



Annual report 2023–24



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Acknowledgement of Country

We acknowledge the Traditional Owners of the land on which we work and live, and pay respects to Elders past, present and emerging.

Design, layout and editing by Andrew Pegler Media

Front cover image: Priscilla Kempson

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About the annual report

The Barcaldine Regional Council Corporate Plan 2021–2026 sets out Council's goals, and our strategies for achieving them, over a five year period. It is a roadmap toward a positive, sustainable and stable region, to be enjoyed by current and future communities.

The Corporate Plan is complemented by an annual Operational Plan. The 2023–24 Operational Plan contains our activities and projects from 1 July 2023 to 30 June 2024. It explains what we did to deliver against the Corporate Plan this financial year.

This Annual Report aims to inform residents and other stakeholders about Council's work. It provides:

- ▶ a detailed look at what we have been doing
- ▶ an assessment of how well we did it.

We take you through past 12 months and present:

- ▶ Our Region – details about the Barcaldine region
- ▶ Our Year in Review – reports from the Mayor and Acting Chief Executive Officer, along with Council's major successes
- ▶ Our Performance – a detailed look at Council's performance against the Operational Plan
- ▶ Our Council – your representatives, and the official side of running Council, like Councillor payments, policy and other statutory disclosures
- ▶ Our Financial Performance –
 - ▶ the Community Financial Report, with financial information for 2023–24 written in plain English so all members of the community can understand it
 - ▶ Council's audited financial statements and the auditor's report.

Image: Debi Walsh



Barcaldine Regional Council Corporate Plan 2021–2026



Our vision

A positive, sustainable and innovative regional council



Our mission

To provide excellence for the community



Our values

Honesty – We will always tell the truth.

Empathy – We will seek to listen and understand the perspectives of others, we will treat all with kindness.

Accountability – We will take responsibility for our choices, actions, behaviours, performance and decisions.

Respect – We will be present, value others and welcome diversity.

Trust – We will gain the trust of others by living our values.

Safety is foremost in everything we do.



Our strategic themes



Community

Our communities have the infrastructure and programs to support safe, healthy living; welcome and retain new people to the region; provide affordable access to technology and culture; and build resilience.



Services

Our townships continue to be provided with compliant and sustainable water, sewerage and waste services. In the absence of alternative providers we continue to provide quality community support services on a cost neutral basis.



Transport

Our communities will have safe, affordable and reliable infrastructure to travel within, between and beyond our towns. We will continue to be a contractor of choice for Transport and Main Roads.



Economy

Our partnerships, policies and processes will encourage new, and support existing, economic opportunities across the region. Our agricultural, tourism, renewable energy and closed loop sectors continue to be supported through relevant programs and targeted infrastructure.



Governance

We will have a safe, engaged, proud and performing council and a workforce that is inclusive, innovative, ethical and trusted by all levels of government.

Our region

Barcaldine Regional Council serves five communities in central western Queensland and has an estimated 2,900 residents. We cover an area of 53,520 km². Resilience and local community spirit are common traits across the region, while the social fabric of each district is unique.

Rural industries, including sheep and cattle grazing, are the traditional backbone of the local economy. Small businesses and public services, including State Government agencies, support them. The renewable energy sector is an emerging industry, in its early days.

The Barcaldine region boasts attractions of national, state and local historical significance. These encourage tourism and help give local traders a much needed economic boost during cooler months.

A growing Indigenous cultural presence, natural landscapes, and garden-lined streetscapes add to the region's character.

Image: Tourism and Events Queensland



Many regional events attract visitors throughout the year and bring people together. They play an important role in showcasing what we have to offer. They include:

- ▶ the Tree of Knowledge Festival
- ▶ agricultural shows
- ▶ campdrafts
- ▶ rodeos
- ▶ race days
- ▶ arts and cultural events
- ▶ Westtech Field Days.

Council delivers a wide range of initiatives aimed at meeting community needs. This includes services and infrastructure for cultural pursuits, sport and recreation, public education, health care and airports.

There are 151.7 full-time equivalent Council employees with Council the major employer in each community. Council provides:

- ▶ commercial services including banking, post office and the Queensland Government Agent Program
- ▶ community services including events, community grants and donations, economic development, community engagement, arts, culture and heritage
- ▶ community care
- ▶ Council support services including finance, human resources, information services, asset management, housing, governance, procurement and stores
- ▶ disaster management

- ▶ facilities and venue management, including halls, pools, recreation, parks, showgrounds and camp grounds
- ▶ fleet and workshops
- ▶ libraries
- ▶ parks and town services
- ▶ regulatory services including building, planning, local laws and animal management
- ▶ road construction and maintenance, stormwater and footpaths
- ▶ rural lands, town commons and stock routes
- ▶ tourism and information centres
- ▶ waste management
- ▶ water supply, sewerage and reuse water.

The region's five towns – Alpha, Aramac, Jericho, Barcaldine and Muttaborra – are all linked by sealed roads. Sections of sealed road are being added annually to enhance the quality of the network. Unsealed roads provide more local access.

Council provides water and waste services in all five communities, with sewerage services in the towns of Muttaborra, Aramac and Barcaldine.

Council encourages new infrastructure, business and economic opportunities that promote sustainable communities. Forward planning and timely grant applications help us fund improvement and renewal projects for our region.

Image: Tourism and Events Queensland



53,520
KM² AREA



2,900
RESIDENTS



151.7
FTE* EMPLOYEES



5
COMMUNITIES

* Full time equivalent

Our year in review

Report from the Mayor

It is my pleasure to present the 2023–24 Annual Report. Since the March election, we have weathered significant change, and dealt with serious fiscal challenges including the cost of inflation, supply delays, labour shortages and delayed payment of Council’s annual financial assistance grant. Despite these obstacles, we have still taken some great steps forward.

This Council has continued to focus on community groups and events. Over \$190,000 has been distributed in grants and in-kind support, this year, adding to the vibrancy and social fabric of the region. While Westech Field Days, Alpha Race Day, Outback Queensland Masters Golf, Trailblazer Reunion, Jericho Bush Bash and the Tree of Knowledge Festival may be headline acts, our agriculture shows, campdrafts, rodeos, race days and sporting fixtures also contribute to the region’s unique outback lifestyle. Council supports local events for this very reason.

We have seen a sharp increase in the number of capital works programs completed in a year. Over \$10 million in flood damage works was delivered, with the program well on track to be largely finished by Christmas. A line in the sand has been drawn for the Barcaldine Sewerage Treatment Plant. The project has been closed out and a full review of the site and design is underway so Council can make the right decisions about its future.

Prudent cash management is essential for Council’s sustainability. During 2023–24, a combination of delayed grant funding and pre-paid flood damage monies being allocated to projects, meant we experienced a large reduction in cash. We must increase Council’s access to cash this term. It is not negotiable.

This Council is committed to setting priorities based on what people need. We are already working on plans and strategies to create a new road map for the future. We will spend time in all communities, learning how we can provide essential services in a way that both suits you and is sustainable for Council. We have already identified two key issues.

► Consolidating current assets

Our aging infrastructure and road assets continue to be a challenge. The impact of last year’s flood events make it even more essential that Council receives a solid flow of funds, so we can maintain basic standards of service. I note the important contributions of staff and Councillors across the region this year – all five of our communities are looking fresh and vibrant.

► Supporting industry

The Barcaldine region is firmly in the cross hairs of renewable energy investors, with the Barcaldine RAPAD PowerGrid leading the way. There is huge opportunity for our local businesses, schools, not-for-profits and whole communities of all descriptions, to remain sustainable and grow. The scale of these projects is bigger than anything we have already seen from the sector. The support required could create one of the region’s biggest standalone industries, making a big contribution to our GDP.

I am excited for what this term holds. I appreciate the faith the community has placed in myself and this Council as we take the Barcaldine Region forward over the next four years.

Rob Chandler
Mayor



Report from the Acting Chief Executive Officer

As I reflect on 2023–24, I must first thank the team for their continued commitment to our local communities. In the face of several challenges and disruptors, we continued to deliver essential services for the areas where we live, work and play.

The final year of the former Council's 2020–24 term was pitched as coming off the back of significant budget repair, in the midst of a cost of living crisis. Money pressures continue to strain the entire community. These were compounded by a delay in our financial assistance grant payment. This did not arrive until July 2024 and meant general purpose grants and subsidies fell from \$14.4 million in 2022–23 to \$430,000 in 2023–24. This was a significant contributor to Council's \$9.88 million loss.

Of more concern, and certainly a focus for Council, is the ongoing management of cash flow – the delay of the grant showed our heavy reliance on the federal government to fund operations. This will continue to be a challenge.

Despite setbacks, Council completed 65% of its capital works program – double that of last financial year. This was a result of significant improvements in project planning and regular checks on progress and delivery. There is much more work to do, but we have a good start to build on. We also completed 65% of the Operational Plan, which matches last year's achievement.

In August 2023, Council adopted its new town plan. It is the first Barcaldine Regional Council version and will guide future development and growth opportunities for all our communities.

A proud moment for me, was in December 2023, revising the Training and Development Policy. Council has agreed to allocate funds so staff across the organisation can progress their careers. It goes beyond mandatory and job specific training, to a dedicated offering where employees can choose a truly 'grow your own' initiative. With the Country University Centre about to launch, employees will be able to work and learn in their local community. Officers, labourers, operators, trades and supervisors can now enrol in certificate IVs, diplomas or degrees right here – in the Barcaldine Region – while working for Barcaldine Regional Council.

Council's new term will come with more change. This includes a new executive team in early 2025 and a long list of priorities:

- ▶ **Service catalogue** – This will outline what communities can expect from Council. It will set out service levels and provide a basis for all maintenance and operational planning.
- ▶ **Asset management plans** – These are essential to planning future capital works programs. They detail how Council will manage assets – their life span, costs to maintain and replace them, and when this will occur.
- ▶ **Organisational culture review** – We will listen to our staff and create an environment where they enjoy coming to work.
- ▶ **Community survey** – We will ask community members to inform Council priorities. Their input will drive both short term work on critical focus areas and long term efforts.

I need to recognise the dedication of the staff delivering services for their communities day in and day out. These team members too often are overlooked, which unfortunately is sometimes only noticed when it isn't done. Thank you for your efforts and the work that you do as this is what makes the public places and spaces that makes our communities.

I look forward to what the next four years has to offer in whatever capacity I may be contributing to its success.

Daniel Bradford
Acting Chief Executive Officer



2023–24 highlights



Above: Small Business Month brought a pop-up bra shop to Barcaldine.



Above: Capital works in Box Street, Barcaldine.

Below: Fixing the clock was also part of this year's capital works program.



SMALL BUSINESS FRIENDLY PROGRAM

Small businesses are an important partner to Council and a vital part of our communities. Council has made a formal commitment to supporting their success, becoming a Small Business Friendly (SBF) Council.

This includes:

- ▶ raising the profile and capability of small businesses
- ▶ promoting and showcasing them
- ▶ reducing business red tape
- ▶ offering them a 'fair go' at supplying Council goods and services
- ▶ supporting their resilience and recovery.

CAPITAL WORKS

After completing just 32% of our capital works program in 2022–23, this year saw us achieve 65%. Our efforts to improve project management across Council are paying off, stemming from a focus on planning, monitoring and delivery.

We will keep improving but 2023–24's achievement is significant. Community programs were very well executed with 75% completion, while the Works for Queensland program closed out with all projects entirely delivered within funding timeframes.

FLOOD DAMAGE RESTORATION WORKS

After the northern and central Queensland monsoon and flooding in January 2023, roads across the Barcaldine region were severely damaged. Queensland Recovery Authority (QRA) approved a package of just over \$46 million for restoration works.

Year one of the two year program has now been delivered, with works completed around Barcaldine, north of Alpha and Texas and on Aramac–Jericho Roads. The program is on track for completion by the deadline of June 2025.

IT SYSTEM UPLIFT

After a cyber and IT review, Council responded with an internal project to upgrade our IT operating environment. This uplift provides cyber security and operational efficiency benefits.

VISIT BY THE GOVERNOR

On 15 April, Barcaldine welcomed a very special guest – the Governor of Queensland, Dr Jeannette Young AC PSM.

Although unable to attend the anniversary of the Barcaldine War Memorial Clock, which turned 100 on 21 May 2024, she was able to come in April, as part of a trip to all the central west health centres. It is the first time in about 10 years that our region has had a Governor visit.

Mayor Rob Chandler, other Councillors, our CEO, school captains from local schools, RSL personnel and other community members greeted Her Excellency. The visit was a great success.

Dr Young also recorded a message for us to play at the 100th anniversary commemoration for the War Memorial Clock, on 18 May. She spoke about Barcaldine's importance for Queensland, historically and culturally and acknowledged the contributions and sacrifices of Queenslanders who have served, or are serving, in our defence forces. The Governor also expressed support for people who live in regional Queensland, working on the land, and in towns and communities like ours.

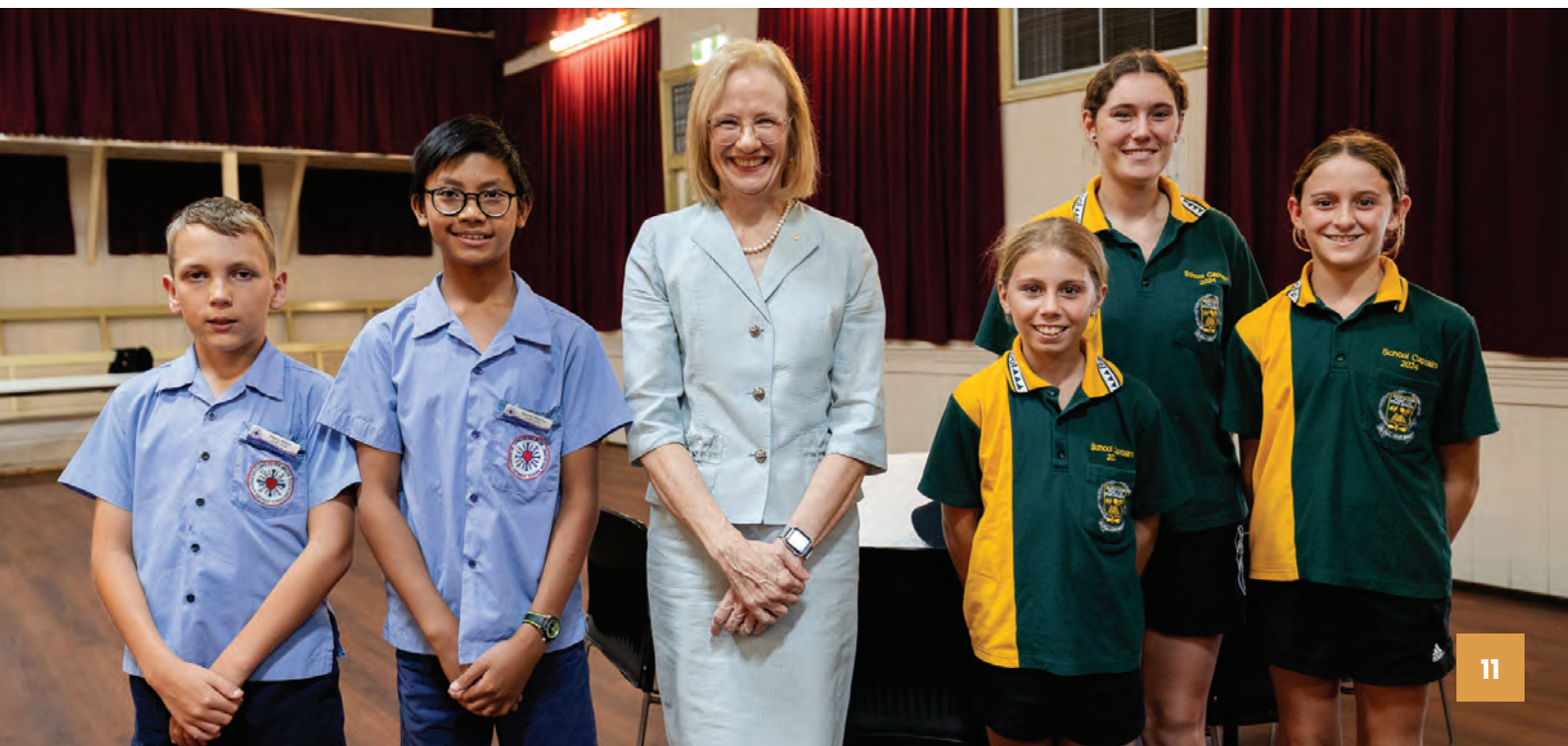
We look forward to seeing our Governor again sometime soon.



Above: Dr Young chatted with locals during her visit for the centenary of the War Memorial Clock.



Above and below: Council held the official reception for Dr Young at Barcaldine Memorial Hall, where she met with members of the community and school captains.



COMMUNITY AND REGIONAL EVENTS

Events in the Barcaldine region are the social fabric of our communities. Council's facilities are available for hire, and we also often provide in-kind support or sponsorship. We were proud to contribute to the success of so many major regional events this year, including:

- ▶ Barcaldine Tree of Knowledge Festival
- ▶ Alpha, Barcaldine and Muttaborra Agriculture and Stock Shows
- ▶ Alpha, Aramac, Barcaldine and Muttaborra Race Days
- ▶ Central West Senior and Junior Rugby League matches
- ▶ Jericho Bush Bash
- ▶ Outback Queensland Masters Golf
- ▶ Campdrafts and rodeos
- ▶ School, regional and club sport
- ▶ Outback Thunder
- ▶ Outback Rowing Regatta
- ▶ Community events including school awards nights, Christmas, Australia Day, Anzac Day etc.



No bull! Alpha held the official opening of the sculpture trail in October 2023.



It was Easter family fun time at the museum with the mini trains rolling on down the tracks.



They're off and running in the Muttaborra Dinosaur Cup!



Deck the halls! The Festival of Small Halls brought the Jericho community together for a night of folk music.



By air mail
Par avion

They were lighting up the festive season in Barcaldine.



By air mail
Par avion

Aramac's Australia Day Award winners were all smiles.

Our 2023–24 calendar of events brought people together from across the region and beyond.



By air mail
Par avion

Hang onto your hat! The Alpha Rodeo delivered some wild rides for contestants and spectators.



By air mail
Par avion

To the victor, the spoils ... Proud winner of the Muttaborra Dinosaur Cup.



By air mail
Par avion

Young local performers featured in Jericho's evening of folk music and fun for the Festival of Small Halls.

Recognition of grant funding

Council has again secured critical grant funding for programs and capital projects. This allows us to deliver some of the most basic services and improve our assets. We appreciate the invaluable support of both the Australian and Queensland governments, and other organisations. Table 1 details this revenue.

Table 1: State and federal grant funding in 2023–24.

FUNDING SOURCE	PROGRAM/PURPOSE	AMOUNT \$
Australian Government		
Department of Social Services	Commonwealth Home Support Program	801,496
Department of Infrastructure, Transport, Cities and Regional Development	Roads to Recovery	2,028,202
	Financial Assistance Grant	430,450
	Local Roads and Community Infrastructure Phase 3	1,132,219
	Local Roads and Community Infrastructure Phase 4	382,835
Australian Tax Office (ATO)	Diesel Fuel Rebate	104,387
Queensland Government		
Arts Queensland	Regional Arts Development Fund (RADF)	26,250
Business Queensland	Regional Network Small Business Grant	2,000
Child Safety and Disability Services	Sixty and Better	68,627
	Home Care Services	219,753
Department of Employment, Small Business and Training	First Start Program 2023-24	15,000
Department of Housing and Public Works	Home Assist Secure	79,315
Department of Local Government, Racing and Multicultural Affairs	Works for Queensland 2022–24	508,526
Department of Transport and Main Roads (TMR)	Transport Infrastructure Development Scheme Program	265,000
	Beech Street	89,976
Queensland Reconstruction Authority (QRA)	Flood damage emergent works	10,224,302
	Get Ready Funding	9,592
State Library of Queensland	Library resources	18,538
Total		16,406,468

Support to community organisations

Council provided \$193,952 in cash and in kind grants to local and community based organisations during the year (Table 2). In accordance with section 189(1) of the Local Government Regulations 2012, Council provides support to community organisations to recognise the contribution of volunteers to the welfare, educational, cultural, sporting and recreational activities of our communities.

Table 2: Council funding to community organisations in 2023–24.

RECIPIENT	PURPOSE	AMOUNT \$
Alpha Rodeo Association	General/Annual meetings	23
	Annual Alpha Campdraft	70
	Alpha Rodeo	1,199
Muttaborra Amateur Turf Club	Muttaborra Races	1,000
	Muttaborra Races	1,000
Muttaborra Campdraft Association	Muttaborra Campdraft	2,700
	Muttaborra Campdraft	3,500
Muttaborra Community Development	Brochures	500
Muttaborra Masonic Lodge	Installation	155
Jordan Valley Arts and Crafts Group	Craft days	500
Jericho Tourism Association	Jericho Bush Bash	647
	Jericho movie night	86
Alpha Golf Club Inc	Open Golf Championship	500
Alpha Horse and Pony Club	Gymkhana	1,500
Alpha Jellybeans Childcare and Kindergarten	Community Colour Run	524
Jericho State School Parents and Citizens Association (P&C)	Drive-in movie/State Of Origin nights	500
Barcaldine Golf Club Inc	Central West Golf Open	500
Barcaldine Rifle Club Inc	Annual Gun Shoot	500
Barcaldine Athletics Club Inc	Junior Coaching Clinic	500
Aramac Bowls Club	Aramac Bowls Tournament	500
Muttaborra Golf Club	Muttaborra Golf Club	500
Vicki Revett	Going away for local police officer	388
Barcaldine 60 and Better Program	Annual seniors lunch	1,777
	Seniors Christmas lunch	1,800
	Cent sale	65
Muttaborra State School	Annual Awards Night	500
	Muttaborra State School P&C	3,000
Muttaborra Town and Country Christmas Tree	Annual community Christmas party	500
Alpha and District Tourism and Development Association Inc	Payment of annual insurance and Certificate of Currency	2,500
	Free Christmas Lunch for community	1,500
Desert Uplands Committee	Annual General Meeting venue	78

Table 2: Council funding to community organisations in 2023–24 (cont).

RECIPIENT	PURPOSE	AMOUNT \$
Queensland Country Women's Association (CWA) Barcaldine Branch	Centenary event	2,000
Jericho Christmas Tree	Annual community Christmas party	558
Alpha Golf Club Inc	Alpha community Christmas tree Alpha Golf Club Open	500 500
Alpha Isolated Children's Parents' Association (ICPA) Branch	ICPA Cricket Day	75
Alpha Show Society	2024 Annual Show	2,085
Muttaborra Sculpture Committee	Muttaborra Sculpture Competition	10,000
Leading in the Central West Inc	Training Sessions Recharging Volunteers	215
Queensland Goat Producers Inc	Kids Camp - Goat School	3,408
Barcaldine Amateur Swimming Club	Outback Oasis Swimming Carnival	200
Barcaldine Cricket Association Inc	Australia Day Cricket	317
Barcaldine Tree of Knowledge Festival Committees	Tree of Knowledge Festival	30,000
Muttaborra Stock Show Committee	Muttaborra Stock Show	1,500
Barcaldine and District Historical Society	Annual insurance assistance	3,058
Barcaldine Men's Shed Inc	Fee waiver Development Application	2,500
Barrels 4 A Cause	Barrel race	48
Outback Trailblazer	Reunion	314
Barcaldine Women's Show Auxilliary	Annual Barcaldine Show	500
Barcaldine Cultural Association Inc	Maintenance assistance	500
Ballyneety Rodeo Club Inc	Ballyneety Rodeo	6,500
Barcaldine Girl Guides	Assistance with insurance	500
Alpha Jockey Club	Alpha Races	7,000
Aramac Race Club	Aramac Races	5,300
Aramac Community Development Association	Aramac reunion Harry Redford Cattle Drive	13,000 65,098
Aramac Bowls Club	Aramac Triples Tournament	500
Barcaldine Campdraft	Barcaldine Campdraft	1,000
Alpha Netball Association	Ready Set Go Program	400
Barrels 4 A Cause	Barrels 4 A Cause	812
Aramac State School P&C Association	Aramac P&C cookbook	500
Barcaldine Pastoral, Agricultural and Historical Society	Barcaldine Show cattle sale	556
Desert Recreation Club	Camp cook out	500
Total		\$188,956

Our performance

Corporate and Operational Plan

The Corporate Plan 2021–26 sets out Council’s strategic direction. The tone is set by our vision and values, with the goals providing key pillars to drive us forward. The plan was developed by listening to our communities and evaluating current and future trends.

The annual Operational Plan, along with the budget, provide detail about the work we expect to do in a year to achieve the objectives of the Corporate Plan, and how this will be resourced.

The 2023–24 annual budget and Operational Plan cover the period 1 July 2023 to 30 June 2024.

ANNUAL BUDGET

Barcaldine Regional Council’s budget for 2023–24 outlines where Council will deliver services, programs and facilities. It identifies 72 projects. Table 3 gives a summary of Council’s performance against these projects. Overall:

- ▶ 65% of projects were completed
- ▶ 21% are still in progress
- ▶ 14% are not proceeding or deferred (Figure 1).

Figure 1: Status of capital projects in 2023–24 (% of total).

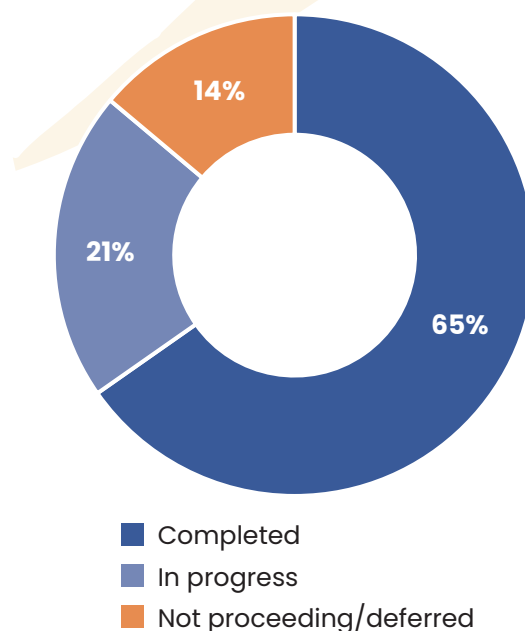


Table 3: Summary of Council’s performance against project goals in 2023–24.

GOAL	NO. OF ITEMS	COMPLETED	IN PROGRESS	NOT PROCEEDING / DEFERRED	COMPLETED/ IN PROGRESS %
1 Communities	27	20	3	4	75
2 Services	17	11	4	2	65
3 Infrastructure	20	11	8	1	55
4 Economy	4	3	0	1	75
5 Governance	4	2	0	2	50
Total	72	47	15	10	65

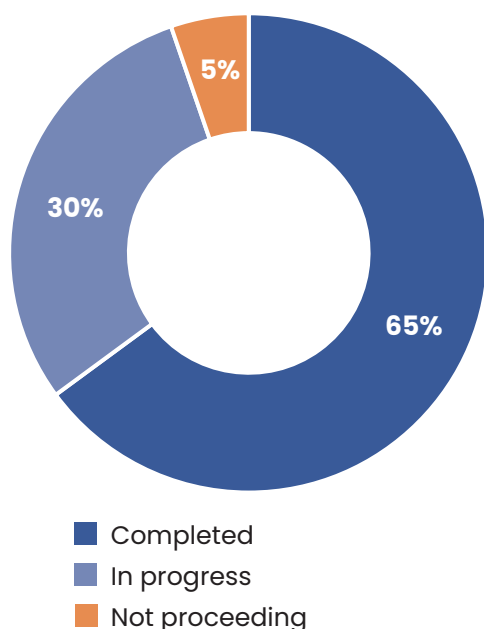
Operational Plan performance report

MEASURING OUR PERFORMANCE

Council's 2023–24 Operational Plan identified 57 activities for the year. Table 4 gives a summary of Council's performance against project goals. Overall:

- ▶ 65% were completed
- ▶ 30% are still in progress
- ▶ 5% are not proceeding (Figure 2).

Figure 2: Status of 2023–24 Operational Plan activities (% of total).



ACHIEVING OUR GOALS

1 Community

Infrastructure is at the centre of what Council does – facilities and buildings – as well as programs to support a safe, healthy living and welcoming region. In 2026 our goal is for the region to be a place where:

- ▶ We have inviting green spaces in built up areas for rest, recreation and wellbeing.
- ▶ Health, emergency services, housing and education support our communities to grow.
- ▶ Our community members are comfortable using technology to enhance their lives.
- ▶ We have access to events, shows and exhibitions.
- ▶ We have a safe sense of place.
- ▶ We are a region that welcomes diversity.
- ▶ Our youth are engaged, contributing with employment and living opportunities.
- ▶ Our community supports each other.

In 2023–24 Council planned to work on sixteen (16) activities to help achieve Community Outcomes. Table 5 summarises our performance.

Table 4: Summary of Council's performance against Operational Plan project goals in 2023–24.

GOAL	NO. OF ITEMS	COMPLETED	IN PROGRESS	NOT PROCEEDING	VARIANCE %
1 Communities	16	11	5	0	69
2 Services	8	4	4	0	50
3 Infrastructure	5	4	1	0	80
4 Economy	10	6	3	1	60
5 Governance	18	12	4	2	67
Total	57	37	17	3	65

Table 5: Council's performance on Community Outcomes activities at 30 June 2024.

ACTIVITY	STATUS
Implement Planning Scheme	✓
Support the Head Yakka Program to improve mental health	
Continue to monitor funding options, through grants, to improve digital access for Aramac	
Successfully deliver the RADF program	
Report monthly on grant allocations for community groups	
Develop community grants workshops to assist community groups to source funding	
Report monthly on participation and feedback in regional events and promotions	
Report to Council on the project plan for the new enterprise system	
Improve facilities and filtration system at the Barcaldine pool	
Upgrade Muttaborra Pool (began in 2022–23)	
Report monthly on progress of improvements to all regional showgrounds	🔄
Develop an investment prospectus for the Barcaldine region	
Identify approaches to address housing shortages	
Review and consult with the community on the Community Cultural Plan and update accordingly	
Develop a regional survey and develop quarterly reporting	
Develop a management plan for recreation parks, facilities and showgrounds	
Develop a management plan for recreation parks, facilities and showgrounds	

✓ Completed

🔄 In progress

✗ Not proceeding



2

Services



If Community is the core reason Council exists, then services are their critical need. Water, sewerage and waste are the major elements of this. In 2026 our goal is for the region to be a place where:

- ▶ Our vulnerable residents are valuable community members with equal access to services.

- ▶ Our communities have access to good quality drinking water and choose to use water in a sustainable manner.
- ▶ We are recycling our effluent to minimise impacts on receiving environments.
- ▶ We are reducing the amount of waste we send to landfill through resource recovery and recycling.
- ▶ Our communities have access to financial and postal services.

During 2023–24 Council had eight (8) activities to help achieve Services Outcomes (Table 6).

Table 6: Council’s performance on Services Outcomes activities at 30 June 2024.

ACTIVITY	STATUS
Review Council’s service delivery model for community	✓
Obtain quality information on water usage to allow future funding model decisions	
Install working Supervisory Control and Data Acquisition (SCADA) and telemetry	
Regular reporting on the sustainability of the postal service	
Commence use of effluent reuse pipeline from Barcaldine sewage treatment plant	♻️
Implement asset management plans	
Develop strategic waste management plan for waste management and existing landfill sites	
Develop and implement an environmental management plan for new and existing landfill sites	



3

Infrastructure



Our Infrastructure is the critical network of roads that connects our regional communities to the world. Providing safe, affordable and reliable road infrastructure is essential and this includes our deep connection with TMR. In 2026 our goal is for the region to be a place where:

- ▶ Our communities are readily accessible by multiple transport modes.

- ▶ We can travel safely between our towns on sealed two lane roads.
- ▶ We can travel safely on our roads and footpaths.
- ▶ Roads within the wider network are being identified for upgrades to facilitate improved road transport.

Council undertook five (5) activities to achieve these Infrastructure Outcomes (Table7).

Table 7: Council’s performance on Infrastructure Outcomes activities at 30 June 2024.

ACTIVITY	STATUS
Develop scope of works to improve project management	✓
Improve delivery of minor works on time, to quality and within budget	
Report regularly on advocacy of affordable access to public transport	
Management of asset and continued provision of airport service	
Works maintenance and capital planning schedules – report twice yearly (ongoing)	↻



4

Economy



Our economy provides the partnerships, policies and processes to encourage new, and support existing, economic opportunities across the region. Our agricultural, tourism, renewable energy and closed loop sectors continue to be supported through relevant programs and targeted infrastructure. In 2026 our goal is for the region to be a place where:

- ▶ Energy and closed loop industries are providing employment diversity.

- ▶ A safe and reliable road network supports the local and broader transportation of goods and services.
- ▶ Increased production rates through management of weeds and pests.
- ▶ Tourists of all ages are visiting our region over extended periods, drawn by a diverse range of experiences and supported by quality offerings.
- ▶ Our town centres are bustling with activity.

Council identified ten (10) activities to achieve these Economy Outcomes. Table 8 has a summary of our performance.

Table 8: Council’s performance on Economy Outcomes activities at 30 June 2024.

ACTIVITY	STATUS
Ongoing delivery of TMR funded projects on Alpha/Clermont, Aramac/Torrens Creek and Ilfracombe/Aramac roads	✓
Ensure the media continues to recognise our tourist opportunities and events.	
Incorporate Oak St pond into a Tropic of Capricorn site	
Emphasise the region’s reliance on the Great Artesian Basin (began in 2022–23)	
Pest eradication program – funding continued and reported	
Develop and implement a weed and pest management plan and program	
Update land register to support housing strategy	
Implement new planning scheme and local government infrastructure plan (LGIP)	↻
Work with Queensland Government to promote the <i>Muttaburrasaurus</i> as the fossilised emblem of Queensland	
Develop tourism marketing strategy for region	
Install caravan parking signage on north side of railway in Barcaldine	✗



5

Governance






Our Council will be a safe, engaged, proud and performing Council with a workforce that is inclusive, innovative, ethical and trusted by all levels of government. In 2026 our goal is for the region to be a place where:

- ▶ Our elected members and organisational executives display quality leadership and transparent and prudent decision making.

- ▶ Employees are safe and engaged with supportive structures, development opportunities and succession plans in place.
- ▶ Council risks, resources, assets and finances are well managed.
- ▶ Our community feels valued and trusts Council.
- ▶ Council is delivering cost effective services that meet community expectations.

During 2023–24 Council had eighteen (18) activities to help achieve these Governance Outcomes (Table 9).

Table 9: Council’s performance on Governance Outcomes activities at 30 June 2024.

ACTIVITY	STATUS
Improve staff leadership capacity	
Managing risk:	
▶ review and update strategic and operational risk registers	
▶ risk management awareness and training delivered	
Improve delivery of minor works on time, to quality and within budget	
Develop scope of works to improve project management	
Expressions of interest and assessment of suitable systems for implementation	
Ongoing development of Councils Safety Management System	
Community meetings held across the region	
Review and update policies	
Improve monthly reviews of financial performance	
Review projects monthly against project management plans	
Amend the budget quarterly	
Review operations to support logistics and equipment integration as part of disaster management planning	
Council to adopt asset management plans	
Implement improved decision making framework	
Fully implement Safety Management System	
Prioritise and review the Policy Register In accordance with the adopted framework	
Develop a joint regional webinar to establish and support Youth Council, August 2023	
Develop stock routes to allow for water extraction during fires.	

Our Council

This section of the Annual Report takes a look at the inner workings of Barcaldine Regional Council during 2023–24. We introduce our Councillors, then provide an overview of corporate governance and statutory disclosures as required under the *Local Government Act 2009 (LGA)* and *Local Government Regulations 2012*.

Our Councillors

Barcaldine Regional Council is an elected body with a Mayor and six Councillors (Table 10). They were elected in the March 2024 Local Government Elections for a four (4) year term.

Table 10: Barcaldine Regional Shire Councillors and positions held at 30 June 2024.

NAME	POSITION
Rob Chandler	Mayor
Milynda Rogers	Deputy Mayor
Thomas Gleeson	Councillor
Vanessa Howard	Councillor
Robert O'Brien	Councillor
Linda Penna	Councillor
Kim Williams	Councillor



Our new Council: (from left to right) Councillors Linda Penna, Vanessa Howard, Milynda Rogers (Deputy Mayor), Kim Williams, Rob Chandler (Mayor), Bob O'Brien and Tom Gleeson.

COUNCILLOR PROFILES

Mayor

Cr Rob Chandler

I have lived and worked in the Barcaldine district all my life. After leaving school, I went shearing for 13 years before returning to run the family cattle and sheep operation. I also invested in a local motel and cafe.

In 2000, I was elected to Barcaldine Shire Council and served as Mayor from 2008. I recently became Mayor again at the March 2024 election.

During my previous three terms as Mayor, I served on the Policy Executive of the Local Government Association of Queensland (LGAQ) for eight years and chaired RAPAD – also for eight years. My other Board roles include 18 years on the Outback Tourism Board and serving the Rural Financial Counselling Service, RAPAD Employment Services Queensland (RESQ) and Red Ridge.

I have also sat on various committees: Commonwealth Drought forum, Local Authority Waste Management Action Committee, Outback Rowing, Outback Trailblazer and Great Australian Charity Cattle Drive.

My drive is to enhance and advance our communities, support agriculture, encourage tourism and business opportunities, care for our elderly and encourage our youth. I work hard with my colleagues and Council staff to make good things happen for the Barcaldine region.

Deputy Mayor

Cr Milynda Rogers

I have been part of the Barcaldine region's community for the past 28 years – first living north of Jericho for 24 years, then settling in Barcaldine in 2020. I understand many of the challenges our communities face.

As a mother of two, I believe in leading by example, showing my own kids the value of hard work and perseverance. My interests in art, engineering, community and youth development stem from a genuine desire to give back. Whether it's brainstorming ways to boost the local economy or mentoring the next generation of leaders, I am always inspired by the people around me.

I see myself as just a small piece of the puzzle in this incredible community. I believe that being approachable is paramount and, at the end of the day, I am here to lend a helping hand and do my part in making our corner of the world a better place for everyone.

I am pleased the community has continued to deepen their trust in me, allowing me to serve three terms as Deputy Mayor.



Cr Tom Gleeson

I grew up on the family property at Alpha and did my schooling via correspondence and at the local state school.

I have worked and managed cattle properties throughout the Northern Territory and Western Australia. I have been involved with trucks, earth moving machinery and road construction, and also been employed by Emerald, Jericho and Barcaldine shires. My family moved back to Ascot Downs in 2002.

Our region is very diverse with great potential to grow and I am proud to be part of it. I am very pleased to be voted in, by the people, for a second term of Council. While some Council decisions are not popular, I believe I treat people fairly and represent them to the best of my ability.

Cr Vanessa Howard

I grew up west of Bourke in far west New South Wales, on my family's six sheep and cattle properties, spanning approximately 750,000 acres.

I am a Justice of the Peace and Deputy Fire Warden of my local brigade. I have two adult children and have spent many years working on cattle properties throughout Queensland, as well as in the hospitality and aged care sectors. I became part of the Jericho area in 2018 and enjoy helping my husband Jason on his family cattle properties.

In my spare time I enjoy spending time in the garden, working with resin, creating soaps and candles and doing glass etching, as well as meeting with the local art and craft group. I also like talking with locals, meeting new people, exploring our region and attending local events.

As a newly elected Councillor, I look forward to serving on Barcaldine Regional Council. I can see our region has great potential for economic growth and am keen to help our communities prosper. I am very grateful for the enormous trust the community has placed in me.

Cr Robert (Bob) O'Brien

I was born in Emerald and raised on my family property outside the town of Capella, Queensland. I am married to Gillian (nee Miller) and have two sons, Kobie and Hayden.

I started my career in local government in January 1982, retiring in March 2024. During those 40+ years, I worked in six local authorities and was CEO in four of the six shires – Cloncurry, Jericho, Longreach and Barcoo. I advised and assisted another 12 shires during a five-year stint as local government consultant. I have a very strong background in finance, rating and asset management.

I am currently President of the Westech Field Days Committee, President of the Barcaldine Golf Club and Secretary of Western Queensland Golf Association. I have a passionate interest in water for both rural and residential use.

My focus is on sustaining and enhancing the rural industries we have and developing support industries to assist our communities.

Cr Linda Penna

The Barcaldine region has been my home for the past 23 years. With a dream to buy land and run livestock, in 2001 my husband and I formed a business partnership with two other families, purchasing Woolthorpe north of Aramac.

The lessons in the early years of business came thick and fast. This journey in business and leadership gave me a clear understanding of what is achievable when you focus on sound economic decision making, coupled with a strong team culture and a vision for the future.

I love this region; its unique, diverse natural potential and the exceptional community spirit in each of our five towns. It is highlighted by each of the amazing clubs and volunteer run events throughout the year.

With two boys and one girl, in years 8, 6 and 4 at Barcaldine Prep-2 State School, I am passionate about improving liveability and services here and creating jobs and futures for families.

It is an honour and a privilege to serve as a member of the Barcaldine Regional Council team. I am committed to growing my skills and value as a Councillor, to support and lead towards the greater good of our five collective communities.

Cr Kim Williams

I was raised in Barcaldine and have strong roots in and a passionate commitment to this region. For more than three decades, I have owned and run a building business that has been integral in facilitating projects that have contributed to the growth and development of our region.

I have shown dedication to our community through decades of volunteering for various organisations such as Barcaldine Aged Care, Barcaldine Amateur Swimming Club, Barcaldine Junior Rugby League, the Tree of Knowledge Festival Committee and Barcaldine Clay Target Club. Through these experiences, I've gained valuable insights into our citizens' needs and aspirations.

I am an enthusiastic advocate for the growth and prosperity of Alpha, Aramac, Barcaldine, Jericho and Muttaborra. My vision is to focus on key areas such as infrastructure development, boosting tourism, supporting local businesses and strengthening community groups and organisations.

COUNCILLORS' REMUNERATION AND EXPENSES

Councillors at Barcaldine Regional Council are paid in line with rates published by the Local Government Remuneration and Disclosure Tribunal.

Council's Expenses Reimbursement Policy sets out 'reasonable expenses' for Councillors undertaking their duties. These include travel, accommodation, meals, motor vehicle, telecommunications and incidental expenditure. Council also provides corporate clothing, insurance facilities and reasonable access to equipment to assist them in their roles.

Table 11: Previous Council - Remuneration for the period 1 July 2023 to 12 March 2024.

COUNCILLOR	REMUNERATION \$	EXPENSES \$	TOTAL \$
Cr Sean Dillon	86,100.75	37,597.15	123,697.90
Cr Milynda Rogers	49,673.25	2,808.78	52,482.03
Cr Daniel Arthur	43,050.01	450.00	43,500.01
Cr Thomas Gleeson	43,050.01	400.00	43,450.01
Cr Colin Hansen	43,050.01	450.00	43,500.01
Cr Gary Peoples	43,050.01	1,307.98	44,357.99
Cr Rebecca Plumb	43,050.01	1,053.11	44,103.12
Total	351,024.05	44,067.02	395,091.07

Table 12: New Council - Remuneration for the period 13 March 2024 to 30 June 2024.

COUNCILLOR	REMUNERATION \$	EXPENSES \$	TOTAL \$
Cr Rob Chandler	28,700.25	6,823.30	35,523.55
Cr Milynda Rogers	16,557.75	8,899.76	25,457.51
Cr Thomas Gleeson	14,349.99	100.00	14,449.99
Cr Kim Williams	14,349.99	150.00	14,499.99
Cr Robert O'Brien	14,349.99	150.00	14,499.99
Cr Linda Penna	14,349.99	3,337.49	17,687.48
Cr Vanessa Howard	14,349.99	2,053.25	16,403.24
Total	117,007.95	21513.8	138,521.75

MEETINGS ATTENDED

There were thirteen (13) ordinary Council meetings, five (5) special meetings and three (3) audit committee meetings in 2023–24 (Tables 13 and 14).

Table 13: Previous Council meeting attendance from 1 July 2023 to 12 March 2024.

COUNCILLOR	GENERAL	SPECIAL	AUDIT
Cr Sean Dillon	9	1	N/A
Cr Milynda Rogers	9	1	2
Cr Daniel Arthur	9	1	N/A
Cr Thomas Gleeson	9	1	N/A
Cr Colin Hansen	9	1	N/A
Cr Gary Peoples	9	1	N/A
Cr Rebecca Plumb	9	1	2

Table 14: New Council meeting attendance from 13 March 2024 to 30 June 2024.

COUNCILLOR	GENERAL	SPECIAL	AUDIT
Cr Rob Chandler	4	4	N/A
Cr Milynda Rogers	4	4	1
Cr Thomas Gleeson	4	4	N/A
Cr Kim Williams	4	4	N/A
Cr Robert O'Brien	4	4	N/A
Cr Linda Penna	4	4	1
Cr Vanessa Howard	4	4	N/A

COUNCILLOR CONDUCT

Section 186 1(d-f) of Local Government Regulations 2012 states that any orders or complaints about a Councillor's conduct during the 2023–24 financial year, which are made, referred or notified under sections of the LGA, must be listed in the Annual Report. (Table 15).

SPECIAL RESOLUTIONS

Barcaldine Regional Council, in accordance with section 185 of the Local Government Regulations 2012, must advise of any resolutions made about Asset Management Policy under section 250(1) of the regulations or about Councillor Expenses Reimbursement Policy under section 206(2), this year.

The Councillor Expenses Reimbursement Policy was amended at the General meeting held on 24 April 2024. The amendments were minor in nature, based on the principle that Councillors are:

- ▶ entitled to be reimbursed for reasonable expenses
- ▶ to be provided with the necessary facilities for effective performance of their role.

COUNCILLORS' DISCRETIONARY FUND

Section 189 (2) of Local Government Regulations 2012, requires Council to disclose any discretionary funds allocated by a Councillor for a community purpose.

None were allocated.

Table 15: Councillor conduct matters under the Regulations and the LGA in 2023–24.

SECTION	MATTER	NUMBER
150P(2)(a)	Complaints referred to the assessor under section 150P (2)(a) of the LGA by the local government; a councillor of the local government and the chief executive officer of the local government	5
150P(3)	Matters, mentioned in section 150P (3) of the LGA, notified to the Crime and Corruption Commission.	Nil
150R(2)	Notices given to the assessor when a local government official becomes aware of information indicating a councillor may have engaged in conduct that would be inappropriate conduct or misconduct under section 150R(2) of the LGA	2
150S(2)(a)	Notices given to the assessor under section 150S(2)(a) of the LGA when a local government decides under section 150AG to take action to discipline the councillor for inappropriate conduct on 3 occasions during a period of 1 year; or the local government has previously made an order that a particular type of conduct engaged in by a councillor will be dealt with as misconduct and reasonably suspects the councillor has engaged in the same type of conduct again	Nil
150W(a)	Decisions made by the assessor to dismiss the complaint about the conduct under section 150X	Nil
150W(b)	Decisions made by the assessor to refer the suspected inappropriate conduct to the local government to deal with	Nil
150W(c)	Decisions made by the assessor to take no further action in relation to the conduct under section 150Y	Nil
150AC(3)(a)	Referral notices accompanied by a recommendation that the conduct should be referred to another entity for consideration as mentioned in section 150AC (3)(a) of the LGA	Nil
150AF(4)(a)	Occasions information was given by the local government to the assessor under section 150AF (4)(a) of the LGA	Nil
Ch 5A, part 3, Div 5	Occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the LGA for the local government, the suspected inappropriate conduct of a councillor	Nil
150AJ	Applications heard by the conduct tribunal about the alleged misconduct of a councillor	Nil
150I(2)	Orders made by the chairperson under section 150I(2) of the LGA	Nil
150AH(1), 150IA(2) and (2)(b)	Orders made by the local government under section 150AH(1) of the LGA	Nil
Ch 5A, part 3, Div 5	A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors	N/A
Ch 5A, part 3, Div 5	A summary of the decision, order or recommendation made for each councillor	N/A
150AG(1)	The number of decisions made by the local government under section 150AG(1)	Nil
150AG(1)	The number of matters not decided by the end of the financial year.	Nil
150AG(1)	The average time taken by the local government in making a decision under section 150AG(1)	N/A

Statutory information and disclosures

Our Annual Report must disclose particular information, such as details about our business activities, how we respond to complaints and requests and our investment in local communities.

BENEFICIAL ENTERPRISES

Section 41 of the LGA requires us to report on any beneficial enterprises conducted by Council in the financial year ended 30 June 2024. There were none.

SIGNIFICANT BUSINESS ACTIVITIES

During the year, Council conducted the following:

- ▶ road construction and maintenance activity through a sole supplier arrangement with TMR
- ▶ a licensed Post Office in Jericho
- ▶ Bank of Queensland agencies in Alpha, Aramac and Barcaldine.

These business activities are going concerns and have operated for years. None meet the definition of 'significant' as defined under section 43(4–5) of the LGA.

REMUNERATION PACKAGES

The senior management team of a local government includes the Chief Executive Officer and all employees that would ordinarily be considered to hold senior positions. Total remuneration paid to Barcaldine senior management for the year is \$776,745.03. Table 16 gives a breakdown of their remuneration bands.

The team included the:

- ▶ Chief Executive Officer
- ▶ Director Works
- ▶ Manager Human Resources
- ▶ Deputy Chief Executive Officer
- ▶ Director Corporate and Financial Services.

Table 16: Number of employees paid in each remuneration band.

BAND	NUMBER OF EMPLOYEES
150,000 – 250,000	3
250,000 – 350,000	1

ADMINISTRATIVE ACTION COMPLAINTS

Commitment to dealing fairly with Administrative Action complaints

In accordance with section 187 of the Regulations, Barcaldine Regional Council confirms that it intends to provide a level of service that reasonably meets the needs of local constituents. Council's Administrative Action Complaints Process sets out a procedure for managing complaints about the administrative actions of Council or its employees.

Every complaint must be dealt with on its merits with due consideration for seriousness, safety and complexity, and in line with relevant legislation. Each should be dealt with fairly, promptly (within the prescribed timeframe), professionally, in confidence (subject to legal requirements) and in a manner respectful to the complainant.

Council commits to providing adequate resources to manage and respond to complaints and to recording and analysing complaints data with a view to continuous improvement. If a complainant is not satisfied with how their matter was resolved, it can be reviewed.

Administrative Action complaints made, resolved and not resolved

Further to section 187 of the Local Government Regulations 2012, Barcaldine Regional Council discloses that:

- ▶ we received one complaint during the 2023–24 financial year due to dissatisfaction with a Council decision.
- ▶ zero complaints were resolved or required resolution from previous periods
- ▶ zero complaints remain unresolved.

OTHER DISCLOSURES

Overseas travel

In accordance with section 188 of the Regulations, Council discloses that no overseas travel was undertaken by a Councillor or employee in an official capacity this year.

Operations report for each commercial business unit

In accordance with section 190 of the Regulations, Council discloses that it did not operate any commercial business units this year.

Action taken for, and expenditure on, a service, a facility or an activity

In accordance with section 190(1)(d) of the Regulations, Council discloses that 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, for which special rates or charges were levied in the year ended 30 June 2024.

Invitations to change tenders

In accordance with section 190(1)(e) of the Regulations, Council discloses that there were no invitations to change tenders under section 228(8) of this same regulation.

Registers kept by Council

Barcaldine Regional Council keeps and maintain various registers. In accordance with disclosure requirements under section 190(1)(f) of the Regulations, these are listed below:

- ▶ Register of Interests of Councillors and Related Parties
- ▶ Register of Interests of the Chief Executive Officer and senior staff
- ▶ Councillor Conduct Register
- ▶ Register of Delegations
- ▶ Policies Register
- ▶ Roads Register
- ▶ Assets Register
- ▶ Land Register
- ▶ Strategic and Operational Risk Register
- ▶ Register of Fees and Charges
- ▶ Register of Pre-qualified Suppliers
- ▶ Register of Awarded Contracts >\$200K
- ▶ Register of Local Laws
- ▶ Registered Dogs Register
- ▶ Register of Burials.

Summary of concessions for rates and charges

Barcaldine Regional Council, under section 190(1)(g) of the Regulations, discloses that Council grants various concessions for its rates and charges:

- ▶ **Pensioner concession**
 - Council grants a concession for eligible property owners who meet the definition of an approved pensioner – an amount of 30% of general rates, water sewerage, waste collection and waste management charges – to a maximum amount of \$427 per year. The value of the concession applied to Council rates is \$71,079 in 2023–24.
- ▶ **Non-profit organisations concession**
 - Council provides a full rebate of the General Rate for ratepayers whose objects do not include making a profit, or who assist or encourage arts or cultural development. Additionally, land owned by non-profit organisations receives a 50% concession on water charges.

Report on the internal audit

In accordance with section 190(1)(h) of the Regulations, Council states that the internal auditor provided no final reports to the audit committee during the year ended 30 June 2024.

Summary of investigation notices for competitive neutrality complaints

In accordance with section 190(1)(i) of the Regulations, Council reports that there were no section 49 investigation notices given for competitive neutrality complaints.

Responses on Queensland Competition Authority's recommendations on competitive neutrality complaints

In accordance with section 190(1)(h) of the Regulations, the Council reports no responses on the Queensland Competition Authority's recommendations about section 52(3) competitive neutrality complaints.

Our financial performance

Community Financial Report

This report is an easy-to-read version of Council’s 2024 Financial Statements. It is designed to provide an understanding of Council’s financial performance for the general reader.

REVENUE

Where did our money come from?

This is the money Council raises from its usual activities. Rates, fees and charges are Council’s core revenue streams, but a large amount of our revenue is raised from roadwork contracts and government grants. The bulk of government grants are for flood damage repairs to Council’s infrastructure.

The table below shows a big drop in roadwork contracts revenue due to changes in Queensland’s works program. Government grants also reduced because the 2024 Financial Assistance Grant was received in 2022–23, and the Commonwealth did not prepay the 2025 grant. Interest income went up a lot because interest rates rose over the year.

Figure 3: Revenue sources as a percentage of total revenue in 2023–24.

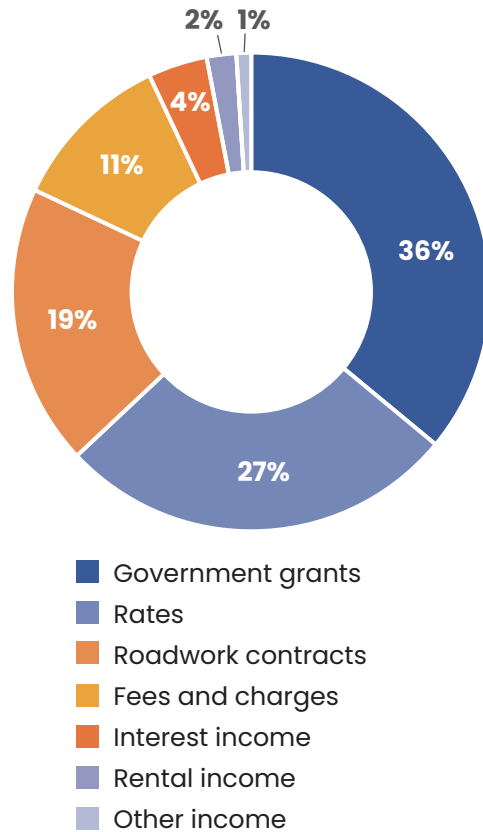


Table 17: Comparison of Council’s revenue sources, 2021–24.

REVENUE SOURCE	2023–24 \$	2022–23 \$	2021–22 \$
Rates	7,825,458	7,310,465	7,041,475
Fees and charges	3,078,389	3,286,392	2,617,559
Roadwork contracts	5,425,689	17,541,707	19,511,358
Government grants	10,446,821	16,738,589	14,540,251
Interest income	1,232,106	430,566	107,325
Rental income	478,891	466,589	388,936
Other income	205,272	176,461	204,203
Total	28,692,626	45,950,769	44,411,107

EXPENSES

Where was our money invested?

Operating expenses

Operating expenses include employee costs, materials and services, depreciation, finance costs and other expenses. This expenditure is also broken down into the five areas of Council's activities below. The largest area of expenditure is Infrastructure – this includes maintenance and repair spending on roads, and the water and sewerage networks (Table 18, Figure 4).

There was a slight overall increase in expenditure for the year. As well as general price rises due to inflation, spending increased on water and sewerage, and information technology systems. These increases were partially offset by a reduction in spending on road maintenance contracts. Some costs only occur every three or four years so there is not a smooth pattern from year to year.

Capital works expenditure

Capital works expenditure includes construction of new assets and renewal of existing assets. Expenditure on a particular capital asset often happens over more than one financial year. The major area of capital expenditure is Roads but, as Table 19 and Figure 5 show, there are also major upgrades to buildings and water and sewerage infrastructure from time to time.

Figure 4: Operating expenses as a percentage of total expenditure in 2023–24.

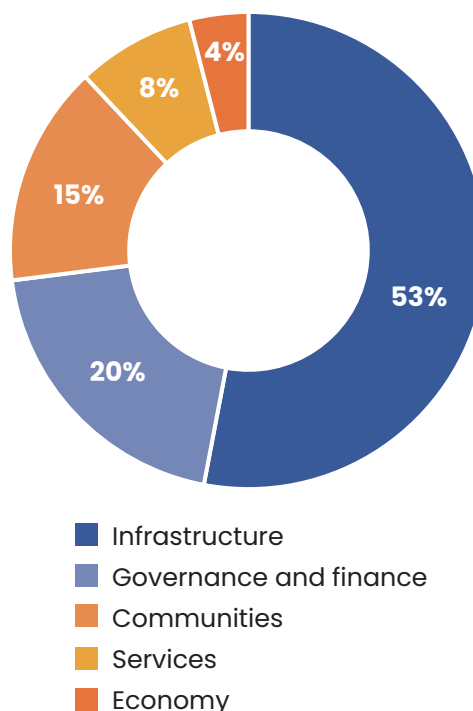


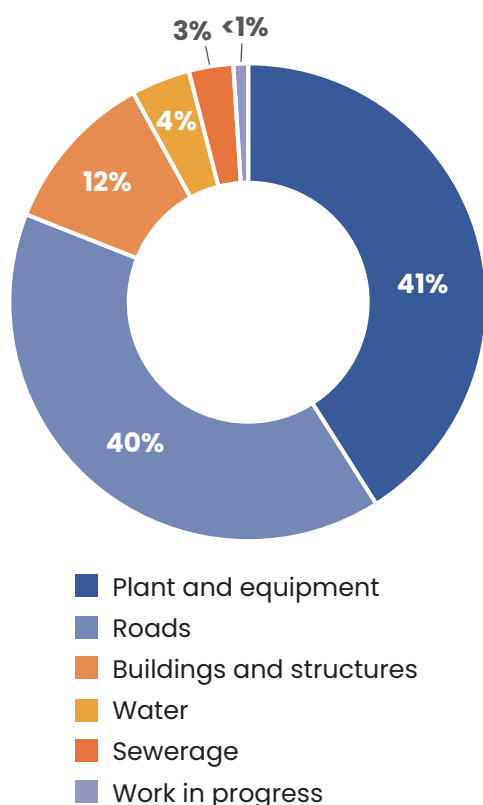
Table 18: Comparison of Council's expenditure, 2021–24.

EXPENSE	2023–24 \$	2022–23 \$	2021–22 \$
Governance and finance	9,167,089	6,806,637	5,574,332
Economy	2,070,567	1,968,836	1,962,823
Infrastructure	23,784,309	26,272,325	24,978,325
Services	3,474,082	3,490,263	1,920,073
Communities	6,728,051	6,261,616	7,387,557
Total	45,224,098	44,799,677	41,823,110

Table 19: Comparison of Council's capital expenditure, 2021–24.

REVENUE SOURCE	2023–24 \$	2022–23 \$	2021–22 \$
Buildings and structures	1,689,051	2,615,019	6,402,913
Plant and equipment	5,913,996	668,854	1,194,634
Roads	5,757,129	4,072,982	5,703,697
Water	571,550	915,537	803,603
Sewerage	395,630	998,426	–
Work in progress	4,001	–	2,559,731
Total	14,331,357	9,270,818	16,664,578

Figure 5: Capital expenses as a percentage of total capital expenditure in 2023–24.



ASSETS

What do we own?

More than half of Council's asset base is the roads within the council area. Buildings and structures – including halls and showgrounds – along with water and sewerage infrastructure are other major categories of Council's assets. Council's cash balance includes grants received in advance from QRA for repair of flood-damaged roads (Table 20).

Table 20: Assets as at 30 June 2024.

ASSET	\$
Cash	15,142,078
Receivables and inventories	3,321,277
Contract assets	3,766,492
Land	8,201,000
Buildings and structures	105,151,862
Plant and equipment	16,362,549
Roads infrastructure	246,046,134
Water infrastructure	29,670,990
Sewerage infrastructure	18,353,462
Work in progress	6,907,700
Right-of-use (leased) assets	522,050
Total assets	453,445,594

LIABILITIES

What do we owe?

Payables is the amount that was not due to be paid to suppliers until after the end of the financial year. Contract liabilities is the amount of money received in advance for work not yet completed. Council took out loans in prior years for the upgrade of assets, and repayments will continue with loans being fully repaid over the next one to seven years. Employee benefits is the provision for leave payments, and provision has also been made for the eventual rehabilitation of landfill sites. (Table 21).

Table 21: Liabilities as at 30 June 2024.

LIABILITY	\$
Payables	1,944,894
Contract liabilities	14,050,455
Loans from Queensland Treasury Corporation	2,332,693
Employee benefits	3,260,929
Provision for waste landfill rehabilitation	622,471
Lease liabilities	524,849
Total liabilities	22,736,291

COMMUNITY EQUITY

What is our net worth?

Council's community equity, defined as its net worth, is what Council owns less what it owes. Council's community equity as at 30 June 2024 is **\$430,709,303**.

MEASURES OF FINANCIAL SUSTAINABILITY

The Local Government Regulations 2012 require Council to report its results for the financial year against selected financial sustainability ratios.

Updated reporting requirements from this year, mean we now have to report on eight ratios – up from three.

Other changes include:

- ▶ different targets for different categories of Council (based on remoteness and population)
- ▶ updated definitions for key inputs to the calculations.

Also, most ratios are now reported on a five year average basis to provide a better understanding of Council's results over time. Single year results can be distorted because of timing differences when accounting for grant receipts and expenditures.

For the 2024 financial year, Council's ratio results were impacted by the timing of the payment of the Financial Assistance Grant. This Federal Government grant has historically been prepaid for the upcoming financial year. This did not happen in 2024 so we had a reduced cash balance at 30 June 2024 and reduced operating revenue. This led to some of the ratios being outside the 2024 target.

However, on a five year average basis, Council met the required target for all ratios.

Unrestricted cash expense cover ratio

The unrestricted cash expense cover ratio is an indicator of the 'no-strings-attached' money available to a Council to meet ongoing and emerging financial demands. It is a key component of solvency. It represents the number of months a council can continue operating, based on current monthly expenses. The timing of grant receipts, particularly the 2025 Financial Assistance Grant not being paid in advance in 2024, had reduced Council's unrestricted cash balance at 30 June 2024 (Table 22).

Table 22: Unrestricted cash expense cover ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Unrestricted cash expense cover ratio	>4 months	0.36 months	N/A

Operating surplus ratio

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. Ongoing operational deficits mean this ratio is negative. The 2024 result is also impacted by the timing of the 2025 Financial Assistance Grant (Table 23).

Table 23: Operating surplus ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Operating surplus ratio	N/A	-57.62%	-16.37%

Operating cash ratio

The operating cash ratio is a measure of a council's ability to cover its core operational expenses and generate a cash surplus, excluding depreciation, amortisation and finance costs. The operational deficit means that for 2024 this ratio is negative, although on average, it does meet the target (Table 24).

Table 24: Operating cash ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Operating cash ratio	>0%	-33.43%	4.76%

Asset sustainability ratio

The asset sustainability ratio approximates the degree to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives. Council met this target (Table 25).

Table 25: Asset sustainability ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Asset sustainability ratio	>90%	137.96%	146.22%

Asset consumption ratio

The asset consumption ratio approximates how much of Council’s infrastructure assets have been consumed, compared to what it would cost to build a new asset with the same benefit to the community. Council has met this target (Table 26).

Table 26: Asset consumption ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Asset consumption ratio	>60%	74.92%	73.14%

Leverage ratio

The leverage ratio indicates ability to repay existing debt. It measures the relative size of the debt to a council’s operating performance. On average, Council met this target (Table 27).

Table 27: Leverage ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Leverage ratio	0–3 times	-0.24 times	0.63 times

Council-controlled revenue ratio

Council-controlled revenue indicates a council’s financial flexibility, ability to influence its operating income and capacity to respond to unexpected financial shocks. As Council relies heavily on grant funding, the timing of the 2025 Financial Assistance Grant resulted in a higher than normal ratio of Council controlled revenue for 2024 (Table 28).

Table 28: Council-controlled revenue ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Council-controlled revenue ratio	N/A	38.00%	27.22%

Population growth ratio

Population growth is a key driver of a council’s operating income, service needs and infrastructure requirements into the future. The region’s total population has remained relatively stable over time (Table 29).

Table 29: Population growth ratio in 2023–24.

	TARGET	2024	5 YEAR AVERAGE
Population growth ratio	N/A	0.07%	-0.11%

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Statement of Comprehensive Income

For the year ended 30 June 2024

	2024	2023
Note	\$	\$
Income		
Recurrent revenue		
Rates, levies and charges	3(a) 7,825,458	7,310,465
Fees and charges	3(b) 3,078,389	3,286,392
Sales revenue	3(c) 5,425,689	17,541,707
Grants, subsidies, contributions and donations	3(d) 10,446,821	18,351,182
Total recurrent revenue	<u>26,776,357</u>	<u>46,489,746</u>
Capital revenue		
Grants, subsidies, contributions and donations	3(d) 6,293,764	2,495,833
Total capital revenue	<u>6,293,764</u>	<u>2,495,833</u>
Rental income	14 478,891	466,589
Interest received	4 1,232,106	430,566
Other income	205,272	98,085
Other capital income	7 353,295	136,130
Total income	<u>35,339,685</u>	<u>50,116,949</u>
Expenses		
Recurrent expenses		
Employee benefits	5 (15,201,454)	(13,533,507)
Materials and services	6 (23,007,172)	(24,298,621)
Finance costs	(78,870)	(94,294)
Depreciation		
Property, plant and equipment	12 (6,862,023)	(6,873,255)
Right of use assets	14 (74,579)	-
Total expenses	<u>(45,224,098)</u>	<u>(44,799,677)</u>
Net result	<u>(9,884,413)</u>	<u>5,317,272</u>
Other comprehensive income		
Items that will not be reclassified to net result		
Increase in asset revaluation surplus	12 22,122,742	33,163,011
Total other comprehensive income for the year	<u>22,122,742</u>	<u>33,163,011</u>
Total comprehensive income for the year	<u>12,238,329</u>	<u>38,480,283</u>

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

Statement of Financial Position

as at 30 June 2024

	Note	2024 \$	2023 \$
Current assets			
Cash and cash equivalents	8	15,142,078	26,250,658
Receivables	9	2,908,511	1,183,856
Inventories	11	409,381	469,885
Contract assets	13	3,766,492	6,345,420
Other assets	10	3,385	43,526
Total current assets		<u>22,229,847</u>	<u>34,293,345</u>
Non-current assets			
Property, plant and equipment	12	430,693,697	401,987,913
Right of use assets	14	522,050	-
Total non-current assets		<u>431,215,747</u>	<u>401,987,913</u>
Total assets		<u>453,445,594</u>	<u>436,281,258</u>
Current liabilities			
Payables	15	1,944,894	2,341,796
Contract liabilities	13	14,050,455	8,664,079
Borrowings	16	552,374	533,904
Lease liabilities	14	295,029	-
Provisions	17	3,149,018	2,824,041
Total current liabilities		<u>19,991,770</u>	<u>14,363,820</u>
Non-current liabilities			
Borrowings	16	1,780,319	2,329,931
Lease liabilities	14	229,820	-
Provisions	17	734,382	1,116,533
Total non-current liabilities		<u>2,744,521</u>	<u>3,446,464</u>
Total liabilities		<u>22,736,291</u>	<u>17,810,284</u>
Net community assets		<u>430,709,303</u>	<u>418,470,974</u>
Community equity			
Retained surplus		189,045,645	198,930,058
Asset revaluation surplus		241,663,658	219,540,916
Total community equity		<u>430,709,303</u>	<u>418,470,974</u>

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

Statement of Changes in Equity

for the year ended 30 June 2024

	Retained surplus	Asset revaluation surplus	Total
	\$	\$	\$
Balance as at 1 July 2023	198,930,058	219,540,916	418,470,974
Net result	(9,884,413)	-	(9,884,413)
Other comprehensive income for the year			
Increase in asset revaluation surplus	-	22,122,742	22,122,742
Total comprehensive income for the year	(9,884,413)	22,122,742	12,238,329
Balance as at 30 June 2024	189,045,645	241,663,658	430,709,303
Balance as at 1 July 2022	193,612,785	186,377,905	379,990,690
Net result	5,317,273	-	5,317,273
Other comprehensive income for the year			
Increase in asset revaluation surplus	-	33,163,011	33,163,011
Total comprehensive income for the year	5,317,273	33,163,011	38,480,284
Balance as at 30 June 2023	198,930,058	219,540,916	418,470,974

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

Statement of Cash Flows

for the year ended 30 June 2024

	Note	2024 \$	2023 \$
Cash flows from operating activities			
Receipts from customers		43,054,404	44,632,714
Payments to suppliers and employees		<u>(41,619,989)</u>	<u>(37,470,251)</u>
		1,434,415	7,162,463
Interest received		1,232,106	430,566
Interest paid		<u>(78,870)</u>	<u>(94,294)</u>
Net cash inflow from operating activities	22	<u>2,587,651</u>	<u>7,498,735</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(14,331,357)	(8,578,398)
Proceeds from sale of property, plant and equipment		908,696	614,222
Capital grants, subsidies, contributions and donations		<u>329,352</u>	<u>7,216,655</u>
Net cash (outflow) from investing activities		<u>(13,093,309)</u>	<u>(747,521)</u>
Cash flows from financing activities			
Repayment of borrowings		(531,142)	(512,802)
Repayments made on leases (principal only)		<u>(71,779)</u>	-
Net cash (outflow) from financing activities		<u>(602,921)</u>	<u>(512,802)</u>
Net increase/(decrease) in cash and cash equivalents held		<u>(11,108,579)</u>	<u>6,238,412</u>
Cash and cash equivalents at beginning of the financial year		26,250,658	20,012,246
Cash and cash equivalents at end of the financial year	8	<u>15,142,079</u>	<u>26,250,658</u>

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

Notes to the Financial Statements

for the year ended 30 June 2024

1 Information about these financial statements

1.A Basis of preparation

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

These general purpose financial statements are for the period 1 July 2023 to 30 June 2024 and have been prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

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

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

1.B New and revised Accounting Standards adopted during the year

Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2023. None of the standards had a material impact on reported position, performance and cash flows.

The adoption of the revisions to AASB 101 Presentation of Financial Statements resulted in disclosure of material accounting policy information only rather than significant accounting policies. This means that accounting policy information is disclosed only if it relates to material transactions, other events or conditions and:

- a) Council has changed accounting policy during the reporting period and this change resulted in a material change to the information in the financial statements.
- b) Council chose (or was mandated to use) the accounting policy from one or more options permitted by Australian Accounting Standards.
- c) the accounting policy was developed in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors in the absence of an Australian Accounting Standard that specifically applies.
- d) the accounting policy relate to an area for which a Council is required to make significant judgements or assumptions in applying an accounting policy, and the Council discloses those judgements or assumptions in the financial statements.
- e) the accounting required for them is complex and users of the entity's financial statements would otherwise not understand those material transactions, other events or conditions.

1.C Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2024, these standards have not been adopted by Council and will be included in the financial statements on their effective date. The new standards are not expected to have a material impact when introduced.

1.D Estimates and judgements

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

Revenue recognition - Note 3
Valuation and depreciation of property, plant and equipment - Note 12
Provisions - Note 17
Contingent liabilities - Note 20
Financial instruments and financial risk management - Note 25

1.E Rounding and comparatives

The financial statements are in Australian dollars that have been rounded to the nearest \$1. Comparative information is prepared on the same basis as prior year.

1.F Volunteer services

Council receives a small number of volunteer services, particularly relating to Information Centre customer service. Volunteer services have not been recognised in the Statement of Comprehensive Income as they are not considered material, and would not be provided if not donated.

1.G Taxation

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

2 Analysis of results by function

(a) Components of council functions

The activities relating to the Council's components reported on in Note 2(b) are as follows:

Governance

The objectives of professional governance are: financial responsibility and sustainability; confident and stable leadership; a valued workforce; community representation; appropriate planning decisions; and exceptional service delivery.

Activities of this function include: providing administrative and information technology support to the whole organisation; managing planning and development within the council area; and maintaining the roles of the Mayor, Councillors, Chief Executive Officer and senior management.

Finance and information

The objectives of finance and information are: professional finance and information services across Council. This function includes internal audit, budget support, financial accounting, the taxation unit and communication and information technology services. The goal of this function is to provide accurate, timely and appropriate information to support sound decision making and meet statutory requirements.

Activities of this function include: providing financial support to the whole organisation; ensuring compliance with financial regulatory obligations; financial planning; financial reporting; and financial assistance to business units.

Economy

The objectives of strong local economy are: assisting the agricultural sector to grow sustainably; encourage the development of new tourism opportunities; managing mining development whilst balancing the social needs of the community; provide employment opportunities in the region; and encourage business investment.

Activities of this function include: providing support and encouragement to business and tourism activities within the Council Area; providing pest and weed control for agriculture; providing camping facilities; providing dipping and saleyard services; maintaining visitor information centres; providing building and town planning services; responding to mining development issues; and seeking new investment opportunities and funding for the region.

Transport infrastructure

The objectives of the transport outcome are: to construct and maintain roads and streets; provide airports for each community; and maintain all plant and equipment to a high standard.

Activities of this function include: road and street construction and maintenance; airports and the provision of services for regulated passenger transport; and maintenance of plant.

Water infrastructure

The objectives of the water infrastructure function are to provide townships with compliant and sustainable water services.

Activities of this function include providing safe, reliable and high quality water for each community.

Sewerage infrastructure

The objectives of the sewerage infrastructure function are to provide townships with compliant and sewerage services.

Activities of this function include maintaining and upgrade sewerage schemes.

Services

The objectives of the services function are to provide waste services, and in the absence of other alternative providers continue to provide quality community support services on a cost neutral basis.

Activities of this function include: providing refuse collection and disposal services; internal fleet services; community care and NDIS services; child care services; commercial property management; regional transaction centres.

Community

The objectives of vibrant communities are: to maintain and enhance the streetscapes; encourage creativity by supporting arts and culture; provide services to improve the health and wellbeing of the community; provide parks and gardens; provide sport and recreation facilities; support community organisations through donations; provide high quality funeral services; and provide facilities for young people.

Activities of this function include the provision of: libraries, art galleries, museums, sporting ovals, showgrounds, tennis courts and community halls; community housing; community care services; funeral services and cemeteries; environmental health services; environment and heritage protection; local laws and animal management; and maintaining the streetscapes of each community.

2 Analysis of results by function (continued)

(b) Income and expenses defined between recurring and capital are attributed to the following functions:

Year ended 30 June 2024

Functions	Gross program income				Total income	Gross program expenses		Total expenses	Net results from recurrent operations	Net results	Assets
	Recurring		Capital			Recurring	Capital				
	Grants, subsidies & contributions	Other	Grants	Other							
	\$	\$	\$	\$		\$	\$				
Governance	80,121	314,141	-	22,404	416,666	(8,424,564)	-	(8,424,564)	(8,030,302)	(8,007,898)	27,075,062
Finance & information	430,450	5,949,597	-	-	6,380,047	(742,525)	-	(742,525)	5,637,522	5,637,522	21,974,940
Economy	2,000	546,674	-	-	548,674	(2,070,567)	-	(2,070,567)	(1,521,893)	(1,521,893)	16,288,601
Transport infrastructure	8,337,300	5,393,167	5,459,042	-	19,189,509	(21,003,105)	-	(21,003,105)	(7,272,638)	(1,813,596)	262,766,201
Water infrastructure	-	1,540,901	-	-	1,540,901	(1,827,013)	-	(1,827,013)	(286,112)	(286,112)	30,834,207
Sewerage infrastructure	-	994,577	-	-	994,577	(954,191)	-	(954,191)	40,386	40,386	21,037,653
Services	104,387	3,039,430	-	330,891	3,474,708	(3,474,082)	-	(3,474,082)	(330,265)	626	17,872,507
Community	1,492,563	467,317	834,722	-	2,794,602	(6,728,051)	-	(6,728,051)	(4,768,171)	(3,933,449)	55,750,897
Total	10,446,821	18,245,804	6,293,764	353,295	35,339,684	(45,224,098)	-	(45,224,098)	(16,531,473)	(9,884,414)	453,600,068

Year ended 30 June 2023

Functions	Gross program income				Total income	Gross program expenses		Total expenses	Net results from recurrent operations	Net results	Assets
	Recurring		Capital			Recurring	Capital				
	Grants, subsidies & contributions	Other	Grants	Other							
	\$	\$	\$	\$		\$	\$				
Governance	215,730	472,381	-	18,708	706,819	(6,734,202)	-	(6,734,202)	(6,046,091)	(6,027,383)	17,789,734
Finance & information	14,462,023	4,866,516	-	-	19,328,539	(72,435)	-	(72,435)	19,256,104	19,256,104	33,823,460
Economy	77,886	402,734	-	-	480,620	(1,968,836)	-	(1,968,836)	(1,488,216)	(1,488,216)	16,042,235
Transport infrastructure	2,323,869	17,197,407	1,552,100	-	21,073,376	(23,974,147)	-	(23,974,147)	(4,452,871)	(2,900,771)	252,805,291
Water infrastructure	-	1,418,763	-	-	1,418,763	(1,436,379)	-	(1,436,379)	(17,616)	(17,616)	28,196,468
Sewerage infrastructure	-	922,677	175,640	-	1,098,317	(861,799)	-	(861,799)	60,878	236,518	19,389,953
Services	165,951	3,415,793	-	117,422	3,699,166	(3,490,263)	-	(3,490,263)	91,481	208,903	13,447,820
Community	1,105,723	437,533	768,093	-	2,311,349	(6,261,616)	-	(6,261,616)	(4,718,360)	(3,950,267)	54,786,297
Total	18,351,182	29,133,804	2,495,833	136,130	50,116,949	(44,799,677)	-	(44,799,677)	2,685,309	5,317,272	436,281,258

3 Revenue

(a) Rates, levies and charges

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

	2024	2023
	\$	\$
General rates	5,202,219	4,909,204
Separate rates	3,294	3,296
Water charges	1,682,008	1,555,086
Sewerage charges	1,084,662	1,013,498
Waste charges	670,107	620,428
Total rates and utility charge revenue	<u>8,642,290</u>	<u>8,101,512</u>
Less: Discounts	(745,753)	(718,784)
Less: Pensioner remissions	(71,079)	(72,263)
	<u><u>7,825,458</u></u>	<u><u>7,310,465</u></u>

(b) Fees and charges

Revenue arising from fees and charges is recognised at the point in time when the performance obligations is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns.

National Disability Insurance Scheme (NDIS) service fees are received for the delivery of the NDIS to eligible clients. The service fees are for recovery of costs incurred by Council for materials, equipment and staff support services. Each NDIS transaction is made in accordance with a service delivery plan agreed with the National Disability Insurance Agency. Revenue is recognised over time as the performance obligations are completed and the NDIS client receives the benefit of the goods / services being provided in accordance with the plan.

	2024	2023
	\$	\$
Administration	29,695	129,079
Airport	89,192	79,011
Animals	168,760	154,693
Bank, Post Office & RTC commissions	368,228	335,817
Community facilities	205,386	205,189
NDIS service fees	1,734,973	2,048,763
Environmental health	10,551	11,030
Funeral services	100,915	83,294
Planning & development	48,801	76,058
Rural services	257,232	99,660
Waste management	20,820	27,248
Water and sewerage	43,836	36,550
	<u><u>3,078,389</u></u>	<u><u>3,286,392</u></u>

(c) Sales revenue

Sale of goods revenue is recognised at the point in time when the customer obtains control of the goods, generally at delivery. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs plus an hourly charge for use of equipment and employees. This revenue and associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included in other liabilities and is recognised as revenue in the period when the service is performed. There are no contracts in progress at the year end. The contract work carried out is not subject to retentions.

	2024	2023
	\$	\$
Rendering of services		
Recoverable contract roadworks	5,303,976	17,118,397
Private works	61,618	29,167
RAPAD - regional project administration	-	339,383
Other sales	60,095	54,760
	<u><u>5,425,689</u></u>	<u><u>17,541,707</u></u>

3 Revenue (continued)

(d) Grants, subsidies, contributions and donations

Grant income under AASB 15

Where grant income arises from an enforceable agreement which contains sufficiently specific performance obligations then the revenue is recognised when control of each performance obligation is satisfied.

The performance obligations vary in each agreement but include delivery of in-home aged care services, home maintenance services, and disability support services. Payment terms vary depending on the terms of the grant. Cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income under AASB 1058

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

Capital grants

Where Council receives funding under an enforceable contract to acquire or construct a specific item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred.

Donations and contributions

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council.

Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

(i) Operating

	2024	2023
	\$	\$
General purpose grants and subsidies	430,450	14,462,023
Specific purpose grants and subsidies	9,766,088	3,810,783
Contributions	250,283	78,376
	<u>10,446,821</u>	<u>18,351,182</u>

(ii) Capital

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets.

	2024	2023
	\$	\$
Community infrastructure	834,722	943,733
Transport infrastructure	3,572,038	1,029,822
DRFA payments for flood damage to Council infrastructure	1,887,004	522,278
	<u>6,293,764</u>	<u>2,495,833</u>

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

Note	2024		2023	
	Revenue recognised at a point in time	Revenue recognised over time	Revenue recognised at a point in time	Revenue recognised over time
	\$	\$	\$	\$
Grants and subsidies	734,308	15,755,994	14,850,083	5,918,556
Contributions	250,283	-	78,376	-
Total grants, contributions and donations	<u>984,591</u>	<u>15,755,994</u>	<u>14,928,459</u>	<u>5,918,556</u>

4 Interest Income

	2024	2023
	\$	\$
Interest from cash and cash equivalents	1,152,752	390,144
Interest from overdue rates and utility charges	79,354	40,422
	<u>1,232,106</u>	<u>430,566</u>

5 Employee benefits

	2024	2023
	\$	\$
Total staff wages and salaries	13,353,449	11,802,291
Councillors' remuneration	523,170	510,378
Superannuation	1,494,806	1,313,115
Change in employee provisions	181,584	(63,016)
Other employee related expenses	337,539	232,886
	<u>15,890,548</u>	<u>13,795,654</u>
Less: Capitalised employee costs	(689,094)	(262,147)
	<u>15,201,454</u>	<u>13,533,507</u>

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

	2024	2023
	Number	Number
Total Council employees (FTE) at the reporting date:		
Elected members	7	7
Administration	33	25
Community and commercial services	18	20
Works	101	97
Total full time equivalent employees	<u>159</u>	<u>149</u>

6 Materials and services

	2024	2023
	\$	\$
Administration	3,048,920	2,460,825
Airport	92,906	96,710
Audit of annual financial statements by Auditor-General of Queensland *	124,640	86,500
Commercial services	146,078	154,364
Community care services	1,900,703	2,059,192
Community donations	154,354	90,759
Environmental management	101,769	125,993
Funerals and cemeteries	96,849	58,557
Housing	731,077	738,744
Libraries, museums and halls	195,331	166,332
Parks and gardens	307,537	338,461
Planning and development	186,812	450,518
Recoverable road contracts	3,877,004	10,744,556
RAPAD - regional project administration	(36,739)	452,761
Road maintenance	8,338,802	3,356,816
Rural services	373,733	323,190
Sport and recreation	1,132,671	958,021
Tourism, events and promotion	413,793	223,896
Waste services	670,367	678,081
Water and sewerage	1,009,236	688,949
Other	141,329	45,396
	<u>23,007,172</u>	<u>24,298,621</u>

* Total audit fees quoted by the Queensland Audit Office relating to the 2023-24 financial statements are \$104,600 (2023: \$99,500).

7 Capital (income) / expenses

	2024	2023
	\$	\$
(a) Provision for waste landfill rehabilitation		
Landfill provision adjustment (unwinding of discount)	34,713	39,747
Discount rate and inflation rate adjustment to landfill restoration provision	(365,604)	(117,422)
	<u>(330,891)</u>	<u>(77,675)</u>
(b) (Profit) / loss on disposal of non-current assets		
	2024	2023
	\$	\$
(Proceeds) from the sale of property, plant and equipment	(908,696)	(614,222)
Less: carrying amount of disposed property, plant and equipment	886,292	555,767
	<u>(22,404)</u>	<u>(58,455)</u>
Total capital (income) / expenses	<u>(353,295)</u>	<u>(136,130)</u>

8 Cash and cash equivalents

	2024	2023
	\$	\$
Cash at bank and on hand	296,280	1,721,639
Deposits at call	14,845,798	24,529,019
Balance per Statement of Cash Flows	<u>15,142,078</u>	<u>26,250,658</u>

Council is exposed to credit risk through its investments in the Queensland Treasury Corporation (QTC) Cash Fund and QTC Working Capital Facility. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Working Capital Facility deposits have a duration of one day and all investments are required to have a minimum credit rating of "A-", therefore the likelihood of the counterparty not having capacity to meet its financial commitments is low.

	2024	2023
	\$	\$
Cash and cash equivalents	15,142,078	26,250,658
Less: Externally imposed restrictions on cash	8(i) (14,050,455)	(8,664,079)
Unrestricted cash	<u>1,091,623</u>	<u>17,586,579</u>

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

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

	2024	2023
	\$	\$
Unspent government grants and subsidies - recurrent	10,666,076	312,560
Unspent government grants and subsidies - capital	3,384,379	8,351,519
Total externally imposed restrictions on cash assets	<u>14,050,455</u>	<u>8,664,079</u>

There are no internally imposed expenditure restrictions at the reporting date.

Cash is held at Bank of Queensland (BOQ) and deposits at call are held at BOQ and QTC in normal term deposits and business cheque accounts. BOQ currently has a short term credit rating of A2 (Standard & Poor's).

Trust funds held for outside parties

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

	2024	2023
	\$	\$
Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	<u>563,704</u>	<u>415,742</u>

9 Receivables

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

Receivables are measured at amortised cost which approximates fair value at reporting date.

	2024	2023
	\$	\$
Current		
Rateable revenue and utility charges	891,530	708,012
Accrued revenue	1,691,047	139,485
Other debtors	336,353	350,333
Less: loss allowance	(10,419)	(13,974)
	<u>2,908,511</u>	<u>1,183,856</u>

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

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

Accounting policies - Grouping

When Council has no reasonable expectation of recovering an amount owed by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Council has identified 5 distinctive groupings of its receivables: Rates & Charges, Statutory Charges, Grants, Lease Receivables, and Other Debtors. Only the groupings with a balance as at balance date are discussed further below:

Rates & Charges: Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

Other Debtors: Council identifies other debtors as receivables which are not rates and charges, statutory charges, lease receivables or grants. Internal historical data shows defaults for this receivable grouping to be immaterial. Accordingly an expected credit loss is not calculated.

The exposure to credit risk for receivables by type of counterparty was as follows:

	2024	2023
	\$	\$
Rateable revenue and utility charges	891,530	708,012
Other	2,027,400	489,818
Total	<u>2,918,930</u>	<u>1,197,830</u>

Movement in accumulated impairment losses

Opening balance	(13,974)	(11,099)
Increase/(decrease) in loss allowance recognised in the net result during the year	3,555	(2,875)
Balance at end of financial year	<u>(10,419)</u>	<u>(13,974)</u>

Council's impairment of receivables is not material.

10 Other assets

	2024	2023
	\$	\$
Prepayments	3,385	43,526
	<u>3,385</u>	<u>43,526</u>

11 Inventories

Inventories are held at cost and measured on a 'first in, first out' basis.

	2024	2023
	\$	\$
Inventories held for sale		
Information centre and post office stock	48,587	52,961
Inventories held for distribution		
Plant and equipment stores	360,794	416,924
	<u>409,381</u>	<u>469,885</u>

12 Property, plant and equipment

30 June 2024

Note	Land	Buildings and Structures	Plant and equipment	Road Infrastructure	Water Infrastructure	Sewerage Infrastructure	Work in progress	Total
	Fair Value	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Cost	
	Level 2	Levels 2 & 3		Level 3	Level 3	Level 3		
	\$	\$	\$	\$	\$	\$	\$	\$
	6,053,000	137,711,400	26,073,568	295,070,640	38,343,094	29,589,826	5,873,570	538,715,098
	-	-	5,913,996	-	-	-	7,807,326	13,721,322
	-	-	-	-	-	-	610,035	610,035
7	(157,000)		(2,021,668)	-	-	-	-	(2,178,668)
	2,305,000	12,538,077	-	9,302,519	2,984,263	2,255,849	-	29,385,708
	-	1,244,183	-	5,932,380	206,668	-	(7,383,231)	-
	8,201,000	151,493,660	29,965,896	310,305,539	41,534,025	31,845,675	6,907,700	580,253,495
	-	40,598,899	13,692,668	59,002,222	10,944,961	12,488,435	-	136,727,185
	-	2,194,660	1,203,055	2,508,948	530,656	424,704	-	6,862,023
7	-	-	(1,292,376)	-	-	-	-	(1,292,376)
		3,548,239	-	2,748,235	387,418	579,074	-	7,262,966
	-	46,341,798	13,603,347	64,259,405	11,863,035	13,492,213	-	149,559,798
	8,201,000	105,151,862	16,362,549	246,046,134	29,670,990	18,353,462	6,907,700	430,693,697
	Not depreciated	10 - 195	2 - 40	16 - 200	15 - 200	15 - 200	Not depreciated	

30 June 2023

Note	Land	Buildings and Structures	Plant and equipment	Road Infrastructure	Water Infrastructure	Sewerage Infrastructure	Work in progress	Total
	Fair Value	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Cost	
	Level 2	Levels 2 & 3		Level 3	Level 3	Level 3		
	\$	\$	\$	\$	\$	\$	\$	\$
	6,161,000	123,366,622	25,497,940	267,661,346	34,391,549	25,637,510	10,976,147	493,692,114
	-	-	668,854	-	-	-	4,505,451	5,174,305
	-	-	-	-	-	-	3,404,093	3,404,093
7	(108,000)	(703,284)	(93,226)	-	-	-	-	(904,510)
	-	12,433,043	-	18,926,155	3,036,008	2,953,890	-	37,349,096
	-	2,615,019	-	8,483,139	915,537	998,426	(13,012,121)	-
	6,053,000	137,711,400	26,073,568	295,070,640	38,343,094	29,589,826	5,873,570	538,715,098
	-	34,917,852	12,549,872	58,053,349	9,625,310	10,870,205	-	126,016,588
	-	2,220,462	1,188,476	2,508,958	530,655	424,704	-	6,873,255
7	-	(303,063)	(45,680)	-	-	-	-	(348,743)
	-	3,763,648	-	(1,560,085)	788,996	1,193,526	-	4,186,085
	-	40,598,899	13,692,668	59,002,222	10,944,961	12,488,435	-	136,727,185
	6,053,000	97,112,501	12,380,900	236,068,418	27,398,133	17,101,391	5,873,570	401,987,913
	Not depreciated	10 - 195	2 - 20	16 - 200	15 - 200	15 - 200	Not depreciated	

12 Property, plant and equipment (continued)

(a) Recognition

The asset recognition threshold for land is \$0, for all other asset classes it is \$5,000.

Expenditure incurred in accordance with Natural Disaster Relief and Recovery Arrangements on road assets is analysed to determine whether the expenditure is capital in nature. The analysis of the expenditure requires Council engineers to review the nature and extent of expenditure for a given asset. For example, expenditure that patches a road is generally maintenance in nature, whereas a kerb to kerb rebuild that extends the useful life or renews the service potential of the asset is capitalised.

Land under roads

Land under the roads and reserve land which falls under the *Land Act 1994* or the *Land Title Act 1994* is controlled by the Queensland Government pursuant to the relevant legislation. This land is not recognised in these financial statements.

(b) Measurement

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

Direct labour and materials and an appropriate proportion of overheads incurred in the acquisition or construction of assets are also included in their cost.

(c) Depreciation

Land, work in progress, certain cultural and heritage assets with heritage listing, road formations and formation work associated with the construction of dams, levee banks and reservoirs are not depreciated.

Depreciation, where applicable is calculated on a straight-line basis. Management believes that the straight-line basis appropriately reflects the consumption of all Council assets.

Key judgements and estimates:

Straight line depreciation is used as that is consistent with the even consumption of service potential of these assets over their useful life to the Council. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

(d) Impairment

Property, plant and equipment held at cost is assessed for indicators of impairment annually. If an indicator of possible impairment exists, the Council determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

(e) Valuation

Key judgements and estimates:

Some of the Council's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or a liability, the Council uses market-observable data to the extent it is available and other inputs as necessary.

(i) Valuation processes

Council considers the carrying amount of its property, plant and equipment on an annual basis compared to fair value and makes adjustments where these are materially different. At least every three years, Council performs a full comprehensive revaluation by engaging an externally qualified valuer.

In the intervening years, Council undertakes:

- A management valuation using internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets and an appropriate cost index for the region; and

- A "desktop" valuation for land and improvements, buildings, and major plant asset classes which involve management providing updated information to the valuer regarding additions, deletions and changes to assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

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

Fair values are classified into three levels as follows:

- Level 1 - Fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 - Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability
- Level 3 - Fair value based on unobservable inputs for the asset and liability

There were no transfers between levels during the year.

12 Property, plant and equipment (continued)
(ii) Valuation techniques used to derive fair values

Asset class and fair value hierarchy	Valuation Approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Land (level 2)	Market value	30-Jun-24	APV Valuers	Current zoning Sale price per square metre (database of recent sales) of comparable properties, adjusted for differences in key attributes (such as property size)	Comprehensive revaluation undertaken by APV Valuers as at 30 June 2024	Nil
Buildings and structures (level 2)	Market value	30-Jun-22	APV Valuers	Sale price per square metre (database of recent sales) of comparable properties, adjusted for differences in key attributes (such as condition)	9.50%	Nil
Buildings and structures (level 3)	Current replacement cost	30-Jun-22	APV Valuers	Gross replacement cost Unit rates for construction as at the comprehensive revaluation date (industry standard cost guides, project costs from recently completed buildings) Condition assessment and consumption rating based on inspections	5.75% to 11.25%	Nil
Roads, drainage and bridge networks (level 3)	Current replacement cost	30-Jun-23	Shepherd Services / APV Valuers	Existing supply contract rates for raw materials appropriate for the asset based on age, size, location and condition; Labour rates based on Council's EBA; Average cost of outsourced projects; Remaining life of assets including existing conditions; Condition assessments - condition assessments were provided by Shepherd Services; Unit rates - unit rates were based on current costs for construction projects undertaken by Council.	3.10% to 5.20%	Nil
Water infrastructure (level 3)	Current replacement cost	30-Jun-22	APV Valuers	Development, soil and depth factors taking into account current condition; Gross replacement cost per m2 based on appropriate materials; Remaining useful lives and physical obsolescence.	7.00% to 13.20%	Nil
Sewerage infrastructure (level 3)	Current replacement cost	30-Jun-22	APV Valuers	Development, soil and depth factors taking into account current condition; Gross replacement cost per m2 based on appropriate materials; Remaining useful lives and physical obsolescence.	7.00% to 13.20%	Nil

13 Contract balances

	2024	2023
	\$	\$
(a) Contract assets		
Recoverable works contracts	633,553	2,187,849
Emergency works and immediate reconstruction	944,105	2,966,009
Restoration of assets	2,188,834	1,191,562
	<u>3,766,492</u>	<u>6,345,420</u>
(b) Contract liabilities		
Funds received upfront to construct Council controlled assets	2,798,840	6,231,763
Non-capital performance obligations not yet satisfied	10,666,076	312,560
Payments for flood damage to Council infrastructure repayable	585,539	2,119,756
	<u>14,050,455</u>	<u>8,664,079</u>

Deposits received in advance include Disaster Recovery Funding Arrangements (DFRA) flood damage subsidy, and Commonwealth Home Support Program (CHSP) aged care services grants.

The unsatisfied performance obligations for the contract liabilities include the completion of various road works and flood damage repairs to transport infrastructure across the region, and services to be provided as part of the home support program.

Revenue recognised that was included in the contract liability balance at the beginning of the year:

Funds to construct Council controlled assets	2,331,739	2,672,702
Non-capital performance obligations	2,575,567	93,268
	<u>4,907,306</u>	<u>2,765,970</u>

(c) Significant changes in contract balances

Increases in contract assets and contract liabilities during the year relate mainly to increases in works necessitated by flood events.

(d) Satisfaction of contract liabilities

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

14 Leases

Council as a lessee

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

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

Exceptions to lease accounting

Council leases a small number of land and buildings assets. Other than the Caterpillar RM400 Reclaimer plant (see below), Council does not lease vehicles or plant or equipment.

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

14 Leases (continued)

Terms and conditions of leases

Equipment

During the year, Council entered into a fixed term 24-month Rental Agreement, and Option to Purchase Agreement, for a new Caterpillar RM400 Road Reclaimer. Rental is \$26,000 per month. Hours in excess of the agreed number of hours for the fixed term are payable by Council only if the machine is not purchased at the end of the fixed term; the purchase price at the end of the fixed term is \$567,000. The decision to purchase or not is yet to be decided by Council.

	2024	2023
	\$	\$
<i>Right of use assets</i>		
Balance as at 1 July	-	-
Additions to right of use assets	596,629	-
Depreciation	(74,579)	-
Carrying amount as at 30 June	<u>522,050</u>	<u>-</u>

Lease liabilities

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

	2024	2023
	\$	\$
< 1 year	312,000	-
1-5 years	234,000	-
> 5 years	-	-
Total	<u>546,000</u>	<u>-</u>
Current liability	295,029	-
Non-current liability	229,820	-
Total per statement of financial position	<u>524,849</u>	<u>-</u>

Amounts included in the statement of comprehensive income related to leases

The following amounts have been recognised in the statement of comprehensive income for leases where Council is the lessee:

	2024	2023
	\$	\$
Interest expense on lease liabilities	6,220	-
Depreciation of right of use assets	74,579	-
	<u>80,799</u>	<u>-</u>
Total cash outflows for leases	<u>71,779</u>	<u>-</u>

Leases at significantly below market value - Concessionary / peppercorn leases

Council has a small number of leases at significantly below market value for land/buildings which are used for:

- car parking
- public open space and parkland
- Post office agency

The leases are generally between 2 and 50 years and require payments between \$1 and \$2,000 per annum. The use of the right-of-use asset is restricted to specific-purpose activities provided by Council.

Council does not believe that any of these leases are individually material.

14 Leases (continued)

Council as a lessor

Operating leases:

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

The minimum lease receipts arising from operating leases is as follows:

	2024	2023
	\$	\$
Not later than one year	478,891	466,589
Between one and two years	9,949	17,040
Between two and three years	1,658	9,949
Between three and four years	-	1,658
	<u>490,498</u>	<u>495,236</u>

The assets are include in the statement of financial position as:

- property, plant and equipment - where the rental is incidental or the asset is held to meet Council's service delivery objectives (refer note 12).

Assets classified as Investment Property:

Council has not classified any assets as investment property, on the basis that assets are rented to meet Council's service delivery objectives, are used by employees, or are held for a strategic purpose.

	2024	2023
	\$	\$
<i>Assets classified as Property, Plant and Equipment:</i>		
Rental income (excluding variable lease payments not dependent on an index or rate)	<u>478,891</u>	<u>466,589</u>

Amount of property, plant and equipment leased out by Council under operating leases:

Total property, plant and equipment leased out by Council under operating leases	<u>10,585,013</u>	<u>10,080,123</u>
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15 Payables

Creditors are recognised when goods or services are received at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.

Current

	2024	2023
	\$	\$
Creditors and accruals	1,755,070	2,173,728
Prepaid rates	177,581	162,574
Other creditors	12,242	5,494
	<u>1,944,893</u>	<u>2,341,796</u>

16 Borrowings

Interest is expensed as accrued. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 June 2025 to 15 March 2031.

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

Current

Loans - Queensland Treasury Corporation	552,374	533,904
	<u>552,374</u>	<u>533,904</u>

Non-current

Loans - Queensland Treasury Corporation	1,780,319	2,329,931
	<u>1,780,319</u>	<u>2,329,931</u>

The market value of QTC borrowings as at 30 June 2024 is \$2,194,685. This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

The weighted average borrowing for QTC Borrowings is 2.908% (ranging from 1.415% to 7.747%) (2023: 3.029% (ranging from 1.415% to 7.747%)).

No assets have been pledged as security by the Council for any liabilities, however all loans are guaranteed by the Queensland Government. There have been no defaults or breaches of the loan agreement during the 2024 or 2023 financial years.

17 Provisions

Employee provisions

The provision for annual leave is based on the present value of remuneration rates that will be paid when the liability is expected to be settled. As Council does not have an unconditional right to defer this liability beyond 12 months from the reporting date, annual leave is classified as a current liability.

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

Waste landfill restoration

A provision is made for the cost of restoring waste landfills where it is probable the Council will be liable, or required, to do this when the use of the facilities is complete.

The provision for waste landfill restoration is calculated as the present value of anticipated future costs associated with the closure of the dump sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for dump sites is reviewed at least annually and updated based on the facts and circumstances available at the time. Management estimates that the sites will close between 2026 and 2119 and that the restoration will occur progressively over the subsequent years.

Four of the waste landfills are on state reserve land which Council does not control, therefore the provision for restoration is treated as an expense in the year the provision is first recognised. The Jericho waste landfill site is on freehold land, however given the low value of restoration and to be consistent, this restoration cost was also treated as an expense when it was introduced. Ongoing changes in the provision are treated as an expense or income.

17 Provisions (continued)

	2024	2023
	\$	\$
Current		
Annual leave	1,383,558	1,260,666
Long service leave	1,765,460	1,563,375
	<u>3,149,018</u>	<u>2,824,041</u>
Non-current		
Waste landfill restoration	622,471	953,362
Long service leave	111,911	163,171
	<u>734,382</u>	<u>1,116,533</u>
Movement in provision for waste landfill restoration		
Balance at beginning of financial year	953,362	1,031,037
Increase in provision due to unwinding of discount	34,713	39,747
(Decrease) in provisions due to change in discount rate	(365,604)	(117,422)
Balance at end of financial year	<u>622,471</u>	<u>953,362</u>

18 Asset revaluation surplus

The asset revaluation surplus comprises revaluation movements on property, plant and equipment. Increases and decreases on revaluation are offset within a class of assets.

19 Commitments for expenditure

Capital commitments

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

	2024	2023
	\$	\$
Acacia St Bore Upgrade	28,650	542,186
Alpha Gates	-	47,438
Alpha Office Switchboard Renewal	-	24,635
Aramac-Jericho Road Pave and Seal	-	326,066
Barcaldine STP Trickling Filter	-	176,042
Barcaldine Pool Upgrade	5,836	57,584
Barcaldine Sewage Treatment Plant Upgrade	-	282,068
Beech Street Kerb and Channel	-	149,298
Beefwood Rd- Water Main Extension	-	33,255
Capital reseals 2023-2024	-	88,574
Craven Road Pave and Seal	-	265,980
Jericho Showground Shed	-	20,180
Narbethong Road Pave and Seal	-	231,437
New Refuse Tip Development	-	25,573
Plant Replacement 2021/2022	-	119,701
Plant Replacement 2022/2023	-	1,717,183
Plant Replacement 2023/2024	929,361	-
Aramac Housing Capital Work	13,938	-
Barcaldine Recreation Park MIP	98,004	-
Aramac-Jericho Road FD 2023	346,454	-
Aramac FD 2023	21,726	-
Floodways 2023-24	16,157	-
Barcaldine FD 2023	86,215	-
Box Street Kerb & Channel Ash to Elm	2,439	-
Star Downs Road Sealing	51,659	-
Floodway Upgrade	12,845	-
	<u>1,613,284</u>	<u>4,107,200</u>

These commitments are payable within one year.

20 Contingent liabilities

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

Local Government Mutual

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

As at 30 June 2024 the latest available Local Government Mutual financial statements (for year ended 30 June 2023) reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme, Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there were insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. Council's maximum exposure to the bank guarantee is \$364,581 (2023: \$313,920).

21 Superannuation - Regional Defined Benefit Fund

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

The scheme is managed by the Brighter Super trustee as trustee. The scheme is a defined benefit plan, and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.

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

The last completed triennial actuarial assessment of the scheme was undertaken as at 1 July 2021. The actuary indicated that "At the valuation date of 1 July 2021, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

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

The next triennial actuarial review is not due until 1 July 2024.

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

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

		2024	2023
		\$	\$
Superannuation contributions made for year	5	<u>1,494,806</u>	<u>1,313,115</u>

22 Reconciliation of net result for the year to net cash inflow from operating activities

	2024	2023
	\$	\$
Net result	<u>(9,884,413)</u>	<u>5,317,272</u>
Non-cash items:		
Depreciation	<u>6,936,602</u>	<u>6,873,255</u>
	<u>6,936,602</u>	<u>6,873,255</u>
Investing and development activities:		
Net (gain)/loss on disposal of non-current assets	(22,404)	(58,455)
Capital grants and contributions	<u>(6,293,764)</u>	<u>(2,495,833)</u>
	<u>(6,316,168)</u>	<u>(2,554,288)</u>
Changes in operating assets and liabilities:		
(Increase)/ decrease in receivables	(1,724,655)	1,600,113
(Increase)/ decrease in inventories	60,504	(15,960)
(Increase)/ decrease in contract assets (operating expenditure)	3,576,200	(4,200,594)
(Increase)/decrease in other assets	40,141	(26,888)
Increase/(decrease) in payables	(396,902)	791,197
Increase/(decrease) in contract liabilities (operating revenue)	10,353,516	178,775
Increase/(decrease) in provisions	<u>(57,174)</u>	<u>(464,147)</u>
	<u>11,851,630</u>	<u>(2,137,504)</u>
Net cash inflow from operating activities	<u><u>2,587,651</u></u>	<u><u>7,498,735</u></u>

23 Reconciliation of liabilities arising from finance activities

2024		As at 30 June 2023	Cash flows	Non-cash changes (new leases)	As at 30 June 2024
		\$	\$	\$	\$
Borrowings	16	2,863,834	(531,142)	-	2,332,692
Lease liabilities	14	-	(71,779)	596,628	524,849
		<u>2,863,834</u>	<u>(602,921)</u>	<u>596,628</u>	<u>2,857,541</u>
2023		As at 30 June 2022	Cash flows	Non-cash changes (new leases)	As at 30 June 2023
		\$	\$	\$	\$
Borrowings	16	3,376,636	(512,802)	-	2,863,834
Lease liabilities	14	-	-	-	-
		<u>3,376,636</u>	<u>(512,802)</u>	<u>-</u>	<u>2,863,834</u>

24 Events after the reporting period

There were no material adjusting events after the balance date.

25 Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has the following financial assets/liabilities

- Cash
- Receivables
- Payables
- Borrowings
- Lease liabilities

Council has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- market risk

Risk management framework

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's Audit Committee approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council.

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

Council does not enter into derivatives.

Credit risk

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

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

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

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

Liquidity risk

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

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

Exposure to liquidity risk

Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC and other financial institutions.

Council manages its exposure to liquidity risk by maintaining sufficient cash deposits, both short and long term, to cater for unexpected volatility in cash flows. Council does not have any undrawn facilities or lines of credit at the end of the reporting period. These facilities are disclosed in Note 8 and 16.

25 Financial instruments and financial risk management (continued)

(a) Financial assets and financial liabilities (continued)

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

	0 to 1 year	1 to 5 years	Over 5 years	Total contractual cash flows	Carrying amount
	\$	\$	\$	\$	\$
2024					
Trade and other payables	1,944,893	-	-	1,944,893	1,944,893
Loans - QTC	610,012	1,494,534	375,964	2,480,510	2,332,692
Lease liabilities	312,000	234,000	-	546,000	524,849
	<u>2,866,905</u>	<u>1,728,534</u>	<u>375,964</u>	<u>4,971,403</u>	<u>4,802,434</u>
2023					
Trade and other payables	2,341,796	-	-	2,341,796	2,341,796
Loans - QTC	610,012	1,889,710	590,800	3,090,522	2,863,834
Lease liabilities	-	-	-	-	-
	<u>2,951,808</u>	<u>1,889,710</u>	<u>590,800</u>	<u>5,432,318</u>	<u>5,205,630</u>

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

Market Risk

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

Interest rate risk

Council is exposed to interest rate risk through investments and borrowings with QTC and other financial institutions. Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

Sensitivity

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

	Net carrying amount	Effect on Net Result		Effect on Equity	
		1% increase	1% decrease	1% increase	1% decrease
	\$	\$	\$	\$	\$
2024					
QTC Cash Fund	14,845,798	148,458	(148,458)	148,458	(148,458)
Other Cash Funds	296,280	2,963	(2,963)	2,963	(2,963)
QTC Loans*	(2,332,692)	-	-	-	-
Net total	<u>12,809,386</u>	<u>151,421</u>	<u>(151,421)</u>	<u>151,421</u>	<u>(151,421)</u>
2023					
QTC Cash Fund	24,529,019	245,290	(245,290)	245,290	(245,290)
Other Cash Funds	1,721,639	17,216	(17,216)	17,216	(17,216)
QTC Loans*	(2,863,834)	-	-	-	-
Net total	<u>23,386,824</u>	<u>262,507</u>	<u>(262,507)</u>	<u>262,507</u>	<u>(262,507)</u>

In relation to the QTC loans held by Council, the following has been applied:

*QTC Generic Debt Pool - the generic debt pool products approximate a fixed rate loan. There is a negligible impact on interest sensitivity from changes in interest rates for generic debt pool borrowings.

(b) Fair value

The fair value of trade and other receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

The fair value of borrowings with QTC is based on the market value of debt outstanding. The market value of a debt obligation is the discounted value of future cash flows based on prevailing market rates and represents the amount required to be repaid if this was to occur at balance date. The market value of debt is provided by QTC and is discussed below / disclosed in Note 16.

QTC applies a book rate approach in the management of debt and interest rate risk, to limit the impact of market value movements to clients' cost of funding. The book value represents the carrying value based on amortised cost using the effective interest method.

Measurement of fair value

The valuation technique used in measuring financial liabilities is discounted cash flows. This valuation model considers the present value of expected payments, discounted using a risk-adjusted discount rate.

26 Transactions with related parties

(a) Transactions with associates

Council is a member of the Central Western Queensland Remote Area Planning and Development Board Ltd (RAPAD), a company limited by guarantee. Council pays an annual subscription and contracting fees to RAPAD and RAPAD provides grants funds to Council. Payments were made by Council totalling \$128,104 (2023: \$141,836), and made in the normal course of operations. Council also received \$953 (2023: \$61) from RAPAD for catering and venue hire.

(b) Transactions with key management personnel (KMP)

KMP are those persons having the authority and responsibility for planning, directing and controlling the activities of Council. KMP include the Mayor, Councillors, Chief Executive Officer and the Executive Management Team. The compensation paid to KMP comprises:

	2024	2023
	\$	\$
Short-term employee benefits	1,724,408	1,556,012
Long-term employee benefits	5,054 -	16,075
Post-employment benefits	141,590	31,341
Termination benefits	242,000	-
	<u>2,113,052</u>	<u>1,571,278</u>

Detailed remuneration disclosures are provided in the annual report.

(c) Transactions with other related parties

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members. Close family members include a spouse, child and dependent of a KMP or their spouse.

Details of transactions between Council and other related parties are disclosed below:

Details of transactions	Additional Information	2024 \$	2023 \$
Fees and charges charged to entities controlled by KMP	26c(i)	33,966	22,381
Employee expenses for close family members of key management personnel	26c(ii)	294,929	454,968
Purchase of materials and services from entities controlled by key management personnel	26c(iii)	6,473,824	5,958,368

(i) The fees and charges charged to entities controlled by key management personnel were on an arm's length basis in accordance with the schedule of fees and charges adopted by Council. Details are set out in the table below.

Fees and charges charged to entities controlled by key management personnel	Details of related party	\$
Lease Fee & Seasonal Fees	Barcaldine Campdraft Assoc, related party to Councillor Tom Gleeson	561
Water & Hire of Equipment & spray emulsion	Michael Horman Transport Pty Ltd, related party to Councillor Daniel Arthur	7,145
Bus Damage Fee, PA System & Damage Fee, Venue & Bus Hire & Season Fees	Alpha Rugby League Football Club, related party to Councillor Sean Dillon	3,077
Town Common Fees	D & P Coulton, related party to Paula Coulton (KMP)	3,040
CCS Fees	Kathleen Gleeson, related party to Councillor Tom Gleeson	2,279
CCS Fees	Mary Gleeson, related party to Councillor Tom Gleeson	1,099
Showground & Venue Hire	Barcaldine Show Society, related party to Councillor Beccy Plumb	475
Venue Hire & Catering	RAPAD	953
Lease Fee, Contribution to Goods Shed, Equipment Hire & Seasonal Fee	Westech Field Days, related party to Councillor Beccy Plumb	13,382
	Barcaldine Junior Rugby League, related party to Councillor Linda Penna	364
Loam	Aramac Hotel, related party to Paula Coulton (KMP)	30
Electricity	Daniel Bradford (KMP)	1,560

(ii) All close family members of key management personnel were employed through an arm's length process in accordance with Council's recruitment policies. They are paid in accordance with the relevant industrial award or a contract of employment. The Council employs 164 staff of whom 6 staff are close family members of key management personnel.

26 Transactions with related parties (continued)

(c) Transactions with other related parties (continued)

(iii) Council purchased the following materials and services from entities that are controlled by members of key management personnel.

Type of service	2024	2023
	\$	\$
Purchase of general goods & services	6,473,824	5,958,368
Total	<u>6,473,824</u>	<u>5,958,368</u>

Included in the above are purchases of goods and services from the following related parties:

Description of transactions	Details of related party	Total 2024 Transactions	Amount owed to related party at 30 June 2024
Goods purchased	Aramac Cutprice Store - during this time, Councillor Gary Peoples was a part owner of the business.	\$ 112,374	\$ -
Contracting services	Michael Horman Transport Pty Ltd - during this time, Councillor Daniel Arthur, has close family members as full/part owner of the business.	\$ 6,283,722	\$ -
Contracting services	Wreny's Enterprises Pty Ltd - during this time, District Manager Jennifer Lawrence has close family members as part owner of the business.	\$ 67,915	\$ 13,530

All purchases were at arm's length, on normal trading terms and conditions, and were in the normal course of Council's operations.

(d) Outstanding balances

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

	2024	2023
	\$	\$
Entities controlled by KMP - owed by Council	13,530	954
Entities controlled by KMP - owing to Council	631	122

No expense has been recognised in the current year or prior year for bad or doubtful debts in respect of amounts owed by related parties.

(e) Loans and guarantees to/from related parties

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

(f) Commitments to/from other related parties

Council has no outstanding commitments to or from other related parties.

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

Most of the entities and people that are related parties of Council live and operate within the council area. Therefore, on a regular basis, ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Use of Council swimming pools
- Dog registration
- Borrowing books from Council libraries

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

Management Certificate

for the year ended 30 June 2024

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

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

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 1 to 26, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



Mayor
Rob Chandler

Date: 25 October 2024



Acting Chief Executive Officer
Daniel Bradford

Date: 25 October 2024

Independent Auditor's Report



INDEPENDENT AUDITOR'S REPORT

To the councillors of Barcaldine Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Barcaldine Regional Council.

The financial report comprises the statement of financial position as at 30 June 2024, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Acting Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2024, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

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

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

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

Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Barcaldine Regional Council's annual report for the year ended 30 June 2024 was the current year financial sustainability statement – (audited), current year financial sustainability statement – contextual ratios (unaudited) and long-term financial sustainability statement – (unaudited).

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

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

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

Responsibilities of the councillors for the financial report

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

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

Auditor's responsibilities for the audit of the financial report

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

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

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

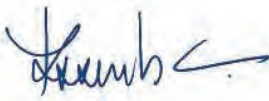
Report on other legal and regulatory requirements

In accordance with s.40 of the Auditor-General Act 2009, for the year ended 30 June 2024:

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

Prescribed requirements scope

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



Sri Narasimhan
as delegate of the Auditor-General

28 October 2024

Queensland Audit Office
Brisbane

Current-year Financial Sustainability Statement – audited

for the year ended 30 June 2024

Type	Measure	Target (Tier 6)	Actual current year	Actual 5-year average	Council narrative
Audited ratios					
Liquidity	Unrestricted cash expense cover ratio	Greater than 4 months	0.34 months	not required	The timing of grant receipts, and particularly the 2025 Financial Assistance Grants which was not paid in advance in 2024, has reduced Council's unrestricted cash balance at 30 June 2024.
Operating Performance	Operating surplus ratio	Not applicable	-57.62%	-16.37%	Ongoing operational deficits means that this ratio is negative. The 2024 result is also impacted by the timing of the 2025 Financial Assistance Grant which was not paid in advance.
	Operating cash ratio	Greater than 0%	-33.43%	4.76%	The operational deficit means that for 2024 this ratio is negative, although on average, it does meet the target.
Asset Management	Asset sustainability ratio	Greater than 90%	137.96%	146.22%	Council has met this target.
	Asset consumption ratio	Greater than 60%	74.92%	73.14%	Council has met this target.
Debt Servicing Capacity	Leverage ratio	0 - 3 times	-0.24 times	0.63 times	On average Council has met this target.

The current year financial sustainability statement (audited) 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 six reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2024.

CERTIFICATE OF ACCURACY

This current-year financial sustainability statement (audited) has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

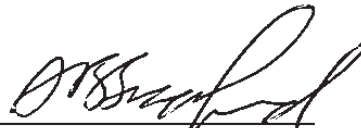
In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor

Rob Chandler

Date: 25 October 2024



Acting Chief Executive Officer

Daniel Bradford

Date: 25 October 2024

INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT

To the councillors of Barcaldine Regional Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Barcaldine Regional Council for the year ended 30 June 2024, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Acting Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Barcaldine Regional Council for the year ended 30 June 2024 has been accurately calculated.

Basis of opinion

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

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

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

Emphasis of matter – basis of accounting

I draw attention to the note to the statement which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2024, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information Barcaldine Regional Council annual report for the year ended 30 June 2024 was the general-purpose financial statements, current-year financial sustainability statement - contextual ratios (unaudited), and the long-term financial sustainability statement – (unaudited).

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

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

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

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement


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

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sri Narasimhan
as delegate of the Auditor-General

28 October 2024

Queensland Audit Office
Brisbane

Current-year Financial Sustainability Statement – Contextual ratios (unaudited) for the year ended 30 June 2024

Type	Measure	Target (Tier 6)	Actual current year	Actual 5-year average	Council narrative
Contextual ratios (unaudited)					
Financial Capacity	Council-controlled Revenue	Not applicable	38.00%	27.22%	Council relies significantly on grant funding, and the timing of the receipt of the 2025 Financial Assistance Grant has resulted in a higher than normal ratio of council controlled revenue for 2024.
	Population Growth	Not applicable	0.07%	-0.11%	The regions total population has remained relatively stable over time.

The current year financial sustainability statement - Contextual Ratios (unaudited) 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 two reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2024.

CERTIFICATE OF ACCURACY

This current-year financial sustainability statement - contextual ratios (unaudited) has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.



Mayor
Rob Chandler

Date: 25 October 2024



Acting Chief Executive Officer
Daniel Bradford

Date: 25 October 2024

Long-term Financial Sustainability Statement

– unaudited

for the year ended 30 June 2024

Type	Measure	Target (Tier 6)	Actuals as at 30 June 2024	30 June 2025	30 June 2026	30 June 2027	30 June 2028	30 June 2029	30 June 2030	30 June 2031	30 June 2032	30 June 2033
Financial Capacity	Council-controlled Revenue	N/A	38.00%	22.76%	29.42%	29.25%	29.24%	29.33%	29.42%	29.51%	29.60%	29.68%
	Population Growth	N/A	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than 4 months	0.34 months	Not applicable								
Operating Performance	Operating Surplus ratio	N/A	-57.62%	-3.90%	-4.54%	-3.65%	-3.17%	-3.06%	-2.95%	-2.84%	-2.73%	-2.63%
	Operating Cash ratio	Greater than 0%	-33.43%	11.93%	16.08%	16.94%	17.33%	17.43%	17.52%	17.60%	17.69%	17.77%
Asset Management	Asset sustainability ratio	Greater than 90%	137.96%	94.97%	101.94%	91.50%	91.95%	92.40%	92.86%	93.31%	93.77%	94.23%
	Asset consumption ratio	Greater than 60%	74.92%	76.26%	76.43%	76.40%	76.36%	76.30%	76.23%	76.16%	76.08%	76.00%
Debt Servicing Capacity	Leverage Ratio	0 - 3 times	-0.24 times	0.3 times	0.21 times	0.13 times	0.08 times	0.05 times	0.02 times	0 times	0 times	0 times

Barcaldine Regional Council's Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

CERTIFICATE OF ACCURACY

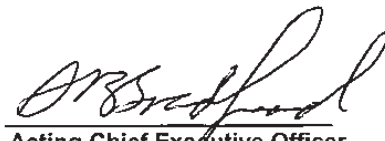
This long-term financial sustainability statement (unaudited) has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.



Mayor
Rob Chandler

Date: 25 October 2024



Acting Chief Executive Officer
Daniel Bradford

Date: 25 October 2024

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