

ANNUAL REPORT 2022–2023



BARCALDINE
REGIONAL COUNCIL





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Contact Council



07 4651 5600



council@barc.qld.gov.au



<https://www.barcaldinerc.qld.gov.au>



PO Box 191 Barcaldine Queensland 4725

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

CONTENTS

About the Annual Report	3
– Barcaldine Regional Council Corporate Plan	4
Our region	7
Our year in review	9
– Report from the Mayor	9
– Report from the Chief Executive Officer	10
– 2022–2023 highlights	11
– Recognition of grant funding.....	14
– Support to community organisations	15
Our performance	17
– Corporate and Operational Plan.....	17
– Annual budget.....	17
– Operational Plan Performance Report.....	18
– Achieving our goals.....	18
Our Council	25
– Our Councillors.....	25
– Statutory information and disclosures	27
– Administrative action complaints	27
– Other disclosures.....	28
Our financial performance	31
– Community financial report	31
– Annual financial statements	37



ABOUT THE ANNUAL REPORT

The work of Barcaldine Regional Council is set out in our Corporate Plan 2021–2026. It outlines a roadmap of clear goals for how we ensure a positive, sustainable and stable region for the enjoyment of current and future communities.

Our 2022–2023 Operational Plan goes into more detail about our activities and projects from 1 July 2022 to 30 June 2023.

This Annual Report draws on the two plans to provide:

- a detailed look at what Barcaldine Regional Council has been doing
- an assessment of how well we did it.

We aim to take you on a journey of the year that was. Read about:

- Our Region – details about the Barcaldine region
- Our Year in Review – reports from the Mayor and Chief Executive Officer, along with Council’s major successes for the year

- Our Performance – a detailed review of Council’s performance against the Operational Plan
- Our Council – Council’s activities and statutory disclosures
- Our Financial Performance –
 - the Community Financial Report, with financial information for 2022–2023 written in plain English so all members of the community can understand it
 - Council’s audited financial statements and the auditor’s report.



Barcaldine Regional Council Corporate Plan 2021–2026



Our vision

A positive, sustainable and innovate 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 workforce that is inclusive, innovative, ethical and trusted by all levels of government.



Image: Alyssa McKeering



Image: Tourism and Events Queensland



Image: Tourism and Events Queensland

OUR REGION

Barcaldine Regional Council serves five communities in central western Queensland, with an estimated resident population of 2,900. We cover an area of 53,520 km². The social fabric of each district is unique, but resilience and local community spirit are traits that run deep across the region.

Rural industries, including sheep and cattle grazing, are the traditional mainstays of the local economy. They are supported by small businesses and public services, including State Government agencies. However, tourism is increasingly important. We are fortunate to have attractions of national, state and local historical significance. A growing Indigenous cultural presence, natural landscapes, and garden-lined streetscapes add to the region's character.

The region is known for creating events that attract visitors and bring people together. These play an important role in showcasing what we have to offer, and include:

- the Tree of Knowledge Festival
- agricultural shows
- campdrafts
- rodeos
- race days
- Westech Field Days.



Council meets most residents' needs. There is quality infrastructure for cultural pursuits, sport and recreation; and public education, health care, fire, police and ambulance services. Council is each community's major employer, with 149 full-time equivalent employees. They work in:

- arts and cultural centres
- commercial services including banking, post office and the Queensland Government Agent Program
- community and customer service
- community care
- council offices, in roles such as finance, human resources, administration, media and communications
- engineering services
- facilities and venue management, including halls, pools, recreation, parks, and showgrounds
- fleet and workshops
- libraries
- parks and town services
- regulatory services, including building, planning, local laws and animal management
- road construction and maintenance
- rural lands, town commons and stock routes
- tourism and information centres
- waste management
- water supply, sewerage and reuse water.



* Full time equivalent

The region's five towns – Alpha, Aramac, Jericho, Barcaldine and Muttuburra – are all linked by sealed roads. Unsealed roads provide more local access, but due to extended periods of wet weather, their use has been restricted over the past few years. Improving travel is an ongoing priority.

Council also seeks to invest in any new infrastructure, business or economic opportunity that helps ensure the future life of our communities. We forward plan for potential projects and apply for grant funding to make this happen.



OUR YEAR IN REVIEW

Report from the Mayor

It is my honour to write my final introduction for a Barcaldine Regional Council Annual Report. Leading this Council since 2020 has been an immense privilege. We are handing the Council over to its next leadership team in a considerably improved financial position.

This report, and its financial statements, show that Council has once again achieved an operating surplus, consolidating on last year's small surplus. This year's effort resulted in a profit of more than \$5 million and, with the 2023–2024 budget forecasting a surplus for the next 10 years, demonstrates that the serious reform this Council has undertaken is being embedded in the long-term financial position.

The cash position of Council at year's end is above \$26 million, which is an increase of more than \$6 million year on year. The compounding effect of additional revenue from rates, fees and charges, and interest, along with substantial increases to grant revenue, is starting to underpin a healthier cash position.

Council's recurrent revenue when we came to office contained 'own source' revenue less than 20%; this has seen an improvement to just under 23%, modest yet with an upward trajectory. Regional councils will never see this figure high enough to be comfortable, however it is important to ensure that revenue is kept sustainable for ratepayers and residents, yet also at a level sufficient to cover elements of Council's key financial obligations.

External road construction contracts continued to play a key role in Council's operating activities for the year. Improving the road network across our council area, maintaining a suitably skilled workforce and plant, as well as providing sufficient financial recoverables to contribute to the financial stability of Council, ensures that our partnership with the Department of Transport and Main Roads continues to be our key external relationship.

Internally our parks and gardens continue to shine and are the envy of the west. The presentation of not only our towns, but the support for community led events, is an

integral part of our Council's focus. Providing volunteers with not only cash but also access to in-kind resources, has allowed those events to continue to impress and attract visitors from near and far, as well as to improve local opportunities for residents to enjoy quality entertainment.

Council and the region generally, are not without known challenges moving into the future. Asset management and project delivery remain key areas for improvement. Weather conditions challenge both of these, as well as the economic environment that our local businesses and residents face. Housing and childcare are two macro level issues that are placing significant strain on our community as a whole, including Council. Interest rates are positive for Council cashflow but damaging to consumers and businesses. An easing in interest rates through 2024 will be required if long term damage isn't to be sustained within or to our local economy.

Council is well placed, both operationally and fiscally to face these challenges and others that may arise. Our sustainability has been restored, stability in fees and costs to consumers now achieved and realistic investment in practical capital underpins every responsible budget of Council.

It is with pleasure that I commend this report and its information to you.

CR SEAN DILLON
MAYOR



Report from the Chief Executive Officer

Throughout 2022–2023, Barcaldine Regional Council worked hard to provide the best services and opportunities possible for the people, towns and businesses of Alpha, Aramac, Barcaldine, Jericho and Muttaborra. As I read through this Annual Report, I am reminded again of why I choose to live here. We should be proud of our incredible community. Whether it was dealing with the impact of Flood Events, volunteers giving up their time for others, discussions at community forums, or families sharing the fun of our many local events, the many ways we came together this year made us stronger. We all want to see our great community continue to prosper and grow.

Council's Corporate and Operational Plans include strategies and frameworks to ensure successful implementation. Here's some highlights of our progress this year.

- **Asset Management** – We conducted a comprehensive assessment of the condition of all our roads and put in place a tool for ongoing data capture and analysis by Council staff. This will drive informed decisions regarding road maintenance and improvements.
- **New Town Plan** – This vital document will guide Council's decision making. It provides insights into future community needs and infrastructure and will help streamline the development process, creating more opportunities for growth across the region.
- **Workplace Safety Management** – We thoroughly reviewed all our systems, so we continue to prioritise the safety and wellbeing of our workforce and community.
- **Workforce Planning** – We made important investments in staff training and skills development to ensure future opportunities.

Key to our achievements was a focus on asset management, project delivery, and investment in staff training and development to provide growth and succession opportunities, and financial sustainability. For example, Local Government Regulation 2012 sets out financial sustainability ratios – a key indicator of Council's ability to continue operating effectively over time.



Barcaldine saw improved results and I am confident this positive trend will continue. Naturally, Council also had to manage rising operational costs – fuel, materials, services and workforce shortages – which affect Australians across the country. We're doing all we can to mitigate these challenges in our region.

Over the next few years, we'll concentrate on:

- service delivery and asset management
 - continuing to improve our road network
 - ongoing support for residents through programs like the Commonwealth Home Support Programme, NDIS and Community Care Services
 - finalising Supervisory Control and Data Acquisition training for water network managers
 - improving Council's reporting and project management
- transitioning Barcaldine Landfill to a new site
- improving Council's budget process and how we report
- bringing in a new enterprise system to run the business of Council; with software, operational processes, financial systems and functionality
- progressing Council's commitment to the economic development of the Barcaldine Renewable Energy Zone.

I appreciate the hard work and dedication of Councillors and our staff. Together we made significant steps toward meaningful organisational change. It is a privilege to serve the Council and community. I look forward to continuing positive outcomes for the people of this vibrant region.

SHANE GRAY
CEO

2022–2023 highlights

Main roads contracts

After two to three years of works, Barcaldine Regional Council completed two major roads projects in 2022–2023. These Department of Transport and Main Roads (TMR) contracts were for upgrades to major arterial transport routes, enabling safer and improved roads in our region:

- Capricorn Highway Widening Project – improved a key tourist route, which brings thousands of travellers through the region each year and is also a critical connector to central Queensland markets for residents and local industry.
- Barcaldine Aramac Road widening – safer travel on a busy national freight route from northern Queensland to southern markets.

Flood damage restoration works

Council also completed the final packages of the Queensland Reconstruction Authority (QRA) 2020 flood restoration works. Over three years, contractors and staff across the region worked on 145 council roads as part a \$8.4 million program. This major undertaking started as a response to the 2019 floods, but further flooding in 2020, saw it become a three year recovery process.

January 2023 Flood Event mitigation

In December 2022, work on the 2020 Flood Damage package came to an end just in time for another major Flood Event in January 2023. The northern and central Queensland monsoon and flooding significantly damaged roads across the region. Council responded quickly with temporary repairs to roads, removing debris and so on, to keep traffic moving safely wherever possible. This was funded via an initial \$2.34 million provided by the QRA's emergent works program.

QRA has approved a package of just over \$46 million for restoration works. These will take place during the 2023–2024 and 2024–2025 financial years.



Image: Deborah Fenton

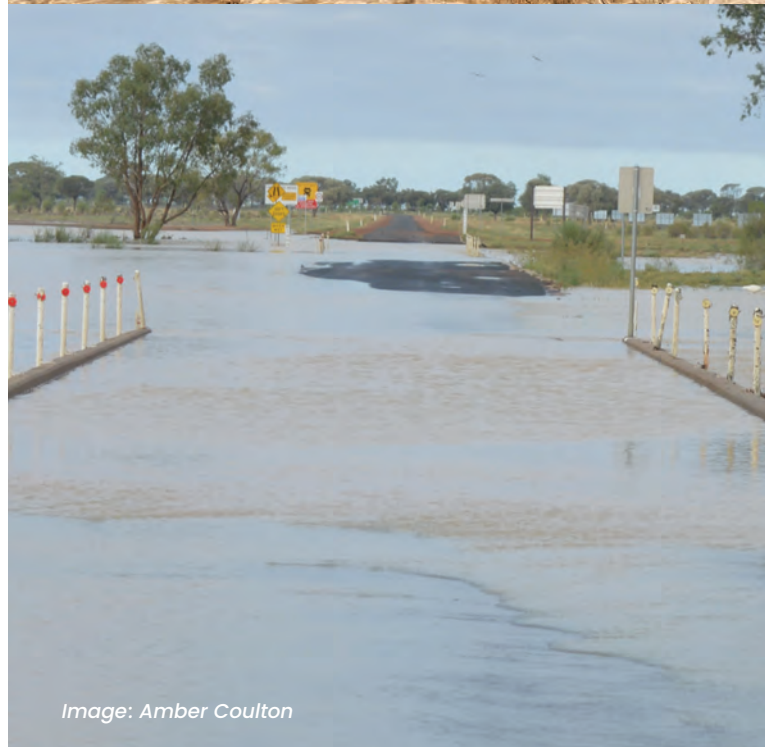


Image: Amber Coulton



Image: Charmain Acton

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
- 2022 Local Government Association of Queensland Bush Councils Convention
- campdrafts
- rodeos.





Recognition of grant funding

Council has been very successful at securing grant funding for programs and capital projects. These allow delivery of some of the most basic services, and continual asset improvements. We appreciate the invaluable support of both the Australian and Queensland governments, and other organisations. Grants are a critical element in our operations. Table 1 details this revenue.

Table 1: Grant funding.

FUNDING SOURCE	PROGRAM/PURPOSE	AMOUNT \$
Australian Government		
Department of Social Services	Commonwealth Home Support Program	602,562
Department of Infrastructure, Transport, Cities & Regional Development	Roads to Recovery	598
	Financial Assistance Grant	14,462,023
	Local Roads and Community Infrastructure Phase 3	1,400,515
Australian Tax Office	Diesel Fuel Rebate	165,208
Queensland Government		
Arts Queensland	Regional Arts Development Fund (RADF)	25,531
Department of State Development	Local Government Grants & Subsidies Program	13,505
Department of Communities, Child Safety & Disability Services	Sixty and Better	64,967
	Care Services	171,506
Department of Education & Training	Trainee subsidies	199,522
Department of Housing & Public Works	Home Assist Secure	55,999
Department of Local Government, Racing & Multicultural Affairs	Works for Queensland 2022–2024	226,181
	COVID Works for Queensland 2021	162,135
	Stock route water facilities upgrades	77,886
TMR	Transport Infrastructure Development Scheme Program	110,024
	Cycle path network	55,597
Fire & Emergency Services	Emergency services	24,200
QRA	Flood damage emergent works	2,342,947
	Get Ready Funding	7,848
State Library of Queensland	Library resources	18,824
Other grants		
Western Queensland Primary Health Network	Mental health	50,000
TOTAL		20,237,578

Support to community organisations

Council provided \$98,591 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 Regulation 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.

FUNDING SOURCE	PURPOSE	AMOUNT \$
RADF Distributions	RADF Program	26,786
Aramac Community Development Association	Community Christmas party, Learn to swim & dance lessons	2,045
Alpha Golf Club Inc	Open golf championship	500
Alpha Horse & Pony Club	Gymkhana	500
Alpha Hospital & Multipurpose Health Service	Australia's Biggest Morning Tea	135
Alpha Isolated Children's Parents' Association	Alpha Cricket Day	23
Alpha Men's Shed Incorporated	Community music event	500
Alpha Mothers Group	Alpha Mothers Support Group	23
Alpha Rodeo Association Inc.	Alpha Campdraft & Rodeo	2,063
Alpha Show Society	Annual Show & Central Highlands Showgirl Dinner	1,588
Alpha State School P&C	Branches Performing Arts	277
Alpha Tourism Association	Plaques for cemetery & Christmas markets	1,759
Muttaborra Ambulance Committee	Seniors lunch	300
Aramac P&C	Sh** box Car Rally	1,000
Aramac Race Club	Aramac Races	4,030
Aramac State School	Awards Night	500
Ballyneety Rodeo Club	Ballyneety Rodeo	7,400
Barcaldine Amateur Swim Club	Oasis Swimming Carnival	500
Barcaldine Clay Target Club Inc	Contribution for new ablution building	10,000
Barcaldine Cultural Association	Assistance with annual insurance	500
Barcaldine Junior Rugby League	Central West Junior League	500
Barcaldine Senior Rugby League	Australia Day event	1,000
Barcaldine TOK Festival Committee	Tree of Knowledge Festival	30,000
Barcaldine Watersports Association	Assistance with annual insurance	1,000
Barcaldine Women's Show Auxiliary	Annual Barcaldine PA&H Show	500
Barrels 4 A Cause	Jenny Schmidt Memorial and others	1,927

Table 2: Council funding to community organisations (continued).

FUNDING SOURCE	PURPOSE	AMOUNT \$
Central West Rugby League	Central Highlands Junior League	2,000
Desert Recreation Club	Cricket at the Lake	500
Great Endeavour Rally Team #666 Dust Devils	Great Endeavour Rally	1,000
Jericho public Christmas tree	Jericho public Christmas tree	136
Jericho State School P&C	Drive-in movie/State Of Origin nights	500
Jericho Tourism Committee	Jericho Bush Bash	658
Jordan Valley Arts & Crafts Group	Cent Sale & Craft Days	407
Loud Shirt Committee, Aramac	Loud Shirt Day	500
Muttaborra Amateur Turf Club	Muttaborra Races	1,000
Muttaborra Golf club	Muttaborra Ambrose	500
Muttaborra Masonic Lodge	Garden assistance	1,000
Muttaborra Men's Shed	Community Christmas lunch	271
Muttaborra QCWA & MRRC	Muttaborra Reuse Recycle Festival	14,690
Muttaborra State School	Awards Night and Trivia Night	286
Muttaborra Stock Show Society	Muttaborra Stock Show	3,400
Muttaborra town and country	Community Christmas party	596
Muttaborra Turf Club	Muttaborra Races & Campdraft	1,500
St Johns Catholic Church, Alpha	Cent Sale	81



OUR PERFORMANCE

Corporate and Operational Plan

The Corporate Plan 2021–2026 provides a high level road map for how Council will deliver the region’s vision. It was developed by listening to our communities and evaluating current and future trends. Annual operational plans and budgets provide detail about the work to be completed in a given year to achieve the objectives of the Corporate Plan, and how this will be resourced.

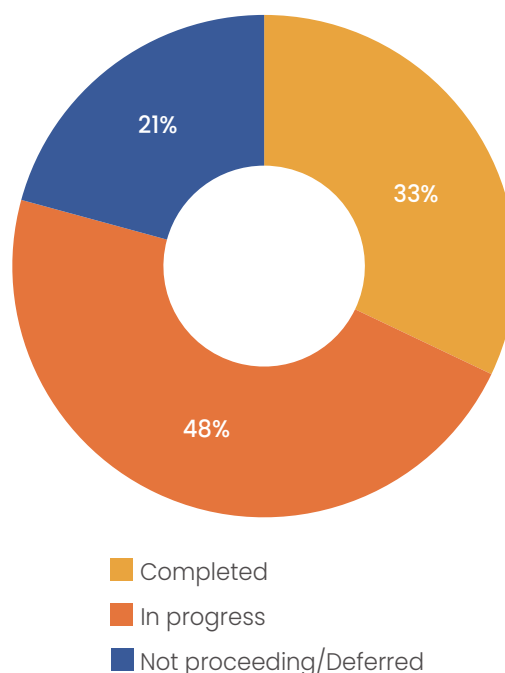
The 2022–2023 annual budget and Operational Plan cover the period 1 July 2022 to 30 June 2023.

Annual budget

Barcaldine Regional Council’s budget for 2022–2023 outlines where Council will deliver services, programs and facilities. It identifies 52 projects. See Table 3 and Figure 1.

Seventeen (17) projects were completed through the year. It is important to note that flood damage packages for 2019 and 2020 saw work on over 100 roads completed, but these jobs were all recorded together as a single program. This bundling of multiple roads into one line item, and the fact that flood efforts meant many major road projects started but could not be finished by year’s end, may impact perceptions of how much was actually achieved.

Figure 1: Status of capital projects in 2022–2023 (% of total).



Our operating result for the year was much more positive than expected, with a surplus of \$2,685,309, achieved through savings in the expenditure budget and bringing in extra revenue via operating grants. We had budgeted for a \$1.1 million deficit.

Table 3: Summary of Council’s performance against project goals in 2022–2023.

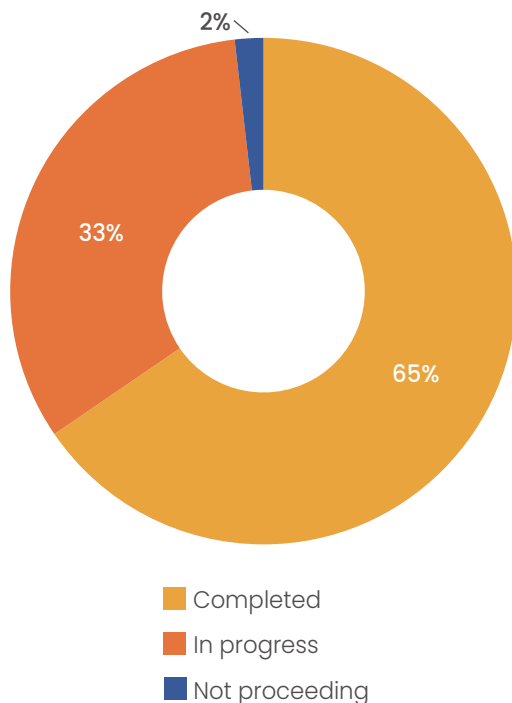
GOAL	NO. OF ITEMS	COMPLETED	IN PROGRESS	NOT PROCEEDING / DEFERRED	COMPLETED / IN PROGRESS %
Communities	15	7	7	1	93
Services	10	1	6	3	70
Infrastructure	12	4	6	2	83
Economy	9	2	4	3	67
Governance	6	3	2	1	83
TOTAL	52	17	25	10	81

Operational Plan Performance Report

Council's 2022–2023 Operational Plan identified 55 activities for the year:

- 36 were completed
- 18 will continue into 2023–2024
- 1 not proceeding (Figure 2).

Figure 2: Status of 2022–2023 Operational Plan activities (% of total).



Achieving our goals

1 Community

Communities are the core reason Council exists. At the centre of what Council does, are infrastructure – facilities and buildings – and 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.

During 2022–2023 Council named sixteen (16) activities to help achieve these Community Outcomes. Table 4 is a performance summary.



Table 4: Council's performance on Community Outcomes activities at 30 June 2023.

ACTIVITY	STATUS
<p>Continue with the Head Yakka program whilst working with others to identify and advocate for appropriate mental health services.</p> <ul style="list-style-type: none"> ■ Support the Head Yakka Program to deliver for the community. 	
<p>Investigate alternate ways to access contemporary television and radio services.</p> <ul style="list-style-type: none"> ■ Upgrade television and radio infrastructure at Aramac and Muttaborra, as required. 	
<p>Maintain RADF program for the delivery of art and culture opportunities.</p> <ul style="list-style-type: none"> ■ Continue with program. 	
<p>Promote support mechanisms for not-for-profit organisations to reduce reliance on Council funding.</p> <ul style="list-style-type: none"> ■ Promotion and education re the community grants policy. 	
<p>We recognise the importance of council staff to local communities.</p> <ul style="list-style-type: none"> ■ Develop a workforce plan and service delivery model for the region. 	
<p>Provide facilities and support for travelling shows, exhibitions, sports and recreation.</p> <ul style="list-style-type: none"> ■ Continue to promote shows, exhibitions and events through Council marketing channels. ■ Barcaldine Town Hall upgrades. ■ Upgrade Aramac pool. ■ Upgrades to Muttaborra Pool. ■ Upgrades to all showgrounds. 	
<p>Finalise a regional approach to planning schemes and develop a fee schedule that balances costs with attracting investment to the region.</p> <ul style="list-style-type: none"> ■ Community consultation on new scheme in line with the communications strategy. 	
<p>Support provision of NBN to Aramac and Alpha.</p> <ul style="list-style-type: none"> ■ Continue lobbying for improved services for Aramac. 	
<p>Provide facilities and support for travelling shows, exhibitions, sports and recreation.</p> <ul style="list-style-type: none"> ■ Upgrade Barcaldine pool, subject to funding. ■ Scoping sound and video equipment at Council chambers. ■ Barcaldine Rec Park upgrades. 	
<p>Develop and implement an advocacy strategy to attract private and government investment in health, emergency services, housing and education to the region.</p> <ul style="list-style-type: none"> ■ Continue to understand housing needs. Continue to meet with key government stakeholders to ensure that services meet demand. 	

 **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 are landfilling through resource recovery and recycling.
- Our communities have access to financial and postal services.

During 2022–2023 Council undertook nine (9) activities to help achieve these Service Outcomes. Table 5 is a performance summary.

Table 5: Council’s performance on Service Outcomes activities at 30 June 2023.

ACTIVITY	STATUS
Continue providing support programs to our vulnerable residents and advocate for improved ageing/living in place opportunities. <ul style="list-style-type: none"> ■ Review service delivery model for community. 	
Introduced fixed network and variable water usage charges to equitably recover water supply costs. <ul style="list-style-type: none"> ■ Continue monitoring water usage. 	
Work with other local governments to identify strategies to meet waste targets. <ul style="list-style-type: none"> ■ Collaborate with other Councils on strategies. ■ Participate in the Local Authority Waste Management Action Committee. 	
Identify opportunities to achieve a positive return on financial and postal services. <ul style="list-style-type: none"> ■ Ongoing monitoring. 	
Continue implementing strategies to manage our wastewater networks in a sustainable manner. <ul style="list-style-type: none"> ■ Commence use of effluent reuse pipeline from Barcaldine Sewage Treatment Plant. ■ Upgrade regional Supervisory Control and Data Acquisition and telemetry to allow improved monitoring and performance. ■ Finalise and progress asset management plans. 	
Regionalise our approach to landfill management to minimise whole of life costs. <ul style="list-style-type: none"> ■ Finalise upgrade to the Barcaldine landfill. 	

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 laned 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.

During 2022–2023 Council undertook five (5) activities to achieve these Infrastructure Outcomes. Table 6 is a performance summary.

Table 6: Council's performance on Infrastructure Outcomes activities at 30 June 2023.



ACTIVITY	STATUS
Implement sound project management practices. <ul style="list-style-type: none"> ■ Review project management practices for large projects and identify opportunities for improvement. ■ Utilise a simple project management plan and monitoring tool for minor capital works projects. 	
Advocate to maintain affordable public transport by rail, bus and air and continued upgrade of the state road network. <ul style="list-style-type: none"> ■ Advocate for affordable access. 	
Maintain airstrips for evacuation purposes. <ul style="list-style-type: none"> ■ Ongoing condition assessment and maintenance. 	
Transport infrastructure, footpaths and roads will be maintained and upgraded in accordance with adopted asset management plans. <ul style="list-style-type: none"> ■ Review and report on road and footpath network conditions. 	





Image: Tourism and Events Queensland

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.
- 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.

During 2022–2023 Council undertook ten (10) activities to achieve these Economy Outcomes. Table 7 is a summary of our performance.

Table 7: Council's performance on Economy Outcomes activities at 30 June 2023.

ACTIVITY	STATUS
Advocate for appropriate levels of road funding to maintain and improve road infrastructure. <ul style="list-style-type: none"> ■ Continue to actively participate in Beef Corridors Alliance and Outback Regional Roads and Transport Group. 	
Continue to actively promote tourism and maintain quality camping areas. <ul style="list-style-type: none"> ■ Maintain membership with Outback Queensland Tourism Association and actively monitor and manage performance. ■ Install stopping bays along the Lake Dunn Sculpture Trail. ■ Install village green lighting in Barcaldine. ■ Promote Tropic of Capricorn as a tourism site. 	
Continue to advocate for funding to support weed and pest eradication programs. <ul style="list-style-type: none"> ■ Maintain relationships with Desert Channels Queensland, neighbouring Councils, Remote Area Planning and Development Board and NQ Dry Tropics. 	
Implement planning frameworks and land releases to enable development. <ul style="list-style-type: none"> ■ Identify land available across each township that may be utilised for development. 	
Continue to actively promote tourism and maintain quality camping areas. <ul style="list-style-type: none"> ■ Develop a marketing strategy for the region. 	
Identify and sell surplus parcels of land, both urban and rural. <ul style="list-style-type: none"> ■ Identify land parcels that are surplus to Council's needs. 	
Plan for additional parking locations for Oak St in Barcaldine. <ul style="list-style-type: none"> ■ Install signage on north side of railway. 	

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 2022–2023 Council undertook fifteen (15) activities to achieve these Governance Outcomes. Table 8 is a summary of our performance.

Table 8: Council's performance on Governance Outcomes activities at 30 June 2023.

ACTIVITY	STATUS
Competency frameworks developed and implemented for our leaders and employees. ■ Review programs to support leadership skills.	
Incorporation of risk management and project management principles into our workplace cultures. ■ Councillors and senior leadership team to undergo training in risk management. ■ Review project management practices for large projects and identify opportunities for improvement.	
Develop systems to better inform investment decisions (including return on investment and whole-of-life costs). ■ Engage with Queensland Treasury Corporation to develop models.	
Continue safety improvement journey. ■ Continue to evolve safety performance reporting regionally.	
Review of systems and process to identify enabling software. ■ Review of Council's IT systems and record management systems.	
Continue listening to our communities to identify opportunities for improvement. ■ Support Councillors and employees on effective stakeholder engagement.	
Continue reviewing policies and strategic plans for relevancy and currency. ■ Develop timetable for policy reviews and strategic plan updates. ■ Review Council's framework for policies, corporate standards and procedures.	
Improved project management and budget compliance. ■ Budget to be broken down into monthly expenditure to allow for improved tracking. ■ Projects to be reviewed on a monthly basis against project management plans.	

Table 8: Council's performance on Governance Outcomes activities at 30 June 2023 (continued).

ACTIVITY	STATUS
Incorporation of risk management and project management principles into our workplace culture. <ul style="list-style-type: none"> ■ Utilise a simple project management plan and monitoring tool for minor capital works projects. 	
Contemporary asset management plans developed for each asset class. <ul style="list-style-type: none"> ■ Finalise asset management plans for each class of asset. 	
Review of systems and process to identify enabling software. <ul style="list-style-type: none"> ■ Fully implement Council safety management system. 	
Continue listening to our communities to identify opportunities for improvement. <ul style="list-style-type: none"> ■ Develop engagement strategy for youth of region. 	



OUR COUNCIL

This section of the Annual Report takes a look at the inner workings of Barcaldine Regional Council during 2022–2023. It provides an overview of corporate governance and statutory disclosures as required under the *Local Government Act 2009* and Local Government Regulation 2012.

Our Councillors

Barcaldine Regional Council is an elected body consisting of a Mayor and six Councillors (Table 9). The Councillors were elected in the 2020 Local Government Elections for a four (4) year term.

Table 9: Barcaldine Regional Councillors and positions held in 2022–2023.

NAME	POSITION
Sean Dillon	Mayor
Milynda Rogers	Deputy Mayor
Daniel Arthur	Councillor
Thomas Gleeson	Councillor
Colin Hansen	Councillor
Gary Peoples	Councillor
Rebecca Plumb	Councillor

Councillors' remuneration and expenses

Councillors at Barcaldine Regional Council are paid in line with remuneration rates published by the Local Government Remuneration and Disclosure Tribunal. Council's Expenses Reimbursement Policy sets out 'reasonable expenses' for when they undertake their duties (Table 10). These include travel, accommodation, meals, motor vehicle, telecommunication and incidental expenditure. Council also provides corporate clothing, insurance facilities and reasonable access to equipment for Councillors, to assist them in their roles.

Barcaldine Regional Councillors (L to R): Cr Thomas Gleeson, Cr Garry Peoples, Mayor Sean Dillon, Cr Colin Hansen, Deputy Mayor Milynda Rogers, Cr Daniel Arthur, Cr Rebecca Plumb.



Table 10: Councillor remuneration and expenses.*

COUNCILLOR	REMUNERATION \$	EXPENSES \$	TOTAL \$
Cr Sean Dillon	110,386	68,797	179,183
Cr Milynda Rogers	63,684	14,777	78,461
Cr Daniel Arthur	55,192	1,888	57,080
Cr Thomas Gleeson	55,192	3,699	58,891
Cr Colin Hansen	55,192	600	55,792
Cr Gary Peoples	55,192	1,887	57,079
Cr Rebecca Plumb	55,192	1,055	56,247
TOTAL	450,030	92,704	542,734

* Section 186 1(a-b) of Local Government Regulation 2012 requires that Councillors' remuneration and expenses be included in the Annual Report.

Meetings attended

There were twelve (12) ordinary Council meetings, one (1) special meeting and three (3) audit committee meetings in 2022–2023 (Table 11).

Table 11: Councillor attendance at meetings.

COUNCILLOR	GENERAL MEETINGS	SPECIAL MEETINGS	AUDIT COMMITTEE MEETINGS
Cr Sean Dillon	12	1	-
Cr Milynda Rogers	12	1	3
Cr Daniel Arthur	12	1	-
Cr Thomas Gleeson	12	1	-
Cr Colin Hansen	12	1	-
Cr Gary Peoples	12	1	-
Cr Rebecca Plumb	12	1	3

Councillor conduct

Section 186 2(d-f) of Local Government Regulation 2012 states that any orders or complaints about a Councillor's conduct during the 2022–2023 financial year, which are made, referred or notified under sections of the *Local Government Act 2009* (LGA), must be listed in the Annual Report. In 2022–2023, no complaints or orders were made.

Special Resolutions

Barcaldine Regional Council has not made any resolutions about Asset Management Policy under section 250(1) of Local Government Regulation 2012 or about Councillor Expenses Reimbursement Policy under section 206(2), this year.

Councillor's Discretionary Fund

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

None were allocated.

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 2023. 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 \$955,517.35. Table 12 gives a breakdown of their remuneration bands. The team included the Chief Executive Officer, Director Works, Manager Human Resources, Deputy Chief Executive Officer and now a Director Corporate and Financial Services. During the year, the Deputy Chief Executive Officer was reclassified as the Director Corporate and Financial Services.

Table 12: Number of employees paid in each remuneration band.

REMUNERATION BAND (\$)	NO. 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 Local Government Regulation 2012, 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 Regulation 2012, Barcaldine Regional Council discloses that:

- we received zero complaints during the 2022-2023 financial year
- zero complaints were resolved or required resolution from previous periods
- zero complaints remain unresolved.



Other disclosures

Overseas travel

In accordance with section 188 of Local Government Regulation 2012, 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 Local Government Regulation 2012, 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 Local Government Regulation 2012, 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 2023.

Invitations to change tenders

In accordance with section 190(1)(e) of Local Government Regulation 2012, Council discloses that there were no invitations to change tenders under section 228(7) 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 Local Government Regulation 2012, 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
- 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 Local Government Regulation 2012, 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 \$72,263.81 in 2022–2023.

■ 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 Local Government Regulation 2012, Council states that the internal auditor provided no final reports to the audit committee during the year ended 30 June 2023.

Summary of investigation notices for competitive neutrality complaints

In accordance with section 190(1)(i) of Local Government Regulation 2012, 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 Local Government Regulation 2012, 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 the Council's 2023 Financial Statements. The summary is structured to provide the general reader with a better understanding of Council's financial performance (see page 36 for the audited statements).

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

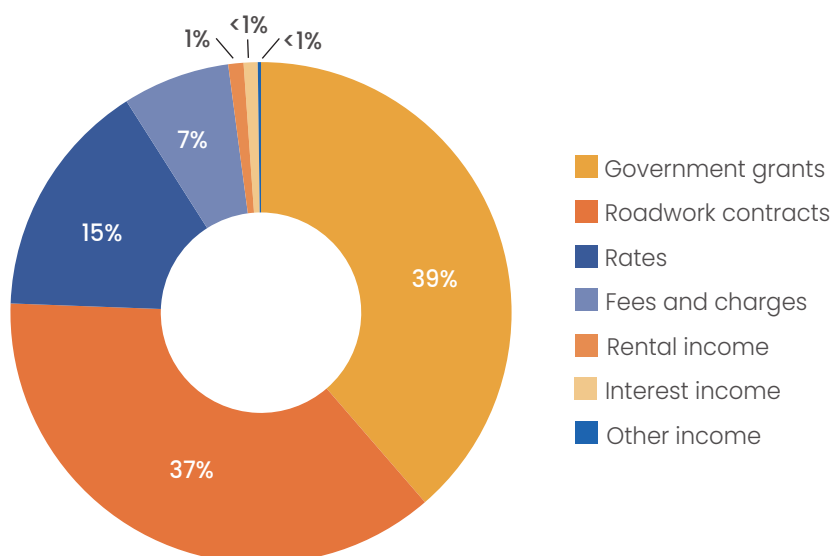
roadwork contracts and government grants. The bulk of government grants are payment from the Commonwealth Government to fund general council operations.

Table 13 shows that most revenue streams have increased slightly this year compared to the previous year, as would be expected, though there was a normal fluctuation in the roadwork contracts revenue. Figure 3 details revenue streams as a percentage of total income.

Table 13: Comparison of revenue streams, 2021–2023.

INCOME	2022–2023 \$	2021–2022 \$	2020–2021 \$
Government grants	18,351,182	14,540,251	20,388,635
Roadwork contracts	17,541,707	19,511,358	17,312,007
Rates	7,310,465	7,041,475	6,588,010
Fees and charges	3,286,392	2,617,559	2,281,857
Rental income	466,589	388,936	374,217
Interest income	430,566	107,325	138,700
Other income	98,085	204,203	114,096
TOTAL	47,484,986	44,411,107	47,197,522

Figure 3: Revenue streams in 2022–2023 (% of total).



Expenses: Where was our money invested?

OPERATING EXPENSES

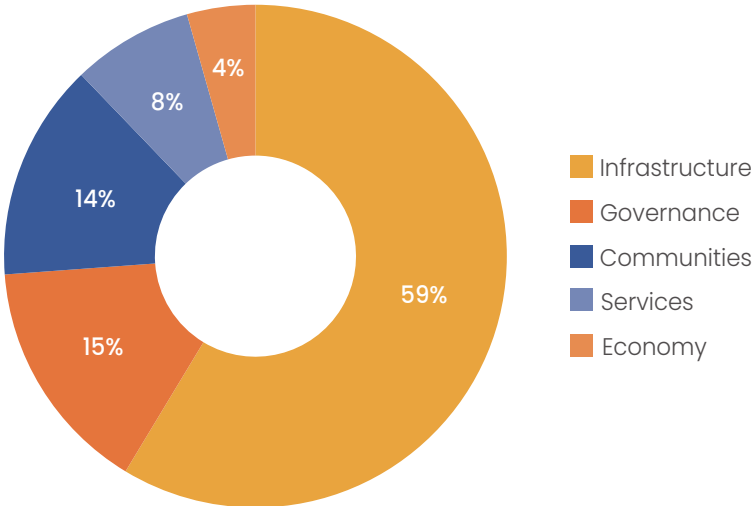
Operating expenses includes employee costs, materials and services, depreciation, finance costs and other expenses. This expenditure is broken down into the five areas of Council’s activities (Table 14). The largest area of expenditure is Infrastructure – this includes maintenance and repair spending on roads as well as roadworks contracts (Figure 4).

In line with the increase in revenue in the 2022–2023 financial year, overall expenditure also went up. Most of this increase was due to road flood damage repairs (either from this year or earlier years). Expenditure rose for the NDIS program and insurance costs and there were price rises due to inflation. In addition, some costs only occur every three or four years so there is not a smooth pattern.

Table 14: Comparison of operating expenses, 2021–2023.

OPERATING EXPENSES	2022–2023 \$	2021–2022 \$	2020–2021 \$
Infrastructure	26,272,323	24,978,325	22,328,814
Governance	6,806,637	5,574,332	5,749,362
Communities	6,261,618	7,387,557	7,853,499
Services	3,490,263	1,920,073	–
Economy	1,968,836	1,962,823	2,362,257
Environment & heritage	–	–	818,767
TOTAL	44,799,677	41,823,110	39,112,699

Figure 4: Operating expenses for each asset category in 2022–2023 (% of total).



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 the table and graph below show that there are also major upgrades to buildings, and water and sewerage infrastructure from time to time.

Council expenditure for
capital works

in 2022–2023 was over

\$9.2 m for new

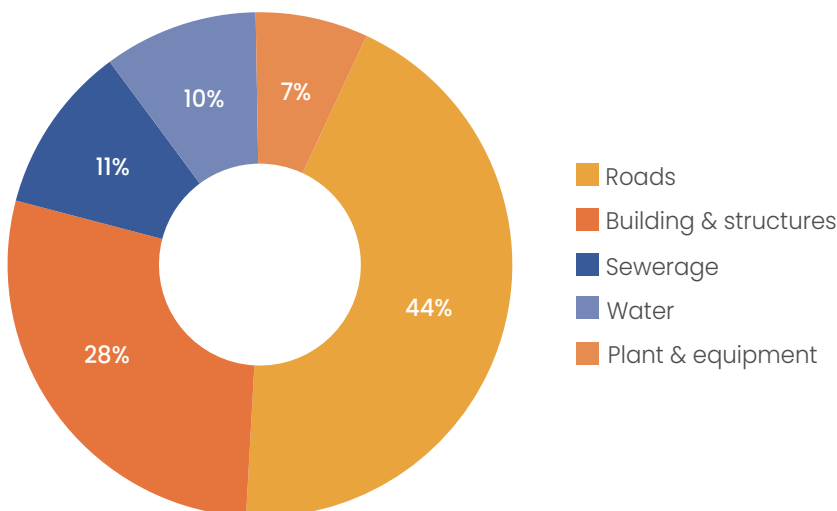
and existing assets

across the region.

Table 15: Comparison of capital works expenditure, 2021–2023.

CAPITAL WORKS EXPENDITURE	2022–2023 \$	2021–2022 \$	2020–2021 \$
Roads	4,072,982	5,703,697	9,656,372
Buildings & structures	2,615,019	6,402,913	537,444
Sewerage	998,426	–	26,881
Water	915,537	803,603	138,802
Plant & equipment	668,854	1,194,634	2,631,439
Work in progress	–	2,559,731	3,582,330
Land	–	–	210,000
TOTAL	9,270,818	16,664,578	16,783,268

Figure 5: Capital works spending by asset category in 2022–2023 (% of total).



Assets: What do we own?

Table 16: Assets at 30 June 2023.

ASSET	\$
Cash	26,250,658
Receivables & inventories	8,042,688
Land	6,053,000
Buildings & structures	97,112,501
Plant & equipment	12,380,900
Roads infrastructure	236,068,418
Water infrastructure	27,398,133
Sewerage infrastructure	17,101,391
Work in progress	5,873,570
TOTAL ASSETS	436,281,258

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 assets. Council's cash balance includes grants received in advance from the Commonwealth Government for general operations and also funds from QRA for the repair of flood-damaged roads.

Liabilities: What do we owe?

Table 17: Liabilities at 30 June 2023.

LIABILITY	\$
Payables	2,341,796
Contract liabilities	8,664,079
Loans from Queensland Treasury Corporation	2,863,835
Employee benefits	2,987,212
Provision for waste landfill rehabilitation	953,362
TOTAL LIABILITIES	17,810,284

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 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 (1) to eight (8) years. Employee benefits is the provision for leave payments, and provision has also been made for the eventual rehabilitation of landfill sites.

COMMUNITY EQUITY

What is our net worth?

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

At 30 June 2023 Council's **community equity** is

\$418,470,974.

Measures of financial sustainability

Local Government Regulation 2012 requires that Council reports its results for the financial year against selected financial sustainability ratios (Table 18).

OPERATING SURPLUS RATIO

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

ASSET SUSTAINABILITY RATIO

This is an estimate of how effectively infrastructure assets are being managed by Council as they reach the end of their useful lives. This ratio indicates whether a Council is renewing or replacing non-financial assets at the same rate that its overall stock of assets is wearing out.

NET FINANCIAL LIABILITIES RATIO

This expresses net financial liabilities as a percentage of total operating revenue. The measure also indicates Council's capacity to meet its financial obligations from revenue streams.

Table 18: Target sustainability ratios and comparison of results, 2021–2023.

RATIO	TARGET %	2023 %	2022 %	2021 %
Operating surplus ratio	0–10	5.66	6.83	-9.02
Asset sustainability ratio	>90	79.25	224.72	209.75
Net financial liabilities ratio	<60	-34.71	-27.73	-9.06





ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

Statement of Comprehensive Income	38
Statement of Financial Position	39
Statement of Changes in Equity	40
Statement of Cash Flows	41
Notes to the Financial Statements	
1 Information about these financial statements	42
2 Analysis of results by function	43
3 Revenue	45
4 Interest income	47
5 Employee benefits	47
6 Materials and services	48
7 Capital (income)/expenses	48
8 Cash and cash equivalents	48
9 Receivables	49
10 Other assets	50
11 Inventories	50
12 Property, plant and equipment	51
13 Contract balances	56
14 Leases	56
15 Payables	57
16 Borrowings	58
17 Provisions	58
18 Asset revaluation surplus	59
19 Commitments for expenditure	59
20 Contingent liabilities	60
21 Superannuation – Regional Defined Benefit Fund	60
22 Reconciliation of net result for the year to net cash inflow from operating activities	61
23 Reconciliation of liabilities arising from finance activities	62
24 Events after the reporting period	62
25 Financial instruments and financial risk management	62
26 Transactions with related parties	64
Management Certificate.....	66
Independent Auditor’s Report (General Purpose Financial Statements)	67
Current Year Financial Sustainability Statement.....	70
Certificate of Accuracy (Current Year Financial Sustainability Statement)	71
Independent Auditor’s Report (Current Year Financial Sustainability Statement).....	72
Unaudited Long Term Financial Sustainability Statement.....	75
Certificate of Accuracy (Long Term Financial Sustainability Statement)	76

Statement of Comprehensive Income

for the year ended 30 June 2023

	Note	2023 \$	2022 \$
Income			
Recurrent revenue			
Rates, levies and charges	3(a)	7,310,465	7,041,476
Fees and charges	3(b)	3,286,392	2,617,559
Sales revenue	3(c)	17,541,707	19,511,358
Grants, subsidies, contributions and donations	3(d)	18,351,182	14,677,625
Total recurrent revenue		<u>46,489,746</u>	<u>43,848,018</u>
Capital revenue			
Grants, subsidies, contributions and donations	3(d)	2,495,833	14,439,179
Total capital revenue		<u>2,495,833</u>	<u>14,439,179</u>
Rental income	14	466,589	388,936
Interest received	4	430,566	107,325
Other income		98,085	66,829
Other capital income	7	136,130	-
Total income		<u>50,116,949</u>	<u>58,850,287</u>
Expenses			
Recurrent expenses			
Employee benefits	5	(13,533,507)	(12,793,012)
Materials and services	6	(24,298,621)	(21,191,208)
Finance costs		(94,294)	(115,395)
Depreciation	12	(6,873,255)	(7,277,876)
		<u>(44,799,677)</u>	<u>(41,377,491)</u>
Capital expenses			
	7	-	(445,617)
		<u>-</u>	<u>(445,617)</u>
Total expenses		<u>(44,799,677)</u>	<u>(41,823,108)</u>
Net result		<u>5,317,272</u>	<u>17,027,179</u>
Other comprehensive income			
Items that will not be reclassified to net result			
Increase in asset revaluation surplus	12	33,163,011	7,339,443
Total other comprehensive income for the year		<u>33,163,011</u>	<u>7,339,443</u>
Total comprehensive income for the year		<u>38,480,283</u>	<u>24,366,622</u>

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

Statement of Financial Position

as at 30 June 2023

	2023	2022
Note	\$	\$
Current assets		
Cash and cash equivalents	8 26,250,658	20,012,245
Receivables	9 1,183,856	2,783,969
Inventories	11 469,885	453,925
Contract assets	13 6,345,420	2,244,027
Other assets	10 43,526	16,638
Total current assets	<u>34,293,345</u>	<u>25,510,804</u>
Non-current assets		
Property, plant and equipment	12 401,987,913	367,675,526
Total non-current assets	<u>401,987,913</u>	<u>367,675,526</u>
Total assets	<u>436,281,258</u>	<u>393,186,330</u>
Current liabilities		
Payables	15 2,341,796	1,550,599
Contract liabilities	13 8,664,079	3,863,683
Borrowings	16 533,904	512,059
Provisions	17 2,824,041	3,113,588
Total current liabilities	<u>14,363,820</u>	<u>9,039,929</u>
Non-current liabilities		
Borrowings	16 2,329,931	2,864,578
Provisions	17 1,116,533	1,291,133
Total non-current liabilities	<u>3,446,464</u>	<u>4,155,711</u>
Total liabilities	<u>17,810,284</u>	<u>13,195,640</u>
Net community assets	<u>418,470,974</u>	<u>379,990,690</u>
Community equity		
Retained surplus	198,930,058	193,612,784
Asset revaluation surplus	219,540,916	186,377,906
Total community equity	<u>418,470,974</u>	<u>379,990,690</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 2023

	Retained surplus	Asset revaluation surplus	Total
	\$	\$	\$
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	<u>5,317,273</u>	<u>33,163,011</u>	<u>38,480,284</u>
Balance as at 30 June 2023	<u>198,930,058</u>	<u>219,540,916</u>	<u>418,470,974</u>
Balance as at 1 July 2021	176,585,606	179,038,462	355,624,068
Net result	17,027,179	-	17,027,179
Other comprehensive income for the year			
Increase in asset revaluation surplus	-	7,339,443	7,339,443
Total comprehensive income for the year	<u>17,027,179</u>	<u>7,339,443</u>	<u>24,366,622</u>
Balance as at 30 June 2022	<u>193,612,785</u>	<u>186,377,905</u>	<u>379,990,690</u>

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 2023

	Note	2023 \$	2022 \$
Cash flows from operating activities			
Receipts from customers		44,632,714	44,471,805
Payments to suppliers and employees		(37,470,251)	(35,045,668)
		<u>7,162,463</u>	<u>9,426,137</u>
Interest received		430,566	107,325
Interest paid		(94,294)	(115,395)
Net cash inflow from operating activities	22	<u>7,498,735</u>	<u>9,418,067</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(8,578,398)	(16,664,578)
Proceeds from sale of property, plant and equipment		614,222	703,879
Capital grants, subsidies, contributions and donations		7,216,655	8,793,467
Net cash (outflow) from investing activities		<u>(747,521)</u>	<u>(7,167,232)</u>
Cash flows from financing activities			
Repayment of borrowings		(512,802)	(495,306)
Net cash (outflow) from financing activities		<u>(512,802)</u>	<u>(495,306)</u>
Net increase in cash and cash equivalents held		<u>6,238,412</u>	<u>1,755,529</u>
Cash and cash equivalents at beginning of the financial year		20,012,246	18,256,717
Cash and cash equivalents at end of the financial year	8	<u><u>26,250,658</u></u>	<u><u>20,012,246</u></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 2023

1 Information about these financial statements

1.A Basis of preparation

Barcardine 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 2022 to 30 June 2023 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 2022. None of the standards had a material impact on reported position, performance and cash flows.

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 2023, these standards have not been adopted by Council and will be included in the financial statements on their effective date. Where 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 due to the passage of time, 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.

Governance (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

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.

Services

The objectives of the services outcome are: to provide townships with compliant and sustainable water, sewerage and waste services; 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 safe, reliable and high quality water for each community; maintaining and upgrade sewerage schemes; 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 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

Year ended 30 June 2022

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	Other	Grants	Other							
	\$	\$	\$	\$		\$	\$				
Governance	122,932	316,094	-	-	439,026	(4,290,057)	(154,821)	(4,444,878)	(3,851,031)	(4,005,851)	5,911,907
Finance & information	10,600,669	4,325,942	-	-	14,926,611	(1,129,454)	-	(1,129,454)	13,797,157	13,797,157	24,103,616
Economy	23,912	423,814	1,117,836	-	1,565,562	(1,962,823)	-	(1,962,823)	(1,515,097)	(397,261)	15,377,875
Transport infrastructure	2,526,317	18,687,534	10,817,507	-	32,031,358	(22,546,611)	-	(22,546,611)	(1,332,760)	9,484,747	236,874,739
Water infrastructure	-	1,352,715	-	53,333	1,406,048	(1,550,802)	-	(1,550,802)	(198,087)	(144,754)	24,766,238
Sewerage infrastructure	-	942,590	1,844,279	-	2,786,869	(880,912)	-	(880,912)	61,678	1,905,957	14,767,305
Environment	1,016,209	3,432,004	98,274	-	4,546,487	(2,144,949)	224,875	(1,920,073)	2,303,264	2,626,413	4,141,464
Community	250,212	390,165	507,949	-	1,148,326	(6,871,885)	(515,672)	(7,387,557)	(6,231,508)	(6,239,231)	67,243,188
Total	14,540,251	29,870,858	14,385,845	53,333	58,850,287	(41,377,492)	(445,617)	(41,823,110)	3,033,616	17,027,177	393,186,332

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.

	2023	2022
	\$	\$
General rates	4,909,204	4,680,007
Separate rates	3,296	6,608
Water charges	1,555,086	1,494,015
Sewerage charges	1,013,498	1,033,182
Waste charges	620,428	606,432
Total rates and utility charge revenue	<u>8,101,512</u>	<u>7,820,244</u>
Less: Discounts	(718,784)	(705,933)
Less: Pensioner remissions	(72,263)	(72,835)
	<u><u>7,310,465</u></u>	<u><u>7,041,476</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.

Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

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.

Administration	129,079	41,606
Airport	79,011	50,158
Animals	154,693	134,740
Bank, Post Office & RTC commissions	335,817	271,503
Community facilities	205,189	184,654
NDIS service fees	2,048,763	1,523,497
Environmental health	11,030	9,682
Funeral services	83,294	97,558
Planning & development	76,058	83,895
Rural services	99,660	114,698
Waste management	27,248	75,487
Water and sewerage	36,550	30,080
	<u><u>3,286,392</u></u>	<u><u>2,617,559</u></u>

3 Revenue (continued)

(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.

	2023	2022
	\$	\$
Rendering of services		
Recoverable contract roadworks	17,118,397	18,637,376
Private works	29,167	58,075
RAPAD - regional project administration	339,383	810,473
Other sales	54,760	5,434
	<u>17,541,707</u>	<u>19,511,358</u>

(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

General purpose grants and subsidies	14,462,023	10,600,669
Specific purpose grants and subsidies	3,810,783	3,939,582
Contributions	78,376	137,374
	<u>18,351,182</u>	<u>14,677,625</u>

3 Revenue (continued)

(d) Grants, subsidies, contributions and donations (continued)

(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.

	2023	2022
	\$	\$
Community infrastructure	943,733	4,339,798
Transport infrastructure	1,029,822	1,059,610
Contributions and Donations	-	53,333
DRFA payments for flood damage to Council infrastructure	522,278	8,986,438
	<u>2,495,833</u>	<u>14,439,179</u>

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

	2023		2022	
	Revenue recognised at a point in time	Revenue recognised over time	Revenue recognised at a point in time	Revenue recognised over time
Note	\$	\$	\$	\$
Grants and subsidies	14,850,083	5,918,556	10,738,827	18,187,270
Donations	-	-	53,333	-
Contributions	78,376	-	137,374	-
Total grants, contributions and donations	3d <u>14,928,459</u>	<u>5,918,556</u>	<u>10,929,534</u>	<u>18,187,270</u>

4 Interest Income

Interest received from bank and term deposits is accrued over the term of the investment.

	2023	2022
	\$	\$
Interest from cash and cash equivalents	390,144	72,099
Interest from overdue rates and utility charges	40,422	35,226
	<u>430,566</u>	<u>107,325</u>

5 Employee benefits

Employee benefit expenses are recorded when the service has been provided by the employee.

	2023	2022
	\$	\$
Total staff wages and salaries	11,802,291	11,806,138
Councillors' remuneration	510,378	441,210
Superannuation	21 1,313,115	1,256,094
Change in employee provisions	(63,016)	20,163
Other employee related expenses	232,886	296,944
	<u>13,795,654</u>	<u>13,820,549</u>
Less: Capitalised employee costs	(262,147)	(1,027,537)
	<u>13,533,507</u>	<u>12,793,012</u>

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

	2023	2022
	Number	Number
Total Council employees at the reporting date:		
Elected members	7	7
Administration	25	21
Community and commercial services	20	19
Works	97	106
Total full time equivalent employees	<u>149</u>	<u>153</u>

6 Materials and services

Expenses are recorded on an accrual basis as Council receives the goods or services.

	2023	2022
	\$	\$
Administration	2,460,825	2,036,266
Airport	96,710	116,612
Audit of annual financial statements by Auditor-General of Queensland *	86,500	106,450
Commercial services	154,364	130,596
Community care services	2,059,192	1,588,366
Community donations	90,759	211,363
Environmental management	125,993	104,875
Funerals and cemeteries	58,557	63,361
Housing	738,744	363,385
Libraries, museums and halls	166,332	201,255
Parks and gardens	338,461	359,801
Planning and development	450,518	602,975
Recoverable road contracts	10,744,556	10,383,818
RAPAD - regional project administration	452,761	876,209
Road maintenance	3,356,816	1,370,144
Rural services	323,190	415,950
Sport and recreation	958,021	862,115
Tourism, events and promotion	223,896	199,438
Waste services	678,081	237,478
Water and sewerage	688,949	906,340
Other	45,396	54,411
	<u>24,298,621</u>	<u>21,191,208</u>

* Total audit fees quoted by the Queensland Audit Office relating to the 2022-23 financial statements are \$99,500 (2022: \$86,500).

	2023	2022
	\$	\$
7 Capital (income) / expenses		
(a) Provision for waste landfill rehabilitation		
Landfill provision adjustment (unwinding of discount)	(117,422)	(328,716)
Discount rate and inflation rate adjustment to landfill restoration provision	39,747	38,739
	<u>(77,675)</u>	<u>(289,977)</u>
(b) (Profit) / loss on disposal of non-current assets		
(Proceeds) from the sale of property, plant and equipment	(614,222)	(703,879)
Less: carrying amount of disposed property, plant and equipment	555,767	1,439,473
	<u>(58,455)</u>	<u>735,594</u>
Total capital (income) / expenses	<u>(136,130)</u>	<u>445,617</u>

8 Cash and cash equivalents

Cash and cash equivalents in the statement of cashflows includes cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

	2023	2022
	\$	\$
Cash at bank and on hand	1,721,639	1,197,902
Deposits at call	24,529,019	18,814,343
Balance per Statement of Cash Flows	<u>26,250,658</u>	<u>20,012,245</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.

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:

8 Cash and cash equivalents (continued)

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

	2023	2022
	\$	\$
Unspent government grants and subsidies - recurrent	312,560	133,785
Unspent government grants and subsidies - capital	8,351,519	3,729,898
Total externally imposed restrictions on cash assets	<u>8,664,079</u>	<u>3,863,683</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.

	2023	2022
	\$	\$
Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	<u>415,742</u>	<u>308,618</u>

9 Receivables

Receivables are amounts owed to Council at year end. They are recognised at the amounts due at the time of sale or service delivery. 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. Trade debtors are recognised at the amounts due at the time of sale or service delivery i.e. the agreed purchase/contract price. Settlement of these amounts is required within 30 days from invoice date.

Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. All known bad debts were written off at 30 June. If an amount is recovered in a subsequent period it is recognised as revenue.

The impairment loss is recognised in finance costs. The amount of the impairment is the difference between the asset's carrying amount and the present value of the estimated cashflows discounted at the effective interest rate.

	2023	2022
	\$	\$
Current		
Rateable revenue and utility charges	708,012	564,033
Accrued revenue	139,485	379,570
Other debtors	350,333	1,851,465
Less: loss allowance	<u>(13,974)</u>	<u>(11,099)</u>
	<u>1,183,856</u>	<u>2,783,969</u>

Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

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.

9 Receivables (continued)

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.

Accounting for impairment losses is dependent upon the individual group of receivables subject to impairment. The loss allowance for grouped receivables reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information. Economic changes impacting debtors, and relevant industry data form part of the impairment assessment.

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:

	2023	2022
	\$	\$
Rateable revenue and utility charges	708,012	564,033
Other	489,818	2,231,035
Total	<u>1,197,830</u>	<u>2,795,068</u>
Movement in accumulated impairment losses		
Opening balance	(11,099)	(9,221)
Increase in loss allowance recognised in the Net Result during the year	(2,875)	(1,878)
Balance at end of financial year	<u>(13,974)</u>	<u>(11,099)</u>
10 Other assets		
Prepayments	43,526	16,638
	<u>43,526</u>	<u>16,638</u>

11 Inventories

Stores and raw materials held for resale are valued at lower of cost and net realisable value and include, where applicable, direct material, direct labour and an appropriate portion of variable and fixed overheads. Costs are assigned on the basis of weighted average cost.

Inventories held for distribution are:

- goods to be supplied at nil or nominal charge and
- goods to be used for the provision of services at nil or nominal charge.

These goods are valued at cost, adjusted, when applicable, for any loss of service potential.

	2023	2022
	\$	\$
Inventories held for sale		
Information centre and post office stock	52,961	42,756
Inventories held for distribution		
Plant and equipment stores	416,924	411,169
	<u>469,885</u>	<u>453,925</u>

12 Property, plant and equipment

30 June 2023

Basis of measurement

Fair value category

Asset values

Opening balance as at 1 July 2022

Additions

- Renewals

- Other additions

Disposals

Revaluation adjustment

Transfers between classes

Closing gross value as at 30 June 2023

Accumulated depreciation and impairment

Opening balance as at 1 July 2022

Depreciation expense

Depreciation on disposals

Revaluation Adjustment

Accumulated depreciation as at 30 June 2023

Total written down value as at 30 June 2023

Range of estimated useful life in years

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 - 40	16 - 200	15 - 200	15 - 200	Not depreciated	

12 Property, plant and equipment (continued)

30 June 2022

Basis of measurement

Fair value category

Asset values

Opening gross value as at 1 July 2021

Additions

- Renewals

- Other additions

Disposals

Revaluation adjustment

Transfers between classes

Closing gross value as at 30 June 2022

Accumulated depreciation and impairment

Opening balance as at 1 July 2021

Depreciation expense

Depreciation on disposals

Asset impairment to asset revaluation surplus

Accumulated depreciation as at 30 June 2022

Total written down value as at 30 June 2022

Range of estimated useful life in years

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		
	\$	\$	\$	\$	\$	\$	\$	\$
	6,256,000	107,627,073	25,512,566	257,878,187	31,711,294	25,386,763	8,416,416	462,788,299
	-	-	945,626	-	-	-	13,607,512	14,553,138
	-	-	249,008	-	-	-	1,862,432	2,111,440
7	(95,000)	(847,339)	(1,209,260)	-	-	-	-	(2,151,599)
	-	10,183,975	-	4,079,462	1,876,652	250,747	-	16,390,836
	-	6,402,913	-	5,703,697	803,603	-	(12,910,213)	-
	6,161,000	123,366,622	25,497,940	267,661,346	34,391,549	25,637,510	10,976,147	493,692,114

	-	25,837,576	11,978,493	52,954,345	10,212,853	9,416,178	-	110,399,445
	-	1,991,937	1,222,435	3,260,333	446,937	356,234	-	7,277,876
7	-	(61,070)	(651,056)	-	-	-	-	(712,126)
	-	7,149,409	-	1,838,671	(1,034,480)	1,097,793	-	9,051,393
	-	34,917,852	12,549,872	58,053,349	9,625,310	10,870,205	-	126,016,588

	6,161,000	88,448,770	12,948,068	209,607,997	24,766,239	14,767,305	10,976,147	367,675,526
	Not depreciated	10 - 195	2 - 20	16 - 200	15 - 200	15 - 200	Not depreciated	

12 Property, plant and equipment (continued)

(a) Recognition

Purchases of property, plant and equipment, except land, are recognised as assets unless they are below the asset recognition threshold (\$5,000) or maintenance expenditure.

Individual assets valued below the asset recognition threshold are recognised as an asset if connected to a larger network, for example the components of parks.

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.

Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight in, architect's fees and engineering design fees and all other establishment costs.

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

Property, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value.

When Council raises a provision for the restoration of a Council-controlled site, such as a landfill site, the provision is initially recognised against property, plant and equipment. Subsequent changes in the provision relating to the discount rate or the estimated amount or timing of restoration costs are recognised against asset revaluation surplus.

(c) Depreciation

Assets are depreciated from the date of acquisition or when an asset is ready for use.

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 such that the cost of the asset, less its estimated residual value, is recognised progressively over its estimated useful life to the Council. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

The useful life of leasehold improvements is the shorter of the useful life of the the asset or the remaining life of the lease.

Where assets have separately identifiable components, these components have separately assigned useful lives.

Depreciation methods, estimated useful lives and residual values are reviewed at the end of each reporting period and adjusted where necessary to reflect any changes in the pattern of consumption, physical wear and tear, technical or commercial obsolescence, or management intentions.

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.

12 Property, plant and equipment (continued)

(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.

Revaluation increases are recognised in the asset revaluation surplus unless they are reversing a previous decrease which was taken through the income statement, in which case the increase is taken to the income statement to the extent of the previous decrease.

Revaluation decreases are recognised in the asset revaluation surplus, where there is sufficient amount available in the asset revaluation surplus relating to that asset class. Where there isn't sufficient amount available in the surplus, the decrease is recognised in the statement of comprehensive income.

Where the class of asset has previously decreased in value, and this reduction was recognised as an expense, an increase in the value of the class is recognised in the statement of comprehensive income.

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-21	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)	Nil	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)	7.75 - 14.25%	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	7.75 - 14.25%	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.	Comprehensive revaluation undertaken by Shepherd Services as at 30 June 2023.	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.	8.3% - 12.8%	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.	8.6% - 13.6%	Nil

13 Contract balances

Contract assets represent the excess of costs incurred in relation to a contract with the customer or construction of an asset over the amounts that Council has invoiced the customer or the grantor. Where Council has invoiced the customer or grantor amounts in excess of what it has incurred in relation to a contract or in constructing an asset, this gives rise to a contract liability.

	2023	2022
	\$	\$
(a) Contract assets		
Recoverable works contracts	2,187,849	311,124
Emergency works and immediate reconstruction	2,966,009	642,140
Restoration of assets	1,191,562	1,290,763
	<u>6,345,420</u>	<u>2,244,027</u>
(b) Contract liabilities		
Funds received upfront to construct Council controlled assets	6,231,763	3,729,898
Non-capital performance obligations not yet satisfied	312,560	133,785
DRFA payments for flood damage to Council infrastructure repayable	2,119,756	-
	<u>8,664,079</u>	<u>3,863,683</u>

Deposits received in advance include DRFA (formerly NDRRA) flood damage subsidy, and Commonwealth Home Support Program (CHSP) aged care services grants.

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

Funds to construct Council controlled assets	2,672,702	8,084,847
Non-capital performance obligations	93,268	271,169
	<u>2,765,970</u>	<u>8,356,016</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

Where Council assesses that an agreement contains a lease, a right of use asset and lease liability is recognised on inception of the lease. 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 where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received 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.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured where there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council leases a small number of land and buildings assets. 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)

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 the leases in place are individually material, therefore no right of use asset has been disclosed.

Council as a lessor

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

If the lease contains lease and non-lease components then the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

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:

	2023	2022
	\$	\$
Not later than one year	466,589	388,936
Between one and two years	17,040	10,296
Between two and three years	9,949	10,296
Between three and four years	1,658	-
	<u>495,236</u>	<u>409,528</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.

	2023	2022
	\$	\$
<i>Assets classified as Property, Plant and Equipment:</i>		
Rental income (excluding variable lease payments not dependent on an index or rate)	<u>466,589</u>	<u>388,936</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>10,080,123</u>	<u>7,737,710</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

	2023	2022
	\$	\$
Creditors and accruals	2,173,728	1,400,166
Prepaid rates	162,574	151,305
Other creditors	5,494	(872)
	<u>2,341,796</u>	<u>1,550,599</u>

16 Borrowings

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these liabilities are measured at amortised cost. Principal and interest repayments are made quarterly in arrears.

All borrowings are in \$A denominated amounts and carried at amortised cost, interest being expensed as it accrues. 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	533,904	512,059
	<u>533,904</u>	<u>512,059</u>

Non-current

Loans - Queensland Treasury Corporation	2,329,931	2,864,578
	<u>2,329,931</u>	<u>2,864,578</u>

The market value of QTC borrowings as at 30 June 2023 is \$2,697,353.42. 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 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 2023 or 2022 financial years.

17 Provisions

A liability is recognised for employee benefits such as wages and salaries, annual leave and long service leave in respect of services provided by the employees up to the reporting date.

Short-term benefits which are expected to be wholly settled within 12 months are calculated on wage and salary levels which are expected to be paid and includes related employee on-costs. Amounts not expected to be wholly settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs, and are discounted to present values.

Long Service Leave

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 on the Department of State Development, Infrastructure, Local Government and Planning website.

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 2034 and 2119 and that the restoration will occur progressively over the subsequent years.

17 Provisions (continued)

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.

	2023	2022
	\$	\$
Current		
Annual leave	1,260,666	1,431,336
Provision for long service leave	1,563,375	1,682,252
	<u>2,824,041</u>	<u>3,113,588</u>
Non-current		
Provision for waste landfill restoration	953,362	1,031,037
Provision for long service leave	163,171	260,096
	<u>1,116,533</u>	<u>1,291,133</u>
Movement in provision for waste landfill restoration		
Balance at beginning of financial year	1,031,037	1,321,014
Increase in provision due to unwinding of discount	39,747	38,739
Increase/(decrease) in provisions due to change in discount rate	(117,422)	(328,716)
Balance at end of financial year	<u>953,362</u>	<u>1,031,037</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:

	2023	2022
	\$	\$
Acacia St Bore Upgrade	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	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	-
Reconstruction of Belltopper Creek crossing	-	480,000
Bitumen supply for Barcaldine-Aramac Road	-	291,893
Installation of SCADA and Telemetry	-	1,039,749
	<u>4,107,201</u>	<u>1,811,642</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 2023 the latest available Local Government Mutual financial statements (for year ended 30 June 2022) 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 \$313,920.54.

21 Superannuation - Regional Defined Benefit Fund

Council contributes to the LGIA Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIA 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 LGIA super trustee as trustee for LGIA Super trading as Brighter Super. 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 LGIA Super trust deed changes to Council's obligations will only be made on the advice of an actuary.

The last completed 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 assets 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 LGIA 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.

	2023	2022
	\$	\$
Superannuation contributions made for year	1,313,115	1,256,094

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

	2023	2022
	\$	\$
Net result	<u>5,317,272</u>	<u>17,027,179</u>
Non-cash items:		
Depreciation	<u>6,873,255</u>	<u>7,277,876</u>
	<u>6,873,255</u>	<u>7,277,876</u>
Investing and development activities:		
Net (gain)/loss on disposal of non-current assets	(58,455)	735,594
Capital grants and contributions	<u>(2,495,833)</u>	<u>(14,439,179)</u>
	<u>(2,554,288)</u>	<u>(13,703,585)</u>
Changes in operating assets and liabilities:		
(Increase)/ decrease in receivables	1,600,113	(1,850,971)
(Increase)/ decrease in inventories	(15,960)	(115,661)
(Increase)/ decrease in contract assets (operating expenditure)	(4,200,594)	1,715,659
(Increase)/decrease in other assets	(26,888)	154,825
Increase/(decrease) in payables	791,197	(758,579)
Increase/(decrease) in contract liabilities (operating revenue)	178,775	(137,384)
Increase/(decrease) in provisions	<u>(464,147)</u>	<u>(191,290)</u>
	<u>(2,137,504)</u>	<u>(1,183,401)</u>
Net cash inflow from operating activities	<u><u>7,498,735</u></u>	<u><u>9,418,069</u></u>

23 Reconciliation of liabilities arising from finance activities

2023		As at 30 June 2022	Cash flows	Non-cash changes (new loans)	As at 30 June 2023
		\$	\$	\$	\$
Loans		3,376,636	(512,802)		2,863,834
	16	<u>3,376,636</u>	<u>(512,802)</u>	-	<u>2,863,834</u>
2022		As at 30 June 2021	Cash flows	Non-cash changes (new loans)	As at 30 June 2022
		\$	\$	\$	\$
Loans		3,871,942	(495,306)	-	3,376,636
	16	<u>3,871,942</u>	<u>(495,306)</u>	-	<u>3,376,636</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 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.

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
	\$	\$	\$	\$	\$
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
	<u>2,951,808</u>	<u>1,889,710</u>	<u>590,800</u>	<u>5,432,318</u>	<u>5,205,630</u>
2022					
Trade and other payables	1,550,599	-	-	1,550,599	1,550,599
Loans - QTC	610,012	2,203,582	886,941	3,700,535	3,376,627
	<u>2,160,611</u>	<u>2,203,582</u>	<u>886,941</u>	<u>5,251,134</u>	<u>4,927,226</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.

2023	Net carrying amount	Effect on Net Result		Effect on Equity	
		1% increase	1% decrease	1% increase	1% decrease
	\$	\$	\$	\$	\$
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>262,507</u>	<u>(262,507)</u>	<u>262,507</u>	<u>(262,507)</u>
2022	Net carrying amount	Effect on Net Result		Effect on Equity	
		1% increase	1% decrease	1% increase	1% decrease
	\$	\$	\$	\$	\$
QTC Cash Fund	18,814,343	188,143	(188,143)	188,143	(188,143)
Other Cash Funds	1,197,902	11,979	(11,979)	11,979	(11,979)
QTC Loans*	3,376,627	-	-	-	-
Net total		<u>200,122</u>	<u>(200,122)</u>	<u>200,122</u>	<u>(200,122)</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 \$141,836, and made in the normal course of operations. Council also received \$61 from RAPAD for 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:

	2023	2022
	\$	\$
Short-term employee benefits	1,556,012	1,120,292
Long-term employee benefits	(16,075)	35,301
Post-employment benefits	31,341	87,392
Termination benefits	-	96,241
	<u>1,571,278</u>	<u>1,339,226</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 dependant of a KMP or their spouse.

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

Details of transactions	Additional Information	2023 \$	2022 \$
Fees and charges charged to entities controlled by KMP	26c(i)	22,381	9,442
Employee expenses for close family members of key management personnel	26c(ii)	454,968	507,282
Purchase of materials and services from entities controlled by key management personnel	26c(iii)	5,958,368	8,095,430

(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	\$
Grader & bus hire, contract works & in-kind donation	Alpha Jockey Club Inc, related party to Councillor Sean Dillon	4,253
Water & Hire of Equipment & spray emulsion	Michael Horman Transport Pty Ltd, related party to Councillor Daniel Arthur	3,378
Hire of showground, town halls, gym and bus	Alpha Rugby League Football Club, related party to Councillor Sean Dillon	2,894
Town Common Fees	D & P Coulton, related party to Paula Coulton (KMP)	2,609
CCS Fees	Kathleen Gleeson, related party to Councillor Tom Gleeson	1,096
CCS Fees	Mary Gleeson, related party to Councillor Tom Gleeson	914
Showground hire & scholarship sponsorships	Westech Field Days, related party to Councillor Beccy Plumb	6,804
Hire of The Globe, Barcaldine	Barcaldine Arts Council and RAPAD	383
Purchase of uniform	Councillor Milynda Rogers	51

(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 167 staff of which 7 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. All purchases were at arms length and were in the normal course of council operations.

Type of service	2023	2022
	\$	\$
Purchase of general goods & services	5,958,368	8,095,430
Total	5,958,368	8,095,430

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

Description of transactions	Details of related party	Total 2023 Transactions	Amount owed to related party at 30 June 2023
Goods purchased	Aramac Cutprice Store - during this time, Councillor Gary Peoples was a part owner of the business.	\$ 183,128	\$ -
Contracting services	Michael Horman Transport Pty Ltd - during this time, Councillor Daniel Arthur, has close family members as full/part owner of the business.	\$ 5,556,131	\$ -
Contracting services	Wreny's Enterprises Pty Ltd - during this time, District Manager Jennifer Lawrence has close family members as part owner of the business.	\$ 96,269	\$ 954
Contracting services	KB & KT Williams - during this time, District Manager Jennifer Lawrence has close family members as part owner of the business.	\$ 28,345	\$ -

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:

	2023	2022
	\$	\$
Entities controlled by KMP - owed by Council	954	-
Entities controlled by KMP - owing to Council	122	15,762

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 2023

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 28, 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
Sean Dillon
Date: 15 February 2024



Chief Executive Officer
Shane Gray
Date: 15 February 2024

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.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2023, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2023, 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 Chief Executive Officer.

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* (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

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

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 2023 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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 financial report, 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 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.

- Conclude on the appropriateness of the council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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.

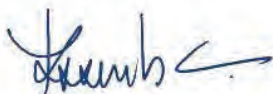
Report on other legal and regulatory requirements

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

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

16 February 2024

Queensland Audit Office
Brisbane

Current Year Financial Sustainability Statement

Measures of Financial Sustainability

Council's performance at 30 June 2023 against key financial ratios and targets:

Operating surplus ratio

Asset sustainability ratio

Net financial liabilities ratio

How the measure is calculated	Actual	Target
Net result (excluding capital items) divided by total operating revenue (excluding capital items)	5.66%	Between 0% and 10%
Capital expenditure on the replacement of assets (renewals) divided by depreciation expense (infrastructure)	79.25%	greater than 90%
Total liabilities less current assets divided by total operating revenue (excluding capital items)	-34.71%	not greater than 60%

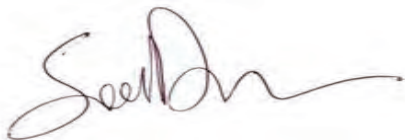
Note 1 - Basis of Preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three 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 2023.

Certificate of Accuracy For the year ended 30 June 2023

This current-year financial sustainability statement 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
Sean Dillon
Date: 15 February 2024



Chief Executive Officer
Shane Gray
Date: 15 February 2024

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 2023 comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the 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 2023 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* (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 Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 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

Other information comprises financial and non-financial information (other than the audited financial report) in an entity's annual report.

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 2023 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

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 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 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.

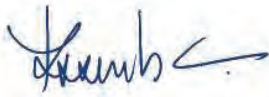
My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

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.

- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

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

16 February 2024

Queensland Audit Office
Brisbane

Unaudited Long Term Financial Sustainability Statement

Measures of Financial Sustainability	How the measure is calculated	Target	30 June 2023	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
Operating surplus ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	Between 0% and 10%	5.66%	0.06%	0.22%	0.00%	0.07%	0.08%	0.08%	0.07%	0.07%	0.05%	0.04%
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense (infrastructure).	greater than 90%	79.25%	106.39%	93.20%	92.92%	93.37%	93.83%	94.29%	94.75%	95.22%	95.68%	96.15%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue.	not greater than 60%	-34.71%	-37.96%	-38.80%	-48.25%	-48.92%	-50.78%	-58.78%	-61.36%	-64.19%	-67.26%	-70.53%

Barcaldine Regional Council's Financial Management Strategy

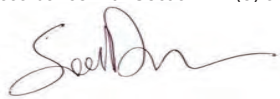
Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial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

Certificate of Accuracy

For the Long-Term Financial Sustainability Statement prepared as at 30 June 2023

This long-term financial sustainability statement 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
Sean Dillon
Date: 15 February 2024



Chief Executive Officer
Shane Gray
Date: 15 February 2024

Notes

Notes

BARCALDINE
REGIONAL COUNCIL

