



GENERAL MEETING AGENDA

NOTICE OF MEETING
Wednesday 16 April 2025
Barcaldine Council Chambers, 71 Ash Street, Barcaldine
To be held at 8:30am

Councillors

Rob Chandler (Mayor)	Linda Penna
Milynda Rogers (Deputy Mayor)	Bob O'Brien
Kim Williams	Tom Gleeson
Vanessa Howard	

Officers

Amber Coulton (Acting District Manager – Aramac and Muttaborra)
Jenny Lawrence (District Manager – Barcaldine)
Daniel Bradford (Chief Executive Officer)
Paula Coulton (Acting District Manager – Alpha and Jericho)
Lee Busby (Director of Works)
Michael Shave (Acting Director Finance and Corporate Services)

In Attendance

Debbie Young (Minute Secretary)

Deputation- Nil

Please find attached the agenda for the General Meeting to be held on Wednesday 16 April 2025 at the Barcaldine Council Chambers, commencing at 8:30am.

Dan Bradford, Chief Executive Officer

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

BARCALDINE REGIONAL COUNCIL

Our Vision – A positive, sustainable and innovative regional council.

Our Mission – To provide excellence for the community.

Prayer

Almighty God

We acknowledge that we have a responsibility to look after your creation, especially this region we call Barcaldine Regional Council.

We are conscious that our decisions are going to affect deeply the people we have come here to serve.

Assist us to exercise respect for Councillors, staff and for the people of our region.

Help us in this meeting to act wisely, justly and intelligently in all our deliberations.

Thank you Lord for the privilege of both leading and serving and assist us to do these well.

Amen

Condolences

Mrs Rosemary Hannay formerly of Barcaldine and Mrs Robin Harvey of Barcaldine.

Apologies

Acknowledgment of Traditional Owners

Declarations of Prescribed Conflicts of Interest

Declarations of Declarable Conflicts of Interest

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Table of Contents	Page number
1. Confirmation of Minutes	
General Meeting 19 March 2025	
2. Petitions	
Nil	
3. Reports	
3.1 Confidential Reports	
Nil	
3.2 Decision Reports	
3.2.1 Change of Meeting Date for August General Meeting	4
3.2.2 Asset Disposal – 36 Bruford Street, Muttaborra	5
3.2.3 Request for Assistance/Support – Aramac Community Development Association	7
3.2.4 Sale of 90 Lord Street, Muttaborra	13
3.2.5 Community Donations – Requests for Assistance	15
3.2.6 Policy Review	18
3.2.7 Audit and Risk Committee Minutes – 20 March 2025	28
3.2.8 Enterprise Risk Management Framework	33
3.3 Finance	
3.3.1 Financial Performance Report	72
3.3.2 Capital Projects Report	85
3.3.3 Community Care Services	116
3.4 General Council Business	118
3.5 Information Reports	
3.5.1 Mayor	119
3.5.2 Chief Executive Officer	120
3.5.3 District Managers – Alpha and Jericho, Aramac and Muttaborra, Barcaldine	122
3.5.4 Planning and Development Report	129
3.5.5 Workplace Health and Safety Report	137
3.6 Notice of Motion	
Nil	
4. Close of Meeting	

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025

Item No: 3.2.1

Subject Heading: Change of Meeting Date for August General Meeting

Author and Title: Debbie Young, Executive Support Coordinator

Classification: (if confidential)

Summary: The August General Meeting was scheduled for Wednesday 20 August 2025. Council has been sent a 'date claimer' for the Western Queensland Alliance of Councils Assembly to be held in St George on 19 and 20 August 2025. Seeking Council support to reschedule the August General Meeting to Wednesday 13 August 2025 in Muttaborra.

Officer's Recommendation: That the August General Meeting be rescheduled to be held on Wednesday 13 August 2025.

Background

The August General Meeting was scheduled for Wednesday 20 August 2025 in Muttaborra.

Council is in receipt of a 'date claimer' for the Western Queensland Alliance of Councils Assembly to be held in St George on 19 and 20 August 2025.

Mayors, Deputy Mayors and Chief Executive Officers are invited to attend.

Link to Corporate Plan

Theme 5: Governance

Consultation (internal/external)

- Chief Executive Officer
- Acting Director Corporate and Financial Services
- Mayor

Policy Implications

Nil identified

Budget and Resource Implications

Nil identified

Risk Management Implications

Nil identified

Asset Management Implications - Nil identified

Legal Implications - Council's legislative requirements met within the required timeframe/s

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item No: 3.2.2
Subject Heading: Asset Disposal – 36 Bruford Street, Muttaborra
Author and Title: Amber Coultan, Acting District Manager – Aramc
and Muttaborra
Classification: (if confidential)

Summary: Council has received a quote from Bert's Building Company to remove the dwelling situated at 36 Bruford Street, Muttaborra.

Officer's Recommendation: That Council agrees to accept the offer of \$16,124 from Bert's Building Company to remove and have full unencumbered rights to the ownership of the dwelling located on 36 Bruford Street, Muttaborra.

Background

Barcaldine Regional Council's Corporate and Operational Plans outline the commitment to identifying surplus parcels of land and establishing strategies for their development or disposal.

As part of this initiative; Council has identified 36 Bruford Street, Muttaborra as a potential asset for disposal. The property has been rented by the same family for over 20 years but due to an absentee tenant, the house has remained vacant for several years. The tenants handed the dwelling back to Council in late 2023.

The two-bedroom weatherboard dwelling is located on Lot 205 CM162, which also includes part of the Muttaborra Works Depot. As a result, Council cannot sell the property as a house and land package without incurring significant costs to resurvey and subdivide the allotment.

Following an inspection by the Council's carpenter, the dwelling was deemed uninhabitable. The costs required to repair the house far outweigh its value. In August 2024, Council resolved to advertise the dwelling for tender for removal.

Council conducted a tender process during September and October 2024, receiving a single bid from Barton Houseshift Pty Ltd, a Muttaborra-based company, offering \$15,000 for the removal of the dwelling from the site. However, the successful tenderer has since withdrawn their interest.

In early 2025, Bert's Building Company; also based in Muttaborra, expressed interest in the project. They submitted an offer of \$16,124; which includes removing the dwelling, donating as much usable material as possible to the Muttaborra Men's Shed, demolishing and removing all unusable materials and leaving the site in a tidy condition. Bert's Building

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Company has been operating in Muttaborra for several years and has the necessary expertise to safely carry out the removal.



Link to Corporate Plan

Theme 4: Economy - 4.5: identify surplus parcels of land.

Consultation (internal/external)

- Chief Executive Officer
- Carpenter
- Acting District Manager – Aramac and Muttaborra
- Housing Officer

Policy Implications

Nil

Budget and Resource Implications

Council's current 2024-25 budget includes funds for Council housing expenditure (5041-2001-0002 Council Housing - Other Costs).

Risk Management Implications

Nil

Asset Management Implications

Nil

Legal Implications

Nil

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item No: 3.2.3
Subject Heading: Request for Assistance/Support – Aramac Community Development Association
Author and Title: Amber Coulton, Acting District Manager – Aramac and Muttaborra
Classification: (if confidential)

Summary: Council received a letter from Sarah Lima, Vice President of the Aramac Community Development Association (ACDA) on 24 February 2025, outlining a proposal for a new Multipurpose Tourism Centre in Aramac. The ACDA is requesting a Council Resolution to express support for the proposed project.

Officer's Recommendation: That Council agrees to support the Aramac Community Development Association proposed project for a new Multipurpose Tourism Centre in Aramac.

Background

Council received a letter from Sarah Lima, Vice President of the Aramac Community Development Association (ACDA) on 24 February 2025, outlining a proposal for a new Multipurpose Tourism Centre in Aramac, the letter is attached.

At its General Meeting on Thursday 3 April 2025, the ACDA passed a resolution requesting that Council support the proposed project through a formal resolution.

Since writing the letter on behalf of the ACDA, Sarah Lima has engaged with building planners, architects and engineers currently involved in projects in Blackall and Boulia. She has also participated in various grant workshops and funding discussions to explore potential funding and support options.

At this early stage, the ACDA is not requesting any financial assistance from Council relating to the initiative. The ACDA also acknowledges that future planning will occur for the Gordon Street revitalisation and this will need to be considered.

Council would need to consider that if the ACDA secured funding to construct the facility, there is a likelihood that the asset would be gifted once constructed, with ongoing operating, maintenance and depreciation costs requiring funding.

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Link to Corporate Plan

Theme 1: Community – 1.9: provide facilities and support for travelling shows, exhibitions, sports and recreation.

Theme 5: Governance – 5.7: continue listening to our communities to identify opportunities for improvement.

Consultation (internal/external)

- Aramac Community Development Association
- Acting District Manager – Aramac and Muttaborra

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Implications

Nil

Asset Management Implications

New potential asset for Council

Legal Implications

Nil

ARAMAC COMMUNITY DEVELOPMENT ASSOCIATION INC.

President – Amber Coulton
Vice President – Sarah Lima

Secretary – Tanya Bambling
Treasurer – Gerry Neisler

Vice President – Aramac Community Development Association

24/02/2025

Re: Proposal for a new Multipurpose Tourism Centre in Aramac

Dear Minister Andrew Powell - Minister for the Environment and Tourism and Minister for Science and Innovation, Sean Dillon MP Member for Gregory, Mayor Rob Chandler, CEO Dan Bradford, and Councillors of the Barcaldine Region Council.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Following on from my last email I sent to the Mayor Rob Chandler and CEO Dan Bradford of Barcaldine Regional Council dated: Tuesday, 21 January 2025 10:44 AM.

At our latest ACDA (Aramac Community Development Association) meeting held on the 13th of February 2025 at 1730hrs, a motion was moved in support of the proposal of a multipurpose tourism centre in Aramac, to be owned by council. This initiative aims to enhance both community services and tourism appeal, ensuring Aramac is equipped to serve its residents and offer another attraction in the Barcaldine Council area.

With the recent sealing of Torrens Creek Road, Aramac has become the first stop in the Barcaldine Region for a significant portion of incoming tourists. Given the importance of first impressions, it is crucial to provide a welcoming and well-equipped facility that showcases our rich history and natural heritage while also meeting the needs of the local community.

Over the past 20 months, I have been working on the Harry Redford Gallery and a history room; however, it is not an ideal space. There is little room to hold everything, and it is not climate-controlled for fragile documents, photos, fossils and artifacts. There is much more that needs to be displayed, to house everything the space needs to be at least five times larger. During the tourist season, the current Information Centre can get extremely busy. I have spoken to many visitors who have travelled great distances – as far as Western Australia that have told me that their main destination was to travel to Aramac, and then to turn around and go home again.

Prior to my employment with the Barcaldine Regional Council, the visitor information centre was located at the Aramac Council Office, which was a very small space offering very little for visitors. From my first day of work until the present, I have been constantly moving things about, trying to make the best use of the small space I have to house the information centre, library, and history room. With the limited space available, I feel I have done all that I can to provide a place for visitors to learn about the area and the history of Aramac. However, there is far more that needs to be displayed.

I believe that the pioneering history needs to be showcased, along with the natural history of the area. Every tourist I speak to, I ask which way they arrived in Aramac, and I would estimate that over 50% have travelled via Torrens Creek Road—making Aramac their first stop in the Barcaldine Region. Additionally, a vast majority of tourists visit the area specifically for what I would like to display in the new precinct, including the natural history, the Harry Redford Cattle Drive, sculpture trail information, pioneering history, and railroad history.

Why Aramac?

Supporting this project in Aramac is essential due to the high number of visitors that come to the area seeking information. Every tourist I speak to, I ask these things, which way they arrived, why they are here, and what they would like to see. From this feedback, I believe it

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

is essential that we must provide more to meet visitor expectations and enhance their experience, which would also benefit the town, and the region as a whole.

At its peak, Aramac was the largest local government region in Queensland; however, there is little that visibly showcases this significant history.

The Sculpture Trail stands out as Australia's largest outdoor sculpture trail, attracting visitors from around the world. Additionally, key landmarks such as the White Station Healing Circle, Lake Dunn, Horsetailers Gorge, and Gray Rock serve as major attractions, drawing tourists to the region and highlighting its cultural and natural heritage.

Additionally, this project holds significant potential for education and science purposes. Aramac's fascinating natural history and environment can attract visitors from the education sector, including researchers, students, and scientific communities. One of the region's unique ecological treasures is the rare Edgbaston Goby, found at Edgbaston Reserve outside Aramac. A dedicated space within the new precinct could highlight this and other remarkable aspects of our biodiversity, further boosting scientific and educational tourism. There are possible further projects like Gray Rock, Lake Dunn etc that all add to the overall visitor experience.

Planning Details

Location

The ACDA would like to ask Council would they consider helping our town to build this centre. Located on either government or council owned land on:

- Location 1) Gordon Street, in the large empty section located between the new Elders Building and the Thrift Shop.
- Location 2) Corner of Lodge Street and McAulliffe Street *opposite the old hospital.
- Location 3) Corner of McAulliffe Street and Airport Road *opposite new PHC.
- Location 4) Corner of Lodge Street and McAulliffe Street where the old hospital was.
- Location 5) End of Airport Road, where the current (destroyed) Airport Terminal building stands.

*Options 2, 3 and 4 are much larger locations than option 1. Options 2, 3, 4 and 5 are also at the start of the Sculpture Trail and near the ANZAC War Memorial, providing toilets, café, view, and also allows for large vehicles, and vehicles towing caravans to park without disrupting local town traffic.

Style/Design

Main building to be a Queenslander-style building (similar design to the old Hospital) with a wrap-around verandah. However much to be planned and consulted on here.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

What will be housed inside the Museum Precinct 'Free Entry' area:

- Information Centre
- Library
- Archive room
- Art Gallery
- Small café
- Storage room
- Kitchen
- Disabled friendly toilets

Museum area (pay to view) housing

- Pioneering history
- Aramac town history, including Aramac and Barcaldine Regional Council history
- Harry Redford story
- Local tram/rail history
- Ballyneety Rodeo history
- Local horse racing history
- Old hospital and ambulance service history
- Local flora, fauna, and fossil area with an adjacent native garden
- Astronomical observatory
- Sufficient storage room
- Disabled-friendly toilets
- Local sculptures information

Outdoor Features

- The Harry Redford cattle drive cart housed in shed with 2 glass/Perspex walls
- Potential incorporation of Aunt Emma rail motor as part of Gordon Street upgrades, connecting the new museum to the Tramway Museum
- The restored and operational Aunt Emma rail motor could run between the two locations, enhancing the visitor experience
- Garden and picnic bench seating
- ANZAC Amphitheatre. An open undercover multipurpose space for ceremonial, entertainment and educational use.
- Storage shed
- Astronomical observatory
- 1936 Vauxhall hearse housed in shed with 2 glass/Perspex walls

Ideas for the current Library/Information Centre

- Part time CUC RAPAD study hub
- Part time day care

At present, the existing library, information centre, and history room in Aramac are small and inadequate. Many fragile documents and artifacts are deteriorating due to the lack of proper housing conditions, placing our invaluable history at risk. A purpose-built facility

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

would allow for the preservation and display of these artifacts in an appropriate and professional manner.

Additionally, incorporating an art gallery and a natural display area would further enrich the precinct, allowing visitors and locals alike to engage with the unique cultural and environmental heritage of the region. This would not only improve liveability for residents but also encourage longer stays from visitors, benefiting local businesses and the broader region.

The Council has generously supported similar projects in other towns, such as the Muttaborrasaurus Interpretation Centre in Muttaborra, the Globe Information Centre in Barcaldine, and the Ski Park in Barcaldine. We would greatly appreciate the same level of support to see this vision come to life for Aramac. Investing in this project would ensure that Aramac remains a key and attractive destination within the Barcaldine Region while preserving our history and fostering a sense of community pride.

We, the ACDA, would kindly request that the Barcaldine Regional Council please consider this proposal, and we look forward to discussing how we can work together to make this vision a reality for Aramac and the Barcaldine Council area.

Thank you for your time and consideration.

Yours sincerely,

Sarah Lima
Vice President
ACDA (Aramac Community Development Association)

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

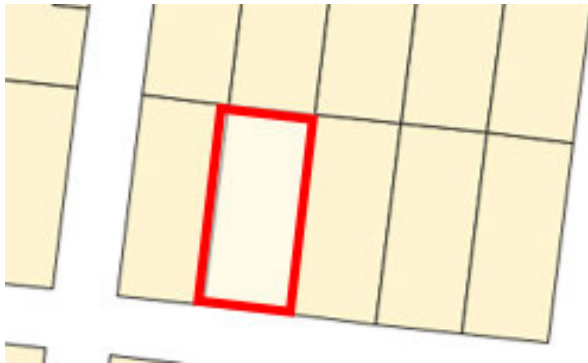
Council Meeting Date: 16 April 2025
Item No: 3.2.4
Subject Heading: Sale of 90 Lord Street, Muttaborra
Author and Title: Amber Coulton, Acting District Manager – Aramac and Muttaborra
Classification: (if confidential)

Summary: Council has received an offer of \$3,500 to purchase 90 Lord Street, Muttaborra (L607 CM162).

Officer's Recommendation: That Council accepts the offer of \$3,500 to purchase 90 Lord Street, Muttaborra (L607 CM162).

Background

An interested party has submitted an offer of \$3,500 for the purchase of 90 Lord Street, Muttaborra (L607 CM162) as it adjoins their residential property, providing guaranteed access to the rear of the land.



In 2019, Council offered the vacant land at 82–94 Lord Street, Muttaborra for tender. While interest was received and a contract was drafted, it was not finalised. Under the *Local Government Act 2009*, Council is now able to sell the land if an acceptable price is offered.

In 2023, Council received and accepted an offer of \$7,500 for Lots 608 and 609 CM162.



BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Lot 607 and Lot 606 CM162 remain with Barcaldine Regional Council.

The current rates for 90 Lord Street, Muttaborra are \$446.10 per half year. The property is a vacant land parcel of 4,047m² with no sewerage or water services connected. However, water is available and the property is in a septic area, making it the responsibility of the landowner.

Recent sale prices for vacant land in Muttaborra include:

- \$15,000 for one block on Lord Street, Muttaborra (2024)
- \$7,500 for two blocks on Lord Street, Muttaborra (2023)
- \$4,000 for one block on Lord Street, Muttaborra (2023)
- \$2,500 for one block on Lord Street, Muttaborra (2022).

Council contacted Ray White Barcaldine for a valuation of 90 Lord Street, Muttaborra, which was agreed at \$8,000. After negotiations, the highest offer from the interested party remains at \$3,500.

Link to Corporate Plan – Theme 5: Governance

Consultation (internal/external)

Interested party, Acting District Manager – Aramac and Muttaborra, Ray White Barcaldine

Policy Implications – Nil

Budget and Resource Implications

The net sale proceeds less applicable legal and other settlement costs will be funded through Council's current 2024–25 budget. Council will receive rates income once the land is transferred.

Risk Management Implications

Council will procure legal support to manage any risk associated with the land sale process.

Asset Management Implications

The land is currently included in Council's asset register at a value of \$15,000. The sale of the land will be recorded as a loss on sale in Council's budget and annual financial statements.

Legal Implications

Legal support will be required to ensure that the settlement process complies with legal requirements and Council's interests are protected.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item No: 3.2.5
Subject Heading: **Community Donations – Requests for Assistance**
Author and Title: Jenny Lawrence, District Manager – Barcaldine Paula
 Coulton, Acting District Manager – Alpha and Jericho
 Amber Coulton, Acting District Manager – Aramac and
 Muttaborra

Classification: (if confidential)

Summary: The purpose of this report is to recommend funding for recent requests for assistance received from community organisations across the region.

Officer's Recommendation: 1. That Council agrees to provide financial assistance to the following organisations in accordance with Council's Community Grants Policy:

- a) **Barcaldine Cricket Association Incorporated to the value of \$1,000 to support the delivery of a cricket/tennis school holiday coaching clinic in collaboration with Barcaldine Tennis Club.**
 - b) **Muttaborra Amateur Turf Club Incorporated to the value of \$500 to support the annual Race Day event scheduled for August 2025.**
 - c) **Great Australian Charity Cattle Drive to the value of \$5,000 to contribute to the advertising campaign for the event.**
- 2. That Council notes the financial assistance provided to community organisations under officer delegation.**

Report

The following applications for assistance have been received and are being presented to Council for funding approval in accordance with Council's Community Grants Policy. Further details of the applications (as required) are provided:

Organisation	Event/Request	Amount Requested	Decision/Comments
Barcaldine Cricket Association Incorporated	Collaborated Cricket/Tennis School	1,000.00	Application endorsed – opportunity for coaching from professionals.
Muttaborra Amateur Turf Club Incorporated	Muttaborra Races – to cover all attendee's entry fee to the event	2,000.00	Application endorsed for \$500.00 only.
Great Australian	Advertising campaign contribution. A \$20,000	\$5,000	Application is supported, noting contribution

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Organisation	Event/Request	Amount Requested	Decision/Comments
Charity Cattle Drive	campaign for the event which will spend around a month in the Barcaldine region.		already approved for Tania Kernigan and Jason Owen concert.

For Councillor reference, the following applications for assistance have been received and approved under officer delegation since 1 July 2024 in accordance with Council's Community Grants Policy.

Organisation	Event/Request	Amount
Jericho Tourism Association	Jericho Bush Bash	\$1,010.50
Central West Aboriginal Corporation	NADIOC Week Celebrations	\$760.00
Barcaldine Rodeo Association Incorporated	Annual Rodeo	\$400.00
Alpha Horse & Pony Club	Alpha Pony Club Annual Gymkhana	\$1,000.00
Alpha District Tourism & Development Association Incorporated	Annual Christmas Market	\$90.00
Kerryn Geltch	Loud Shirt Day	\$500.00
Barcaldine Bowls Club Incorporated	Fundraiser for Prostate Cancer	\$500.00
Jericho State School P&C Association	School Disco	\$128.00
Barcaldine Rifle Club Incorporated	Annual Prize Shoot	\$500.00
Jordan Valley Art & Craft Group Incorporated	Cent Sale	\$150.00
Muttaborra State School	Awards Night	\$368.00
Jericho State School	Awards Night	\$368.00
Barcaldine State School	Awards Night	\$500.00
Alpha State School P&C	Colour Run	\$585.00
Emma Price	Muttaborra Town and Country Christmas Tree	\$500.00
Alpha Golf Club	Alpha Christmas Tree	\$750.00
Barrels 4 A Cause	Barrels 4 A Cause	\$655.00
Alpha Rodeo Association	Rodeo, Campdraft, Youth Campdraft Clinic	\$232.50

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Organisation	Event/Request	Amount
Barcaldine Amateur Swim Club Incorporated	Oasis Swimming Carnival	\$500.00
Alpha Show Society	Alpha Show	\$1,500.00
Jordan Valley Art & Craft Group Incorporated	Arts and Crafts	\$390.00
QCWA Alpha Branch	Daffodil Day	\$50.00
Barcaldine Bowls Club Incorporated	Easter Fair	\$500.00

Link to Corporate Plan

Theme 1: Community – provide facilities and support for travelling shows, exhibitions, sports and recreation.

Theme 5: Governance – continue listening to our communities to identify opportunities for improvement.

Consultation (internal/external)

- District Manager – Barcaldine
- Acting District Manager – Alpha and Jericho
- Acting District Manager – Aramac and Muttaborra
- Acting Director Corporate and Financial Services

Policy Implications

Nil

Budget and Resource Implications

Council’s 2024-25 budget includes funds for community donations/in-kind assistance. As at the end of March 2025, \$84k has actually been expended on cash donations, fee waivers and in-kind assistance, with approximately \$28k remaining for further funding allocations (following Budget Review 2 adjustments). Approving this application will reduce the remaining budget to \$26k.

Risk Management Implications

Nil

Asset Management Implications

Nil

Legal Implications

Nil

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item No: 3.2.6
Subject Heading: Policy Review
 Author and Title: Daniel Bradford, Chief Executive Officer
 Classification: (if confidential)

Summary: Councils should regularly review and update their policies as part of good governance and to ensure they are current and meet the needs of their operations. The Integrated Management System Policy is a core document for council's integrated management system aligning our Quality, Safety and Environmental management practices to align with requirements of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 and all applicable Health, Safety and Environmental regulations.

Officer's Recommendation: That Council adopts I010 – Integrated Management System Policy which replaces I010 – Quality Management Policy and EHP001 – Environmental Management Policy.

Background

As part of Council's policy review program, a further two policies have been reviewed and updated for Council consideration. A summary of the policies and changes are outlined below:

Policy	Status	Summary
I010 – Integrated Management System Policy	Reviewed, updated and renamed	<ul style="list-style-type: none"> Update of the policy to Council's latest policy template Inclusion of Environmental, Health and Safety ISO components into a single policy Reviewed wording to align with current trends, ISO requirements and direction of Council practices.
EHP001 – Environmental Management Policy	Reviewed and to be removed	Incorporated into a single policy for simplicity and efficiency.

Council for its work that is completed on Roads owned and managed by Transport and Main Roads requires compliance with a Standard for Quality, Safety, and Environmental Management. This policy is the key document that establishes the board's, in our case Council's intentions towards the ISO Certification. This review of the Quality, Safety and Environmental management practices have now identified the opportunity to incorporated all components into a single integrated management system. The three elements complement each other and incorporating them into a single system allows for a much more efficient management structure and streamlining of processes.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

The wording of the policy is as such to better align with Council's operations and audit requirements under the ISO Standards.

It is important that policies remain current and align with organisational needs and legislative obligations. The original and revised policies have been provided for Council's consideration in Appendix 1.

Link to Corporate Plan

Theme 5: Governance – continue reviewing policies and strategic plans for relevancy and currency.

Consultation (internal/external)

IMS Management Team

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Implications

Up to date, clear and current Council policies mitigate risk by providing a structured framework that guides decision making, ensures compliance and enables proactive risk management across all operational areas. Additionally, this policy is essential for Council to maintain its compliance with Transport and Main Roads, a critical source of income for Council.

Asset Management Implications

Nil

Legal Implications

Nil

POLICY NAME:	Integrated Management System Policy
POLICY NUMBER:	I010
ADOPTED:	16 April 2025
REVIEW DATE:	30 April 2026
POLICY OWNER	Works Department
PURPOSE:	This Policy is about setting out Barcaldine Regional Council’s recognition of the importance of health, safety, quality and environmental management being fundamental to our business. This is a commitment to continual improvement of all relevant processes and procedures to ensure standards are met.

1 SCOPE

The scope of this policy applies to all Council staff, management and its contractors. Council’s current accreditation scope is defined as:

The quality, safety and environmental management system for the Barcaldine Regional Council Works Department covers the Project Delivery of products and services inclusive of the:

- The development, construction and maintenance of projects relating to civil engineering of earthworks, road and bridge construction including but not limited to earthworks, stabilization, pavement works, bitumen sealing and asphalt work, subdivision and infrastructure works on behalf of but not limited to the Queensland Department of Transport and Main Roads.
- Implementation of traffic management plans and roadworks sites and the provision of traffic management around roadwork sites including the setting up and removal of road signage and devices on roads.

2 POLICY STATEMENT

Barcaldine Regional Council recognises that successful health, safety, quality and environmental management is fundamental to its business and is committed to the continual improvement of all relevant processes and procedures to ensure all standards are met.

We strive to provide a healthy and safe working environment for all our employees and all others who may be affected by the Council’s undertakings, to protect the environment including preventing pollution and minimising environmental impacts arising from our activities and to provide products and services which meet our customer’s needs.

BARCALDINE REGIONAL COUNCIL
POLICY

To achieve this, we will:

- Maintain effective systems for quality, health, safety and environmental management compliant with the requirements of ISO 9001 (Quality), ISO 14001 (Environment) and ISO 45001 (Workplace Health and Safety) respectively.
- Comply with or exceed statutory and regulatory health, safety and environmental requirements.
- Provide the relevant resources needed for establishment and implementation of IMS with clear structure and assignment of authorities.
- Set measurable objectives and targets to provide a framework to eliminate work related injuries and illnesses, environmental impacts and manage quality services and customer feedback to drive continuous improvement of our performance and services.
- Provide appropriate training, management and resources to develop control measures and minimise risk.
- Encourage employees to report all hazards, incidents, near misses and illnesses as soon as reasonably practicable to assist in the removal of any deficiencies.
- Strive to consistently meet or exceed internal and external stakeholders' expectations to achieve our vision.

To achieve these intents, it is the policy of the Council to maintain an effective and efficient management system based upon the requirements of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 and all applicable Health, Safety and Environmental regulations.

3 REVIEW AND COMPLIANCE

This policy will be reviewed regularly by the Council and will be communicated to all employees and persons working for or on behalf of the Barcaldine Regional Council and will be made available to the public and any other interested parties on our website or by request.

4 ASSOCIATED DOCUMENTS

XXX-MAN-### - IMS Manual

BARCALDINE REGIONAL COUNCIL POLICY

SYSTEM:	Infrastructure
POLICY TITLE:	Quality Management Policy
POLICY NUMBER:	I0010
ADOPTED:	16 September 2015
AMENDED:	10 September 2018
PURPOSE:	To provide products and services which meet the quality expectations of Council's customers and which represent value for money.

1. Outline

This Policy confirms Barcaldine Regional Council's commitment to quality management and describes the Council's approach to quality assurance, quality control and continuous quality improvement.

2. Background

This Policy is prepared in accordance with:

AS/NZS ISO 9001-2015 *Quality Management Systems*
Barcaldine Regional Council Corporate Plan 2015-19
Barcaldine Regional Council Quality Manual

3. Scope

The Quality Management Policy applies to all operations of Barcaldine Regional Council including:

1. Construction and maintenance of Council, State and Federal controlled roads
2. Operation and maintenance of water and sewerage infrastructure
3. Operation and maintenance of parks and gardens
4. Operation and maintenance of swimming pools
5. Operation and maintenance of waste collection and disposal
6. Operation and maintenance of cemeteries
7. Operation and maintenance of airports
8. Operation of administration centres and libraries
9. Operation of auspiced services

4. Policy Statement

Barcaldine Regional Council is committed to quality management in its service to ratepayers and customers by meeting their needs and expectations while conducting council operations and supplying reliable local government services through the application of appropriate technology, process control and management techniques.

Council is committed to continual improvement of its processes and services to achieve increased ratepayer and customer satisfaction. A framework has been developed as part

BARCALDINE REGIONAL COUNCIL POLICY

of Council's Quality Management System for establishing, implementing, achieving and reviewing our quality objectives.

Council will endeavour to make quality the focus of all of its activities by regularly reviewing its quality policies and providing leadership for continual improvement of its quality management system. Such reviews and improvements will be based on the changing needs and requirements of the ratepayers and customers of the Region.

5. Policy Principles

Quality Management at Council is based on six fundamental principles:

1. **Quality Commitment** – Council and its employees and contractors actively endorse and demonstrate support for the Quality Management Policy and foster the development and preservation of a quality focused culture within the organisation.
2. **Quality Responsibility** - Quality Management is the responsibility of all employees, contractors, volunteers, work experience students and trainees of Council.
3. **Quality Management Employees and Resources** - Employees are trained, supported and resourced appropriately in order to perform their duties in a manner consistent with Council's Quality Management System.
4. **Quality Management Data and Information** - Processes are in place to ensure the consistent collection, analysis and retention of quality management data and information.
5. **Quality Management Practices** - Consistent and effective practices will be identified and communicated throughout the organisation through Plans, Policies, Procedures, Templates and Forms.
6. **Quality Management Improvement** - Critical, honest and timely self review and evaluation of practices and processes will be conducted to ensure ongoing suitability and adequacy.

6. Policy Objectives

1. **Effective Process & Control**

Implement and maintain effective processes to ensure Council operations and activities are planned and undertaken in a way that assures a conforming product for all clients – both internal and external.

2. **Ensuring Compliance**

Implement and maintain a quality management system consistent with legislation and other requirements including the internationally recognised AS/NZS ISO 9001:2015 standard.

3. **Consistent Monitoring and Continuous Improvement**

Create a quality environment and culture that continues to monitor, review and improve the Quality Management System to maintain its integrity and to ensure it keeps pace with the evolution of Council, our ratepayers, customers and other industry requirements.

**BARCALDINE REGIONAL COUNCIL
POLICY**

4. *Effective Reporting & Investigation*

Establish effective reporting and investigation processes to identify and resolve quality non-conformities and take relevant action to prevent recurrence.

BARCALDINE REGIONAL COUNCIL POLICY

SYSTEM:	Environment and Heritage Protection
POLICY TITLE:	Environmental Management Policy
POLICY NUMBER:	CS004
ADOPTED:	16 September 2015
AMENDED:	10 September 2018
PURPOSE:	To preserve and enhance the environmental values of the Barcaldine Regional Council area.

1. Outline

This Policy confirms Barcaldine Regional Council's commitment to environmental management and ecologically sustainable development, and describes Council's intentions and direction in relation to environmental performance, and provides a framework for the setting of objectives and targets.

2. Background

This Policy complies with:

AS/NZS ISO 14001:2015 *Environmental Management Systems*
AS/NZS ISO 9001:2015 *Quality Management System*
Barcaldine Regional Council Corporate Plan 2015-19

3. Scope

The Environmental Management Policy applies to all operations of Barcaldine Regional Council including:

1. Waste collection and disposal and waste infrastructure operations and maintenance
2. Sewerage Treatment Plants and other sewerage infrastructure operations and maintenance
3. Water Treatment Plants and other water infrastructure operations and maintenance
4. Road construction and maintenance activities on State controlled roads, Federal controlled roads, Council controlled roads and private road projects
5. Pest and weed eradication
6. Plant and equipment operations and maintenance
7. Maintenance of parks and gardens
8. Planning assessments and approvals

Council activities may have an impact on different aspects of the environment including:

1. Air contamination
 2. Ground contamination
 3. Noise emissions
 4. Discharges to waterways
 5. Harm to flora and fauna
 6. Harm to Cultural heritage
 7. Wastage of resources
-

BARCALDINE REGIONAL COUNCIL POLICY

4. Policy Statement

Barcaldine Regional Council will conduct its operations and provide services with respect and care for the environment. To achieve this, Council is committed to:

- complying with applicable legal and other requirements;
- continuously improving its environmental performance through an effective environmental management system;
- reviewing the environmental effects of its activities and setting appropriate environmental improvement objectives;
- integrating environmental considerations into planning and day to day activities;
- minimising the environmental impact of operations and services by preventing pollution and conserving natural resources;
- providing employees and contractors with the information and skills to help achieve Council's environmental responsibilities; and
- communicating openly about its policies, planning and performance.

5. Policy Principles

Environmental Management at Council is based on six fundamental principles:

1. **Environmental Commitment** – Council and its employees and contractors actively endorse and demonstrate support for the Environmental Management Policy and foster the development and preservation of an environmentally responsible culture within the organisation.
2. **Environmental Responsibility** - Environmental Management is accepted as the responsibility of all employees, contractors, volunteers, work experience students and trainees of Council.
3. **Environmental Management Employees and Resources** - Employees are trained, supported and resourced appropriately in order to perform their duties in a manner consistent with Council's Environmental Management System.
4. **Environmental Management Data and Information** - Processes are in place to ensure the consistent collection, analysis and retention of environmental management data and information.
5. **Environmental Management Practices** - Consistent and effective practices will be identified and communicated throughout the organisation through Plans, Policies, Procedures, Templates and Forms.
6. **Environmental Management Improvement** - Critical, honest and timely self review and evaluation of practices and processes will be conducted to ensure ongoing suitability and adequacy.

BARCALDINE REGIONAL COUNCIL POLICY

6. Policy Objectives

1. *Effective Process & Control*

- Implement and maintain effective processes to ensure our operations and associated activities are planned and undertaken in a way that assures the identification and control of any potential environmental issues.

2. *Ensuring Compliance*

- Implement and maintain an environmental management system consistent with legislation and other requirements including the internationally recognised AS/NZS ISO 14001 standard.

3. *Consistent Monitoring and Continuous Improvement*

- Continually monitor, review and improve the Environmental Management System to maintain its integrity and to ensure it keeps pace with the evolution of Council, ratepayers, customers and other industry requirements.

4. *Effective Reporting & Investigation*

- Establish effective reporting and investigation processes to identify and resolve environmental non-conformities and take relevant action to prevent recurrence.

8. Policy Strategies

Barcaldine Regional Council is committed to achieving its environmental principles by adopting the following strategies:

- Implement an Environmental Management System
- Promote waste reduction and recycling within Council and the general community
- Set measurable environmental targets
- Actively reduce resource consumption in all activities of Council
- Ensure environmental outcomes are included in all planning decisions
- Promote the environmental values of the region to the general community
- Educate all employees and contractors to ensure all Council activities are conducted in an environmentally responsible manner
- Implement a system of continuous improvement for environmental management

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025

Item No: 3.2.7

Subject Heading: Audit and Risk Committee Minutes – 20 March 2025

Author and Title: Daniel Bradford, Chief Executive Officer

Classification: (if confidential)

Summary: The Audit and Risk Committee met on 20 March 2025 for its regular quarterly meeting. The report contains a summary of the discussion points from the meeting.

Officer's Recommendation: That Council receive and note the audit committee minutes from the meeting on 20 March 2025.

Background

Council's audit and risk committee meets periodically to discuss various matters relating to Council's activities. The committee is centrally charged with providing oversight of Council assurance and risks functions. The committee provides independent assurance to the Chief Executive Officer on Council's performance management, internal audit and compliance.

Items tabled at the meeting for discussion were:

- 2024-2025 Audit Plan
- Qld Audit Office Draft Report – Insights on Audit Committees in Local Government
- Monthly Finance Report (as tabled to Council)
- Qld Audit Office Briefing Paper – relevant reports in progress, recently tabled reports to parliament, recent articles of interest, upcoming events
- Review of the Internal Audit Plan
- External Audit Actions Items Progress Report
- Asset Valuations as at 30 June 2025
- Internal Audit: Recoverable Works and Job Costing Final Report.

The minutes from the meeting are attached.

Link to Corporate Plan

Theme 5: Governance

- Acceptable audit results for safety and financial performance
- 95% of audit and corrective action items closed out within timeframes
- Statutory financial performance indicators achieved.

Consultation (internal/external)

Audit and Risk Committee

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Policy Implications

Nil

Budget and Resource Implications

There is no budget implications from this report

Risk Management Implications

The recommendation in this report has no direct impact on enterprise risk, however Audit and Risk Committee does act as a key independent assurance service to the Chief Executive Officer which is used as a treatment strategy for financial risks in our enterprise risk register.

Asset Management Implications

Nil

Legal Implications

Nil

Barcaldine Regional Council Audit Committee
Minutes – 20 March 2025
Commencing 1.00pm in Barcaldine Council Chambers and via Teams

Present: Councillor Milynda Rogers (Chair), Councillor Linda Penna, Greg Evans [GE] (independent member).

Observers: Craig Philp [CP] (Grant Thornton), Karen Dang (Grant Thornton), Rachel Stevens [RS] (Qld Audit Office), Tony Walsh [TW] (Walsh Accounting), Michael Shave [MS] (acting Director Corporate and Financial Services), Dan Bradford (Chief Executive Officer), Sara Milligan (acting Finance Manager), Swetha Bhupati (

1. Minutes from previous meeting: 10 December 2024.

Moved as received and confirmed: Councillor Rogers, seconded by Greg Evans, carried.

2. Business arising from previous minutes: Nil.

3. Business of meeting

i. Audit Plan for 2024–2025 Accounts – CP provided an update:

- Working to timetable.
- Risks identified – including revenue recognition and procurement/project management.
- On site visit in early May for interim reporting.
- GE requested regular communication from management on how things are tracking.

ii. Qld Audit Office Draft Report – Insights on Audit Committee in Local Government:

- Chair queried whether an independent member should be Chair – GE noted there are benefits either way but he would be willing to act as Chair.
- Amendment to Charter and Council resolution was required to support change.
- RS noted the report was still in draft so should not be shared until tabled/completed as it remains confidential for now.

Moved by Councillor Rogers to receive the report, amend the Charter and seek a Council resolution to change the Chair of the Committee, seconded by Councillor Penna.

iii. External Audit Plan – discussed at i.

iv. Monthly Finance Report – report tabled as read:

- For information purposes – as tabled with Council meeting.
- Materials and Services expenditure an issue.

- Ten year financial forecast and cash flow being prepared for tabling with State.
- Capital spending reduced by \$1M in budget review 2.
- Depreciation to be reviewed prior to 30 June.
- Need to look for external funding opportunities.
- Hire rates need to be updated people to quoting for Department of Transport and Main Roads works.

v. Briefing Paper – report tabled as read:

- Noted reports and resources available – wider learnings and insights which might be useful.
- Local Government 2024 Audit Report out for comment.
- Suggested that we assess ourselves on the recommendations included in the report.
- Audit Committee Chairs Workshop scheduled for 13 May 2025.

vi. Review of Internal Audit Plan – TW spoke to changes:

- Suggested moving the Human Resources (HR)/Payroll review until after the ERP implementation which is now not occurring until next year.
- Fraud investigation to cover all areas, GE suggested separating HR/payroll and undertaking human resources with fraud.
- Asset management and procurement to be moved forward.
- Revised/updated plan to be tabled next meeting.

Moved Councillor Penna to receive report, seconded GE.

vii. External Audit Actions Items Progress Report – MS spoke to report:

- Will include internal and external audit recommendations moving forward.
- Management risk level assigned to deficiency for each item, some completion dates may change. GE asked that they be advised if due dates cannot be met and what the expected completion date will be.
- ISO Certification identifying challenges – causing delay in completing risk registers and framework, hoping to send to Council next month.
- Business Continuity Plan (for Information Technology) has been pushed out to December 2025, REDD (current provider) has been asked to present to next council meeting on current works and future requirements.

Moved Councillor Rogers to receive report, seconded GE.

viii. Asset Valuations as at 30 June 2025 – MS spoke to report:

- Non-current Asset Accounting Policy usually held by Council, currently in our financial statements.
- GE noted that quality control on assets prior to ERP implementation would be beneficial.

Moved GE to receive report, seconded Councillor Penna.

ix. Internal Audit – Recoverable Works and Job Costing Final Report – TW spoke to report:

- Balance needed on receiving grants and actioning/completing tasks for acquittal.
- No Grants Officer employed to date – may need to amend Role Description to include more community focus/assistance.
- Further exploration in last week on RMPC – variations causing delays/claims, lessons learned, still some claims to be lodged.
- MARS portal updated – can now upload photos at any time during two year period to close out works/as soon as sections completed.
- Action items register to include due by date.

Moved Councillor Rogers to receive report, seconded Councillor Penna.

4. Other business

- Next meeting – Friday 20 June 2025, commencing at 9am.

5. Closure

Meeting was declared closed at 2.35pm.

Signed by the Chair: _____

Date: _____

DRAFT

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025

Item No: 3.2.8
Subject Heading: Enterprise Risk Management Framework
Author and Title: Daniel Bradford, Chief Executive Officer
Classification: (if confidential)

Summary: Councils should regularly review and update their corporate risks, along with the policy and framework that support these. Officers have undertaken a review of documentation and the risks in the register to ensure they align with current challenges and opportunities.

Officer's Recommendation: That Council adopts:

1. **G015 – Risk Management Policy.**
2. **Enterprise Risk Management Framework.**
3. **Corporate Risk Register – April 2025.**

Background

As part of Council's governance program, Council is required to consider risk as an integral part of its operations. The corporate risk register is required under the *Local Government Act 2009* to be reviewed annually. This review should go hand in hand with the Enterprise Risk Management Framework. Additionally, given the time that has past, the Risk Management Policy is also due for a review.

This review was largely completed in 2024 with the framework, policy and risk register workshopped with Councillors and senior staff at the time. The recent audits relating to the ISO certification of Council under Quality (ISO9001), Safety (ISO45001) and Environmental (14001) Management has identified a few further changes required to align with standards under each of these certifications. A summary of the changes is below:

Policy/Document	Status	Summary
G015 – Risk Management Policy	Reviewed and updated	<ul style="list-style-type: none"> • Update of the policy to Council's latest policy template. • Updated the Objectives to include elements of opportunity. • Review roles and responsibilities and updated into a table format. • Reviewed wording to align with current trends, ISO requirements, linkage to risk management documentation and overall direction of Council's risk management practices.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Policy/Document	Status	Summary
Enterprise Risk Management Framework	Reviewed and updated	<ul style="list-style-type: none"> • Aligned framework with current risk management direction of Council. • Reassessed Council's risk appetite. • Reviewed the risk assessment process. • Reviewed and updated risk management approaches for all risk types. • Reassessment of the Council's consequences definition to reflect current impacts to Council. • Incorporated risk management into council reporting as a key consideration for decision making. • To align with Council's Integrated Management System, incorporated a continuous improvement commitment. • Established a clear expectation around project risk management with details included in this Framework document. • Identified key controls of corporate risks and key control owners.
Corporate Risk Register	Reviewed and updated	<ul style="list-style-type: none"> • Reviewed all current corporate risks and current inherent risk ratings. • Added additional corporate risks which are corporate risks for consideration. • Reviewed mitigation and treatment strategies for each corporate risk. • Identified key controls to manage risks. • Reassessed residual risk against the proposed risk management framework. • Ensured risk treatment strategies and actions result in an acceptable level of risk when considering Council's risk appetite.

The review of the current corporate risks has identified two additional corporate risks, these are:

- CR22 – Organisational impact of investment legacy
- CR23 – Cyber security.

These two risks have been identified due to their potential impacts if not managed appropriately. Both present opportunities for Council by implementing a rigorous business case process for legacy investment and peace of mind that Council's information technology systems and data are protected.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Link to Corporate Plan

Theme 5: Governance – incorporation of risk management and project management principles into our workplace cultures.

Consultation (internal/external)

- IMS Management Team
- District Managers
- Executive Managers

Policy Implications

Nil

Budget and Resource Implications

Nil

Risk Management Implications

Regular reviews and monitoring of risk management is essential to Council being sustainable. The review and consideration of those risks that could impact Council's operations allow for appropriate treatments and mitigations to be established and implemented for its ongoing management.

This review has identified two additional risks and the treatment strategies. Untreated risks could have a very high consequence if not managed appropriately. In most cases corporate risks are large, complex issues that are not easily managed or cannot be avoided. In many cases individual strategies are needed to directly address these risks.

Asset Management Implications

Nil

Legal Implications

Nil

POLICY NAME: Risk Management Policy

POLICY NUMBER: G015

ADOPTED: 16 April 2025

REVIEW DATE: 30 April 2027

POLICY OWNER Office of the Chief Executive Officer

PURPOSE: This Policy is to provide overarching direction relating to Council’s Risk Management Systems. The Risk Management System is a suite of connected documents outlining Council’s implementation of effective and efficient risk management processes developed in accordance with AS/NZS ISO31000:2018 Risk Management Principles and Guidelines.

1 SCOPE

The Enterprise Risk Management Framework and its associated documents applies to all Barcaldine Regional Council (BRC) employees; including permanent/part-time/temporary/term appointments and contracted employees, volunteers, contractors and consultants; who are collectively referred to as ‘staff’ from here forward.

The Policy applies to all BRC business activities, operations and projects; including strategic planning, business planning, policy development, program administration and decision making at strategic and operational levels.

2 POLICY OBJECTIVE

The policy outlines Council’s commitment to risk management and includes the following objectives:

- Incorporate a consistent, systematic process to identify, analyse, mitigate and monitor the key strategic and operational risks impacting on the Council
- Align risk management opportunities with business objectives identified in Council’s corporate and operational plans
- Integrate and align existing risk systems to ensure no duplications or overlap
- Ensure integration of information systems used for reporting on risk to enable aggregation and reporting at a corporate level
- Allow the necessary controls and policies to be implemented to deliver an appropriate approach to governance and best practice
- Designates clear ownership of risk accountability, responsibilities, duties and actions and
- Will embed a culture of risk management throughout the Council.

3 DEFINITIONS

To assist in the interpretation of this Policy the following definitions apply:

Risk	The effect of uncertainty on objectives.
Risk Management	Coordinated activities to direct and control an organisation with regards to risk.
Inherent Risk	Level of risk before controls applied.
Control	Process, policy, device, practice or other actions that modify risk.
Residual Risk	Level of risk in current circumstances with current controls applied.
Consequence	Forecast outcome of an event. A consequence impact rating is assigned as realistic in the context of the risk's history, trends and intelligence analysis.
Likelihood	The chance of something happening - relates to the chance of something happening to the nominated level of consequence.
Risk Owner	Person responsible and accountable for oversighting: validity of the risk's assessment and evaluation, risk management and risk monitoring and review.
Risk Identification	The process of finding, recognising and describing risks.
Risk Analysis	The process to comprehend the nature of risk and determine the level of risk.
Risk Evaluation	The process of comparing the results of risk analysis with BRC risk consequence and likelihood criteria to establish a risk rating. The risk rating will inform whether the risk is acceptable or whether further authorisation and/or escalation is required.

4 POLICY STATEMENT

Barcaldine Regional Council will develop and maintain a risk management system to ensure that Council integrates sound risk management processes into our strategic and operational activities as a part of our business functions.

Council's risk management processes are based around the following key risk activities:

- **Establishing the Context:** establish the boundaries within the framework, how they will operate considering external and internal environment and Council's risk appetite.
- **Risk Identification and Risk Owner:** identify all reasonably foreseeable risks associated with its activities, using the agreed risk methodology detailed in the Council's Risk Assessment Process.
- **Risk Analysis:** analysing the impact of the potential challenge or opportunity, starting with an assessment of the consequences and likelihood of a risk occurring.
- **Risk Evaluation:** evaluate those risks using the agreed Council criteria.
- **Risk Treatment/Mitigation:** develop mitigation plans for risk areas where the residual risk is greater than our tolerable risk levels.
- **Risk Monitoring and Reporting:** report risk management activities and risk specific information in accordance with the risk protocols.

4.1 Council's Commitment

Barcaldine Regional Council is committed to a risk management system at all levels of the organisation to ensure threats and opportunities are managed within acceptable levels. This commitment will:

- Achieve its business objectives by minimising the impact of adverse risks and maximising opportunities
- Promote a culture of accountability where all staff and contractors undertake their responsibilities for managing risk.

4.2 Roles and Responsibilities

Every employee and contractor working at, for and/or on behalf of BRC has an obligation to appropriately identify and manage hazards and risks. To fulfil this obligation the following roles and responsibilities apply:

Stakeholder	Roles and Responsibilities
Mayor/ Councillors	Responsible for determining the appropriate level of risk that the Council can accept to achieve its objectives. This requires an understanding of the varying levels of risk complexity at BRC. The Council will determine approval of any corporate risks assessed as 'extreme' or 'high'. They will oversight corporate risks and inform relevant Government Ministers of material changes to the Councils' risk profile.
Chief Executive Officer (CEO)	Is to ensure a robust corporate risk management system and delivering reports to the Mayor and Councillors reflecting the true exposures within the business. The CEO will determine approval of any risks assessed as 'extreme' or 'high' and work with relevant Executive Management Team member/s to ensure appropriate controls and mitigation strategies are applied.
Executive Management Team (EMT)	Are responsible for the identification, analysis, treatment and reporting of corporate risks - accurately reporting to the CEO the status of their corporate risks and the progress and impacts of assigned actions. Executive Managers (EM) will ensure risk registers are maintained and reported to the CEO. They will determine approval of any hazard/ activity risks assessed as 'high' and ensure robust risk management strategies are developed and applied.
District Managers (DM) Senior Supervisors (SSV)	Are responsible for the identification, analysis, treatment and reporting of project risks - accurately reporting to the EMT's the status of their project risks and progress and impacts of assigned actions. They may approve hazard and activity risks assessed as 'moderate' and 'low' to proceed. SSV's and DM's will ensure management of risk is in accordance with the BRC risk matrix and risk management procedures.
Audit and Risk Committee	Is responsible for conduct of audits on the Enterprise Risk Management Framework and system to assure their relevance and integrity.
Safety, Environment and Risk Specialists/ Managers/Co-ordinators	Is responsible for ensuring the risk management system design remains appropriate for organisational needs. This includes reviewing audit findings and determining required responses, monitoring the risk management system and highlighting any potential critical systems issues to the Safety, Environment and Risk EM's. The Risk Specialist will support the Executive's in identifying and assessing corporate risks, oversight and report risk system conformance.
Senior Supervisors (SSV)/Supervisors	Are responsible for contributing to the development and management of operational risks registers reflecting their business and operational risks. They may approve hazard and activity risks assessed as 'moderate' and 'low' to proceed. They are to accurately

BARCALDINE REGIONAL COUNCIL
POLICY

Stakeholder	Roles and Responsibilities
	report to their DM or EM the status of their higher-level business and operational risks and assigned actions on a regular basis.
All Employees	Will participate in the identification, reporting and management of hazards and risks pertaining to their work and work environments. Participation requires active understanding of and commitment to business and operational objectives, regulatory obligations and authorised procedures. Employees are to use the best available information and refer to BRC's Risk Matrix (Table 1-3) in making risk assessments and refer to the Authorisation and Escalation Table for guidance as to whether an activity may proceed.
All Contractors	Will participate in the identification, reporting and management of hazards and risks pertaining to their work and work environments.

4.3 Review and Continuous Improvement

Barcaldine Regional Council is committed to continuous improvement in risk management. Council will regularly review and update this framework to ensure it remains effective and aligned with best practices and ISO Standards.

As a matter of process, the Corporate Risk Register will be reviewed annually in the first quarter of the financial year. The Risk Policy and Risk Framework will be reviewed every two years or as required.

5 ASSOCIATED DOCUMENTS

- Enterprise Risk Management Framework
- Risk Management Plan
- Standards Australia AS/NZS ISO31000:2018 Risk Management Principles and Guidelines



Enterprise Risk Management Framework

April 2025

Emerging risks are considered when developing the annual operational plan. The executive leadership team is responsible for ongoing monitoring of these emerging risks including undertaking horizon scanning for any new or changes to emerging risks that may arise. Reporting on developments in emerging risks is incorporated into Council’s risk reporting.

Proactive management of project risks

Proactive management of project risks is necessary to support achieving the objectives, timeframe and budget of a project. Appendix A outlines Council’s approach to project risk management including:

- The types of projects where a formal risk management approach is required and
- A summary of the key supporting internal processes.

Council’s operational risks

Council’s operational risks are managed within the framework set out in the Risk Management Plan. This plan defines how Barcaldine Regional Council (BRC) manages opportunities by providing a framework for the Risk Management Team to meet BRC strategic objectives and at the same time boosting performance in Quality, Health, Safety and Environment.

BRC operational risk management methodology is a systematic approach for identifying, assessing, managing and monitoring risk. It provides a structured framework for decision-making and helps organise and minimise the negative impacts by maximising opportunities. The risk management methodology will define the tools and approaches that will be used to perform risk management activities such as risk assessment, risk analysis and risk mitigation strategies. It sets a common approach and outlines the responsibilities of the Chief Executive Officer, all management, employees, contractors, visitors and volunteers to systematically manage risk consistent with ISO 3100:2028 Risk Management - Guidelines.

Likelihood

A five-year period

A five-year period has been used to determine the likelihood of a corporate risk occurring. Table 1 provides a definition of the likelihoods used in the risk assessment process.

Table 1: Likelihood definition

Likelihood	Definition	Probability guide
Rare	Highly unlikely, but it may occur in exceptional circumstances. It could happen, but probably never will.	0 - 5%
Unlikely	Not expected, but there is a slight possibility it may occur at some time.	6% - 20%
Possible	The event might occur at some time as there is a history of casual occurrence at Council or within the local government sector.	21% - 50%
Likely	There is a strong possibility the event will occur as there is a history of frequent occurrence at Council or within the local government sector.	51% - 90%

Table 2: Consequence definitions

Consequence	Financial Impact	Health and safety	Environment	Reputation	Legal and regulatory	Service delivery	Event
Extreme	Greater than \$500K	Loss of life/incurable illness or total incapacity	Long term, irreversible impact or impairment to: <ul style="list-style-type: none"> Natural resource and systems and/or Critical ecosystem services Remediation/recovery to environment > 10 years and requires significant resources.	Substantiated issue with sustained National, State and local media coverage. Significant adverse impact on Council (Administrator appointed).	Legal: Major litigation, including class actions in any court of law. Contracts: Termination of contract due to Council default. Regulatory: Non-compliance results in criminal charges, significant penalties and/or termination of services.	Extreme disruption to multiple services: <ul style="list-style-type: none"> Essential services (*) unable to be recovered resulting in loss of license to operate Loss of non-essential services. 	Potentially a crisis event
High	Between \$200k-\$500K	Serious injury /illness or partial incapacity Full recovery 4 -12 months	Reversible, long-term impact or impairment to: <ul style="list-style-type: none"> Natural resource and systems Critical ecosystem services Remediation/recovery to environment 3 to 10 years and requires considerable resources.	Substantiated issue - sustained local and state media coverage. Major reputational damage on Council.	Legal: Litigation, no class actions. Contracts: Written notice to rectify breach, otherwise contract will be terminated. Regulatory: Penalties imposed for non-compliance. Continued breaches will result in loss of service.	High level of disruption to multiple services: <ul style="list-style-type: none"> Prolonged interruption to essential services (10 to 24 hours), significant resources required to rectify Prolonged interruption to non-essential services (5 days to 2 weeks), significant resources required to rectify. 	Incident event, potentially a crisis event
Medium	Between \$50k-\$200k	Medically treated injuries Lost time injury recorded Full recovery in <3 months	Reversible, medium- term impact or impairment to: <ul style="list-style-type: none"> Natural resource and systems and/or Critical ecosystem services Remediation/recovery to environment 1 to 2 years.	Substantiated issue with high impact on community, sustained local media coverage.	Legal: Litigation, no class actions. Contracts: Warning that breach notice may be issued. Regulatory: Warning that continued non-compliance may result in corrective action.	Medium level of disruption to more than 1 service: <ul style="list-style-type: none"> Medium term (5 to 10 hours) interruptions to essential services, existing resources able to rectify Medium term (2 to 5 days) interruptions to non-essential services, 	Incident event, potentially a crisis event

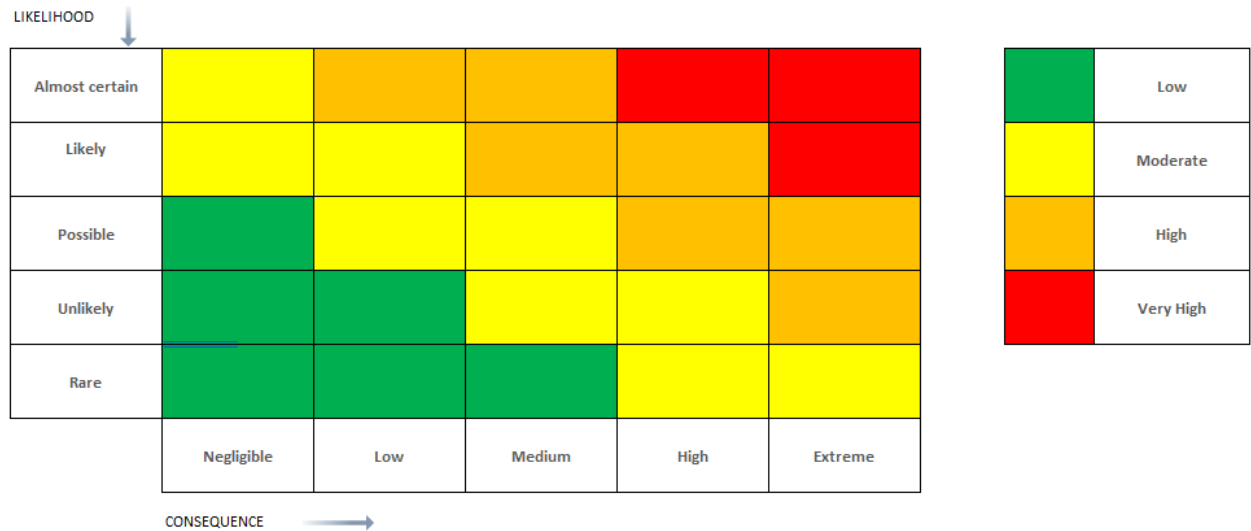
Consequence	Financial Impact	Health and safety	Environment	Reputation	Legal and regulatory	Service delivery	Event
Low	Between \$10k-\$50k	First aid injuries Full recovery <4 weeks	Reversible, short-term impact or impairment to: <ul style="list-style-type: none"> Natural resource and systems and/or Critical ecosystem services. Remediation/recovery to environment < 1 year.	Substantiated issue, low impact, local media coverage.	Legal: Minor litigation. Contracts: Contractor expresses contractual concerns. Regulatory: Some temporary non-compliances which can be rectified.	existing resources able to rectify. Low level of disruption to a service: <ul style="list-style-type: none"> Short-term (2 to 5 hours) interruptions to essential services, existing resources able to rectify Short-term (24 hours to 2 days) interruptions to non-essential services, existing resources able to rectify. 	Incident managed as BAU, potentially raised as an incident
Negligible	Less than \$10k	Injury or illness requiring first aid treatment, no lasting impacts <3 days	Minor impacts not requiring intervention over the short term.	Low impact, low profile, not a local news item.	Legal: Threat of possible litigation. Contracts: Concerns have negligible impact on contract performance. Regulatory: Non-formal non-compliance, easily rectifiable.	Limited disruption to a service: <ul style="list-style-type: none"> Short-term (<2 hours) interruptions to essential services, existing resources able to rectify Short-term (<24 hours) interruptions to non-essential services, existing resources able to rectify. 	

4.0-11-2025 10:30:00 AM

3. Risk Assessment Matrix

A risk assessment matrix is used to map both the inherent risk (i.e. the risk without treatment or mitigation measures) and the residual risk (i.e. the risk remaining after treatment or mitigation) – refer Table 3 below.

3.1 Risk Assessment Matrix



3.2 Risk Reporting

Detailed risk reporting will be provided to every Audit and Risk Committee and to Council quarterly. Reporting will include:

- The latest risk matrix
- Key risk activities undertaken in the period (e.g. changes, watching briefs, risk reviews etc)
- Commentary on emerging risks
- Status of future risk mitigation actions and
- The status of key controls’ effectiveness.

3.3 Risk Appetite

Agenda papers presented to Council must include consideration of how the proposal impacts the relevant corporate risk/s including whether the risk of the proposal remains within Council’s desired risk appetite.

Commentary is also required on whether the proposal will have a material impact on the relevant corporate risk rating. In this regard:

- A material impact is where the proposal will result in a change to the assessed corporate risk rating (e.g. moving from high to very high or moving from high to moderate) and
- Whether the impact will be for a specified period or a permanent change.

Where a proposal is likely to:

- Have **no material impact** on the assessed corporate risk rating, the paper will include details on whether additional treatment or mitigation measures will be implemented to allow the risk to be appropriately managed within its current risk rating
- **Materially increase** the assessed corporate risk, the paper will include details of what additional measures management is taking to manage this additional risk and
- **Materially decrease** the assessed corporate risk, the paper will include details of whether there will be any consequential changes to implemented mitigation or treatment measures.



Barcaldine Regional Council is committed to continuous improvement in risk management. We will regularly review and update this framework to ensure it remains effective and aligned with best practice/s and ISO Standards.

As a matter of process, the Corporate Risk Register will be reviewed annually in the first quarter of the financial year. The Risk Policy and Risk Framework will be reviewed every two years or as required.

Overview

Project risk management is used to proactively manage risks that could have a detrimental impact on achieving a project's:

- Objectives
- Timeframe and/or
- Budget.

Formal or informal approach

A formal approach for project risk management is not required for all projects. However, it should be applied where the project:

- Has been identified as a key business initiative or key capital expenditure project
- Is complex in nature
- Is delivered over a long time frame or
- Is not of a nature that is ordinarily delivered by Council.


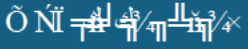

Where a formal approach is not required, project risks should still be considered in the project planning processes, however a formal risk assessment is not required.

Project risk assessment process

The project risk assessment process should occur in the planning stage of the project and will usually involve a risk workshop or direct engagement with team members and key project stakeholders.

Outcomes of the project risk assessment process are to be incorporated into business cases, project plans and/or Council decision papers.

The project risk assessment template can assist with project risk assessment process – key elements of the process are summarised in Figure 3 below.

		
1 – Identify project risks	All potential risks that could impact the project (objectives, timeframe or budget) are to be identified, including the relevant risk owner.	The whole project lifecycle is considered from project planning to operational handover.
2 – Determine inherent risk (i.e. the risk without any mitigations and/or treatments):		
<ul style="list-style-type: none"> Assess likelihood 	The likelihood of the risk occurring should be determined (Rare, Unlikely, Possible, Likely, Almost Certain).	Utilise the likelihood definitions included within Council’s corporate risk register (noting the timeframe is limited to the project timeframe).
<ul style="list-style-type: none"> Assess consequences 	The possible consequences of the risk occurring should be determined (extreme, high, medium, low or negligible) against the relevant criteria (financial impact, health and safety, environment, reputation, legal and regulatory and service delivery).	Utilise the consequence definitions table included within Council’s corporate risk register.
<ul style="list-style-type: none"> Assign risk rating 	Assign the inherent risk rating based on the intersection between the assessed likelihood and consequence.	Use the risk rating matrix in the project risk template to identify the appropriate risk rating.
3 – Identify mitigation/treatments	Identify those key treatments, controls or mitigation measures that will assist in either reducing or managing the risk.	Key treatments only are required here.
4 – Determine residual risk (i.e. the risk after mitigations and/or treatments)		
<ul style="list-style-type: none"> Assess likelihood 	The likelihood of the risk occurring after any outlined mitigations and/or treatments should be determined (Rare, Unlikely, Possible, Likely, Almost Certain).	Utilise the likelihood definitions included within Council’s corporate risk register (noting the timeframe is limited to the project timeframe).
<ul style="list-style-type: none"> Assess consequences 	The possible consequences of the risk occurring after any outlined mitigations and/or treatments should be determined (extreme, high, medium, low or negligible) against the relevant criteria (financial impact, health and safety, environment, reputation, legal and regulatory and service delivery).	Utilise the consequence definitions table included within Council’s corporate register.
<ul style="list-style-type: none"> Assign risk rating 	Assign the residual risk rating based on the intersection between the assessed likelihood and consequence.	Note the residual risk rating must be below very high to align with Council’s risk appetite. If the assessed residual rating is very high, further mitigations and/or treatments are required to reduce the risk rating.
5 – Monitor and report	Project risks should be monitored and updated as necessary during the project. Project reporting should incorporate the status of project risks.	Project reports should comment on any material changes to project risks.

Risk number	Risk title	Risk owner	Identified key control	Key control owner
CR4	Potable water quality	Director of Works	<ul style="list-style-type: none"> Established regular testing and monitoring program Supply (have adequate stock) of system critical spares 	Water and sewerage coordinator
CR5	Water delivery	Director of Works	<ul style="list-style-type: none"> Supply (have adequate stock) of system critical spares Back-up generator tested and available for use 	Water and sewerage coordinator
CR7	Environmental harm from sewerage operations	Director of Works	<ul style="list-style-type: none"> Establish regular testing and monitoring program Adherence with regulatory improvement program requirements (key control) Back-up generator tested and available for use 	Water and sewerage coordinator
CR8	Inability to collect sewage	Director of Works	<ul style="list-style-type: none"> Supply (have adequate stock) of system critical spares Back-up generator tested and available for use 	Water and sewerage coordinator
CR10	Environmental harm from waste landfill operations	Director of Works	Regular testing to meet regulations	Director of Works
CR12	Community Care Support Services exceed external funding provided	Chief Executive Officer	Regular review and monitoring of operating results	Manager Human Resources, People and Culture

Risk number	Risk title	Risk owner	Identified key control	Key control owner
CR13	No longer contractor of choice to Department of Transport and Main Roads in region	Director of Works	Regular audits, monitoring reports and resolving identified issues	Manager of Engineering Services
CR14	Airport airstrips not fit for purpose	Director of Works	Regular Civil Aviation Safety Authority audits and technical inspections, monitoring reports and resolving identified issues	District Manager – Alpha/Jericho District Manager – Aramac/Muttaburra District Manager – Barcaldine
CR18	Fraud	Chief Executive Officer	Staff compliance training	Manager of Finance
CR19	Council is financially unsustainable	Director Corporate and Financial Services	<ul style="list-style-type: none"> Monthly management reporting of actual versus budget performance provided to Council Cashflow reporting and monitoring including split between restricted and unrestricted cash 	Manager of Finance
CR20	Workplace health and safety	Chief Executive Officer	Toolbox prestart talks for all staff	Senior Works Supervisor – Alpha/Jericho Senior Works Supervisor – Aramac/Muttaburra Senior Works Supervisor - Barcaldine
CR22	Organisational impact of investment legacy	Director Corporate and Financial Services	Monthly management reporting of actual versus budget performance provided to Council	Manager of Finance
CR23	Cyber security	Chief Executive Officer	Ongoing security uplift program provided by the third-party managed services provider	Director Corporate and Financial Services



CORPORATE RISK REGISTER



Contents

1	Purpose	3
2	Scope	3
3	Standard	3
4	Review and responsibilities	3
5	Risk appetite	3
6	Corporate risks	3
	Appendix 1: Corporate risk details	4
	Appendix 2: Corporate risk register	5
	Appendix 3: Risk Matrix	11
	Appendix 3a: Risk matrix – Goal 1 – Community	11
	Appendix 3b: Risk matrix – Goal 2 – Services	12
	Appendix 3c: Risk matrix – Goal 3 – Transport	13
	Appendix 3d: Risk matrix – Goal 4 – Economy	14
	Appendix 3e: Risk matrix – Goal 5 – Governance	15
	Appendix 4: Future risk mitigation actions	16

1 Purpose

The purpose of this document is to outline Council's Corporate Risk Register (the Register). The Register has been developed in accordance with Council's Risk Management Policy CG015 and Enterprise Risk Management Framework.

Council acknowledges that the goal is not to eliminate risk, but to effectively manage risk to create and protect value within the organisation. Effective risk management improves performance, encourages innovation and supports the achievement of Council's objectives.

Effective risk management requires:

- A coordinated and integrated approach across the organisation
- Everyone in the organisation to actively manage risk within their area of responsibility
- A culture where risk is appropriately identified, assessed, communicated, managed and
- A commitment to review and continually improve the risk management function.

2 Scope

The Register covers those risks and opportunities that impact the achievement of Council's corporate/strategic objectives. The Register has been developed through workshops with management and Council, with this version receiving final endorsement from Council on **x date 2025**.

3 Standard

The Register is based on the requirements of Australian Standard AS/NZS ISO 31000:2018 Risk Management – Guidelines. This Risk Management Framework outlines our approach to identifying, assessing and managing risks across all Council operations, ensuring alignment with ISO Standards for Safety (ISO 45001), Quality (ISO 9001) and Environmental Management (ISO 14001) supporting Council's Integrated Management System.

4 Review and responsibilities

The Chief Executive Officer (CEO) is responsible for:

- Providing support to the organisation on the application of the Register
- Regular reporting to the Audit and Risk Committee and Council and
- Maintenance of the Register.

The Register and key inputs will be reviewed on an annual basis through consultation with the management team and Council, or as required should additional risks be identified.

5 Risk appetite

Council's risk appetite is that it does not want to pursue or retain any risks that have a residual risk rating of very high. In the event a risk is assessed with a residual risk rating of very high, management will deploy additional mitigations or treatment measures to bring the risk within Council's risk appetite.

Council's risk tolerances are aligned with the consequences categories and levels outlined in the Enterprise Risk Management Framework

6 Corporate risks

Details of the corporate risks, key controls and the proposed action plan to improve existing risk mitigations have been included in the Appendices of this document:

- Appendix 1: Corporate Risk Details
- Appendix 2: Corporate Risk Register
- Appendix 3: Risk Matrix
- Appendix 4: Future Risk Mitigation Actions

Appendix 1: Corporate Risk Details

Risk number	Risk title	Risk owner
CR1	Lack of internal capability and resources to provide required community services	Director Corporate and Financial Services (DCFS)
CR2	Services provided by Council do not align with community expectations	CEO
CR3	Provision of additional non-core services (service provider of last resort)	CEO
CR4	Potable water quality	Director of Works (DOW)
CR5	Water delivery	DOW
CR6	Water security	CEO
CR7	Environmental harm from sewerage operations	DOW
CR8	Inability to collect sewage	DOW
CR9	Inability to collect waste	DOW
CR10	Environmental harm from waste landfill operations	DOW
CR11	Community care support services do not meet expectations (e.g. Aged Care and NDIS)	CEO
CR12	Community care support services exceed external funding provided	CEO
CR13	No longer contractor of choice to Department of Transport and Main Roads in region	DOW
CR14	Airport airstrips not fit for purpose	DOW
CR15	Roads and paths not fit for purpose	DOW
CR16	Council policy or actions hinders economic prosperity	CEO
CR17	Council programs are not effective in supporting key industry sectors	CEO
CR18	Fraud	CEO
CR19	Council is financially unsustainable	DCFS
CR20	Workplace health and safety	CEO
CR21	Business continuity	CEO
CR22	Organisational impact of investment legacy	DCFS
CR23	Cyber security	CEO

Appendix 2: Corporate Risk Register

Risk number (Risk Owner)	Risk title	Causation factors	Inherent risk			Mitigation /Treatments	Residual risk		
			Likelihood	Consequence	Risk rating		Likelihood	Consequence	Risk rating
CR 1 (DCFS)	Community: Lack of internal capability and resources to provide required community services	<ul style="list-style-type: none"> • Changing funding models (State Government and Council) • Poor maintenance of community facilities and infrastructure • Inability to access water rights for green spaces • Inability to attract and retain staff 	Possible	Low	Moderate	<ul style="list-style-type: none"> • Maintaining water rights • Workforce planning including probity of new hires 	Unlikely	Low	Low
CR 2 (CEO)	Community: Services provided by Council do not align with community expectations	<ul style="list-style-type: none"> • Lack of understanding of the collective community requirements • Changing expectations • Inadequate promotion of services provided 	Possible	Medium	Moderate	<ul style="list-style-type: none"> • Regular communication and engagement with community • Transparent decision making 	Unlikely	Low	Low
CR 3 (CEO)	Services: Provision of additional non-core services (service provider of last resort e.g. child care)	<ul style="list-style-type: none"> • Change in government and/or private sector policy • Commercial market failure • Community expectations • Declining population 	Possible	Medium	Moderate	<ul style="list-style-type: none"> • Regular communication and engagement with community • Regional Organisation of Councils/Local Government Association of Qld/Mayor advocacy 	Unlikely	Low	Low
CR 4 (DOW)	Services: Potable water quality	<ul style="list-style-type: none"> • Inadequate testing • Plant and infrastructure failure • Supply chain interruptions • Inexperienced operators • Supply of untreated water • Not managing critical spares • Contamination (e.g. septic, environmental disaster, intentional) 	Likely	Extreme	Very high	<ul style="list-style-type: none"> • Established regular testing and monitoring program (key control) • Supply (have adequate stock) of system critical spares (key control) • Ongoing staff training 	Possible	Medium	Moderate
CR 5 (DOW)	Services: Water delivery	<ul style="list-style-type: none"> • Infrastructure failure (e.g. poor maintenance) • Not managing critical spares • Power failure • Weather events • Unknown service locations • Lack of internal corporate knowledge 	Almost certain	High	Very high	<ul style="list-style-type: none"> • Programmed renewals of water mains (all schemes) • Ongoing staff training • Supply (have adequate stock) of system critical spares (key control) 	Likely	Medium	High

Risk number (Risk Owner)	Risk title	Causation factors	Inherent risk			Mitigation /Treatments	Residual risk		
			Likelihood	Consequence	Risk rating		Likelihood	Consequence	Risk rating
						<ul style="list-style-type: none"> • Availability of potable water delivery trucks (contractors) • Back-up generator tested and available for use (key control) 			
CR 6 (CEO)	Services: Water security	<ul style="list-style-type: none"> • Change in government policy (e.g. water allocation) • Inadequate planning (e.g. population growth) 	Likely	High	High	<ul style="list-style-type: none"> • Advocacy – identify and maintain key stakeholder/ government relationships • Ensure town planning is up to date 	Rare	Medium	Low
CR 7 (DOW)	Services: Environmental harm from sewerage operations	<ul style="list-style-type: none"> • Sewage discharges breaching license requirements • Inadequate maintenance • Inadequate testing • Power failure • Infrastructure failure • Weather event • Supply chain failure • Poor trade waste management practices • Inadequate planning (e.g. population growth) • Inexperienced operators 	Likely	Extreme	Very high	<ul style="list-style-type: none"> • Establish regular testing and monitoring program (key control) • Adherence with regulatory improvement program requirements (key control) • Back-up generator tested and available for use (key control) 	Unlikely	Low	Low
CR 8 (DOW)	Services: Inability to collect sewage	<ul style="list-style-type: none"> • Infrastructure failure (e.g. poor maintenance) • Not managing critical spares • Power failure • Inexperienced operators • Weather events 	Almost certain	High	Very high	<ul style="list-style-type: none"> • Infrastructure maintenance • Supply (have adequate stock) of system critical spares (key control) • Back-up generator tested and available for use (key control) • Ongoing staff training 	Likely	Medium	High
CR 9 (DOW)	Services: Inability to collect waste	<ul style="list-style-type: none"> • Plant failure • Inexperienced operators • Lack of contractor management • Lack of providers due to small scale • Human Resource award conditions • Weather events • Government policy (e.g. recycling) • Community expectations 	Possible	Medium	Moderate	<ul style="list-style-type: none"> • Plant maintenance • Appropriate contract management • Ongoing staff training 	Unlikely	Low	Low

Risk number (Risk Owner)	Risk title	Causation factors	Inherent risk			Mitigation /Treatments	Residual risk		
			Likelihood	Consequence	Risk rating		Likelihood	Consequence	Risk rating
Cr 10 (DOW)	Services: Environmental harm from waste landfill operations	<ul style="list-style-type: none"> Not meeting environmental regulations Inexperienced operators Illegal activity (e.g. fires, dumping) 	Likely	Extreme	Very high	<ul style="list-style-type: none"> Ongoing staff training Limiting public access to landfill site/s Regular testing to meet regulations (key control) 	Possible	Extreme	High
CR 11 (CEO)	Services: Community care support services do not meet expectations (e.g. Aged Care and NDIS)	<ul style="list-style-type: none"> Complex requirements Lack of consistent governance Level of care gap Lack of quality staff, turnover (attraction and retention of staff) Fluctuating client numbers and requirements 	Likely	Low	Moderate	<ul style="list-style-type: none"> Ongoing staff training Compliance/audits addressing outcomes in a timely manner Understanding regulations Business plan for CHSP services Workforce planning including probity of new hires 	Unlikely	Low	Low
CR 12 (CEO)	Services: Community care support services exceed external funding provided	<ul style="list-style-type: none"> Increasing expectation on Council to provide services due to market failure (service provider of last resort) Services costing more than the provided funding envelope or Council's appetite to incur 	Almost certain	Low	High	<ul style="list-style-type: none"> Regular review and monitoring of operating results (key control) Contracts in place with external providers Regular engagement with external agencies Continued advocacy to all levels of government on service delivery 	Unlikely	Negligible	Low
CR 13 (DOW)	Transport: No longer contractor of choice to TMR in region	<ul style="list-style-type: none"> Change in government policy Lack of capability or capacity to deliver services No longer economically viable Loss of accreditation e.g. SMS, EMS, QMS Breakdown in relationship 	Unlikely	Extreme	High	<ul style="list-style-type: none"> Meet regularly with TMR (both regional and state representatives) to discuss contracts, works in progress and upcoming work Regular audits, monitoring reports and resolving identified issues (key control) 	Rare	Medium	Low
CR 14 (DOW)	Transport: Airport airstrips not fit for purpose	<ul style="list-style-type: none"> Change in government regulations Lack of staff accreditation Weather events/disasters/wildlife Lack of maintenance and infrastructure investment Change of user requirements 	Likely	High	High	<ul style="list-style-type: none"> Regular CASA audits and technical inspections, monitoring reports and resolving identified issues (key control) Ongoing staff training Maintenance and renewal program in place, including regular inspections 	Rare	Low	Low

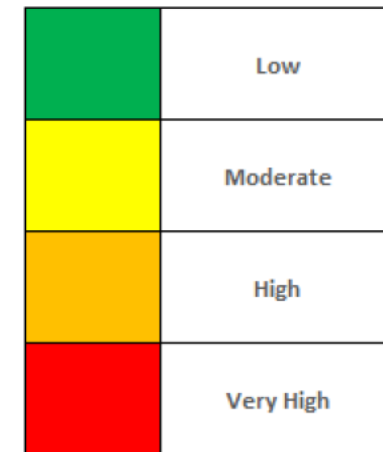
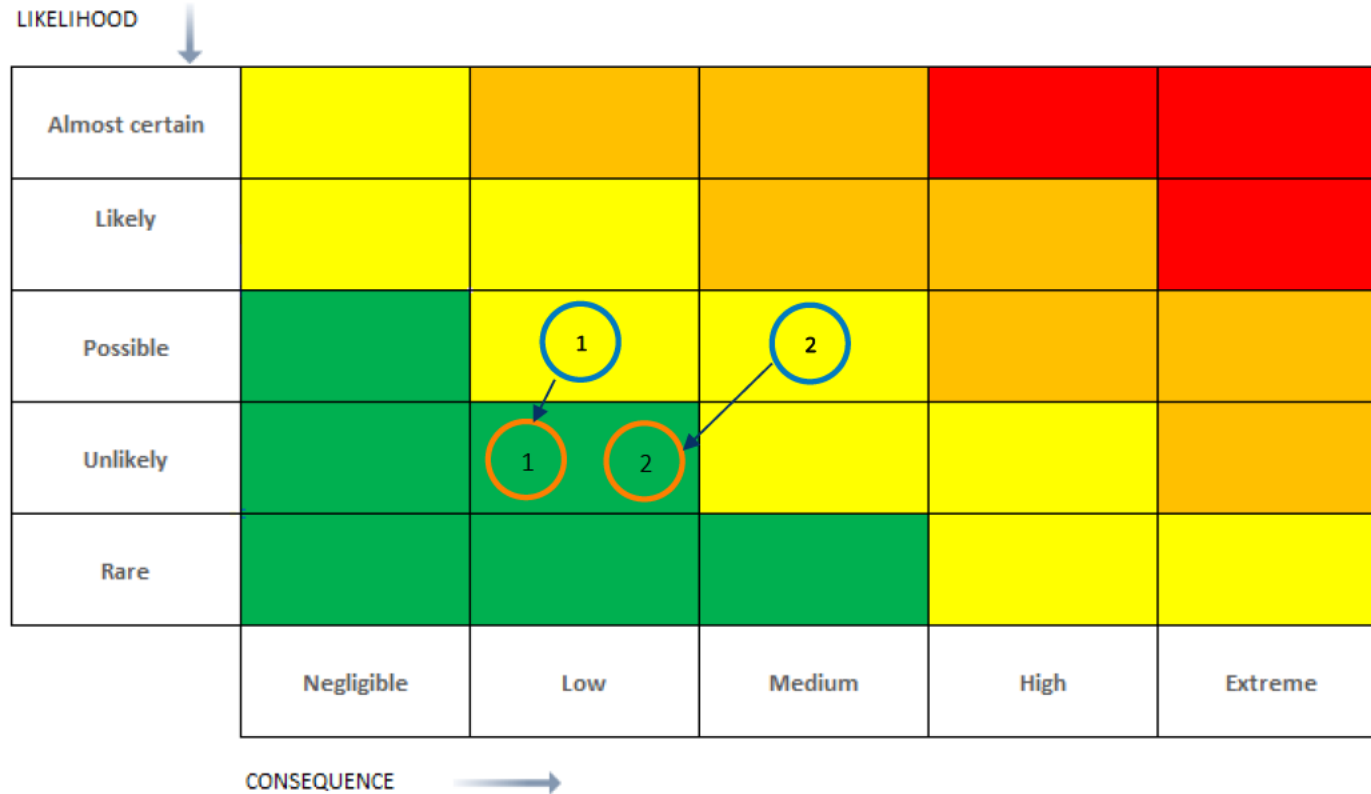
Risk number (Risk Owner)	Risk title	Causation factors	Inherent risk			Mitigation /Treatments	Residual risk		
			Likelihood	Consequence	Risk rating		Likelihood	Consequence	Risk rating
						<ul style="list-style-type: none"> Ongoing engagement with users over requirements 			
CR 15 (DOW)	Transport: Roads and paths not fit for purpose	<ul style="list-style-type: none"> Change of users' profile Traffic damage Weather events Change in standards Failure to appropriately manage assets Lack of capability or capacity to deliver services Personal injury, disability access, non-pedestrian use 	Almost certain	High	Very high	<ul style="list-style-type: none"> Ongoing staff training Roads and path upgrades (betterment) 	Possible	Medium	Moderate
CR 16 (CEO)	Economy: Council policy or actions hinders economic prosperity	<ul style="list-style-type: none"> Lack of supporting infrastructure (e.g. housing, land) Ineffective planning scheme Ineffective engagement with proponents Lack of community consultation Investing in the wrong partnerships 	Likely	Medium	High	<ul style="list-style-type: none"> Regular business community communication and engagement Small business council Implemented planning scheme (can be amended as needed) 	Unlikely	Low	Low
CR 17 (CEO)	Economy: Council programs are not effective in supporting key industry sectors	<ul style="list-style-type: none"> Programs not aligned with business expectations Competing priorities Change in government policy 	Likely	Low	Moderate	<ul style="list-style-type: none"> Regular business community communication and engagement Community engagement officer employed by Council 	Unlikely	Low	Low
CR 18 (CEO)	Governance: Fraud	<ul style="list-style-type: none"> Inadequate systems and controls Inadequate physical controls Inadequate training Poor culture Not managing conflicts of interest Lack of oversight (internal audit and management) 	Almost certain	Extreme	Very high	<ul style="list-style-type: none"> Staff compliance training (key control) Staff policies are regularly reviewed Annual QAO process review/respond to audit queries Internal audit function 	Unlikely	Medium	Moderate
CR 19 (DCFS)	Governance: Council is financially unsustainable	<ul style="list-style-type: none"> Poor budget management (development, monitoring, reporting and adherence) Poor forecasting practices Inadequate cash flow forecasting and monitoring Not tracking restricted cash Misalignment between services provided and available funding 	Likely	Extreme	Very high	<ul style="list-style-type: none"> Detailed budget processes undertaken by Business Unit for both capital and operating Monthly management reporting of actual versus budget performance provided to council (key control) 	Unlikely	Medium	Moderate

Risk number (Risk Owner)	Risk title	Causation factors	Inherent risk			Mitigation /Treatments	Residual risk		
			Likelihood	Consequence	Risk rating		Likelihood	Consequence	Risk rating
		<ul style="list-style-type: none"> Lack of succession planning, management capability 				<ul style="list-style-type: none"> Long term (10 years) financial forecast undertaken annually Cashflow reporting and monitoring including split between restricted and unrestricted cash (key control) 			
CR 20 (CEO)	Governance: Workplace health and safety	<ul style="list-style-type: none"> Poor workplace culture Inadequate training Failure to maintain tools, plant and equipment Inadequate systems and processes Not addressing psychosocial hazards 	Almost certain	Extreme	Very high	<ul style="list-style-type: none"> Ongoing staff training Toolbox prestart talks for all staff (key control) Introduced safety management system Regular review of policies and procedures Regular reporting to Executive Leadership Team and Council of workplace health and safety key performance indicators 	Possible	High	High
CR 21 (CEO)	Governance: Business continuity	<ul style="list-style-type: none"> Lack of physical security Lack of appropriate insurance Inadequate disaster management preparedness Lack of business recovery plans (tested or otherwise) Disasters and/or failure of essential services (e.g. power) Lack of capability to deliver business as usual due to ageing workforce 	Almost certain	Extreme	Very high	<ul style="list-style-type: none"> Staff policies are annually reviewed Full coverage of insurance is in place Reliance on staff corporate knowledge 	Possible	Medium	Moderate
CR22 (DCFS)	Governance: Organisational impact of investment legacy	<p>Poor project governance pre investment decision reflecting:</p> <ul style="list-style-type: none"> Inadequate planning for operational impacts (service, human resources, training, handover etc) Poor analysis and understanding of whole of life costs Inadequate procurement practices <p>Poor project delivery practices including:</p> <ul style="list-style-type: none"> Inability to mitigate project delivery risks through lack of, or poor execution of, available mitigation strategies 	Almost certain	Extreme	Very high	<ul style="list-style-type: none"> Informal consideration of whole of life costs for new investment decisions as part of business case development Corporate knowledge of experienced senior staff Monthly management reporting of actual versus budget performance provided to council (key control) Evaluation of alternative delivery strategies as 	Possible	Extreme	High

Risk number (Risk Owner)	Risk title	Causation factors	Inherent risk			Mitigation /Treatments	Residual risk		
			Likelihood	Consequence	Risk rating		Likelihood	Consequence	Risk rating
		<ul style="list-style-type: none"> ○ Inadequate project management and supervision ○ Inadequate contract management processes ○ Inadequate cost monitoring practices ○ Unfunded cost overruns impacting available council funds 				operational circumstances change			
CR23 (CEO)	Governance: Cyber security	<ul style="list-style-type: none"> ● Human error (e.g. falling victim to phishing or mishandling sensitive data) ● Installation of unauthorised software ● Poor ICT password controls ● Lack of appropriate patch maintenance ● Lack of security updates ● Poor security stance of third-party vendors ● Insufficient backup and recovery protocols 	Almost certain	Extreme	Very high	<ul style="list-style-type: none"> ● Ongoing security uplift program provided by the third-party managed services provider (key control) ● Ongoing monitoring through Queensland cyber security unit 	Possible	Extreme	High

Appendix 3: Risk Matrix

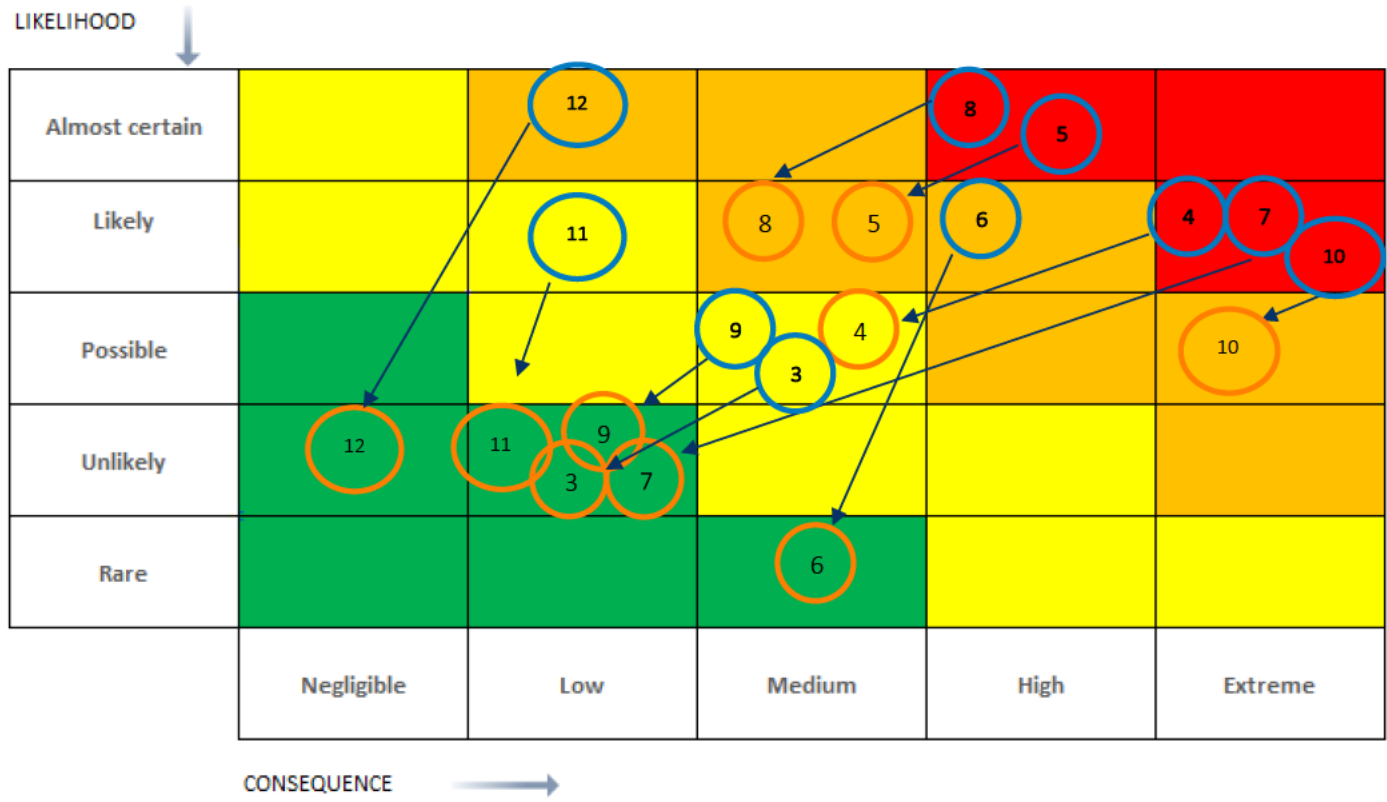
Appendix 3a: Risk matrix – Goal 1 – Community



Legend

- Inherent risk
- Residual risk

Appendix 3b: Risk matrix – Goal 2 – Services

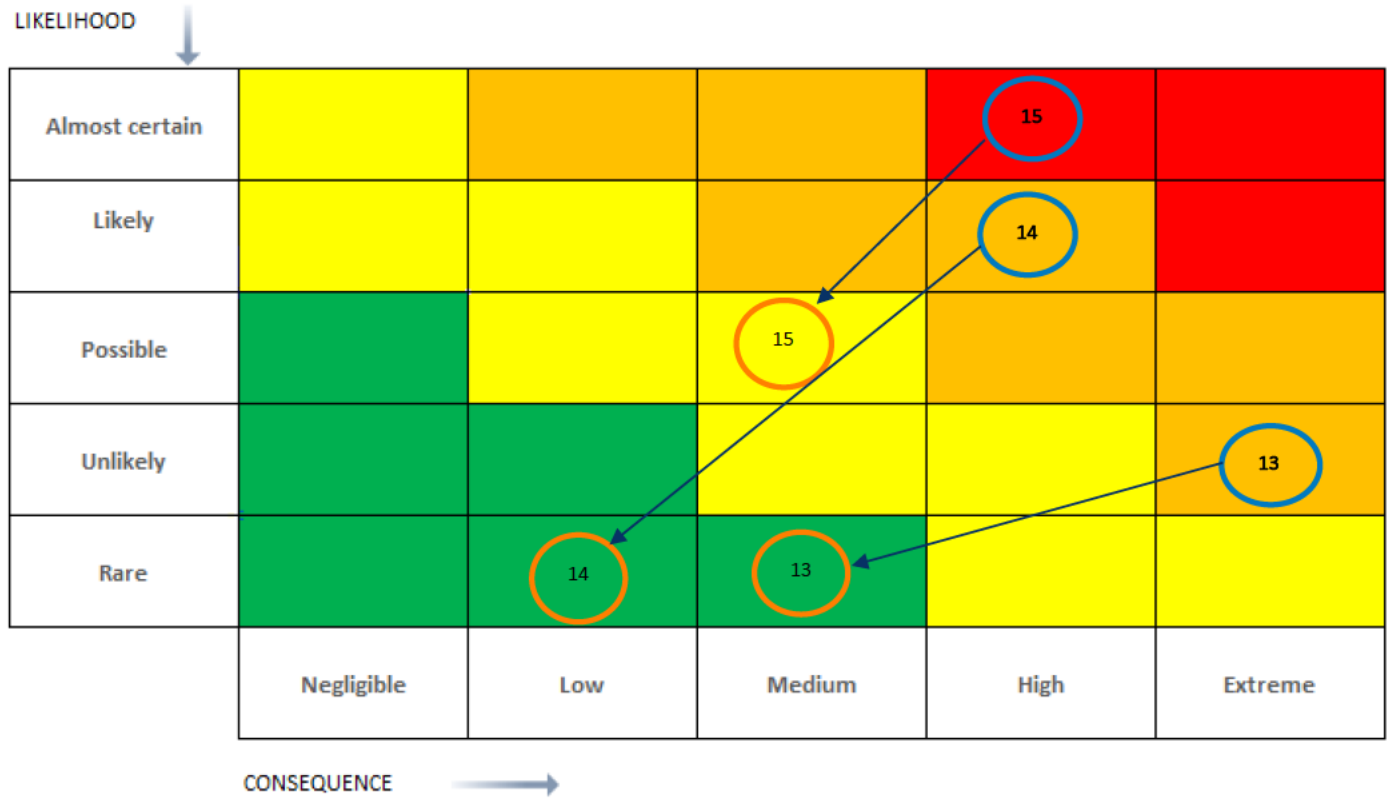


	Low
	Moderate
	High
	Very High

Legend

- Inherent risk
- Residual risk

Appendix 3c: Risk matrix – Goal 3 – Transport

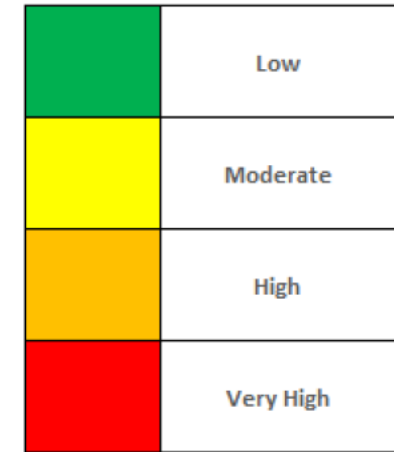
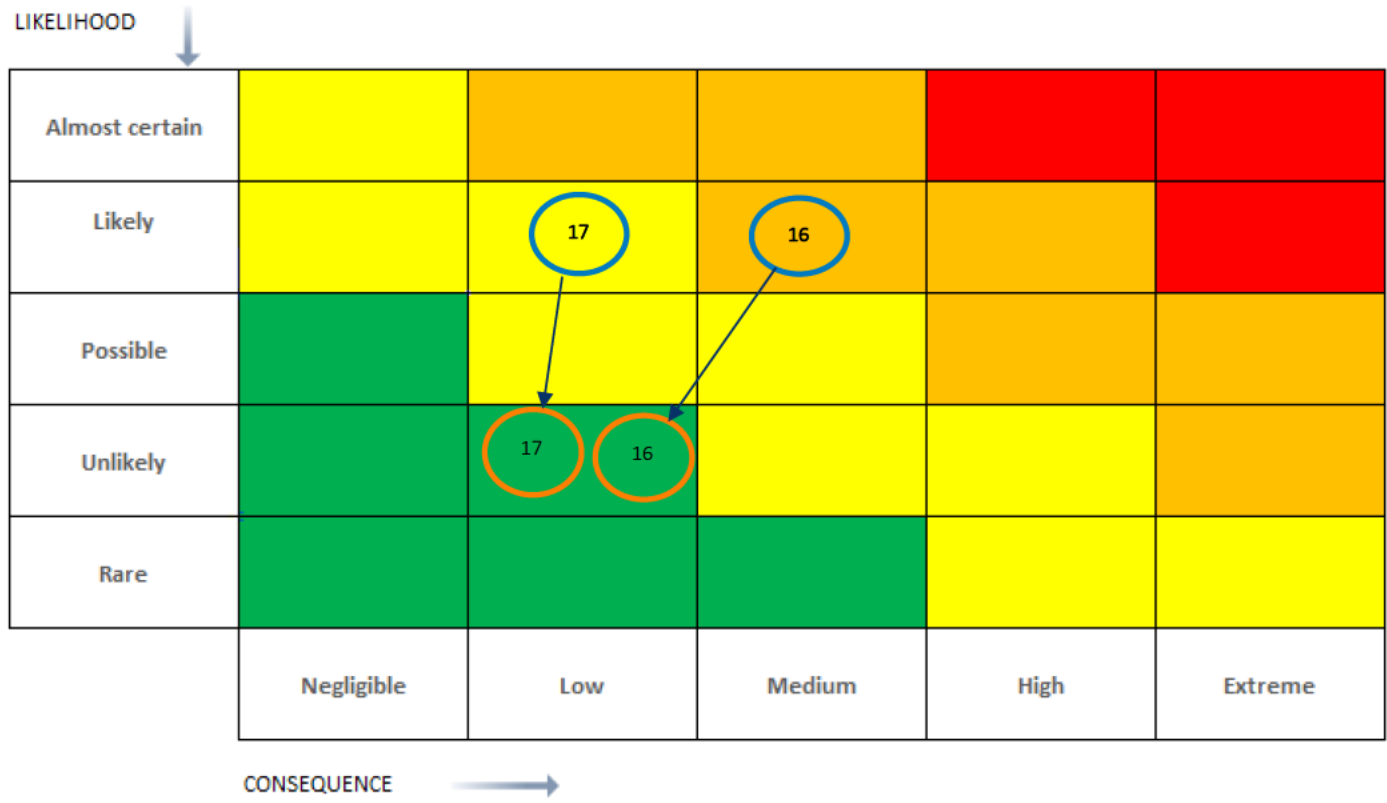


	Low
	Moderate
	High
	Very High

Legend

- Inherent risk
- Residual risk

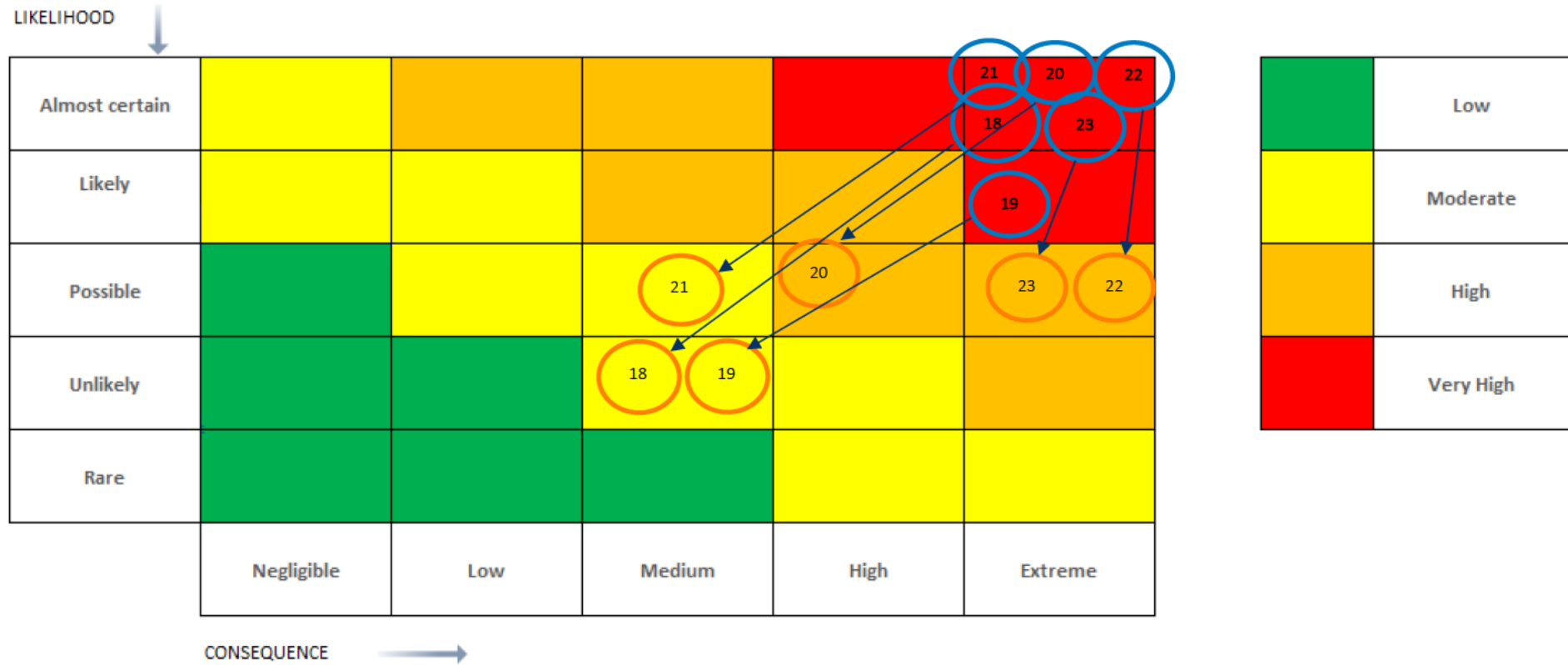
Appendix 3d: Risk matrix – Goal 4 – Economy



Legend

- Inherent risk
- Residual risk

Appendix 3e: Risk matrix – Goal 5 – Governance



Legend

- Inherent risk
- Residual risk

Appendix 4: Future risk mitigation actions

Risk number	Risk title	Enhanced/improved mitigation action	Action owner	Due date
CR1	Lack of internal capability and resources to provide required community services	Development of formalised maintenance policies and procedures for community facilities	CEO	June 25
CR2	Services provided by Council do not align with community expectations	Implementation of streamlined approach to communication and engagement for community requests	DCFS	Sept 24
CR4	Potable water quality	Development of asset management plan including Life Cycle Management Plans (LCMPs) for the preventative maintenance of key assets/components	DOW	Dec 24
CR5	Water delivery	Development of asset management plan including LCMPs for the preventative maintenance of key assets/components	DOW	Dec 24
CR6	Water security	Preparation of a Local Government Infrastructure Plan for Barcaldine	CEO	Mar 25
CR7	Environmental harm from sewerage operations	Development of asset management plan including LCMPs for the preventative maintenance of key assets/components	DOW	Dec 24
CR8	Inability to collect sewage			
CR9	Inability to collect waste	Development of asset management plan including LCMPs for the preventative maintenance of key assets/components	DOW	June 25
CR11	Community care support services do not meet expectations (e.g. Aged Care and NDIS)	Grant processes review (end-to-end) incorporating: <ul style="list-style-type: none"> • Robustness in grant applications and alignment with Council's strategic priorities • Governance over grant applications, delivery and acquittals • Management of grant delivery including achievement of relevant activity levels or milestones • Reporting on grant status and • Capturing of data and costing to facilitate grant acquittals 	Manager Human Resources, People and Culture (MHRPC)	Sep 25
CR13	No longer contractor of choice to TMR in region	Implementation of quality assurance approach for TMR works (Future key control)	DOW	June 25

Risk number	Risk title	Enhanced/improved mitigation action	Action owner	Due date
CR15	Roads and paths not fit for purpose	Development of asset management plan including LCMPs for the preventative maintenance and inspection plans for key assets/components	DOW	Dec 24
CR18	Fraud	Development and implementation of a fraud risk framework and control plan including regular fraud training	DCFS	Dec 24
		Development of a risk-based internal audit plan	DCFS	June 24
CR19	Council is financially unsustainable	Develop and implement cashflow forecasting approach (Future key control)	Manager of Finance	June 24
CR20	Workplace health and safety	Identification of workplace culture issues (through survey) and developing action plan to address identified issues	MHRPC	March 25
CR21	Business continuity	Development of a whole of business Business Continuity Plan (BCP) including documenting corporate knowledge and development of a regular testing regime (Future key control)	CEO	Sept 24
CR22	Organisational impact of investment legacy	Development of a fit-for-purpose formal project governance framework to support: <ul style="list-style-type: none"> • Project planning, evaluation and prioritisation • Forecasting of capital cashflows and • Capital delivery including capturing learnings as part of post project reviews (Future key control)	DCFS	Sept 24

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.3.1
Subject Heading: Financial Performance Report
 Author and Title: Michael Shave, Acting Director Corporate and Finance
 Classification: (if confidential)

Summary: Section 204 of the Local Government Regulation 2012 requires the Chief Executive Officer to prepare a finance report to present at each monthly meeting of the local government. The financial report must state the progress that has been made in relation to the local government’s budget for the period of the financial year up to a day as near as practicable to the end of the month before the meeting is held.

The purpose of the report is to meet legislative requirements and promote good financial governance by presenting the Council’s budget performance for the nine months through to 31 March 2025.

Officer’s Recommendation: That Council receives the report by the Acting Director Corporate and Finance relating to the February year-to-date financial performance against budget.

Background

Council adopted its 2024-2025 Budget in June 2024, with subsequent budget reviews endorsed by Council at its November and March general meetings.

This report outlines Council’s year-to-date (YTD) revenue, expenditure and cash position at 31 March 2025. YTD performance against the current budget (Budget Review 2) remains positive with operating revenues outperforming forecast, however operating expenditure remains higher than YTD budget, particularly materials and services costs.

Capital revenues are below forecast with capital expenditure also below forecast due to Department of Transport and Main Roads (TMR) and flood recovery operational works disrupting the timing of other capital project delivery.

March 2025 YTD Financial Performance Summary					
	YTD Actual (\$,000)	YTD Budget (BR2) (\$,000)	Variance (\$,000)	Variance %	Status
Operating Revenue	42,602	42,322	281	1%	On track
Operating Expenses	40,047	39,317	730	2%	Watch

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Operating Result	2,555	3,004	(449)	(15%)	Watch
Capital Revenue	1,895	5,248	(3,353)	(64%)	Watch
Capital Expenditure	3,403	9,911	(6,509)	(66%)	Watch

Financial statements including Statement of Income and Expenditure, Statement of Financial Position (balance sheet) and Statement of Cash Flows are included as attachments as further information for Council.

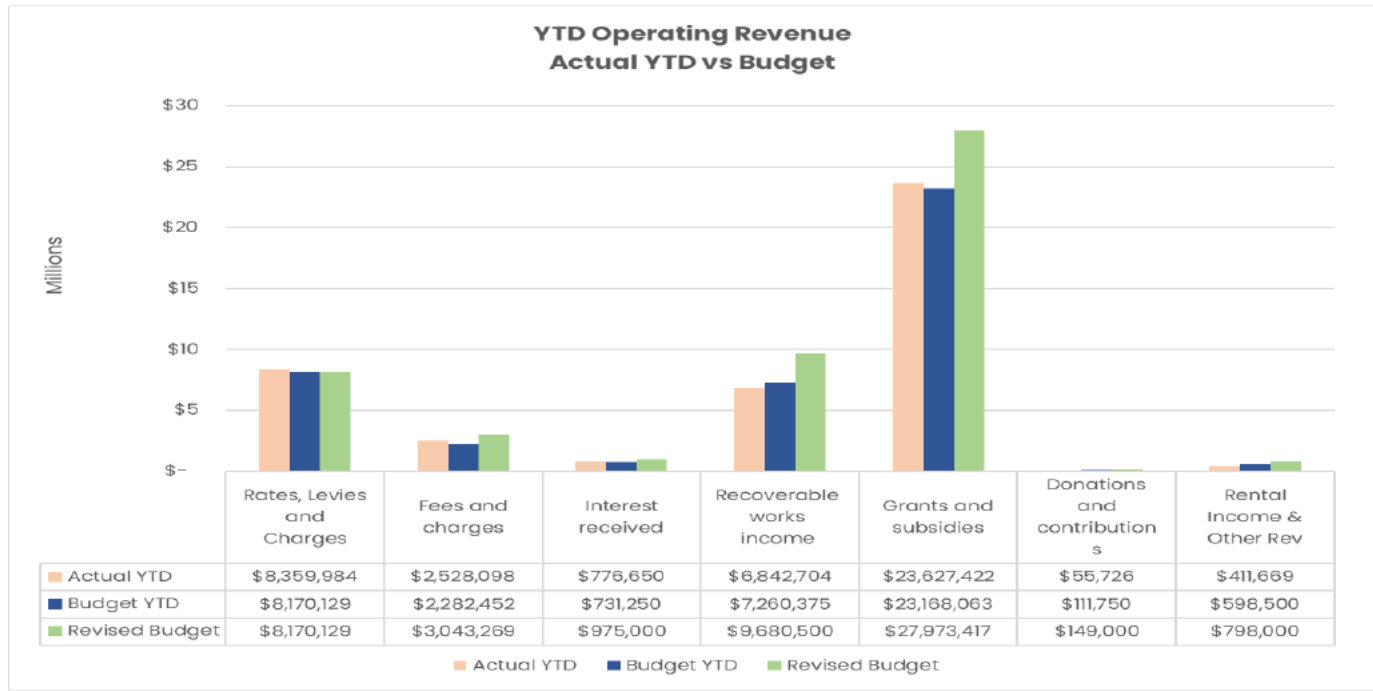
Operating Revenue (YTD Benchmark 75% – 9 months through the financial year)

Council has received 84% (\$42.6 million) of its operating revenue budget (\$50.8 million) as at 31 March 2025. Commentary on each revenue category is provided below:

Revenue Category	Summary	Comments
Rates, Levies and Charges	\$8.4 million (100%) of the annual budget of \$8.2 million has been earned	Rate issued in March 2025 reflecting the full year revenue budget being achieved. Discounts applied in April 2025 will reduce the current positive variance to budget.
Fees and Charges	\$2.5 million (83%) of the annual budget of \$3 million has been earned	Community Care revenue ahead of YTD budget by \$468k (offset entirely by additional expenditure).
Rental Income	\$387k (53%) of the annual budget of \$728k has been earned	Rental Income is still below YTD budget with internal allocations having now been posted.
Interest Received	\$777k (80%) of the annual budget of \$975k has been earned	On track – to be monitored as interest is likely to reduce as cash is spent on operating and capital works.
Recoverable Works Income	\$6.8 million (71%) of the annual budget of \$9.7 million has been earned	Recoverable Works income is slightly behind. Some clarification on RMPC works was required which will see a larger claim made in early April.
Grants, Subsidies, Contributions	\$23.6 million (84%) of the annual budget of \$28.1 million has been earned	Operating grants and subsidies revenue is still ahead of budget due to the 85% prepayment of the Financial Assistance Grant in July 2024.

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Other Revenue	\$24k (34%) of the annual budget of \$70k has been earned	Minor income associated with insurance claims and refunds is behind budget.
---------------	---	---



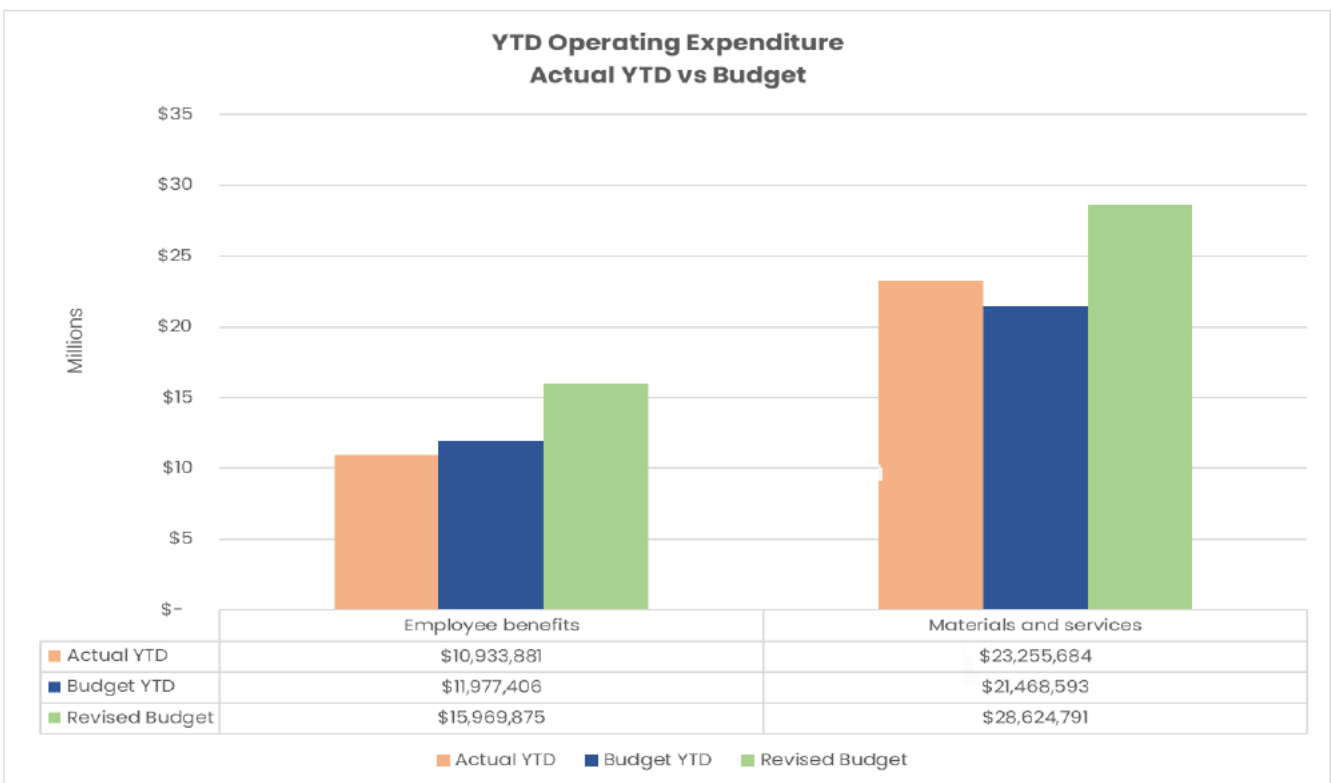
Operating Expenditure (YTD Benchmark 75% - 9 months through the financial year)

Council has expended 76% (\$40 million) of its operating expenditure budget (\$52.4 million) as at 31 March 2025. Commentary on each revenue category is provided below:

Expenditure Category	Summary	Comments
Employee Benefits	\$10.9 million (68%) of the annual budget of \$15.9 million has been spent	Employee costs are below budget due to the timing of filling vacant positions. Currently 19 positions are vacant.
Materials and Services	\$23.2 million (81%) of the annual budget of \$28.6 million has been spent	Materials and services associated with state road works (TMR \$615k, RMPC \$187k, flood damage \$140k) are currently above budget due to both project variations and the timing of project delivery (and will be largely recovered through revenue). Other material budget variances are associated with community care, parks, public amenities,

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

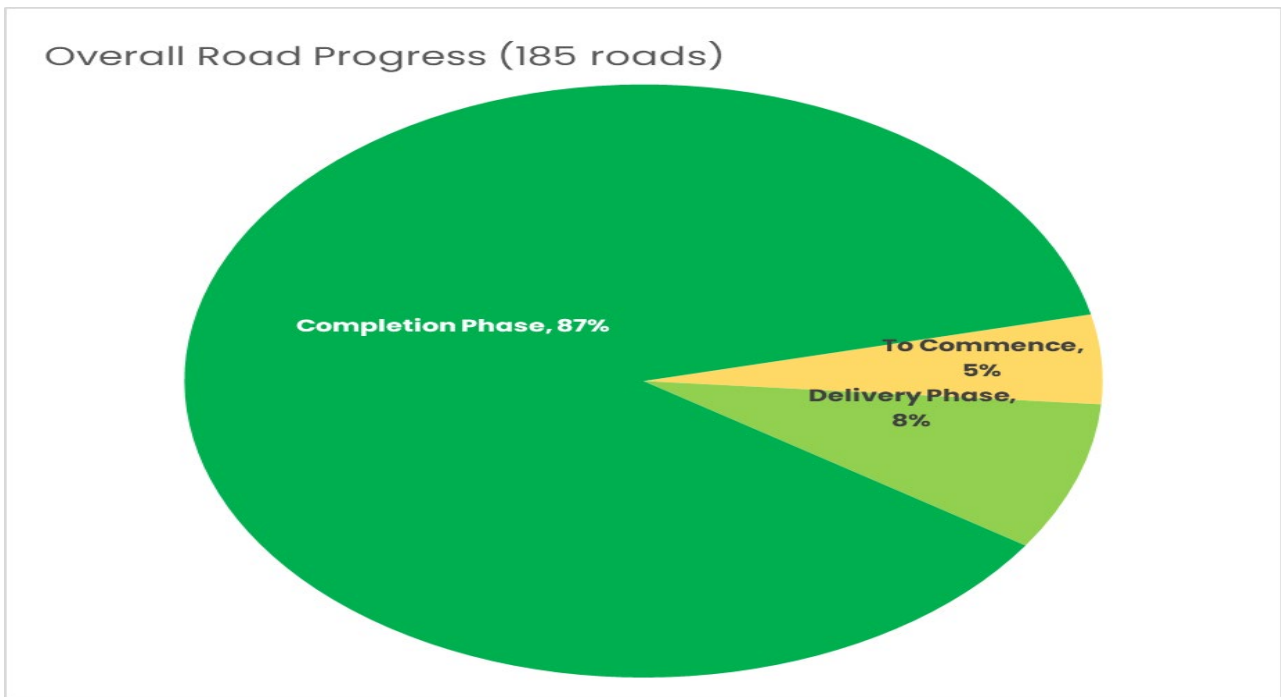
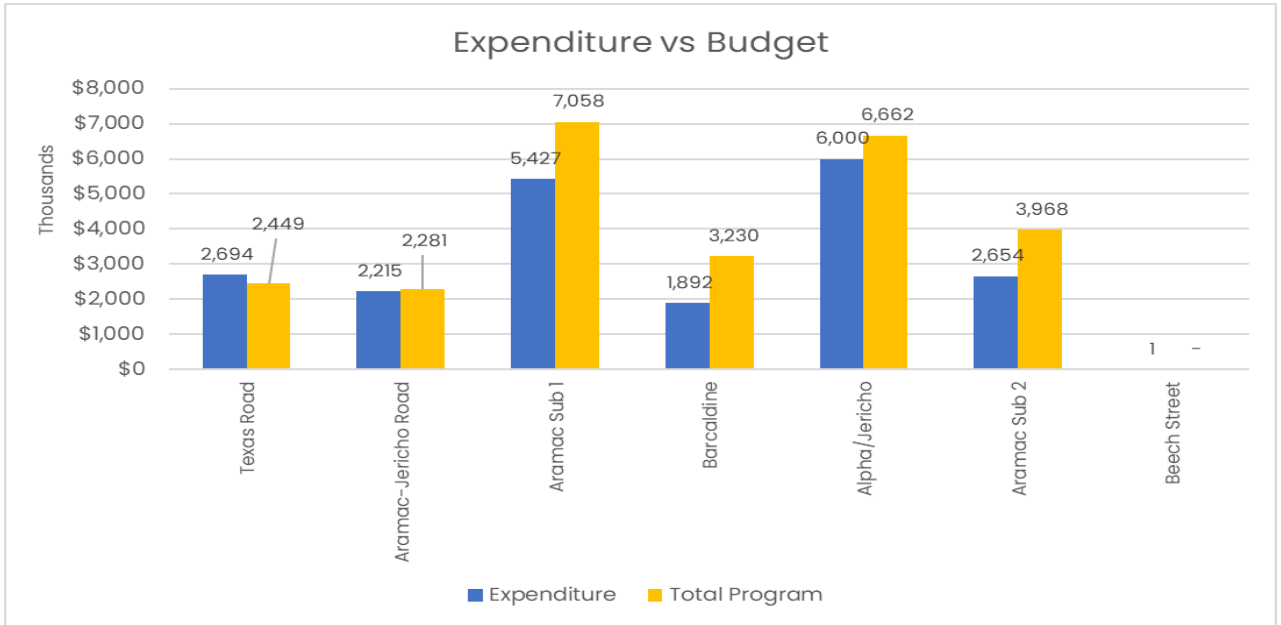
Expenditure Category	Summary	Comments
		swimming pools, building services, cemeteries, water and sewerage, showgrounds and fleet (above YTD budget) and town streets and rural roads maintenance (below YTD budget).
Finance Costs	\$33k (55%) of the annual budget of \$60k has been spent	On track – related to the timing of quarterly QTC debt payments.
Depreciation	\$5.8 million (75%) of the annual budget of \$7.8 million has been spent	On track.



Flood Recovery Works – Council Road Network

Below is a financial and delivery summary of the 2023 flood recovery work program. Of the total program budget of \$46.7 million, expenditure of \$20.8 million has been incurred, with Texas Road and Aramac–Jericho Road work packages completed with acquittals lodged with the Qld Reconstruction Authority (QRA). Of the 185 roads under the program; 161 are complete, with the remaining 24 roads in either delivery phase or to commence delivery.

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**



BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Other Relevant Service Activities

State Road Network	Revenue			Expenditure		
	Actual	Current Budget	%	Actual	Current Budget	%
Road construction contracts Note: Barcaldine – Aramac Road Widening Contract.	\$3,514,936	\$3,000,000	117%	\$3,381,852	\$2,900,000	117%
RMPC Note: \$750k of works accrued to 23-24 revenue. Internal audit findings found an additional \$200k can be claimed from 23-24 contract. There is a claim for around \$1m to issue for February works.	\$2,067,093	\$4,900,000	42%	\$3,119,453	\$4,750,000	66%
TMR Flood Damage Note: Relates to contract CN-22375. A final variation claim to be negotiated with TMR once the project is finalised (also links to the \$600k variation).	\$408,142	\$508,000	80%	\$566,925	\$508,000	116%
Total	\$5,990,171	\$8,408,000	71%	\$5,267,980	\$8,158,000	65%

Caterpillar RM400 Road Reclaimer (Stabiliser).	Life to Date
Revenue	\$269,500
Expenditure	\$303,282
Profit / (Loss)	(\$33,782)
Utilisation (Days)	49
Revenue per day	\$5,500
Cost per day	\$6,189

Note: Revenue includes \$72k internal and \$198k TMR.

Community Donations Expenditure	Actual	YTD Budget	Current Full Year Budget
Aramac	\$19,482		
Barcaldine	\$9,496		
Alpha	\$21,549		
Regional	\$32,953		
Total	\$83,480	\$84,000	\$112,000*

Note: Total BR2 budget \$259,500 – however \$147,500 of the budget relates to one donation and is considered committed. Remaining budget available for donations is \$112,000.

Capital Revenue

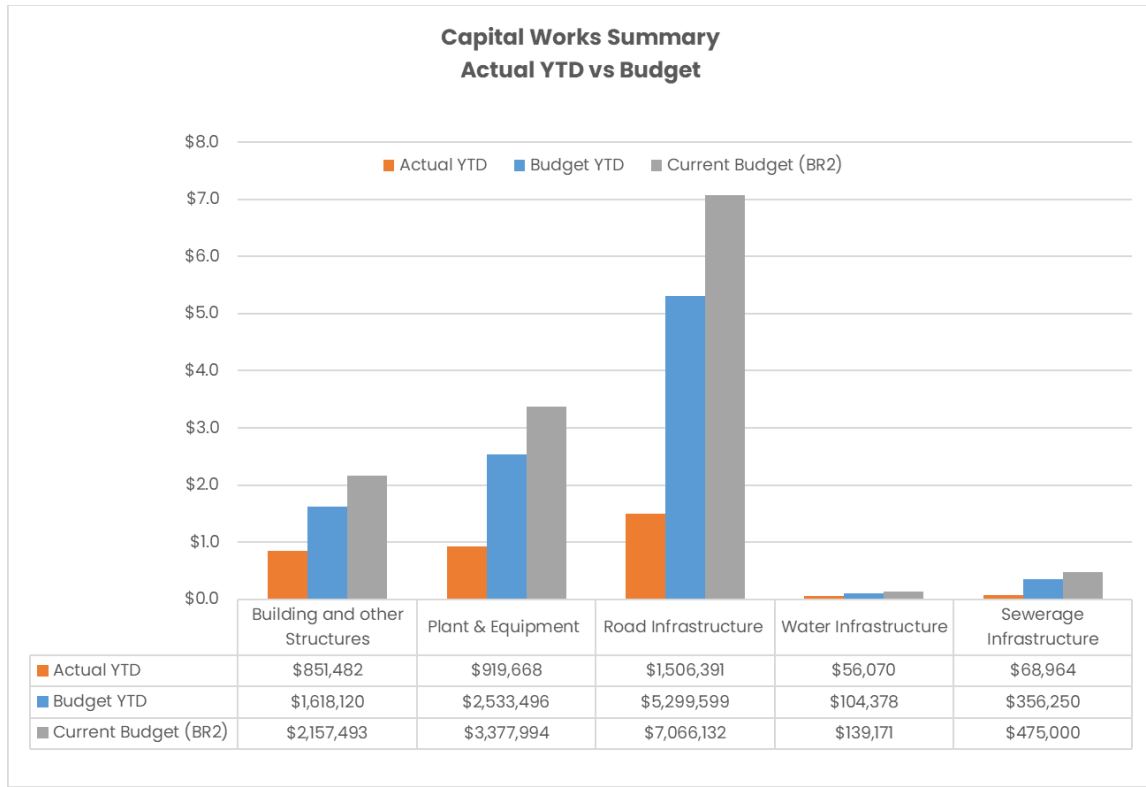
Year to date capital revenue of \$1.9 million received comprises of capital grants relating to various grant funded infrastructure projects. Note that the timing of capital grant receipts

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

are generally dependent on grant conditions and also the timing of capital works delivery, which can impact comparisons to YTD budget.

Capital Works

March YTD capital expenditure is \$3.4 million compared to the YTD budget of \$9.9 million and full year budget of \$13.2 million (26% of full year budget spent).



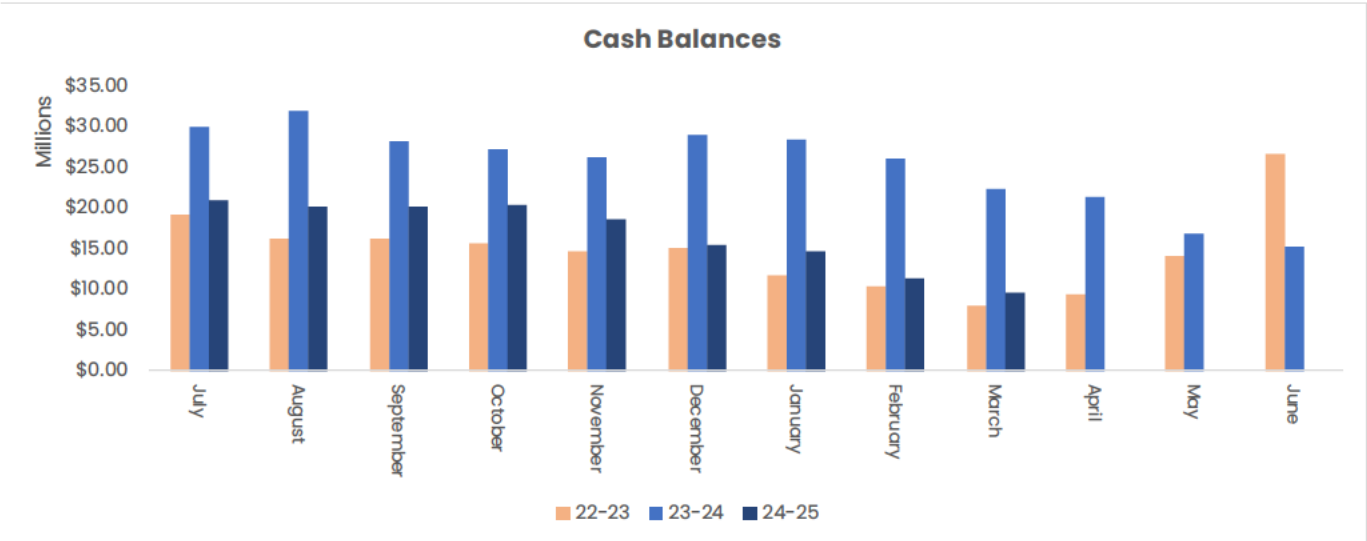
Cash Management and Investment Performance

Total cash on hand at the end of March was \$9.6 million, a decrease of \$1.8 million from February 2025. Included in this balance are funds held in for restricted purposes (e.g. unexpended grant funds). Cash flows in April will reflect rates payments and TMR claims relating to March.

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Cash Position as at 31 March 2025

Cash at Bank		Mar-25		Feb-25
Operating Accounts- BOQ	\$	178,820	\$	279,163
QTC Investments Acc	\$	9,400,435	\$	11,103,209
	\$	9,579,255	\$	11,382,372



Financial Sustainability – Cash Expense Coverage

The Unrestricted Cash Expense Cover Ratio is a financial sustainability measure that estimates the unconstrained liquidity available to Council to meet its ongoing and emergent financial demands. The target is measured in terms of months of cash available, with the state government requiring Council to have a minimum of four months unrestricted cash cover available to ensure that it has appropriate short-term working capital and can meet any unexpected financial commitments as they may arise.

As at the end of March, Council has a **cash expense cover ratio of 1.7 months**, representing \$6.5 million in unrestricted cash. The restricted cash component of the current cash balance (\$3.1 million) is primarily made up of advance funding from the QRA relating to flood damage packages for the Aramac, Alpha and Barcaldine region. Finance will be closely monitoring Council liquidity to ensure that short term financial sustainability risk can be managed.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Month	Cash	Restricted	Unrestricted	Operating Expenses excl Depreciation & Finance Costs YTD	Ratio (Months)
Jul-24	\$22,324,331	\$14,334,971	\$7,989,360	\$4,215,058	1.90
Aug-24	\$20,185,535	\$12,903,720	\$7,281,814	\$6,534,228	2.23
Sep-24	\$20,134,009	\$11,652,392	\$8,481,616	\$10,016,361	2.54
Oct-24	\$20,290,024	\$10,342,791	\$9,947,232	\$14,490,727	2.75
Nov-24	\$18,616,257	\$8,821,541	\$9,794,715	\$19,031,350	2.57
Dec-24	\$15,406,829	\$6,109,343	\$9,297,486	\$22,952,466	2.43
Jan-25	\$14,628,378	\$5,447,958	\$9,180,420	\$25,423,574	2.56
Feb-25	\$11,382,372	\$3,656,126	\$7,726,247	\$29,960,690	2.16
Mar-25	\$9,579,255	\$3,079,034	\$6,500,221	\$34,189,564	1.71

Note: A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of cash hoarding, poor cash management, or large upcoming capital investment requirements.

A low ratio suggests limited unconstrained liquidity available to council to use for capital investment or in an emergency. For councils with efficient cash management practices and strong borrowing capacity, this is not a concern. Where a council also has a negative operating cash ratio, a very low or negative unrestricted cash expense cover ratio is an indicator of potential solvency concerns.

Link to Corporate Plan

Theme 5: 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.

Consultation (internal/external)

Acting Director Corporate and Financial Services

Policy Implications

Nil

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Budget and Resource Implications

There are a number of matters highlighted in this report which can have an impact on the overall financial position and sustainability of Council.

Risk Management Implications

Regular monitoring of financial performance against budget assists with understanding any emergent financial opportunities and risks that may impact Council's ongoing financial sustainability.

Asset Management Implications

Nil

Legal Implications

This report is a requirement as set out in the Local Government Regulation 2012.

Attachments – Financial Statements

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

YTD Benchmark 75.0%

Statement of Income and Expenditure as at 31 March 2025

	YTD Actual	YTD Budget (BR2)	Variance		Current Budget (BR2)	Budget Earned / Spent
	\$'000	\$'000	\$'000	%	\$'000	%
Operating Revenue						
Rates, Levies and Charges	8,360	8,170	190	2%	8,170	102%
Fees and Charges	2,529	2,282	247	11% ▲	3,043	83%
Rental Income	387	546	(159)	(29%) ▼	728	53%
Interest Received	777	731	46	6% ▲	975	80%
Recoverable Works Income	6,842	7,260	(418)	(6%) ▼	9,680	71%
Grants, Subsidies, Contributions	23,683	23,280	404	2%	28,122	84%
Other Revenue	24	53	(29)	(54%) ▼	70	34%
Total Operating Revenue	42,602	42,322	281	1%	50,788	84%
Operating Expenses						
Employee Benefits	10,934	11,977	(1,043)	(9%) ▼	15,969	68%
Materials and Services	23,255	21,468	1,787	8% ▲	28,624	81%
Finance Costs	33	45	(12)	(27%) ▼	60	55%
Depreciation	5,825	5,828	(3)	(0%)	7,770	75%
Total Operating Expenses	40,047	39,317	730	2%	52,423	76%
Operating Surplus / (Deficit)	2,555	3,004	(449)	(15%) ▼	(1,635)	
Capital Revenue and Expenses						
Capital Revenue	1,895	5,248	(3,353)	(64%) ▼	6,997	27%
Capital Expenses	26	35	(9)	(25%) ▼	46	57%
Net Capital Income/(Loss)	1,921	5,213	(3,361)	(64%) ▼	6,951	
Net Result	4,476	8,218	(3,811)	(46%) ▼	5,316	

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Statement of Financial Position as at 31 March 2025

	<i>Jan-25</i>	<i>Feb-25</i>	<i>Mar-25</i>	Monthly Movement	Current Budget (BR2)
	\$'000	\$'000	\$'000	\$'000	\$'000
Current Assets					
Cash	14,628	11,382	9,579	(1,803)	7,158
Receivables	1,254	1,383	4,794	3,411	2,909
Inventories	552	540	576	36	413
Contract Assets	554	564	1,581	1,017	766
Other	103	257	150	(107)	
	17,091	14,126	16,680	2,554	11,246
Non-Current Assets					
Property, plant & equipment	419,583	418,936	418,288	(648)	435,262
Capital works in progress	8,888	9,040	9,473	433	
Right of use assets	522	522	522	-	
	428,993	428,498	428,283	(215)	435,262
Total Assets	446,084	442,624	444,963	2,339	446,508
Current Liabilities					
Trade and other payables	178	312	336	24	1,945
Contract Liabilities	5,448	3,656	3,079	(577)	2,282
Borrowings	281	281	129	(152)	549
Provisions	3,098	3,154	3,197	43	3,149
Lease Liabilities	295	295	295	-	295
	9,300	7,698	7,036	(662)	8,220
Non-Current Liabilities					
Borrowings	1,780	1,780	1,780	-	1,231
Provisions	734	734	734	-	780
Lease Liabilities	230	230	230	-	230
	2,744	2,744	2,744	-	2,241
Total Liabilities	12,044	10,442	9,780	(662)	10,461
Net Community Assets	434,040	432,182	435,183	3,001	436,047
Community Equity					
Capital	-	-	-	-	-
Retained surplus/(deficit)	192,376	190,517	193,521	3,004	194,384
Asset revaluation surplus	241,664	241,664	241,664	-	241,663
Total Community Equity	434,040	432,181	435,185	3,004	436,047

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Statement of Cash Flow as at 31 March 2025

	<i>Actual</i>	<i>YTD Budget</i>	<i>Variance</i>	<i>Current</i>
		<i>(BR2)</i>		<i>Budget</i>
<i>YTD cash flows</i>				<i>(BR2)</i>
Cash flows from operating activities	\$'000	\$'000	\$'000	\$'000
Receipts from customers	31,142	30,785	358	41,046
Payments to suppliers and employees	(36,095)	(33,446)	(2,649)	(44,595)
Interest paid	(33)	(45)	12	(60)
Interest received	777	731	46	975
Net cash inflow (outflow) from operating activities	(4,209)	(1,976)	(2,234)	(2,634)
Cash flows from investing activities				
Payments for property, plant and equipment	(3,722)	(9,912)	6,190	(13,216)
Proceeds from sale of property, plant and equipment	883	1,050	(167)	1,400
Grants, subsidies, contributions and donations	1,910	5,248	(3,338)	6,997
Net cash inflow (outflow) from investing activities	(929)	(3,614)	2,685	(4,819)
Cash flows from financing activities				
Proceeds from borrowings	-	-	-	-
Repayment of borrowings	(424)	(398)	(27)	(530)
Net cash inflow (outflow) from financing activities	(424)	(398)	(27)	(530)
Net increase (decrease) in cash held	(5,562)	(5,987)	425	(7,983)
Cash at beginning of reporting period	15,142	15,142	-	15,142
Cash at end of reporting period	9,580	9,155	425	7,159

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.3.2
Subject Heading: Capital Projects Report
Author and Title: Daniel Bradford, Chief Executive Officer
CLASSIFICATION: (if confidential)

Summary: Council has adopted a Capital Works Program for 2024-2025 financial year at its budget meeting in June 2024. In 2024-2025, following the budget review in March 2025 Council is aiming to deliver \$13.2 million in capital works projects. This report is a progress summary of each project to the end of March 2025.

Officer's Recommendation: That Council receive and note the report.

Background

Attached is a report on the progress towards completion of the 2024-2025 Capital Works Program. Capital Projects from the 2024 financial year that are still to be completed have been carried forward and are reflected in this report as well. There is also an online dashboard on Council's website at:

<https://performance.envisio.com/dashboard/barcaldine-regional-council3578>.

During the month of March, Council closed out the following projects:

- Aramac Town Hall Upgrades
- Alpha Town Hall Air Conditioning – work completed under maintenance
- Alpha Showgrounds Grandstand Flooring Replacement – work completed under maintenance
- Alpha Workshop Scan Tool – sourced without capital funds (<\$5,000)
- Barcaldine Showgrounds Replace Goods Shed Doors
- Barcaldine Library Interactive Television Update.

So far in 2024-2025, twenty-two projects have been completed out of the sixty-nine in total. There are some projects that are at risk and are being monitored closely. The projects include:

- Regional solar power for high power use locations – this project is proceeding but unlikely to be completed this financial year. It is year one of a three year funded program so it could be rolled into year two if required.
- Alpha Cross Loader Facility – project is moving forward as noted in attached project update.
- Stagmount Road Floodways x 3 – project is going out to tender. Cost estimates are still a matter of concern but officers do have a few options at our disposal.
- Willow Street Kerb and Channel – as noted in attachment, significant progress has been made to ensure we can fund the project with a request to extend delivery deadline allowing for a much more efficient approach.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

The Budget Review has provided some detailed review of projects and our capability to deliver projects this financial year. The establishment of the Capital Works Steering Committee has also provided increased focus on capital delivery.

Link to Corporate Plan

Theme 5: 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.

Consultation (internal/external)

- Executive Management Team
- District Managers
- Project Managers

Policy Implications

Nil

Budget and Resource Implications

Projects are itemised and budgeted accordingly.

Risk Management Implications

The recommendation in this report has no direct impact on enterprise risk, however, does provide information that is a control for project management risks. This report provides oversight, ongoing monitoring and management of projects.

Asset Management Implications

Capital Works projects result in the asset constructed or purchased being added to Council's asset register. This then flows on to costs of ongoing maintenance and depreciation.

Legal Implications

Nil



Project update report

Capital Works 2024-25

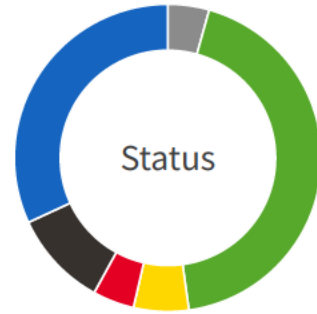
July 01, 2024 - March 31, 2025

Report Created On: Apr 10, 2025

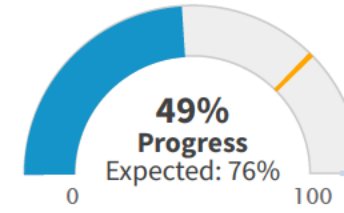
69

Project

Overall Summary



	%
● Status Pending	4.3
● On Track	43.5
● At Risk	5.8
● Needs Attention	4.3
● Discontinued	10.1
● Completed	31.9



Project update report

Capital Works 2024-25

Report Created On: Apr 10, 2025

Report Legend



Priority



No Update



Overdue

Program 1.1

Carryovers (2023/24)

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.1.1	<p>Project Name: Barcaldine - Rec Lake upgrade</p> <p>Description:</p> <p>The Barcaldine Regional Council (BRC) are intending to install:</p> <p>Shade structures along the beach front at the Barcaldine Ski Park</p> <p>Concrete footpath along the beach front</p> <p>Lighting around the building and car park</p> <p>Sealed walking track around the rec lake (Please note this aspect of the original scope will be removed as part of the variation submission to the funding agreement)</p> <p>Budget: \$433,377.00</p> <p>Expenditure: \$399,816.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Mar 04, 2024	Mar 31, 2025	Project has been completed with lights all now installed the last element of this project.
Project 1.1.2	<p>Project Name: Aramac - Town Hall Upgrades</p> <p>Description:</p> <p>Aramac requires a disability toilet and upgrades to the kitchen</p> <p>Budget: \$50,615.00</p> <p>Expenditure: \$50,614.52</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2025	<p>Toilet renewal has been completed.</p> <p>Kitchen work has been delayed due to damage from storm which is now subject of an insurance claim.</p> <p>disability toilet is unable to proceed due to size of area would not meet minimum standards.</p>

Program 1.2
Community Buildings Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.2.1	<p>Project Name: Barcaldine - Library - Air Conditioning Upgrade</p> <p>Description: During the summer period when there is a large number of parents and children in the library taking part in First 5 Forever Program current systems are inadequate.</p> <p>Budget: \$0.00</p> <p>Expenditure:</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Sep 30, 2024	Nov 30, 2024	Project will not progress as maintenance of the current units has improved performance.
Project 1.2.2	<p>Project Name: Aramac - Bowls Club Air Conditioning</p> <p>Description: To install split system air conditioning system into the dining areas of the Aramac Bowls Club and fans in the kitchen area.</p> <p>Budget: \$11,593.00</p> <p>Expenditure: \$11,593.00</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Jul 01, 2024	Jun 27, 2025	Project has been completed
Project 1.2.3	<p>Project Name: Aramac - Town Hall Upgrades</p> <p>Description: Aramac requires a disability toilet and upgrades to the kitchen</p> <p>Budget: \$50,615.00</p> <p>Expenditure: \$50,614.52</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2025	<p>Toilet renewal has been completed.</p> <p>Kitchen work has been delayed due to damage from storm which is now subject of an insurance claim.</p> <p>disability toilet is unable to proceed due to size of area would not meet minimum standards.</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.2.4	<p>Project Name: Muttaborra - Town Hall Upgrades</p> <p>Description:</p> <p>Muttaborra requires repairs to flooring, new stove, replace serving benches, repairs to back stairs and general maintenance inside and out. Cement pathway from the MIC to the Hall.</p> <p>Budget: \$20,000.00</p> <p>Expenditure: \$18,091.00</p> <p>Project Phase: In progress</p>	On Track	Progress 66% (78%)	Jul 01, 2024	Jun 30, 2025	Highlights/Announcements: Floor maintenance complete.
Project 1.2.5	<p>Project Name: Alpha - Town Hall - Air Conditioning</p> <p>Description:</p> <p>Remove the evaporative cooler and install a new air conditioning system at the Alpha Town Hall is required. This project is prep work to get us through until funding can be sourced for the larger project.</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2025	Budget Review 2 by Council in March 2025 confirmed no capital investment is required during this financial year. Maintenance work has provided the short term fix for the air-conditioning at the facility.
Project 1.2.6	<p>Project Name: Alpha - Showground - Kitchen Upgrade</p> <p>Description:</p> <p>To upgrade the kitchen at the Alpha Showgrounds due to termite damage</p> <p>Budget: \$50,000.00</p> <p>Expenditure: \$36,148.00</p> <p>Project Phase: In Progress</p>	On Track	Progress 75% (70%)	Oct 01, 2024	Jun 30, 2025	Nearing completion
Project 1.2.7	<p>Project Name: Alpha - Town Hall - Kitchen Upgrade</p> <p>Description:</p> <p>Kitchen upgrade at the Alpha Town Hall</p> <p>Budget: \$50,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (70%)	Oct 01, 2024	Jun 30, 2025	<p>Highlights/Announcements: New stove to be purchased.</p> <p>Risks/Issues:</p> <p>Next Steps: To be placed on Vendor Panel.</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.2.8	<p>Project Name: Alpha - Showgrounds Grandstand Flooring Replacement</p> <p>Description: Replace damaged flooring at Alpha Showgrounds Grandstand</p> <p>Budget: \$0.00 Expenditure: \$0.00 Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Feb 01, 2025	Jun 30, 2025	Budget Review 2 in March 2025 resolved to not allocated any capital funds to this project. Work to repair any damage to flooring will be completed under a maintenance program. This maintenance has been completed.
Project 1.2.9	<p>Project Name: Alpha - Town Hall Toilets - upgrade</p> <p>Description: Male, Female, Disabled Toilets to be upgraded at the Alpha Town Hall</p> <p>Budget: \$0.00 Expenditure: \$0.00 Project Phase: Proposed</p>	Discontinued		Oct 01, 2024	Jun 30, 2025	Budget Review 2 resolved to not allocated any capital funds to this project. Budget restraints, and ability for council to deliver this project during 2024/2025 has seen this project removed from this year's program. This project will be considered as part of the 2025/2026 capital works budget
Project 1.2.10	<p>Project Name: Aramac - Cattle Yards</p> <p>Description: Cattle rail required to replace remaining wooden yards and panels.</p> <p>Budget: \$5,678.00 Expenditure: \$5,678.00 Project Phase: In Progress</p>	On Track	Progress 80% (78%)	Jul 01, 2024	Jun 30, 2025	Highlights/Announcements: Fence post labour complete.
Project 1.2.11	<p>Project Name: Barcaldine - Showground Replace Doors Goods Shed</p> <p>Description: Replace large roller doors (4) and tracks on good shed building. Doors are damaged and do not roll well. This work will complete upgrade to this building.</p> <p>Budget: \$25,000.00 Expenditure: \$27,073.00 Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Aug 05, 2024	Mar 28, 2025	<p>Highlights/Announcements: Work has been completed. Cost greater than original budget. Have contacted Westech seeking further contribution, increase from \$10,000.00 to \$15,000.00.</p> <p>Risks/Issues:</p> <p>Next Steps:</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.2.12	<p>Project Name: Barcaldine The Globe - Screens</p> <p>Description: Installation of screens around open area of verandah to deter birds from nesting and creating hazards.</p> <p>Budget: \$20,000.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Procurement</p>	On Track	Progress 50% (50%)	Jan 20, 2025	Jun 30, 2025	<p>Highlights/Announcements: Order for work has been placed, committed cost \$18,816.12 with installation to be done before 30 June 2025.</p> <p>Risks/Issues:</p> <p>Next Steps:</p>
Project 1.2.13	<p>Project Name: Jericho - Showgrounds - New Bar</p> <p>Description: Replacement of Bar at the Jericho Showgrounds so that it can be better utilised by events and be used in future events that might develop.</p> <p>Budget: \$9,622.00</p> <p>Expenditure: \$9,622.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2026	<p>Highlights/Announcements: Project completed.</p>
Project 1.2.14	<p>Project Name: Jericho - Showgrounds water</p> <p>Description: Replace existing Water Lines to Camping area at the Jericho Showgrounds. This is due to the constant Water line breaks and deteriorating pipework.</p> <p>Budget: \$60,000.00</p> <p>Expenditure:</p> <p>Project Phase: Initiated</p>	On Track	Progress 0% (78%)	Jul 01, 2024	Jun 30, 2025	<p>Highlights/Announcements: Works Supervisor, DM and Electrician visited site. Site plan drawn up. Contract Plumber quoting.</p> <p>Risks/Issues: Wet weather.</p> <p>Next Steps: Once plumber has quoted, place on Vendor Panel. To be done in conjunction with Power upgrade.</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.2.15	<p>Project Name: Jericho - Showgrounds - Upgrading of Power</p> <p>Description:</p> <p>Due to the large amount of tourists we receive at the Jericho Showgrounds, the tourists overload the power board due to the large voltages that are drawn each winter with all the heating elements that are used. Urgent Safety issue, Now being needed as a requirement rather than a want.</p> <p>Upgrading of the power source into the Jericho Showgrounds to handle the increasing of tourists & events that are held at the showgrounds. This will assist with the overloading of power and constant problems that are occurring there. This would also allow us to upgrade our switchboards so that we are back in line with the electrical requirements, and future proofing our facilities</p> <p>Budget: \$130,000.00</p> <p>Expenditure:</p> <p>Project Phase: Approved</p>	On Track	Progress 0% (39%)	Jul 01, 2024	Jun 30, 2026	<p>Highlights/Announcements: Works Supervisor, DM and Electrician met on site. Site plan drawn up. Ready to progress once Water plan is ready.</p> <p>Risks/Issues: Wet Weather</p> <p>Next Steps: Ready for earth works on water plans are ready.</p>
Project 1.2.16	<p>Project Name: Jericho - Cattle Yard</p> <p>Description:</p> <p>Costs will cover materials and erection of new yard</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Proposed</p>	Discontinued		Jul 01, 2024	Jun 30, 2025	Budget Review 2 resolved to not allocated any capital funds to this project. Council is work with Queensland rail to manage ownership and access matters to the facility. The project will now be considered for the 2025/2026 capital works budget.
Project 1.2.17	<p>Project Name: Aramac - Town Fencing</p> <p>Description:</p> <p>Aramac boundary fencing around the township has partly been replaced. We are looking to complete the project in 2 more stages.</p> <p>Budget: \$30,000.00</p> <p>Expenditure: \$11,765.00</p> <p>Project Phase: In progress</p>	On Track	Progress 70% (78%)	Jul 01, 2024	Jun 27, 2025	Highlights/Announcements: Fence post labour complete.

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.2.18	<p>Project Name: Alpha - Settlers Park Shade Sail</p> <p>Description: Replacement of damaged shade sail following storms.</p> <p>Budget: \$30,000.00</p> <p>Expenditure: \$29,795.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Jan 31, 2025	Shade Sail has been replaced.
Project 1.2.19	<p>Project Name: Jericho - Skate Park Seating</p> <p>Description: Covered seating area at Jericho Skate Park</p> <p>Budget: \$5,868.00</p> <p>Expenditure: \$5,868.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Aug 31, 2024	Project has been completed

Program 1.3
Community Initiatives Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.3.1	<p>Project Name: Barcaldine - Library - Interactive Television Update</p> <p>Description: Interactive television requires latest version update.</p> <p>Budget: \$4,000.00</p> <p>Expenditure: \$4,000.00</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Aug 01, 2024	Dec 31, 2024	project has been completed
Project 1.3.2	<p>Project Name: Muttaborra - Community Enhancement Program</p> <p>Description: Tables and chairs for main street and other high use areas with cement slabs.</p> <p>More solar lighting in Muttaborra (Jubilee Park and caravan park).</p> <p>Repairs to fencing around Jubilee Park (or remove)</p> <p>Relocate swing set from Skate Park to Jubilee Park with possible soft fall underneath.</p> <p>Budget: \$30,000.00</p> <p>Expenditure: \$21,984.00</p> <p>Project Phase: Approved</p>	On Track	Progress 43% (76%)	Nov 01, 2024	Jun 01, 2025	Highlights/Announcements: Chair and shade structures have arrived. Solar lights have arrived.

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.3.3	<p>Project Name: Regional - Solar Power for high power use locations</p> <p>Description:</p> <p>Try and reduce the cost of power to our facilities and make our facilities more cost effective and feasible. Locations such as Alpha Depot - Stores Shed, Jericho Showgrounds, Alpha Showgrounds, Alpha & Jericho Town Halls, both Water Treatment Plants. This may not reduce the costs completely, but it may help with some of the cost.</p> <p>Budget: \$100,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	At Risk	Progress 15% (26%)	Jul 01, 2024	Jun 30, 2027	<p>Highlights/Announcements: Electricity analysis of Ergon billing data still underway</p> <p>Risks/Issues: Timing of project delivery given manual nature of data analysis. Project management support.</p> <p>Next Steps: Finalise analysis, select sites, procure project management resources, undertake inspections to determine roof condition. procurement of solar</p>
Project 1.3.4	<p>Project Name: Barcaldine - Community Enhancement Program</p> <p>Description:</p> <p>Replace damaged bench seats Oak Street, various locations.</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Proposed</p>	Discontinued		Oct 01, 2024	Feb 28, 2025	Project will not be progressed in 2024/2025 with the scope now being reviewed for 2025/2026
Project 1.3.5	<p>Project Name: Barcaldine - Rec Park Enhancement</p> <p>Description:</p> <p>Line marking of carparking including disability parking area and install of general signage, entry/exit signs carpark, general directional signage, bollards, and retaining wall.</p> <p>Budget: \$50,000.00</p> <p>Expenditure: \$4,204.00</p> <p>Project Phase: In progress</p>	On Track	Progress 3% (67%)	Nov 01, 2024	Jun 30, 2025	<p>Highlights/Announcements: Linemarking work being planned.</p> <p>Risks/Issues:</p> <p>Next Steps:</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 1.3.6	<p>Project Name: Muttaborra - Freedom Park Dump Point</p> <p>Description:</p> <p>Installation of the Caravan and Campervan Dump point at the Muttaborra Freedom Park. Project is to include and additional sewerage works to connect into existing sewerage infrastructure</p> <p>Budget: \$40,000.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: In Progress</p>	On Track	Progress 5% (55%)	Jan 01, 2025	Jun 30, 2025	Project scoping is in progress.

Program 2.1
Carryovers (2023/24)

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 2.1.1	<p>Project Name: Regional - Plant and Fleet Replacement 2023/2024</p> <p>Description:</p> <p>FY 2023/2024 fleet replacement program</p> <p>Budget: \$4,286,000.00</p> <p>Expenditure: \$3,846,524.00</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Jul 01, 2023	Jun 30, 2025	<p>Officers are merging the carried forward plant into a single plant renewal program. This will see now funds carried forward, but the items already ordered to be funded out of the 24/25 plant program.</p> <p>two trucks and two utes remain undelivered to complete this program. additionally the disposal and auction of old plant needs to be finalised in some cases.</p>
Project 2.1.2	<p>Project Name: Regional - Water Mains Renewal</p> <p>Description:</p> <p>Periodic replacement of water mains.</p> <p>Budget: \$200,000.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: In Progress</p>	On Track	Progress 20% (78%)	Jul 01, 2024	Jun 30, 2025	Minor water main replacements have been identified with planning is progress.

Program 2.2
Water Services Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 2.2.1	<p>Project Name: Alpha/Jericho - Water Treatment Plant Chlorinators</p> <p>Description:</p> <p>Alpha and Jericho WTP chlorinators. \$80,000</p> <p>Units were changed out to calcium hypo units. Since installation these have been very problematic and unreliable.</p> <p>High failure rate resulting in unreliable disinfection of the water supply (CCP) (coupled with scada issues poses significant risk).</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Work Completed 24/25</p>	Discontinued		Jul 01, 2024	Dec 31, 2024	Budget Review 2 in March 2025 saw this project be deferred for review of need. If this project is required it will be considered at a future stage.
Project 2.2.2	<p>Project Name: Barcaldine - Pomona Reservoir</p> <p>Description:</p> <p>Pomona Reservoir Roof superstructure and sheeting</p> <p>Stage 1, investigate and design replacement \$60,000</p> <p>Rational. Originally noted in a Report to Council in 2019 roof purlins had surface rust evident.</p> <p>Limited and brief inspection via inspection hatch (April 2024) showed significant section loss on surrounding purlins.</p> <p>RAPAD reservoir clean and inspection program needs to include Pomona Res for more detailed report.</p> <p>Budget: \$60,000.00</p> <p>Expenditure: \$2,847.00</p> <p>Project Phase: Design</p>	On Track	Progress 0% (77%)	Feb 03, 2025	Apr 30, 2025	<p>Highlights/Announcements:</p> <p>PDM are conducting a site visit to develop a scope of works and provide a fee proposal.</p> <p>Risks/Issues:</p> <p>There is a high risk the fee proposal and design costs may be out of budget</p> <p>Next Steps:</p> <p>Review Fee Proposal when submitted and make a decision from there.</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 2.2.3	<p>Project Name: Jericho - School Oval Upgrade</p> <p>Description:</p> <p>A raw water main is being piped from the washdown bay bore across to the Jericho State School. The school has been successful in upgrading infrastructure to allow for watering of the school oval.</p> <p>Budget: \$28,000.00</p> <p>Expenditure: \$24,808.85</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Oct 01, 2024	Jan 31, 2025	Completed

Program 2.3
Sewerage Service Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 2.3.1	<p>Project Name: Barcaldine - Sewerage Treatment Plant</p> <p>Description:</p> <p>Options Study and Design</p> <p>Budget: \$230,000.00</p> <p>Expenditure: \$25,375.00</p> <p>Project Phase: Design</p>	On Track	Progress 3% (78%)	Jul 01, 2024	Jun 30, 2025	Contractor Engineers have made progress with documentation relating to the treatment plant design. This project is still very much in its early stages, however the data and details will allow for an informed direction going forward. Design can now progress with meetings with DES regarding licensing expectations to inform future direction.
Project 2.3.2	<p>Project Name: Regional - SCADA Rectification</p> <p>Description:</p> <p>Correct, amend and augment GEOSCAD - Phase 1</p> <p>not started ready to approach to market - Dec 3/12/2024</p> <p>Budget: \$150,000.00</p> <p>Expenditure: \$15,367.00</p> <p>Project Phase: In Progress</p>	On Track	Progress 5% (46%)	Feb 01, 2025	Jun 30, 2025	Work has commenced on this project. Some early work includes a reduction in alarms and unwanted text messaging resulting in a small reduction in operating costs.
Project 2.3.3	<p>Project Name: Aramac - Sewerage Treatment Plant Design</p> <p>Description:</p> <p>Yet to be determined</p> <p>Budget: \$95,000.00</p> <p>Expenditure: \$17,100.00</p> <p>Project Phase: Design</p>	On Track	Progress 40% (78%)	Jul 01, 2024	Jun 30, 2025	Project is progressing within revised scope to fit within the budget constraints.

Program 2.4
Plant and Fleet Services

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 2.4.1	<p>Project Name: Regional - Plant/Fleet Replacement 2024/2025</p> <p>Description: FY 24/25 fleet replacement program</p> <p>Budget: \$3,347,474.00</p> <p>Expenditure: \$894,116.00</p> <p>Project Phase: In progress</p>	On Track	Progress 40% (78%)	Jul 01, 2024	Jun 30, 2025	<p>Most of the plant is now on order for 2024/2025. Recent arrivals include:</p> <p>5243 - Light Truck in Barcaldine</p> <p>8238 - Aerator tractor attachment</p>
Project 2.4.2	<p>Project Name: Alpha - Vehicle hoist x2</p> <p>Description: Procure an addition vehicle hoist for Alpha workshop.</p> <p>Budget: \$30,520.00</p> <p>Expenditure: \$30,520.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2025	Items have been received.
Project 2.4.3	<p>Project Name: Alpha - Workshop Scan Tool</p> <p>Description: Replace Alpha workshop scan tool due to age as it is no longer able to be updated due to age.</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2025	Budget Review 2 in March 2025 confirmed that this item has been sourced at a price that is less then \$5,000. this then becomes an operational item under Council's capitalisation processes. Capital budget has been removed and cost has been absorbed by the operational plant and fleet program.

Program 2.5
Waste Management Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 2.5.1	<p>Project Name: Regional - Waste Transfer Station (Waste Reclaiming Initiatives)</p> <p>Description:</p> <p>Add facilities to our transfer stations to meet our environmental responsibilities</p> <p>Budget: \$50,000.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Planning</p>	<div style="background-color: #4CAF50; color: white; padding: 2px; text-align: center;">On Track</div>	<div style="background-color: #9E9E9E; padding: 2px;"> Progress 3% (46%) </div>	Feb 01, 2025	Jun 30, 2025	<p>This project saw some items identified at our transfer stations. These projects are largely focused on safety and operational efficiencies for our operators and community users. Further detail of the program will be prepared over the coming month.</p>

Program 3.1
Carryovers (2023/24)

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.1.1	<p>Project Name: Alpha - Cattle Cross loading Facility</p> <p>Description:</p> <p>Cattle Cross loading Facility</p> <p>Budget: \$200,000.00</p> <p>Expenditure: \$7,690.00</p> <p>Project Phase: Procurement</p>	At Risk	Progress 18% (84%)	Feb 01, 2024	Jun 30, 2025	Design of the pavement for the site is in progress. Consultation is continuing with Stakeholders to finalise cross loader design.
Project 3.1.2	<p>Project Name: Aramac - Stagmount Road (Project ID 125138-23)</p> <p>Description:</p> <p>Project ID 125138-23QLD Floodway crossing at chainage 27.07km - R2R</p> <p>Budget: \$100,000.00</p> <p>Expenditure: \$37,829.00</p> <p>Project Phase: Procurement</p>	Needs Attention	Progress 0% (100%)	Apr 02, 2024	Dec 31, 2024	<p>Highlights/Announcements:</p> <p>Tender is being prepared for the three floodways to go out as three separable portions</p> <p>Risks/Issues:</p> <p>Tender price may not cover all three floodway locations</p> <p>Next Steps:</p> <p>Tenders to go out</p>
Project 3.1.3	<p>Project Name: Aramac - Stagmount Road (Project ID 125145)</p> <p>Description:</p> <p>Floodway crossing chainage 25.98km</p> <p>Project ID 125145</p> <p>R2R</p> <p>Budget: \$100,000.00</p> <p>Expenditure: \$37,829.00</p> <p>Project Phase: Procurement</p>	Needs Attention	Progress 0% (100%)	Apr 02, 2024	Dec 31, 2024	<p>Highlights/Announcements:</p> <p>Discussion with Roads to Recovery (RTR) regarding funding milestones. RTR have provided advice on how to progress with respect to the funding.</p> <p>Risks/Issues:</p> <p>Budget underestimated</p> <p>Depending on funding streams may need to reduce scope</p> <p>Next Steps:</p> <p>Order materials</p> <p>Review funding sources</p>

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.1.4	<p>Project Name: Aramac - Stagmount Road - Floodway (Project ID 125146)</p> <p>Description: Floodway crossing chainage 28.11km</p> <p>Project ID 125146 Stagmount Road - R2R</p> <p>Budget: \$100,000.00</p> <p>Expenditure: \$37,830.00</p> <p>Project Phase: Procurement</p>	Needs Attention	Progress 0% (100%)	Apr 02, 2024	Dec 31, 2024	<p>Highlights/Announcements:</p> <p>Discussion with Roads to Recovery (RTR) regarding funding milestones. RTR have provided advice on how to progress with respect to the funding.</p> <p>Risks/Issues:</p> <p>Budget underestimated</p> <p>Depending on funding streams may need to reduce scope</p> <p>Next Steps:</p> <p>Order materials</p> <p>Review funding sources</p>
Project 3.1.5	<p>Project Name: Aramac - Booker Street Footpaths Aramac</p> <p>Description: Footpaths CH1120 to CH1170 and CH1190 to CH1330 2mt wide</p> <p>Burt st to porter st for wheelchair access at each end</p> <p>Require this job due to a few trips and falls as the ground is very uneven and is cracking. This is a safety issues for the town residents and visitors This is Infront of all the shops in Aramac</p> <p>Budget: \$120,000.00</p> <p>Expenditure: \$108,000.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Dec 31, 2024	
Project 3.1.6	<p>Project Name: Alpha - Star Downs - Pave and Seal</p> <p>Description: Star Downs Pave and Seal.</p> <p>Budget: \$1,236,729.00</p> <p>Expenditure: \$1,330,684.00</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Apr 02, 2024	Dec 31, 2024	Final seal has been completed.

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.1.7	<p>Project Name: Barcaldine - Willow St K&C</p> <p>Description: Road rehabilitation and upgrade with Kerb and Channel between the sections of Fir Street to Boree Street.</p> <p>Budget is made up of - \$350 R2R from last year money, \$350 R2R from this years money and \$200 TMR (TIDS) this years money</p> <p>Budget: \$900,000.00</p> <p>Expenditure: \$49,620.00</p> <p>Project Phase: Procurement</p>	At Risk	Progress 1% (100%)	Apr 02, 2024	Dec 31, 2024	The updated design for Willow Street is nearing completion. the package of works to be completed prior to 30 June 2025 is being prepared as it is likely it will not be completed in full prior to 30 June. Araangemetns are being made with funding agencies to ensure appropriate approvals are in place.
Project 3.1.8	<p>Project Name: Barcaldine - Box St K&C</p> <p>Description: Box St K&C from Ash street to Elm Street</p> <p>Budget: \$200,000.00</p> <p>Expenditure: \$233,780.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	May 09, 2024	Jul 09, 2024	Project Completed in July 2024

Program 3.2
Rural Roads Projects and Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.2.1	<p>Project Name: Barcaldine - Home Creek Moonbria Road Sealing</p> <p>Description:</p> <p>.</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Work Completed 24/25</p>	Discontinued		Feb 01, 2025	Jun 30, 2025	Budget Review 2 in March 2025 resolve to not proceed with this project at this time. Further consideration of this project may occur as part of the 2025/2026 budget.
Project 3.2.2	<p>Project Name: Regional - Road Resheeting Program</p> <p>Description:</p> <p>Adding gravel to Council's deteriorating gravel roads</p> <p>Budget: \$1,000,000.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Planning</p>	On Track	Progress 6% (46%)	Feb 01, 2025	Jun 30, 2025	Road inspections as a result of the floods are continuing and will impact the priorities for this program. The program is looking to be finalised over the next month with work to be completed late in the financial year.

Program 3.3
Town Streets Upgrade and Renewals

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.3.1	<p>Project Name: Muttaborra - Klugh Street Rehabilitation</p> <p>Description:</p> <p>.</p> <p>Budget: \$250,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (55%)	Jan 01, 2025	Jun 30, 2025	
Project 3.3.2	<p>Project Name: Barcaldine - Town Street Rehabilitation</p> <p>Description:</p> <p>Sections of towns street Barcaldine are showing signs of failure. Areas of road in Pine Street (Gidgea to Elm St), Elm Street (Maple to Beech St), Gidgea Street(Myall to Pine St) are the priority with additional streets to be identified.</p> <p>Sections of road to be identified, removed and relaid in damaged areas.</p> <p>Budget: \$200,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (46%)	Feb 01, 2025	Jun 30, 2025	<p>Highlights/Announcements:</p> <p>Risks/Issues:</p> <p>Completing project priorities.</p> <p>Next Steps:</p> <p>Project is to have a pavement designer engaged and a design completed.</p> <p>Review Capital Program timing</p>
Project 3.3.3	<p>Project Name: Barcaldine - Willow St K&C</p> <p>Description:</p> <p>Road rehabilitation and upgrade with Kerb and Channel between the sections of Fir Street to Boree Street.</p> <p>Budget is made up of - \$350 R2R from last year money, \$350 R2R from this years money and \$200 TMR (TIDS) this years money</p> <p>Budget: \$900,000.00</p> <p>Expenditure: \$49,620.00</p> <p>Project Phase: Procurement</p>	At Risk	Progress 1% (100%)	Apr 02, 2024	Dec 31, 2024	<p>The updated design for Willow Street is nearing completion. the package of works to be completed prior to 30 June 2025 is being prepared as it is likely it will not be completed in full prior to 30 June. Araangemetns are being made with funding agencies to ensure appropriate approvals are in place.</p>

Program 3.4
Footpaths Improvement Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.4.1	<p>Project Name: Alpha State School Footpath</p> <p>Description:</p> <p>Concrete footpaths to be installed on:</p> <p>Dryden St (250m)</p> <p>Milton St (250m)</p> <p>Refuge Islands (4-off) Milton St</p> <p>Line marking on Milton St</p> <p>Replacement signage on Milton St</p> <p>Budget: \$275,000.00</p> <p>Expenditure: \$205,832.00</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Jul 01, 2024	Jan 17, 2025	<p>Highlights/Announcements:</p> <p>Risks/Issues:</p> <p>Next Steps:</p>
Project 3.4.2	<p>Project Name: Muttaborra - Mary St to Cornish St - Footpath</p> <p>Description:</p> <p>New foothpath on the North side of Muttaborra Aramac road from Mary st to Cornish st currently no footpath on that street and everyone just walks along the road</p> <p>Budget: \$120,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (100%)	Dec 01, 2024	Dec 31, 2024	

Program 3.5
Floodways Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.5.1	<p>Project Name: Alpha - Craven Road Floodway 1</p> <p>Description:</p> <p>Current Concrete Floodway is to low and too steep. It is very Dangerous due to its ride ability and it is continually silting over with sand at times. Area also holds 900mm of Water on Floodway.</p> <p>Remove Existing Slab & Install new slab at correct height 40m X 6m. Ch25.70 - Craven Rd</p> <p>Budget: \$75,000.00</p> <p>Expenditure:</p> <p>Project Phase: Approved</p>	Status Pending	Progress 0% (45%)	Feb 03, 2025	Jun 30, 2025	
Project 3.5.2	<p>Project Name: Alpha - Craven Road Floodway 2</p> <p>Description:</p> <p>Very Steep Floodway that always scours out. Very dangerous after Rain and is a high maintenance area.</p> <p>Construct Concrete Slab 50m x 6m, along with Rock batter protection down stream. Ch53.30 - Craven Rd</p> <p>Budget: \$75,000.00</p> <p>Expenditure:</p> <p>Project Phase: Approved</p>	Status Pending	Progress 0% (46%)	Feb 01, 2025	Jun 30, 2025	
Project 3.5.3	<p>Project Name: Barcaldine - Braeside Road Floodway</p> <p>Description:</p> <p>R2R ID130317-24QLD-RTR</p> <p>Budget: \$150,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (46%)	Feb 01, 2025	Jun 30, 2025	

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.5.4	<p>Project Name: Aramac - Forsyth St Culvert</p> <p>Description: New head walls etc.</p> <p>Budget: \$50,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	Status Pending	Progress 0% (50%)	Jan 20, 2025	Jun 30, 2025	
Project 3.5.5	<p>Project Name: Muttaborra - Beryl Road Floodways</p> <p>Description: .</p> <p>Budget: \$100,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (11%)	Apr 01, 2025	Jun 30, 2025	
Project 3.5.6	<p>Project Name: Aramac - Balleneety Pipes</p> <p>Description: .</p> <p>Budget: \$110,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (100%)	Feb 03, 2025	Mar 31, 2025	<p>Highlights/Announcements:</p> <p>Risks/Issues:</p> <p>Next Steps: Nothing has commenced as yet. Site visit is required to develop scope and estimate</p>
Project 3.5.7	<p>Project Name: Muttaborra - Bowen Downs Road</p> <p>Description: Project ID 125148 Bowen Downs Road - R2R gravel crossings along Bowen Downs Road 0168-3000-1232</p> <p>Budget: \$40,000.00</p> <p>Expenditure: \$24,683.97</p> <p>Project Phase: Work Completed 24/25</p>	Completed	Progress 100%	Nov 19, 2024	Dec 03, 2024	

Program 3.6
Flood Damage Works

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 3.6.1	<p>Project Name: Aramac - Betterment Works (Aramac Jericho Road)</p> <p>Description: Gray Rock Drainage project</p> <p>Received design from Designers 11/09/2024</p> <p>Budget: \$1,520,000.00</p> <p>Expenditure: \$4,053.00</p> <p>Project Phase: Design</p>	On Track	Progress 10% (78%)	Jul 01, 2024	Jun 30, 2025	<p>Highlights/Announcements:</p> <p>GBA has been engaged to provide a detailed estimate, procure materials and provide project management service.</p> <p>Risks/Issues:</p> <p>A detailed construction estimate has not been undertaken, but rather a high-level estimate to secure funding. The risk is the project could go over costs and Council will be responsible for any overrun. Once a detailed estimate has been completed the scope will be reviewed and possible further discussions with QRA.</p> <p>Next Steps:</p> <p>Detailed estimate developed with assistance from key BRC staff</p>
Project 3.6.2	<p>Project Name: Regional - Flood Damage Works (Capital)</p> <p>Description: Year 2 of the flood damage recovery works</p> <p>Budget: \$2,526,525.00</p> <p>Expenditure: \$2,203,824.00</p> <p>Project Phase: In Progress</p>	On Track	Progress 90% (89%)	Jul 01, 2023	Jun 30, 2025	<p>Flood Damage works are nearly completion. this project represents the capital component of the reconstruction works.</p>

Program 4.2
Major Projects

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 4.2.1	<p>Project Name: Barcaldine - BREZ Development - Lancewood Drive</p> <p>Description:</p> <p>This is the road works to support the development of the BREZ Site. Council has committed \$1,000,000 previously to the project and now has contributed another \$1,000,000 in R2R funding towards the project.</p> <p>Budget: \$0.00</p> <p>Expenditure: \$0.00</p> <p>Project Phase: Proposed</p>	Discontinued		Jul 01, 2024	Jun 30, 2025	Budget Review 2 in March 2025 has resolved to no proceed with this project until further information comes to hand about the project scope, estimates and confirmation development is proceeding.
Project 4.2.2	<p>Project Name: Aramac - Gordon Street Revitalisation Stage 1</p> <p>Description:</p> <p>Project to revitalisation of Aramac main street. Construction of new road, footpaths, and street beautification. Project would be a major community consultation project, concept design, detailed design on to construction staging</p> <p>R2R ID130318-24QLD-RTR</p> <p>Budget: \$420,000.00</p> <p>Expenditure:</p> <p>Project Phase: Planning</p>	On Track	Progress 0% (78%)	Jul 01, 2024	Jun 30, 2025	

Program 5.1
 Carryovers (2023/24)

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 5.1.1	<p>Project Name: Regional - Housing Renewal Program</p> <p>Description:</p> <p>Capital renewals of Council's Housing Program</p> <p>Budget: \$250,000.00</p> <p>Expenditure: \$93,622.00</p> <p>Project Phase: In Progress</p>	<div style="background-color: #4CAF50; color: white; padding: 2px; text-align: center;">On Track</div>	<div style="background-color: #2196F3; color: white; padding: 2px; text-align: center;">Progress 82% (78%)</div>	Jul 01, 2024	Jun 30, 2025	<p>Highlights/Announcements: 16a Bryon Street - works progressing. Most of the floor has been laid. Kitchen near completion. Bathroom near completion. (waiting on Plumber) Internal painting to be done. Some work on the internal walls required. Fixtures to be replaced.</p> <p>Risks/Issues:</p> <p>Next Steps: Continuing until liveable.</p>

Program 5.2
Governance Program

Plan Label And Number	Description	Status	Progress	Start Date	End Date	Last Update
Project 5.2.1	<p>Project Name: Alpha - Main Office Upgrade</p> <p>Description: New Sign at front of building for Main office & CCS Building. Flagpole for the out the front of the office.</p> <p>Budget: \$10,000.00</p> <p>Expenditure:</p> <p>Project Phase: Closed</p>	Completed	Progress 100%	Jul 01, 2024	Jun 30, 2025	Signage has been installed at Alpha Office
Project 5.2.2	<p>Project Name: Regional - IT Renewal Program</p> <p>Description: All our IT equipment is essential to our operations and ensuring we are using a process to continue to update and renew equipment prior to failure is going to create a more streamlined experience for users and provide great security and less down time.</p> <p>Budget: \$90,000.00</p> <p>Expenditure: \$65,662.00</p> <p>Project Phase: In Progress</p>	On Track	Progress 95% (78%)	Jul 01, 2024	Jun 30, 2025	Equipment purchase is progressing.
Project 5.2.3	<p>Project Name: Regional - Starlink Installation</p> <p>Description: Installation of Starlink hardware across the region. This will act a critical uplift to connectivity redundancy for Council's internal IT network.</p> <p>Budget: \$0.00</p> <p>Expenditure:</p> <p>Project Phase: Work Completed 24/25</p>	Discontinued		Jul 01, 2024	Jun 30, 2025	<p>Highlights/Announcements: Project is under review</p> <p>Risks/Issues:</p> <p>Next Steps:</p>

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.3.3
Subject Heading: **Community Care Services Financial Performance**
Author and Title: Sara Milligan, Acting Finance Manager
CLASSIFICATION: (if confidential)

Summary: This report provides an update on the Community Care Services financial performance as at 28 February 2025.

Officer's Recommendation: That Council receives the report by the Acting Finance Manager relating to the Community Care Services February year-to-date financial performance against budget.

Background

Council provides community care programs across the region. This report provides an update on the financial performance on each program for the first nine months of the financial year. As at 31 March 2025 the Community Care Service (CCS) business year-to-date (YTD) performance is recording an operating loss of \$137k. This reflects the \$65k worth of 2023-24 unspent grant funding required to be repaid to the Commonwealth. Efforts are being made to recover extra money from providers.

A financial summary of each program is provided below:

- Commonwealth Home Support Program (CHSP) funding continues to be paid to Council in monthly instalments, with an expected value of \$786,016 to be received in 2024-25. Conversations are underway between CCS and CHSP to recover further overheads associated with this program.
- Home Care Package claims are currently being reviewed by CCS to determine if further funds can be recovered.
- Home Assist Secure Funds will need to be maximised this financial year or repaid to the department if not able to be spent.
- National Disability Insurance Scheme (NDIS) continues to show good participation, with 76 clients supported.

Link to Corporate Plan

Theme 2: Services - In the absence of other alternative providers, we continue to provide quality community support services on a cost-neutral basis.

Consultation (internal/external)

Human Resources Manager

Policy Implications

Nil

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Budget and Resource Implications

Most of the programs are operated on a cost-recovery basis. There is an opportunity to operate the NDIS program at a profit into the future and initiatives are underway to improve both business management and financial governance.

Risk Management Implications

Finance are currently reviewing the financial operation of CCS to ensure that the correct alignment occurs with Council's Practical system and processes are documented and understood to minimise any revenue and expenditure leakage to maximise the financial performance of the business.

Asset Management Implications

Nil

Legal Implications

Nil

Community Services Business Unit

Community Care Services	Revenue			Expenditure		
	Actual	Current Budget	%	Actual	Current Budget	%
CHSP	\$659,909	\$850,000	77%	\$841,525	\$802,500	104%
Note: \$65k of expenditure relates to unexpended grant money paid back from FY23.						
Home Care Packages	(\$52,453)	\$131,000	(40%)	\$175,041	\$179,000	97%
Note: The negative revenue amount relates to an incorrect contract asset recognised in FY24 of \$168k. Excluding this error, total income for 2024-25 is \$77,584.						
Home Assist Secure	\$400,728	\$152,000	264%	\$94,131	\$169,000	55%
Note: Excess revenue relates to carried forward contract liabilities of \$200k.						
NDIS	\$1,776,033	\$1,830,000	97%	\$1,810,328	\$1,684,318	107%
Note: Difference between revenue and expenditure is due to timing between services paid for and revenue for claims being received. \$40K of revenue received in the first week of April relating to March expenditure.						
Total	\$2,494,776	\$2,963,000	84%	\$2,558,443	\$2,834,818	90%

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Council Meeting Date: 16 April 2025
Item Number: 3.4.1
Subject Heading: General Council Business

Summary: Items to be tabled on the day.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.5.1
Subject Heading: Mayor's Information Report
 Author and Title: Councillor Rob Chandler, Mayor
 Classification: (if confidential)

Summary: From the Mayor, tabling his information report to Council.

Officer's Recommendation: That Council receive the report.

TOPIC	ACTIVITY
Meetings	<ul style="list-style-type: none"> • Aged Care Advocate • Qld Beef Corridors Steering Committee • Several District Disaster Management Group • Several State Disaster Coordination Centre • Aramac and Muttaborra Community Disaster • Remote Area Planning and Development Board • Race Club • District Recovery • Executive Management Team • Potential Ironman Event • Capital Works Steering Committee • Regional Economic Futures Fund Project
Workshops	<ul style="list-style-type: none"> • Local Disaster Management Plan Review • Councillor • Budget
Events	Community Consultation – Muttaborra, Alpha, Barcaldine, Jericho and Aramac.

OUTWARDS CORRESPONDENCE		
DATE	RECIPIENT	SUBJECT
25 March	Erin Waine	Daycare Services in Aramac
25 March	MP David Littleproud	Response to Aged Care Complaint

Link to Corporate Plan – Theme 5: Governance

Policy Implications – Nil

Budget and Resource Implications – Nil

Risk Management and Legal Implications – Low

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.5.2
Subject Heading: Chief Executive Officer's Information Report
Author and Title: Daniel Bradford, Chief Executive Officer
Classification: (if confidential)

Summary: This report provides a monthly update on the activities of the Chief Executive Officer.

Officer's Recommendation: That the report be received and noted.

Background

Floods across Western Queensland have dominated the last month with the Barcardine region not immune to the rain. The Barcardine Local Disaster Management Group (LDMG) stood up on the 28th March until Monday 7th April. During this time Jericho, Muttaborra and Aramac all were isolated, with primary producers isolated and now assessing the infrastructure damage. Barcardine has been activated for:

- Counter Disaster Operations
- Reconstruction of Essential Public Assets.

The Department of Communities, Department of Primary Industries and National Emergency Management Agency are currently working with Council and landholders to assess whether we are eligible for activation of personal hardship assistance scheme and recovery grants for our primary producers.

The other major activity over the last month was the community consultation sessions across our five communities. These five sessions really kicked off the budget process; with a scene setter for the community on the budget, its process, challenges and opportunities. The meetings also offered the opportunity to provide feedback on recently raised community issues and requests and also hear from communities about their current concerns.

Other key actions for the month included:

- ISO audit for Quality, Safety and Environment meetings
- Review of progress of the Organisational Culture Review recommendations actions and to provide the monthly management update
- Catch up with National Emergency Management Agency
- Local Government Managers Association Chief Executive Officer Forum
- Audit and Risk Committee meeting
- Monthly Toolbox Talks in Barcardine, Aramac and Muttaborra
- Local Government Association of Qld Flood Camera proposal
- Review meeting for the Local Disaster Management Plan for the Barcardine LDMG

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

- Site visits to Alpha, Barcaldine and Aramac depots and offices
- Country Universities Centre study hub setup in Barcaldine
- Qld Beef Corridors monthly Steering Committee meeting
- Capital Works Steering Committee meeting
- Fleet Advisory Team meeting
- Catch up with LGMS – Council’s insurers
- Barcaldine Race Club meeting regarding future plans for race track.

Recruitment Update

Some other key points of note from our human resource statistics are:

- Currently nine positions are being advertised, seven are currently being shortlisted and one is currently at the offer stage
- Council currently have 162 staff equating to the 150 full-time equivalent
- Turnover ratio is currently sitting just over 20%
- Council currently have four apprentices – recruitment program is in progress.

Link to Corporate Plan

Theme 5: Governance

- Develop systems to better inform investment decisions (including return and whole of life costs)
- Continue listening to our communities identify opportunities for improvement
- Continue reviewing policies and strategic plans for relevancy and currency.

Policy Implications

Information report only

Budget and Resource Implications

Information report only

Risk Management Implications

Information report only

Asset Management Implications

Information report only

Legal Implications

Information report only

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.5.3
Subject Heading: District Managers' Report
 Author and Title: Paula Coulton, Acting District Manager – Alpha and Jericho
 Jenny Lawrence, District Manager – Barcaldine
 Amber Coulton, Acting District Manager – Aramac and
 Muttaborra
 Classification: (if confidential)

Summary: This report provides an update on the Council activities that have occurred over the last month, in and around the Barcaldine Regional Council District.

Officer's Recommendation: That the report provided by the District Managers providing an update on the previous months Council activities within each district be received and noted.

Background

This report has been prepared for the purposes of providing Councillors and the community with a summary of the operational activities that have occurred or are to occur across the Barcaldine Regional Council area. The table below outlines recent activities that have occurred, are in progress or will be occurring over the next month.

Quote for the Month: "Believe in yourself and there will come a day when others will have no choice but to believe with you" – Cynthia Kersey.

Barcaldine region

Projects	
Barcaldine Rec Park	Additional screens have been ordered for the western side of shelters, funded by grant revenue.
Showground – Replace Doors Goods Shed	Complete.
The Globe Screens	Order for work placed.
Operations	
Stock Routes	Travelling stock and agistment permits for Cattle Drive to be completed.
Rural Lands Officer (RLO)	<ul style="list-style-type: none"> • Spraying Mother of Millions • Town muster conducted • Longreach RLO carried out spraying of Sticky Florestina on Longreach Road

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

	<ul style="list-style-type: none"> • Prestart conducted regarding Working Remote and in Isolated Location Procedure • Town patrols, straying dogs and overgrown allotments • Requests from communities for fogging starting to come through.
Local Laws	Dog complaints – Police reported. Local Law officer to plan to action this complaint with Police in attendance.
Library	<ul style="list-style-type: none"> • Meeting to discuss grant funds for quarterly reporting • School holiday program – Easter activities.
Sixty & Better	<ul style="list-style-type: none"> • Monthly lunches continue • Wellness day being planned for 6 May – it will cover social, emotional, physical health and wellbeing • Applied for funding for Senior's month.
Information Centre	<ul style="list-style-type: none"> • Tourism officer visit from Alpha, Jericho and Barcaldine to Aramac and Muttaborra is to be rescheduled due to flooding • Tourist season is starting to commence • Remember to drop into the centre to view the Chinese display on in the history room.
Bank of Qld (BOQ)	BOQ had NBN installed in the branch during March.
Housing	Annual inspection of Council housing has been carried out.
Other	<ul style="list-style-type: none"> • Mental Health First Aiders catch up • Leadership meeting • Meeting with Town Supervisor regarding level of service • Corporate and Finance team meeting • District Disaster Management Group meeting • Heritage grant check in, process and funding payment timelines • Funeral arrangements.
Advocacy and Meetings	
Community Forum	Small attendance at community forum.
Public Toilet Contract	Meeting with successful tenderer to sign contract and discuss process. Commenced contract 1 April 2025.
Barcaldine Health and Advisory Committee	Attended meeting at Barcaldine Hospital Monday 24 March. There was good representation from community and services.
Flowers in the Dust	Meeting with artist regarding stock of publication, small quantity left that are being held for artist and copyright process.
Racing Qld	Representatives from Racing Qld requested meeting with Council and Barcaldine Race Committee members to discuss the course condition and expectations for upcoming meetings and readiness if other meetings were to be relocated to Barcaldine.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Actions from previous council meeting	
Tree of Knowledge Timbers	Council carpenter is checking if there are still some at the depot.
Town Common Fences	Council does check and with the assistance of common cattle owners maintain the fences of town common that front highways.
Primary Health Network Funding	These funds cannot be used for fee waiver for transport costs.
Box Rallies	Initial discussions had on requirements and list of catering providers to be emailed. They are looking at overnight in Barcaldine Wednesday 7 May 2025.

Alpha and Jericho region

Community Events, Donations and Support	
Alpha State School	Easter bonnet parade in the main street of Alpha. Very well attended by the students, business's, seniors and men's shed.
Projects	
Alpha Showgrounds Kitchen Renewal	Works progressing.
16a Byron Street – House Renewal	Works progressing. Internal works to be completed by end of May 2025.
Replace Water Lines at Jericho Showground	Planning in progress (site map drawn up, plumber has now inspected site and awaiting response). Will be commencing in the next few weeks.
Upgrade to Power at Jericho Showground	Planning in progress as above. Works are in conjunction with the water line replacement. Will be commencing in the next few weeks.
Operations	
Implementing Policy	Meetings to be held with Town Common users in each area. Discussions relating to changes to the Depasturing of Stock Policy, Bio Security measures and regulations, risk assessments and NLIS requirements.
Housing	<ul style="list-style-type: none"> • Regional pest control completed • Housing inspections completed • Housing vacancies: <ul style="list-style-type: none"> ○ Alpha – 3 x 2 bedroom units, 1 x 3 bedroom house ○ Jericho – 1 x 1 bedroom unit, 1 x 2 bedroom house.
Budget	Working on project submissions with staff and community.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Flood Stations	Urgent repairs carried out on Betanga, Jericho Creek (Jordan) and Glenco flood stations. Upper Belyando station not working due to being 3G. Liaising with company who maintains this site.
Television	Many television interruptions over the past month. In regular contact with N-com.
Stray Cattle on Stock Routes	Muster took place 19 March 2025. Cattle impounded - all cattle have now been paid for and collected.
Jericho Post Office/Tourism Centre/Library	<ul style="list-style-type: none"> • Jericho automated teller machine usage – monthly average \$6,000 to \$12,000 – 50 to 90 transactions • Our two groups of people are still coming for coffee Tuesdays and Thursdays • Jericho first markets are on Saturday 12 April then every second Saturday of the month • No movies this month (as it is Easter Saturday) • Car rally coming from Emerald in May for the movies • Jericho Tourism group are happy to join in with the Council Garden Competition and incorporate the markets.
Bank of Qld/Library Alpha	<ul style="list-style-type: none"> • Participated in the Alpha State School bonnet parade • First Five Forever training held in Emerald – excellent opportunity – thank you • Continuing to conduct First Five Forever at the Alpha State School every Tuesday • Attended First Aid training in Barcaldine on 11 April • Branch audit, this takes place every three to five years.
Alpha Tourist Centre	March statistics – Locals 105, QLD 144, NSW 31, VIC 28, SA 40, WA 31, NT 5, ASIA 15.
Rural Lands Officer	<ul style="list-style-type: none"> • Aerodrome check for Alpha and Jericho • Attended feral deer workshop in Barcaldine • Jordan River fencing • Organised and attended muster on stock route • Organising first round of 1080 baiting for the region • Spraying of weeds • Some scratch and dipping of cattle • Seventy-one overgrown allotment photos taken – Alpha and Jericho • Both airstrips mowed by contractors • NRM forum in Barcaldine 9 April, presenting on the day.
Advocacy and Meetings	
Services Australia	New contracts will be in place by June 2025. Slight increase to payment received by Council.
Deer Workshop	Discussions held regarding deer population in western Queensland. Control and funding options were discussed.

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Councillors Visits	Alpha and Jericho Councillor visits well received.
Queensland Music Trails	Meeting held to discuss music trail 2026. Barcaldine has been flagged as a potential stopover for the 2026 Western Music Trail.
Actions from previous council meeting	
Jericho State School	<ul style="list-style-type: none"> • Playground next to council hall: equipment needs repairs/upgrade, soft fall matting, replacement shade cover • Other suggestions – fitness equipment/pump track, bike path, drinking/cold water fountain • Response – to investigate as part of the budget process.

Aramac and Muttaborra region

Projects	
Bowls Club Airconditioning – Aramac \$20,000	Project complete.
Town Fencing – Aramac \$30,000	Fence post labour complete. Installation of barbed wire delayed due to weather.
Town Hall Upgrade – Aramac \$80,000	Upgrade to men and women’s facilities complete. Reprioritising scope of works to include recent storm damage and to reinclude a disability toilet/shower.
Cattle Yard Upgrade – Aramac \$10,000	Fence post labour complete. Works progressing to install cattle rail. Delayed due to weather.
Town Hall Upgrade – Muttaborra \$30,000	Upgrades complete. Reprioritising scope of works regarding footpath to Muttaborrasaurus Interpretation Centre.
Community Enhancement Program – Muttaborra \$40,000	Chair and shade structures have arrived. Solar lights have arrived. Cement pads in planning stage.
Operations	
Muttaborra	During the recent rain event Muttaborra received 188.5mm. Further north received larger amounts of rain, leading to flooding in and around the Muttaborra area. The community was isolated from Friday 28 March to Friday 4 April 2025. Food and medication drops to Muttaborra and surrounding rural properties (helicopter assistance) where coordinated and carried out on Tuesday 1, Thursday 3 and Monday 7 April 2025.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Stock Routes	<ul style="list-style-type: none"> • Current cattle grazing permits: Murdering Dam • Weed spraying continuing • Poly pipe laying complete at Clancy's water facility.
Rural Lands Officer (RLO)	<ul style="list-style-type: none"> • Continuing to study Certificate IV in Investigations through Peak Services • Issued overgrown allotment letters • Preparing for town common cattle muster – rescheduled for Saturday 26 and Sunday 27 March 2025 – Aramac and Muttaborra, all NILS tags to be read and updated.
Housing	<ul style="list-style-type: none"> • Muttaborra 0 vacancies • Aramac 7 vacancies: <ul style="list-style-type: none"> ○ 4 - 3 bedroom homes ○ 3 - 2 bedroom home/unit.
Library and Information Centre	<ul style="list-style-type: none"> • Senior citizens morning tea and craft every Monday • Loans – 30 • Returns – 38 • Local visitors – 82 • Tourists – 9 • Several Justice of the Peace requests • It has been a quiet month visitor-wise, mainly due to a number of closures for training and meetings. Aurora transaction numbers have been low due to internet issues. • Currently creating a space in the gallery for fragile/rare books and documents to be viewed safely.
Advocacy and Meetings	
Box Rallies	Box Rallies have expressed interest in travelling through and stopping at Aramac in May 2026. Barcaldine Regional Council partnering with the Aramac State School Parents and Citizens Association to host the event.
Aramac State School Parents and Citizens Association	Box rally discussion.
QLD Police Service – Aramac and Muttaborra Officers	Disaster management coordination – flood event in Aramac and Muttaborra from Thursday 27 March 2025.
Aramac and Muttaborra Primary Health Clinics	As above.
QLD Ambulance Service – Aramac Officers	As above.

**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

Link to Corporate Plan

Theme 1: Community

Theme 4: Economy

Consultation (internal/external)

Acting Director Corporate and Financial Services

Policy Implications

Nil

Budget and Resource Implications

Council's budget incorporates funding for the activities identified in this report

Risk Management Implications

Nil

Asset Management Implications

Nil

Legal Implications

Nil

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025
Item Number: 3.5.4
Subject Heading: Planning and Development Report
Author and Title: Daniel Bradford, Chief Executive Officer
Classification: (if confidential)

Summary: From the Chief Executive Officer, tabling the monthly Planning and Development Report.

Officer's Recommendation: That Council receive the report.

Background

The planning and development report for the month consists of two elements:

1. A list of town planning, building, water and sewerage applications.
2. A report from Council's town planners – Reel Planning.

The full details of development applications are available on Council's website.

Link to Corporate Plan

Theme 5: 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.

Consultation (internal/external)

- Chief Executive Officer
- Reel Planning

Policy Implications

Nil

Budget and Resource Implications

- Planning fees received
- Assessment costs.

Risk Management Implications

Low risk – information report only

Asset Management Implications

Nil

Legal Implications

Nil

Summary list of town planning, building, water and sewerage applications.

Date	Fees	Development Type	Development Detail	Value of work	Location
11.03.2025	\$52,807.00			\$1,931,618.76	
11.03.2025	\$0.00	Building	Platform Pit & Roof	\$45,000.00	Barcaldine
24.03.2025	\$825.00	Building	Carport	\$9,900.00	Barcaldine
\$53,632.00					
12 March 2025 to 9 April 2025				\$1,986,518.76	
	\$39,515.79	2023-2024 Financial Year		\$5,455,828.87	
	\$52,587.50	2022-23 Financial Year		\$2,316,652.00	
	\$45,692.00	2021-22 Financial Year		\$4,215,938.78	
		2020-21 Financial Year		\$3,639,135.00	
		2019-20 Financial Year		\$5,454,721.91	
		2018-19 Financial Year		\$2,220,655.58	

MONTHLY REPORT (MARCH)

This information report provides a monthly update on the planning services that Council provides to support planning and development activity across the local government area.

1. DEVELOPMENT ASSESSMENT

One new application has been received since the last monthly report. Four applications are currently under assessment and two applications are in their appeal period.

1.1	Council reference:	D602425
	Application:	Development Application for Development Permit for a Material Change of Use for a Transport Depot
	Property description:	52 Ironwood Drive and 49 Needlewood Road (11 and 12 on SP249547)
	Day application was made:	04 April 2025
	Category of assessment:	Code
	Public notification be required:	No
	Applicant:	K C Baillie c/- Precinct Urban Planning
	Status:	Awaiting payment

An application has been made by K C Baillie c/- Precinct Urban Planning for a Development Permit for a Material Change of Use for a Transport Depot over land 52 Ironwood Drive and 49 Needlewood Road (11 and 12 on SP249547).

The proposal involves the use of the site as a Transport Depot. The majority of the site will contain a gravel hardstand surface that is appropriate for the moving and parking of trucks. The proposal also involves an office, storage shed and drive-through shed.

The site is within Industrial Precinct of the Township zone, within the proposal is subject to Code assessment and therefore will not require public notification.

Council is currently awaiting payment of the application fee before assessment of the application can commence.

1.2	Council reference:	DA522425
	Application:	Development Application for Development Permit for Reconfiguring a Lot (1 lot into 3 lots)
	Property description:	46 Beech Street, Barcardine (Lot 16 on RY193)
	Day application was made:	18 February 2025
	Category of assessment:	Code
	Public notification be required:	No
	Applicant:	M. and S. Broughton C/- Murray & Associates (Qld) Pty Ltd
	Status:	Under assessment

An application has been made by M. and S. Broughton C/- Murray & Associates (Qld) Pty Ltd for a Development Permit for Reconfiguring a Lot (1 lot into 3 lots) over land at 46 Beech Street, Barcardine (Lot 16 on RY193).

The proposal involves the subdivision of an existing lot to create three lots. The existing house will be retained on proposed Lot 1. Each lot exceeds the minimum lot size requirement of 800m².

The site is within Township zone, within the proposal is subject to Code assessment and therefore will not require public notification.

The application fee has been paid, and the application is under assessment.

1.3	Council reference:	DA192425
	Application:	Development Application for Development Permit for a Material change for a Public Utility under a Superseded Planning Scheme
	Property description:	57075 Capricorn Highway, Barcaldine (Lot 2 on RP902908)
	Day application was made:	04 September 2024
	Category of assessment:	Code
	Public notification be required:	No
	Applicant:	Energy Queensland
	Status:	Referral stage

An application has been made by Energy Queensland for a Development Permit for a Material Change of Use for a Public Utility under a Superseded Planning Scheme over land at 57075 Capricorn Highway, Barcaldine (Lot 2 on RP902908).

The application involves an extension to the existing Barcaldine Power station. The extension involves the addition of a hydrogen ready gas fired power generator which will increase the capacity of the power station by a further 30MW for a total of 67MW.

Council has previously granted approval for the application to be assessed under a Superseded Planning Scheme, being the Barcaldine Shire Planning Scheme 2006.

The site is in the Rural zone, within which the Public Utility is subject to Code assessment and therefore will not require public notification. The site is within 25m of a state-controlled road and will be required to be referred to the State Assessment and Referral Agency (SARA).

The application has been referred to SARA. SARA requested further information about access to the site on 1 November 2024. SARA's referral agency period has been extended to 19 April 2025. Council cannot progress the application further until SARA issues its referral agency response.

1.4	Council reference:	DA082425
	Application:	Development Application for Development Permit for a Material change of use an Extractive industry (5,000 to 100,000 tonnes per annum)
	Property description:	55492 Capricorn Highway, Barcaldine (Lot 1118 on SP333388)
	Day application was made:	06 August 2024
	Category of assessment:	Code
	Public notification be required:	No
	Applicant:	Goodliffe Grazing Company Pty Ltd as trustee for JH Speed Trust No 2

Status:	Referral stage
---------	----------------

An application has been made by Goodliffe Grazing Company Pty Ltd as trustee for JH Speed Trust No 2 for a Development Permit for a Material Change of Use for an Extractive industry (5,000 to 100,000 tonnes per annum) over land at 55492 Capricorn Highway, Barcaldine (Lot 1118 on SP333388)

The application involves developing a site known as “North Delta Quarry” into a fully functional quarry producing up to of 100,000 tonnes of lateritic gravel products (pea gravel) a year for use in the civil construction and road reconstruction industry.

The site is in the Rural zone, within which the proposed Extractive industry is subject to Code assessment and therefore will not require public notification. The site is within 25m of a state-controlled road and also involves an environmentally relevant activity and will be required to be referred to the State Assessment and Referral Agency (SARA).

Council has issued a confirmation notice and the applicant will need to refer the application to SARA by 18 September 2024.

The application was referred to SARA and SARA issued an information request on 31 October 2024 requesting further information. SARA issued an Advice Notice on 31 January requesting further information. SARA’s referral agency period has been extended to 28 April 2025.

Council issued an Advice notice requesting further information regarding Delta Road on 4 March 2025. The applicant has now provided a response to Council.

Council cannot progress the application further until SARA issues its referral agency response.

The following customer requests were received since the last monthly report:

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
05/03/25	Business operator	<p><u>Details of Enquiry</u> Council received a request about extending an existing caravan park.</p> <p><u>Planning details</u></p> <ul style="list-style-type: none"> • The site is in the Township zone • The site contains an existing Tourist park • The site adjoins a State-controlled road. <p><u>Advice given</u></p> <ul style="list-style-type: none"> • Adding more cabins is intensifying the use and triggers a Material change of use • A Material change of use for an extension to a Tourist park is subject to Code assessment 	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		<ul style="list-style-type: none"> • Code assessment means a development application will be required to be lodged with Council • The application is supportable as it involves an extension to an existing Tourist park • The application will also require referral to the State Assessment and Referral Agency (SARA) due to the proximity to the State-controlled road • SARA has a separate fee and assessment criteria. 	
13/03/25	Landowner	<p><u>Details of Enquiry</u> Council received an enquiry about an existing lot and its development potential.</p> <p><u>Planning details</u></p> <ul style="list-style-type: none"> • The site is in the Township zone • The site is currently vacant • The site is heavily affected by flooding. <p><u>Advice given</u></p> <ul style="list-style-type: none"> • Building a Dwelling house on the site is a Material change of use • A Material change of use for a Dwelling house is subject to Impact assessment where contained within the high and extreme flood hazard area • Impact assessment is the highest level of assessment and requires public notification and is subject to third party appeal rights • Any application would be assessed against the whole planning scheme, however particular focus would be placed on the Strategic outcomes and Natural hazards overlay code • The Strategic discourage development other than minor works (house renovations, changing one business to another or minor building extensions where engineered to withstand flood impacts) • A08/P08 of the Natural hazards overlay code discourages new buildings and states that development must not increase the risk to people and property 	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		<ul style="list-style-type: none"> • If an application was to be lodged the Council would recommend that a town planner is engaged to assist • Council cannot advise whether or not the proposal could be supported until a full assessment of the application was completed. 	
19/03/25	Potential purchaser	<p><u>Details of Enquiry</u> Council received a request about establishing a sand mining operation.</p> <p><u>Planning details</u></p> <ul style="list-style-type: none"> • The site is in the Rural zone • The site is affected by flooding • The site adjoins a State-controlled road • The site contains state mapped native vegetation. <p><u>Advice given</u></p> <ul style="list-style-type: none"> • Extracting sand is defined as an Extractive industry • Starting a new Extractive industry is a Material change of use • A Material change of use for an Extractive industry is subject to Impact assessment in the Rural zone • Impact assessment is the highest level of assessment and is subject to public notification and third party appeal rights • Impact assessment requires the lodgement of a development application to Council for assessment • The application will require referral to the State Assessment and Referral Agency (SARA) for various matters • It is recommended that prelodgement discussions are held with SARA to determine what matters are relevant • Owner's consent will be required to lodge a development application • It is recommended that a town planner is engaged to assist with the process. 	Closed.

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
PLANNING AND DEVELOPMENT CERTIFICATES			
12/03/25	Conveyancing company	Council received a request for a Limited Planning and Development Certificate for a landholding in the Township zone.	Issued
18/03/25	Conveyancing company	Council received a request for a Limited Planning and Development Certificate for a landholding in the Commercial Precinct of the Township zone.	Issued
19/03/25	Conveyancing company	Council received a request for a Standard Planning and Development Certificate for a landholding in the Commercial Precinct of the Township zone.	Issued
21/03/25	Conveyancing company	Council received a request for a Limited Planning and Development Certificate for a landholding in the Commercial Precinct of the Township zone.	Issued
SURVEY PLAN APPROVALS			
Nil			
EXEMPTION CERTIFICATES			
Nil			

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Council Meeting Date: 16 April 2025

Item Number: 3.5.5

Subject Heading: Workplace Health and Safety Report

Author and Title: Shane Waller, Work Health and Safety Coordinator

Classification: (if confidential)

Summary: From the Work Health and Safety Coordinator, presenting a report on Council's Workplace Health and Safety.

Officer's Recommendation: That Council receive the report.

Background

The table and associated graphs below represent Council incidents involving injuries to personnel reported from the last 12 months through to the most recent reported incident date. The Work Health and Safety (WHS) Coordinator and Officer is working closely with the Health and Safety Representative and Works team on safety culture, leading to higher safety awareness and incidents being accurately reported.

The correlated data indicates that across the region, Body Stress has been the major contributor of injuries to employees; followed by Falls, Slips and Trips. The WHS Department is working closely with Departmental Leaders, Managers and Supervisors to bring awareness of WHS requirements to their workers through prestart conversations and during task allocation.

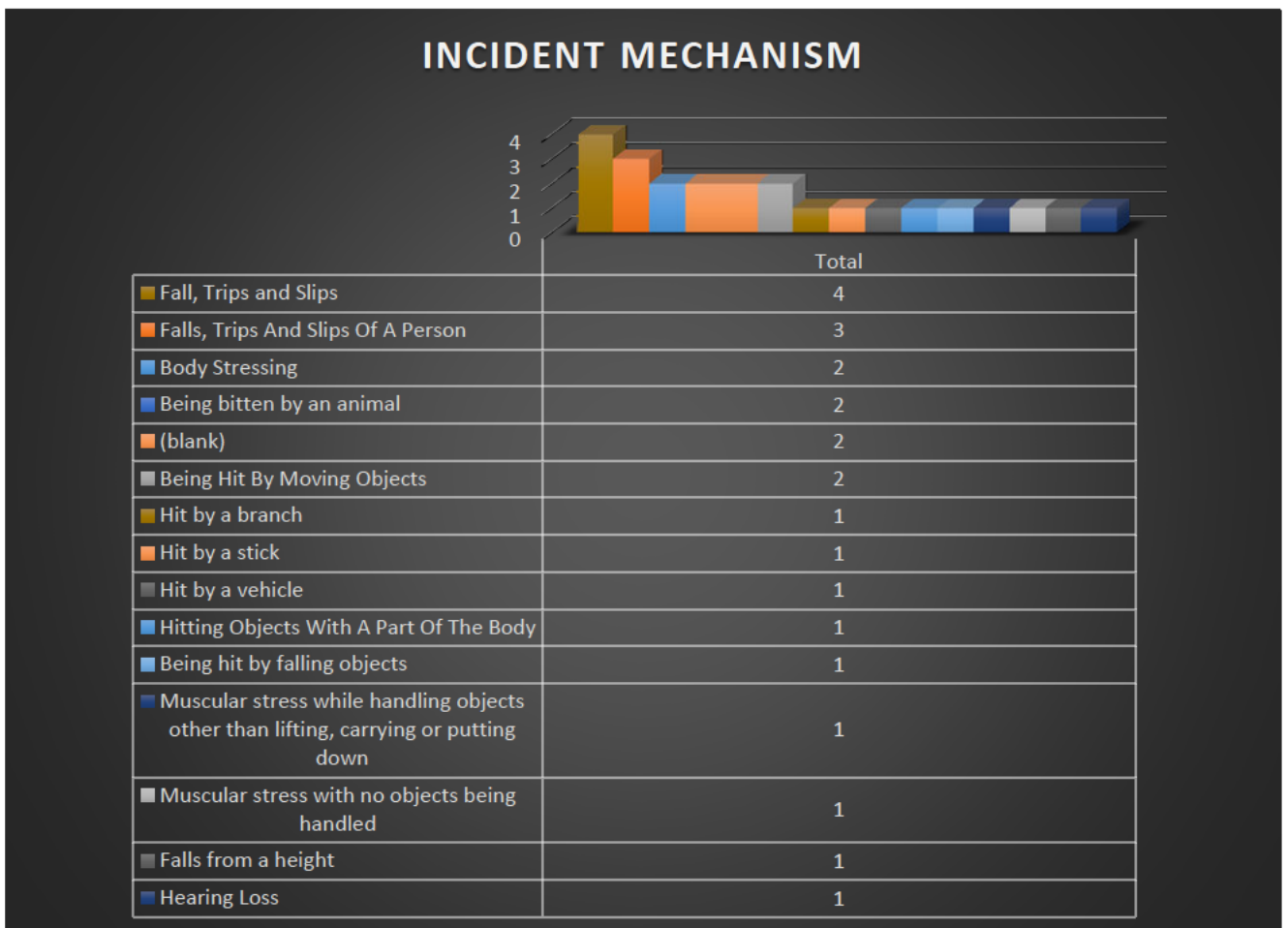
Personnel incidents reported 03/04/2024 – 09/04/2025

Date	Location	Outcomes	Injury Type
10/03/2025	Muttaborra	Injury	Report Only
10/03/2025	Barcaldine	Injury	Medical Treatment
26/02/2025	Jericho	Injury	Medical Treatment
10/01/2025	Aramac	Injury	Report Only
10/12/2024	Jericho	Injury	Medical Treatment
2/12/2024	Barcaldine	Injury	Medical Treatment
22/11/2024	Barcaldine	Injury	Lost Time Incident
11/11/2024	Barcaldine	Near Miss	Report Only
05/11/2024	Aramac	Injury	Report Only
04/11/2024	Alpha	Injury	Report Only
31/10/2024	Barcaldine	Injury	Report Only
10/10/2024	Barcaldine	Injury	Report Only
04/08/2024	Aramac	Injury	Medical Treatment
22/07/2024	Aramac	Injury	Medical Treatment

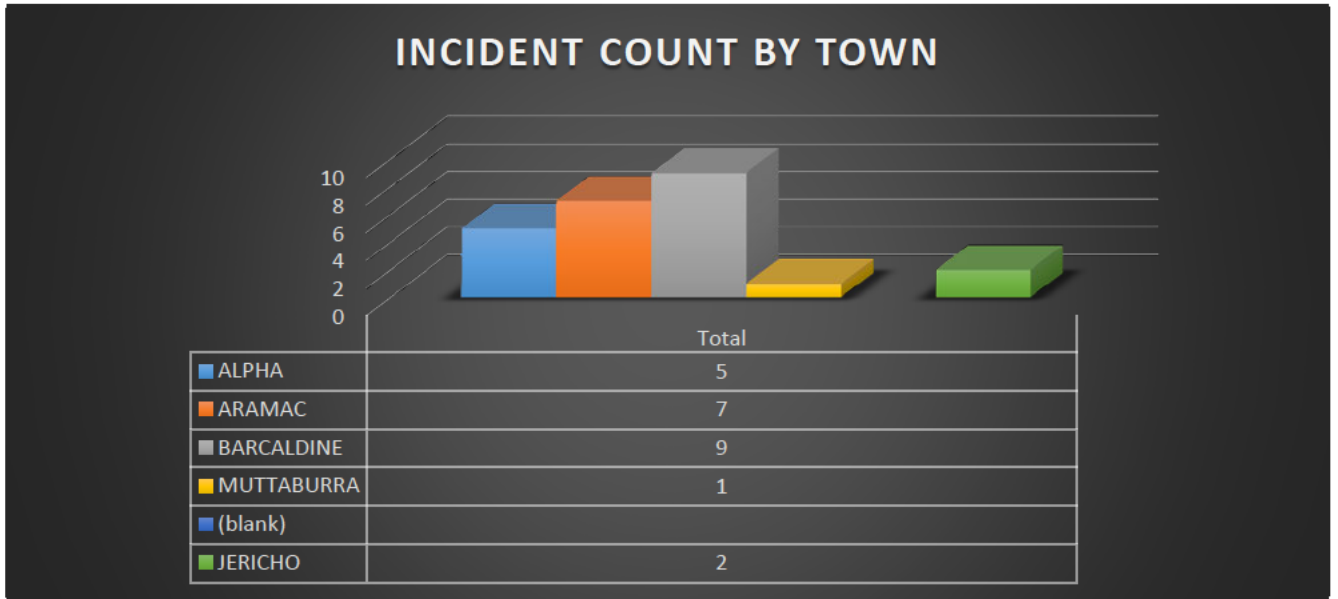
**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**

16/07/2024	Aramac	Injury	Medical Treatment
21/06/2024	Alpha	Injury	Lost Time incident
20/06/2024	Alpha	Injury	Medical Treatment
20/05/2024	Barcaldine	Injury	Report Only
10/05/2024	Alpha	Injury	Medical Treatment
09/05/2024	Aramac	Injury	Medical Treatment
01/05/2024	Aramac	Injury	Report Only
29/04/2024	Barcaldine	Injury	Medical Treatment
24/04/2024	Alpha	Non-Injury	Report Only
03/04/2024	Barcaldine	Injury	Lost Time incident

Incident graph 04/03/2024 – 10/12/2024

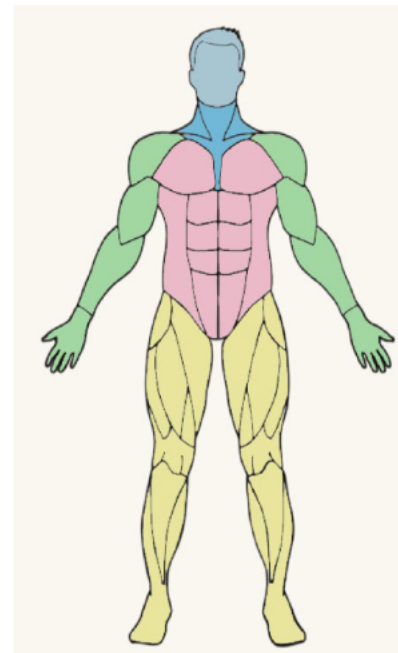


**BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025**



Injuries by body location

HEAD	6
NECK	1
TRUNK	3
UPPER LIMBS	4
LOWER LIMBS	5
MULTIPLE LOCATIONS	1



International Organisation for Standardisation (ISO) Certification progress for ISO 9001:2015 Quality Management Systems, ISO 14001:2015 Environment Management Systems and ISO 45001:2018 Occupational Health and Safety Management (OH&S) Systems. Reporting on ISO Objectives and Targets (OT), the table below provides the Health and Safety OTs, as the new system will be integrated for Quality, Safety and Environment (Q, S, E). Specific Quality and Environment OTs will be provided in other reports.

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

Work Health and Safety (WHS) Coordinator will provide a complete report at the next meeting as some details need to be confirmed for accuracy.

ISO Health and Safety Objectives and Targets							
Issue	System	Measure	Action	Target	Resources Required	Target Completion Date	Result
2025							
Maintain a high level of system reliability	Q,S,E	All Q,S,E documentation and records maintained	Ensure system is maintained and up to date	100 %	HSEQ File System	23/12/25	TBC
No notifiable incidents this financial year	S	Number of notifiable incidents	N/A	0	Hazard, Incident, Injury register	23/12/25	0
Reduce Lost Time Injuries this financial year	S	Number of Lost Time Injuries	Monitor Lost Time Injuries	- 20 %	Hazard, Incident, Injury register	23/12/25	TBC
Inductions	Q,S,E	Number of new staff inducted	Monitor staff inductions	100 %	Induction process to be followed	23/12/25	100
Effective consultation	Q,S,E	Number of toolbox meetings	Hold factory toolbox meetings	10/ an num	Monthly toolbox talk	23/12/25	3
Maintain training and competencies	S	Weekly licence and competency spot check	Weekly QHSE internal audit to verify staff competencies	100 %	Training skills matrix	23/12/25	TBC

WHS, engineering, plant and fleet and a number of other teams continue to apply mitigation actions for the ISO re-certification, there are 20 non-conformances (NC) identified by Compliance Australia. This is significant and without rectification and officers addressing the identified issues, our certification will not continue. Currently five non-conformances have been addressed with another seven at over 75% complete. A major item that officers are working through is contractor checks to ensure safety and environmental

BARCALDINE REGIONAL COUNCIL
AGENDA FOR GENERAL MEETING 16 APRIL 2025

documentation and practices, along with plant and fleet reviews and assessments having been undertaken. This task presents the biggest risk for Council currently for recertification. Most other items are in hand or still manageable at this point.

Toolbox Talks for March were completed in all townships with good attendance and participation, WHS presentation covered the changes required to manage Hazardous Substances and Dangerous Goods. Chemical management education and questionnaire were completed with all staff, ISO Audit update was also provided and Health and Safety Representatives reporting on current WHS concerns were also discussed.

The Work Health and Safety Team continues to provide support to workers and officers through communication, mentoring, guidance and advice.

Consultation (internal/external)

- Chief Executive Officer
- Leadership Team
- Supervisors
- Workers

Policy Implications

Implementation of Council Safety Management System documentation is ongoing.

Budget and Resource Implications

- Insurance claims
- Lost time injuries – Workers Compensation

Risk Implications

No major incidents

Asset Management Implications

Nil