



ANNUAL REPORT

For the year

1 July 2019 to 30 June 2020



TABLE OF CONTENTS

| | |
|--|----|
| COUNCILLORS | 3 |
| COUNCIL PROFILE | 4 |
| REPORT FROM THE MAYOR..... | 5 |
| REPORT FROM THE ACTING CHIEF EXECUTIVE OFFICER | 6 |
| THE COUNCIL..... | 7 |
| LOCAL GOVERNMENT ACT 2009 DISCLOSURES..... | 7 |
| LOCAL GOVERNMENT REGULATION 2012 DISCLOSURES | 8 |
| APPENDIX 1 – COMMUNITY FINANCIAL REPORT | 16 |
| APPENDIX 2 – RECOGNITION OF GOVERNMENT FUNDING | 21 |
| APPENDIX 3 – GRANTS TO COMMUNITY ORGANISATIONS | 22 |
| APPENDIX 4 – CORPORATE AND OPERATIONAL PLAN ASSESSMENT | 24 |
| APPENDIX 5 – AUDITED FINANCIAL STATEMENTS, CURRENT YEAR SUSTAINABILITY STATEMENT, LONG TERM SUSTAINABILITY STATEMENT..... | 36 |



COUNCILLORS



Councillors from 1 July 2019 to 17 April 2020. L-R: Cr Gary Peoples, Cr Jenni Gray, Cr Beccy Plumb, Cr Rob Chandler, Cr Milynda Rogers, Cr Sean Dillon and Cr Garry Bettiens.



Councillors from 18 April 2020 to 30 June 2020. L-R: Cr Gary Peoples, Cr Dan Arthur, Cr Milynda Rogers, Cr Tom Gleeson, Cr Sean Dillon, Cr Beccy Plumb and Cr Col Hansen.

COUNCIL PROFILE

Barcaldine Regional Council encompasses five communities with an estimated resident population of 2,900 and covers an area of 53,520 km² in central western Queensland. The communities of Alpha, Jericho, Barcaldine, Aramac and Muttaborra are the residential and service bases for the region. Council has an office in each community to serve the needs of local residents.

Barcaldine Regional Council is the major employer in all communities with a total of 158 full time equivalent employees working in a diverse range of services including road construction and maintenance, administration, water supply, sewerage, waste collection, aged care, banking, post office, tourism, libraries, sport, arts and more. Road maintenance and construction is the major activity of Council.

Rural industries including sheep and cattle grazing have traditionally been the mainstay of the local economy. Tourism has developed into a major industry and important economic driver. The region is fortunate to have attractions of national, state and local historical significance as well as a growing indigenous cultural presence, natural landscapes and streetscapes which contribute to the character of the region. The economy is supported by a range of small businesses and public services including State Government agencies.

The continuous development of events which attract visitors and bring people together are synonymous with the region. Events such as the Tree of Knowledge Festival, agricultural shows, campdrafts, rodeos and the Westech Field Days play an important role in showcasing what the region has to offer.

The communities within the Council area have a wide range of services to meet most of the needs of residents. Quality infrastructure caters for cultural, sport and recreation activities and public services including education, health care, fire, police and ambulance services.

The five towns in the region and surrounding centres are all linked by sealed roads. Unsealed roads in the region are generally accessible by conventional vehicles except during the wet season when they may become impassable.

Council continues to support investment in new infrastructure and economic development opportunities and business investment to ensure the future life of its communities. Council forward plans for future projects and continues to apply for grant funding to further enhance community infrastructure.

REPORT FROM THE MAYOR

The 2020 Financial Year saw the transition of council following the quadrennial Local Government Elections. Whilst I may write this report and the 2020-2024 Barcaldine Regional Council will adopt it, the work and programs covered by our operational activities is the product of the previous council led by former Cr Rob Chandler and now retired CEO Steven Boxall.



Prolonged drought conditions across the council area has continued to negatively impact economic conditions generally as well as hamper the ability of council to deliver on asset maintenance in some locations. Another failed wet season saw already depleted stock numbers lowered and devastated pastures destroyed even further. The continued investment in exclusion fencing has abounded with this clearly looming as a key recovery plank for the environment and the economy of the central west through pasture management and retention and employment opportunities as well as increased land valuations.

Council continued its work to facilitate investment in a substantial renewable energy manufacturing hub. This also holds promise of assisting the region to recover economically and provide employment opportunities for our communities. Delivering on road funding that has been coordinated by the state government has also been a significant focus for council activities in 2019-2020.

Council's financial outlook is still of moderate concern. Our reliance on external sources of revenue continues to hamstring our financial independence with less than 20% own sources revenue. Future capital works funding will have a positive effect in offsetting large elements of our operational expenditure via wages and fleet costs however this is a short term solution. Council has shifted its focus towards utilisation of capital grants to minimise operational expenditure where possible, or to at least minimise future expenses. The fruit of this will be probably 2-3 financial years down the track and the continued worry is that with the current global and domestic financial downturn, government spending to local government may decrease or dry up. Council will continue to budget and plan prudently to ensure the restoration of cash reserves, support for communities and local business as well as our workforce participation and employment stability.

Cr Sean Dillon

Mayor

REPORT FROM THE ACTING CHIEF EXECUTIVE OFFICER

Barcaldine Regional Council provides infrastructure and services to the communities of Alpha, Jericho, Barcaldine, Aramac, Muttaborra and their surrounding districts. This is only possible due to the dedication and efforts of our wonderful staff. They are people who live in our communities and work to make them better for everyone.



The year was interrupted by the COVID-19 pandemic which brought a stop to all events from the middle of March. Council immediately established a COVID Action Team to manage the implementation of government restrictions including quarantining and social distancing and to support the vulnerable people in our communities. Fortunately, there were no cases in the central west allowing Council to continue with its work program with minimal disruption.

The leadership team worked hard to ensure a smooth transition to a new Council from April 2020 and to support the new Councillors in the induction to their roles.

Council spent \$15.8m on capital infrastructure including land, buildings, roads, plant, water and sewerage. This was only possible with the support of both Commonwealth and State Government grant funding of \$14.3m.

The attached audited financial statements were prepared under new Australian Accounting Standards which significantly changes the way revenue is recorded each year. This should provide a better indication of Council's performance for the year by matching grant funding to the year in which it is spent.

Thank you to our former Chief Executive Officer, Steven Boxall, who led the team during the whole year but resigned in September 2020. Steven was an inspirational leader who brought fresh ideas to the management of Council.

Brett Walsh

Acting Chief Executive Officer

THE COUNCIL

Barcaldine Regional Council is an elected body consisting of a Mayor and six Councillors.

Councillors from 1 July 2019 to 17 April 2020:

Mayor – Cr Rob Chandler
Deputy Mayor – Cr Jenni Gray
Councillors –
Cr Garry Bettiens
Cr Sean Dillon
Cr Gary Peoples
Cr Rebecca Plumb
Cr Milynda Rogers

Councillors from 18 April 2020 to 30 June 2020:

Mayor – Cr Sean Dillon
Deputy Mayor – Cr Milynda Rogers
Councillors –
Cr Dan Arthur
Cr Tom Gleeson
Cr Col Hansen
Cr Gary Peoples
Cr Rebecca Plumb

The Councillors are bound by a Code of Conduct that ensures they undertake their duties in the best interests of the region and its residents.

The Chief Executive Officer is responsible for ensuring all decisions of Council comply with the Local Government Act 2009, other relevant legislation and local laws.

LOCAL GOVERNMENT ACT 2009 DISCLOSURES

s41 Identifying Beneficial Enterprises

There were no beneficial enterprises conducted by Council in the financial year ended 30 June 2020.

s45 Identifying Significant Business Activities

Council conducted the following business activities during the financial year ended 30 June 2020:

- Road construction and maintenance activity through a sole supplier arrangement with the Department of Transport and Main Roads
- Licensed Post Office in Jericho
- Bank of Queensland Agencies in Alpha, Aramac and Barcaldine

There were no significant business activities conducted by Council during the year ended 30 June 2020.

s201(a) Remuneration Packages

The total remuneration packages paid to senior management employees for the year ended 30 June 2020 is \$957,041.

s201(b) Number of Employees Paid in Each Band of Remuneration

| Remuneration Range | Number of Employees in Senior Management |
|-----------------------|--|
| \$101,000 - \$200,000 | 3 |
| \$201,000 - \$300,000 | 2 |

LOCAL GOVERNMENT REGULATION 2012 DISCLOSURES

S183 FINANCIAL STATEMENTS

s183(a) General Purpose Financial Statements

The audited general purpose financial statements for the year ended 30 June 2020 are attached at Appendix 5.

s183(b) (c) Sustainability Statements

The current year financial sustainability statement and long-term financial sustainability statement are attached at Appendix 5.

s183(d) Auditor General's Audit Reports

The Auditor General's audit reports about the general purpose financial statement for the year ended 30 June 2020 and the current year financial sustainability statement are attached at Appendix 5.

S184 COMMUNITY FINANCIAL REPORT

The Community Financial Report for the year ended 30 June 2020 is attached at Appendix 1.

S185 RESOLUTIONS

s185(a) Resolutions Made Under section 250(1) (Requirement to adopt expenses reimbursement policy or amendment)

The Councillor Expenses Reimbursement Policy was reviewed and amended by Council resolution on 29 April 2020.

s185(b) Resolutions Made Under Section 206(2) (Non-current asset thresholds)

There were no resolutions made under Section 206(2) during the year ended 30 June 2020.

S186 COUNCILLORS

s186(a) and (b) Remuneration

Councillor Remuneration for the Year Ended 30 June 2020

| Councillor | Remuneration paid | Telephone allowance | Expenses incurred | Facilities provided | Super-annuation |
|---|--------------------------|----------------------------|--------------------------|---|------------------------|
| Cr Rob Chandler (Mayor) (Term ended 17 April 2020) | \$84,225.91 | 0 | \$44,929.45 | Mayor's Office Motor Vehicle Telephone and IT Corporate Clothing | Nil |
| Cr Sean Dillon (Mayor)(from 18 April 2020) (previous Cr) | \$63,914.40 | \$500.00 | \$1,581.55 | Mayor's office Motor Vehicle Corporate Clothing | Nil |
| Cr Jenni Gray (Deputy Mayor) (Term ended 17 April 2020) | \$48,591.48 | \$500.00 | \$24,209.99 | Motor Vehicle Corporate Clothing | Nil |
| Cr Garry Bettiens (Term ended 17 April 2020) | \$41,336.99 | \$500.00 | \$0 | Corporate Clothing | Nil |
| Cr Rebecca Plumb | \$53,049.00 | \$600.00 | \$659.39 | Corporate Clothing IT | Nil |
| Cr Gary Peoples | \$53,048.97 | \$ 600.00 | \$1,826.52 | Corporate Clothing IT | Nil |
| Cr Milynda Rogers (Deputy Mayor)(from 18 April 2020) (previous Cr) | \$53,986.63 | \$ 600.00 | \$1,287.86 | Corporate Clothing Motor Vehicle IT | Nil |
| Cr Daniel Arthur (Term commenced 18 April 2020) | \$11,671.51 | \$150.00 | \$399.54 | Corporate Clothing IT | Nil |
| Cr Col Hansen (Term commenced 18 April 2020) | \$11,671.51 | \$150.00 | \$373.30 | Corporate Clothing IT | Nil |
| Cr Tom Gleeson (Term commenced 18 April 2020) | \$11,671.51 | \$ 150.00 | \$370.63 | Corporate Clothing IT | Nil |
| Total | \$433,167.91 | \$3,750.00 | \$75,638.23 | | Nil |

s186(c) Meetings Attended

Number of Meetings attended during the Year Ended 30 June 2020

Meetings as per previous Council.

| | General Meetings | Special Meetings | Audit Committee Meetings |
|-------------------------------------|------------------|------------------|--------------------------|
| Councillor / Meetings Held | 9 | - | 4 |
| Cr Rob Chandler (Mayor) | 9 | - | - |
| Cr Jenni Gray (Deputy Mayor) | 9 | - | - |
| Cr Garry Bettiens | 9 | - | - |
| Cr Sean Dillon | 9 | - | 4 |
| Cr Gary Peoples | 9 | - | - |
| Cr Rebecca Plumb | 9 | - | 4 |
| Cr Milynda Rogers | 9 | - | - |

Meeting as per newly Elected Council in April 2020.

| | General Meetings | Special Meetings | Audit Committee Meetings |
|---|------------------|------------------|--------------------------|
| Councillor / Meetings Held | 3 | 1 | - |
| Cr Sean Dillon (Mayor) | 3 | 1 | - |
| Cr Milynda Rogers (Deputy Mayor) | 3 | 1 | - |
| Cr Dan Arthur | 3 | 1 | - |
| Cr Tom Gleeson | 3 | 1 | - |
| Cr Col Hansen | 3 | 1 | - |
| Cr Garry Peoples | 3 | 1 | - |
| Cr Rebecca Plumb | 3 | 1 | - |

s186(d)(i) Taking Disciplinary Action

There were no orders and recommendations made under Section 180(2) or (4) of the Act during the year ended 30 June 2020.

s186(d)(ii) Inappropriate Conduct

There were no orders and recommendations made under Section 181 of the Act during the year ended 30 June 2020.

s186(e) Taking Disciplinary Action

There were no Councillors for whom orders or recommendations were made under section 180 of the Act or orders made under section 181 of the Act during the year ended 30 June 2020.

s186(f) Complaints about Councillors

| Section | Details | Number of Complaints |
|--------------|---|----------------------|
| 186(f)(i) | Complaints about the conduct or performance of Councillors for which no further action was taken under section 176C(2) of the Act | Nil |
| 186(f)(ii) | Complaints referred to the Department's Chief Executive under section 176C(3)(a)(i) of the Act | Nil |
| 186(f)(iii) | Complaints referred to the Mayor under Section 176C(3)(a)(ii) or (b)(i) of the Act | Nil |
| 186(f)(iv) | Complaints referred to the Department's Chief Executive under Section 176C(4)(a) of the Act | Nil |
| 186(f)(v) | Complaints assessed by the Chief Executive Officer as being about corrupt conduct under the Crime and Corruption Act | Nil |
| 186(f)(vi) | Complaints heard by a regional conduct review panel | Nil |
| 186(f)(vii) | Complaints heard by the Tribunal | Nil |
| 186(f)(viii) | Complaints to which Section 176C(6) of the Act applied | Nil |

S187 ADMINISTRATIVE ACTION COMPLAINTS

s187(1)(a) Statement about Commitment to Dealing Fairly with Administrative Action Complaints

The Council intends to provide a level of customer service that does not attract complaints, but acknowledges the right of persons to provide feedback, both positive and negative, on its services and/or to lodge a complaint about a decision or other action it takes.

The complaints process has been instituted to ensure that, to the greatest practical extent, any complaint is dealt with fairly, promptly, professionally, in confidence (subject to any legal requirements) and in a manner respectful to the complainant.

The Council commits to providing adequate resources and trained officers to deal with complaints and to record and analyse complaints data.

s187(1)(b) Implementation of Complaints Management Process

The implementation of the complaints management process has been achieved by the following procedures:

- Anyone who is dissatisfied about a decision or other action of the Council, a Council officer or a Councillor can easily and simply lodge a complaint.
- Complainants are provided with information on the complaints process and, if necessary, assistance to make the complaint.
- Each complaint is initially assessed in terms of its seriousness, safety implications, complexity and degree of urgency.

- Council officers receive complaints in a professional manner and welcome valid feedback as an opportunity for improvement of the Council’s administrative practices. Complaints are responded to as quickly as possible and in accordance with the timeframes set out in the complaints management process.
- Complaints are properly monitored with a view to continuous improvement of the Council’s business processes.
- Serious or complex complaints are referred to an independent investigator for investigation.
- If a complainant is not satisfied that a complaint has been satisfactorily resolved, they are informed of their right of review.

s187(2)(a) Administrative Action Complaints Made, Resolved and Not Resolved

| Complaints Received During Year | Complaints Resolved During Year | Complaints Not Resolved as at 30 June 2020 |
|--|--|---|
| 5 | 5 | 0 |

s187(2)(b) Administrative Action Complaints Made in a Previous Financial Year

There were no administrative action complaints made in a previous financial year that were not resolved.

S188 OVERSEAS TRAVEL

No overseas travel was undertaken by a Councillor or employee in an official capacity in the year ended 30 June 2020.

s189(a) Grants to Community Organisations

A total of \$98,926 in cash and in kind grants was made to community organisations during the year ended 30 June 2020. A list of grants is detailed at Appendix 3.

s189(b)(i)(ii) Expenditure from Councillor’s Discretionary Fund

No expenditure was allocated to community organisations from a Councillor’s Discretionary Fund during the year ended 30 June 2020.

S190 OTHER CONTENTS

s190(1)(a) Assessment of Performance – Implementation of Corporate Plan and Annual Operational Plan

The assessment of performance towards implementation of the Corporate Plan and Annual Operational Plan is included at Appendix 4.

s190(1)(b) Other Issues Relevant to Assessment of Operations and Performance

There were no other issues relevant to making an informed assessment of the Council’s operation and performance for the year ended 30 June 2020.

s190(1)(c) Operations Report for Each Commercial Business Unit

Council did not operate any commercial business units in the year ended 30 June 2020.

s190(1)(d) Service Facility or Activity by Another Local Government

No action was taken for, or expenditure on, a service, facility or activity supplied by another local government under an agreement for conducting a joint government activity and no special rates or charges were levied in the year ended 30 June 2020.

190(1)(e) Invitations to Change Tenders

There were no invitations to change tenders under section 228(7) during the year ended 30 June 2020.

190(1)(f) Registers Kept

| Register | Legislation | Purpose | Access |
|---|---|--|---|
| Register of Interests of Councillors and related parties | LG Reg 2012 s290(1) | To record certain financial and other personal interests of Councillors and related parties. | Available on Council's website and open to the public. |
| Register of Interests of the Chief Executive Officer and related parties | LG Reg 2012 s290(1) and (2) | To record certain financial and other personal interests of the Chief Executive Officer, senior executive employees and related parties. | Restricted to the Chief Executive Officer, Councillors of the Barcaldine Regional Council and persons permitted by law or their agents. |
| Register of Roads | LG Act 2009 s74 LG Reg 2012 s57 | To record details and categories of all roads in the Regional Council area. | Available to any person. |
| Register of Delegations | LG Act 2009 s260 LG Reg 2012 s305 | To record delegations to persons or committees and the powers delegated. | Available to any person. |
| Land Record | LG Act 2009 s 96 LG Reg 2012 s 154 | To record details of every parcel of rateable land in the Council area. | Available to any person. |
| Register of Burials | | To record all burials made at the cemeteries within the Council area. | Available to any person. |

| Register | Legislation | Purpose | Access |
|--|--------------------------------------|--|--------------------------|
| Councillor Conduct Register | LG Act 2009 s150DX | To record all orders, decisions and complaints about Councillor conduct. | Available to any person. |
| Register of Water Facility Agreements | Land Protection Act 2002 s164 | To record all water facility agreements entered to with landowners. | Available to any person. |

s190(1)(g) Summary of Concessions for Rates and Charges

Pensioners – Rates and Charges

Barcaldine Regional Council grants a concession for rates and charges to pensioners as follows:

1. The *Pensioner Rebate* is calculated (in order) as follows:-
General Rate, Water Charge, Sewerage Charge, Waste Collection Charge, Waste Management Charge 30%
2. A maximum concession of \$403.00 per annum applies to each assessment.

Non-Profit Organisations – General Rate

Barcaldine Regional Council provides a full rebate of the General Rate for ratepayers whose objects do not include making a profit or provide assistance or encouragement for arts or cultural development.

Non-Profit Organisations and Local Residents – Fees

Barcaldine Regional Council provides concessions to non-profit organisations and local residents based within the Barcaldine Regional Council boundaries for the hire of Council facilities and equipment as follows:

| | |
|--------------------------|-------------|
| Non-profit organisations | 100% rebate |
| Local residents' | 50% rebate |

Non-Profit Organisations – Water Utility Charges

Barcaldine Regional Council grants a concession of 50% of water utility charges (including excess water charges) for land owned by non-profit organisations.

s190(1)(h) Report on the Internal Audit

The internal auditor presented the report on Council's Plant Hire Rates to the Audit Committee during the year ended 30 June 2020.

s190(1)(i) Summary of Investigation Notices for Competitive Neutrality Complaints

There were no investigation notices given in the year ended 30 June 2020 under section 49 for competitive neutrality complaints.

s190(1)(j) Responses on QCA's Recommendations on Competitive Neutrality Complaints

Council made no responses in the year ended 30 June 2020 on the QCA's recommendations on competitive neutrality complaints under section 52(3).

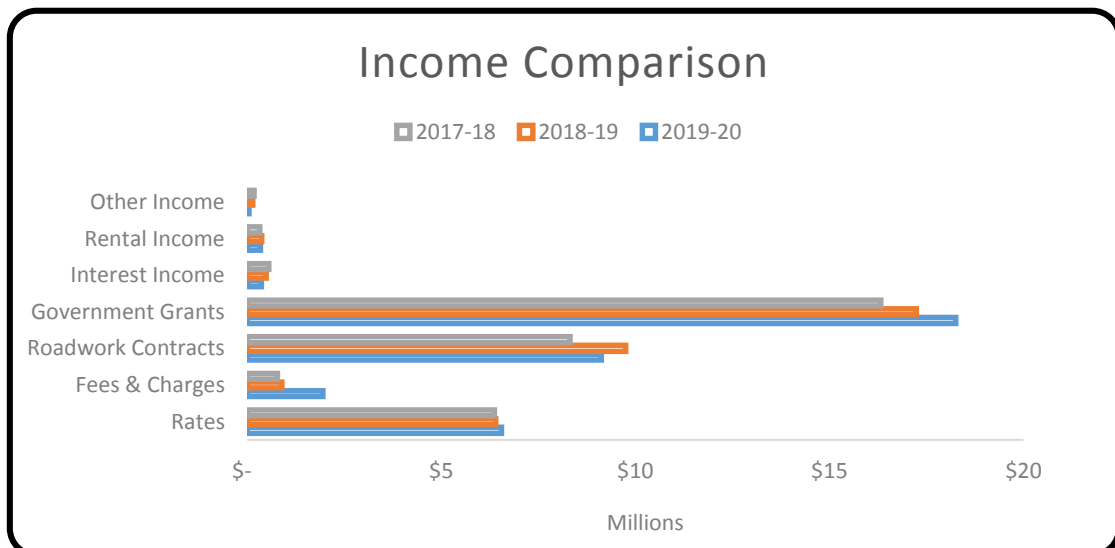
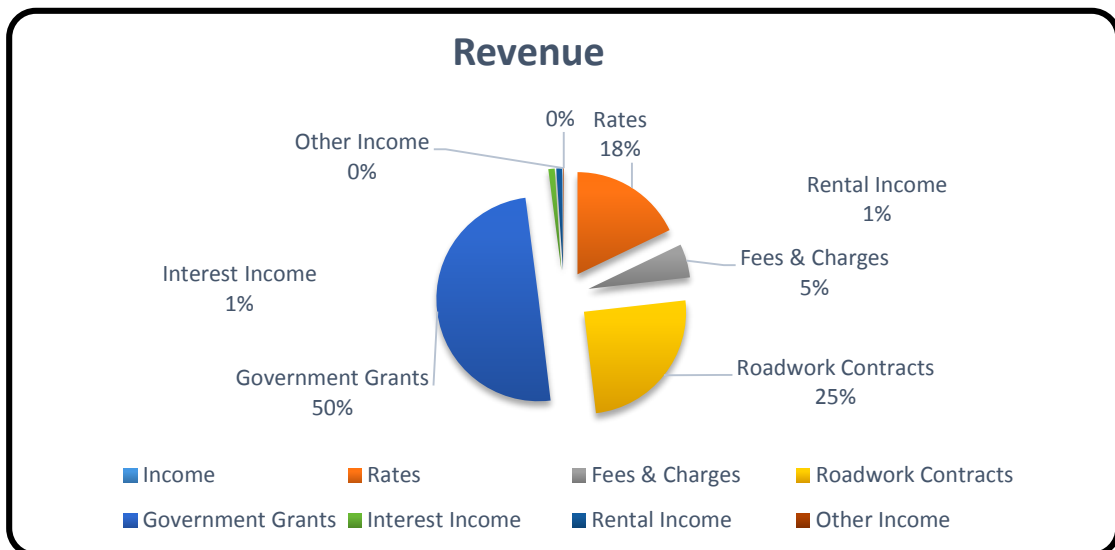


APPENDIX 1 – COMMUNITY FINANCIAL REPORT

This report is an easy to read version of the Council's 2020 Financial Statements.

Revenue: Where did our money come from?

| Income | 2019-20 | 2018-19 | 2017-18 |
|--------------------|---------------------|---------------------|---------------------|
| Rates | \$6,549,588 | \$6,403,824 | \$6,368,606 |
| Fees & Charges | \$1,952,514 | \$890,454 | \$774,832 |
| Roadwork Contracts | \$9,126,780 | \$9,754,262 | \$8,317,548 |
| Government Grants | \$18,255,453 | \$17,244,368 | \$16,325,772 |
| Interest Income | \$368,615 | \$488,931 | \$554,158 |
| Rental Income | \$344,232 | \$370,793 | \$325,549 |
| Other Income | \$40,166 | \$138,789 | \$177,762 |
| Total | \$36,637,348 | \$35,291,421 | \$32,844,227 |

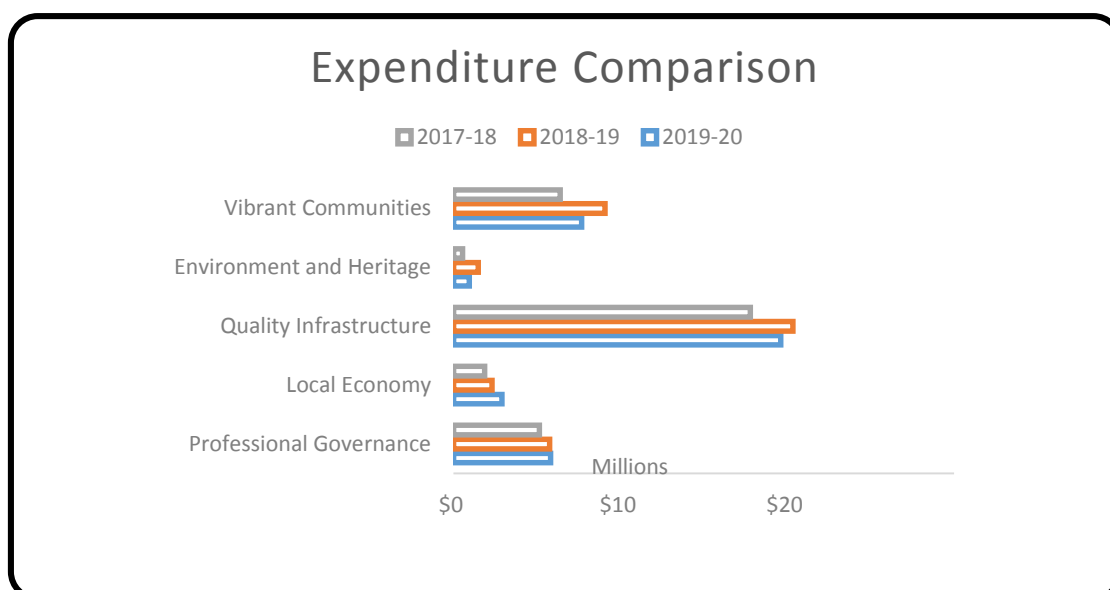
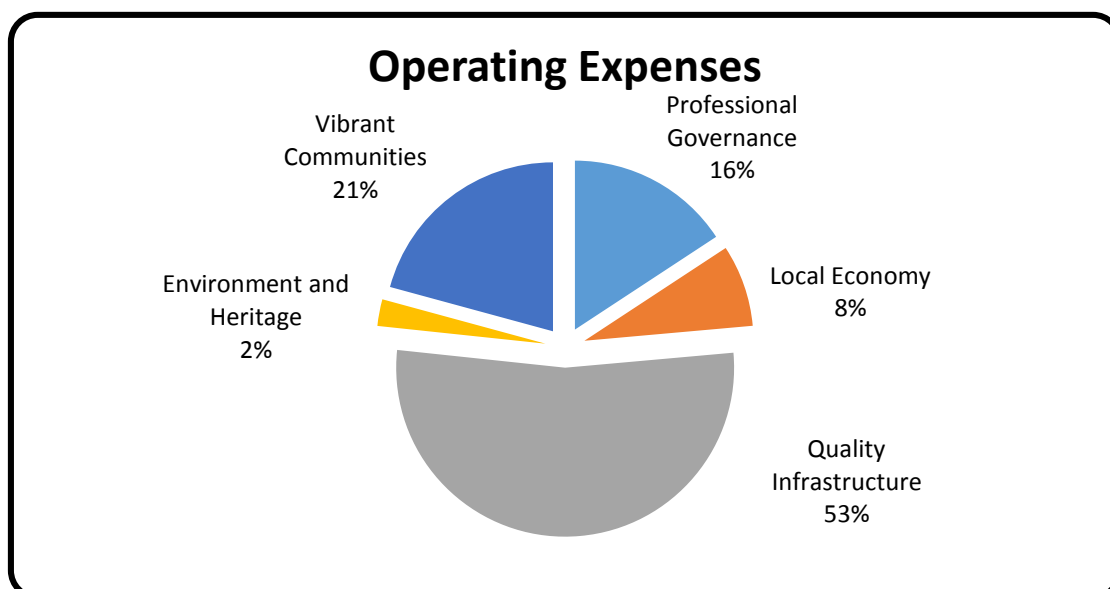


Expenses: Where was our money invested?

Operating Expenses:

Operating expenses includes employee costs, materials and services, depreciation, finance costs and other expenses.

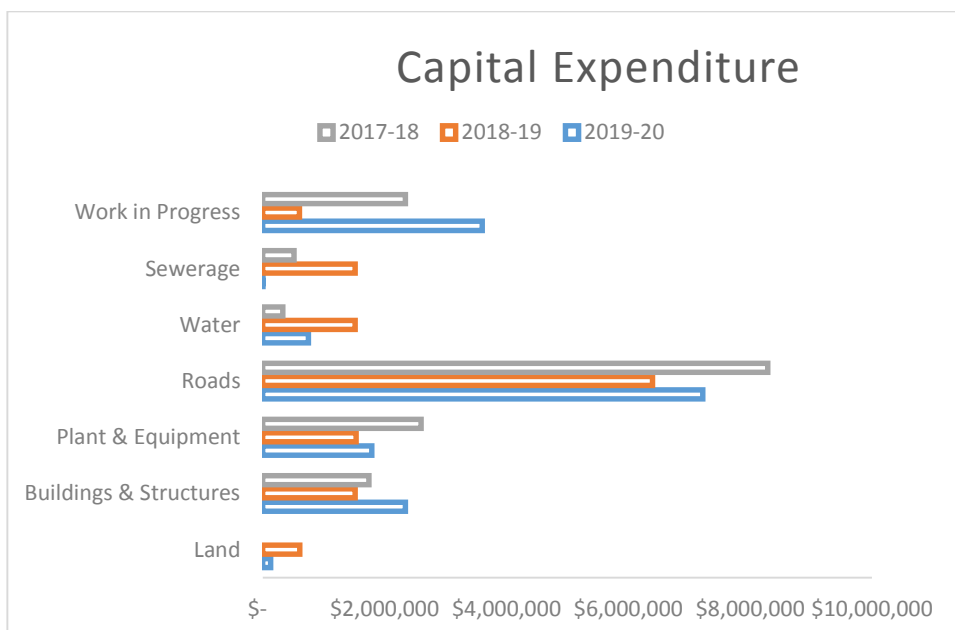
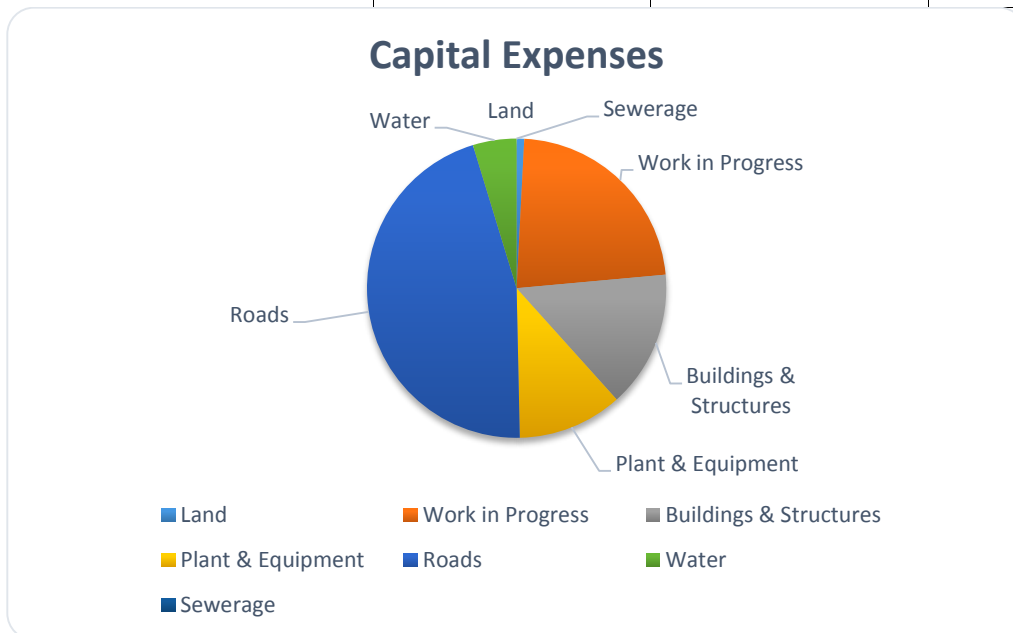
| Expenditure | 2019-20 | 2018-19 | 2017-18 |
|--------------------------|---------------------|---------------------|---------------------|
| Professional Governance | \$5,817,778 | \$5,763,310 | \$5,147,804 |
| Local Economy | \$2,893,611 | \$2,298,471 | \$1,860,641 |
| Quality Infrastructure | \$19,609,590 | \$20,327,808 | \$17,791,529 |
| Environment and Heritage | \$942,724 | \$1,482,281 | \$541,253 |
| Vibrant Communities | \$7,671,819 | \$9,082,631 | \$6,389,253 |
| | \$36,935,522 | \$38,954,501 | \$31,730,480 |



Capital Works Expenditure:

Capital works expenditure includes construction of new assets and renewal of existing assets.

| Capital Expenditure | 2019-20 | 2018-19 | 2017-18 |
|----------------------------|----------------------|---------------------|---------------------|
| Land | \$ 129,101 | \$609,240 | \$ - |
| Buildings & Structures | \$ 2,341,055 | \$1,516,026 | \$1,741,983 |
| Plant & Equipment | \$ 1,790,841 | \$1,533,158 | \$2,597,178 |
| Roads | \$ 7,220,700 | \$6,396,352 | \$8,290,611 |
| Water | \$ 746,273 | \$1,516,498 | \$328,033 |
| Sewerage | \$ 1,155 | \$1,516,176 | \$512,160 |
| Work in Progress | \$ 3,599,870 | \$603,352 | \$2,341,702 |
| | \$ 15,828,995 | \$13,690,802 | \$15,811,667 |



Assets: What do we own?

Assets as at 30 June 2020

| | |
|---------------------------|----------------------|
| Cash | \$17,682,193 |
| Receivables & Inventories | \$4,001,289 |
| Land | \$11,108,724 |
| Buildings & Structures | \$82,125,660 |
| Plant & Equipment | \$12,737,223 |
| Roads Infrastructure | \$156,008,599 |
| Water Infrastructure | \$21,443,220 |
| Sewerage Infrastructure | \$9,353,224 |
| Work in Progress | \$6,938,294 |
| Total Assets | \$328,019,391 |

Liabilities: What do we owe?

Liabilities as at 30 June 2020

| | |
|---|---------------------|
| Accounts Payable (Inc. deferred income) | \$10,010,240 |
| Loans from Queensland Treasury Corporation | \$2,210,453 |
| Employee Benefits | \$3,110,966 |
| Provision for Waste Landfill Rehabilitation | \$1,484,765 |
| Total Liabilities | \$16,816,424 |

Community Equity: What is our net worth?

Council's community equity is defined as its net worth is what Council owns less what it owes.

Council's community equity as at 30 June 2020 is:

\$311,202,967

Measures of Financial Sustainability

The *Local Government Regulation 2012* requires that Council reports its results for the financial year against selected financial sustainability ratios.

| Ratio | Target | 2020 | 2019 | 2018 |
|---------------------------------|--------|---------|---------|---------|
| Operating Surplus Ratio | 0-10% | -25.46% | -30.00% | -22.58% |
| Asset Sustainability Ratio | >90% | 79.43% | 92.24% | 113.95% |
| Net Financial Liabilities Ratio | <60% | -16.71% | -38.77% | -67.59% |

Operating Surplus Ratio

This is the extent to which revenue raised covers operational expenses or is available for capital funding purposes or other purposes.

Asset Sustainability Ratio

This is an approximation of the extent to which the infrastructure assets managed by Council are being replaced as these reach the end of their useful lives. This ratio indicates whether a Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out.

Net Financial Liabilities Ratio

This expresses Net Financial Liabilities as a percentage of Total Operating Revenue. The measure also indicates the capacity of a council to meet its financial obligations from revenue streams.



APPENDIX 2 – RECOGNITION OF GOVERNMENT FUNDING

Council is able to provide additional amenities and infrastructure to the residents of the region due to the valuable support of the Australian Government, Queensland Government and other organisations. A comprehensive list of the funding received in the 2020 financial year is provided below.

| Australian Government Funding | | |
|--|---------------------------------------|---------------------|
| Funding Source | Program/Purpose | Contribution |
| Department of Social Services | Commonwealth Home Support Program | \$345,522.00 |
| Department of Infrastructure, Transport, Cities and Regional Development | Roads to Recovery | \$1,937,499.00 |
| | Airport | \$140,000.00 |
| | Financial Assistance Grant | \$7,682,648.00 |
| Department of Industry, Innovation and Science | Drought Communities Program | \$561,000.00 |
| National Disabilities Insurance Scheme | NDIS services and packages | \$899,389.70 |
| Australian Tax Office | Diesel Fuel Rebate | \$118,390.00 |
| State Government Funding | | |
| Funding Source | Program/Purpose | Contribution |
| Arts Queensland | Regional Arts Development Fund | \$25,000.00 |
| Department of the Premier | Harry Redford Reunion | \$20,625.00 |
| Department of Agriculture and Fisheries | RAPAD – Rural Services Grant | \$15,476.00 |
| | Good Neighbour Program | \$60,000.00 |
| Department of Communities, Child Safety and Disability Services | Sixty and Better | \$61,998.00 |
| | Care Services | \$122,808.00 |
| | QCSS | \$37,672.00 |
| Department of Innovation | Freedom Parks | \$471,317.46 |
| Department of Education and Training | Trainee Subsidies | \$49,750.00 |
| Department of Housing and Public Works | Home Assist Secure | \$129,998.90 |
| | Recreation Park | \$187,591.60 |
| Department of Local Government, Racing and Multicultural Affairs | Water Supply | \$212,000.00 |
| | Works for Qld | \$1,028,964.64 |
| | Stock Route Water Facilities Upgrades | \$27,268.28 |
| Department of State Development, Infrastructure & Planning | Aramac Pool | \$200,000.00 |
| Department of Transport and Main Roads | TIDS & Blackspots – Road projects | \$71,000.00 |
| | Cycle Path Network | \$105,000.00 |
| QLD Fire & Emergency Services | Emergency Services | \$24,200.00 |
| Qld Reconstruction Authority | Flood Damage to Roads | \$13,611,861.00 |
| | Get Ready Funding | \$8,720.00 |
| State Library of Qld | Library Resources | \$7,186.25 |

APPENDIX 3 – GRANTS TO COMMUNITY ORGANISATIONS

Council provides support to community organisations to recognise the contribution of volunteers to the welfare, educational, cultural, sporting and recreational activities of our communities.

| Organisation | Purpose | Amount |
|--|--|-------------|
| Muttaborra Amateur Turf Club | Cash donation - 140 years of racing | \$1,053.44 |
| Qld Ambulance Service | Rates | \$1,164.95 |
| Aramac Area Chaplaincy | Chaplaincy funding | \$10,000.00 |
| Aramac State School Student Council | Cash donation - camp | \$454.55 |
| Ballyneety Rodeo Club | Cash donation - sponsorship | \$454.55 |
| Aramac State School | Cash donation - Awards night | \$136.36 |
| Muttaborra State School | Cash donation - Awards night | \$136.36 |
| Muttaborra Com Devel Association | Cash donation - brick laying project | \$500.00 |
| Muttaborra Golf Club | Australia Day catering | \$1,000.00 |
| Exchange Hotel Social club | Cash Donation - Sculpture Festival | \$4,545.45 |
| Muttaborra Amateur Turf Club | In kind support - preparing for races | \$4,187.20 |
| Barrels 4 a Cause | Cash donation - Barrels event | \$500.00 |
| Aramac Race Club | In kind support - repairs to building | \$261.00 |
| Aramac Community Development Association | Bus Insurance and Cash donation - Christmas town party | \$4,502.13 |
| Muttaborra Christmas Tree | Cash donation – town Christmas party | \$1,000.00 |
| Aramac Christmas Tree | In kind support – town Christmas party | \$2,403.09 |
| Muttaborra Community Development Association | Insurances | \$2,272.73 |
| Aramac School Gardens | School gardens | \$872.73 |
| Muttaborra School Gardens | School gardens | \$960.00 |
| Aramac State School | ekindy support | \$909.09 |
| Muttaborra Ambulance Benefit | Seniors Dinner | \$400.00 |
| Muttaborra Sculpture Group | In kind support towards Sculpture Festival | \$2,136.67 |
| Aramac Tramway Museum & Hist. | In kind support - repairs to building | \$101.86 |
| Dr Arratta Memorial Museum Ass | Insurances | \$954.93 |
| Muttaborra Men's Shed | Water cooler and electricity expenses | \$716.71 |
| Muttaborra Campdraft Association | Cash donation - Sponsorship for campdraft event | \$454.55 |
| Barcaldine Womens Show Auxiliary | Annual Show Prizes | \$500.00 |
| Buy from the Bush QLD | Donation Share your Story Visit | \$1,955.00 |
| Barcaldine Arts Council | Annual Art Competition Prize Money | \$3,000.00 |
| Barcaldine Area Chaplaincy | School Chaplaincy Program | \$10,000.00 |
| Barcaldine State School | Annual Awards Night Prizes | \$300.00 |
| Barcaldine Sixty & Better | Annual Christmas Lunch | \$1,500.00 |
| Barcaldine Swimming Club | Annual Swimming Carnival Prizes | \$500.00 |
| Barcaldine Rifle Club | Annual Gun Shoot Prizes | \$500.00 |
| Barcaldine Campdraft Association | Annual Campdraft Prizes | \$568.75 |

| Organisation | Purpose | Amount |
|---------------------------------------|---|--------------------|
| Barcaldine Aged Care | Driveway | \$125.04 |
| Barcaldine Cultural Association | Annual Donation Assist with Insurances | \$500.00 |
| Barcaldine State School Fete | Donation and Equipment Hire | \$1,109.92 |
| Barcaldine Historical Society Inc | Annual Insurance | \$2,131.05 |
| St Joseph's Get Gardening | Garden Expo Contribution School Gardens | \$800.00 |
| Barcaldine State School Get Gardening | Garden Expo Contribution School Gardens | \$800.00 |
| Barcaldine Aged Care | Donation Start Up New Community Hub | \$500.00 |
| Barcaldine Mens Shed | Donation Community Garden and Electricity | \$606.50 |
| Alpha State School | Donation – Speech Night | \$200.00 |
| Alpha Christmas Celebrations | Donation – Christmas Party | \$2,500.00 |
| Alpha Area Chaplaincy | Council Contribution | \$10,000.00 |
| Alpha Swimming Club | Donation towards swimming event | \$500.00 |
| Variety Bash | In kind assistance | \$551.63 |
| Jericho Police | In kind assistance | \$0.01 |
| Alpha Golf Club | Mowing of Playing field | \$1,774.15 |
| Golden Oxbow Campdraft | In kind assistance for event | \$1,057.97 |
| Elanco Golden Oxbow Campdraft | In kind assistance for event | \$490.01 |
| Alpha Jockey Club Inc. | In kind assistance for event | \$411.48 |
| Alpha ICPA Cricket Day | In kind assistance / donation | \$2,297.03 |
| Alpha Rodeo Association | Cash Donation | \$500.00 |
| Jericho School Oval | Mowing of playing field | \$447.55 |
| Alpha Rodeo Assoc.- 4B'S Rodeo | In kind assistance / donation | \$583.80 |
| Alpha Mens Shed | In kind assistance | \$178.74 |
| Alpha Jockey Club | In kind assistance | \$4,547.44 |
| Jericho P & C Assoc. | Cash Donation | \$500.00 |
| Alpha Golf Club | In kind assistance/Cash donation | \$1,100.68 |
| Alpha Show Society | In kind assistance | \$505.11 |
| Jericho State School P & C | Cash Donation to Speech Night | \$150.00 |
| Qld Childcare Alpha - Drought Day | Funding for Drought Day Local Voucher | \$200.00 |
| Alpha Area Lions | Funding from Lions Club | \$280.00 |
| NAIDOC Week School Initiatives | In Kind Support | \$450.00 |
| CWAC Colours & Culture 2019 | In Kind Support | \$325.97 |
| Country Racing Awards Night | In Kind Support | \$1,500.00 |
| NAIDOC Week Dinner | In Kind Support | \$400.00 |
| | Total: | \$98,926.18 |

APPENDIX 4 – CORPORATE AND OPERATIONAL PLAN ASSESSMENT

Assessment of Performance

Overview

This performance assessment is prepared with regard to Council's five year Corporate Plan and measured against the yearly objectives set out in the Annual Operational Plan and Annual Budget.

Corporate Plan

Under the Local Government Act 2009, Council is required to adopt a Corporate Plan. It is the overarching strategic document that directs our annual operational activities and budgets. It sets Council's vision and mission, as well our strategic objectives over a five year period. This annual report measures our achievements against the Barcaldine Regional Council Corporate Plan 2015–2019. The Corporate Plan is being extended for 12 months with a new Corporate Plan being adopted in 2021.

Operational Plan

Each year, Council adopts an Annual Operational Plan. This plan lists our goals for the year and a series of actions and operational activities we will undertake in order to achieve those goals. The yearly goals set in the operational plan are derived from the longer-term objectives laid out in the Corporate Plan.



Annual Budget

Each year, Council adopts a budget that outlines how we will deliver services, programs and facilities. The budget is formulated in the context of our Corporate Plan and Operational Plan. The budget allocates financial resources to carry out activities listed in the Operational Plan so that we can deliver on the goals set for the year.

Goal 1. Professional Governance

Strategies and Outcomes

1.1. Financial Responsibility and Sustainability

- 1.1.1. Embrace professional business practices and responsible use of Council resources
- 1.1.2. Manage assets responsibly through appropriate maintenance and replacement strategies
- 1.1.3. Implement long term financial planning to reduce financial risks and ensure financial sustainability
- 1.1.4. Distribute Council resources fairly across the Region

- Adopted the 2019–20 Budget in accordance with the statutory requirements
- Signed Audited Financial Statements from previous year and adopted Annual Report.
- Executive Leadership Team training and performance review
- Preparation of 10 year Long Term Financial Plan
- Participate in the Business Improvement Optimisation Program with Qld Treasury Corporation

1.2. Confident and Stable Leadership

- 1.2.1. Promote a high standard of corporate responsibility, transparency and accountability in decision making
- 1.2.2. Encourage a high standard of leadership and management at all levels of Council
- 1.2.3. Create a positive future-focused culture that demonstrates and supports Council's values

- Continued the systematic review of Council policies and procedures
- Created a COVID Action Team to manage the pandemic
- Held quarterly communication session with all employee

1.3. A Valued Workforce

- 1.3.1. Recognise the knowledge, expertise and experience of our employees
- 1.3.2. Provide a safe and healthy workplace for all employees
- 1.3.3. Promote a culture of pride and satisfaction amongst the workforce
- 1.3.4. Provide employee housing where there is no suitable private housing

- Conducted Performance Reviews for all staff
- Ensured all employees completed training requirements for a safe workforce
- Supported staff functions
- Held a Whole of Staff Council Day
- Systematic review of Council housing maintenance and upgrade program

1.4. Community Representation

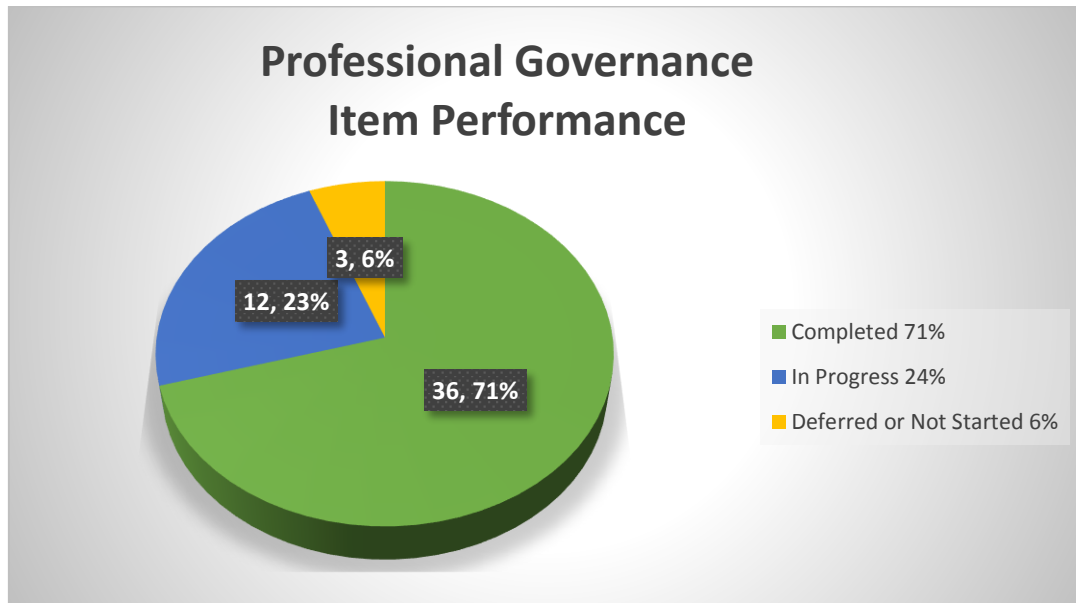
- 1.4.1. Identify and advocate for key issues in each community
 - 1.4.2. Develop relationships for the benefit of the community with key government sector and private sector organisations
 - 1.4.3. Continue to develop effective mechanisms for timely communications between Council and its communities and for residents to communicate effectively with Council
 - 1.4.4. Advocate to maintain and enhance health facilities and services in each community
 - 1.4.5. Actively contribute to wider regional organisations to provide a united voice for western Queensland
- Held half yearly community consultation meetings in each community
 - Published the fortnightly Galilee Gazette
 - Actively pursued partnerships and relationships with State and Federal authorities to enhance and preserve service levels
 - Continued membership of regional organisations and peak bodies that represent our communities

1.5. Planning

- 1.5.1. Make planning decisions that allow for appropriate economic planning
 - 1.5.2. Prepare and renew Council's planning documents to reflect Council's and the community's needs
- Preparation of new Planning Scheme in progress
 - Continued to ensure development and building work meets statutory standards.

1.6. Exceptional Service Delivery

- 1.6.1. Provide courteous, timely and informed responses to customers
 - 1.6.2. Promote a culture of continuous improvement and problem solving throughout Council
 - 1.6.3. Implement and enforce Council's Local Laws
- Continuous improvements to customer service standards



Highlights

- Rates revenue target achieved
- Administration office improvements completed
- Installation of new displays and banners
- Council Housing upgrade program completed

Goal 2. Strong Local Economy

Strategies and Outcomes

1.7. Agriculture

- 2.1.1. Assist the agriculture sector to grow sustainably
- 2.1.2. Continue weed and pest eradication programs
- 2.1.3. Provide stock route oversight and maintenance
- 2.1.4. Provide necessary and affordable infrastructure to support the agricultural industry

- Participation in the Good Neighbour Program for pest weeds and animals
- Continued support for the Wild Dog Advisory Committee
- Wild Dog Fencing funding distributed

1.8. Tourism

- 2.2.1. Engage with stakeholders to encourage the development of new, sustainable tourism opportunities that are 'genuine' experiences and connect to place and people
- 2.2.2. Provide necessary, affordable and appropriate tourism infrastructure
- 2.2.3. Provide tourist information centres in each community
- 2.2.4. Maintain and promote iconic tourism assets in each community
- 2.2.5. Support signature events and promote the identity of the Region

- Establishment of appropriate camping areas
- Support of a range of activities to enhance visitor experiences

1.9. Mining

- 2.3.1. Manage mining development whilst balancing the social needs of the local community
- 2.3.2. Ensure that the mining industry leaves legacy infrastructure for the community

- Continue monitoring and liaising with mining interests

1.10. Employment

- 2.4.1. Continuously seek sources of funding to sustain growth, retain resources and provide Council employment in the Region

- Maintaining a full program of works to maintain employment in the region
- Sustaining employment numbers across the council

1.11. Business Investment

- 2.5.1. Actively seek new business, investment, population and employment opportunities for our Region
- 2.5.2. Continue to ‘fill the gap’ between local businesses and necessary service industries
- 2.5.3. Maintain and expand awareness of all relevant funding opportunities

- Promotion of the region for investment



Highlights

- Provided Education Bursaries for local Students
- Provided business consultancy support for local business.
- Participate in Good Neighbour Program
- Completion of Wild Dog fencing program
- Repair Barcaldine windmill
- Upgrade Alpha Dip Yards
- Installation of loading ramp at Barcaldine Saleyards
- Landsborough Highway land acquisition
- Repairs to old Barcaldine weir completed
- Freedom of Choice Parks completed

Goal 3. Quality Infrastructure

Strategies and Outcomes

1.12. Roads and Streets

- 3.1.1. Construct and maintain Council owned roads and streets in accordance with Council's road categories
 - 3.1.2. Construct and maintain Queensland Government roads on a contract basis
 - 3.1.3. Ensure asset sustainability through proactive management of long term road planning and prioritisation
- Upgraded of rural roads and town streets
 - Finalised 2018 Flood Damage works
 - Constructed of pathways in town areas
 - Completed contract work on behalf of Department of Transport and Main Roads
 - Continued active membership of the Outback Regional Roads Group

1.13. Airports

- 3.2.1. Provide and maintain an appropriate sized airport in each community
 - 3.2.2. Provide airport services for regulated passenger transport
- Maintained airport infrastructure in each community
 - Performed airport security operations in Barcaldine

1.14. Water Supply

- 3.3.1. Provide safe, reliable and high quality water services
- 3.3.2. Maintain and upgrade water infrastructure to a high standard
- 3.3.3. Encourage water-wise practices to manage water responsibly
- 3.3.4. Protect natural water sources

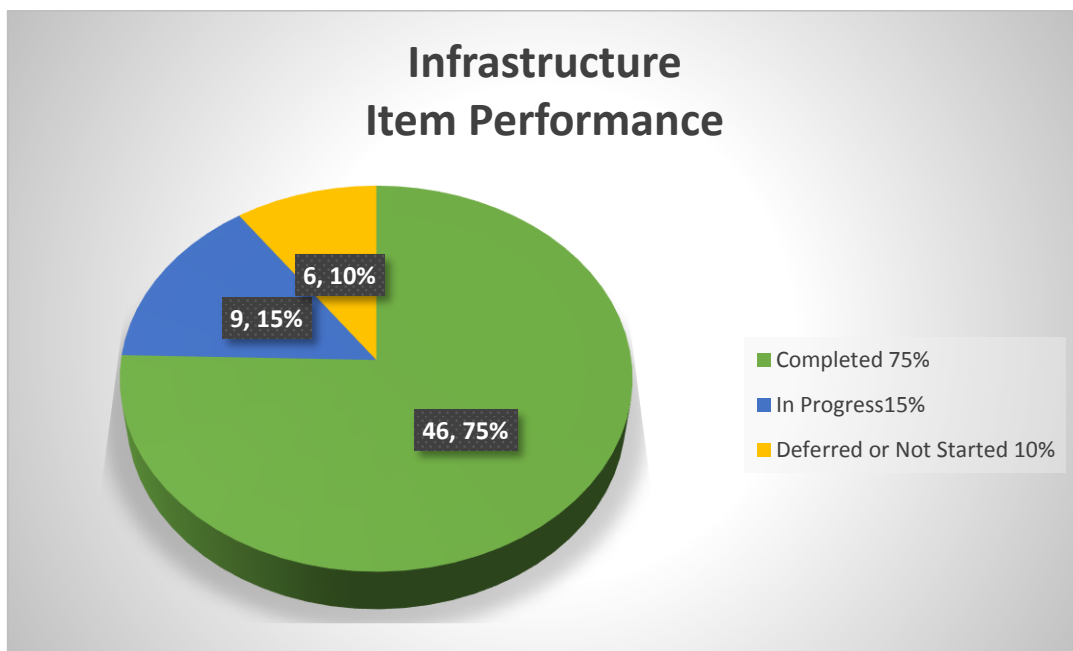
- Completed water main upgrades to Aramac, Muttaborra and Barcaldine
- All water supplies meet drinking water guidelines
- Continued installation of water meters Council wide

1.15. Sewerage

- 3.4.1. Maintain and upgrade existing sewerage schemes in Barcaldine, Aramac and Muttaborra to an appropriate standard
 - 3.4.2. Plan for future sewerage services in Alpha and Jericho
 - 3.4.3. Treat sewerage waste in accordance with environmental standards
- Maintained sewerage network

1.16. Infrastructure Support

- 3.5.1. Replace plant and equipment in a manner that provides optimal efficiency
 - 3.5.2. Maintain all plant and equipment to a high standard to support Council's functions in a cost efficient manner
 - 3.5.3. Maintain Council Depots in an efficient manner to provide support for Council operations.
- Replaced Plant and Equipment as per Budget plan
 - Maintained the plant fleet to a high standard



Highlights

- Upgrade to Alpha and Jericho Water Treatment Plants
- Reservoir cleaning
- Alpha Depot upgrades completed

- Beech Street pathway completed
- Porter Street pathway completed
- Shakespeare Street pathway completed
- Pave and seal a section of Pine Hill Road completed
- Sculpture Trail stopping bays completed
- Clunie Vale Road floodway completed

Goal 4. Environment

Strategies and Outcomes

1.17. Environmental Protection

- 4.1.1. Minimise the impact of pests and weeds on the local landscape
 - 4.1.2. Monitor new developments for environmentally sustainable practices
 - 4.1.3. Promote environmentally sensitive design, development and operations for tourism in the Region's natural environment
- Participation in the Good Neighbour Program targeting pest weeds and wild dogs
 - Continued membership of the Central West Regional Pest Management Group

1.18. Disaster Management

- 4.2.1. Develop and deliver initiatives to mitigate, prevent, prepare for, respond to and recover from natural disasters
 - 4.2.2. Provide emergency services support appropriate for each community
- Continued consultation and training in Disaster Management
 - Community awareness media campaigns
 - Facilitation of Local Disaster Management Committee meetings
 - Continued support of each local SES committee and facilities

1.19. Heritage Protection

- 4.3.1. Preserve and promote the heritage of our people, structures and communities
 - 4.3.2. Sensitively develop historical buildings
 - 4.3.3. Respect and acknowledge the Indigenous heritage of our region
 - 4.3.4. Form a positive sustainable partnership with the Region's Aboriginal community and maintain inclusive cultural protocols with future tourism ventures
- Active involvement in the preservation and promotion of our heritage across our region

1.20. Waste Management

- 4.4.1. Provide the best possible waste management practices and waste disposal facilities within resource constraints

4.4.2. Encourage and support recycling strategies

- Continues urban garbage collection via a mix of contractors and Council operators
- Providing regular opportunities to recycle scrap metal via designated areas at each landfill
- Annual Clean-up day and kerb side pick-up of unwanted larger waste items

1.21. Animal Management

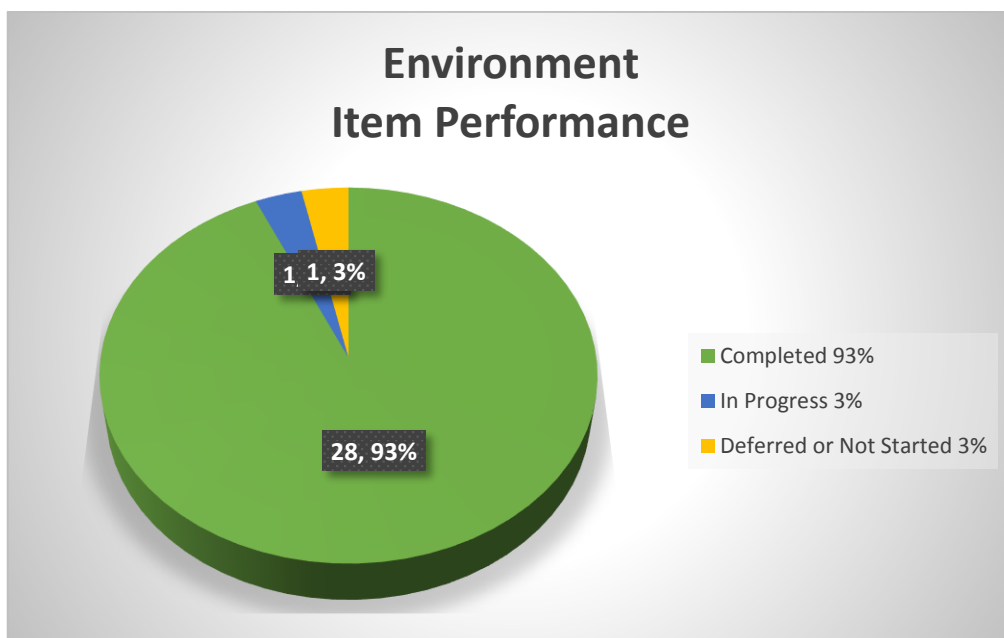
1.21.1. Utilise timely and appropriate animal management practices to minimise nuisance issues

- Complaints process to manage nuisances and compliance
- Animal Register kept current and owners advised of council requirements

1.22. Environmental Health

1.22.1. Enforce legislative requirements for businesses operating within the Region to protect the health and safety of residents and visitors.

- Environmental Health Office engaged to undertake licensing and inspection of relevant activities
- A concerted effort to promote the compliance with health and safety regulations across our community and the business sector



Highlights

- Extended Barcaldine SES Shed
- Continued works at the new Barcaldine Transfer station and Landfill site
- Constructed of new Jericho SES Shed

Goal 5. Vibrant Communities

Strategies and Outcomes

1.23. Enhancing Landscapes

- 5.1.1. Encourage private landholders to adequately maintain the appearance of their properties
- 5.1.2. Maintain and enhance the beauty of town entrances and the streetscapes of each community
 - Conducted Annual Garden competition and expo
 - Tree Planting in each community
 - Installed automatic watering systems in parks and gardens

1.24. Arts and Culture

- 5.2.1. Encourage creativity by supporting arts and cultural activity
- 5.2.2. Embrace libraries as a multifunctional community resource
- 5.2.3. Maintain and enhance cultural infrastructure
 - Provided Regional Arts Development Fund grants to local projects
 - Sponsored the Barcaldine Art Competition
 - Continued support of Community activities throughout all our communities
 - Continues support of Council's library facilities across the region
 - Facilitated the ongoing broadcasting of TV and radio in each community
 - Continues support and the provision of facilities for a range of Arts and Cultural activities

1.25. Health and Wellbeing

- 5.3.1. Provide community services through government funded programs for the benefit of disadvantaged members of the community
- 5.3.2. Improve disability access to facilities in each community
- 5.3.3. Provide housing for those in the community less able to provide for themselves
 - The provision of services to the disadvantaged through a range of program funded by all levels of Government
 - The provision of disability services and associated upgrade to public assets to have greater access for all
 - Head Yakka Program – for mental health awareness in partnership with Outback Futures

1.26. Community Spaces

- 5.4.1. Maintain and enhance parks and gardens to a high standard to ensure the attractiveness of our communities
- 5.4.2. Provide 'leisure spaces' for the use and enjoyment of visitors and residents
 - The provision of attractive parks, gardens and open space in our communities

- The provision of Public facilities
- Management of Town Commons and Reserves

1.27. Sport and Recreation

5.5.1. Maintain and enhance sport and recreation infrastructure to meet the needs of each community

5.5.2. Support organisations providing sport and recreational activities

- Continue improvements, upgrades and renewals of sporting facilities across our region
- Continued support of Community Sporting and Recreational groups through rate rebates and concessions

1.28. Community Support

5.6.1. Encourage and support not-for-profit and charitable organisations working in the Region

5.6.2. Recognise and support the work of volunteers in the community

5.6.3. Support and promote 'in place' events

- Financial assistance to community organisations through a Community Grants Program
- Advice and assistance provided to volunteers of community organisations
- Continued support of local and regional events across each community
- Held Australia Day awards and celebrations
- Supported NAIDOC week and its associated activities

1.29. Funeral Services

5.7.1. Provide high quality and caring funeral and burial services

5.7.2. Maintain cemeteries and memorial monuments in each community

- Performed funeral services

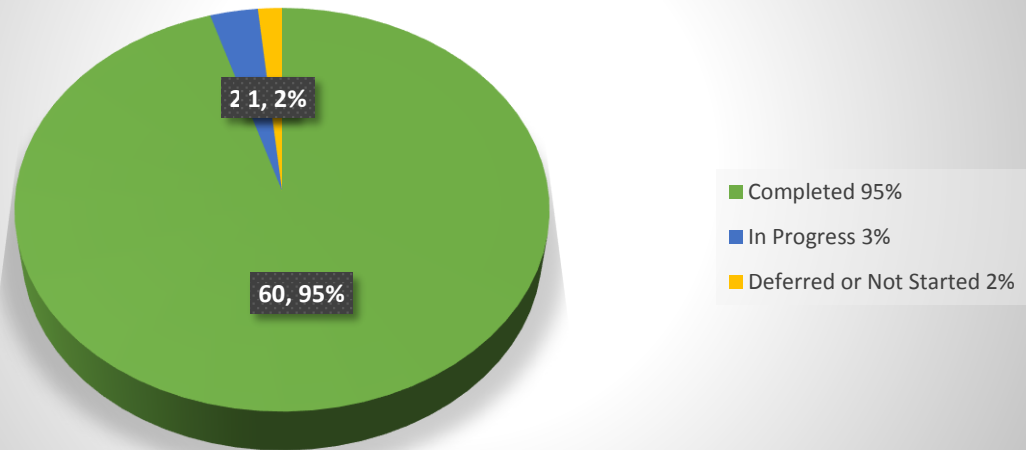
1.30. Young People

5.8.1. Provide kindergarten and child care services as appropriate for each community

5.8.2. Support organisations providing activities for young people in the Region

- Continued support of young people

Community Item Performance



Highlights

- Purchased new equipment for Aramac Gym
- Relocated Aramac Library
- Installed automatic watering systems in Aramac, Alpha and Jericho
- Constructed new skate and bike park in Jericho
- Purchased movable walls and plinths for the Globe Gallery
- Continued upgrade of cemeteries and plaques
- Continued progress on Barcaldine Recreation Park
- Upgraded The Willows Building
- Installed softfall at Aramac and Muttaborra Parks



**APPENDIX 5 – ANNUAL FINANCIAL STATEMENTS, CURRENT YEAR
SUSTAINABILITY STATEMENT AND LONG TERM SUSTAINABILITY
STATEMENT**