487,295)	(1,423,292)	17%	17%	(2,031,621)	(2,031,621)	(5,459,316)	269%	269%			
Total	159,694,053	159,694,053	21,598,665			(177,346,800)	(177,346,800)	(28,538,681)			(57,053,949)	(57,053,949)	(9,599,888)			(74,706,695)	(74,706,695)	(16,539,904)					

	Operating Income - \$					Operating Expense - \$					Depreciation - \$					Net Operating Income/(Deficit) - \$				
	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
<b>Assets &amp; Environment Business Unit</b>																				
Asset Designers	755,202	755,202	125,512	17%	17%	(755,202)	(755,202)	(105,199)	14%	14%	-	-	-	-	-	-	-	20,313	-	-
Asset Governance	2,102,930	2,102,930	350,488	17%	17%	(2,092,009)	(2,092,009)	(308,394)	15%	15%	(10,920)	(10,920)	(1,820)	17%	17%	-	-	40,274	-	-
Asset Planning	3,517,966	3,517,966	581,062	17%	17%	(3,468,291)	(3,468,291)	(435,124)	13%	13%	(49,675)	(49,675)	(7,595)	15%	15%	-	-	138,343	-	-
Asset Solutions	2,197,349	2,197,349	366,225	17%	17%	(2,197,349)	(2,197,349)	(381,129)	17%	17%	-	-	-	-	-	-	-	(14,905)	-	-
Assets & Environment Administration	249,409	249,409	41,568	17%	17%	(249,409)	(249,409)	(24,236)	10%	10%	-	-	-	-	-	-	-	17,333	-	-
Environment	555,200	555,200	58,510	11%	11%	(5,574,325)	(5,574,325)	(619,407)	11%	11%	(6,278)	(6,278)	(1,018)	16%	16%	(5,025,404)	(5,025,404)	(561,915)	11%	11%
Project Delivery	2,074,666	2,074,666	345,778	17%	17%	(2,074,666)	(2,074,666)	(317,143)	15%	15%	-	-	-	-	-	-	-	28,635	-	-
<b>Total</b>	<b>11,452,722</b>	<b>11,452,722</b>	<b>1,869,143</b>			<b>(16,411,252)</b>	<b>(16,411,252)</b>	<b>(2,190,632)</b>			<b>(66,874)</b>	<b>(66,874)</b>	<b>(10,433)</b>			<b>(5,025,404)</b>	<b>(5,025,404)</b>	<b>(331,922)</b>		
<b>People &amp; Strategy Business Unit</b>																				
Culture and Capability	4,133,878	4,133,878	752,542	18%	18%	(4,133,878)	(4,133,878)	(638,665)	15%	15%	-	-	-	-	-	-	-	113,877	-	-
Economic Development	-	-	-	-	-	(1,190,591)	(1,190,591)	(136,072)	11%	11%	-	-	-	-	-	(1,190,591)	(1,190,591)	(136,072)	11%	11%
Elected Members	-	-	-	-	-	(1,498,339)	(1,498,339)	(218,027)	15%	15%	(3,660)	(3,660)	(613)	17%	17%	(1,501,999)	(1,501,999)	(218,641)	15%	15%
Employee Entitlements	24,337,731	24,337,731	4,381,855	18%	18%	(24,689,159)	(24,689,159)	(3,515,200)	14%	14%	-	-	-	-	-	(351,428)	(351,428)	866,655	-247%	-247%
Executive Services	-	-	-	-	-	(1,599,889)	(1,599,889)	(279,008)	17%	17%	-	-	-	-	-	(1,599,889)	(1,599,889)	(279,008)	17%	17%
Health Safety & Wellbeing	3,254,033	3,254,033	(304,231)	-9%	-9%	(3,254,033)	(3,254,033)	(349,551)	11%	11%	-	-	-	-	-	-	-	(653,781)	-	-
Information, Communications and Technology	9,592,180	9,592,180	1,590,414	17%	17%	(8,659,382)	(8,659,382)	(1,480,161)	17%	17%	(932,798)	(932,798)	(155,312)	17%	17%	-	-	(45,060)	-	-
People & Strategy Administration	545,920	545,920	90,987	17%	17%	(545,920)	(545,920)	(84,625)	16%	16%	-	-	-	-	-	-	-	6,362	-	-
People Services	2,386,960	2,386,960	397,827	17%	17%	(2,386,960)	(2,386,960)	(319,481)	13%	13%	-	-	-	-	-	-	-	78,346	-	-
Strategy, Improvement and Transformation	1,849,355	1,849,355	243,226	13%	13%	(1,849,355)	(1,849,355)	(257,379)	14%	14%	-	-	-	-	-	-	-	(14,153)	-	-
<b>Total</b>	<b>46,100,057</b>	<b>46,100,057</b>	<b>7,152,619</b>			<b>(49,807,505)</b>	<b>(49,807,505)</b>	<b>(7,278,169)</b>			<b>(936,458)</b>	<b>(936,458)</b>	<b>(155,925)</b>			<b>(4,643,907)</b>	<b>(4,643,907)</b>	<b>(281,475)</b>		



## Capital Exec Summary

August, 2025



### Capital Income - \$

Business Units	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
Community & Lifestyle	-	-	-	-	-
Customer Experience	-	-	-	-	-
Finance, Governance & Risk	-	-	-	-	-
Operations	24,561,257	24,561,257	1,718,786	7%	7%
Asset & Environment	-	-	4,866	-	-
People & Strategy	3,687,179	3,687,179	448,837	12%	12%
<b>Total</b>	<b>28,248,436</b>	<b>28,248,436</b>	<b>2,172,488</b>		

### Capital Expense - \$

	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
	(428,700)	(752,454)	(75,205)	18%	10%
	-	-	-	-	-
	-	-	-	-	-
	(87,898,424)	(84,666,585)	(11,625,196)	13%	14%
	(5,399,528)	(6,006,957)	(21,728)	0%	0%
	(11,424,157)	(11,153,177)	(854,846)	7%	8%
	<b>(105,150,809)</b>	<b>(102,579,173)</b>	<b>(12,576,975)</b>		

### Net Capital - \$

	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
	(428,700)	(752,454)	(75,205)	18%	10%
	-	-	-	-	-
	-	-	-	-	-
	(63,337,167)	(60,105,328)	(9,906,410)	16%	16%
	(5,399,528)	(6,006,957)	(16,863)	0%	0%
	(7,736,978)	(7,465,998)	(406,009)	5%	5%
	<b>(76,902,373)</b>	<b>(74,330,737)</b>	<b>(10,404,487)</b>		

Capital Summary by Business Unit Group      August, 2025

Business Unit - Groups	Capital Income - \$					Capital Expense - \$				
	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast	Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
<b>Community &amp; Lifestyle</b>										
Brand and Communications	-	-	-	-	-	-	-	-	-	-
Community & Lifestyle Administration	-	-	-	-	-	-	-	-	-	-
Community Development and Partnerships	-	-	-	-	-	-	(6,255)	(4,912)	-	79%
Corporate & Community Projects	-	-	-	-	-	-	(200,090)	(48,608)	-	24%
Events and Entertainment	-	-	-	-	-	(418,700)	(419,750)	(14,372)	3%	3%
Regional Art Gallery	-	-	-	-	-	(10,000)	(10,000)	-	0%	0%
Regional Libraries	-	-	-	-	-	-	-	-	-	-
Tondoon Botanic Gardens	-	-	-	-	-	-	(116,360)	(7,314)	-	6%
<b>Total</b>	-	-	-			(428,700)	(752,454)	(75,205)		
<b>Customer Experience</b>										
Call Centre	-	-	-	-	-	-	-	-	-	-
Customer Experience Administration	-	-	-	-	-	-	-	-	-	-
Customer Solutions	-	-	-	-	-	-	-	-	-	-
Development Services	-	-	-	-	-	-	-	-	-	-
Health, Environment and Pest	-	-	-	-	-	-	-	-	-	-
Local Laws	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-			-	-	-		
<b>Finance, Governance &amp; Risk</b>										
Contracts & Procurement	-	-	-	-	-	-	-	-	-	-
Disaster Management	-	-	-	-	-	-	-	-	-	-
Ethics, Integrity and Audit	-	-	-	-	-	-	-	-	-	-
Finance, Governance & Risk Administration	-	-	-	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-
Governance	-	-	-	-	-	-	-	-	-	-
Legal Services	-	-	-	-	-	-	-	-	-	-
Revenue Services	-	-	-	-	-	-	-	-	-	-
Treasury	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-			-	-	-		

Business Unit - Groups

Capital Income - \$

Capital Expense - \$

Operations

Delivery Support and Performance  
Maintenance  
Operations Administration  
Parks  
Property Services  
Roads  
Sewerage  
Waste  
Water  
Works Planning and Scheduling

Total

Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
-	-	-	-	-
596,864	596,864	6,090	1%	1%
-	-	-	-	-
972,610	972,610	15,112	2%	2%
-	-	-	-	-
10,981,799	10,981,799	893,760	8%	8%
6,085,446	6,085,446	680,472	11%	11%
-	-	-	-	-
5,924,538	5,924,538	123,353	2%	2%
-	-	-	-	-
24,561,257	24,561,257	1,718,786		

Budget	Forecast	Actual	Actual as % of Budget	Actual as % of Forecast
(6,000,000)	(6,000,000)	239,976	-4%	-4%
(1,177,136)	(1,170,700)	(454,305)	39%	39%
-	-	-	-	-
(5,646,356)	(5,330,590)	(58,733)	1%	1%
-	-	-	-	-
(26,249,498)	(30,220,663)	(7,069,576)	27%	23%
(26,510,521)	(23,725,510)	(2,606,578)	10%	11%
(2,558,556)	(1,908,321)	(410,632)	16%	22%
(19,756,356)	(16,310,801)	(1,265,347)	6%	8%
-	-	-	-	-
(87,898,424)	(84,666,585)	(11,625,196)		

Assets & Environment

Asset Designers  
Asset Governance  
Asset Performance and Monitoring  
Asset Planning  
Asset Solutions  
Assets & Environment Administration  
Environment  
Project Delivery  
Property Assets

Total

-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	4,866	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	4,866		

-	-	-	-	-
(5,000,000)	(6,000,000)	-	0%	0%
-	-	-	-	-
-	(4,866)	(5,718)	-	118%
-	-	-	-	-
-	-	-	-	-
-	-	(200)	-	-
-	(2,092)	(2,092)	-	100%
(399,528)	-	(13,719)	3%	-
(5,399,528)	(6,006,957)	(21,728)		

People & Strategy

Culture and Capability  
Economic Development  
Elected Members  
Employee Entitlements  
Executive Services  
Health Safety & Wellbeing  
People & Strategy Administration  
People Services  
Information, Communications and Technology  
Strategy, Improvement and Transformation

Total

-	-	-	-	-
3,687,179	3,687,179	448,837	12%	12%
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
3,687,179	3,687,179	448,837		

-	-	-	-	-
(10,859,157)	(10,588,177)	(854,846)	8%	8%
-	-	-	-	-
-	-	0	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
(565,000)	(565,000)	-	0%	0%
-	-	-	-	-
(11,424,157)	(11,153,177)	(854,846)		