



DOUGLAS SHIRE COUNCIL

ANNUAL BUDGET

2025 - 2026

BUDGETED FINANCIAL STATEMENTS AND SUPPORTING
INFORMATION

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Douglas Shire Council - Budgeted Statement of Income and Expenditure

For the period ending 30 June 2026

	2025/26	2026/27	2027/28
	\$	\$	\$
Operating Revenue			
Rates and utility charges	48,362,313	51,807,675	54,976,135
Less: Pensioner remissions / Rebates	(722,714)	(773,303)	(819,701)
Net rates and utility charges	47,639,600	51,034,372	54,156,434
Fees and charges	8,798,484	9,141,624	9,498,148
Grants and subsidies	8,495,520	8,207,908	7,638,106
Interest received	2,342,267	2,042,267	1,742,267
Other operating revenue	1,436,689	1,465,422	1,494,731
TOTAL OPERATING REVENUE	68,712,559	71,891,594	74,529,685
Operating Expenses			
Employee benefits	22,945,685	23,646,139	23,754,265
Materials and services	28,357,118	29,149,617	29,899,854
Depreciation and amortisation	18,037,418	18,578,541	19,135,897
Finance costs	287,976	698,743	964,320
TOTAL OPERATING EXPENDITURE	69,628,197	72,073,040	73,754,335
Operating Surplus / (Deficit)	(915,638)	(181,446)	775,350
Capital Income			
Grants and subsidies	107,030,964	11,403,827	5,776,095
Contributions from developers	250,000	250,000	250,000
TOTAL CAPITAL INCOME	107,280,964	11,653,827	6,026,095
Net Result	106,365,326	11,472,381	6,801,445
TOTAL COMPREHENSIVE INCOME	106,365,326	11,472,381	6,801,445

Douglas Shire Council - Budgeted Statement of Financial Position

For the period ending 30 June 2026

	2025/26	2026/27	2027/28
	\$	\$	\$
Current Assets			
Cash assets and equivalents	55,799,694	25,146,949	23,807,372
Receivables & contract assets	8,763,093	8,763,093	8,763,093
Inventory	96,761	96,761	96,761
	<u>64,659,548</u>	<u>34,006,803</u>	<u>32,667,226</u>
Non-Current Assets			
Property, plant and equipment	669,120,669	689,811,262	699,440,805
Intangibles	54,998	54,998	54,998
	<u>669,175,667</u>	<u>689,866,260</u>	<u>699,495,803</u>
TOTAL ASSETS	<u>733,835,215</u>	<u>723,873,063</u>	<u>732,163,029</u>
Current Liabilities			
Trade and other payables, contract liabilities	15,907,047	15,907,047	15,907,047
Borrowings	334,533	511,479	568,530
Provisions and Unearned Revenue	6,480,006	6,480,006	6,480,006
	<u>22,721,586</u>	<u>22,898,532</u>	<u>22,955,583</u>
Non-Current Liabilities			
Borrowings	6,565,682	14,954,203	16,385,674
Provisions and Unearned Revenue	4,961,810	4,961,810	4,961,810
	<u>11,527,492</u>	<u>19,916,013</u>	<u>21,347,484</u>
TOTAL LIABILITIES	<u>34,249,078</u>	<u>42,814,545</u>	<u>44,303,066</u>
NET COMMUNITY ASSETS	<u>699,586,137</u>	<u>681,058,518</u>	<u>687,859,963</u>
Community Equity			
General reserves	1,939,349	1,939,349	1,939,349
Accumulated surplus / (deficit)	773,942,634	785,415,015	792,216,460
TOTAL COMMUNITY EQUITY	<u>775,881,984</u>	<u>787,354,365</u>	<u>794,155,810</u>

Douglas Shire Council - Budgeted Statement of Cash Flow
For the period ending 30 June 2026

	2025/26	2026/27	2027/28
	\$	\$	\$
Cash flows from operating activities			
Receipts			
Net rates and utility charges	47,639,600	51,034,372	54,156,434
Fees and charges	8,798,484	9,141,624	9,498,148
Grants, subsidies, contributions and donations	8,495,520	8,207,908	7,638,106
Interest received	2,342,267	2,042,267	1,742,267
Other operating revenue	1,436,689	1,465,422	1,494,731
	<u>68,712,559</u>	<u>71,891,594</u>	<u>74,529,685</u>
Payments			
Employee benefits	(22,945,685)	(23,646,139)	(23,754,265)
Materials and services	(28,357,118)	(29,149,617)	(29,899,854)
Finance costs	(287,976)	(698,743)	(964,320)
	<u>(51,590,779)</u>	<u>(53,494,499)</u>	<u>(54,618,439)</u>
Net cash inflow (outflow) from operating activities	<u>17,121,780</u>	<u>18,397,094</u>	<u>19,911,247</u>
Cash flows from investing activities			
Receipts			
Proceeds from sale of property plant and equipment	500,000	110,000	110,000
Grants, subsidies, contributions and donations	107,280,964	11,653,827	6,026,095
	<u>107,780,964</u>	<u>11,763,827</u>	<u>6,136,095</u>
Payments			
Payments for property, plant and equipment	(134,282,598)	(69,379,134)	(28,875,440)
	<u>(134,282,598)</u>	<u>(69,379,134)</u>	<u>(28,875,440)</u>
Net cash inflow (outflow) from investing activities	<u>(26,501,634)</u>	<u>(57,615,307)</u>	<u>(22,739,345)</u>
Cash flows from financing activities			
Receipts			
Proceeds from borrowings	7,000,000	8,900,000	2,000,000
Payments			
Repayment of borrowings	(99,785)	(334,533)	(511,479)
	<u>(99,785)</u>	<u>(334,533)</u>	<u>(511,479)</u>
Net cash inflow (outflow) from financing activities	<u>6,900,215</u>	<u>8,565,467</u>	<u>1,488,521</u>
Net increase (decrease) in cash and cash equivalents held	<u>(2,479,639)</u>	<u>(30,652,745)</u>	<u>(1,339,577)</u>
Cash and cash equivalents at the beginning of the financial year	58,279,333	55,799,694	25,146,949
Cash and cash equivalents/investments at the end of the financial year	<u>55,799,694</u>	<u>25,146,949</u>	<u>23,807,372</u>

Douglas Shire Council - Budgeted Statement of Changes in Equity
For the period ending 30 June 2026

	2025/26	2026/27	2027/28
	\$	\$	\$
GENERAL RESERVES			
Balance as at 1 July	2,389,349	1,939,349	1,939,349
Transfers to and from reserves			
Transfers to reserves	1,250,000	1,250,000	1,250,000
Transfers from reserves	(1,700,000)	(1,250,000)	(1,250,000)
Total transfers to and from reserves	<u>(450,000)</u>	<u>0</u>	<u>0</u>
Balance as at 30 June	<u>1,939,349</u>	<u>1,939,349</u>	<u>1,939,349</u>
ACCUMULATED SURPLUS / (DEFICIT)			
Balance as at 1 July	667,127,308	773,942,634	785,415,015
Net result	106,365,326	11,472,381	6,801,445
Total comprehensive income for the year	<u>106,365,326</u>	<u>11,472,381</u>	<u>6,801,445</u>
Transfers to and from reserves			
Transfers to reserves	(1,250,000)	(1,250,000)	(1,250,000)
Transfers from reserves	1,700,000	1,250,000	1,250,000
Total transfers to and from reserves	<u>450,000</u>	<u>0</u>	<u>0</u>
Balance as at 30 June	<u>773,942,634</u>	<u>785,415,015</u>	<u>792,216,460</u>
TOTAL COMMUNITY EQUITY	<u>775,881,984</u>	<u>787,354,365</u>	<u>794,155,810</u>

Douglas Shire Council - Long Term Financial Forecast
For the period ending 30 June 2026

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Operating Revenue										
Rates and utility charges	47,639,600	51,034,372	54,156,434	56,382,691	58,134,172	59,938,197	61,796,343	63,710,234	65,681,540	67,711,986
Fees and charges	8,798,484	9,141,624	9,498,148	9,868,575	10,253,450	10,653,334	11,068,815	11,500,498	11,949,018	12,415,029
Grants and subsidies	8,495,520	8,207,908	7,638,106	7,829,059	8,024,785	8,225,405	8,431,040	8,641,816	8,857,861	9,079,308
Interest received	2,342,267	2,042,267	1,742,267	1,442,267	1,292,267	1,292,267	1,292,267	1,292,267	1,292,267	1,292,267
Other operating revenue	1,436,689	1,465,422	1,494,731	1,524,625	1,555,118	1,586,220	1,617,945	1,650,304	1,683,310	1,716,976
TOTAL OPERATING REVENUE	68,712,559	71,891,594	74,529,685	77,047,218	79,259,792	81,695,423	84,206,409	86,795,118	89,463,996	92,215,566
Operating Expenses										
Employee benefits	22,945,685	23,646,139	23,754,265	24,514,402	25,298,862	26,108,426	26,943,896	27,806,100	28,695,895	29,614,164
Materials and services	28,357,118	29,149,617	29,899,854	30,816,348	31,894,921	33,011,243	34,166,636	35,362,469	36,600,155	37,881,160
Depreciation and amortisation	18,037,418	18,578,541	19,135,897	19,729,974	20,321,873	20,931,529	21,559,475	22,206,259	22,872,447	23,558,620
Finance costs	287,976	698,743	964,320	988,466	957,591	925,040	890,720	854,537	816,389	776,169
TOTAL OPERATING EXPENDITURE	69,628,197	72,073,040	73,754,335	76,049,190	78,473,247	80,976,237	83,560,727	86,229,365	88,984,886	91,830,114
Operating Surplus / (Deficit)	(915,638)	(181,446)	775,350	998,028	786,545	719,186	645,682	565,753	479,109	385,452
Capital Income										
Grants and subsidies	107,030,964	11,403,827	5,776,095	852,842	588,919	548,675	548,675	548,675	548,675	548,675
Contributions from developers	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
TOTAL CAPITAL INCOME	107,280,964	11,653,827	6,026,095	1,102,842	838,919	798,675	798,675	798,675	798,675	798,675
Net Result	106,365,326	11,472,381	6,801,445	2,100,870	1,625,464	1,517,861	1,444,357	1,364,428	1,277,784	1,184,127
Sources of capital funding										
Funded depreciation	16,121,780	17,397,094	18,911,247	19,728,002	20,108,418	20,650,715	21,205,157	21,772,012	22,351,556	22,944,073
Loan borrowings	7,000,000	8,900,000	2,000,000	0	0	0	0	0	0	0
Constrained works reserve	600,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Daintree ferry reserve	1,100,000	1,000,000	1,000,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Proceeds from sale of assets	500,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Capital grants	107,030,964	11,403,827	5,776,095	852,842	588,919	548,675	548,675	548,675	548,675	548,675
Council source funding	2,029,639	652,745	1,339,577	81,686	34,068	81,566	61,444	586,772	545,375	113,079
Total sources of capital funding	134,382,383	39,713,667	29,386,919	21,622,530	21,691,405	22,240,956	22,775,276	23,867,459	24,405,607	24,565,827
Application of capital funding										
Principal repayments on loans	99,785	334,533	511,479	568,530	599,405	631,956	666,276	702,459	740,607	780,827
Capital Works expenditure	134,282,598	39,379,134	28,875,440	21,054,000	21,092,000	21,609,000	22,109,000	23,165,000	23,665,000	23,785,000
Total application of capital funding	134,382,383	39,713,667	29,386,919	21,622,530	21,691,405	22,240,956	22,775,276	23,867,459	24,405,607	24,565,827
COMMUNITY ASSETS										
Total Assets	733,835,215	723,873,063	732,163,029	733,695,369	734,721,429	735,607,333	736,385,415	737,047,384	737,584,562	737,987,862
Total Liabilities	34,249,078	42,814,545	44,303,066	43,734,537	43,135,132	42,503,176	41,836,900	41,134,442	40,393,835	39,613,008
NET COMMUNITY EQUITY	699,586,137	681,058,518	687,859,963	689,960,833	691,586,296	693,104,157	694,548,514	695,912,942	697,190,727	698,374,854

Douglas Shire Council - Measures of Financial Sustainability

For the period ending 30 June 2026

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	%	%	%	%	%	%	%	%	%	%

Council's expected performance at 30 June against key financial ratios and targets:

Basis of Preparation												
The budgeted financial sustainability statement is prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the reported measures are prepared on an accrual basis.												
Ratio	How the measure is calculated	Target										
1. Council Controlled Revenue Ratio	Net Rates, Levies and Charges add Fees and Charges	No Target										
	Total Operating Revenue		82.1%	83.7%	85.4%	86.0%	86.3%	86.4%	86.5%	86.7%	86.8%	86.9%
2. Population Growth Ratio	Prior year estimated population	No Target										
	Previous year estimated population		- 1	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
3. Operating surplus ratio	Operating Result	Greater than -2%										
	Total Operating Revenue		-1.3%	-0.3%	1.0%	1.3%	1.0%	0.9%	0.8%	0.7%	0.5%	0.4%
4. Operating Cash Ratio	Operating Result add Depreciation and Amortisation add Finance Costs	Greater than 0%										
	Total Operating Revenue		25.3%	26.6%	28.0%	28.2%	27.8%	27.6%	27.4%	27.2%	27.0%	26.8%
5. Unrestricted Cash Expense Cover Ratio	(Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash)	Greater than 4 months										
	(Total Operating Expenditure less Depreciation and Amortisation less Finance Costs)		* 12	6.3	5.5	5.1	5.0	5.1	4.7	4.6	4.3	4.1
6. Asset Sustainability Ratio	Capital Expenditure on Replacement of Infrastructure Assets (Renewals)	Greater than 90%										
	Depreciation Expenditure on Infrastructure Assets		612.3%	116.6%	111.7%	95.2%	92.7%	92.5%	92.2%	97.7%	97.0%	95.8%
7. Asset Consumption Ratio	Written Down Replacement Cost of Depreciable Infrastructure Assets	Greater than 60%										
	Current Replacement Cost of Depreciable Infrastructure Assets		92.3%	92.3%	92.2%	92.1%	91.9%	91.7%	91.5%	91.2%	91.0%	90.7%
8. Asset Renewal Funding Ratio	Total of Planned Capital Expenditure on Infrastructure Asset Renewals over 10 years	No Target										
	Total of Required Capital Expenditure on Infrastructure Asset Renewals over 10 years		1281.4%	88.0%	261.8%	175.2%	165.1%	134.5%	100.7%	447.7%	458.8%	472.6%
9. Leverage ratio	Book Value of Debt	0 - 3 times										
	Total Operating Revenue less Total Operating Expenditure add Depreciation and Amortisation		0.38	0.81	0.82	0.76	0.72	0.67	0.62	0.57	0.53	0.48

Douglas Shire Council - Budgeted Sources and Application of Capital Funding

For the period ending 30 June 2026

	2025/26	2026/27	2027/28
	\$	\$	\$
Sources of capital funding			
Funded depreciation	16,121,780	17,397,094	18,911,247
Loan borrowings	7,000,000	8,900,000	2,000,000
Constrained works reserve	600,000	250,000	250,000
Daintree ferry reserve	1,100,000	1,000,000	1,000,000
Proceeds from sale of assets	500,000	110,000	110,000
Capital grants	107,030,964	11,403,827	5,776,095
Council source funding	2,029,639	652,745	1,339,577
Total sources of capital funding	134,382,383	39,713,667	29,386,919
Application of capital funding			
Principal repayments on loans	99,785	334,533	511,479
Capital Works expenditure	134,282,598	39,379,134	28,875,440
Total application of capital funding	134,382,383	39,713,667	29,386,919
<i>* Application of funds from Constrained works reserve</i>			
<i>Road / Transport Network</i>			
<i>Public Spaces</i>			
<i>Parking</i>			
<i>Water</i>			
<i>Wastewater</i>	600,000		

Douglas Shire Council - Budgeted Movement in Reserves

For the period ending 30 June 2026

	2025/26	2026/27	2027/28
	\$	\$	\$
RESERVES			
Constrained works reserve			
Balance as at 1 July	2,206,627	1,856,627	1,856,627
Transfers to reserve	250,000	250,000	250,000
Transfers from reserve	(600,000)	(250,000)	(250,000)
Balance as at 30 June	1,856,627	1,856,627	1,856,627
Daintree ferry reserve			
Balance as at 1 July	182,722	82,722	82,722
Transfers to reserve	1,000,000	1,000,000	1,000,000
Transfers from reserve	(1,100,000)	(1,000,000)	(1,000,000)
Balance as at 30 June	82,722	82,722	82,722

Douglas Shire Council - Budgeted Rates and Utility Charges - Value of Change

For the period ending 30 June 2026

	2024/25	2025/26	Change	Change
	\$	\$	\$	%
Rates and utility charges	44,406,801	48,362,313	3,955,512	8.91

Basis of Preparation

This information is provided in accordance with the requirements of the *Local Government Regulation 2012*.
The change in \$ amount / percentage includes rates and utility charges levied on additional assessments, connections and services added since the previous financial year and a revised estimate of the value of utility charges for water consumption.

Douglas Shire Council - Capital Works Program

For the period ending 30 June 2026

	New/ Renewal/ Upgrade (N/R/U)	2025/26 \$
<u>Council & Community Facilities</u>		
Grant Funding - Port Douglas Splash Park	N	2,300,000
Land Purchases	N	1,023,000
Grant Funding - Reef Guardian 2024-2025 - Solar Installation	N	221,388
Council Facilities renewal Program 25/26	R	664,000
Community Facilities renewal Program 25/26	R	900,000
Parks Renewal Program 25/26	R	550,000
Sugar Wharf Building Repairs	R	350,000
Asbestos Mitigation Program 25/26	R	350,000
Community Facility Improvements	N	154,000
NQRP - Community Resilience Improvements	N	1,015,000
		7,527,388
<u>Drainage</u>		
Drainage Renewal Program 25/26	R	400,000
NQRP - Flood Resilience Improvements	U	880,000
		1,280,000
<u>Marine</u>		
Ferry Vessel Maintenance/Renewals	R	100,000
Sugar Wharf Renewal	R	100,000
		200,000
<u>Plant and Equipment</u>		
Fleet renewal program	R	974,994
ICT Infrastructure Renewal	R	480,000
Council Continuity Plan	U	17,000
		1,471,994
<u>Resource Management</u>		
Sanitary Depot - Closure Monitoring	R	63,000
Newell Landfill - Capping	R	295,000
Killaloe Landfill - Closure Monitoring	R	235,000
		593,000
<u>Transport</u>		
Daintree Ferry - Landside Infrastructure	U	2,605,000
Grant Funded - Port Douglas Road Principle Cycle Network Upgrade	U	858,440
Pavement Renewal Program	R	610,000
Road Reseal / AC Overlay Renewal Program	R	1,500,000
Gravel Road resheet program	R	450,000
Footpath & Road Lighting Program	U	565,000
Kerb and Channel Program	R	400,000
Streetscape Improvement	R	90,000
Road Upgrades	U	400,000
Footpath Renewals	R	90,000
NQRP - Improve resupply access points - north of Daintree River	N	25,000
		7,593,440
<u>Wastewater</u>		
Sewerage Treatment Renewals	R	1,520,000
Sewerage Pump renewals	R	304,000
Sewerage Main Renewals	R	480,000
		2,304,000
<u>Water Supply</u>		
Grant Funding - Cooya Beach Reservoir - Connect & Commission	U	2,217,530
Grant Funding - WISER Program - Mossman River Intake	N	10,304,000
Water Treatment Improvements	U	610,000
Water Intake Improvements	U	600,000
Water Treatment and Storage renewals	R	720,000
Water Main Renewals	R	4,499,500
Water Pump Renewals	R	20,000
Mossman WTP - Bulk Water Standpipe	N	40,000
		19,011,030

Douglas Shire Council - Capital Works Program
For the period ending 30 June 2026

		New/ Renewal/ Upgrade (N/R/U)	2025/26 \$
<u>REPA Works</u>			
Landslip Repairs		R	66,702,054
Road Repairs		R	6,376,828
Bridge and Culvert Repairs		R	17,741,100
Other REPA works		R	3,481,764
			94,301,746
Total Capital Works			134,282,598