Burdekin Shire Council

AGENDA

ORDINARY COUNCIL MEETING

HELD AT COUNCIL ADMINISTRATION BUILDING, 145 YOUNG STREET, AYR

On 22 September 2026

COMMENCING AT 9:00 AM

At this meeting contributions made by members of the public may be recorded by way of audio recording which will be used for the purpose of developing minutes of the meeting and decision making of Council. Burdekin Shire Council is bound by the *Information Privacy Act 2009* to protect the privacy of personal information.

Under Local Law 1 Section 35(3) a person must not make an audio or video recording of a local government meeting, a standing committee meeting, a special committee meeting or an advisory committee meeting unless the chairperson at the meeting gives consent in writing to the recording of the meeting.

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ORDER OF BUSINESS:

1. ATTENDANCE

2. PRAYER

3. DECLARATIONS OF INTEREST

4. MINUTES AND BUSINESS ARISING
   - 4.1. Ordinary Council Meeting Minutes - 25 August 2026
   - 4.2. Economic Development Advisory Group Meeting Minutes - 6 August 2026
   - 4.3. ICT Steering Committee Meeting Minutes - 18 August 2026
   - 4.4. Burdekin Shire Road Safety Advisory Committee Meeting Minutes - 19 August 2026
   - 4.5. Asset Management Steering Committee Meeting Minutes - 24 August 2026
   - 4.6. Audit and Risk Committee Meeting Minutes - 2 September 2026

5. OFFICE OF THE CEO
   - 5.1. ECONOMIC DEVELOPMENT
     - 5.1.1. Funding Application - Regional Drought Resilience Plan - Phase 2
   - 5.2. EXECUTIVE SUPPORT
     - 5.2.1. Council Attendance at the Townsville Enterprise Limited 2026 Tourism Futures Forum - 15 October 2026 - Townsville

6. CORPORATE AND COMMUNITY SERVICES
   - 6.1. CLIENT SERVICES
   - 6.2. COMMUNITY SERVICES
   - 6.3. FINANCIAL SERVICES
     - 6.3.1. Monthly Financial Report - August 2026
     - 6.3.2. First Revised Budget Report 2026/2027
   - 6.4. GOVERNANCE
     - 6.4.1. Proposed Application - Australian Government's Active Transport Fund
     - 6.4.2. Agreement for Use - Storage Shed and Shipping Containers at Ayr Showgrounds - Rotary Club of Ayr Inc.

6.4.3. Burdekin Shire Council Annual Report 2025/2026

7. INFRASTRUCTURE, PLANNING AND ENVIRONMENTAL SERVICES

7.1. ENVIRONMENTAL AND HEALTH SERVICES

7.1.1. Waste Management Policy

7.1.2. Amendment to Fees and Charges - Waste Services

7.1.3. Burdekin Aquatic Centre - Pool Fencing

7.2. OPERATIONS

7.2.1. Jerona Reserve Maintenance

7.3. PLANNING AND DEVELOPMENT

7.3.1. Trade Waste Policy

7.3.2. Infrastructure Charges Reduction Application for Existing Unlawful Development Policy

7.3.3. Request for an Application Fee Reduction/Waiver - Burdekin Rugby Union Football Club Inc.

7.4. PROJECT MANAGEMENT

7.5. TECHNICAL SERVICES

7.5.1. Fleet Management Plan 2026-2036

7.5.2. TBSC/26/025 - Awarding of Tender for Internal Office Refurbishment - Council Chambers

7.5.3. TBSC/26/028 - Ayr Aerodrome Reseal Runway

7.6. WATER AND WASTEWATER

7.6.1. Faulty or Broken Water Meter Policy

7.6.2. Burdekin Developments Pty Ltd - Undetected Water Leak

8. NOTICE OF MOTION

9. RECEIPT OF PETITIONS

10. CORRESPONDENCE FOR INFORMATION

11. GENERAL BUSINESS

12. CLOSED BUSINESS ITEMS

13. DELEGATIONS

MINUTES AND BUSINESS ARISING

4.1. Ordinary Council Meeting Minutes - 25 August 2026

Officer's Recommendation

That the minutes of the Ordinary Council Meeting held on 25 August 2026 be received as a true and correct record.

Attachments

1. Minutes - Ordinary Council Meeting - 25 August 2026

Burdekin Shire Council

MINUTES

ORDINARY COUNCIL MEETING

**HELD AT COUNCIL ADMINISTRATION BUILDING,
145 YOUNG STREET, AYR**

On 25 August 2026

COMMENCING at 9:00 AM

ORDER OF BUSINESS

1. ATTENDANCE

Mayor Pierina Dalle Cort, Councillor Max Musumeci, Councillor Michael Detenon, Councillor John Furnell, Councillor Amanda Hall, Councillor Callan Oar, Councillor Fina Vasta

Mr. M. Magin - Chief Executive Officer
Mrs. K. Olsen - Director Corporate and Community Services
Mr. J. Stewart - Director Infrastructure, Planning and Environmental Services
Mr. G. Arboit - Manager Community Services (Part)
Mrs. J. Austin - Manager Environmental and Health Services (Part)
Mr. K. Byers - Manager Technical Services (Part)
Mrs. J. Manganaro - Manager Financial Services (Part)
Ms. M. Bradford - Planning Assistant (Part)
Mr. R. Choudhury - Facilities Management Coordinator (Part)
Mrs. J. Horan - Grants and Property Officer (Part)
Mrs. R. Martin - Coordinator Waste Services (Part)
Mr. P. Boyd - Up North Group - (Part via Microsoft Teams)

Minutes Clerk - Ms. G. Biffanti

2. PRAYER

The meeting prayer was delivered by Pastor Gerry Mac Manus of the Burdekin Community Church.

3. DECLARATIONS OF INTEREST

The Mayor called for declarations of interest.

Councillor Oar advised he had a Conflict of Interest in relation to Item 6.4.1 Interest Free Loan Request – Ayr Golf Club Incorporated as he is a current member of the Ayr Golf Club and has previously served as Treasurer and Secretary and had significant involvement in the administration of the club. Councillor Oar advised that, due to his previous club roles and his significant involvement in the club's administration, he intended to leave the meeting prior to this discussion.

Councillor Oar advised he had a Material Personal Interest in Item 7.3.1 RAL19/0034.03 Change Application (Other Change) for a Material Change of Use (Ayr Industrial Estate Expansion) and Development Permit for Reconfiguring a Lot (3 Lots into 48 Lots) located at 31-87 Craig Street, Ayr (Lots 1-7, 9-11 and 82 pm SP358254) as he has a current personal commercial interest relating to land within the Ayr Industrial Estate that is the subject of this application. Councillor Oar advised of his intention to leave the meeting prior to this discussion.

Councillor Oar advised he had a Material Personal Interest in relation to Item 7.3.2 MCU26/0009 – Material Change of Use – High Impact Industry (Horticultural Product Processing Facility) Trent Road, Alva (Lot 13 on SP250536) as his father, Mr. Frank Oar, owns an adjoining property and has made a submission in relation to the application. Councillor Oar advised of his intention to leave the meeting prior to this discussion.

4. MINUTES AND BUSINESS ARISING

4.1. Ordinary Council Meeting Minutes - 28 July 2026

Officer's Recommendation
That the minutes of the Ordinary Council Meeting held on 28 July 2026 be received as a true and correct record.

Resolution No.	2026-8-1
Moved:	Councillor Furnell
Seconded:	Councillor Detenon

That the minutes of the Ordinary Council Meeting held on 28 July 2026 be received as a true and correct record.

CARRIED

4.2. Burdekin Shire Youth Council Meeting Minutes - 10 August 2026

Officer's Recommendation
That:

1. the minutes of the Burdekin Shire Youth Council Meeting held on 10 August 2026 be noted; and
2. the recommendations as detailed in the minutes and summarised below in Items 4 and 5, be noted.

   Item 4 - Involvement in Lower Burdekin Celtic Dancing Competition Canteen - Saturday 25 July - 8:00am to 2:00pm
   That Council notes the involvement of Burdekin Shire Youth Council members in running of the canteen at the Burdekin Celtic Dancing Competition held on Saturday 25 July and acknowledges the positive feedback received from this event.

   Item 5 - Involvement in Anzac Park Pump Track Opening - Friday 31 July
   That Council notes the involvement of Burdekin Shire Youth Council members in the Anzac Park Pump Track Opening held on Friday 31 July, including serving the free sausage sizzle and the donation of a scooter and helmet to giveaway at the event.

Resolution No.	2026-8-2
Moved:	Councillor Vasta
Seconded:	Councillor Furnell

That:

1. the minutes of the Burdekin Shire Youth Council Meeting held on 10 August 2026 be noted; and

2. the recommendations as detailed in the minutes and summarised below in Items 4 and 5, be noted.

   Item 4 - Involvement in Lower Burdekin Celtic Dancing Competition Canteen - Saturday 25 July - 8:00am to 2:00pm
   That Council notes the involvement of Burdekin Shire Youth Council members in running of the canteen at the Burdekin Celtic Dancing Competition held on Saturday 25 July and acknowledges the positive feedback received from this event.

   Item 5 - Involvement in Anzac Park Pump Track Opening - Friday 31 July
   That Council notes the involvement of Burdekin Shire Youth Council members in the Anzac Park Pump Track Opening held on Friday 31 July, including serving the free sausage sizzle and the donation of a scooter and helmet to giveaway at the event.

CARRIED

9:06am - Mr. Arboit left the meeting.

4.3. Audit and Risk Committee Meeting Minutes - 5 August 2026

Officer's Recommendation
That:

1. the minutes of the Audit and Risk Committee meeting held on 5 August 2026 be noted; and
2. the recommendations as detailed in the minutes and summarised in Items 3 to 8.4 below be noted.

   3. Minutes of the Audit and Risk Committee Meeting held on 3 June 2026
   That the minutes from the previous meeting be formally adopted by the Committee.

   4.1 Final Asset Valuation Report
   That the Committee accept the updated Final Asset Valuation Report.

   5.1, 5.2, 5.3 Draft Financial statements and Points of Note, Review management assurance and compliance representations and Inventory Adjustment Report
   That the Committee accept the Draft Financial Statements, Points of Note, Inventory Adjustment Report and Management Assurance and Compliance Representations Letter, subject to amendment of the industrial estate disclosure.

   6.1, 6.2 QAO Briefing – emerging issues/report to parliament and Update on external audit progress/discuss any interim findings or issues
   That the Committee accept the QAO Briefing and Update on external audit progress/discuss any interim findings or issues.

   6.3 Consider need for closed session briefing with Crowe/QAO
   That the Committee agreed that no closed session briefing was required.

   7.1 Annual Internal Audit Plan
   That the Committee endorse the Internal Audit Plan for 2026-2029, including the Annual Internal Audit Program for 2026-27.

7.2, 7.3 Internal Audit Report – Progress towards achieving audit schedule and recommendations from audits undertaken and Capital Program Delivery and Management Review
That the Committee accept the Internal Audit Report and Capital Program Delivery and Management Review and proposed actions.

8.1 Business Continuity Plan Update
That the Committee note the Business Continuity Plan update.

8.2 Long Term Financial Forecast
That the Committee accept the Long Term Financial Forecast.

8.3 Evaluation Process of Internal Audit Performance Review
That the Committee note the Evaluation Process of Internal Audit Performance Review.

8.4 Progress report on implementation of agreed management action items from Internal and External Audit
That the Committee agree to accept the actions marked as complete and defer consideration of the requested extensions and table the report to the next meeting and request relevant responsible officers, or their directors attend the next meeting to provide further detail and explanation in support of the proposed extensions before a determination is made.

Resolution No. 2026-8-3

Moved: Councillor Oar

Seconded: Councillor Furnell

That:

1. the minutes of the Audit and Risk Committee meeting held on 5 August 2026 be noted; and
2. the recommendations as detailed in the minutes and summarised in Items 3 to 8.4 below be noted.

3. Minutes of the Audit and Risk Committee Meeting held on 3 June 2026
That the minutes from the previous meeting be formally adopted by the Committee.

4.1 Final Asset Valuation Report
That the Committee accept the updated Final Asset Valuation Report.

5.1, 5.2, 5.3 Draft Financial statements and Points of Note, Review management assurance and compliance representations and Inventory Adjustment Report
That the Committee accept the Draft Financial Statements, Points of Note, Inventory Adjustment Report and Management Assurance and Compliance Representations Letter, subject to amendment of the industrial estate disclosure.

6.1, 6.2 QAO Briefing – emerging issues/report to parliament and Update on external audit progress/discuss any interim findings or issues
That the Committee accept the QAO Briefing and Update on external audit progress/discuss any interim findings or issues.

6.3 Consider need for closed session briefing with Crowe/QAO
That the Committee agreed that no closed session briefing was required.

7.1 Annual Internal Audit Plan
That the Committee endorse the Internal Audit Plan for 2026-2029, including the Annual Internal Audit Program for 2026-27.

7.2, 7.3 Internal Audit Report – Progress towards achieving audit schedule and recommendations from audits undertaken and Capital Program Delivery and Management Review
That the Committee accept the Internal Audit Report and Capital Program Delivery and Management Review and proposed actions.

8.1 Business Continuity Plan update
That the Committee note the Business Continuity Plan update.

8.2 Long Term Financial Forecast
That the Committee accept the Long Term Financial Forecast.

8.3 Evaluation Process of Internal Audit Performance Review
That the Committee note the Evaluation Process of Internal Audit Performance Review.

8.4 Progress report on implementation of agreed management action items from Internal and External Audit
That the Committee agree to accept the actions marked as complete and defer consideration of the requested extensions and table the report to the next meeting and request relevant responsible officers, or their directors attend the next meeting to provide further detail and explanation in support of the proposed extensions before a determination is made.

CARRIED

5. OFFICE OF THE CEO

5.1. ECONOMIC DEVELOPMENT

There are no reports presented for consideration.

5.2. EXECUTIVE SUPPORT

5.2.1. Strategic Workforce Plan 2024–2028

Executive Summary
This report presents the Burdekin Shire Council Strategic Workforce Plan 2024–2028 for adoption. The Plan responds to identified workforce risks, including an ageing workforce, skills shortages, attraction and retention pressures, leadership capability, succession planning, and the need to strengthen digital and AI capability. Its Action Plan establishes four pillars, Planning and Attraction, Leadership and Engagement, Performance and Reward, and Growth and Improvement, to support a sustainable workforce and continued service delivery.

Officer's Recommendation
That Council adopt the Burdekin Shire Council Strategic Workforce Plan 2024 - 2028, as attached to this report.

Resolution No.	2026-8-4
Moved:	Councillor Furnell
Seconded:	Councillor Detenon

That Council adopt the Burdekin Shire Council Strategic Workforce Plan 2024–2028, as attached to this report.

CARRIED

9:11am - Mrs. Horan entered the meeting.

5.2.2. Council Attendance at the Local Government Association of Queensland Annual Conference and Annual General Meeting - 19 to 21 October 2026 - Cairns

Executive Summary
This report seeks endorsement of nominated attendees to attend the Local Government Association of Queensland (LGAQ) Annual Conference and Annual General Meeting to be held in Cairns from 19 to 21 October 2026.

Officer's Recommendation
That Council endorse Mayor Pierina Dalle Cort, and two (2) Councillors to attend the Local Government Association of Queensland Annual Conference in Cairns from 19 to 21 October 2026, with all expenses of attendance at the Conference to be met by Council.

Resolution No.	2026-8-5
Moved:	Councillor Vasta
Seconded:	Councillor Furnell

That Council endorse Mayor Pierina Dalle Cort, and Councillors John Furnell and Callan Oar to attend the Local Government Association of Queensland Annual Conference in Cairns from 19 to 21 October 2026, with all expenses of attendance at the Conference to be met by Council.

CARRIED

6. CORPORATE AND COMMUNITY SERVICES

6.1. CLIENT SERVICES

There were no reports presented for consideration.

6.2. COMMUNITY SERVICES

There were no reports presented for consideration.

6.3. FINANCIAL SERVICES

6.3.1. ROPs for Plant Hire and Traffic Control

Executive Summary
This report seeks Council's endorsement to approve the inclusion of individual suppliers under Contract TBSC/26/016 Register of Prequalified Suppliers for Plant and Equipment Hire (Wet and Dry) and Traffic Control services. The Register will operate for a three-year period commencing 1 September 2026.

Officer's Recommendation
That Council:

1. accepts the individual companies onto the Register of Prequalified Suppliers Plant and Equipment Hire (Wet & Dry) and Traffic Control; and
2. delegates authority under section 257(1)(b) of the *Local Government Act 2009* to the Chief Executive Officer to negotiate, finalise and execute all matters associated with the contract.

Resolution No.	2026-8-6
Moved:	Councillor Musumeci
Seconded:	Councillor Detenon

That Council:

1. accepts the individual companies onto the Register of Prequalified Suppliers Plant and Equipment Hire (Wet & Dry) and Traffic Control; and
2. delegates authority under section 257(1)(b) of the *Local Government Act 2009* to the Chief Executive Officer to negotiate, finalise and execute all matters associated with the contract.

CARRIED

9:18am - Mrs. Austin entered the meeting.

6.3.2. Monthly Financial Report - July 2026

Officer's Recommendation
That the Monthly Financial Report for Period Ending 31 July 2026 be received.

Resolution No.	2026-8-7
Moved:	Councillor Furnell
Seconded:	Councillor Vasta

That the Monthly Financial Report for Period Ending 31 July 2026 be received.

CARRIED

9:25am - Mrs. Martin entered the meeting.

9:26am - Mrs. Manganaro left the meeting.

6.4. GOVERNANCE

6.4.1. Interest Free Loan Request - Ayr Golf Club Incorporated

9:26am Councillor Oar left the meeting as he had a Conflict of Interest in relation to Item 6.4.1 Interest Free Loan Request – Ayr Golf Club Incorporated as he is a current member of the Ayr Golf Club and has previously served as Treasurer and Secretary and had significant involvement in the administration of the club.

Executive Summary
This report seeks Council's consideration of an application from Ayr Golf Club Inc. (AGC) for an interest free loan of $54,725.73 under Council's Revenue Assistance (Interest Free Loans) Policy. The requested funds would support the construction of a secure and purpose-built machinery shed to house and protect the club's maintenance equipment and machinery.

Officer's Recommendation
That Council approve an interest free loan to the Ayr Golf Club Inc. of $54,726.00 towards the cost of constructing a machinery shed on the club's leased property described as Lot 4 on SP352395, repayable at an annual amount of $7,818.00 for a term of seven (7) years.

Resolution No.	2026-8-8
Moved:	Councillor Hall
Seconded:	Councillor Vasta

That Council approve an interest free loan to the Ayr Golf Club Inc. of $54,726.00 towards the cost of constructing a machinery shed on the club's leased property described as Lot 4 on SP352395, repayable at an annual amount of $7,818.00 for a term of seven (7) years.

CARRIED

9:29am - Councillor Oar re-entered the meeting.

6.4.2. Operational Plan 2025/2026 Q4 report

Executive Summary
This report seeks Council adoption of the Operational Plan 2025/2026 Q4 Report which has been prepared in accordance with requirements of the *Local Government Regulation 2012.*

Officer's Recommendation
That Council adopts the Operational Plan 2025/2026 Q4 report as attached to this report.

Resolution No.	2026-8-9
Moved:	Councillor Detenon
Seconded:	Councillor Furnell

That Council adopts the Operational Plan 2025/2026 Q4 report as attached to this report.

CARRIED

6.4.3. Regional Arts Development Fund Advisory Group Charter - Lay on the Table

Executive Summary
The Regional Arts Development Fund Advisory Group Charter was established in 2020. A review of the Charter was recently undertaken by the Regional Arts Development Fund Advisory Group and Council staff. This report seeks Council adoption of the Regional Arts Development Fund Advisory Group Charter.

Officer's Recommendation
That Council adopts the revised Regional Arts Development Fund Advisory Group Charter.

Resolution No.	2026-8-10
Moved:	Councillor Vasta
Seconded:	Councillor Oar

That Council adopts the revised Regional Arts Development Fund Advisory Group Charter.

CARRIED

9:33am - Mrs. Horan left the meeting.

7. INFRASTRUCTURE, PLANNING AND ENVIRONMENTAL SERVICES

7.1. ENVIRONMENTAL AND HEALTH SERVICES

7.1.1. Animal Management De-Sexing Policy

Executive Summary
This report seeks Council's adoption of the revised Animal Management De-Sexing Policy.The proposed amendments to the policy improve alignment with current legislation and Council requirements, strengthen eligibility and risk management provisions, and enhance administrative flexibility. The changes maintain the policy's intent of promoting responsible pet ownership and reducing the impacts of unwanted animals on the community and Council.

Officer's Recommendation
That Council adopt the revised Animal Management De-Sexing Policy as presented.

Resolution No.	2026-8-11
Moved:	Councillor Furnell
Seconded:	Councillor Oar

That Council adopt the revised Animal Management De-Sexing Policy as presented.

CARRIED

7.1.2. Environmental Levy Policy

Executive Summary
This report seeks Council's adoption of the revised Environmental Levy Policy. The policy has been reviewed as part of Council's ongoing policy review program, with proposed amendments limited to administrative updates, improved clarity and revised document references.

Officer's Recommendation
That Council adopts the revised Environmental Levy Policy as presented.

Resolution No.	2026-8-12
Moved:	Councillor Hall
Seconded:	Councillor Vasta

That Council adopts the revised Environmental Levy Policy as presented.

CARRIED

7.1.3. Burdekin to Host LAWMAC - July 2027

Executive Summary
This report seeks Council's approval for Burdekin Shire Council to host the Local Authority Waste Management Action Committee Inc. (LAWMAC) workshop on 29 July 2027 and subsequent meeting on 30 July 2027.

Approval at this stage will allow timely planning, accommodation discussions and development of a strong Burdekin-focused program.

Officer's Recommendation
That Council approve and authorise the Coordinator Waste Services, in consultation with LAWMAC representatives, to make the necessary arrangements for Burdekin Shire Council to host the July 2027 LAWMAC workshop and meeting and contribute in-kind resources required to coordinate the venue, audio visual requirements, catering and agenda requirements.

Resolution No.	2026-8-13
Moved:	Councillor Detenon
Seconded:	Councillor Furnell

That Council approve and authorise the Coordinator Waste Services, in consultation with LAWMAC representatives, to make the necessary arrangements for Burdekin Shire Council to host the July 2027 LAWMAC workshop and meeting and contribute in-kind resources required to coordinate the venue, audio visual requirements, catering and agenda requirements.

CARRIED

9:40am - Ms. Bradford entered the meeting.

9:41am - Mrs. Austin and Mrs. Martin left the meeting.

7.2. OPERATIONS

There were no reports presented for consideration.

9:43am - Mr. Boyd entered the meeting via Microsoft Teams.

7.3. PLANNING AND DEVELOPMENT

7.3.1. RAL19/0034.03 Change Application (Other Change) for a Material Change of Use (Ayr Industrial Estate Expansion) and Development Permit for Reconfiguring a Lot (3 Lots into 48 Lots) located at 31-87 Craig Street, Ayr (Lots 1-7, 9-11 and 82 on SP358254)

9:42am Councillor Oar left the meeting a Material Personal Interest in Item 7.3.1 RAL19/0034.03 Change Application (Other Change) for a Material Change of Use (Ayr Industrial Estate Expansion) and Development Permit for Reconfiguring a Lot (3 Lots into 48

Lots) located at 31-87 Craig Street, Ayr (Lots 1-7, 9-11 and 82 pm SP358254) as he has a current personal commercial interest relating to land within the Ayr Industrial Estate that is the subject of this application.

Executive Summary
Council has received an Other Change application seeking amendments to the existing approval for the Ayr Industrial Estate Expansion at 31–87 Craig Street, Ayr. The proposed changes include a revised lot layout, extension of Road D to Craig Street, a left-turn lane from Craig Street into the estate and associated upgrades to the Bruce Highway–Craig Street intersection. The application was publicly notified, with no properly made submissions received, and the State Assessment and Referral Agency issued a referral agency response with conditions.

Assessment against the relevant planning framework indicates that the changes will provide more direct heavy-vehicle access, improve traffic distribution and maintain the approved development's compliance with applicable planning requirements.

Officer's Recommendation
That Council approve the change application (other change) to Development Application seeking a Preliminary Approval for Material Change of Use (Variation Request to facilitate Ayr Industrial Estate Expansion) and Development Permit for Reconfiguring a Lot (3 Lots into 48 Lots) located at 31-87 Craig Street, Ayr (Lots 1-7, 9-11 and 82 on SP358254), subject to the amended conditions contained within Attachment A.

Resolution No.	2026-8-14
Moved:	Councillor Detenon
Seconded:	Councillor Furnell

That Council approve the change application (other change) to Development Application seeking a Preliminary Approval for Material Change of Use (Variation Request to facilitate Ayr Industrial Estate Expansion) and Development Permit for Reconfiguring a Lot (3 Lots into 48 Lots) located at 31-87 Craig Street, Ayr (Lots 1-7, 9-11 and 82 on SP358254), subject to the amended conditions set out below.

General Conditions	Reason	Timing
1 General and Administration Compliance with Conditions 1.1 The Applicant (and any contractor, agent, employee or invitee of the applicant) is responsible for carrying out the approved development and ensuring compliance with this development approval, the conditions of the approval and the relevant requirements in accordance with: 1.1.1 The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within the relevant technical reports. 1.1.2 The development must comply in full with all conditions of this approval, and is to be designed, constructed and maintained in accordance with relevant Planning Scheme requirements, Council policies, guidelines and standards (except as otherwise specified by any condition) to Council's satisfaction, and best practice engineering. 1.2 Where a discrepancy or conflict exists between the written condition(s) of the approval and the approved plans, the requirements of the written condition(s) of the development approval will prevail. 1.3 Where these conditions refer to 'Council' in relation to requiring Council to approve or be satisfied, the role of the Council may be fulfilled in whole or in part by an officer acting under appropriate delegation. Works – Applicant's Responsibility/Expense 1.4 The cost of all works associated with the development and construction of the development including services, facilities and/or public utility alterations required are met by the applicant, at no cost to the Council. 1.5 The applicant must repair any damage to existing infrastructure (e.g. kerb and channel, footpath or roadway) that may occur during any works undertaken as part of the development. Any damage that is deemed to create a hazard to the community must be repaired immediately. Infrastructure Conditions 1.6 All development conditions contained in this development approval relating to infrastructure under Chapter 4 of the *Planning Act 2016 (the Act)*, should be read as being non-trunk infrastructure conditioned under section 145 of the Act, unless otherwise stated.		At all times.
2. Approved Plans and Documents Approved Plans & Documents 2.1 The proposed development must be completed, comply with and maintained generally in accordance with the drawings/ documents identified in the above, except as otherwise specified and/or amended by any condition of this approval. 2.2 The development must be constructed in the position and at the levels identified on the approved plans or as stipulated by a condition of this approval, noting that all boundary setback measurements are taken from the real property boundary and not from such things as road bitumen or fence lines. 2.3 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.	The development must comply with all planning scheme requirements as approved and conditioned by this development permit.	At all times.

Approved Plans and Documents

Document	Plan Ref, Rev.	Prepared by	Date
Survey Plan 361405 (As Approved by Minor Change RAL19/0034.04)	Plan of Lots 4 –11 and 16 - 22 Cancelling Lots 5, 6, 7 & 9 on SP358254 and Easement K in Lot 11 on SP358254	Atkinson Surveys	19/03/2026
Schedule 1 – Structure Plan Area Ayr Industrial Estate Expansion Plan of Development	M1519–SK–01, Revision N/A	Milford Planning	02/12/2019
Ayr Industrial Estate Expansion Stage Development Detailed Layout Plan	M–1178–9, Revision A	Burdekin Shire Council	13/02/2020
Ayr Industrial Estate Expansion Stage Development Stage Blocks	M–1178–6, Revision A	Burdekin Shire Council	13/02/2020
Ayr Industrial Estate Expansion Stage Development Stage Road and Drainage Network	M–1178–7, Revision A	Burdekin Shire Council	13/02/2020
Ayr Industrial Estate Expansion Stage Development Stage Sewerage and Water Network	M–1178–8, Revision A	Burdekin Shire Council	13/02/2020
Ayr Industrial Estate Expansion Plan of Development	M1519, Revision 3	Milford Planning	20/04/2020
Ayr Industrial Estate Planning Stormwater Management Plan (as amended in red)	4220949, Revision A	GHD	01/08/2019
Ayr Industrial Estate Traffic Impact Assessment	4220434, Revision 0	GHD	01/05/2018
Stage 1A Traffic Impact Assessment Memorandum	4220434-MEM Revision B	GHD	06/02/2019
Ayr Industrial Estate Stage 1A Access Intersection Capacity Sensitivity Analysis Memorandum	4220434-MEM-B	GHD	22/11/2019
Proposed Lots 1-42	**M2634-SK-01 Issue B Sheet 1**	**Milford Planning**	**08/06/2026**
Staging Plan	**M2634-SK-02 Issue D Sheet 1**	**Milford Planning**	**08/06/2026**
Locality Plan	**BE250152-C1000 - Rev C**	**Burchills Engineering Solutions**	**10/10/2025**
General Notes, Legend and Typical Details	**BE250152-C1001 – Rev C**	**Burchills Engineering Solutions**	**10/10/2025**
Typical Sections and Details	**BE250152-C1002 – Rev C**	**Burchills Engineering Solutions**	**10/10/2025**
Key Layout Plan	**BE250152-C1003 – Rev C**	**Burchills Engineering**	**10/10/2025**

		Solutions	
Existing Features Plan – Sheet 1	BE250152-C1101 – Rev C	Burchills Engineering Solutions	10/10/2025
Existing Features Plan – Sheet 2	BE250152-C1102 – Rev C	Burchills Engineering Solutions	10/10/2025
Existing Features Plan – Sheet 3	BE250152-C1103 – Rev C	Burchills Engineering Solutions	10/10/2025
Existing Features Plan – Sheet 4	BE250152-C1104 – Rev C	Burchills Engineering Solutions	10/10/2025
Existing Features Plan – Sheet 5	BE250152-C1105 – Rev C	Burchills Engineering Solutions	10/10/2025
Existing Features Plan – Sheet 6	BE250152-C1106 – Rev A	Burchills Engineering Solutions	10/10/2025
Existing Features Plan – Sheet 7	BE250152-C1107 – Rev A	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 1	BE250152-C2201 – Rev C	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 2	BE250152-C2202 – Rev C	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 3	BE250152-C2203 – Rev C	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 4	BE250152-C2204 – Rev C	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 5	BE250152-C2205 – Rev C	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 6	BE250152-C2206 – Rev A	Burchills Engineering Solutions	10/10/2025
Bulk Earthworks Plan – Sheet 7	BE250152-C2207 – Rev A	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 1	BE250152-C3101 – Rev C	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 2	BE250152-C3102 – Rev C	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 3	BE250152-C3103- Rev C	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 4	BE250152-C3104 – Rev C	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 5	BE250152-C3105 – Rev C	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 6	BE250152-C3106 – Rev A	Burchills Engineering Solutions	10/10/2025
General Arrangement Plan – Sheet 7	BE250152-C3107 – Rev A	Burchills Engineering Solutions	10/10/2025
Control Line Setout Plan – Sheet 1	BE250152-C3108 – Rev B	Burchills Engineering Solutions	10/10/2025
Control Line Setout Plan – Sheet 2	BE250152-C3109 – Rev B	Burchills Engineering Solutions	10/10/2025
Control Line Setout Plan – Sheet 3	BE250152-C3110 – Rev B	Burchills Engineering Solutions	10/10/2025
Road Longitudinal Section - Sheet 1	BE250152-C3201 – Rev C	Burchills Engineering Solutions	10/10/2025
Road Longitudinal Section - Sheet 2	BE250152-C3202- Rev C	Burchills Engineering Solutions	10/10/2025
Road Longitudinal Section - Sheet 3	BE250152-C3203- Rev C	Burchills Engineering Solutions	10/10/2025
Channel Longitudinal Section	BE250152-C204 – Rev A	Burchills Engineering Solutions	10/10/2025
Road Cross Sections	BE250152-C3301- Rev C	Burchills Engineering Solutions	10/10/2025
Road Cross Sections – Sheet 2	BE250152-C3302 – Rev C	Burchills Engineering Solutions	10/10/2025
Road Cross Sections – Sheet 3	BE250152-C3303 – Rev C	Burchills Engineering Solutions	10/10/2025
Road Cross Sections – Sheet 4	BE250152-C3304 – Rev C	Burchills Engineering Solutions	10/10/2025
Road Cross Sections – Sheet 5	BE250152-C3305 – Rev C	Burchills Engineering Solutions	10/10/2025
Road Cross Sections – Sheet 6	BE250152-C3306 – Rev C	Burchills Engineering Solutions	10/10/2025
Road Cross Sections – Sheet 7	BE250152-C3307 – Rev C	Burchills Engineering Solutions	10/10/2025
Signs and Line Marking Plan – Sheet 1	BE250152-C3401 – Rev C	Burchills Engineering Solutions	10/10/2025
Signs and Line Marking Plan – Sheet 2	BE250152-C3402 – Rev C	Burchills Engineering Solutions	10/10/2025
Signs and Line Marking Plan – Sheet 3	BE250152-C3403 – Rev C	Burchills Engineering Solutions	10/10/2025
Signs and Line Marking Plan – Sheet 4	BE250152-C3404 – Rev C	Burchills Engineering	10/10/2025

		Solutions	
Signs and Line Marking Plan – Sheet 5	BE250152-C3405 – Rev C	Burchills Engineering Solutions	10/10/2025
Stormwater Layout Plan and Details – Sheet 1	BE250152-C4101 – Rev C	Burchills Engineering Solutions	10/10/2025
Stormwater Layout Plan and Details – Sheet 2	BE250152-C4102 – Rev C	Burchills Engineering Solutions	10/10/2025
Stormwater Layout Plan and Details – Sheet 3	BE250152-C4103 – Rev C	Burchills Engineering Solutions	10/10/2025
Stormwater Layout Plan and Details – Sheet 4	BE250152-C4104 – Rev C	Burchills Engineering Solutions	10/10/2025
Stormwater Layout Plan and Details – Sheet 5	BE250152-C4105 – Rev C	Burchills Engineering Solutions	10/10/2025
Design and Vehicle Turn Path Plan – Sheet 1	BE250152-SK0001 – Rev C	Burchills Engineering Solutions	10/10/2025
Design and Vehicle Turn Path Plan – Sheet 2	BE250152-SK0002 – Rev C	Burchills Engineering Solutions	10/10/2025
Design and Vehicle Turn Path Plan – Sheet 3	BE250152-SK0003 – Rev C	Burchills Engineering Solutions	10/10/2025
Design and Vehicle Turn Path Plan – Sheet 4	BE250152-SK0004 – Rev A	Burchills Engineering Solutions	10/10/2025
Design and Vehicle Turn Path Plan – Sheet 5	BE250152-SK0005 – Rev A	Burchills Engineering Solutions	10/10/2025
Design and Vehicle Turn Path Plan – Sheet 6	BE250152-SK0006 – Rev A	Burchills Engineering Solutions	07/6/2025
Design and Vehicle Turn Path Plan – Sheet 7	BE250152-SK0007 – Rev A	Burchills Engineering Solutions	07/6/2025
Traffic Impact Assessment – Stage 1: Access Design Feasibility Check (Craig Street)	12645670	GHD	06/12/2024
Traffic Impact Assessment – Stage 2 Final	12645670 CO1	GHD	06/12/2024

3. Payment of Rates, Charges and Expenses	
3.1 Prior to signing the Plan of Survey, payment is required of any outstanding rates or charges levied by the Council or any expenses being a charge over the subject land.	Confirmation to be provided to Council prior to the release of the Plan of Survey.
3.2 Pay the sum calculated at the current charge per lot to be levied on the Council by the Department of Resources, for each new valuation.	

Conditions

4. General

4.1 All rates and charges (including regulated infrastructure charges) in arrears in respect of the land the subject of the application are paid in full prior to the commencement of the proposed use or notation of the plan of subdivision, whichever comes first.

5. Stormwater

5.1 A lawful point of stormwater discharge is achieved to the drainage easement locations identified on 'Ayr Industrial Estate Expansion Stage Development Stage Road and Drainage Network', Plan Reference M–1178–7, Revision A, prepared by Burdekin Shire Council, dated 13 February 2020.

5.2 All lots are to achieve a 0.25% minimum site grade in accordance with the 'Ayr Industrial Estate Planning Stormwater Management Plan' (as amended in red), Document Reference 4220949, Revision A, prepared by GHD, dated 1 August 2019.

5.3 The minor drainage shall consist of an underground system capable of conveying 50% AEP flows from the development and any external catchments currently flowing onto the land being developed in accordance with the 'Ayr Industrial Estate Planning Stormwater Management Plan' (as amended in red), Document Reference 4220949, Revision A, prepared by GHD, dated 1 August 2019.

5.4 The major drainage system shall consist of overland flow paths or suitably sized underground drainage capable of discharging 1% AEP flows from the development under normal circumstances and any external catchments currently flowing onto the land being developed in accordance with the 'Ayr Industrial Estate Planning Stormwater Management Plan' (as amended in red), Document Reference 4220949, Revision A, prepared by GHD, dated 1 August 2019.

5.5 The proposed drainage shall ensure that there is no worsening to upstream and downstream catchments.

5.6 The approved development and use(s) must not interfere with the natural flow of stormwater in the locality or cause ponding or concentration of stormwater on adjoining land or roads.

5.7 All stormwater calculations and detailed design shall be certified by a Registered Professional Engineer of Queensland and included as part of the operational works application.

5.8 Any pipe and surface grading during construction is undertaken under the direct supervision of a Registered Professional Engineer of Queensland to ensure construction grade control and minimise the potential for ponding in accordance with the 'Ayr Industrial Estate Planning Stormwater Management Plan', Document Reference 4220949, Revision A, prepared by GHD, dated 1 August 2019.

5.9 Drainage reserves and easements shall be provided as required by the stormwater design. The developer must, at its own cost, grant and register all such easements on the title document.

5.10 On-going maintenance associated with existing open stormwater drains and any proposed changes to these drains as a result of this application, shall be the responsibility of the developer for a period of twelve (12) months or up until the developer achieves off-maintenance.

5.11 Any future activities involving water-borne pollutants include bunds to all sealed impervious surfaces with receptors for spills and are linked to an on-site drainage treatment system.

5.12 Any external catchments discharging to the premises must be accepted and accommodated within the development's stormwater drainage system.

5.13 Stormwater networks are to be designed in accordance with the current standards of the Queensland Urban Drainage Manual (QUDM) and Australian Rainfall and Runoff (AR&R).

6. Drainage Easements

6.1 Stormwater drains, where required, are to be constructed in accordance with the following design specifications:

(a) Open drains incorporated in the minor drainage system shall be located within drainage easements; and
(b) No drain invert is to be constructed lower than the existing standing water level.

6.2 Overland flow paths designed as part of the major drainage system shall be constructed within drainage easements to be dedicated to council.

6.3 Piped drains traversing allotments shall be located within drainage easements.

6.4 Construct drainage to be fully contained within drainage easements.

6.5 Temporary drainage constructed during the staging of the project shall be within easements. These easements may be relinquished at the completion of any future stages in the development which renders the easement unnecessary for the transportation of stormwater.

6.6 Solid, continual length fencing is not provided along the rear boundary of lots 3, 5 and 11. These lots retain a relationship to open space within Lot 16 on RP745329.

7. Lot and Road Levels

7.1 All new lots are to have finished levels above the 1% AEP flood level in accordance with the 'Ayr Industrial Estate Planning Stormwater Management Plan' (as amended in red), Document Reference 4220949, Revision A, prepared by GHD, dated 1 August 2019.

7.2 The new access road over Lot 16 on RP745329, Road E, has a finished level above the 2% AEP flood level in accordance with relevant council standards.

8. Erosion and Sediment Control

8.1 The development documents and implements erosion and sedimentation controls in a Construction Management Plan. These controls:

(a) Avoid extensive earthworks on slopes greater than 15% (1:5);
(b) Minimise disturbance on slopes greater than 10% (1:10);
(c) Maintain natural flow paths for surface drainage;
(d) Incorporate sediment traps to prevent the movement of sediment off-site;
(e) Avoid long-term stockpiling of soil; and
(f) Identify the progressive rehabilitation of disturbed areas.

8.2 The stormwater and water management systems include erosion and sediment control measures to maintain or improve the environmental values of surface and ground water during and after construction.

8.3 There must be no release of soil, sand, mud or other sediments and contaminants to roads during construction or future use of the site to which this approval relates. All material transported to and from the site must be covered to prevent dust and spillage.

9. Access and Roadworks

9.1 The applicant is to dedicate the road reserve area identified along the Bruce Highway frontage in 'Ayr Industrial Estate Expansion Stage Development Detailed Layout Plan', Plan Reference M–1178–9, Revision A, prepared by Burdekin Shire Council, dated 13 February 2020, to the Department of Transport and Main Roads. **Additionally, the applicant is to construct the left-turn lane on the Bruce Highway as detailed in 'General Arrangement Plan – Sheet 1 (BE250152-C3101 Rev C) prepared by Burchills Engineering Solutions, dated 10/10/2025'**

9.2 Access to the Ayr Industrial Estate Expansion is provided via a new road extension from McCathie **Street and Craig Street, including the left-turn lane on Craig Street, as detailed in 'General Arrangement Plan – Sheet 4 (BE250152-C3104 Rev C) prepared by Burchills Engineering Solutions, dated 10/10/2025'.** An unsignalised intersection is provided where Road E meets McCathie **Street and where Road D meets Craig Street.**

9.3 The developer must construct sealed roads along all road frontages to each property in accordance with the following and the 'Ayr Industrial Estate Traffic Impact Assessment', Document Reference 4220434, Revision 0, prepared by GHD, dated 1 May 2018:

(a) The proposed roads shall be 14m wide kerb-to-kerb;
(b) Provide stand-up kerbing and channelling on both sides of the road with a distance of 14m between the kerbs and a minimum 4m wide footpaths on each side;
(c) Provide gravel pavement for the full width between kerbing and channelling and 40mm minimum thickness asphaltic concrete surface;
(d) Pavement markings and signage shall be provided in accordance with the Department of Transport and Main Roads' Manual of Uniform Traffic Control Devices; and
(e) Achieve a 2% minimum crossfall.

9.4 Gravel pavements shall be designed in accordance with the Queensland Transport Pavement Design Manual and relevant Department of Transport and Main Roads' standard specifications.

9.5 An application for street names must be submitted to and approved by Council prior to the approval of Operational Works. Approved street names must be shown on all engineering drawings submitted with the operational works application.

9.6 Street nameplates must be erected at each intersection indicating the name of each street and the street numbers. The signs shall be in accordance with Council standard street nameplates and be erected in accordance with the Department of Transport and Main Roads' Manual of Uniform Traffic Control Devices.

9.7 Corner truncations are provided at the following intersections shown on the 'Ayr Industrial Estate Expansion Stage Development Detailed Layout Plan', Plan Reference M–1178–9, Revision A, prepared by Burdekin Shire Council, dated 13 February 2020:

(a) Road A and Road B;
(b) Road B and Road C;
(c) Road C and Road D;
(d) Road D and Road A;
(e) Road A and Road E; and
(f) Road E and McCathie Street (at the corner with Lot 12 on SP123414 and Lot 73 on SP102302).

9.8 Corner truncations are a minimum 5.5m x 3 equal chords, except at the corner of Road E and Lot 12 on SP123414 and Road E and Lot 73 on SP102302, which are single chords in accordance with relevant Council standards.

9.9 Corner truncations are kept clear of development and other obstructions such as fences, drainage and landscaping.

9.10 The existing perimeter fence around the sewage pump station on Lot 73 on SP102302 maintains access between the pump station and Road E for pedestrians.

9.11 Provide a gravel link road between the end of Road B and Road C when stage~~s~~ are delivered. The link road shall be sufficient to accommodate one way traffic movements for an A-Double vehicle configuration and shall be signed accordingly. The construction of the turnaround is to be in accordance with Council design guidelines. If the development of proposed Lot 11 on SP358254 has not commenced within two (2) years after the registration of SP358254, the applicant must seal the constructed link road with a minimum 50mm AC14MC320.

9.12 All road reserves ensure minimum sight distances and turning radii meet safety standards.

9.13 Any road signs are installed in accordance with the Department of Transport and Main Roads' Design Guide for Roadside Signs and SD1452.

9.14 The road network is designed and constructed in accordance with the Austroads' *Guide to Traffic Engineering Practice Manuals, Guide to Traffic Management* and *Guide to Road Design* standards and the current edition of the Department of Transport and Main Roads' *Road Planning and Design Manual*.

9.15 Development achieves no net worsening to the Bruce Highway/Bird Street/Jones Street intersection in accordance with the 'Stage 1A Traffic Impact Assessment Memorandum', Document Reference 42204340-MEM, Revision B, prepared by GHD, dated 6 February 2019.

10. Operational Works

10.1 Where operational works are required to be carried out, the developer must, within the timeframe required by the *Planning Act 2016* and prior to the commencement of any work, lodge with council an application for a development permit for operational works. As part of such an application, the developer must submit:

(a) Detailed and complete engineering drawings and specifications of the proposed works prepared by a civil engineer, who is both registered under the *Professional Engineer's Act 2002* and is a current Registered Professional Engineer of Queensland (RPEQ); and

(b) Certificate from the engineer who prepared the drawings stating that the design and specifications have been prepared in accordance with these conditions, relevant council codes and planning scheme policies and the relevant Australian Standard codes of practice.

10.2 No work commences prior to issue of a development permit for operational works.

10.3 Review background traffic trends and the operation of the Bruce Highway/Bird Street/Jones Street intersection and sections of the Bruce Highway south of Bird Street and south of Ayr prior to the commencement of future stages of development in accordance with the 'Ayr Industrial Estate Traffic Impact Assessment', Document Reference 4220434, Revision 0, prepared by GHD, dated 1 May 2018.

11. Street and Other Lighting

11.1 Provide Street lighting along all new streets in accordance with AS 1158.3.11 – Road Lighting (Lighting Category P4). The consent of Council's Chief Executive Officer will need to be gained before the final designs are adopted.

11.2 Street lighting is serviced by underground electricity service mains.

12. Sewerage Supply Works – Internal

12.1 The development must be serviced by Council's reticulated sewerage system. The developer shall bear the costs associated with such connections including any alterations or upgrades to Council's existing infrastructure to accommodate the proposed development. In particular:

(a) Each lot must be provided with a single property service to be connected directly and separately to Council's sewer prior to signing the survey plan.

12.2 Sewerage supply networks are to be designed in accordance with the current Water Services Association of Australia (WSAA) standards.

13. Water Supply Works – Internal

13.1 The water mains detailed on the approved plans to connect Burke Street main to the existing industrial estate main in Oakes Street has been identified as trunk infrastructure in Burdekin Shire Council's draft LGIP. Council will construct these mains as part of a trunk infrastructure upgrade with the applicant required to provide property service connections from the new mains to be constructed in Roads A, B, C and E. The water connection must be provided at a location approved by Council and at the full cost of the developer. Each of the proposed lots shall have separate water services:

(a) A water network analysis, prepared by an appropriately qualified and experienced Registered Professional Engineer of Queensland (RPEQ), must be provided to Council for approval as part of the development permit for operational works; and

(b) The water network analysis must demonstrate that for the entire development, a minimum pressure of 22m is available at the most disadvantaged allotment frontage/meter location upon completion of the stage, and detail stages at which trunk components of the network should be implemented.

13.2 Water supply networks are to be designed in accordance with the current Department of Natural Resources, Mines and Energy Planning Guidelines for Water Supply and Sewerage and relevant Water Services Association of Australia (WSAA) standards.

14. Electricity and Telecommunications Supply

14.1 The developer must, prior to the release of the plan of survey, submit a letter from Ergon Energy (or other suitable entity) stating that satisfactory arrangements have been made with it for the provision of an underground electricity supply to the expansion area and must provide at the developer's cost:

(a) A reticulated electricity supply to each lot in accordance with the requirements of the electricity service provider.

14.2 The developer must install electrical and telecommunications infrastructure to the satisfaction of the electricity and telecommunications service provider/s prior to the approval of the plan of survey.

15. Compaction Standards

15.1 Where fill is incorporated on allotments, details of compaction standards obtained are to be provided to council. Such standards are to comply with the minimum standard for building construction.

16. As–Constructed Plans

16.1 Prior to the release of the plan of survey, the developer shall provide council with a complete set of as-constructed plans for all works and an electronic copy which is to be compatible with council's system at the relevant time. Such plans are to be certified by a Registered Professional Engineer of Queensland.

Advice

1. Infrastructure Charges
No Infrastructure Charges are applicable for the Change Application (Other) – RAL19/0034.03.

2. Compliance with Conditions
Unless otherwise specified by these conditions, the conditions must be complied with prior to Council's endorsement of the Plan of Survey.

3. Limitation of Approval

3.1 The Council and its officers make no representations and provide no warranties as to the accuracy of the information contained in the application including its supporting material provided to it by the applicant.

3.2 The Council and its officers rely upon the applicant concerning the accuracy and completeness of the application and its supporting material and accepts the application and supporting material as constituting a representation by the applicant as to its accuracy and completeness. Insofar as the application and its supporting material may be incomplete and/or inaccurate giving rise to any claim by a third party, the applicant agrees to indemnity and save the council harmless in respect of any claim so arising.

4. Acid Sulfate Soils
Should the presence of acid sulfate soils or potential acid sulfate soils be detected, an Acid Sulfate Soils Management Plan may be required to be prepared and submitted to Council for approval.

5. Amenity Impacts
Use of the site is to be operated in a way that protects the values of the existing environment and will not cause unacceptable impacts on surrounding areas as a result of dust, odour, noise or lighting, in accordance with the *Environmental Protection Act 1994.*

6. Earthworks
Earthworks are not approved as part of this Development Permit. If any earthworks are required and deemed assessable development, an operational works development application is to be lodged with Council for assessment in accordance with relevant code/s and policy direction.

7. Miscellaneous
The Applicant is reminded of their obligations under the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003.* Further information and databases are available from the Department of Aboriginal and Torres Strait Islander Partnerships at: www.datsip.qld.gov.au. If any item of cultural heritage is identified during site works, all work must cease, and the relevant State Agency must be notified. Work can resume only after State Agency clearance is obtained.

CARRIED

7.3.2. MCU26/0009 Material Change of Use - High Impact Industry (Horticultural Product Processing Facility) Trent Road, Alva (Lot 13 on SP250536)

Councillor Oar remained out of the meeting due to a Material Personal Interest in Item 7.3.2, MCU26/0009 – Material Change of Use – High Impact Industry (Horticultural Product Processing Facility), Trent Road, Alva (Lot 13 on SP250536), as his father, Mr. Frank Oar, owns an adjoining property and has made a submission regarding the application.

Executive Summary
Council is in receipt of a development application lodged by Milford Planning on behalf of the Applicant, Bowen Gumlu Growers Association, seeking a Development Permit for Material Change of Use – High Impact Industry (Horticultural Product Processing Facility) located at 459 Trent Road, Alva on land described as Lot 13 on SP250536.

The subject land is designated within the Rural Zone of the *Burdekin Shire Planning Scheme 2022* (the planning scheme) and the proposal is subject to impact assessment.

The proposed development comprises the establishment of a Horticultural Product Processing Facility where horticultural products will be processed into dry ingredients, including chips and powders, for use in commercial food production. The facility will be established in existing buildings previously used to process astaxanthin (an algae product).

Officer's Recommendation
That Council approve the development application seeking a Development Permit for Material Change of Use – High Impact Industry (Horticultural Product Processing Facility) located at 459 Trent Road, Alva on land described as Lot 13 on SP250536, subject to reasonable and relevant conditions as set out in Attachment A.

Resolution No.	2026-8-15
Moved:	Councillor Detenon
Seconded:	Councillor Vasta

That Council approve the development application seeking a Development Permit for Material Change of Use – High Impact Industry (Horticultural Product Processing Facility) located at 459 Trent Road, Alva on land described as Lot 13 on SP250536, subject to reasonable and relevant conditions as set out below.

Condition	Reason	Timing
1 General and Administration Compliance with Conditions 1.1 The Applicant (and any contractor, agent, employee or invitee of the Applicant) is responsible for carrying out the approved development and ensuring compliance with this development approval, the conditions of the approval and the relevant requirements in accordance with: 1.1.1 The specifications, facts and circumstances as set out in the application submitted to Council, including recommendations and findings confirmed within the relevant technical reports. 1.1.2 The development must comply in full with all conditions of this approval, and is to be designed, constructed and maintained in accordance with relevant Planning Scheme requirements, Council policies, guidelines and standards (except as otherwise specified by any condition) to Council's satisfaction, and best practice engineering. 1.2 Where a discrepancy or conflict exists between the written condition(s) of the approval and the approved plans, the requirements of the written condition(s) of the development approval will prevail. 1.3 Where these conditions refer to 'Council' in relation to requiring Council to approve or be satisfied, the role of the Council may be fulfilled in whole or in part by an officer acting under appropriate delegation. Works – Applicant's Responsibility/Expense 1.4 The cost of all works associated with the development and construction of the development including services, facilities and/or public utility alterations required are met by the Applicant, at no cost to the Council. 1.5 The Applicant must repair any damage to existing infrastructure (e.g. kerb and channel, footpath or roadway) that may occur during any works undertaken as part of the development. Any damage that is deemed to create a hazard to the community must be repaired immediately. Infrastructure Conditions 1.6 All development conditions contained in this development approval relating to infrastructure under Chapter 4 of the *Planning Act 2016 (the Act)*, should be read as being non-trunk infrastructure conditioned under section 145 of the Act, unless otherwise stated.		At all times.
2. Approved Plans and Documents Approved Plans & Documents 2.1 The proposed development must be completed, comply with and maintained generally in accordance with the drawings/documents	The development must comply with all planning scheme requirements as	At all times.

Condition	Reason	Timing
identified below, except as otherwise specified and/or amended by any condition of this approval. 2.2 The development must be constructed in the position and at the levels identified on the approved plans or as stipulated by a condition of this approval, noting that all boundary setback measurements are taken from the real property boundary and not from such things as road bitumen or fence lines. 2.3 Where there is any conflict between the conditions of this approval and the details shown on the approved plans and documents, the conditions of approval must prevail.	approved and conditioned by this development permit.	
Approved Plans **Drawing Title** / **Drawing/Revision** / **Date** Proposed Site Plan / Drawing Number - M2632-SK-01 Issue - A / 10.3.26		
3. Notice of Intention to Commence the Use A minimum of two (2) weeks prior to the commencement of the use on the land the subject of the application, written notice must be given to Council that the use (development and/or works) fully complies with the decision notice issued in respect of the use.		
4. Outstanding Charges All rates and charges, in arrears in respect of the land, subject of the application, are paid in full prior to the commencement of the proposed use.		
5. Nature and Extent of Approved Use 5.1 This approval provides for a development comprising: ***High impact industry*** *- The use of premises for an industrial activity—* *(a) that is the manufacturing, producing, processing, repairing, altering, recycling, storing, distributing, transferring or treating of products; and* *(b) that a local planning instrument applying to the premises states is a high impact industry; and*	The development must comply with all planning scheme requirements including definitions, nature and extent as approved and conditioned by this development permit.	At all times.

Condition	Reason	Timing
(c) that complies with any thresholds for the activity stated in a local planning instrument applying to the premises, including, for example, thresholds relating to the number of products manufactured or the level of emissions produced by the activity. 5.2 Specifically, the approved use is limited to processing no more than 22 tonnes of horticultural produce per day and 5,500 tonnes per year, with no more than 10 employees on site and no more than two delivery vehicles accessing the site on any day. 5.3 No other operations and/or activities are allowed other than those approved by this permit. 5.4 Processing, storage, loading and unloading activities must occur within the approved buildings and designated operational areas shown on the approved plan.		
6. Access, Parking and Transport 6.1 The development must be provided with lawful access from Trent Road. A driveway must be constructed wholly within Lot 13 on SP250536 prior to commencement of the use. 6.2 Prior to commencement of the use, provide RPEQ certification that the Trent Road access and driveway have been designed and constructed: 6.2.1 to safely accommodate the largest design vehicle associated with the approved use; 6.2.2 to provide for the lawful and effective conveyance of stormwater, including maintaining existing drainage paths and flows; and 6.2.3 so that stormwater runoff, concentration, velocity or discharge from the access and driveway does not cause a worsening of drainage or flooding conditions on Trent Road, adjoining land or downstream properties. 6.3 A B-double or other restricted access vehicle may only be used where the proposed route is lawfully approved for that vehicle class. Where approval	To ensure safe and efficient access and to avoid adverse traffic, parking and amenity impacts on the road network and adjoining premises.	Prior to the commencement of use and at all times.

Condition	Reason	Timing
is not available, deliveries must use a vehicle lawfully permitted on the route. 6.4 No more than two delivery vehicles may access the site on any day. 6.5 Heavy vehicle movements associated with the approved use are limited to between 6:00am and 6:00pm. 6.6 The access and driveway, along with all vehicle parking, loading, unloading and manoeuvring areas associated with the approved use must be maintained in a safe, trafficable and dust-suppressed condition appropriate to the approved use. 6.7 Prior to the commencement of the use, the applicant must provide evidence from a surveyor that the driveway is contained wholly within Lot 13 on SP250536.		
7. Amenity and Nuisance 7.1 The approved use must be operated in a way that does not cause environmental nuisance or unreasonable impacts on nearby premises as a result of noise, odour, waste, dust, light spill, traffic, parking, or any other cause. 7.2 Outdoor lighting must be designed, installed and operated to avoid nuisance to adjoining or nearby premises and road users. 7.3 All activities associated with the approved use must occur wholly within the subject site. 7.4 Outdoor activities are limited to vehicle movements and loading, unloading and storage within the areas shown on the approved plan. Processing activities must occur within the approved buildings.	To protect the amenity of nearby premises and maintain the rural character of the locality.	Prior to commencement and at all times thereafter.
8. Traffic and Dust Management Plan 8.1 Prior to commencement of the use, prepare and implement a Traffic and Dust Management Plan for the private access servicing the development. 8.2 The Plan must be submitted to Council at least two weeks prior to commencement of the use and must include:	To protect the amenity of nearby premises and maintain the rural character of the locality.	Prior to commencement and at all times thereafter.

Condition	Reason	Timing
8.2.1 designated vehicle routes to and from the site; 8.2.2 a maximum operational speed limit of 40 km/h along those parts of the private access in proximity to existing dwellings, including appropriate signage and driver induction requirements; 8.2.3 measures for the ongoing maintenance of the private access to provide a safe and trafficable surface and minimise the generation of dust; 8.2.4 dust suppression measures to be implemented during dry, windy or other conditions where vehicle movements are likely to generate dust, including the method and frequency of water application or other dust suppression measures; 8.2.5 a process for recording, investigating and responding to dust complaints associated with vehicle movements generated by the approved use; 8.2.6 identification of the sections of the private access adjoining or in proximity to the two existing dwellings and the specific dust mitigation measures applying to those sections; and 8.2.7 trigger points for escalation of dust mitigation measures, including sealing with bitumen or another Council-approved dust-free surface of the sections of the private access adjoining or in proximity to the two existing dwellings. 8.2.8 Trigger points must include: 8.2.8.1 repeated substantiated dust complaints associated with vehicle movements generated by the approved use; 8.2.8.2 visible dust generated by the approved use regularly leaving the access corridor and affecting an existing dwelling or its curtilage; or 8.2.8.3 routine dust suppression measures proving ineffective or being unable to be reasonably maintained at a frequency sufficient to prevent dust nuisance.		

Condition	Reason	Timing
8.3 All measures specified in the Traffic and Dust Management Plan must be implemented and maintained for the duration of the approved use. 8.4 Where a trigger identified in Condition 8.2.8 is reached, the section of the private access adjoining or in proximity to the affected dwelling must be sealed with bitumen or another Council-approved dust-free surface within a timeframe specified by Council.		
9. Water storage tank for firefighting purposes 9.1 An on-site water storage tank must be provided for firefighting purposes. 9.2 The water storage tank/s must include the following: a) Have a capacity of 45,000L b) Are to be fitted with a 50mm ball valve with a camlock fitting; and c) Must be easily accessible by a fire truck.	To ensure that water supply is available for firefighting purposes to mitigate the bushfire hazard.	At all times.
10. Waste Management 10.1 Refuse storage areas, bins and waste collection arrangements must be provided and maintained to service the approved use. 10.2 Waste must be stored in covered containers and collected at a frequency that prevents odour, vermin, wind-blown litter or nuisance to nearby premises. 10.3 Waste storage areas must be screened or located so they are not visually prominent from Trent Road or adjoining premises.	To ensure waste generated by the approved use is managed in a manner that protects amenity, public health and environmental health.	At all times.
11. Stormwater, Wastewater and Process Water 11.1 Stormwater runoff from the development must be collected, conveyed and lawfully discharged so that it does not cause ponding, erosion, sedimentation, nuisance or damage to adjoining land, waterways, wetlands or areas of environmental significance. 11.2 Roofwater from buildings associated with the approved use must be directed to the existing rainwater storage tanks. Any overflow from the tanks must be directed to a lawful point of discharge and must not adversely affect adjoining land.	To ensure stormwater, wastewater and process water are managed lawfully and do not cause environmental harm, nuisance or adverse impacts on adjoining land, waterways, wetlands or areas of environmental significance.	At all times.

Condition	Reason	Timing
11.3 Domestic wastewater generated by the approved use must be directed to and treated by the existing on-site sewerage system. 11.4 Process water, including greywater and chlorinated water used for washing horticultural produce, must be contained and directed to the evaporation pond. Process water must be managed separately from uncontaminated stormwater. 11.5 Wastewater and process water must not be discharged to the stormwater drainage system, Alva Creek, Lilliesmere Swamp, adjoining land or any other area of environmental significance. 11.6 Prior to the commencement of the use, the Applicant must provide Council with certification from a suitably qualified person confirming that: a) the existing on-site sewerage system has sufficient capacity to service the approved use; b) the evaporation pond has sufficient capacity to accommodate the anticipated volume of process water; and c) the wastewater and process-water systems can operate without overtopping, uncontrolled discharge or adverse impacts on adjoining land or the surrounding environment. 11.7 All stormwater, wastewater and process-water infrastructure must be maintained in a safe and effective operating condition for the life of the approved use.		

Advice

1. Compliance with Conditions Unless otherwise specified by these conditions, the conditions must be complied with prior to the commencement of the use.
2. Equitable Access and Facilities The plans for the proposed building work have NOT been assessed for compliance with the requirements of the *National Construction Code - Building Code of Australia (Volume 1)* as they relate to people with disabilities. Your attention is also directed to the fact that in addition to the requirements of the National Construction Code as they relate to people with disabilities, one or more of the following may impact on the proposed building work: (a) *the Disability Discrimination Act 1992 (Commonwealth)* (b) *the Anti-Discrimination Act 1991 (Queensland)* (c) *the Disability (Access to Premises – Buildings) Standards.*
3. Amenity Impacts Use of the site is to be operated in a way that protects the values of the existing environment and will not cause unacceptable impacts on surrounding areas as a result of dust, odour, noise or lighting, in accordance with the *Environmental Protection Act 1994.*
4. Earthworks Earthworks are not approved as part of this Development Permit. If any earthworks are required and deemed assessable development, an operational works development application is to be lodged with Council for assessment in accordance with relevant code/s and policy direction.
5. Acid Sulfate Soils Should the presence of acid sulfate soils or potential acid sulfate soils be detected, an Acid Sulfate Soils Management Plan is required to be prepared and submitted to Council for approval.
6. Miscellaneous The Applicant is reminded of their obligations under the *Aboriginal Cultural Heritage Act 2003* and the *Torres Strait Islander Cultural Heritage Act 2003*. Further information and databases are available from the Department of Aboriginal and Torres Strait Islander Partnerships at: www.datsip.qld.gov.au. If any item of cultural heritage is identified during site works, all work must cease, and the relevant State Agency must be notified. Work can resume only after State Agency clearance is obtained.

CARRIED

9:47am - Mr. Boyd left the meeting via Microsoft Teams.

9:48am - Councillor Oar re-entered the meeting.

9:48am - Ms. Bradford left the meeting.

9:49am - Mr. Byers entered the meeting.

7.4. PROJECT MANAGEMENT

There were no reports presented for consideration.

7.5. TECHNICAL SERVICES

7.5.1. Bill Britt Road - Gates and Grids Local Law

Executive Summary
Council previously resolved to close part of Bill Britt Road and manage access through an Infrastructure Agreement to address public safety risks. Since that time, the approved access crossing has been constructed and further consultation has confirmed that these risks can be effectively managed through a *Local Law No.1 (Administration) 2012 and Subordinate Local Law No*. 1.16 (Gates and Grids) application.

This report recommends rescinding Council's 12 December 2023 resolution and adopting the Gates and Grids application in lieu of a road closure and Infrastructure Agreement. This approach will provide appropriate access controls, maintenance obligations and compliance mechanisms while reducing administrative requirements and achieving the desired public safety outcomes.

Officer's Recommendation
That Council:

1. rescind the resolution from the ordinary Council meeting on 12 December 2023 which authorised the road closure for the identified section of Bill Britt Road and regulated the use of the Closed Area with a legally binding Infrastructure Agreement.
2. adopt proposed *Local Law No. 1 (Administration) 2012 and Subordinate Local Law No. 1.16 (Gates and Grids*) application in lieu of an infrastructure agreement as required by Council's 12 December 2023 resolution to close part of Bill Britt Road.

Resolution No.	2026-8-16
Moved:	Councillor Furnell
Seconded:	Councillor Detenon

That Council:

1. rescind the resolution from the ordinary Council meeting on 12 December 2023 which authorised the road closure for the identified section of Bill Britt Road and regulated the use of the Closed Area with a legally binding Infrastructure Agreement.
2. adopt proposed *Local Law No. 1 (Administration) 2012 and Subordinate Local Law No. 1.16 (Gates and Grids*) application in lieu of an infrastructure agreement as required by Council's 12 December 2023 resolution to close part of Bill Britt Road.

CARRIED

9:52am - Mr. Choudhury entered the meeting.

7.5.2. TBSC/26/014 - Supply and Installation of a New Outdoor Air Preconditioned Unit - Council Chambers

Executive Summary
This report seeks approval to proceed with the installation of a dedicated Outdoor Air Preconditioning (OAP) System at the Burdekin Shire Council Administration Building. Recent inspections, specialist engineering investigations and ongoing operational experience have identified elevated indoor humidity as the primary cause of poor indoor environmental conditions, including condensation, microbial growth, musty odours and increased maintenance requirements. Ashburner Francis Consulting Engineers have designed the OAP system to condition and dehumidify outside air before it enters the existing HVAC system, with a design objective of maintaining indoor humidity at no greater than 65% relative humidity during normal operating conditions.

Officer's Recommendation
That Council:

1. award TBSC/26/014 the Outdoor Air Preconditioning project to Kaltec Pty Ltd for $417,451.43 (excluding GST).
2. delegates authority under section 257(1)(b) of the *Local Government Act 2009* to the Chief Executive Officer to negotiate, finalise and execute all matters associated with the contract.

3. approve an increase to the budget allocation $250,000.00 to cover the engagement of Kaltec, to be funded from depreciation.

Resolution No.	2026-8-17
Moved:	Councillor Vasta
Seconded:	Councillor Musumeci

That Council:

1. award TBSC/26/014 the Outdoor Air Preconditioning project to Kaltec Pty Ltd for $417,451.43 (excluding GST).
2. delegates authority under section 257(1)(b) of the *Local Government Act 2009* to the Chief Executive Officer to negotiate, finalise and execute all matters associated with the contract.
3. approve an increase to the budget allocation $250,000.00 to cover the engagement of Kaltec, to be funded from depreciation.

CARRIED

7.5.3. QBSC/26/045 - Ernie Ford Board Room Refurbishment

Executive Summary
This report seeks Council approval to proceed with the full refurbishment of the Ernie Ford Board Room and to approve a revised project budget of approximately $116,000.00 (excluding GST), compared with the original approved budget of $40,000.00 (excluding GST).

Officer's Recommendation
That Council:

1. approve the revised scope for the full refurbishment of the Ernie Ford Board Room;
2. approve a revised project budget of approximately $116,000.00 (excluding GST), noting the original approved budget of $40,000.00 (excluding GST);
3. approve the engagement of Five-Star Asbestos Removal for the asbestos removal works in accordance with the completed tender and evaluation process;
4. approve the engagement of the required contractors for the remaining refurbishment works, based on their demonstrated competency and suitability for the respective trades and in accordance with Council's procurement requirements.

Resolution No.	2026-8-18
Moved:	Councillor Detenon
Seconded:	Councillor Furnell

That Council:

1. approve the revised scope for the full refurbishment of the Ernie Ford Board Room;

2. approve a revised project budget of approximately $116,000.00 (excluding GST), noting the original approved budget of $40,000.00 (excluding GST);
3. approve the engagement of Five-Star Asbestos Removal for the asbestos removal works in accordance with the completed tender and evaluation process;
4. approve the engagement of the required contractors for the remaining refurbishment works, based on their demonstrated competency and suitability for the respective trades and in accordance with Council's procurement requirements.

CARRIED

10:03 am - Mr. Byers and Mr. Choudhury left the meeting.

7.6. WATER AND WASTEWATER

There were no reports presented for consideration.

10:04am - Meeting adjourned for the Australian Citizenship Ceremony and Morning Tea.

13. DELEGATIONS

13.1. Australian Citizenship Ceremony

10:05am - The Mayor officiated a Citizenship ceremony and the following conferees were naturalised as Australian Citizens:

- Hemasundar Boghanadham (India)
- Justine Jugo (Philippines)

10:42am - Meeting recommenced.

8. NOTICE OF MOTION

9. RECEIPT OF PETITIONS

10. CORRESPONDENCE FOR INFORMATION

11. GENERAL BUSINESS

11.1. Request Assistance - Septic Replacement - Clare Playground

Councillor Hall highlighted an issue regarding a tree at the Clare playground, where the root system has caused damage to septic infrastructure. It was advised that the tree is scheduled for removal in September, along with associated stump grinding works. As

replacement of the septic system will be required, Councillor Hall requested that Council consider contributing towards the associated costs, given the damage was caused by the roots of a Council-owned tree. The matter was noted for further consideration.

11.2. Illegal Dumping Concerns - Clare

Councillor Hall raised concerns regarding several incidents of illegal dumping in the Clare area, including a recent matter that was brought to attention through social media. The information was reported to Council Officers and a prompt response was received. Concerns were also expressed about the potential for further incidents in Clare, Dalbeg and Millaroo, and a request was made for ongoing monitoring of affected areas. It was advised that a register would be maintained to record and track reported incidents.

11.3. Home Hill Chamber Of Commerce Update

Councillor Hall reported on her attendance at the Home Hill Chamber of Commerce Annual General Meeting. She advised that local businesses spoke about several initiatives aimed at enhancing the appeal and welcoming atmosphere of Home Hill. Councillor Hall also noted that the meeting was positive and constructive with local business indicating that they were working with Council regarding future plans.

11.4. Approved Leave of Absence - Councillor Musumeci - 5 October 2026 to 11 October 2026

Resolution No.	2026-8-19
Moved:	Councillor Detenon
Seconded:	Councillor Furnell

That Councillor Musumeci be granted Approved Leave of Absence for 5 October 2026 to 11 October 2026.

CARRIED

11.5. Public Safety Concerns - Home Hill Footpath

Councillor Musumeci reported receiving correspondence from a local resident regarding a large sign that had fallen from the roof of 9 Eighth Avenue, Home Hill (formerly Highway Motors) onto the adjacent footpath. The fallen sign was identified as a potential public safety hazard, and it was requested that the matter be investigated and attended to as soon as possible.

11.6. Request for Support of Proposed Agricultural Development - Upper Haughton

Mr. Magin advised that he had been approached regarding a proposed agricultural development in the Upper Haughton area. The proposal involves the conversion of land to cane production; however, progress has been constrained by provisions of the *Vegetation Management Act 1999*. Support is being sought from both Council and Wilmar to assist with representations to the Queensland Government. Mr. Magin noted that discussions had been held with Wilmar representatives, who had indicated support for the proposal. Councillors advised that they had no objection to Mr. Magin expressing Council's support for the proposal.

11.7. Approved Leave of Absence - Mayor Dalle Cort - 24 March 2027 to 4 April 2027

Resolution No. 2026-8-20

Moved: Councillor Detenon

Seconded: Councillor Furnell

That Mayor Dalle Cort be granted Approved Leave of Absence for 24 March 2027 to 4 April 2027.

CARRIED

12. CLOSED BUSINESS ITEMS

There being no further business the meeting closed at 10:50am.

These minutes were confirmed by Council at the Ordinary Council Meeting held on 29 September 2026.

MAYOR

MINUTES AND BUSINESS ARISING

4.2. Economic Development Advisory Group Meeting Minutes - 6 August 2026

Officer's Recommendation

That the minutes of the Economic Development Advisory Group Meeting held on 6 August 2026 be noted.

Attachments

1. Minutes - Economic Development Advisory Group - 6 August 2026

Meeting Minutes

Meeting	Economic Development Advisory Group Meeting		
Date	Thursday, 6 August 2026	**Time**	10:30am
Attendees	Mayor Pierina Dalle Cort, Councillor Michael Detenon, Councillor Callan Oar, Eusebio Aguirre (online), Jim Fahey, Neil Green, Eliza Lovell, Ian MacDonald, Lucy Poppi (online), Kari Ravizza, Faith Swindley, Neil Williams, David Zeller (online)		
Apologies	Councillor Max Musumeci, Matthew Magin, Mark Milani		
Chairperson	Eliza Lovell		
Minutes Clerk	Faith Swindley		
Location	Burdekin Shire Council – Ernie Ford Board Room		

Minutes

1. Welcome

Ms Lovell welcomed everyone to the meeting and noted the apologies.

The flying minutes from the meeting held on 27 February 2026 were moved by Mr Fahey and seconded by Mr MacDonald as a true and correct record and were subsequently adopted by Council.

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2. Gardner's Lagoon Proposal – Uli Liessmann

Mr Liessmann from the Home Hill Chamber of Commerce presented an overview of the proposed Gardner's Lagoon project. Gardner's Lagoon, located on the western side of Home Hill, comprises of approximately 8.4 hectares. The project seeks to transform the area into a recreational parkland for both residents and visitors. Potential inclusions within the project include walking and cycling paths, seating and picnic facilities, lighting, playground equipment, barbecue facilities, additional tree planting, and other landscaping improvements. Mr Liessmann advised that the Chamber is seeking the development of a Master Plan for the site and, as an initial step, is proposing a general clean-up of the area and the installation of signage to promote the future project. Cr Dalle Cort mentioned that she would raise the project during upcoming strategic planning discussions with Council.

Action – Cr Dalle Cort to raise the Gardner's Lagoon proposal in upcoming strategic planning with Council.

The Committee discussed the potential of establishing a second free camping area at the site. Cr Dalle Cort noted that the existing Comfort Stop already has the necessary facilities in place and that duplicating these amenities could result in additional costs.

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3. Economic Development Advisory Group Priority Projects Update – Eliza Lovell

Ms Lovell presented the list of priority projects that were identified by EDAG members and provided updates on the projects. Key updates included:

- Attracting New Residents to the Shire – 'Make the Move to the Burdekin' videos have been published on Council's website and on social media.
- New Residents Survey – A survey has been drafted, and Council will release to the public this year.
- Marketing of the Burdekin to Victoria, New South Wales and Queensland – This marketing has been completed through social media.
- Boat Ramp at the Clare Weir – A budget request was submitted to Council for a Master Plan and was not approved this financial year.
- Ocean Creek Boat Ramp Pontoon or Walkway – A budget request was submitted to Council to look at boat ramp facilities and was not approved this financial year.
- Country Universities Centre (CUC) Burdekin – Federal Government funding was not renewed however Council will continue advocating for the establishment of a CUC. The potential of incorporating a Sugar School within the CUC is also being investigated.
- Home Hill CBD Revitalisation – Council will be workshopping their priority projects with master planning to be discussed.
- Historical Museum – No progress to report.

The group discussed the history of previous museums in the region and the challenges associated with establishing a new museum. Ms Poppi noted that there are alternative ways to preserve and share the region's history without relying solely on buildings and volunteers, however, both the community and Council would need to prioritise these initiatives.

Mr MacDonald asked whether the former TAFE facility in Home Hill could be utilised for a Sugar School or museum. Cr Dalle Cort advised that the cost of upgrading the facility would be beyond what Council could reasonably undertake. However, in conjunction with a future CUC, a Sugar School located across the road from Council offices could be a suitable option.

Cr Dalle Cort further noted that the State Government had supported the establishment of a CUC in Moranbah and that Council would continue advocating for similar State Government support for the Burdekin. Cr Dalle Cort emphasised that external funding would be required to establish the facility, potentially with investment from the sugar industry. Ms Poppi added that TAFE previously delivered laboratory courses relevant to the sugar industry, however, people can now gain employment in the industry without completing those courses. She suggested it would be worthwhile investigating why those courses are no longer offered.

Cr Dalle Cort advised that Council was unsuccessful in obtaining funding through Round 2 of the Residential Activation Fund but intends to reapply when Round 3 opens next year. She explained that Round 2 funding was intended for the construction of infrastructure designed under Round 1, where Council had been successful. Council is progressing the intersection upgrade connecting Edwards Street and Craig Street, creating a second access point to the Ayr Industrial Estate. The project is supported by $2.4 million in State Government funding, with the remaining costs being funded by Council and delivered through its own workforce.

Mr Green highlighted the number of visitors who travel specifically to catch barramundi and the opportunity being missed in the Burdekin due to the lack of an all-tide access boat ramp and

associated camping facilities at boat ramps. A master plan/business case must be completed for the Up River Boat Ramp project prior to submitting funding applications, as it is a requirement of most funding programs. Cr Oar advised that funding the master plan would have required an increase in rates. Ms Poppi questioned whether that should be viewed solely as a cost, suggesting that Council should also consider the long-term benefits to the community. She noted that the return on investment through increased tourism and economic activity could be significant over future years.

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4. General Business

a. Riverbank Erosion between Sandhills Road and the mouth of the Burdekin River – Neil Green

Mr Green raised concerns regarding ongoing erosion along the Burdekin River and the impacts on local landowners, as well as infrastructure at the Hell Hole Boat Ramp. Mr Green suggested that Council review the most recent consultant's report relating to the boat ramp and consider restoration options. He also proposed holding a meeting with relevant environmental agencies to discuss potential solutions. Cr Oar advised that the Burdekin Shire Rivers Improvement Trust is aware of the issue affecting landowners and the committee is funding an engineer to investigate and provide recommendations. He added that the matter may need to be brought to the attention of regional natural resource management organisations.

b. Retirement Village – Neil Williams

Mr Williams reiterated his desire to see a retirement village developed within the Burdekin. Ms Lovell advised that, through funding received under the Regional Drought Resilience Program, Council has engaged a consultant to undertake a business case regarding older persons' accommodation. The business case will include an options analysis and provide Council with information that can be used to advocate to government agencies or promote investment opportunities to potential developers.

c. Burdekin Chamber Meeting – Eusebio Aguirre

Mr Aguirre invited all members to attend the Burdekin Chamber meeting scheduled for that afternoon.

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5. Next Meeting Date – October 2026

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6. Meeting Closed at 11:40am.

Agreed Actions Items

	Action Item	Responsible Officer	Due Date	Status
1	Cr Dalle Cort to raise the Gardner's Lagoon proposal in upcoming strategic planning with Council.	Cr Pierina Dalle Cort	01/10/2026	

MINUTES AND BUSINESS ARISING

4.3. ICT Steering Committee Meeting Minutes - 18 August 2026

Officer's Recommendation

That the minutes of the ICT Steering Committee Meeting held on 18 August 2026 be noted.

Attachments

1. Minutes - ICT Steering Committee Meeting - 18 August 2026

Meeting Minutes

Meeting	ICT Steering Committee		
Date	Tuesday, 18 August 2026	**Time**	8:30 AM
Attendees	Matthew Magin, Kim Olsen, James Stewart, Eileen Devescovi, Dirk Dabelstein, Cr Michael Detenon, Cr John Furnell, Jenny Manganaro, Melanie Napier, Rebecca Stockdale, Jude Austin, Nicholas Gray (Via Teams)		
Apologies	Megan Cannings		
Chairperson	Matthew Magin		
Minutes Clerk	Simone Iturriaga		
Location	Ernie Ford Board Room		

Standing Items

1. Welcome.

2. Apologies – Megan Cannings.

3. Previous Minutes – The Minutes from the meeting held on 26 June 2026 were distributed, and members were asked if there were any corrections or amendments. As none were received, the minutes were confirmed as a true and accurate record.

4. Actions from previous meeting – Refer attached table.

Agenda Items

1. Information Security Governance Framework

   Mr. Dabelstein provided an update on the development of the Information Security Governance Framework. Amendments have been made following consultation with Mrs. Stockdale, including strengthening the document and developing a visual representation of the framework and supporting standards.

   Mrs. Devescovi advised that the framework is intended to provide the governance foundation for Council's information security obligations, with implementation activities to follow once governance approval pathways have been completed. Members noted the significant body of work that will result from the framework, including asset classification, information management requirements and cyber security controls.

   The Framework is scheduled to be presented to the Senior Leadership Group in September prior to returning to the ICT Steering Committee for further consideration and implementation planning.

2. Dashcam Trial – Ongoing Recommendations and Costs

Mr. Stewart presented information regarding available dashcam solutions, including an integrated Geotab subscription-based option and a standalone device.

The original request was discussed, including concerns arising from a previous near-miss vehicle incident and potential use by compliance officers. Members considered storage requirements, costs, evidentiary value and operational need. Following discussion, the Committee concluded that the benefits did not justify implementation and agreed not to proceed further with the initiative.

3. ICT Strategy – Roadmap Updates

Mrs. Devescovi provided an update on the ICT Strategy and associated action plan. Progress has continued on a number of quick-win initiatives, though significant effort has recently been directed towards the P&R CiA transition and project manager procurement activities.

Particular focus has been placed on cybersecurity maturity initiatives, including annual penetration testing and planning for an Essential Eight assessment. Members discussed the importance of ensuring adequate budget allocation for actions arising from future audits and reviews. A business case is being prepared to support prioritisation of future cybersecurity improvement activities.

The Committee noted the ongoing progress and acknowledged the work undertaken to date.

4. P&R CiA Transition – Project Manager Procurement Update

Eileen advised that the original procurement process produced a wide range of responses and pricing due to the broad scope of requirements. As a result, the tender documentation was revised and re-issued with a more clearly defined scope centred on project management and change management responsibilities.

The revised procurement closed on 17 August, with multiple submissions received. An evaluation process is underway, with responses being assessed against predetermined procurement criteria including price, methodology, resourcing and experience.

Matthew requested that ICT Steering Committee members be engaged during the evaluation and presentation process to ensure broader committee input prior to any recommendation proceeding further. Further updates will be provided once evaluations have been complete

5. Design Office IT Storage

Mr. Stewart advised that discussions had occurred with Mr. Trace-Campbell regarding storage requirements and the use of Microsoft Teams document management capabilities. Mr. Trace-Campbell indicated support for the proposed approach and was interested in progressing project-based storage arrangements within Teams.

The Committee agreed the matter had been resolved and no further action was required.

6. General Business

6.1 Mr. Dabelstein noted Cyber security training program has reached the end of its current schedule. Alternative training platforms are being investigated, with a recommendation to continue regular cyber awareness training as an important risk control.

6.2 Mr. Dabelstein discussed future penetration testing options, including more advanced testing to assess risks if a user account or device is compromised. Further consideration will occur following the Essential Eight assessment.

6.3 Members noted that staff awareness and human error remain the greatest cyber security risks, highlighting the importance of ongoing training and vigilance across the organisation.

6.4 Mr. Gray raised Council's remote access VPN solution will be replaced during this financial year. While the current VPN solution is functioning well, it needs to be replaced as the vendor is discontinuing support for the product due to security reasons. As part of this process, IT will be seeking quotations for replacement solutions in the near future and well assess available options to ensure Council maintains a secure and supported remote access platform.

Actions from Previous Meeting

	Action Item	Responsible Officer	Due Date	Status
1	Quotes will be obtained for project management services, along with confirmation of resourcing requirements, including staffing and budget implications.	Eileen Devescovi		Completed
2	Further review to evaluate alternative systems, including Folge, with a focus on cost, security and overall suitability for Council.	Brendan Farr/Ashlee Hervey/ Dirk Dabelstein		Ongoing The committee Discussed the suitability of Scribe and Folge. GIS will continue investigating alternative Australian hosted solutions that meet operation requirements.
3.	Additional information for ongoing operational costs on the additional computer is required before progressing the matter through a flying minute.	Lois Huston/Eileen Devescovi		Completed The additional computer has been installed and operational cost implications have been addressed.
4.	Develop a draft AI operational standard and when reviewing ICT/IM operational standards identify ways to integrate AI into existing policies/standards and implement a comprehensive staff training program.	Eileen Devescovi		Ongoing AI governance requirements are being incorporated into the Information Security Governance Framework and associated operational standards. Further work is required on risk, monitoring and training.
5.	Penetration Testing and Recommendations	James Stewart		Action – Mr. Dabelstein to implement the penetration testing recommendations and mitigations controls identified in the report.

MINUTES AND BUSINESS ARISING

4.4. Burdekin Shire Road Safety Advisory Committee Meeting Minutes - 19 August 2026

Officer's Recommendation

That:

1. the minutes of the Burdekin Shire Road Safety Advisory Committee Meeting held on 19 August 2026 be noted; and
2. the recommendations as detailed in the minutes and summarised in Items 6.1, 6.3 and 6.4 below be noted.

Item 6.1 - Hooning - Upper Haughton/ Bruce Highway
Council to investigate CCTV funding options, including grants, for the Upper Haughton Road/Bruce Highway area to deter hooning.

Item 6.3 - Stop Sign Complaint - Giddy Road, McDesme and Old Clare Road, Ayr
Council to review the speed limit along Old Clare Road, Ayr, particularly near the intersection, railway crossing and S-bend.

Item 6.4 - Complaint – Liberty Service Station, Home Hill
Council to investigate the Liberty Service Station Development Approval and ensure line marking and signage works have been completed prior to compliance signoff.

Attachments

1. Minutes - Burdekin Shire Road Safety Advisory - 19 August 2026

Meeting Minutes

Meeting	Burdekin Shire Road Safety Advisory Committee Meeting		
Date	Wednesday, 19 August 2026	**Time**	10:30 AM
Core Attendees	Councillor Max Musumeci - Burdekin Shire Council Mr. Kevin Byers - Burdekin Shire Council Mr. Dean Pappalardo - Burdekin Shire Council Mr. Stephen Cawley – Road Safety Officer, Safety & Compliance – Department of Transport and Main Roads Senior Constable Brett Elton - Highway Patrol Townsville - Queensland Police Service, Ayr Mr. Ashley Ryder – Station Officer - Queensland Fire Department Mr. Chris Scovazzi – Cane Supply Manager - Wilmar Sugar Australia Limited		
Advisor Attendees	Mrs. Kristy Raitelli – Transport and Main Roads Project Officer – Burdekin Shire Council		
Apologies	Mr. Kevin Riseley - Technical Officer (Road Safety) Northern District - Department of Transport and Main Roads Mr. Matthew Slatcher – Manager (Road Safety) – Northern Region – Department of Transport and Main Roads Mr. Mark Lazzarini – Transport Operations Manager – Wilmar Sugar Australia Limited		
Chairperson	Councillor Max Musumeci		
Minutes Clerk	Ms. Ginett Biffanti		
Location	Ernie Ford Room – 145 Young Street, Ayr		

2. Minutes Received

Minutes of the Burdekin Shire Road Safety Advisory Committee Meeting held on 20 May 2026

Moved, Mr. Pappalardo, Seconded, Mr. Byers that the flying minutes from the Burdekin Shire Road Safety Advisory Committee Meeting held on Wednesday, 20 May 2026 be accepted.

CARRIED

3. Business Arising out of Minutes

NIL

4. Review Action Items List

	Action Item	Responsible Officer	Status
1.	**20 November 2024** **Item 5** - TMR will make enquiries into the warrants for such signage, the electrical, ITS capability and coordination with the existing Variable Message Sign Board and the total costs associated.	Kevin Riseley TMR	**20 May 2026** TMR advised that funding options are still being explored. Discussions are continuing with State Network Operations and the newly formed INO division, following the transfer of some capital funding responsibilities to INO as part of the restructure. TMR will follow up with the INO team and provide an update at the next meeting.
2.	**28 May 2025** **Item 5 -** Council to continue to liaise with the Principal of East Ayr State School for possible solutions and to discuss the option of new line marking to relocate the drop off/pick-up once the asphalt is applied.	Dean Pappalardo BSC	**Updated – 19 August 2026** Council advised that the annual road reseal program had commenced this week and expects to confirm the selected roads. If the relevant road is included, discussions with East Ayr State School will recommence to consider potential traffic management improvements, associated with the drop-off and pick-up area in Ross Street, Ayr. These options have not yet been assessed.
3.	**Item 6.2** Council to investigate the following roads and provide their findings to the committee at the next meeting. • Colevale Road, Brandon		**Updated – 19 August 2026** • Colevale Road, Brandon Council informed that Colevale Road remains under review, as the speed limit review has not yet been undertaken due to limited resources and competing capital program priorities. Council intends to target this work before the next meeting.

Correspondence for Information

Nil.

6. General Business

6.1 Hooning - Upper Haughton/ Bruce Highway - Senior Constable Brett Elton

QPS requested the installation of a mobile CCTV camera at the Hodel Road/Upper Haughton Road (Bruce Highway) intersection due to ongoing hooning activity.

TMR advised via email that the use of a mobile camera may not be suitable due to the risk of damage or theft, noting that a mobile camera had previously been damaged.

However, there is an existing fixed CCTV camera approximately 500 metres south of the intersection that could be repositioned to monitor the area and gather intelligence to support QPS operations. While the camera resolution is not adequate to capture vehicle registration details, TMR advised that it could be repositioned, if requested, to gather intelligence and information that may assist QPS in planning and conducting targeted enforcement operations in the area.

TMR advised that further enquiries are being made regarding the operational status of the highway and intersection lighting. If the lights are not working, potentially due to copper cable theft, the reduced visibility may be contributing to the hooning activity, particularly during evening hours.

Further discussion was held regarding the positioning of a camera on the overpass bridge overlooking the area, with Council to investigate potential CCTV funding, including grant opportunities.

6.2 Residential Public Safety (Hooning) Concerns - Conlan Street, Ayr - Councillor Musumeci

The Committee was advised that Council had received a petition and video footage from residents of Conlan Street, Ayr, regarding dangerous driving and hooning, particularly on the unsealed section near the culvert crossing. Concerns included drifting, broadsliding, near misses involving pedestrians, and road impacts caused by wet season erosion and flooding were raised.

The matter was raised with QPS, which advised it had not previously been aware of the issues at this location. Council agreed to provide the available footage to QPS for review.

Council also noted that the affected section of Conlan Street is already identified as a design-only project for potential future sealing subject to Council approval in future works programs. While sealing the road may not eliminate speeding or hooning behaviour, it could form part of a longer-term road safety solution.

6.3 Stop Sign Complaint - Giddy Road, McDesme and Old Clare Road, Ayr - Senior Constable Elton

Senior Constable Elton advised of a complaint received regarding Stop Signs at the Giddy Road, McDesme and Old Clare Road, Ayr intersection. Council has previously installed give way signs, then stop signs, and later added reflective target boards to increase visibility. Despite this, vehicles continue to roll through the intersection without stopping and giving way to traffic.

Council currently has a project identified in the future capital works program to improve the geometry of this intersection. Council is also undertaking a speed limit review along Old Clare Road, Ayr which will incorporate this intersection and adjoining railway crossing. Traffic counters will be placed in multiple locations to collect speed data before any recommendation is made.

6.4 Complaint – Liberty Service Station, Home Hill - Senior Constable Elton

Several complaints have been received by Senior Constable Elton regarding vehicles turning right out of the Liberty Service Station, Home Hill, onto Eighth Avenue while travelling north, despite the intended left-in, left-out arrangement.

Council advised that the development approval required double line marking and an extended chevron treatment to reinforce the no right turn movement and discourage vehicles from crossing the painted median with reference to the images provided it would appear these measures have not been implemented. The restriction was also a condition imposed through SARA/TMR requirements to address safety concerns and manage access to the Bruce Highway.

Council also advised that these required works should have been completed prior to compliance sign-off. The matter will be referred to the Planning team to determine whether the developer has completed these works prior to the final signoff.

Discussion also considered the effectiveness of signage and line marking. While additional "No Right Turn" signage may provide some assistance, members noted that drivers often ignore such restrictions. It was acknowledged that physical treatments are generally more effective than line marking alone in preventing prohibited turns, although line marking may still reduce the frequency of non-compliant movements.

6.5 Complaint - United Service Station, Ayr - Senior Constable Elton

Senior Constable Elton received complaints about vehicles undertaking illegal manoeuvres when exiting the United Service Station, Ayr and turning onto the Bruce Highway. The vehicles are crossing double lines and the line marked centre median strip.

Council advised that a current development application proposes alterations to the site, with conditions imposed by TMR requiring the installation of signage and a concrete median treatment on the Bruce Highway to restrict this manoeuvre.

It was noted that the required works have not yet been completed and that the development approval process has experienced delays and challenges over the past two years. Members acknowledged that the proposed development, if it proceeds, may resolve the issue.

As a result, the committee agreed to await the outcome of the current development process before considering any further action.

6.6 10K & Giddy Road Intersection – Data

Below is the data collected by TMR and presented to the committee.

CCTV Review 2 (of 3)

TMR Update

Footage - Review Criteria

- The captured video review was a 12hr period between 06:00hrs to 18:00hrs.
- Count of all movements into and out of the Giddy Road leg of the intersection.
- Count of all Caravan, RV, Motorhome & Tourist Campers (Hi-Ace etc) movements into and out of Giddy Road and identified travelling north or south on the Bruce Highway.
- Count of minimum MGA's – Minimum Gap Acceptances / near misses between any vehicle/s.
- Observations of driver behaviour – i.e compliance with the R1-1 Stop signs etc.

Findings

Review of the footage captured between Saturday 25 April 2026 and Friday 1 May 2026 revealed –

AM / PM - Peak Movements – All Vehicles

Day	AM Peak	Vehicles	PM Peak	Vehicles
Saturday	10:30 - 10:45	27	12:30 - 12:45	25
Sunday	10:00 - 10:15	31	12:45 - 13:00 & 14:15 - 14:30	33
Monday	11:45 - 12:00	35	14:45 - 15:00	34
Tuesday	11:15 - 11:30	38	14:15 - 14:30	34
Wednesday	10:00 - 10:15	36	16:30 - 16:45	34
Thursday	11:45 - 12:00	35	13:00 - 13:15	34
Friday	09:30 - 09:45	44	13:15 - 13:30 & 13:30 - 13:45 & 15:15 - 15:30 & 16:15 - 16:30	43

AM / PM – Peak Movements – Caravans, Motorhomes, RV's & Campers

Day	AM Peak	Vehicles	PM Peak	Vehicles
Saturday	10:15 - 10:30	2	12:45 - 13:00	2
Sunday	10:45 - 11:00	3	13:15 - 13:30	3
Monday	10:45 - 11:00	3	14:00 - 14:15	2
Tuesday	11:15 - 11:30	3	12:45 - 13:00 & 13:00 - 13:15	2
Wednesday	10:00 - 10:15	3	15:45 - 16:00	2
Thursday	09:45 - 10:00	3	13:30 - 13:45 & 17:30 - 17:45	3
Friday	09:30 - 09:45 & 10:30 - 10:45	3	14:15 - 14:30	3

Numbers / Percentages of Caravans, Motorhomes, RV's & Campers – Giddy Road V Bruce Highway

Caravans, Motorhomes, RV's & Campers - Travelling North - 06:00hrs-18:00hrs				
	Giddy Road	Bruce Highway		
	North	Through North	Total	Total % Using Giddy Rd
Saturday	9	33	42	21%
Sunday	20	45	65	31%
Monday	14	56	70	20%
Tuesday	16	32	48	33%
Wednesday	10	46	56	18%
Thursday	18	52	70	26%
Friday	20	65	85	23%
Total	107	329	436	24%

Caravans, Motorhomes, RV's & Campers - Travelling South - 06:00hrs-18:00hrs				
	Giddy Road	Bruce Highway		
	South	Through South	Total	Total % Using Giddy Rd
Saturday	5	22	27	18%
Sunday	5	27	32	16%
Monday	8	30	38	21%
Tuesday	8	27	35	23%
Wednesday	6	26	32	19%
Thursday	7	33	40	17%
Friday	16	107	123	13%
Total	55	272	327	17%

Minimum Gap Acceptances

	MGA					
Day						
Saturday	0	0	0	0	0	0
Sunday	4	0	1	0	0	0
Monday	4	0	0	0	0	0
Tuesday	2	0	0	0	0	0
Wednesday	2	0	0	0	0	0
Thursday	1	0	1	0	0	0
Friday	5	0	2	0	0	0
TOTAL	18	0	4	0	0	0

There was a total of 22 movements noted that visually appeared to be at MGA. This comprised 18 right out and 4 left out movements. The total of 22 included 2 right out movements involving caravans.

Review 2 - Summary / Observations

The Road Safety Team provided the following traffic information based on data supplied by the TMC.

- Traffic volumes into and out of the Giddy Road Intersection were typically around 1,100 VPD every weekday of the week in the 12-hour period, however peaked on Friday to 1,382 VPD.
- Tourist Caravan, Motorhome, RV and Camper traffic volumes using Giddy Road (and the Bruce Highway) in the 12-hour period averaged around 100 – 110 VPD, however peaked on Friday at 210 VPD with 123 of these travelling south. The weekly total was 763.
- Total Caravan, Motorhome, RV and Camper volumes bypassing Ayr using Giddy Road to travel north and south was minimal and averaged around 20%.
- Total Caravan, Motorhome, RV and Camper volumes using the Bruce Highway to travel north and south was significant and averaged around 80%.
- At times when traffic on the highway was platooning it was observed that the wait time resulted in right turning traffic at times queueing back on Giddy Road. When platooning effects moderated and where minimum gaps then started to appear and were suitable for one right turning vehicle, due to the wait, the second vehicle (and sometimes third) in some instances also turned out resulting in less than MGA.

TMR advised that the final review is currently in progress with the CCTV Trailer at Giddy Road collecting footage and scheduled to remain onsite until around the week ending 23 August 2026.

6.7 Switchback Road and Rita Island Road – Senior Constable Elton

Senior Constable Elton raised concerns regarding the current configuration of the Switchback Road, Rita Island Road and Jones Road, Jarvisfield intersection noting that the layout may be confusing for motorists and could present road safety risks.

The committee was advised that a design project is currently underway to improve the intersection layout and enhance road safety outcomes. Proposed improvements include the realignment of road approaches to create a more conventional intersection arrangement.

It was further advised that changes to broader transport infrastructure plans may influence the scope and timing of future works. The project remains in the planning phase and will be subject to further assessment, approvals and funding considerations. Construction is currently identified as a future capital works project within the next four years subject to Council approval, although opportunities to bring the project forward may be explored if circumstances permit.

There being no further business, the meeting closed at 11:20am

The next meeting will be held on Wednesday, 25 November 2026 at 10:30am.

Councillor M. Musumeci.

Chairman

Actions from Meeting

	Action Item	Responsible Officer	Due Date	Status
1.	**Item 6.1** Council to investigate CCTV funding options, including grants, for the Upper Haughton Road/Bruce Highway area to deter hooning.	Dean Pappalardo BSC		Pending
2.	**Item 6.3** Council to review the speed limit along Old Clare Road, Ayr, particularly near the intersection, railway crossing and S-bend.	Dean Pappalardo BSC		Pending
2.	**Item 6.4** Council to investigate the Liberty Service Station Development Approval and ensure line marking and signage works have been completed prior to compliance signoff.	Dean Pappalardo BSC		Pending

MINUTES AND BUSINESS ARISING

4.5. Asset Management Steering Committee Meeting Minutes - 24 August 2026

Officer's Recommendation

That the minutes of the Asset Management Steering Committee Meeting held on 24 August 2026 be noted.

Attachments

1. Minutes - Asset Management Steering Committee - 24 August 2026

Meeting Minutes

Meeting	Asset and Service Management Steering Committee		
Date	Monday, 24 August 2026	**Time**	8:00am
Attendees	Mr. Matthew Magin, Mr. James Stewart, Mrs. Kim Olsen, Councillor Max Musumeci, Mr. Kevin Byers, Mrs. Ashlee Hervey		
Apologies	Councillor Callan Oar		
Chairperson	Mr. Matthew Magin		
Minutes Clerk	Mrs. Simone Iturriaga		
Location	Ernie Ford Board Room – 145 Young Street, Ayr		

Standing Items

1. Welcome

Mr. Matthew Magin opened the meeting and welcomed all attendees.

2. Apologies

Apologies were received for Councillor Callan Oar.

3. Previous Minutes

The previous minutes from the meeting held on the 12 November 2025 were received as a true and correct record.

4. Review Action List

Actions from Previous Meeting

	Action Item	Responsible Officer	Due Date	Status
1	Operational Plan amendment to defer Comprehensive Transport Valuation from 2025/26 to 2026/27.	Kevin Byers		Completed
2	Development of Fleet Management Plan.	Kevin Byers		Draft completed and to be presented to Committee

Agenda Items

1. 2026 Revaluations

Mr. Byers presented the results of the 2026 desktop revaluations. Asset valuation increases were broadly consistent across infrastructure classes, with Transport increasing by 5.33%, Drainage 5.32%, Water Supply 5.01%, Sewerage 4.64%, Buildings 5.92%, and Land and Improvements increasing by 11.06%.

The committee noted:

- Total replacement cost increased from $1.03 billion to $1.09 billion, representing an overall increase of 5.43%.
- to grow at a significantly higher rate than rates and levies, which presents an ongoing financial sustainability challenge.
- The impact of major infrastructure projects, including the Macroalgae Bioremediation Facility and filtration plant, will continue to increase depreciation costs into future years.
- The committee discussed Council's policy of undertaking revaluations when movements exceed 5%, noting that regular revaluations reduce the risk of large future valuation movements.

2. 2027 Valuation Program

Mr. Byers provided an overview of the upcoming valuation program. Comprehensive valuations are scheduled for Transport and Drainage assets during 2026/27, with all other classes subject to desktop reviews.

Discussions included:

- Council's intention to utilise the RACAS AI system to undertake road condition assessments and defect identification.
- Development of a methodology to convert defects identified through RACAS into condition ratings for valuation purposes
- Approximately 80% of drainage assets have already been inspected through CCTV programs, with the remaining 20% planned for completion during 2026/27.
- The need to re-establish condition assessment programs for water and sewerage assets due to resource constraints experienced over recent years.
- Opportunities to reinstate the leak detection program to identify water losses and improve understanding of water main condition.
- Use of RACAS technology for footpaths, kerb and channel inspections and transport condition assessments was discussed.

The committee agreed that a condition assessment plan for sewerage assets and a restart of the water leak detection program should be developed.

3. Fleet Management Plan

Mr. Byers presented the draft Fleet Management Plan developed in response to recommendations arising from the 2023 BDO Internal Audit.

Key discussion points included:

- The plan formalises Council's existing fleet management practices while introducing governance arrangements, performance reporting, KPIs and continuous improvement actions.
- Increased use of telematics and Geotab reporting to improve fleet utilisation monitoring, fuel management and operational decision-making.
- Opportunities to use telematics data to improve Fuel Tax Credit claims and utilisation reporting.
- The need to formally identify critical fleet assets supporting essential services and emergency response activities.
- Timing of fleet procurement activities was discussed, with a recommendation to bring tender preparation and procurement activities forward due to long equipment delivery timeframes.
- A Fleet Manager's Operational and Reporting Handbook will be developed to support implementation and standardisation of fleet management processes.

The committee endorsed the overall direction of the draft plan and provided feedback regarding KPI reporting, governance arrangements and procurement timelines.

4. Strategic Asset Management Plan Update and Road Map Discussion

Mr. Byers provided an update on the review of the Strategic Asset Management Plan 2025-2035.

The following matters were discussed:

- Updating asset plans with current financial and condition data as at 30 June 2026.
- Review of progress against the Strategic Asset Management Improvement Plan.
- Asset handover processes for works completed by external parties and contributed assets.
- The need for stronger engagement with asset custodians and operational departments during future asset management plan reviews.
- Ongoing refinement of responsibility matrices, lifecycle modelling and condition data collection.

The committee expressed concern that the proposed September completion date may not allow sufficient time for thorough review and consultation and suggested quality should not be sacrificed for timing considerations.

5. General Business

5.1 Road Register Review

Mr. Stewart provided an update on the review of Council's Road Register. Discussions included:

- Development of a GIS-based visual road register.
- The requirement to maintain a publicly available road register.
- Clarification of Council's responsibilities in relation to road reserves, unmaintained roads, roads off alignment, access easements and Sunwater corridors.
- The need to review road classifications and ensure all publicly accessible roads are appropriately captured within the road register.

Actions From This Meeting

	Action Item	Responsible Officer	Due Date	Status
1	Develop a condition assessment plan for sewerage assets and recommence asset condition inspection activities.	Kevin Byers	Prior to 2027 Valuation Program	Pending
2	Restart water leak detection program and investigate integration into asset management processes.	Kevin Byers / Julian Tickle	2026/27	Pending
3	Trial RACAS AI system and determine suitability for comprehensive transport condition assessments.	Kevin Byers / James Stewart	September 2026	Pending
4	Finalise Fleet Management Plan and incorporate committee feedback prior to Council consideration.	Kevin Byers	September 2026	Pending
5	Update Strategic Asset Management Plans and undertake consultation with departmental asset custodians before committee review.	Kevin Byers	October 2026	Pending
6	Continue review and update of Road Register including GIS presentation and public access requirements.	James Stewart	Ongoing	Pending

MINUTES AND BUSINESS ARISING

4.6. Audit and Risk Committee Meeting Minutes - 2 September 2026

Officer's Recommendation

That:

1. the minutes of the Audit and Risk Committee meeting held on 2 September 2026 be noted; and
2. the recommendations as detailed in the minutes and summarised in Items 3 to 9.3 below be noted.

Item 3 Minutes from the previous Audit and Risk Committee Meeting
That the minutes from the previous meeting be formally adopted.

Item 4.1 Final financial statements and Points of Note including external audit clearance and management certification.
That the Committee endorse the Final Financial Statements, Points of Note and Management Representation Letter noting the late receipt of the completed audit documentation and associated limitations on detailed review by members.

Item 5.1 Draft Annual Report
That the draft Annual Report be endorsed by the Committee, pending the signed financial statements being provided by QAO and noting that the document would be subject to final quality checks and graphic design presentation.

Items 6.1 and 6.2 Update on external audit progress/discuss any interim findings or issues and 2026 Closing Report and QAO Briefing
That the Committee accept the QAO External Audit 2026 Closing report and QAO Briefing and Update on External Audit progress.

Item 6.3 Consider need for closed session briefing with Crowe/QAO
That the Committee agreed that no closed session briefing was required.

Item 7.1 Internal Audit Report – Progress towards achieving audit schedule and recommendations from audits undertaken
That the Committee note the Internal Audit Report.

Item 8.1 Emerging Risks and Scenario Analysis
That the Committee accept the Emerging Risks and Scenario Analysis Report.

Item 9.1 Outcome of Internal Audit Performance Review
That the Committee acknowledge the positive results of the Internal Audit Performance Review and note management's summary conclusions.

Item 9.3 Progress report on implementation of agreed management action items from Internal and External Audit
That the Committee endorse the completion of actions 17-2, 21-2 and 21-3; approve the consolidation of actions 19-7, 19-8, 19-12, 19-13 and 19-14 into a single action for future reporting; and approve the requested extensions of time for outstanding audit recommendations.

Attachments

1. Minutes - Audit and Risk Committee Meeting - 2 September 2026

Meeting Minutes

Meeting	Audit and Risk Committee Meeting		
Date	Wednesday, 2 September 2026	**Time**	9:00 am
Attendees	Mr David Sibley – Independent Chairperson Mr Damien Arboit – Independent Professional Member Mr Matthew Oar – Independent Community Member Cr Callan Oar - Councillor Cr Michael Detenon – Councillor Ms Tina Mowatt – Audit Manager, QAO (via Teams) Ms Tracey Mayhew – Partner – External Audit, Crowe Audit Australia (via Teams) Mr Mitchell Witt – Partner, Risk Advisory, BDO (via Teams) Cr Pierina Dalle Cort – Mayor (part) Mr Matthew Magin – Chief Executive Officer Mr James Stewart – Director Infrastructure, Planning and Environmental Services Mrs Kim Olsen – Director Corporate and Community Services Mrs Jenny Manganaro – Manager Financial Services Mrs Helen Swinney – Financial Management Coordinator (part) Mr Kevin Byers – Manager Technical Services (part) Mr Dirk Dabelstein – IM Coordinator (part) Mrs Anne-Maree Dale – Senior IM Officer (part) Mr Julian Tickle – Manager Water and Wastewater (part)		
Apologies	Mrs Rebecca Stockdale – Senior Governance Officer Mr Martin Luwinga – Engagement Leader, QAO Mr Neil Bautista – Engagement Manager, Crowe Audit Australia		
Chairperson	Mr. David Sibley – Independent Chairperson		
Minutes Clerk	Mrs. Jodie Ordorica - Governance Support Officer		
Location	John Drysdale Chambers		

Minutes

1. Welcome

Mr. Sibley welcomed all attendees.

2. Apologies

Mr. Sibley acknowledged the apologies that were received for the meeting.

3. Minutes of the Audit and Risk Committee Meeting held on 5 August 2026

Minutes of the previous Audit and Risk Committee Meeting held on 5 August 2026 were circulated to Committee members prior to the meeting.

Moved Mr Arboit, seconded Cr Oar that the minutes from the previous meeting be formally accepted by the Committee. Carried.

4. Financial Reporting

4.1 Final financial statements and Points of Note including external audit clearance and management certification.

Mrs Manganaro presented the final Financial Statements, Points of Note and Management Certification for the year ended 30 June 2026. Mrs Manganaro advised that a revised accounting treatment for subscriptions had initially been applied during the preparation of the financial statements; however, following discussions with the external auditors and to maintain comparability with prior reporting periods, the Chief Executive Officer elected to retain the accounting treatment used in previous years. This change resulted in amendments to several financial statement notes and financial sustainability ratios.

It was noted that prior-year contracted commitment disclosures had been amended to accurately reflect contractual obligations identified during the review process. In addition, the wording contained in Note 12 relating to assets held for sale, specifically the Industrial Estate land, was updated following review by the external auditors. An accrual relating to the Burdekin Shire Rivers Improvement Trust (BSRIT) precept was also recognised following discussions with the external auditors. The Committee discussed matters relating to contractual commitments, comparability of prior-year disclosures, the wording of the management representation letter and the classification of assets held for sale.

The Committee further noted that the final financial statements had only been received on the day prior to the meeting, which limited members' ability to undertake their usual detailed review.

Moved Mr Sibley, seconded Mr Oar that the Committee endorse the Final Financial Statements, Points of Note and Management Representation Letter noting the late receipt of the completed audit documentation and associated limitations on detailed review by members. Carried.

5. Draft Annual Report

5.1 Draft Annual Report

Mrs Olsen presented the Draft Annual Report. Mrs Olsen advised that reporting against the Corporate Plan and Operational Plan had been compiled with input from managers across the organisation, while the statutory information had been collated from all areas of Council. It was noted that the audited financial statements and the Community Financial Report had not yet been incorporated into the document, pending finalisation of the audited accounts. The Committee acknowledged that its role was to provide assurance that the Annual Report presents a true and fair account of Council's activities and performance.

Moved Mr Arboit, seconded Mr Oar that the draft Annual Report be endorsed by the Committee, pending the signed financial statements being provided by QAO and noting that the document would be subject to final quality checks and graphic design presentation. Carried.

6. QAO/External Audit Advice

6.1 Update on external audit progress/discuss any interim findings or issues and 2026 Closing Report

Ms Mayhew presented the 2026 Closing Report. Ms Mayhew advised that an unmodified audit opinion was anticipated and that the remaining outstanding matters were administrative in nature and not expected to impact the audit opinion. It was noted that Council continued to perform strongly against the key financial sustainability ratios and that no audit-identified adjustments to the financial statements were required beyond the management adjustments already reported. Ms Mayhew further advised that no new internal control deficiencies or financial reporting issues had been identified during the final audit process and that all prior-year audit findings had been satisfactorily addressed and closed.

Mr Sibley congratulated management and staff on the positive audit outcome, and Mr Magin thanked Council staff and the external audit team for their professionalism, cooperation and efforts throughout the audit process.

6.2 QAO Briefing – emerging issues/report to parliament

Ms Mowatt presented the QAO update on several sector-wide accounting and governance matters. The briefing included advice on the accounting treatment of disaster relief funding and emergent works claims, guidance relating to developer-contributed assets, and information on new Audit Committee resources and guidance materials available through the QAO. Members were also advised of recently released fact sheets addressing accounting considerations in uncertain economic conditions. During the discussion, it was noted that accounting for developer-contributed assets continues to be a common issue across the local government sector; however, Council was considered to be well positioned in this area.

Moved Mr Sibley, seconded Cr Detenon that the Committee accepts the QAO External Audit 2026 Closing report and QAO Briefing and Update on External Audit progress. Carried

6.3 Consider need for closed session briefing with Crowe/QAO

The Committee considered the need for a closed session briefing with Crowe and QAO.

The Committee agreed that no closed session briefing was required.

9.21am Mr Byers entered the meeting.
9.23am Mr Tickle entered the meeting.
9.24am Mr Dabelstein and Mrs Dale entered the meeting.

7. Internal Audit

7.1 Internal Audit Report – Progress towards achieving audit schedule and recommendations from audits undertaken

Mr Witt presented the Internal Audit Progress Report and advised that planning had commenced for the Enterprise Risk Management Framework Review, which remains on schedule for delivery during October and November 2026. He further advised that, in response to a previous Committee request, a risk management information session would be delivered in conjunction with the Enterprise Risk Management Framework Review. Mr Witt also noted that Internal Audit had continued to support the monitoring and reporting of outstanding audit recommendations and management actions.

The Committee noted the Internal Audit Report.

8. Risk Management

8.1 Emerging Risks and Scenario Analysis

Mr Stewart presented the Risk Management Report and advised that the reporting format had been revised in response to feedback from the Committee, with a greater focus on key organisational risks, their potential impacts and management's planned responses. He highlighted that the highest current risk facing Council relates to the Ayr Industrial Estate Road and Kerb Construction Project following the withdrawal of the preferred contractor prior to contract execution. Mr Stewart advised that management is actively developing strategies to mitigate project delivery risks, particularly in preparation for the upcoming wet season. He also noted that the South Ayr Water Filtration Plant Project is nearing completion and is expected to be removed from future risk reports. During discussion, the Chair

requested that future risk reports include details of the original project budget, forecast final expenditure, forecast completion dates, and any identified budget or schedule overruns to provide greater visibility of project performance and associated risks.

Moved Cr Oar, seconded Cr Detenon that the Committee accept the Emerging Risks and Scenario Analysis Report. Carried.

9. Management Updates

9.1 Outcome of Internal Audit Performance Review

Mrs Olsen presented the results of the annual Internal Audit Performance Review 2026, which was undertaken in August 2026. Feedback was sought from Audit and Risk Committee members, the Executive Leadership Team and two Council Managers who had worked directly with the internal auditors during audit engagements, with seven of the ten invited participants providing responses.

Mrs Olsen advised that feedback was collected across five key areas and demonstrated continued strong support for the ongoing internal audit function. The review confirmed that Internal Audit continues to provide value through identifying improvement opportunities, assigning responsibility for corrective actions and monitoring implementation progress. Participants also expressed confidence in the contribution of Internal Audit to Council's governance framework, accountability, risk management practices and internal control environment. While the overall feedback was positive, opportunities were identified to further strengthen communication regarding audit progress and any changes to planned delivery timeframes, providing greater visibility of audit activities throughout the year.

The Committee acknowledged the positive results of the of the Internal Audit Performance Review and noted management's summary conclusions.

9.2 Cyber-Security Updates

Mr Dabelstein presented the Cyber Security Update and provided the Committee with an overview of progress against cyber security initiatives and outstanding actions arising from previous audits and cyber insurance assessments. He advised that work continues on implementing the identified improvement actions; however, resource constraints remain a challenge due to the small size of the Information Management team and competing operational priorities.

Mr Dabelstein noted that, despite these challenges, there were no unaddressed high-risk cyber security issues currently identified. He further advised that management had adopted a more targeted approach to implementation by focusing on completing priority actions before commencing additional initiatives.

The Committee discussed the importance of setting realistic completion dates, maintaining focus on high-risk actions and ensuring resources are directed toward areas of greatest organisational risk.

9.32am Cr Dalle Cort entered the meeting.
9.34am Mrs Swinney left the meeting.

9.3 Progress report on implementation of agreed management action items from Internal and External Audit

The Committee considered the progress of agreed management action items arising from Internal Audit recommendations and discussed the ongoing practice of approving extensions to implementation timeframes. Members acknowledged the challenges associated with completing actions while balancing competing operational priorities, workforce shortages and resource constraints across the organisation.

The Committee noted the importance of retaining target completion dates to maintain accountability and

organisational focus, while also recognising the value of providing greater visibility of risk when considering extension requests. Discussion included a proposal to incorporate risk ratings and residual risk assessments into future audit reports to better inform decision-making and prioritisation. The Committee also considered whether some recommendations could be deemed complete where the primary objective of the action had been achieved, despite associated implementation activities remaining in progress.

Following consideration of the report, the Committee accepted the following requests:

- Accept completion of 17-2.
- Complete actions 21-2 and 21-3.
- Consolidate actions 19-7, 19-8, 19-12, 19-13, 19-14 into a single remaining action for future reporting and approve requested extension of time to 30 June 2027.
- Approve the following requested extensions of time:-
    - 13-1 – Extension to 30 September 2026
    - 14-4, 14-5 – Extension to 30 November 2026
    - 17-8, 17-9 – Extension to 30 June 2027
    - 18-4 – Extension to 31 December 2027
    - 18-8 – Extension to 31 March 2027
    - 18-10, 18-12 – Extensions to 31 December 2026

Moved Mr Sibley, seconded Mr Arboit, that the Committee endorse the completion of actions 17-2, 21-2 and 21-3; approve the consolidation of actions 19-7, 19-8, 19-12, 19-13 and 19-14 into a single action for future reporting; and approve the requested extensions of time for outstanding audit recommendations. Carried

There being no further business, the meeting closed at 10.05 am

The next meeting will be held on Wednesday, 11 November 2026.

Mr. David Sibley

Chairman

Agreed Recommendations to Council

Minute Item	Recommendation
3	That the minutes from the previous meeting be formally accepted by the Committee.
4.1	That the Committee endorse the Final Financial Statements, Points of Note and Management Representation Letter noting the late receipt of the completed audit documentation and associated limitations on detailed review by members.
5.1	That the draft Annual Report be endorsed by the Committee, pending the signed financial statements being provided by QAO and noting that the document would be subject to final quality checks and graphic design presentation.
6.1, 6.2	That the Committee accept the QAO External Audit 2026 Closing report and QAO Briefing and Update on External Audit progress.
6.3	That the Committee agree that no closed session briefing was required.
7.1	That the Committee note the Internal Audit Report.
8.1	That the Committee accept the Emerging Risks and Scenario Analysis Report.
9.1	That the Committee acknowledge the positive results of the Internal Audit Performance Review and note management's summary conclusions.
9.2, 9.3	That the Committee endorse the completion of actions 17-2, 21-2 and 21-3; approve the consolidation of actions 19-7, 19-8, 19-12, 19-13 and 19-14 into a single action for future reporting; and approve the requested extensions of time for outstanding audit recommendations.

ECONOMIC DEVELOPMENT

5.1.1. Funding Application - Regional Drought Resilience Plan - Phase 2

File Reference: 2430

Report Author: Eliza Lovell, Economic Development Coordinator

Authoriser: Matthew Magin, Chief Executive Officer

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Deliver regulatory and advisory programs.
- Facilitate partnerships to improve community safety and wellbeing including crime prevention initiatives.
- Partner with State, District, and local agencies to coordinate and facilitate disaster planning, preparedness response and recovery to reduce the impact of disaster events.
- Align disaster management plans with Council priorities to ensure effective response and recovery while fostering community participation and capacity building.

Executive Summary

In 2022, Burdekin Shire together with the Charters Towers Region developed a regional drought resilience plan to prepare for and manage future drought risks. The Regional Drought Resilience Planning (RDRP) program was a partnership between the Australian Government's Future Drought Fund (FDF) and the Queensland Government.

In 2025, Council received funding through the Regional Drought Resilience Planning Grant Scheme to deliver Phase 1 priorities and activities identified in the Burdekin and Charters Towers Regional Drought Resilience Plan. This report seeks Council's endorsement of a funding application to support the delivery of Phase 2 priorities and activities outlined in the Burdekin and Charters Towers Regional Drought Resilience Plan.

Officer's Recommendation

That Council endorses the submission of a funding application to the Queensland Rural and Industry Development Authority (QRIDA) - Regional Drought Resilience Planning Grant Scheme to support the delivery of Phase 2 priorities and activities outlined in the Burdekin and Charters Towers Regional Drought Resilience Plan:

1. Remuneration grant to the total value of $387,500.00 (excluding GST) to provide a human resource to coordinate and contribute to activities for the period 1 December 2026 to 30 June 2029, and
2. Activity grant to the value of $1 million (excluding GST) to fund projects that deliver eligible activities identified in the Burdekin and Charters Towers Regional Drought Resilience (RDR) Plan.

Background

In 2022, Burdekin Shire together with the Charters Towers Region developed a regional drought resilience plan to prepare for and manage future drought risks. The Regional Drought Resilience Planning (RDRP) program was a partnership between the Australian Government's Future Drought Fund (FDF) and the Queensland Government.

The Burdekin-Charters Towers Regional Drought Resilience Plan outlined the following pathways, along with actions identified under each:

- Pathway 1: Progressing and implementing a whole of catchment approach to achieving water security for the Burdekin and Charters Towers Region.
- Pathway 2: Business and sector development for economic diversification and resilience.
- Pathway 3: Boosting Innovation and agricultural technology for drought resilience.
- Pathway 4: Address drought related workforce disruption, skills, labour and housing shortages.
- Pathway 5: Building Community and personal resilience.
- Pathway 6: Improving the regional governance capacity within the region to plan, deliver and monitor progress towards regional drought resilience.

In 2025, Council received funding through the Regional Drought Resilience Planning Grant Scheme to deliver Phase 1 priorities and activities identified in the Burdekin and Charters Towers Regional Drought Resilience Plan. Phase 1 implementation is currently underway and is scheduled for completion by 30 November 2026.

The Queensland Government has since advised that Phase 2 funding is now available. Subject to Council receiving a successful Eligibility Notice from the Department of Primary Industries, Council will be invited to submit a funding application under the Regional Drought Resilience Planning Grant Scheme, which is administered by the Queensland Rural and Industry Development Authority (QRIDA) on behalf of the Department of Primary Industries.

Once the Eligibility Notice for the Burdekin and Charters Towers Region has been approved and issued, Council will be eligible to apply to QRIDA for both the Remuneration Grant and Activity Grant funding component to support the delivery of Phase 2 priorities and activities outlined in the Burdekin and Charters Towers Regional Drought Resilience Plan. The Remuneration grant is to the total value of $387,500.00 (excluding GST) to provide a human resource to coordinate and contribute to activities for the period 1 December 2026 to 30 June 2029, and the Activity grant is to the value of $1 million (excluding GST) to fund projects that deliver eligible activities identified in the Burdekin and Charters Towers Regional Drought Resilience (RDR) Plan.

This report seeks Council's endorsement of a funding application to support the delivery of Phase 2 priorities and activities outlined in the Burdekin and Charters Towers Regional Drought Resilience Plan.

Consultation
Discussions between Council Officers and Department of Primary Industries Officers.
Discussions between Council Officers and Elected Members at Council workshop held on 1 September 2026.

Budget & Resource Implications
No financial contribution is required from Council towards this project. If the application is successful, the project will be managed by Council’s Economic Development Coordinator.

Legal Authority & Implications
A Funding Agreement/Contract would be signed if approval of the submitted project is received.

Policy Implications
Not applicable.

Risk Implications (Strategic, Operational, Project Risks)
There is a risk that Council may not receive a successful Eligibility Notice from the Department of Primary Industries, which would prevent Council from applying for Phase 2 funding under the Regional Drought Resilience Planning Grant Scheme. If funding is not secured, opportunities to implement further drought resilience initiatives identified in the Burdekin and Charters Towers Regional Drought Resilience Plan may be delayed or unable to proceed, potentially impacting the region's long-term drought preparedness and

resilience outcomes.

There is also a risk that future project delivery timelines and outcomes may be affected by changes to funding program requirements, availability of resources, or unforeseen implementation challenges.

Attachments
None

EXECUTIVE SUPPORT

5.2.1. Council Attendance at the Townsville Enterprise Limited 2026 Tourism Futures Forum - 15 October 2026 - Townsville

File Reference: 146

Report Author: Rosie McLean, Executive Coordinator

Authoriser: Matthew Magin, Chief Executive Officer

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Foster co-operative and collaborative partnerships on matters of regional, state, and national importance. Through strong leadership and advocacy demonstrate Council's strategic direction to government, business, and the community

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Executive Summary
This report seeks endorsement for Councillor John Furnell to attend the Townsville Enterprise Limited Tourism Futures Forum to be held in Townsville on 15 October 2026.

Officer's Recommendation
That Council endorse Councillor John Furnell to attend the Townsville Enterprise Limited 2026 Tourism Futures Forum - 15 October 2026 - Townsville, noting registration is complimentary with Council's membership and any other expenses of attendance at the Conference to be met by Council.

Background
Townsville Enterprise Limtied is hosting its 2026 Tourism Futures Forum in Townsville on 15 October 2026. The Forum brings together industry leaders, policymakers, investors and tourism stakeholders to explore the opportunities, challenges and emerging trends shaping the future of the visitor economy.

The program will feature keynote presentations and panel discussions covering a range of topics, including tourism investment, aviation and visitor growth opportunities, cruise tourism, changing traveller behaviours, artificial intelligence in tourism marketing, and the economic benefits of major events. Delegates will also have the opportunity to hear from representatives from government, tourism organisations and industry leaders from across Queensland and Australia.

Attendance at the Forum will provide valuable insights into tourism and economic development trends that may inform future opportunities for the Burdekin region, while also providing networking opportunities with key stakeholders from the tourism and visitor economy sectors.

Councillor John Furnell has expressed an interest in attending the Forum, alongside a member of Council's Economic Development and Tourism team.

Consultation
All Councillors, Executive Leadership Team and Economic Development and Tourism team.

Budget & Resource Implications
One registration for the Tourism Futures Forum is complimentary as part of Council's membership and that all other costs associated with attendance will be met by Council.This is budgeted each year from the Elected Members Conferences and Training budget allocation.

Legal Authority & Implications
Not applicable.

Policy Implications
Councillor Expense Reimbursement Policy for any expenses incurred by Councillors during the Forum.

Risk Implications (Strategic, Operational, Project Risks)
Council benefits from being informed of emerging trends, opportunities and challenges affecting the tourism and visitor economy. Attendance at the Tourism Futures Forum provides an opportunity to gain industry insights, strengthen strategic relationships and ensure Council remains informed of developments that may impact tourism, economic development and regional growth within the Burdekin.

Attachments
1. 2026 Tourism Futures Forum

View this email in your browser



Dear John,

Join industry leaders, innovators and change makers at the 2026 Tourism Futures Forum.

Set against the backdrop of one of Australia's most dynamic visitor economies, this year's forum will explore the evolving trends, opportunities and challenges driving the next decade of tourism.

From sustainability and digital transformation, to regional investment and global visitor demand, the program will feature insightful keynotes and engaging panel discussions throughout the day for targeted learning and in-depth discussions.

Whether you're a tourism operator, policymaker, investor or industry advocate, the 2026 Tourism Futures Forum is your front-row seat to the future of the visitor economy.

Register Now



Hear from national speakers on:

Investing in Tourism's Future - From record tourism investment and new funding opportunities to growing aviation and tourism product, discover what's driving the next wave of growth for Queensland tourism.

The Tourism Opportunity - What does the data tell us about Townsville North Queensland's visitor economy? Discover where the biggest opportunities lie, what's driving growth and where visitor spend is flowing.

Cruise: The Next Wave | Townsville's New Cruise Strategy - Townsville North Queensland is strengthening its position as a cruise destination. Discover the region's cruise growth strategy, the opportunities ahead and how we can maximise the value of every passenger who steps ashore.

The Changing Traveller: The Visitor of Tomorrow - Travel behaviour is evolving rapidly. Get an inside look at what travellers are searching for, booking and prioritising - and what it means for the future of our industry.

Marketing in the Age of AI | Marketing Panel - How do we stay relevant when technology is changing faster than ever? Hear from industry leaders about the future of tourism marketing, the rise of AI and what it means for the way we connect with travellers.

Winning Big: Events That Draw Crowds | Major Events Panel - What does it take to win the events that bring thousands through the gates? Discover how major events can

attract bigger audiences, drive visitation and create lasting economic and tourism opportunities for Townsville.

SPEAKERS



Bridget Woods
Deputy Director-General, Tourism of Department of the Environment, Tourism, Science and Innovation.



Kim McConnie
Group Executive Marketing at Tourism Events Queensland



Ranee Crosby
Chief Executive Officer of Port of Townsville Limited



Glenn Hardy
Senior Partner at IER



Robbie Dalton
Managing Director of Localis



Cameron Jones
General Manager at Queensland Country Bank Stadium



Fred Nucifora
General Manager Major Projects at Great Barrier Reef Marine Park Authority



Claudia Brumme
Chief Executive Officier at Townsville Enterprise



Lisa Woolfe
Director of Marketing and Visitor Economy at Townsville Enterprise

AND there are many more to come!



We have a limited number of sponsorship opportunities left!

For more information, contact our Membership Lead Mariella at mariella.mihalis@tel.com.au

Thank you to our event partners

SPONSORS AND PARTNERS

ORGANIZER

PRINCIPAL PARTNER

SERIES PARTNER

PLATINUM PARTNER

SILVER PARTNER

BRONZE PARTNER

FORUM AFTERNOON TEA PARTNER

VENUE AND NETWORKING PARTNER



FINANCIAL SERVICES

6.3.1. Monthly Financial Report - August 2026

Officer's Recommendation

That the Monthly Financial Report for Period Ending 31 August 2026 be received.

Attachments

1. Monthly Financial Report - August 2026
2. 2026-2027 Capital PCG - 31 August 2026 - Confidential

Financial Report - August 2026

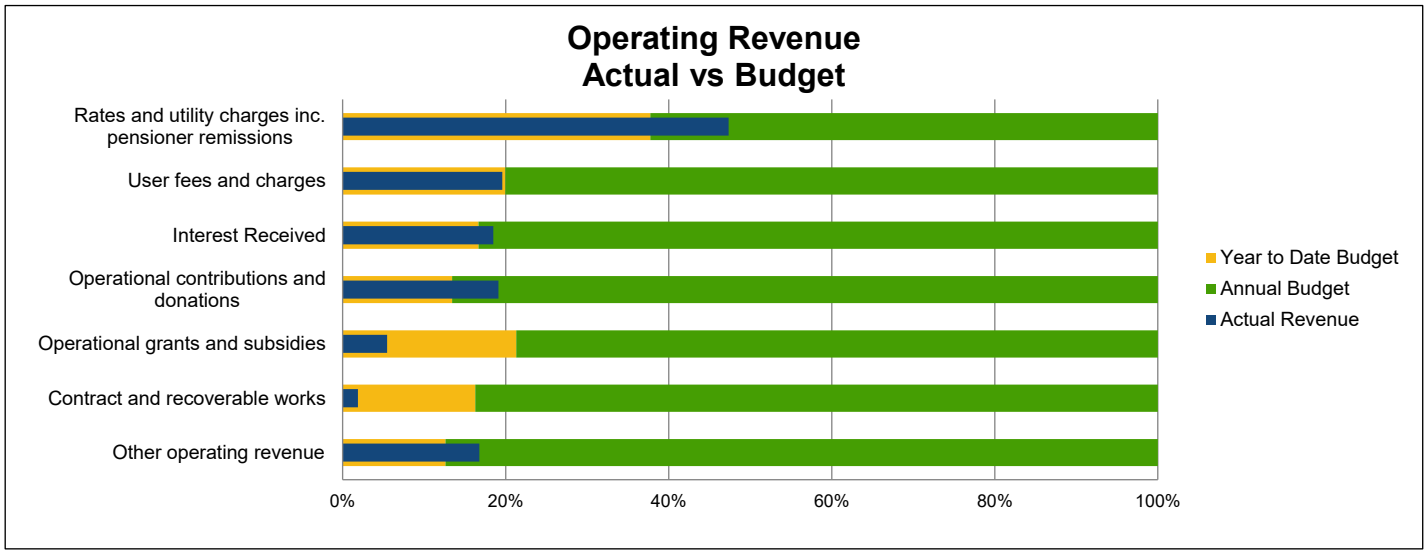
The following report provides a summary of Council's financial performance to 31 August 2026.

FINANCIAL STATEMENTS AT A GLANCE

As at 31 August 2026	Actual $	Annual Budget $	YTD Original Budget $	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Total Operating Revenue	25,040,745	71,882,181	22,742,687	2,298,058	10%
Total Operating Expenses	11,233,583	70,715,414	13,130,442	-1,896,859	-14%
Operating Position	**13,807,162**	**1,166,767**	**9,612,245**	**4,194,917**	**44%**
Capital Revenue	1,039,394	14,681,347	14,681,347	-13,641,953	-93%
Net Result	**14,846,556**	**15,848,114**	**24,293,592**	**-9,447,036**	**-39%**

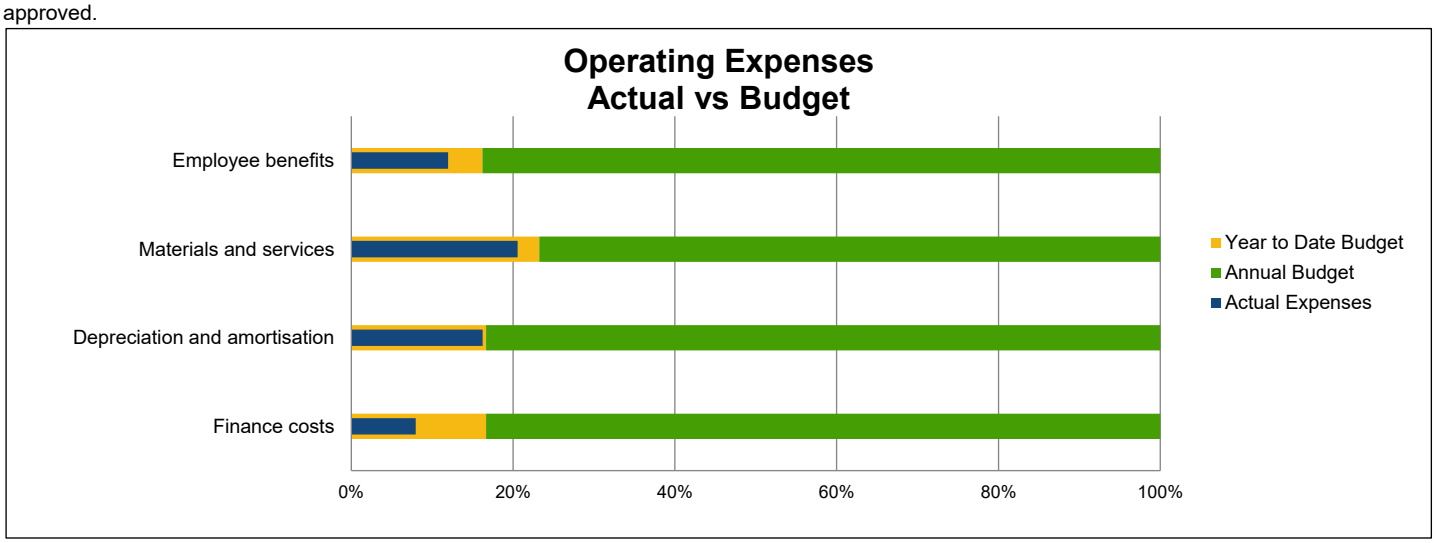
This report contains financial information for the period ending 31 August 2026. Council's operating position at month end is a $13.8M surplus.

Capital Revenue includes capital grants which are budgeted to be received in July. The nature of capital grants means that it is often unknown when the grants will be received and the timing will always be unpredictable.



Ahead of Budget:
- Rates and Utility Charges: Water and sewerage rates revenue was budgeted to be received in September and State Government Subsidy reimbursement invoice for state pensioner remissions to be raised in September.

Under Budget:
- Operational grants and subsidies: Under budget due to 80% of the 2026/2027 Financial Assistance Grant received in June 2026 with the entire grant amount included in the 2026/2027 original budget. Also under budget DRFA, grant funding is received as work is complete and submissions are approved.



Under Budget:
- Employee benefits: Timing of payment for Workcover. Also under budget annual leave and superannuation. Staff vacancies impacting budgeted amounts.
- Materials and services: Timing of contract payments for waste collection. Also under budget electricity due to timing of invoice receipt.

RATES REPORT

ARREARS ANALYSIS

AGEING RATES ARREARS				
2022/23	2023/24	2024/25	2025/26	2026/27
$ 1	$ 69,620	$ 79,034	$ 535,049	$ 15,683,367

Rate Category	Number of Properties	Value of Arrears
Residential	4129	$ 7,368,644
Commercial & Industrial	363	$ 1,543,510
Grazing & Livestock	107	$ 832,011
Sugar Cane	494	$ 4,792,062
Rural	103	$ 550,448
Sugar Milling	4	$ 556,454
Water	18	$ 362,953
Solar Farms	2	$ 113,888
Electricity & Telecommunications	14	$ 14,405
Other	67	$ 232,695
Total	**5301**	**$ 16,367,070**

Arrears Snapshot		
Arrears 31 August 2026		$ 16,367,070
Payments Received for the month		-$ 7,719,661
Pre-payments August 2026		$ 1,144,526
Pre-payments August 2025		$ 1,349,166
Debt Balance under $500	318	$ 40,672

DEBT COLLECTION AND RECOVERY

IN HOUSE DEBT COLLECTION

Number of Payment Plans	Value
112	$293,195

SALE OF LAND FOR ARREARS

Status	Properties
No Sale of Land for Arrears action has been undertaken during this reporting period. Council continues to monitor outstanding rate arrears in accordance with legislative requirements and debt recovery procedures.	Nil

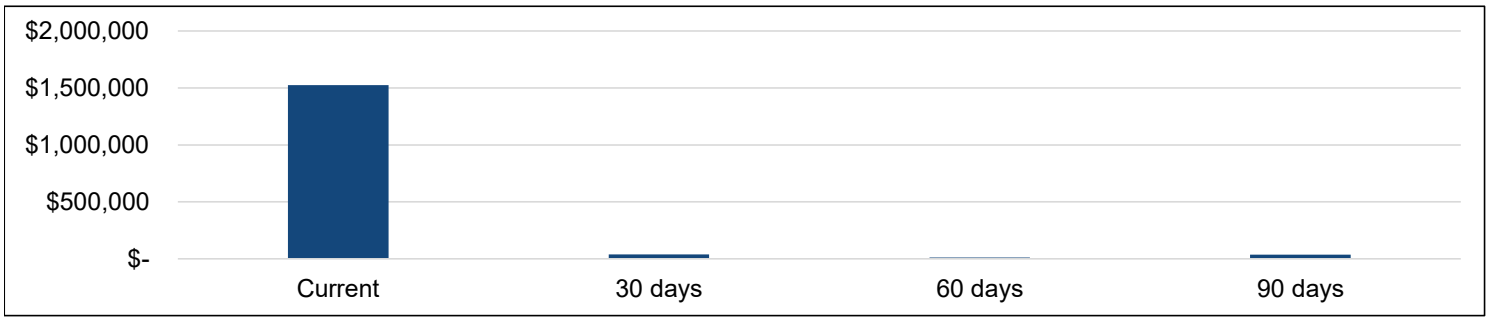
EXTERNAL DEBT COLLECTION - COLLECTION HOUSE

Status	Accounts	Value
Broken Arrangement	7	$ 4,367
Current Arrangement	11	$ 37,174
Contact Required	50	$ 129,254
File on Hold - Awaiting Information	2	$ 34,376
Judgement Entered	4	$ 14,535
Judgement at Court	1	$ 6,181
Judgment Requested	14	$ 68,452
New Account	34	$ 55,464
Promise to Pay in Full Broken	1	$ 282
Related Legal Account	7	$ 14,781
Review Legal Request	1	$ 3,156
Settlement	1	$ 5,296
Summons Unserved	3	$ 13,245
Summons Served	4	$ 18,594
Summons with Agent	8	$ 75,153

ACCOUNTS RECEIVABLE REPORT

Sundry Debtors

DEBTORS AGEING REPORT



DEBT CATEGORIES

Category	Accounts	Value
Showgrounds	2	$ 2,396
Burdekin Memorial Hall	1	$ 328
Burdekin Theatre	1	$ 1,336
General	94	$ 132,887
Government Department	4	$ 1,382,132
Waste	15	$ 69,897
Restitution	5	$ 22,177
RMA Program	0	$ -
Sporting Body (Interest Free Loans)	0	$ -
Total		**$ 1,611,153**

EXTERNAL DEBT COLLECTION

Collection House	4 Files	$ 8,900

PAYMENT ARRANGEMENT

	1 Account	$ 3,016

Trade Waste Debtors

DEBTORS AGEING REPORT



CASH AND INVESTMENTS REPORT

		Compliant	Policy Condition
Total Cash and Investments	**$ 99,576,748**		
Investments within A1+ S & P Short Term ratings	**42.08%**	✓	**(maximum 75%)**
Counterparty Limits - CBA	**5.13%**	✓	**(maximum 30%)**
Counterparty Limits - WBC	**3.08%**	✓	**(maximum 30%)**
Counterparty Limits - Suncorp	**15.39%**	✓	**(maximum 30%)**
Counterparty Limits - NAB	**18.47%**	✓	**(maximum 30%)**
Counterparty Limits - Bendigo Bank	**7.18%**	✓	**(maximum 10%)**
Counterparty Limits - Queensland Country Bank	**4.11%**	✓	**(maximum 10%)**

INVESTMENTS HELD BY COUNCIL

Financial Institution	Description	Principal	Interest Rate	Maturity Date	Days to Maturity	S&P Short Term Rating
Queensland Treasury Corporation	On Call	$ 45,434,925	4.96%	Ongoing	N/A	A1+
Bendigo Bank	Term Deposit	$ 2,000,000	5.10%	18/09/2026	18	A2
Bendigo Bank	Term Deposit	$ 3,000,000	5.30%	27/11/2026	88	A2
Bendigo Bank	Term Deposit	$ 2,000,000	5.30%	26/02/2027	179	A2
Commonwealth Bank of Australia	Term Deposit	$ 5,000,000	5.01%	08/10/2026	38	A1+
National Australia Bank	Term Deposit	$ 3,000,000	5.00%	09/10/2026	39	A1+
National Australia Bank	Term Deposit	$ 5,000,000	5.25%	04/12/2026	95	A1+
National Australia Bank	Term Deposit	$ 5,000,000	5.30%	15/12/2026	106	A1+
National Australia Bank	Term Deposit	$ 5,000,000	5.25%	02/02/2027	155	A1+
Queensland Country Bank	Term Deposit	$ 2,000,000	4.85%	04/09/2026	4	A2
Queensland Country Bank	Term Deposit	$ 2,000,000	5.25%	29/09/2026	29	A2
Suncorp Bank	Term Deposit	$ 5,000,000	5.25%	07/12/2026	98	A1+
Suncorp Bank	Term Deposit	$ 5,000,000	5.30%	10/05/2027	252	A1+
Suncorp Bank	Term Deposit	$ 5,000,000	5.30%	18/05/2027	260	A1+
Westpac Banking Corporation	Term Deposit	$ 3,000,000	5.01%	09/11/2026	70	A1+
Total Investments		**$ 97,434,925**				

CASH HELD BY COUNCIL IN BANK ACCOUNTS

Financial Institution	Description	Principal	Interest Rate	Maturity Date	Days to Maturity	S&P Short Term Rating
Commonwealth Bank of Australia	General Account	$ 2,136,853	4.85%	Ongoing	N/A	A1+
Queensland Country Bank	General Account	$ 4,970	1.65%	Ongoing	N/A	A2
Total Cash at Bank		**$ 2,141,823**				

TOTAL CASH AND INVESTMENTS

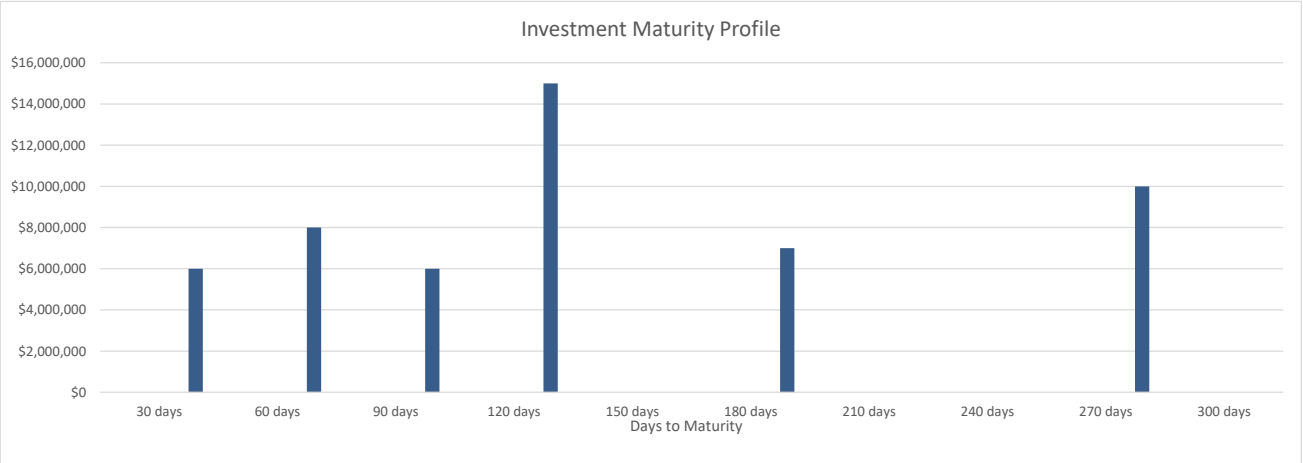
Total Cash and Investments	**$ 99,576,748**

INVESTMENT INTEREST RATE PERFORMANCE

Weighted Average Interest Rate - Term Deposits	5.09%
QTC on call interest rate (issued end of month)	4.96%

CREDIT RATING LIMITS

S&P Short Term Rating	Policy Limit	Principal	%
Queensland Treasury Corporation	No Limit	$ 45,434,925	46.63%
A1+	75%	$ 41,000,000	42.08%
A2	25%	$ 11,000,000	11.29%



PROCUREMENT REPORT

EXPENDITURE SERVICES STATISTICS

Total Spend Local Business *	Total Spend for the Month	Invoices Processed	Purchase Card Spend	Purchase Card Transactions	% Invoices Cleared 30 Days
$ 2,785,134	$ 4,559,382	806	$ 42,219	287	92%

* defined postcodes 4806,4807, 4808 & 4809

COUNCIL STORE STATISTICS

Total Internal Requisitions Raised	Total Value Stock On Hand	Stock Movement	Fuel on Hand	Fuel Avg	Write Offs
476	$ 547,354	$ 114,834	3 weeks	$2.40	Nil

CONTRACTURAL VALUE =OR >$200,000

Reference Number	Supplier Name	Contract Details	Contract Value
TBSC/25/004	AP Townsville t/a Tony Ireland Isuzu	Supply & Delivery of three Tipper Trucks	$ 332,098
TBSC/25/037 PFL006192	AP Townsville t/a Tony Ireland Isuzu	Supply & Delivery of two Trucks	$ 756,501
TBSC/24/010 PEH011915	Belgravia Pro Pty Ltd	Management of Burdekin Cascades Caravan Park	$ 1,862,598
TBSC/25/033 QBSC25/101 PEH014277	Beric Construction Pty Ltd	Burdekin Aquatic Centre Amenties Block Refurbishment	$ 850,058
TBSC/24/030	BDO	Internal Audit Services	$ 200,000
PWK028933	Boral Resources	Supply of Asphalt	$ 455,124
Various	Boral Resources	Supply of Asphalt	$ 746,843
Various	BQC Quarries	Supply of road making materials	$ 1,989,595
Various	Brabon Grading Pty Ltd	Plant Hire	$ 218,864
TBSC/25/020	Buildable Approvals	Building Approval Services	$ 209,091
Various	Burdekin Air Conditioning & Electrical Pty Ltd	Airconditioning and Electrical Services	$ 420,282
Various	Burdekin Concrete Pty Ltd	Supply of Concrete	$ 227,168
TBSC/26/010 PFL006621	Burdekin Motors Pty Ltd	Supply & Delivery of 5 Vehicles	$ 232,945
TBSC/26/020 PFL007026	Burdekin Motors Pty Ltd	Supply & Delivery of 6 Vehicles	$ 287,458
Various	C & R Contractors Pty Ltd	Plant Hire	$ 360,240
TBSC/24/025 PEH012507	CAM Coaching	Management of Burdekin Aquatic Centre	$ 683,345
TBSC/24/027	Cleanaway Pty Ltd	Waste Collection Services	$ 16,374,492
TBSC/25/002 PTS004954	Common Ground Trails Pty Ltd	Anzac Park Pump Track - Design and Construct	$ 948,968
PTS005309	Concrete Products Australia	Supply of Concrete Products	$ 312,009
PTS005342	Concrete Products Australia	Supply of Concrete Products	$ 201,894
Various	Coogee	Supply of Chemicals	$ 299,799
Various	Datacom	Supply of Microsoft Products and Licenses	$ 310,595
QBSC/25/091	Don West Motors Pty Ltd	Supply & Delivery Toyota HiLux	$ 55,177
PFL005754	Don West Motors Pty Ltd	Supply & Delivery Toyota HiLux Rogue	$ 65,629
PFL005747	Don West Motors Pty Ltd	Supply & Delivery Toyota Rav4 Hybrid	$ 50,776
TBSC/25/038 PTS005191	Downer EDI Works Pty Ltd	Supply of Asphalt	$ 2,105,936
TBSC/25/039 PTS005190	Enfra TSV Pty Ltd	Installation of Switchboards & Cabling at the Ayr	$ 416,628
Various	Ergon Energy	Supply of electricity	$ 1,525,755
TBSC/23/007 PEH0011385	Foxtail Park Boarding Kennels and Cattery	Animal Pound Services	$ 252,154
Various	Fulton Hogan Industries	Supply of Asphalt	$ 283,094
QBSC/25/014 PTS004873	GHD Pty Ltd	Design of Borefield Rejuvenation	$ 65,188
TBSC/23/023 PTS004149 /5288	GHD Pty Ltd	Design Verification & Engineering Consultancy - Sth Ayr	$ 1,362,207
TBSC/25/022 PFL005759	Hastings Deering	Supply & Delivery of CAT 140 Grader	$ 486,166
TBSC/26/009 PFL006617	Hastings Deering	Supply & Delivery of CAT 432 EH Backhoe	$ 314,547
TBSC/26/019 PFL007021	Hastings Deering	Supply & Delivery of CAT 140 Grader	$ 647,500
TBSC/25/028 PTS005000	Hiesler Contracting Pty Ltd	DRFA Reconstruction of Essential Public Assets	$ 1,330,831
TBSC/25/006	Honeycombes Sales & Service Pty Ltd	Supply & Delivery of three trucks cab chassis	$ 229,506
TBSC/26/017 PTS005385	Jackson Semler Pty Ltd	Home Hill Pool Upgrade and Repairs	$ 697,689
Various	Johnsons Landscaping & Earthmoving	Plant Hire	$ 562,188
TBSC/26/014	Kaltec Services Pty Ltd	Supply & Install Preconditioned Air Unit for HVAC System	$ 417,631
TBSC/25/024 PTS004954	LD & LJ Hillery Pty Ltd	DFRA Reconstruction of Essential Public Assets -	$ 1,408,414
Various	Les's Tree Lopping	Tree Lopping Services	$ 245,233
Various	LGM - Queensland	Insurance Services	$ 999,286
PTS004692	Lonergan Project Services Pty Ltd	2025 Disaster Recovery Support	$ 310,202
PTS004812	Lonergan Project Services Pty Ltd	25 REPA PM Services Priority Roads	$ 1,088,117
TBSC/24/028	Lonergan Project Services Pty Ltd	Superintendent - South Ayr Water Filtration Plant	$ 90,909
Various	MacDonnells Law Pty Ltd	Legal Services	$ 242,055
Various	MDL & Co	Building & Construction Services	$ 524,648
Various	North West Services Pty Ltd	Plant Hire	$ 242,051
Various	NSEW Traffic Solutions	Traffic Control Services	$ 280,432
QBSC/25/090 PTS005057	Olsen Contracting	DRFA Reconstruction of Essential Public Assets -	$ 104,748
TBSC/25/036	Olsen Contracting	DRFA Reconstruction of Essential Public Assets -	$ 294,655
TBSC/26/001 PTS005220	Olsen Contracting	DRFA Reconstruction of Essential Public Assets -	$ 1,561,792
TBSC/26/002 PTS005221	Olsen Contracting	DRFA Reconstruction of Essential Public Assets -	$ 762,291
TBSC/25/030 PFM000680	Power Constructions NQ Pty Ltd	Ayr Showgrounds Refurbishment	$ 326,347
QBSC/25/059 PFM000919	Power Constructions NQ Pty Ltd	Extension To Supervisors Office	$ 166,777
TBSC/26/032 PFM001203	Power Constructions NQ Pty Ltd	Cascades Caravan Park - Amenities Refurbished	$ 351,329
PEH014917	Re.Cycle Operations (Townsville) Pty Ltd	26/27 Recyclable Processing Contract	$ 281,011
PWS009269	Regenaqua	Operations and Maintenance Agreement - Macro-Algae	$ 456,250
TBSC/25/026 PTS005025	Relining Solutions Pty Ltd	Sewer and Stormwater Relining	$ 574,146
TBSC/25/018 PFM000454	Restorations Queensland Pty Ltd T/A South Queensland Restoration	Mould Remediation	$ 188,021
TBSC/25/031 PFM000681	RJG Builders Pty Ltd	Burdekin Theatre Dressing Room Refurbishment	$ 473,544
Various	Robs Tree Lopping	Tree Lopping Services	$ 259,180
QBSC/26/019	Robuck Civil	Request for Quotation for Sewer Junction Repairs in	$ 200,000

Reference Number	Supplier Name	Contract Details	Contract Value
TBSC/24/015 PEH013323 PEH011973	Sage Swim Pty Ltd	Management of Home Hill Pool	$ 677,491
Various	SAPE	CCTV Services	$ 272,426
QBSC/25/031 PST010537	Sharman Property Services Pty Ltd T/A SPS Facilities	Cleaning Services - Depot	$ 96,616
TBSC/25/015 PFM000106	Sharman Property Services Pty Ltd T/A SPS Facilities	Cleaning Services - Chambers	$ 221,161
TBSC/25/016 PLB002529	Sharman Property Services Pty Ltd T/A SPS Facilities	Cleaning Services - Libraries	$ 97,312
TBSC/25/034	SMEC	Engineering Services	$ 564,437
TBSC/26/007 PTS005356	South West Pipe Relining	Sewer and Stormwater Relining	$ 773,105
QBSC/25/027 PFM000063	SRW Security Services Pty Ltd	Security Services of Council Premises	$ 346,756
Various	Stabilised Pavements of Australia	Road Making Materials	$ 783,169
TBSC/25/029 PTS004993	Stratos Civil Pty Ltd	DRFA Reconstruction of Essential Public Assets	$ 477,686
TBSC/23/037 PTS004338	Tallai Project Group Pty Ltd	Sth Ayr WTP - Construction of Filtration Plant	$ 35,722,220
Various	Technology One	IT Support Services	$ 123,485
Annual Agreement	Technology One	TechOne Saas fee 01.07.2026 - 30.06.2027	$ 751,691
Various	Telstra Limited	Telephone & Internet Services	$ 297,558
Various	Townsville City Council	Supply of Water to Giru	$ 417,078
Various	Tropic Distributers Pty Ltd	Supply of Fuel	$ 846,961
Various	Urban Planning North	Planning Services	$ 387,187
PWS010224 + Others	Xylem Water Solutions Australia Limited	Purchase of Water Meters - part of water meter	$ 251,756
TBSC/25/013 PTS004758	Zintrav Pty Ltd T/A Project Assist	Installation of Electrical & Communication Conduits - Ayr Industrial Estate	$ 523,629
			$ 94,211,731

OVERVIEW OF COUNCIL'S CAPITAL PROJECTS

Capital expenditure incurred for the year to 31 August, is shown by asset category in the table below.

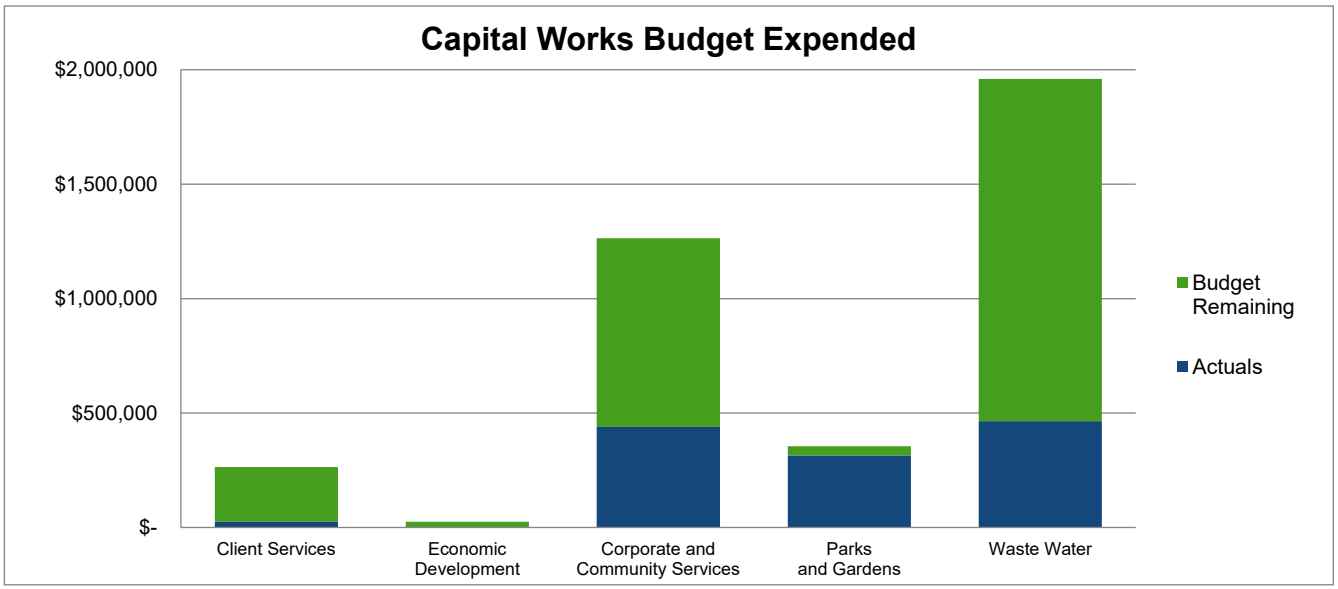
Capital project expenditure to 31 August is $4,891,792. In addition to this, there is $7,142,152 of commitments. Therefore totalling $12,033,944.

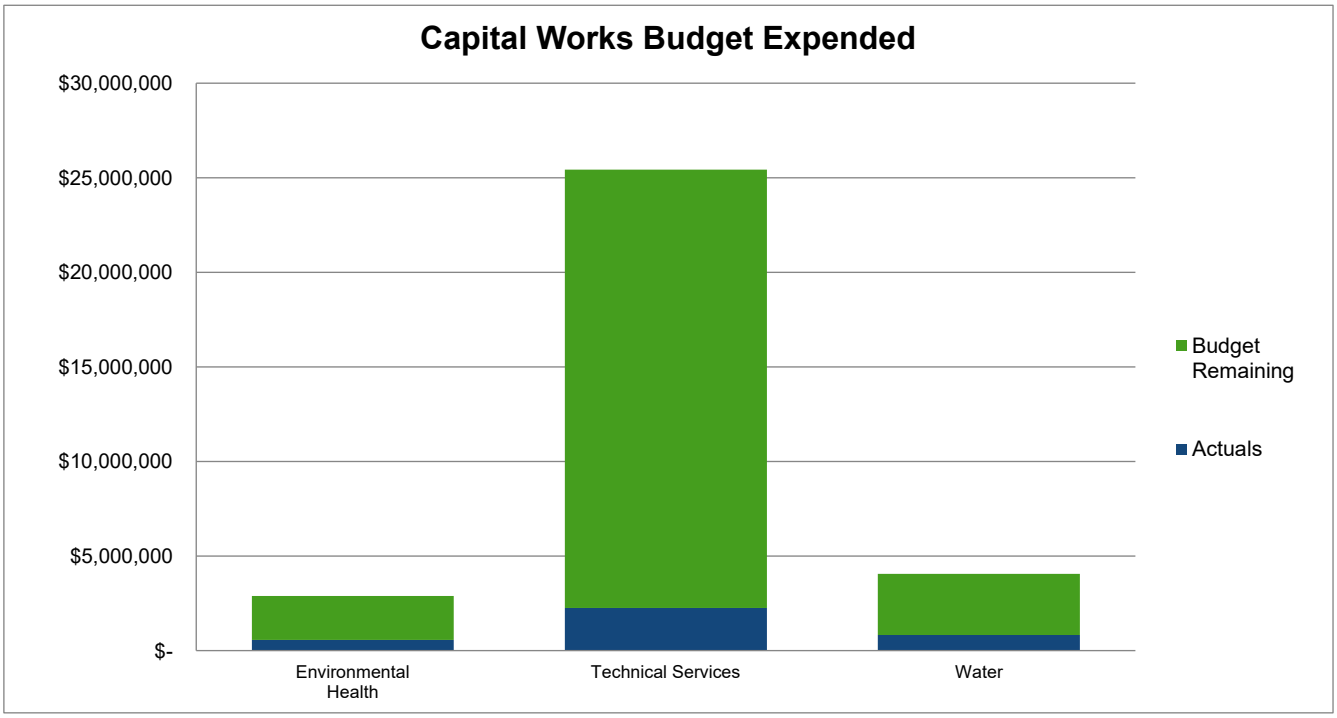
FINANCIAL OVERVIEW BY ASSET CATEGORY

Asset Category	Original Budget	Actuals & Accruals	Commitments	Total
Client Services	$ 264,000	$ 25,089	$ 36,239	$ 61,328
Corporate and Community Services	$ 1,263,772	$ 438,852	$ 363,719	$ 802,571
Economic Development	$ 25,000	$ -	$ -	$ -
Technical Services	$ 25,431,836	$ 2,249,206	$ 3,808,168	$ 6,057,374
Environmental Health	$ 2,885,013	$ 570,273	$ 1,062,947	$ 1,633,220
Parks and Gardens	$ 355,000	$ 314,922	$ 105,698	$ 420,620
Waste Water	$ 1,960,000	$ 464,088	$ 1,172,238	$ 1,636,326
Water	$ 4,055,000	$ 829,362	$ 593,143	$ 1,422,505
TOTAL	**$ 36,239,621**	**$ 4,891,792**	**$ 7,142,152**	**$ 12,033,944**

Parks and Gardens - Commitments include purchase orders raised for the Anzac Park Pump Track utilising carryover funds of $214,441.

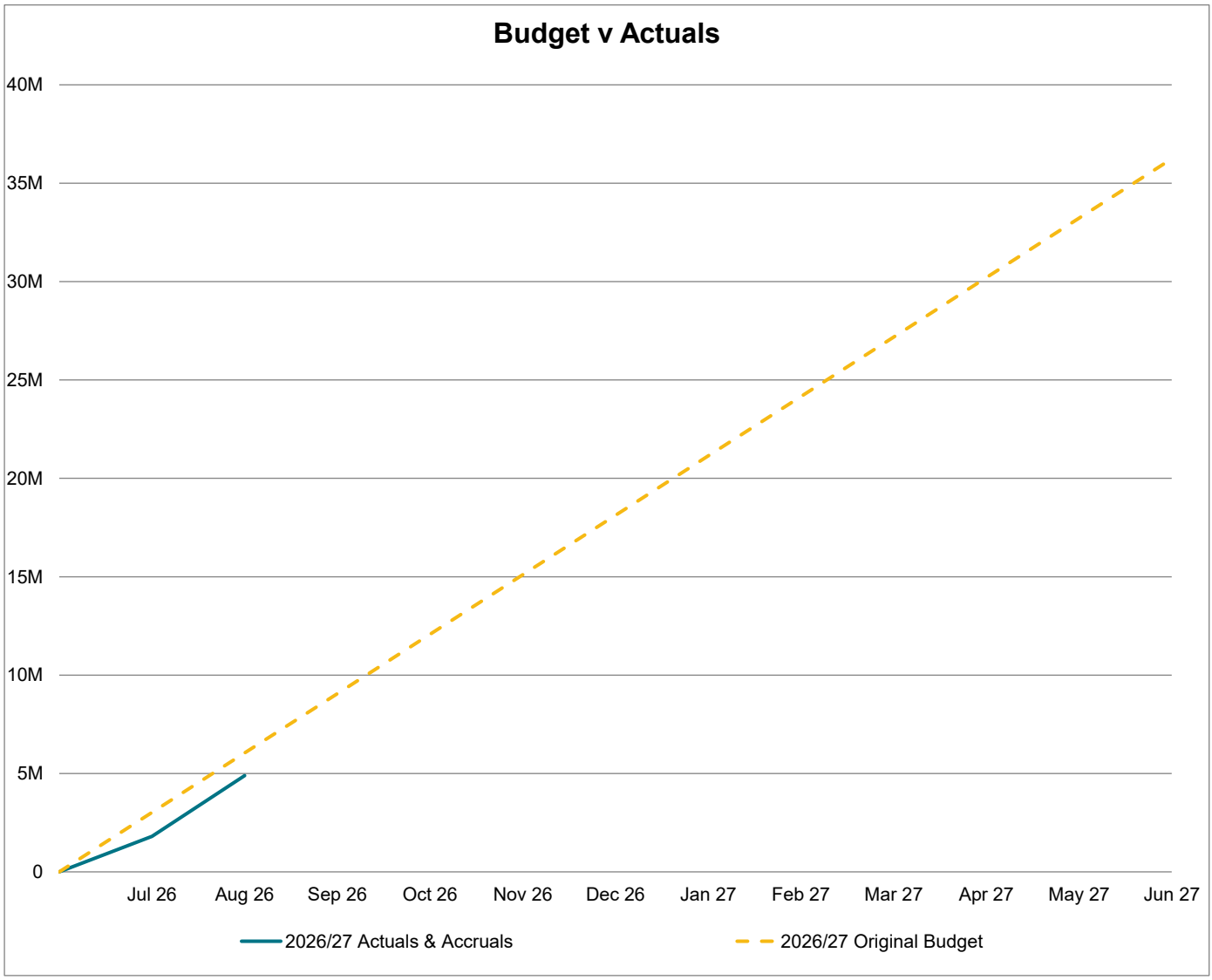
The below graph shows, by Asset Category, how much Council has spent (including accruals) on Capital Projects, compared to each budget.





Extended information on individual projects has been provided to Council in a separate dashboard report.

OVERVIEW OF COUNCIL'S CAPITAL PROJECTS



Actuals and Accruals include payments made and materials/services received but not yet invoiced.

APPENDIX 1 - OPERATING STATEMENT BY MANAGER

Attached are the Operating Statement Reports by Manager - please refer to these report for individual comments.

APPENDIX 2 - TOTAL COUNCIL OPERATING STATEMENT

Attached is the Total Council Operating Statement for your information.

APPENDIX 3 - STATEMENT OF FINANCIAL POSITION

Attached is the Statement of Financial Position as at 31 August 2026.

APPENDIX 4 - STATEMENT OF CASH FLOWS

Attached is the Statement of Cash Flows for the period ending 31 August 2026.

OPERATING STATEMENT
Period Ending 31 August 2026

Chief Executive Officer

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Operational contributions and donations	38	38	100	-62	-62%
Other operating revenue	59,441	60,719	8,517	52,202	613%
Total operating revenue	59,479	60,757	8,617	52,140	605%
Operating Expenses					
Employee benefits	85,928	168,166	895,277	-727,111	-81%
Materials and services	76,366	212,792	186,333	26,459	14%
Total operating costs	162,294	380,958	1,081,610	-700,652	-65%
Surplus (deficit) from operating activities	-102,814	-320,201	-1,072,993	752,792	-70%
Net result for period	-102,814	-320,201	-1,072,993	752,792	-70%

Comments

Note: Comments to be provided for variances that are +/- 5%

Other operating revenue
Ahead of budget as sponsorship invoices for Sweet Days Hot Nights Festival were raised in August and the budget is distributed across the financial year on a quarterly basis.

Employee benefits
Under budget due to Workcover invoice budgeted for August now anticipated to be paid in September. Also under budget for superannuation and annual leave.

Materials and services
Over budget in Training as upfront payments made and budget split evenly across the year. Also over budget in Tourism subscriptions due to budget spread. This is offset by being under budget in Safety due to no consultants engaged and lower equipment expenses than budgeted.

OPERATING STATEMENT
Period Ending 31 August 2026

Director of Corporate & Community Services

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
User fees and charges	18,040	46,295	34,126	12,169	36%
Operational contributions and donations	1,763	1,763	6,000	-4,237	-71%
Operational grants and subsidies	86,429	117,404	30,975	86,429	279%
Other operating revenue	349	567	667	-100	-15%
Total operating revenue	106,581	166,030	71,768	94,262	131%
Operating Expenses					
Employee benefits	71,701	102,868	136,400	-33,532	-25%
Materials and services	218,752	152,059	185,192	-33,133	-18%
Depreciation and amortisation	162,942	325,876	305,217	20,659	7%
Total operating costs	453,395	580,803	626,808	-46,006	-7%
Surplus (deficit) from operating activities	-346,814	-414,773	-555,041	140,268	-25%
Capital grants and subsidies	0	0	232,786	-232,786	-100%
Net result for period	-346,814	-414,773	-322,255	-92,518	29%

Comments

Note: Comments to be provided for variances that are +/- 5%

User Fees and Charges
Ahead of budget primarily due to rental income and fees and charges from a new lessee at the Ayr Aerodrome, and budget timing of annual lease payment.

Operational contributions and donations
Under budget due to timing of electricity reimbursement invoice for Home Hill Showgrounds.

Operational grants and subsidies
Ahead of budget due to the Burdekin Multi Tenant Centre grant payment being received in August, although it was budgeted to be received in September.

Employee benefits
Under budget due to end of financial year accruals. Also under budget due to leave taken.

Materials and services
Under budget in electricity due to timing of payment. Also under budget in cleaning expenses due to end of year accruals. This is being partially offset by an increase in insurance premiums and advertising.

Capital grants and subsidies
Grant funds to be received for Ayr Aerodrome runway reseal (Regional Airports Program).

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Client Services

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Expenses					
Employee benefits	141,658	250,569	285,656	-35,087	-12%
Materials and services	98,189	1,303,393	1,435,388	-131,994	-9%
Total operating costs	239,848	1,553,962	1,721,044	-167,082	-10%
Surplus (deficit) from operating activities	-239,848	-1,553,962	-1,721,044	167,082	-10%
Net result for period	-239,848	-1,553,962	-1,721,044	167,082	-10%

Comments

Note: Comments to be provided for variances that are +/- 5%

Employee benefits
Under budget mainly due to a vacancy in Counter Disaster. The new Disaster Management Officer commenced on 19 August. The Customer Service Centre is also under budget due to vacancies and staff leave, while Information & Communication is under budget due to staff leave.

Materials and services
Under budget due to the timing of software renewal and telecommunications invoices.

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Community Services

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
User fees and charges	11,315	31,888	53,194	-21,306	-40%
Operational grants and subsidies	0	0	1,667	-1,667	-100%
Other operating revenue	8,049	15,728	15,417	312	2%
Total operating revenue	19,363	47,616	70,277	-22,661	-32%
Operating Expenses					
Employee benefits	173,863	297,167	317,074	-19,906	-6%
Materials and services	194,251	275,248	289,578	-14,330	-5%
Depreciation and amortisation	11,634	23,269	25,500	-2,231	-9%
Total operating costs	379,749	595,684	632,151	-36,467	-6%
Surplus (deficit) from operating activities	-360,385	-548,068	-561,874	13,806	-2%
Capital grants and subsidies	0	0	80,000	-80,000	-100%
Net result for period	-360,385	-548,068	-481,874	-66,194	14%

Comments

Note: Comments to be provided for variances that are +/- 5%

User fees and charges
Under budget due to a performance occurring in late August, with invoice to be raised in September.

Employee Benefits
Under budget mainly in Cultural Facilities due to extended sick leave.

Materials and services
Under budget due to annual donations to Burdekin Neighbourhood Centre & Burdekin Community Association budgeted in August but to be paid in September. Provider fees for Get Out Get Active Grant Program paid in full in July with budget spread evenly across the year which will be resolved in the first budget revision. Also over budget in subscriptions due to timing of invoice payments in comparison to budget spread.

Capital grants and subsidies
Annual Public Library grant (Queensland State Library) paid quarterly with first payment due at the end of September.

OPERATING STATEMENT
Period Ending 31 August 2026
Manager Environmental & Health Services - Waste Program

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Rates and Utility Charges	2,469,753	2,469,753	2,462,000	7,753	0%
User fees and charges	79,196	95,068	120,000	-24,932	-21%
Interest Received	60,943	84,731	75,600	9,131	12%
Operational contributions and donations	0	0	1,667	-1,667	-100%
Operational grants and subsidies	0	0	6,667	-6,667	-100%
Other operating revenue	7,267	13,775	24,833	-11,058	-45%
Total operating revenue	2,617,160	2,663,327	2,690,767	-27,440	-1%
Operating Expenses					
Employee benefits	85,015	152,702	176,095	-23,393	-13%
Materials and services	254,111	361,137	565,850	-204,713	-36%
Depreciation and amortisation	52,985	105,970	99,933	6,037	6%
Total operating costs	392,112	619,810	841,879	-222,069	-26%
Surplus (deficit) from operating activities	2,225,048	2,043,517	1,848,888	194,629	11%
Capital grants and subsidies	0	0	231,008	-231,008	-100%
Net result for period	2,225,048	2,043,517	2,079,896	-36,379	-2%

Comments

Note: Comments to be provided for variances that are +/- 5%

User fees and charges
Under budget in Waste Disposal due to the spread of the budget.

Interest Received
Ahead of budget due to favourable investment opportunities.

Operational grants and subsidies
Under budget for NQROC imbedded battery grant, with no project expenditure to date.

Other operating revenue
Under budget in transfer station sales, scrap metal and battery collection with income received sporadically across the year. Also under budget as Container Refund Scheme income yet to be received for June 2026.

Employee benefits
Under budget due to staff vacancies and leave.

Materials and services

Under budget in Waste Collection, as contract payments for July and August have not yet been received. This is partially offset by Waste Disposal being over budget due to additional green waste mulching undertaken to reduce stockpiles.

Capital grants and subsidies
Grant funds to be received for Ayr Transfer Station upgrades (Resource Recovery Boost Fund).

OPERATING STATEMENT
Period Ending 31 August 2026
Manager Environmental & Health Services excluding Waste Program

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Rates and Utility Charges	43,960	43,960	43,750	210	0%
User fees and charges	90,082	225,443	229,750	-4,307	-2%
Operational contributions and donations	6,809	8,470	11,962	-3,492	-29%
Operational grants and subsidies	63,000	63,000	45,833	17,167	37%
Other operating revenue	647	2,174	4,583	-2,410	-53%
Total operating revenue	204,498	343,047	335,879	7,169	2%
Operating Expenses					
Employee benefits	145,245	256,041	326,752	-70,711	-22%
Materials and services	195,857	306,607	465,917	-159,310	-34%
Depreciation and amortisation	42,524	85,048	85,017	31	0%
Total operating costs	383,626	647,696	877,685	-229,989	-26%
Surplus (deficit) from operating activities	-179,127	-304,649	-541,807	237,158	-44%
Capital grants and subsidies	0	0	1,704,000	-1,704,000	-100%
Net result for period	-179,127	-304,649	1,162,193	-1,466,842	-126%

Comments

Note: Comments to be provided for variances that are +/- 5%

Operational contributions and donations
Under budget due to timing of income received for herbicide subsidy scheme and RMA programme.

Operational grants and subsidies
Ahead of budget with grant funding received for Illegal Dumping, this is partially offset by grant funds not yet received for Reefwise Wetlands.

Employee benefits
Under budget due to a staff vacancy and staff leave taken.

Materials and services
Under budget in contract payments for swimming pools and caravan parks due to budget spread, also under budget in chemicals due to pool closures.

Capital grants and subsidies
Grant funds to be received for Home Hill Swimming Pool upgrades and new amenities block at Ayr Swimming Pool (Works for Queensland) and new Animal Management Centre (North Queensland Resilience Program projects).

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Financial Services

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Rates and Utility Charges	15,799,224	15,799,224	15,761,223	38,001	0%
Pensioner remissions	-316,890	-316,136	-187,500	-128,636	69%
User fees and charges	7,188	30,456	25,833	4,623	18%
Interest Received	335,564	466,319	421,250	45,069	11%
Operational grants and subsidies	398,993	403,458	1,854,652	-1,451,194	-78%
Other operating revenue	0	74	6,833	-6,759	-99%
Total operating revenue	16,224,079	16,383,396	17,882,292	-1,498,896	-8%
Operating Expenses					
Employee benefits	181,141	309,334	310,492	-1,158	0%
Materials and services	67,632	403,109	412,667	-9,557	-2%
Depreciation and amortisation	31,585	63,126	68,767	-5,640	-8%
Finance Costs	3,707	5,568	11,667	-6,099	-52%
Total operating costs	284,065	781,137	803,592	-22,455	-3%
Surplus (deficit) from operating activities	15,940,013	15,602,259	17,078,700	-1,476,441	-9%
Capital grants and subsidies	0	111,838	0	111,838	-
Net result for period	15,940,013	15,714,097	17,078,700	-1,364,603	-8%

Comments

Note: Comments to be provided for variances that are +/- 5%

Pensioner Remissions
Ahead of budget with the State Government Subsidy reimbursement invoice to be raised in September. This will offset the state pensioner remissions recognised in August.

User fees and charges
Ahead of budget with annual Tramway permit invoice raised in July and budget spread across the year. To be corrected in the first budget revision. This is being partially offset by a reduced number of property searches and record amendment fees.

Interest Received
Ahead of budget due to favourable investment opportunities.

Operational grants and subsidies
Under budget due to 80% of the 2026/2027 Financial Assistance Grant received in June 2026 with the entire grant amount included in the 2026/2027 original budget. The remainder of the grant funding is to be paid this financial year in quarterly instalments with the first quarter Financial Assistance Grant payment received in August, together with apprentice incentive payments.

Other operating revenue
Under budget as Queensland Fire Department collection fees are paid in October and April, with the budget currently spread across the year. To be corrected in the first budget revision.

Finance Costs
Under budget with lower than anticipated transactional fees.

Capital grants and subsidies
Ahead of budget as initial 70% payment of CCTV renewal program round 2 (Secure Communities Partnership Program) received but not budgeted.

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Operations

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
User fees and charges	15,099	27,113	38,500	-11,387	-30%
Operational contributions and donations	30,291	35,118	8,000	27,118	339%
Operational grants and subsidies	119,311	119,311	819,955	-700,644	-85%
Contract and recoverable works	45,709	45,709	397,500	-351,791	-89%
Other operating revenue	1,077	1,077	0	1,077	-
Total operating revenue	211,486	228,328	1,263,955	-1,035,627	-82%
Operating Expenses					
Employee benefits	494,965	846,492	982,392	-135,900	-14%
Materials and services	775,138	1,262,667	1,085,563	177,104	16%
Depreciation and amortisation	121,446	242,861	253,433	-10,572	-4%
Total operating costs	1,391,550	2,352,020	2,321,389	30,631	1%
Surplus (deficit) from operating activities	-1,180,064	-2,123,693	-1,057,434	-1,066,259	101%
Capital grants and subsidies	0	0	70,000	-70,000	-100%
Net result for period	-1,180,064	-2,123,693	-987,434	-1,136,259	115%

Comments

Note: Comments to be provided for variances that are +/- 5%

User fees and charges
Under budget mainly due to Cemetery fees and charges, with budget spread evenly across the financial year. Other income received during the period included Q100 flood certificates, footpath closure permits, Bush Chapel preparations, and the sale of surplus CBD concrete pots.

Operational contributions and donations
Ahead of budget due to receipt of Infrastructure charges which are unpredictable in nature.

Operational grants and subsidies
Under budget due to 80% of the 2026/2027 Financial Assistance Grant received in June 2026 with the entire grant amount included in the 2026/2027 original budget. The remainder of the grant funding is to be paid this financial year in quarterly instalments with the first quarter Financial Assistance Grant payment received in August. QRA grant funding is received as work is complete and submissions are approved, with no grant funding received in this financial year to date.

Contract and recoverable works
Under budget Roads Maintenance Performance Contract (RMPC) income due to timing of works and claims.

Employee benefits
Under budget due to the current focus on Capital and DRFA funded projects leaving most operational areas under budget for the period.

Materials and services
Over budget mainly Recoverable Works - Other due to timing of materials and contractor payments for DRFA. Depot operations are also over budget due to issues with the emoleum tank. Under budget Recoverable Works - Main Roads and Road Maintenance due to the focus on completing capital and DRFA works.

Capital grants and subsidies
Grant funds to be received for Disaster Recovery Funding Recovery works on Lyons Road (Queensland Reconstruction Authority).

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Planning and Development

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
User fees and charges	89,362	110,033	75,000	35,033	47%
Total operating revenue	89,362	110,033	75,000	35,033	47%
Operating Expenses					
Employee benefits	56,231	99,033	143,772	-44,739	-31%
Materials and services	37,102	31,282	99,517	-68,235	-69%
Total operating costs	93,333	130,315	243,289	-112,974	-46%
Surplus (deficit) from operating activities	-3,972	-20,282	-168,289	148,007	-88%
Net result for period	-3,972	-20,282	-168,289	148,007	-88%

Comments

Note: Comments to be provided for variances that are +/- 5%

User fees and charges
Ahead of budget due to annual trade waste invoices raised in August 2026 with budget spread across the financial year. This is being partially offset by lower than anticipated building application fees.

Employee benefits
Under budget due staff vacancies.

Materials and services
Under budget due to the timing of consultant payments and legal expenses.

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Technical Services

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Operational grants and subsidies	7,414	7,414	11,400	-3,986	-35%
Other operating revenue	0	0	10,000	-10,000	-100%
Total operating revenue	7,414	7,414	21,400	-13,986	-65%
Operating Expenses					
Employee benefits	264,697	456,752	497,848	-41,096	-8%
Materials and services	-137,204	-411,221	-274,197	-137,024	50%
Depreciation and amortisation	897,824	1,785,149	1,745,317	39,832	2%
Total operating costs	1,025,317	1,830,679	1,968,968	-138,289	-7%
Surplus (deficit) from operating activities	-1,017,903	-1,823,265	-1,947,568	124,303	-6%
Capital contributions	6,835	6,835	55,134	-48,299	-88%
Capital grants and subsidies	284,764	998,614	10,088,419	-9,089,805	-90%
Other capital income (expense)	-53,812	-53,812	0	-53,812	-
Net result for period	-780,117	-871,628	8,195,985	-9,067,613	-111%

Comments

Note: Comments to be provided for variances that are +/- 5%

Operational Grants and Subsidies
Under budget due to Fuel tax credits being lower than expected.

Other operating revenue
Under budget due to the disposal of small plant and equipment occurring later than anticipated.

Employee benefits
Under budget due to vacancy in Asset section and time booked to capital projects.

Materials and Services
Internal Plant Hire Recoveries are currently higher than budgeted with modifications required to internal charging not yet implemented.

Capital contributions
Contribution for Upper Haughton Road to be transferred quarterly from contract liabilities as works are completed. Unbudgeted income received in August for contributions towards works in Drysdale Street, Brandon.

Capital grants and subsidies
Income from capital grants is received as works are completed and claims submitted.

Other capital income (expense)
Loss on disposal of transport assets.

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Water and Waste Water - Sewerage

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Rates and Utility Charges	2,813,701	2,813,701	0	2,813,701	-
User fees and charges	14,325	31,194	30,833	361	1%
Interest Received	107,852	149,530	134,600	14,930	11%
Operational contributions and donations	10,370	9,828	13,333	-3,505	-26%
Total operating revenue	2,946,248	3,004,253	178,767	2,825,487	1581%
Operating Expenses					
Employee benefits	129,330	239,181	266,610	-27,429	-10%
Materials and services	226,069	317,582	303,817	13,765	5%
Depreciation and amortisation	181,112	362,258	354,300	7,958	2%
Total operating costs	536,511	919,021	924,727	-5,706	-1%
Surplus (deficit) from operating activities	2,409,737	2,085,232	-745,960	2,831,192	-380%
Other capital income (expense)	-24,080	-24,080	0	-24,080	-
Net result for period	2,385,657	2,061,152	-745,960	2,807,112	-376%

Comments

Note: Comments to be provided for variances that are +/- 5%

Rates and Utility Charges
Under budget as revenue for rates budgeted to be received in September.

Interest Received
Ahead of budget due to favourable investment opportunities.

Operational contributions and donations
Under budget as electricity contributions are received in arrears, this is partially offset by infrastructure charges which are variable in nature.

Employee benefits
Under budget with a focus on Capital works prior to the wet season.

Other capital income (expense)
Loss on sewerage assets due to write off.

OPERATING STATEMENT
Period Ending 31 August 2026

Manager Water and Waste Water - Water

	Month of August Actual	Year to Date Actual	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue					
Rates and Utility Charges	3,282,122	1,866,897	0	1,866,897	-
User fees and charges	9,731	13,404	15,667	-2,263	-14%
Interest Received	101,380	140,643	126,633	14,010	11%
Operational contributions and donations	5,600	5,600	1,667	3,933	236%
Total operating revenue	3,398,832	2,026,545	143,967	1,882,578	1308%
Operating Expenses					
Employee benefits	111,621	201,851	245,314	-43,463	-18%
Materials and services	200,967	383,290	444,437	-61,147	-14%
Depreciation and amortisation	128,179	256,358	397,550	-141,192	-36%
Total operating costs	440,767	841,499	1,087,301	-245,802	-23%
Surplus (deficit) from operating activities	2,958,065	1,185,046	-943,334	2,128,380	-226%
Capital grants and subsidies	0	0	2,220,000	-2,220,000	-100%
Net result for period	2,958,065	1,185,046	1,276,666	-91,620	-7%

Comments

Note: Comments to be provided for variances that are +/- 5%

Rates and Utility Charges
Under budget as revenue for rates budgeted to be received in September.

User fees and charges
Under budget as invoice for rental income at the Ayr Water Tower is yet to be raised with budget spread evenly across the financial year. Partially offset by new water connections which are variable in nature.

Interest Received
Ahead of budget due to favourable investment opportunities.

Operational contributions and donations
Ahead of budget as receipt of infrastructure charges are variable.

Employee benefits
Under budget with a focus on Capital works prior to the wet season.

Materials and services
Under budget mainly due to payments for water charges, electricity and chemicals budgeted to be paid in August but invoices yet to be received. This is offset by being over budget for insurance due to the budget spread evenly across the financial year.

Depreciation and amortisation
Under budget due to timing of capilisation of South Ayr Water Treatment plant. To be amended in the first budget revision.

Capital grants and subsidies
Capital grant funds for the South Ayr Filtration Plant and Home Hill Augmentation Pipeline to be received as works completed and claims submitted.

BURDEKIN SHIRE COUNCIL
OPERATING STATEMENT
Period Ending 31 August 2026

	Month of August Actual	Year to Date Actual	Original Budget	Year to Date Original Budget	$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Operating Revenue						
Rates and Utility Charges	24,408,761	22,993,536	48,253,424	18,266,973	4,726,563	26%
Pensioner remissions	-316,890	-316,136	-375,000	-187,500	-128,636	69%
User fees and charges	334,337	610,895	3,119,735	622,903	-12,008	-2%
Interest Received	605,739	841,223	4,548,500	758,083	83,140	11%
Operational contributions and donations	54,871	60,818	318,258	42,728	18,089	42%
Operational grants and subsidies	675,147	710,587	13,014,714	2,771,149	-2,060,562	-74%
Contract and recoverable works	45,709	45,709	2,441,400	397,500	-351,791	-89%
Other operating revenue	76,830	94,114	561,150	70,850	23,264	33%
Total operating revenue	25,884,503	25,040,745	71,882,181	22,742,687	2,298,058	10%
Operating Expenses						
Employee benefits	1,941,396	3,380,154	28,266,100	4,583,682	-1,203,527	-26%
Materials and services	2,207,231	4,597,945	22,369,114	5,200,060	-602,115	-12%
Depreciation and amortisation	1,630,233	3,249,916	20,010,200	3,335,033	-85,118	-3%
Finance Costs	3,707	5,568	70,000	11,667	-6,099	-52%
Total operating costs	5,782,567	11,233,583	70,715,414	13,130,442	-1,896,859	-14%
Surplus (deficit) from operating activities	20,101,936	13,807,162	1,166,767	9,612,245	4,194,917	44%
Capital contributions	6,835	6,835	55,134	55,134	-48,299	-88%
Capital grants and subsidies	284,764	1,110,452	14,626,213	14,626,213	-13,515,761	-92%
Other capital income (expense)	-77,893	-77,893	0	0	-77,893	-
Net result for period	20,315,642	14,846,556	15,848,114	24,293,592	-9,447,036	-39%

BURDEKIN SHIRE COUNCIL
STATEMENT OF FINANCIAL POSITION
As at 31 August 2026

	Year to Date Actual $	Annual Budget $
Current Assets		
Cash and Cash Equivalents	67,647,117	90,516,256
Financial Assets	32,000,000	5,000,000
Receivables	17,434,561	2,550,271
Inventories	513,947	580,693
Contract Assets	2,437,845	0
Other Assets	369,175	2,444,464
Non-Current Assets Held for Sale	3,113,102	0
Total Current Assets	123,515,747	101,091,684
Non-Current Assets		
Receivables	329,097	258,897
Property, Plant and Equipment	754,053,008	749,421,925
Intangibles Assets	150,969	125,408
Other Assets	18,360	33,445
Total Non-Current Assets	754,551,435	749,839,675
TOTAL ASSETS	878,067,182	850,931,359
Current Liabilities		
Payables	3,499,830	8,319,996
Provisions	5,801,713	8,290,827
Contract Liabilities	4,637,158	418,296
Other Liabilities	551,581	613,900
Total Current Liabilities	14,490,283	17,643,019
Non-Current Liabilities		
Provisions	21,651,589	17,839,580
Other Liabilities	1,865,800	12,233,226
Total Non-Current Liabilities	23,517,389	30,072,806
TOTAL LIABILITIES	38,007,672	47,715,825
NET COMMUNITY ASSETS	**840,059,510**	**803,215,534**
Community Equity		
Asset Revaluation Surplus	468,529,332	437,228,232
Retained Surplus (deficiency)	371,530,177	365,987,302
TOTAL COMMUNITY EQUITY	**840,059,510**	**803,215,534**

BURDEKIN SHIRE COUNCIL
STATEMENT OF CASH FLOWS
For Period Ending 31 August 2026

	Year to Date Actual $	Annual Cashflow Budget $
Cash Flows from Operating Activities		
Receipts		
Receipts from Customers	9,994,813	53,449,785
Payments to Suppliers and Employees	-13,462,601	-50,154,201
	-3,467,788	3,295,584
Interest Received and Investment Revenue Received	988,976	4,548,500
Operating Grants, Subsidies and Contributions	771,404	13,332,972
Other	728,004	561,150
Net Cash Inflow (Outflow) from Operating Activities	-979,404	21,738,206
Cash Flows from Investing Activities		
Proceeds from Sale of Property, Plant and Equipment	0	535,000
Grants, subsidies, contributions and donations	1,289,148	24,809,776
Net movement in cash investments	-9,000,000	0
Payments for Property, Plant and Equipment	-3,765,480	-36,239,621
Net Cash Inflows (Outflow) from Investing activities	-11,476,331	-10,894,845
Net Increase (Decrease) in Cash and Cash Equivalents Held	-12,455,735	10,843,361
Cash and Cash Equivalents at Beginning of the Financial Year	80,102,852	79,672,895
Cash and Cash Equivalents at end of the Period	67,647,117	90,516,256

FINANCIAL SERVICES

6.3.2. First Revised Budget Report 2026/2027

File Reference: 3067

Report Author: Fiona Smith, Financial Accountant Reporting

Authoriser: Helen Swinney, Manager Financial Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030
- Responsibly manage Council's financial position to ensure sustainability.
- Implement effective governance frameworks.
- Undertake regulatory responsibilities in accordance with legislative obligations.

Executive Summary
In accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*, Council may, by resolution, amend the budget for a financial year at any time before the end of the financial year. As required by the regulation, Council has completed a budget revision for 2026/27 and the next two (2) financial years.

Management has completed a review of the 2026/27 budget based on results to the end of August and estimated transactions for the remainder of the financial year. The first amended budget includes capital carryover projects and funding from the previous financial year.

An amended budget for the 2026/27 financial year is submitted for adoption.

Officer's Recommendation
That the amended budget and report for the period ending 30 June 2027 as tabled be adopted.

Background
The amended budget is based on best estimates of expenditure and income as provided by the relevant Managers following a review to the end of August.

Financial Analysis
The original operational surplus of $1,166,767 has been amended to an operational surplus of $5,969,695 in the first budget revision. This represents an increase of $4,802,928 and is primarily attributable to movements in grant funding.

Operating grants and subsidies have increased by $5,368,427 to $18,383,141. The increased is largely due to $13.44 million in State Government funding for the South Ayr Water Filtration Plant operational costs. The original budget assumed the funding would be treated as a contract liability and recognised progressively over future years. Following further review of the funding agreement and accounting requirements, the funding will instead be recognised as revenue upon receipt, resulting in the full amount being recognised in the 2026/27 revised budget. The funds will be retained within the Water business unit and used for their intended purpose of supporting the future operational costs of the South Ayr Water Filtration Plant.

Partially offsetting this increase is a reduction of $7,491,615 in Financial Assistance Grant revenue, as approximately 80% of Council's 2026/27 allocation was prepaid and recognised in the 2025/26 financial year. However, Council's final Financial Assistance Grant allocation was $599,372 higher than originally budgeted. A further $329,726 has been included for various grant-funded programs and projects, with corresponding expenditure budgeted within Materials and Services.

Employee benefits have increased from the original budget by $276,097 due to staffing-related movements across Council. When the original budget was prepared, several positions were anticipated to remain vacant for a period of time and provision was made within Materials and Services for contractor resources. As recruitment has been successful in a number of areas, expenditure previously budgeted for contractors is now reflected within Employee Benefits, resulting in an increase to employee costs and a corresponding reduction in contractor expenditure. Employee benefits have also increased as a result of a significant rise in Council's WorkCover premium for 2026/27 compared with the amount included in the original budget.

Materials and services have increased to $22,619,950 in the revised budget. While expenditure on contractor resources has reduced following the recruitment of employees into previously vacant positions, the revised budget includes additional expenditure associated with projects funded from grants.

Depreciation and amortisation has decreased by $200,000, all of which relates to the Water asset class. This reduction is due to the revised timing of the South Ayr Water Filtration Plant becoming operational, with capitalisation now expected later than originally estimated. As a result, the commencement of depreciation on the asset has been deferred, reducing the depreciation expense forecast for 2026/27.

A budget of ($77,892) has been included for Other Capital Expenses which includes the write off of assets to the end of August. This expense is not included in the original budget as Council assumes no profit or loss on disposal or write off of assets.

The 2026/27 Capital Works Program budget has increased by $9.5M to $45.8M. A significant portion of this increase relates to $8.8M in carryover projects from 2025/26, representing works that were not completed by year end or are scheduled to be delivered across multiple financial years. Included in the carryover is $2.4M for the completion of the South Ayr Water Filtration Plant.

Capital projects carried over from 2025/26 include:

$	992,300	South Ayr Borefield Rejuvenation
$	907,207	South Ayr Water Treatment Upgrade
$	796,661	Bahr and Shirbourne Road Restoration
$	510,000	2025/26 Plant and Equipment
$	500,000	Ayr Water Security Stage 2
$	425,740	Sewer Reline and Manhole Rehabilitation Project
$	410,635	2024/25 Fleet Renewal - Trucks
$	320,000	2025/26 Construction Equipment
$	260,975	Burdekin Be-Active Trail - Home Hill Stage 6
$	238,430	Council Chambers - Office Refurbishment
$	217,084	Ayr Industrial Estate (Existing) Road and Kerb Reconstruction
$	214,441	Anzac Park Pump Track
$	208,000	Council Chambers - Air Preconditioned Unit
$	190,000	2025/26 Culvert Replacement Program
$	166,227	First Street Drainage Upgrade - Design and Construction
$	160,000	2025/26 Light Vehicles
$	151,290	2025/26 Trucks
$	147,428	Jones Street Depot Masterplan - Works Supervisor Office Extension
$	140,000	Chippendale Street Drainage - Design Ross to Queen Street
$	138,606	South Ayr Drainage Upgrades - Robert, Drysdale and Woods Street
$	117,486	Norham Road Concrete Batter - Design and Construction

$	110,000	Water Meter Replacement Program
$	100,000	Path Renewal Program

New or increased capital allocations for projects are detailed below, with any relevant grant funding noted:

$	250,000	Council Chambers - Air Preconditioned Unit
$	185,789	Mount Inkerman Walking Trail Repairs *(Disaster Recovery Funding Arrangements)*
$	159,768	CCTV Renewal Program *(Secure Communities Partnership Program)*
$	93,988	SES Caravan *(SES Support Grant)*
$	76,000	Council Chambers - Ernie Ford Board Room Refurbishment

The Budgeted Statement of Financial Position reflects the balances from the Financial Statements at 30 June 2026. Asset and Liability accounts have been adjusted to reflect other movements resulting from the revision. Assets held for sale has been included, reflecting industrial lots within the Ayr Industrial Estate expansion that became available for sale following the completion of development and subdivision works. As Council is committed to their sale and disposal is expected within 12 months, the lots have been classified as held for sale.

The revised budget capital works program for 2026/27 is attached.

Consultation
The amended budget has been collated and presented by the Finance Department using estimates provided by Managers, in consultation with the Chief Executive Officer, Director Corporate and Community Services, and Director Infrastructure, Planning and Environmental Services.

Budget & Resource Implications
Refer to content of report.

Legal Authority & Implications
Local Government Act 2009
Local Government Regulation 2012

Policy Implications
Not Applicable.

Risk Implications (Strategic, Operational, Project Risks)
Councils operational risk register for Finance includes Ineffective Financial Management and Poor Budget Control. This budget review is a control measure listed in our risk register and helps to control risk by using a collaborative approach, management oversight, and transparent reporting to Council and the wider community.

Attachments
1. Capital Project Works Plan 2026-27 RBUD1
2. First Revised Budget inc Financial Sustainability 2026-27

Asset Class	Project Title	Project Type $	Council Funded $	Reserves $	Grant and Contributions $	Total $
Buildings						
Buildings Administration	Council Chambers - Roof Renewal Heritage Chamber	Renewal	118,000			118,000
Buildings Administration	Council Chambers - Roof Renewal Lunch Room and Engineering Wing	Renewal	160,000			160,000
Buildings Administration	Council Chambers - Office Refurbishment Stage 2	Renewal	300,000			300,000
Buildings Administration	Council Chambers - Replace Air Conditioner Unit in Server Room	Renewal	9,700			9,700
Buildings Administration	Council Chambers - Replace Air Conditioner Unit in Engineering Conference Room	Renewal	10,500			10,500
Buildings Administration	Council Chambers - Carpet Refurbishment	Renewal	70,000			70,000
Buildings Administration	Council Chambers - Office Refurbishment	Renewal	238,430			238,430
Buildings Administration	Council Chambers - Ernie Ford Board Room Refurbishment	Renewal	116,000			116,000
Buildings Administration	Council Chambers - Air Preconditioned Unit	Renewal	458,000			458,000
Buildings Community	Showgrounds Hall - Replace Tables/Purchase Table Trolleys	Renewal	20,000			20,000
Buildings Community	Replace Fast Sense Smoke Detection System	Renewal	8,830			8,830
Buildings Community	Replace Ceiling Lighting on Mezzanine Level	Renewal	11,500			11,500
Buildings Engineering	Jones Street Depot Office Security Upgrade	New	15,000			15,000
Buildings Engineering	Jones Street Depot Solar Battery	New			75,000	75,000
Buildings Environmental	Ayr Swimming Pool New Amenities Block	New			419,241	419,241
Buildings Environmental	Home Hill Swimming Pool Upgrades	Renewal			1,200,000	1,200,000
Buildings Environmental	New Animal Management Centre	New	250,000		114,483	364,483
Buildings Environmental	Burdekin Cascades Caravan Park - Refurbish Old Amenities	Renewal	360,000			360,000
Buildings Environmental	Burdekin Cascades Caravan Park - Refurbish Cabins x 2	Renewal	100,000			100,000
Buildings Environmental	Construction of new Biosecurity Shed	New	26,644			26,644
Buildings Environmental	Burdekin Cascade Caravan Park - Refurbish Cabins x 2	Renewal	99,816			99,816
Drainage Infrastructure						
Drainage Infrastructure	Ayr Town Drain Drainage Improvements	Renewal/New	2,388,300		1,211,700	3,600,000
Drainage Infrastructure	Eighth Avenue Drainage Improvement	Renewal/New	100,000		1,000,000	1,100,000
Drainage Infrastructure	Honeycombes to Anzac Park - Drainage Preliminary Design	Renewal/New	60,000			60,000
Drainage Infrastructure	Wilmington A Street - Extension of Drainage Pipes	New	25,000			25,000
Drainage Infrastructure	Graham Street and Spiller Street Culvert Upgrade - Design	Renewal	10,000			10,000
Drainage Infrastructure	Topton Street and Alva Beach Drainage Upgrade - Design	New	4,751			4,751
Drainage Infrastructure	South Ayr Drainage Upgrades - Robert, Drysdale and Woods Street	Renewal/New	138,606			138,606
Drainage Infrastructure	Norham Road Concrete Batter - Design and Construction	Renewal	117,486			117,486
Drainage Infrastructure	Horseshoe Lagoon Drainage Upgrades	New	31,288			31,288
Drainage Infrastructure	Ayr Drainage Improvements - Detailed Design	Renewal/New	23,659			23,659
Drainage Infrastructure	Chippendale Street Drainage - Design Ross to Queen Street	New	140,000			140,000
Drainage Infrastructure	Fifth Avenue Drainage Upgrade Drainage Culverts - Design	Renewal/New	47,404			47,404
Drainage Infrastructure	First Street Drainage Upgrade - Design and Construction	Renewal/New	166,227			166,227
Drainage Infrastructure	Stace Road - Install Drainage at Downstream Farm Crossing	New	46,756			46,756
Drainage Infrastructure	Barr Street Stormwater Pipe Relining	Renewal			36,064	36,064
Office Equipment, Furniture & Fittings						0
Office Equipment, Furniture & Fittings	Book Budget	Renewal	25,000		80,000	105,000

Asset Class	Project Title	Project Type $	Council Funded $	Reserves $	Grant and Contributions $	Total $
Office Equipment, Furniture & Fittings	Replace Office Photocopiers (Administration, Home Hill Library, Governance and Local Laws, Workshop)	Renewal	24,000			24,000
Office Equipment, Furniture & Fittings	Jones Street Depot 75-inch CommBox and YeaLink	New	15,000			15,000
Office Equipment, Furniture & Fittings	CCTV Renewal Program	Renewal	45,000			45,000
Office Equipment, Furniture & Fittings	Core Network Infrastructure Replacement (Core Network switches)	Renewal	120,000			120,000
Office Equipment, Furniture & Fittings	Ethernet MAN (Metropolitan Area Network) Backhaul Service (Backhaul Link) - Ayr to Home Hill OF000140	Renewal	40,000			40,000
Office Equipment, Furniture & Fittings	CCTV Renewal Program - Round 2	Renewal			159,768	159,768
Other Assets						
Other Assets Community	Ayr Showgrounds - Shipping Container for Christmas Tree/Decoration Storage	Renewal	13,000			13,000
Other Assets Community	Burdekin Memorial Hall - Replace Radio Mics	Renewal	15,000			15,000
Other Assets Community	Burdekin Theatre - Refurbish Music Loft	Renewal	15,000			15,000
Other Assets Community	Burdekin Theatre - Replace Commercial Grade Dishwasher	Renewal	12,000			12,000
Other Assets Community	Christmas Decorations	Renewal	20,000			20,000
Other Assets Engineering	Boat Ramp Solar Lights	Renewal	55,000			55,000
Other Assets Engineering	Fuel Dispensing System	New	91,196			91,196
Other Assets Environmental	Kirknie Landfill Gatehouse Building Replacement	Renewal	90,000			90,000
Other Assets Environmental	Ayr Transfer Station Gatehouse Shade Awning	New	6,000			6,000
Other Assets Environmental	Ayr Transfer Station Resource Recovery Shed	New	128,899		193,349	322,248
Other Assets Environmental	Ayr Transfer Station Concrete Recycling Bin Bays	New	15,658		23,488	39,146
Other Assets Environmental	Ayr Transfer Station Exit Boom Gate	New	9,448		14,171	23,619
Other Assets Environmental	Clare Club Playground Upgrade Playground Equipment	Renewal	95,000			95,000
Other Assets Environmental	Miscellaneous Park Furniture	Renewal	50,000			50,000
Other Assets Environmental	Parks and Gardens Shade Sail Replacement Program	Renewal	20,000			20,000
Other Assets Environmental	CBD Furniture Upgrades	Renewal	50,000			50,000
Other Assets Environmental	Alva Park Replace Playground Fence	Renewal	30,000			30,000
Other Assets Environmental	Anzac Skate Park Restoration	Renewal	50,000			50,000
Other Assets Environmental	Installation of Irrigation - Minor Parks	Renewal	15,000			15,000
Other Assets Environmental	Mt Inkerman Interpretive Signage - Replacement	Renewal	25,000			25,000
Other Assets Environmental	Upgrade Site Office - Home Hill Transfer Station	Renewal	53,560			53,560
Other Assets Environmental	Jones Street Depot Masterplan - Works Supervisor Office Extension	New	147,428			147,428
Other Assets Environmental	Anzac Park Pump Track	New			214,441	214,441
Other Assets Environmental	Home Hill Pool BBQ Shelter	New	45,416			45,416
Plant & Equipment						
Plant & Equipment	Light Vehicles	Renewal	470,000			470,000
Plant & Equipment	Gravel Trucks	Renewal	700,000			700,000
Plant & Equipment	Road Maintenance Trucks	Renewal	260,000			260,000
Plant & Equipment	Motor Grader	Renewal	650,000			650,000
Plant & Equipment	Wheel Loader	Renewal	450,000			450,000
Plant & Equipment	Plant and Equipment	Renewal	320,000			320,000
Plant & Equipment	Plant and Equipment - GPS Replacement Assets	Renewal	16,000			16,000
Plant & Equipment	Telehandler	New	52,000		78,000	130,000
Plant & Equipment	Cardboard/Plastic Baler	New	28,112		42,169	70,281
Plant & Equipment	Pallet Jack	New	3,090		4,635	7,725

Asset Class	Project Title	Project Type $	Council Funded $	Reserves $	Grant and Contributions $	Total $
Plant & Equipment	Fuel Dispensing System	Renewal	56,769			56,769
Plant & Equipment	2024/25 Fleet Renewal - Trucks	Renewal	410,635			410,635
Plant & Equipment	2024/25 Fleet Renewal - Plant & Equipment	Renewal	15,000			15,000
Plant & Equipment	2025/26 Light Vehicles	Renewal	160,000			160,000
Plant & Equipment	2025/26 Trucks	Renewal	151,290			151,290
Plant & Equipment	2025/26 Plant and Equipment	Renewal	510,000			510,000
Plant & Equipment	2025/26 Construction Equipment	Renewal	320,000			320,000
Plant & Equipment	SES Caravan	New			93,988	93,988
Roads & Bridges						
Roads & Bridges	Ayr Aerodrome - Reseal Runway and Prepare Pavement Strength Rating Report	Renewal	265,202		232,786	497,988
Roads & Bridges	Reseal Program	Renewal	2,800,000			2,800,000
Roads & Bridges	Culvert Replacement Program	Renewal	300,000			300,000
Roads & Bridges	Path Renewal Program	Renewal	200,000			200,000
Roads & Bridges	Ayr Industrial Estate (Existing) Road and Kerb Reconstruction	Renewal/New	3,192,404		1,979,680	5,172,084
Roads & Bridges	Home Hill Be Active Trail Stage 7 and 8	New	250,000		250,000	500,000
Roads & Bridges	Jerona Road - Bitumen Sealing Either Side of Grid	New	86,581			86,581
Roads & Bridges	Jerona Road Civil Works	Renewal/New			1,162,101	1,162,101
Roads & Bridges	Kilrie Road Floodway Upgrade	Renewal			722,830	722,830
Roads & Bridges	Plantation Park Carpark - Nature Based Play Area	New	295,000		145,000	440,000
Roads & Bridges	Thompson Road Bitumen Seal	Renewal/New			1,161,924	1,161,924
Roads & Bridges	Upper Haughton Road CH9600-11500	Renewal	1,298,461		1,501,539	2,800,000
Roads & Bridges	Wickham Street - Anzac Park - Road Drainage	Renewal/New	717,000		883,000	1,600,000
Roads & Bridges	Chippendale Street and Airdmillan Road Roundabout Works	Renewal	25,000			25,000
Roads & Bridges	Eleventh Avenue Home Hill Walking Path	New	12,500		12,500	25,000
Roads & Bridges	Ferguson Road Widening	Renewal	30,000			30,000
Roads & Bridges	Future Year Project Scoping Design	Renewal	50,000			50,000
Roads & Bridges	Hart Road Reconstruction CH500-1350	Renewal	50,000			50,000
Roads & Bridges	Kilrie Road Reconstruction CH6050-6750	Renewal	40,000			40,000
Roads & Bridges	Klondyke Road Reconstruction CH170-640	Renewal	35,000			35,000
Roads & Bridges	Maidavale & Giddy Road Intersection	Renewal	70,000			70,000
Roads & Bridges	Menso Road Reconstruction CH00-1250	Renewal	50,000			50,000
Roads & Bridges	Queen Street Footpath Reconstruction from Red Rooster	Renewal	50,000			50,000
Roads & Bridges	Rita Island Road Reconstruction	Renewal	30,000			30,000
Roads & Bridges	Ruddy Road Reconstruction CH1010-1380	Renewal	30,000			30,000
Roads & Bridges	Ruddy Road Reconstruction CH1980-2750	Renewal	40,000			40,000
Roads & Bridges	Ruddy Road Reconstruction CH220-620	Renewal	35,000			35,000
Roads & Bridges	Spiller Street Brandon Walking Path	New	12,500		12,500	25,000
Roads & Bridges	Spiller Street Park Upgrades	New	30,000			30,000
Roads & Bridges	Waterview Road Reconstruction and Widening	Renewal	60,000			60,000
Roads & Bridges	Lyons Road	Renewal			70,000	70,000
Roads & Bridges	DRFA Dec 24/Jan 25 Event - Sealed Roads	Renewal			43,451	43,451
Roads & Bridges	Hughes Road CH4760-5170	Renewal	35,000			35,000

Asset Class	Project Title	Project Type $	Council Funded $	Reserves $	Grant and Contributions $	Total $
Roads & Bridges	Giddy Road/Webber Road Intersection Upgrade - Design	Renewal	3,724			3,724
Roads & Bridges	Chippendale Street Reconstruction Between Burke St and Wilmington St - Design	Renewal	10,000			10,000
Roads & Bridges	Cox Street Reconstruction - Design	Renewal	147			147
Roads & Bridges	Eighth Avenue - Improve Disabled Access - Design	Renewal	15,000			15,000
Roads & Bridges	Graham Street Reconstruction - Design	Renewal	552			552
Roads & Bridges	Granshaw Road Widening - Design	Renewal	6,659			6,659
Roads & Bridges	Linton Road and Georgees Road Culvert Upgrade - Design	Renewal	10,000			10,000
Roads & Bridges	Old Home Hill Road Reconstruction CH1380-1780 - Design	Renewal	8,811			8,811
Roads & Bridges	Switchback Road Intersection Upgrade	Renewal	13,153			13,153
Roads & Bridges	Shirbourne Road (CH 4050 - 4230)	Renewal	5,631			5,631
Roads & Bridges	Anzac Park Precinct - Wickham Street Roads and Parking	Renewal/New			41,224	41,224
Roads & Bridges	Queen Street Pavement Reconstruction - Between Soper Street and Parker Street	Renewal	9,586			9,586
Roads & Bridges	Drysdale Street - Widen Road Between Robert Street and Albert Street	New	3,595			3,595
Roads & Bridges	Kilrie Road - Reconstruct Floodway	Renewal			3,698	3,698
Roads & Bridges	Cussen Road Reconstruction CH70-1070 - Design	Renewal/New	6,673			6,673
Roads & Bridges	Burdekin Be-Active Trail - Home Hill Stage 6	New	14,419		246,556	260,975
Roads & Bridges	Bahr and Shirbourne Road Restoration	Renewal	630,902		165,759	796,661
Roads & Bridges	Roadside Safety Program	Renewal	30,000			30,000
Roads & Bridges	2025/2026 Culvert Replacement Program	Renewal	126,667		63,333	190,000
Roads & Bridges	Path Renewal Program	Renewal	100,000			100,000
Roads & Bridges	Mount Inkerman Walking Trail repairs	Renewal	19,627		166,162	185,789
Sewerage Infrastructure						
Sewerage Infrastructure	Sewerage Pump Upgrade and Replacement Program	Renewal	200,000			200,000
Sewerage Infrastructure	Sewerage Treatment Plant Valve and Pump Upgrade Replacement Program	Renewal	80,000			80,000
Sewerage Infrastructure	Sewer Reline and Manhole Rehabilitation Project	Renewal	1,000,000			1,000,000
Sewerage Infrastructure	Home Hill Sewage Treatment Plant Refurbish/Replace Trickle Filter Design	New	173,972			173,972
Sewerage Infrastructure	New Brandon Rising Main Design and Construct (Direct Sewer Pump Station 4 to Sewer Pump Station 1)	New	275,000			275,000
Sewerage Infrastructure	Ayr/Brandon Waste Water Treatment Plant Septic Receival Refurbishment	Renewal	120,000			120,000
Sewerage Infrastructure	Ayr/Brandon Waste Water Treatment Plant - Minor Hydraulic Upgrades	Renewal	100,000			100,000
Sewerage Infrastructure	Ayr Sewer Pump Station 23 - Lid Replacement	Renewal	40,000			40,000
Sewerage Infrastructure	Ayr Sewer Pump Station 30 - Upgrade	Renewal	25,000			25,000
Sewerage Infrastructure	Ayr Sewer Pump Station 6 - Pipework Replacement	Renewal	45,000			45,000
Sewerage Infrastructure	Ayr Industrial Estate Expansion of Sewerage Infrastructure	New		20,000		20,000
Sewerage Infrastructure	Macro Algae - Upgrade Inflow Control	New	70,000			70,000
Sewerage Infrastructure	Sewerage Reline and Manhole Rehabilitation Project	Renewal	425,740			425,740
Sewerage Infrastructure	Macro Algal Site - Solar Panels	New			64,926	64,926
Water Supply Infrastructure						
Water Supply Infrastructure	Water Supply Pump and Valve Replacement Program	Renewal	200,000			200,000
Water Supply Infrastructure	Water Main Replacement Program	Renewal	600,000			600,000
Water Supply Infrastructure	Water Meter Replacement Program	Renewal	160,000			160,000
Water Supply Infrastructure	Hydrant Replacement Program	Renewal	300,000			300,000
Water Supply Infrastructure	South Ayr Water Treatment Upgrade	Renewal			2,407,207	2,407,207

Asset Class	Project Title	Project Type $	Council Funded $	Reserves $	Grant and Contributions $	Total $
Water Supply Infrastructure	Home Hill Augmentation Pipeline Stage 1a - Construction	New		480,000	720,000	1,200,000
Water Supply Infrastructure	Mt Kelly Reservoir Condition Assessment	New	40,000			40,000
Water Supply Infrastructure	Renewal - Tecta Machine	Renewal	40,000			40,000
Water Supply Infrastructure	Giru Water Tower - Chlorine Analyser	New	40,000			40,000
Water Supply Infrastructure	Home Hill Dosing Upgrade	Renewal	30,000			30,000
Water Supply Infrastructure	Mt Kelly Break Tank Chlorine Analyser and Dosing Upgrade	New	10,000			10,000
Water Supply Infrastructure	Automate Brandon Reservoir By-Pass Control Valve	New	45,000			45,000
Water Supply Infrastructure	South Ayr Borefield Rejuvenation	New			992,300	992,300
Water Supply Infrastructure	Ayr Water Security Stage 2	New			500,000	500,000
Water Supply Infrastructure	Home Hill Water Treatment Plant Stage 2 - Design	New	4,372			4,372
Water Supply Infrastructure	Water Pump and Valve Replacement Program	Renewal	21,000			21,000
Water Supply Infrastructure	Ayr Industrial Estate (Existing) - Oakes Street Water Main Relocation	New	45,000			45,000
			$ 26,761,276	**$ 500,000**	**$ 18,508,973**	**$ 45,770,249**

BURDEKIN SHIRE COUNCIL

Budgeted Statement of Comprehensive Income

For the periods ending 30 June

	Original Budget 2026/27 $	Revised Budget 2026/27 $	Forecast 2027/28 $	Forecast 2028/29 $
Revenue				
Rates and utility charges	48,253,424	48,253,424	49,995,597	51,869,504
Less Pensioner remissions	(375,000)	(375,000)	(375,000)	(375,000)
Net rates and utility charges	47,878,424	47,878,424	49,620,597	51,494,504
User fees and charges	3,119,735	3,145,961	3,240,339	3,337,546
Contributions	318,258	330,242	338,330	346,786
Operating grants and subsidies	13,014,714	18,383,141	10,900,004	11,224,805
Interest revenue	4,548,500	4,548,500	4,245,518	3,993,698
Sales of contract and recoverable works	2,441,400	2,478,624	2,540,589	2,604,103
Other income	561,150	567,150	581,327	631,858
TOTAL OPERATING REVENUES	71,882,181	77,332,042	71,466,704	73,633,300
Expenses				
Employee benefits	(28,586,100)	(28,862,197)	(29,098,764)	(29,957,288)
Materials and services	(22,049,114)	(22,619,950)	(20,903,830)	(21,272,672)
Depreciation and amortisation	(20,010,200)	(19,810,200)	(20,308,974)	(20,774,593)
Finance costs	(70,000)	(70,000)	(71,400)	(72,828)
TOTAL OPERATING EXPENSES	(70,715,414)	(71,362,347)	(70,382,968)	(72,077,381)
Operating surplus (deficit)	1,166,767	5,969,695	1,083,736	1,555,919
Capital income and expenditure:				
Capital grants, subsidies and contributions	14,681,347	18,508,973	7,454,903	9,207,977
Other capital expenses		(77,892)		
Net result for the period	15,848,114	24,400,776	8,538,639	10,763,896

BURDEKIN SHIRE COUNCIL

Budgeted Statement of Financial Position

As at the periods ending 30 June

	Original Budget 2026/27 $	Revised Budget 2026/27 $	Forecast 2027/28 $	Forecast 2028/29 $
Current Assets				
Cash and deposits	90,516,256	78,227,070	72,540,847	73,573,652
Cash investments	5,000,000	23,000,000	23,000,000	23,000,000
Receivables	2,550,271	2,716,303	2,716,303	2,716,303
Inventories	580,693	623,345	623,345	623,345
Assets held for sale		3,113,102	3,113,102	3,113,102
Other assets	2,444,464	2,437,202	2,437,202	2,437,202
	101,091,684	110,117,022	104,430,799	105,463,604
Non-Current Assets				
Receivables	258,897	263,930	263,930	263,930
Property, plant and equipment	717,369,705	728,669,576	741,065,652	750,395,909
Intangible assets	125,408	125,378	94,878	64,378
Capital work in progress	32,052,220	49,967,559	49,967,559	49,967,559
Other assets	33,445	35,088	35,088	35,088
	749,839,675	779,061,531	791,427,107	800,726,864
TOTAL ASSETS	850,931,359	889,178,553	895,857,906	906,190,468
Current Liabilities				
Trade and other payables	8,319,996	10,154,494	10,154,494	10,154,494
Provisions	8,290,827	5,801,713	5,975,763	6,155,035
Contract liabilities	418,296	87,890	87,890	87,890
Other	613,900	609,575	627,232	639,004
	17,643,019	16,653,672	16,845,379	17,036,423
Non-Current Liabilities				
Provisions	17,839,580	21,651,589	20,224,491	20,237,780
Contract liabilities	12,233,226			
Other liabilities		1,259,562	635,667	
	30,072,806	22,911,151	20,860,158	20,237,780
TOTAL LIABILITIES	47,715,825	39,564,823	37,705,537	37,274,203
NET COMMUNITY ASSETS	803,215,534	849,613,730	858,152,369	868,916,265
Community Equity				
Asset revaluation reserve	437,228,232	468,529,335	468,529,335	468,529,335
Accumulated surplus/(deficiency)	365,987,302	381,084,395	389,623,034	400,386,930
TOTAL COMMUNITY EQUITY	803,215,534	849,613,730	858,152,369	868,916,265

BURDEKIN SHIRE COUNCIL
Budgeted Statement of Cash Flows
For the periods ending 30 June

	Original Budget 2026/27 $	Revised Budget 2026/27 $	Forecast 2027/28 $	Forecast 2028/29 $
Cash Flows from Operating Activities:				
Receipts				
Net rates and utility charges	47,878,424	47,878,424	49,620,597	51,494,504
Total fees and charges	3,129,961	3,805,172	3,240,339	3,337,546
Sales of contract and recoverable works	2,441,400	2,478,624	2,540,589	2,604,103
Interest revenue	4,548,500	4,548,500	4,245,518	3,993,698
Contributions	318,258	330,242	338,330	346,786
Government subsidies and grants	26,454,714	17,349,170	10,900,004	11,224,805
Other Income	561,150	567,150	581,327	631,858
	85,332,407	76,957,282	71,466,704	73,633,300
Payments				
Employee benefits	(28,035,087)	(28,862,197)	(28,911,812)	(29,764,727)
Materials and services	(22,049,114)	(22,619,950)	(21,510,068)	(21,896,567)
Finance costs	(70,000)	(70,000)	(71,400)	(72,828)
	(50,154,201)	(51,552,147)	(50,493,280)	(51,734,122)
Cash provided by / (used in) operational activities	35,178,206	25,405,135	20,973,424	21,899,178
Cash Flow from Investing Activities:				
Proceeds from sale of capital assets	535,000	885,950	622,000	505,000
Contributions	55,134	220,893		
Government grants and subsidies	14,681,347	18,288,080	7,454,903	9,207,977
Subsidies and grants arising from contract assets and liabilities	(3,366,705)	(905,591)		
Payments for property, plant and equipment	(36,239,621)	(45,770,249)	(33,296,550)	(30,579,350)
Payments for rehabilitation work			(1,440,000)	
Net cash provided by investing activities	(24,334,845)	(27,280,917)	(26,659,647)	(20,866,373)
Net Increase (Decrease) in Cash Held	10,843,361	(1,875,782)	(5,686,223)	1,032,805
Cash at beginning of reporting period	79,672,895	80,102,852	78,227,070	72,540,847
Cash at end of Reporting Period	90,516,256	78,227,070	72,540,847	73,573,652

BURDEKIN SHIRE COUNCIL
Budgeted Statement of Changes in Equity
For the periods ending 30 June

	Original Budget 2026/27 $	Revised Budget 2026/27 $	Forecast 2027/28 $	Forecast 2028/29 $
TOTAL COMMUNITY EQUITY				
Balance at the beginning of period	787,367,420	825,212,954	849,613,730	858,152,369
Increase (decrease) in net result	15,848,114	24,400,776	8,538,639	10,763,896
Balance at the end of period	803,215,534	849,613,730	858,152,369	868,916,265
Retained Surplus/Deficit				
Balance at the beginning of period	350,139,188	356,683,619	381,084,395	389,623,034
Increase (decrease) in net result	15,848,114	24,400,776	8,538,639	10,763,896
Balance at the end of period	365,987,302	381,084,395	389,623,034	400,386,930
Asset Revaluation Surplus				
Balance at the beginning of period	437,228,232	468,529,335	468,529,335	468,529,335
Increase (decrease)				
Balance at the end of period	437,228,232	468,529,335	468,529,335	468,529,335

BURDEKIN SHIRE COUNCIL

Measures of Financial Sustainability

For the year ended 30 June

	Target Tier 5	Original Budget 2026/27	Revised Budget 2026/27	Forecast 2027/28	Forecast 2028/29
Financial Capacity					
Council Controlled Revenue Ratio	N/A	70.95%	65.98%	73.97%	74.47%
Population Growth Ratio*	N/A	1.08%	1.08%	1.08%	1.08%
Operating Performance					
Operational Surplus Ratio	> -2%	1.62%	7.72%	1.52%	2.11%
Operating Cash Ratio	> 0%	29.46%	33.34%	29.93%	30.33%
Liquidity					
Unrestricted Cash Expense Cover Ratio	> 4 Months	19.47	23.43	N/A for long-term sustainability statement	
Asset Management					
Asset Sustainability Ratio	> 90%	128.47%	154.49%	105.54%	108.00%
Asset Consumption Ratio	> 60%	63.18%	62.41%	61.80%	61.12%
Asset Renewal Funding Ratio	N/A	148.82%	134.17%	N/A for long-term sustainability statement	
Debt Servicing Capacity					
Leverage Ratio	0 to 3 times	N/A	N/A	N/A	N/A

* Constant Rate Method used

Net rates and utility charges original budget prior year	46,640,394	46,640,394	47,878,424	49,620,597
Net rates and utility charges budgeted for current year	47,878,424	47,878,424	49,620,597	51,494,504
Change rates and utility changes net of discounts	1,238,030	1,238,030	1,742,173	1,873,907
Percentage change	2.65%	2.65%	3.64%	3.78%

GOVERNANCE

6.4.1. Proposed Application - Australian Government's Active Transport Fund

File Reference: **2964**

Report Author: **Janice Horan, Grants and Property Officer**

Authoriser: **Kim Olsen, Director Corporate and Community Services**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Support projects and activities to improve public safety, health, and inclusiveness through strategic partnerships.
- Encourage equitable access to facilities and resources.
- Provide ongoing support for art, culture, youth, seniors, and welfare activities.
- Build active communities by delivering programs promoting regular physical activity and wellbeing.

Executive Summary

This report seeks Council's endorsement to submit an application to the Australian Government's Active Transport Fund for the replacement of existing and construction of new shared (bicycle and pedestrian) pathways along Wickham Street between Mackenzie Street and Drysdale Street, Ayr. The total project cost is estimated at approximately $565,000.00. Should the application be successful, Council will be required to contribute 50 percent of the project cost.

Officer's Recommendation

That Council:

1. endorses the submission of a funding application to the Australian Government's Active Transport Fund for the replacement of existing and construction of new shared (bicycle and pedestrian) pathways along Wickham Street, between MacKenzie Street and Drysdale Street, Ayr at an estimated project cost of approximately $565,000.00; and
2. agrees to fund its contribution of approximately $282,500.00 (50 percent) towards the project in the 2027/28 budget, should the funding application be successful.

Background

The section of Wickham Street between Mackenzie Street and Drysdale Street forms an important link within the Ayr Walking Path Network Plan, providing a key active transport corridor for pedestrians, runners and recreational users. The route is regularly utilised by residents to support physical activity, health and wellbeing, while also providing connectivity to community facilities, recreational destinations and accessible public open spaces.

The corridor services a concentration of high-use community and sporting infrastructure, including rugby league and junior rugby league fields, touch football facilities, basketball courts, tennis courts, the gymnastics club, the weightlifting club, the all-abilities playground, a kindergarten and the recently constructed pump track. As a result, Wickham Street, Ayr experiences significant pedestrian and cyclist movements, particularly during sporting events, training sessions and recreational activities.

The increasing popularity of these facilities, together with growing participation in active recreation and active transport, has reinforced the need to improve the safety, accessibility and connectivity of the corridor. The proposed project will deliver a continuous and accessible shared pathway network, encouraging greater use of active transport modes while reducing conflicts between motorists, pedestrians and cyclists.

The proposed works include:

- construction of approximately 410 meters of 2.5 meters wide new shared pathway on the south-eastern side of Wickham Street between Mackenzie Street and Drysdale Street, Ayr at an estimated cost of $275,000.00; and
- replacement of approximately 350 meters of existing shared pathway on the north-western side of Wickham Street between MacKenzie Street and Drysdale Street at an estimated cost of $290,000.00.

The total project cost is estimated at $565,000.00. Council is seeking funding assistance through the Active Transport Fund and, if successful, will provide the required 50 percent co-contribution. Council's contribution is proposed to be allocated within the 2027/28 capital works budget.

The project will improve access to key community assets, enhance safety for all users, support increased participation in walking and cycling, and strengthen connections across the Ayr active transport network, delivering long-term health, social and community benefits for residents and visitors.

Consultation
Discussions between staff and elected members at Council Workshop on 1 September 2026.

Budget & Resource Implications
If the funding application is successful, it is proposed funds of approximately $282,500.00 (50 percent of project costs) would be included in the 2027/28 budget.

Legal Authority & Implications
If successful, the Australian Government Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts will provide Councill with a funding offer to be reviewed and signed.

Policy Implications
Not Applicable.

Risk Implications (Strategic, Operational, Project Risks)
There are no identified risks as this stage of the project.

Attachments
None

GOVERNANCE

6.4.2. Agreement for Use - Storage Shed and Shipping Containers at Ayr Showgrounds - Rotary Club of Ayr Inc.

File Reference: **3063**

Report Author: **Kimi Waterson, Governance and Property Officer**

Authoriser: **Kim Olsen, Director Corporate and Community Services**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030
- Demonstrate open and transparent decision-making, leadership and financial management.
- Implement effective governance frameworks.

Burdekin Shire Council Operational Plan 2026-2027
CG3 Manage Council's property portfolio (including the Ayr Aerodrome) in accordance with legislation with the timely reporting of matters to Council for approval.

Executive Summary
This report seeks Council approval to enter into an Agreement for Use as follows:

User:	Rotary Club of Ayr Inc.
Venue:	Part of Ayr Showgrounds - 9-21 Edwards Street Ayr, Lot 45 on Crown Plan GS490
Facility:	One Shed and Two Shipping Containers
Permitted Use:	Storage
Term:	Five (5) years, 1 October 2026 to 30 September 2031
Rent:	$0.10 per annum if demanded

Officer's Recommendation
That Council:
1. enter into an Agreement for Use with Rotary Club of Ayr Inc. for the shed and future two (2) shipping containers located on part of Lot 45 on Crown Plan GS490, Ayr Showgrounds, 9-21 Edwards Street, Ayr as shown as the hatched area on the attached plan, for a term of five (5) years being 1 October 2026 to 30 September 2031 for storage purposes.
2. consent in principle to the installation of two (2) shipping containers by Rotary Club of Ayr Inc. at the Ayr Showgrounds, subject to:
   a. the execution of an Agreement for Use between Burdekin Shire Council and Rotary Club of Ayr Inc.;
   b. Rotary Club of Ayr Inc. obtaining all required building approvals, development approvals, permits and other statutory approvals and;
   c. Council's review and final approval of the approved plans prior to the commencement of any works; and
3. delegates to the Chief Executive Officer its power to take all necessary action on Council's behalf including negotiating, executing and discharging the Agreement for Use, with the exception that any significant changes are to be approved by Council.

Background
On 18 July 2026, the Rotary Club of Ayr Inc. (the Club) wrote to Council seeking consent to install two shipping containers for storage purposes at the front of the existing shed at the Ayr Showgrounds. The shed is currently used by the Club for the storage of equipment and materials associated with its activities.

The proposal was considered by Council at a Workshop held on 1 September 2026, where Councillors discussed the installation of the two (2) shipping containers and indicated support for the proposal, subject to a formal Agreement for Use being entered into between Burdekin Shire Council and the Rotary Club of Ayr Inc. for the Club's use and occupation of the existing shed and proposed shipping containers. At present, there is no agreement in place regulating the Club's use of the facilities. It is proposed that the Agreement for Use be granted for a term of five (5) years commencing 1 October 2026.

The Club has advised that the proposed shipping containers will each measure approximately six (6) metres by three (3) metres and will be positioned directly in front of the existing shed the Club uses. The containers are proposed to be configured with side-opening doors facing the area between the containers, and the Club has also indicated its intention to construct a roof over the space between the two (2) containers. The Club will be responsible for obtaining and complying with all necessary building approvals, development approvals, permits and any other statutory requirements associated with the installation and use of the shipping containers. The permitted use of the facilites will be restricted to storage purposes only.

In addition, the Club will be responsible for all costs associated with the supply, installation and placement of the shipping containers. The Club will also be solely responsible for all ongoing cleaning, maintenance, repairs and vermin control associated with the containers and surrounding area. These requirements will form part of the conditions included within the Agreement for Use.

The proposed Agreement for Use will formalise the responsibilities of the Rotary Club of Ayr Inc. and ensure that the installation, maintenance and operation of the storage facilities are undertaken in accordance with Council's requirements.

Consultation
Consultation was held with Council at the Council Workshop held on Tuesday, 1 September 2026.

Budget & Resource Implications
Staff resources will be utilised to prepare the relevant documentation.

Legal Authority & Implications
Local Government Act 2009
Local Government Regulations 2012

Policy Implications
An Agreement for Use is consistant with Council's Property and Leasing Policy.

Risk Implications (Strategic, Operational, Project Risks)
Council owned or controlled land used by community, commercial organisations or individuals without formal and consistent tenure arrangements, places liability on Council in the event of injury, accident or unenforceable agreements.

By formalising tenure arrangements, it reduces the risk of unenforceable arrangements and inappropriate use of Council land/property by providing appropriate and consistent tenure guidelines.

Attachments
None

GOVERNANCE

6.4.3. Burdekin Shire Council Annual Report 2025/2026

File Reference: **439 and 440**

Report Author: **Rebecca Stockdale, Senior Governance Officer**

Authoriser: **Kim Olsen, Director Corporate and Community Services**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030
- Demonstrate open and transparent decision-making, leadership and financial management.
- Pursue excellence in financial management.
- Responsibly manage Council's financial position to ensure sustainability.
- Implement effective governance frameworks.
- Undertake regulatory responsibilities in accordance with legislative obligations.

Executive Summary
This report seeks Council's formal adoption of the Annual Report 2025/2026. In accordance with the requirements of the *Local Government Regulation 2012,* Council has prepared the Annual Report for the 2025/2026 financial year. The Operational Plan for 2025/2026 was strategically developed to ensure alignment with the key initiatives and priorities outlined in Council's adopted Corporate Plan 2025-2030. The Annual Report provides a comprehensive account of Council's performance and achievements throughout the 2025/2026 financial year, demonstrating progress toward the strategic objectives set out in the Corporate Plan.

The report also includes all legislatively required content, presented in a clear and structures format to facilitate ease of reference. In addition, the Annual Report 2025/2026 incorporates the General Purpose Financial Statements, the Current Year Financial Sustainability Statement, the Long-Term Financial Sustainability Statement, and the Community Financial Report.

Officer's Recommendation
That Council adopts the Annual Report 2025/2026 as attached to this report.

Background
Council is required to prepare and adopt an Annual Report for each financial year. Council must meet a number of legislative disclosure requirements contained within the *Local Government Act 2009* and *Local Government Regulation 2012*. The Annual Report must be:

1. Adopted within one (1) month after the day the general-purpose financial statements are certified by the Auditor General (QAO), and
2. Published to Council's website within two (2) weeks of Council adopting the Annual Report.

The financial statements were certified by the Auditor General (QAO) on 8 September 2026, therefore the Annual Report must be adopted by Council no later than 7 October 2026.

Consultation
All Senior Leadership Group and Senior Supervisor Group members were required to provide information for the annual report. A draft copy of the report was provided to the Executive Leadership Team for review and feedback. The draft annual report was also provided to members of the Audit and Risk Committee.

Budget & Resource Implications
There are no additional budgetary implications associated with the adoption of the Annual Report 2025/2026. Council will print and bind a limited number of hard copies of the report in-house. The adopted Annual Report will be made available for download on Council's public website.

Legal Authority & Implications
The Department of Housing, Local Government, Planning and Public Works published an annual report compliance checklist on their website. With the adoption and publication of the Annual Report, all necessary compliance measures have been met.

Local Government Regulation 2012 s182 Preparation of annual report
(1) A Local Government must prepare an annual report for each financial year.
(2) The Local Government must adopt its annual report within 1 month after the day the auditor-general gives the auditor-general's audit report about the Local Government's financial statements for the financial year to the Local Government.
(3) The Local Government must publish its annual report on its website within 2 weeks of adopting the annual report.

Policy Implications
Not Applicable.

Risk Implications (Strategic, Operational, Project Risks)
A project plan was developed and endorsed for the development of the Annual Report. The project plan outlined the risks of timeliness, accuracy and compliance with legislation. The development and execution of the project plan ensured the identified risks were effectively managed.

Attachments
1. Annual Report 2025-26 Final



Burdekin
Shire Council

BURDEKIN SHIRE COUNCIL

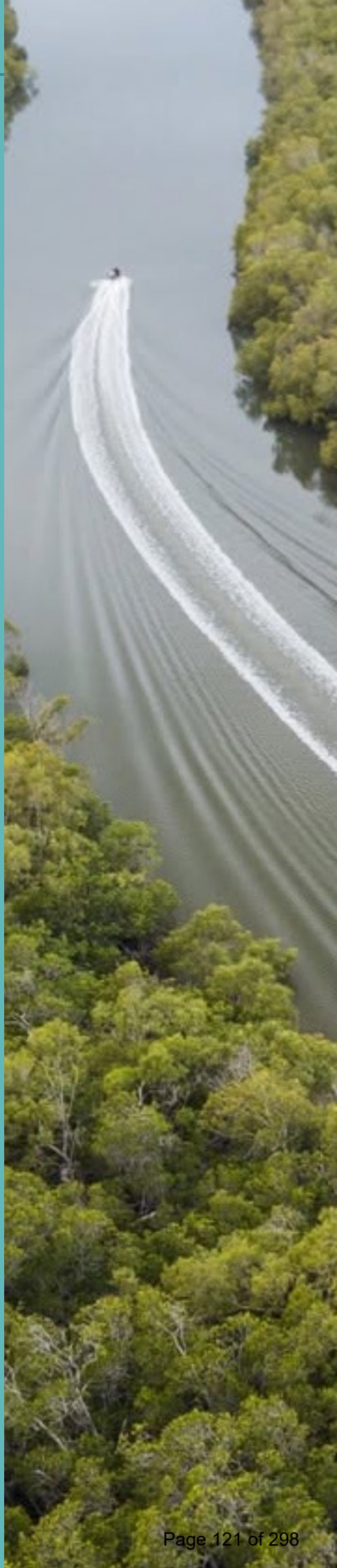
Annual Report 2025-2026

Burdekin Shire Council Annual Report 2025/2026

Burdekin Shire Council is pleased to present the Annual Report for 2025/2026, which provides a comprehensive overview of Council's performance, challenges, and achievements throughout the financial year.

Council is committed to providing the community with a report that is open, transparent, accurate and easy to understand. It outlines the key activities undertaken to deliver on the objectives of the Corporate Plan 2025-2030 and the Operational Plan 2025/2026, demonstrating our progress in meeting the community's priorities.

This report provides an account of the broad range of services and projects delivered to the Burdekin Shire community throughout the 2025/2026 financial year.





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About Our Shire

Situated in North Queensland's Dry Tropics region, approximately one hour south of Townsville, the Burdekin Shire is renowned for its fertile soils, secure water resources and more than 300 days of sunshine each year. Covering 5,060 square kilometres, the Shire is home to approximately 17,220 residents and supports 7,880 local jobs.

The Burdekin's strong and diverse economy generates an estimated gross regional product of $1.49 billion annually, underpinned by agriculture as the region's largest industry. The Shire's agricultural sector contributes more than $609 million in annual output, supported by reliable irrigation supplied by the Burdekin River, the Burdekin Falls Dam and one of Australia's largest underground aquifer systems.

While sugar cane remains the region's most recognised crop, the Burdekin is also a significant producer of horticultural crops including mangoes, melons, pumpkins, zucchini, sweet corn, beans, capsicums and chillies, alongside expanding aquaculture, manufacturing and service industries. This diversity strengthens the local economy and supports employment opportunities across the region.

More than 65 per cent of residents live within the major centres of Ayr and Home Hill, with the remainder residing in vibrant rural and coastal communities including Alva, Brandon, Clare, Dalbeg, Giru, Groper Creek, Inkerman, Jerona, Millaroo, Rita Island, Jarvisfield and Wunjunga.

The Burdekin offers an enviable lifestyle, combining a thriving regional economy with exceptional recreational and cultural amenities. Residents and visitors enjoy more than 30 kilometres of coastline and beaches, nine public boat ramps, major parklands, four public swimming pools, two libraries, a renowned public art trail and the 472-seat Burdekin Theatre. Continued investment in the region is reflected in more than $37 million in building approvals recorded during 2025/2026, demonstrating ongoing confidence in the Shire's future.

The combination of economic strength, natural beauty, community spirit and lifestyle opportunities makes the Burdekin a distinctive and welcoming place to live, work, visit and invest.



$1.49 billion
gross regional product



5,060km^2
land area



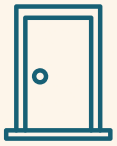
$609.6 million
annual agriculture output



7,880
local jobs



17,220
residents



$37 million
building approvals in 25/26



Agriculture
largest industry



Mayor's Report

It is my pleasure to present the Burdekin Shire Council Annual Report for 2025/2026, reflecting a year of progress, resilience and opportunity for our community.

This year marked the first full year of delivery under Council's Corporate Plan 2025-2030, providing a strong foundation for achieving our shared vision for the Burdekin. Throughout the year, Council remained focused on delivering projects and initiatives that support a safe, connected and prosperous community while planning for future growth and opportunity.

One of the most significant achievements of the year was Council's success in securing funding through the Queensland Government's Residential Activation Fund. This investment will help unlock future residential development in the Burdekin and support the housing supply needed to accommodate future population and workforce growth. Together with ongoing advocacy for workforce attraction, economic development and infrastructure investment, this achievement positions the Burdekin to capitalise on future opportunities and support our region's continued prosperity.

Community safety and disaster resilience also remained a strong priority. Following significant wet weather events during the year, Council continued working closely with emergency services, government agencies and community partners to support residents and strengthen preparedness. Investments in flood monitoring technology, early warning systems and disaster education initiatives will improve community resilience and help residents prepare for future events.

Council also continued to invest in infrastructure and community facilities that enhance liveability and support quality of life. Projects delivered and progressed during the year included the Butler Road Jarvisfield Floodway, upgrades at the South Ayr Water Filtration Plant, improvements to community facilities and continued planning for recreational infrastructure that will benefit residents for years to come.

Environmental sustainability remained an important focus. Council continued to deliver practical initiatives to improve environmental outcomes, including waterway improvement projects, recycling programs and resource recovery initiatives.

The recognition of the Burdekin Macroalgal Facility at the 2026 LGMA (Local Government Managers Australia) Awards for Excellence was a proud achievement and highlights the innovation taking place within our region.

What continues to impress me most is the strength of our community. Whether through volunteering, supporting local events, helping neighbours during challenging times or contributing to community organisations, the people of the Burdekin continue to demonstrate the resilience, generosity and community spirit for which our region is known.

On behalf of Council, I thank my fellow Councillors for their commitment and leadership, Chief Executive Officer Matthew Magin and Council staff for their professionalism and dedication, and the many community groups, businesses and residents who contribute to making the Burdekin a great place to live, work, visit and invest.

Together, we are building a stronger and more connected Burdekin, and I look forward to the opportunities that lie ahead.

P. Dalle Cort

Burdekin Shire Council Mayor
Pierina Dalle Cort

CEO Report



The 2025/2026 financial year was characterised by strong operational delivery, sound governance and continued organisational improvement as Council worked to implement the priorities outlined in the Corporate Plan 2025-2030.

Throughout the year, Council maintained its focus on providing essential services to the community while delivering a substantial program of infrastructure, environmental, community and organisational initiatives. Despite seasonal challenges and increasing service demands, Council continued to meet its obligations while progressing projects that support the long-term sustainability and growth of the Burdekin.

Council delivered significant infrastructure outcomes across roads, drainage, water and wastewater networks. Key achievements included completion of the Butler Road Jarvisfield Floodway, upgrades at the South Ayr Water Filtration Plant, transport network renewal works and continued investment in community infrastructure. These projects strengthen the reliability, resilience and performance of assets that support residents, businesses and industry across the region.

Financial stewardship and governance remained central to Council's operations throughout the year. Council maintained a disciplined approach to financial management through regular budget monitoring, monthly financial reporting and ongoing oversight of operational and capital expenditure programs. Governance frameworks continued to be strengthened through the work of the Audit and Risk Committee, ensuring effective oversight of risk, compliance, internal controls and organisational performance.

Technology and information management capability also continued to mature throughout the year. Implementation of Council's ICT Strategy and Roadmap progressed, supported by the ICT Steering Committee and a range of initiatives designed to improve organisational efficiency, digital capability and cyber resilience. Security audits, penetration testing, governance reporting and staff awareness programs contributed to continued improvement in cyber security maturity, while participation in cyber security training reached 96 per cent across the organisation.

Council remained committed to continuous improvement in customer service and organisational performance. More than 16,000 customer calls were managed during the year while maintaining strong service standards.

Ongoing improvements to reporting systems, procurement processes, records management and service delivery frameworks have strengthened Council's ability to respond effectively to community needs while maintaining transparency and accountability.

Environmental sustainability initiatives also delivered positive outcomes. Resource recovery programs, environmental maintenance activities and sustainability projects continued throughout the year, while the Burdekin Macroalgal Facility received industry recognition at the 2026 LGMA Awards for Excellence. These achievements reflect Council's commitment to innovation and responsible environmental management.

The achievements outlined in this report have been made possible through the dedication, professionalism and hard work of Council's employees. I extend my sincere appreciation to our Mayor and Councillors for their leadership and support, the Executive Leadership Team for their guidance and commitment, and all staff for their contribution to serving the Burdekin community.

As we move forward, Council remains focused on delivering sustainable services, maintaining essential infrastructure, strengthening organisational capability and ensuring we are well positioned to meet the opportunities and challenges of the future.



Burdekin Shire Council Chief Executive Officer
Matthew Magin

Our Councillors



Mayor
Cr Pierina Dalle Cort

- Burdekin Local Disaster Management Group (LDMG) (Chair)
- Burdekin Regional Water Assessment Stakeholder Advisory Group
- Burdekin Shire Rivers Improvement Trust (BSRIT)
- Burdekin Water Futures
- CopperString Regional Reference Group
- North Queensland Regional Organisation of Councils (NQROC)
- North Queensland Regional Roads and Transport Group (NQRRTG)
- Reef Guardian Councils
- Regional Development Australia Townsville and North West Queensland
- Sunwater Burdekin Customer Advisory Committee
- Townsville District Disaster Management Group (DDMG)



Deputy Mayor
Cr Max Musumeci

- Burdekin Local Disaster Management Group (LDMG) (Deputy Chair)
- Burdekin Local Disaster Management Recovery Group (LDMG) (Chair)
- Burdekin Road Safety Advisory Committee (Chair)
- Burdekin Bowen Integrated Flood Plain Management Advisory Committee (BBIFMAC)
- Community, Sporting and Cultural Advisory Group (CSCAG)
- Economic Development Advisory Group

Internal Council Committees
- Asset Management Steering Committee
- Fleet Management Steering Committee



Councillor
Michael Detenon

- Audit and Risk Committee
- Economic Development Advisory Group
- Lower Burdekin Landcare Association
- Townsville Local Marine Advisory Committee
- Reef Guardian Councils

Internal Council Committees
- ICT Steering Committee



Councillor
John Furnell

- Burdekin Local Disaster Management Group (LDMG)
- Burdekin Community Sector Network
- Burdekin Shire Youth Council
- Community, Sporting and Cultural Advisory Group (CSCAG)
- Community Grants Panel
- Regional Arts Development Fund (RADF) Committee



Councillor
Amanda Hall

- Burdekin Community Advisory Network
- Lower Burdekin Water Board (LBW)
  - LBW Finance and Audit Committee
  - LBW Communication Focus Group



Councillor
Callan Oar

- Audit and Risk Committee
- Burdekin Shire Rivers Improvement Trust (BSRIT)
- Country University Centre (CUC) Working Group
- Local Authority Waste Management Advisory Committee (LAWMAC)
- North Queensland Sports Foundation

Internal Council Committees
- Asset Management Steering Committee
- Fleet Management Steering Committee

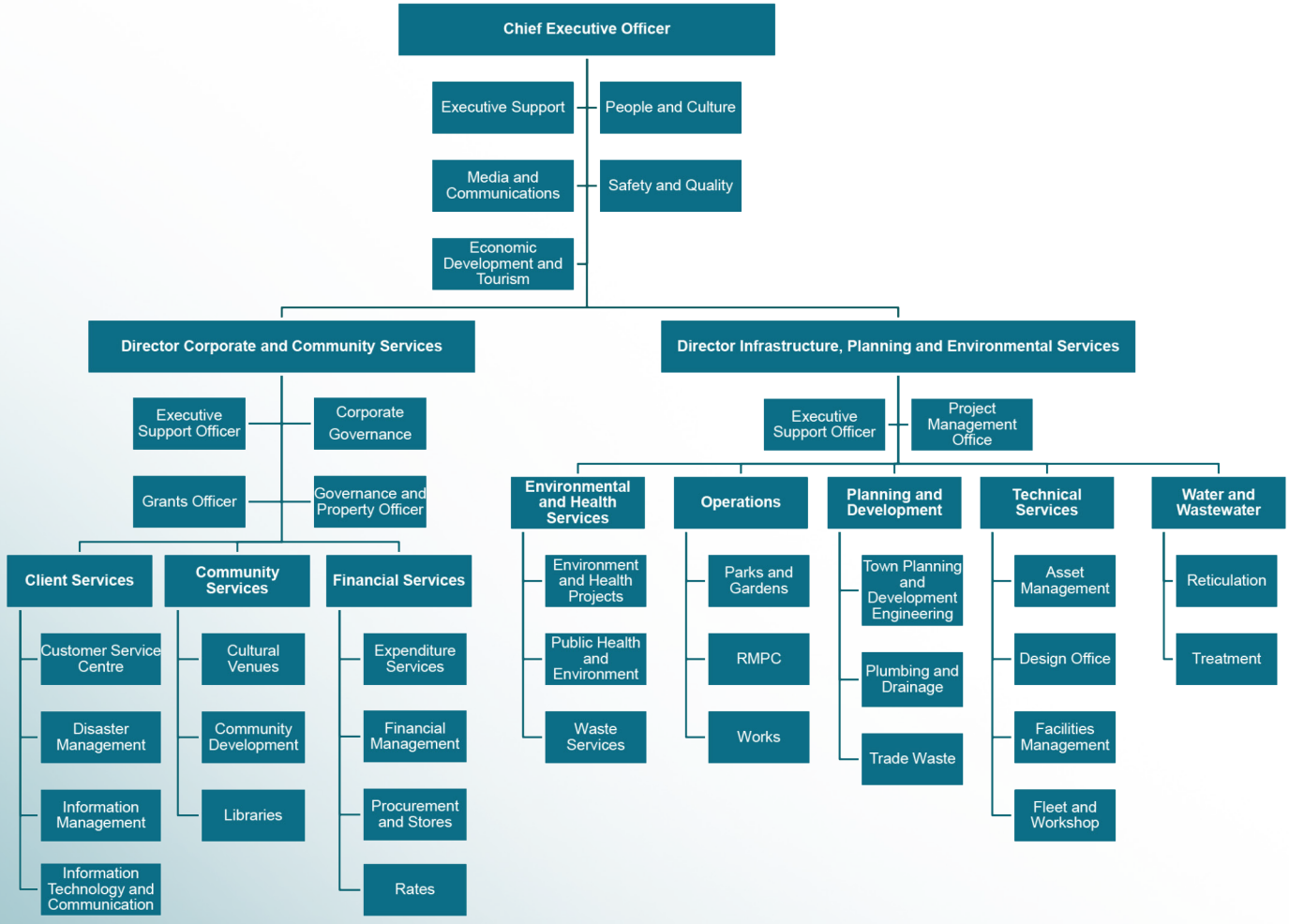


Councillor
Fina Vasta

- Burdekin Domestic and Family Abuse Prevention Network
- Burdekin Community Association (BCA)
- Burdekin Neighbourhood Centre Association
- Burdekin Shire Youth Council
- Community Grants Panel
- Regional Arts Development Fund (RADF) Committee

Internal Council Committees
- ICT Steering Committee

Organisational Structure





Our Vision

A thriving community that values its rural identity, embraces innovation, and protects its natural environment for future generations.

Our Mission

To work with our community to create a sustainable, inclusive, and forward looking Burdekin through leadership, partnerships and service excellence.

Our Values

Our Customers

Our customers are the centre of everything we do. We get things done with speed, conviction and agility.

Our Culture

Our way of life and how we conduct ourselves which is demonstrated daily by our behaviour, our habits, our attitudes toward each other, and our moral beliefs.

Our Credibility

Our credibility is our most valuable asset. We act honestly and consistently in our behaviours, actions and decisions.

Annual Report Highlights



August 2025

Stand Up Sleep Out Youth Against Homelessness

The Burdekin Shire Youth Council supported National Homelessness Week through promotion of the Stand Up Sleep Out Youth Against Homelessness event and a community donation drive.

The initiative raised awareness of homelessness while supporting local organisations assisting vulnerable residents.



November 2025

Business Connections Strengthened

The Burdekin Industry Breakfast brought together local businesses, industry representatives and service providers to share opportunities, build networks and support business resilience.

The event attracted 46 attendees and highlighted key regional initiatives and support programs.



November 2025

Major Water Infrastructure Progressed

Significant construction milestones were achieved at the South Ayr Water Filtration Plant, supporting the delivery of reliable and sustainable water services for the community. Coordinated communications ensured residents remained informed throughout temporary water restrictions.



December 2025

Community Celebrates Together

The Community Bank Home Hill and Ayr Christmas Carols delivered an evening of festive entertainment, fireworks and family activities.

The event showcased local talent and provided an inclusive opportunity for residents to connect and celebrate the festive season.



January 2026

Celebrating Local Champions

The 2026 Australia Day Awards recognised outstanding residents, volunteers, sporting achievers, cultural contributors and community leaders who make a lasting difference across the Burdekin.

With 42 nominations received across 10 categories, the awards celebrated the people who help shape a strong, connected and vibrant community.



January 2026

Disaster Preparedness Enhanced

Flood cameras, sensors and early warning systems were installed at three high-risk locations, strengthening Council's disaster monitoring capability.

The project provides real-time flood information through the Burdekin Disaster Dashboard, improving community preparedness and resilience.



March 2026

Regional Talent Takes Centre Stage

The North Queensland Fast Track Talent Showcase provided a professional platform for emerging performers, attracting more than 55 participants from across the region.

Delivered in partnership with the Burdekin Shire Youth Council, the event encouraged creativity, confidence and artistic development.



May 2026

Plantation Creek Restored

More than 20 tonnes of invasive aquatic weeds were removed from Plantation Creek through a coordinated environmental management program.

The works improved water flow and contributed to the health and sustainability of the local waterway.



June 2026

Industrial Growth Opportunities Expanded

Council continued to advance the Ayr Industrial Precinct, with Stage 1 lots made available for industrial development and ongoing promotion of the precinct as a key investment destination.

The project supports future business growth, job creation and economic diversification across the Burdekin.

Community Financial Report

The Community Financial Report is prepared to present a summary of Council's financial statements for the year ended 30 June 2026. The purpose of this report is to provide the community with a clear understanding of the Council's financial position and performance.

The Community Financial Report is prepared in accordance with section 179 of the *Local Government Regulation 2012*. The report provides a summary of Council's:

1. Statement of Comprehensive Income
2. Statement of Financial Position
3. Statement of Changes in Equity
4. Statement of Cash Flows
5. Measures of Financial Sustainability

Council's Result at a Glance - 2026

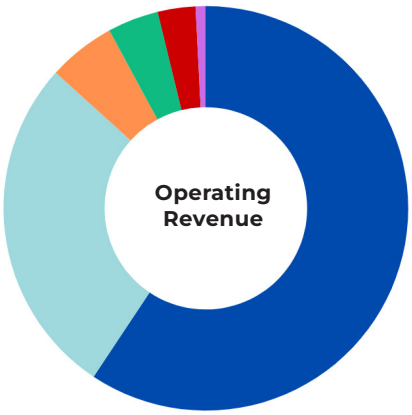
Statement of Comprehensive Income	
Recurrent (operating) revenue	$79,778,469
Capital Income	$30,471,298
Total Income	**$110,249,767**
Recurrent (operating) expenses	$72,307,897
Capital expenses	$2,053,389
Total Expenses	**$74,361,286**
Net Result	$35,888,481
Statement of Financial Position	
Total Assets	$868,615,064
Total Liabilities	$43,402,110
Net Community Assets	$825,212,954
Capital Works Expenditure	**$45,023,077**

1. Statement of Comprehensive Income

The Statement of Comprehensive Income is a summary of Council's revenue and expenditure during the financial year.

The day-to-day operations of Council are considered recurrent revenue and expenses. Capital revenue and expenses relate mainly to Council renewing, upgrading, building or purchasing new community assets.

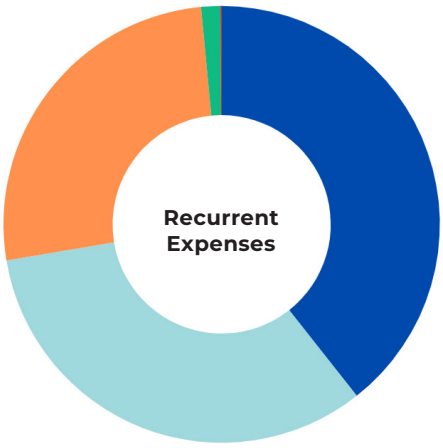
Operating Revenue - Where did the money come from?



- Rates, levies and charges $47,344,598
- Grants, subsidies, contributions and donations $21,826,471
- Interest received $4,313,049
- Fees and charges $3,250,056
- Sales of contract and recoverable works $2,418,518
- Other income $625,777

Own source revenue is income from Council's rates, levies, and charges and fees and charges. This year 63.42% of operating revenue was generated from Council's own source revenue. The continued support of grant funding provided to Council from the State and Federal Governments reduces the financial burden on ratepayers.

Recurrent Expenses – Where was the money spent?



- Materials and Services $26,980,473
- Employee Benefits $26,385,091
- Depreciation $18,081,470
- Finance Costs $826,333
- Amortisation $34,530

Recurrent expenses are expenses which result from Council's day-to-day operations of providing corporate functions and services, operating community facilities and maintaining community assets. Council reports on these expenses each month to ensure compliance with policies and the adopted budget.

The depreciation expense reflects the reduction in the value of property, plant and equipment during an asset's useful life. Council officers review assets annually considering the value, condition and remaining useful life. This ensures the depreciation expense is reflective of asset utilisation.

2. Statement of Financial Position

The Statement of Financial Position outlines what Council owns (Assets) and what it owes (Liabilities) at a point in time. Council's wealth (Community Equity) is determined by deducting liabilities from assets, the larger the Community Equity the stronger the financial position.

Council's Financial Position as at 30 June 2026:		
What we own		$868,615,064
Current Assets	$114,549,739	
Non-current Assets	$754,065,325	
What we owe		$43,402,110
Current Liabilities	$21,144,283	
Non-current Liabilities	$22,257,827	
Total Community Equity		$825,212,954

Assets – What do we own?
Council's assets are represented by cash and cash equivalents, financial assets (term deposits with a term over three months), receivables (money owing to Council), inventories, contract assets (approved grant money not yet received for capital works undertaken), other assets, property, plant and equipment and intangible assets.

At 30 June 2026, Council's assets totalled $868,615,064. Council's most significant asset class is property, plant and equipment, which equates to 86.76% of Council's total assets. In 2025/2026, Council spent $45,023,077 to renew, upgrade and build new community assets.

Capital Expenditure by Asset Class

Water
$25,323,701

Other Assets
$1,625,346

Transport
$10,533,356

Property, Plant and Equipment
$3,236,115

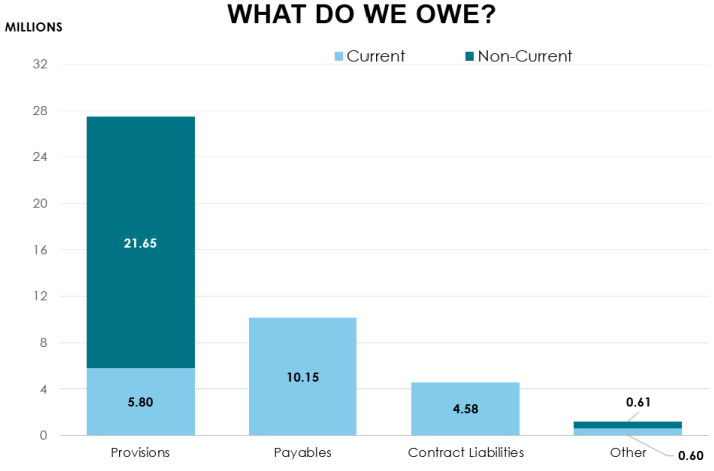
Sewerage
$1,007,178

Buildings
$1,852,361

Drainage
$754,129

Land and Improvements
$690,891

Liabilities – What do we owe?
Council's liabilities include accounts payable (money owed to suppliers), contract liabilities (grants received for works not yet undertaken), provisions for future rehabilitation costs of landfill sites, amounts owed to employees both now and in the future and income received in advance. Council's liabilities increased to $43,402,110 in 2025/2026. This was mainly due to an increase in Payables of 22%.



The Statement of Changes in Equity illustrates how the net worth of Council has changed due to activities undertaken during the year. This statement is a summary of the movements in the asset revaluation surplus and retained surplus. The retained surplus increased to $356,683,619 at 30 June 2026.

The asset revaluation surplus increased to $468,529,335 due to an increase on the revaluation of Council's assets of $32,275,221.

4. Statement of Cash Flows

The Statement of Cash Flows shows how Council has spent and received cash through the year. This statement differs to the other financial statements as it does not include non-cash items such as depreciation and amortisation. The cash transactions are categorised into operating, investing or financing activities.

This means it groups Council's normal operations, investment in property, plant and equipment and repayment of borrowings. Cash available is used to invest and utilise for future expenditure mostly for specific purposes such as future infrastructure. Some of Council's cash is subject to restrictions.

In 2025/2026 Council's cash and cash equivalents decreased by $4,756,037. This was largely due to Council transferring funds into investments, resulting in a net increase in investment balances. While cash held in bank accounts reduced, Council continued to maintain sufficient liquidity to meet its operational and capital commitments.

5. Financial Sustainability Measures

Financial sustainability is achieved through Council's ability to maintain infrastructure and remain financially viable over the long term. The *Local Government Regulation 2012* section 178 requires Council to report on the measures of financial sustainability as described in the financial management (sustainability) guideline. Burdekin Shire Council is required to report on eight of the measures of financial sustainability this financial year.

The ratios help to demonstrate the relationship between key numbers in Council's financial statements and provide a clearer picture of how Council is performing. These ratios are used to assess Council's current sustainability strategy over a long-term period.

Audited Ratios

Liquidity

Unrestricted Cash Expense Cover Ratio

This ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
More than 4 months	21.5 months	N/A	✓

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses. Council is currently exceeding the target, indicating council has sufficient liquidity to continue to meet ongoing and emergent financial demands for an extended period of time.

Operating Performance

Operating Surplus Ratio

This ratio is an indicator of the extent to which operating revenues generated cover operational expenses.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
More than -2%	9.36%	6.07%	✓

The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes. This result demonstrates a sustainable operating position and provides capacity to fund future asset renewals and maintain service delivery levels for the community.

Operating Cash Ratio

This ratio is a measure of council's ability to cover its operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
More than 0%	32.07%	30.48%	✓

The operating cash ratio is a measure of council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs. This ratio has remained stable, with Council continuing to generate a healthy operating cash surplus from its ongoing activities.

Asset Management

Asset Sustainability Ratio

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
More than 90%	82.39%	80.58%	✗

The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives. Council regularly reviews its capital program to ensure that service levels are maintained and renewal of assets is optimised.

Asset Consumption Ratio

This ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
More than 60%	62.65%	64.17%	✓

The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. Council assets are being consumed in line with their estimated useful lives.

Unaudited Ratios

The below ratios are contextual, therefore there are no target requirements.

Council Controlled Revenue Ratio

Council controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
N/A	63.42%	73.76%	N/A

Council controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

Population Growth

Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.

Target	Actual 2026	5 Yr Av. 2022-2026	Target Met
N/A	1.08%	0.24%	N/A

Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.



2025 Community Christmas Carols

Our Community

We are a welcoming, inclusive and adaptive community.

HEALTHY, INCLUSIVE, AND SOCIALLY ENGAGED COMMUNITY

A broad range of community, cultural and wellbeing initiatives supported participation, connection and inclusion across the Burdekin. Cultural venues, including the Burdekin Theatre and community halls, hosted a diverse program of performances, community celebrations, meetings, youth showcases and wellbeing activities throughout the year.

A major highlight was the North Queensland Fast Track Talent Showcase, delivered in partnership with the Burdekin Shire Youth Council. The event attracted more than 55 performers from across the region and provided emerging artists with access to industry judges, development opportunities and a professional platform to build confidence, skills and pathways into the arts sector.

A diverse program of youth initiatives was delivered throughout the year, including Youth Council-led events, Youth Week activities, first aid training, career engagement opportunities and wellbeing-focused programs. Together, these activities encouraged leadership, creativity and community participation while fostering safe and inclusive environments where young people could connect and thrive.

The Burdekin Shire Youth Council supported homelessness during National Homelessness Week. In partnership with Burdekin Catholic High School, the Youth Council promoted the Stand Up Sleep Out Youth Against Homelessness event held on Friday 8 August 2025, and encouraged residents to donate non-perishable food, toiletries, sanitary items, pillows, blankets and sleep items. Collected items were distributed to local service providers assisting people experiencing, or at risk of, homelessness in the Burdekin region.

Youth Council members contributed to community wellbeing events including the Burdekin Domestic Violence Walk and the Breaking Barriers Community Wellbeing Event, while also attending a Council Meeting to gain insight into local government decision-making processes. The announcement of the 2026 Executive further strengthened youth leadership opportunities, supporting young people to represent their peers, develop leadership capabilities and make meaningful contributions to civic life.

Support for seniors and community wellbeing also remained a priority. The annual Seniors Expo and Luncheon brought together service providers, community organisations and residents to share information, promote healthy ageing and strengthen social connections in October 2025. The event included stalls, activities, live entertainment, prizes and giveaways. Members of the Burdekin Shire Youth Council also volunteered at the event, assisting with meal service and table clearing while fostering meaningful connections between younger and older generations. Reflecting its ongoing popularity within the community, the event sold out once again, attracting more than 180 senior residents.

The Breaking Barriers Community Wellbeing Event welcomed 180 guests to hear from guest speakers on a range of subjects, including health and wellbeing, domestic and family violence, menopause, suicide awareness, grief and support services. The event was delivered with funding as part of the Queensland Governments Tackling Regional Adversity through Connected Communities funding program.

The Get Out Get Active Burdekin program also commenced during the year, engaging 122 residents and seven local fitness providers in an eight-week health and fitness initiative funded through Health and Wellbeing Queensland. Participants reported improvements to not only their physical fitness but also in their quality of sleep, confidence and social connectedness.

Environmental education remained a focus throughout the year, with students at East Ayr State School participating in an interactive water quality program designed to increase awareness of local waterways and encourage responsible environmental stewardship.

Burdekin Library continued to play an important role in supporting learning, literacy and digital inclusion across the Shire. During 2025/2026, the Library delivered 472 programs and events attended by 5,507 participants, including First 5 Forever sessions, school holiday activities, after-school programs, outreach visits, technology classes and community workshops. Community members also accessed 44,927 physical loans and renewals and 8,992 electronic loans, demonstrating the ongoing value of the Library as a community hub for education, connection and lifelong learning.

A SAFE AND RESILIENT COMMUNITY

Community safety and resilience remained a focus throughout the year through disaster preparedness, response and recovery activities delivered in partnership with emergency services, government agencies and community organisations.

During significant wet weather events from January-April 2026, coordinated disaster response operations kept the community informed and supported public safety. Following extended wet weather events, recovery efforts focused on assisting community organisations, sporting clubs and residents to access available funding, recovery programs and clean-up support.

Public safety was also supported through regulatory services, development assessment, compliance activities and community education. These programs helped reduce risk, improve awareness and build long-term resilience across the Shire.

Council continued to strengthen community preparedness through education and engagement activities. More than 500 disaster preparedness packs and show bags were distributed during the year, including over 250 distributed at the Burdekin Show. Council's Disaster Management Team partnered with the State Emergency Services (SES) and Australian Red Cross to provide information, demonstrations and resources designed to improve community awareness and preparedness for natural disasters.

A revised Local Disaster Management Plan and associated sub-plans were progressed during the year, with a stronger community-facing format to improve accessibility and understanding of disaster management arrangements. Disaster preparedness initiatives extended beyond traditional awareness campaigns, with the delivery of the Disaster Ready Trail through the Get Ready Queensland Program. The Trail engaged businesses across Ayr, Home Hill, Brandon, Clare, Giru and Groper Creek, supporting preparedness messaging throughout the region while encouraging residents to take practical steps to prepare for disaster season.

Disaster preparedness was further strengthened through the installation of flood cameras, sensors and early warning systems at three high-risk flood-prone locations, Allen Road, Viv Cox Bridge and Anabranch Bridge. Supported through the Queensland Resilience and Risk Reduction Fund, the project provides real-time flood monitoring and early warning capability, improving the ability to respond proactively during severe weather events. The cameras are integrated with the Burdekin Disaster Dashboard, giving residents, visitors and emergency services improved access to live flood information during wet weather.

CELEBRATE OUR UNIQUE IDENTITY

Community achievements were recognised through award programs and public acknowledgements that celebrated the contributions of volunteers, leaders and local organisations. The 2026 Australia Day Awards received 42 nominations across 10 categories, recognising outstanding residents, sporting and cultural contributors, environmental achievement, community service and lifetime contribution.

Major events and local celebration initiatives contributed to a strong sense of place and community pride, celebrating the Burdekin's identity and bringing residents together. The Community Bank Home Hill and Ayr Christmas Carols returned in December 2025, delivering an evening of festive entertainment featuring local performers, community participation, food vendors, fireworks and family activities. Supported by local sponsors, the event provided an inclusive opportunity for residents of all ages to connect, celebrate and share in the festive spirit while showcasing local talent and strengthening community pride.

Local heritage was further preserved through the installation of interpretive signage at the heritage-listed Charlie's Hill World War II Radar Station. Supported through the Queensland Remembers Grants Program, the project improves public understanding of the site's historical significance and helps preserve an important chapter of the Burdekin's wartime history for future generations.

Council secured funding through the *Honouring Our Veterans* Grant Program which will enable the delivery of the Cenotaph Enhancement Project at Memorial Park, Home Hill. This important project will preserve and enhance a significant local landmark, strengthening the region's connection to its history and providing a respectful place for remembrance. Works are scheduled to commence soon, reinforcing Council's commitment to honouring our veterans and celebrating the heritage and identity of our community.

THRIVING AND CONNECTED COMMUNITY, CULTURAL AND SPORTING ORGANISATIONS

Community, cultural and sporting organisations continued to be supported through targeted financial and in-kind assistance. The Community Grants Program delivered multiple funding rounds during the year, providing grants of up to $3,000 to eligible community, sporting and not-for-profit organisations.

Across the funding rounds, financial and in-kind assistance supported a diverse range of local organisations, including service clubs, sporting associations, Parents and Citizens Associations and performing arts groups. Funding contributed to sporting activities, school programs, community events and driver education initiatives, enabling local organisations to deliver activities and services that enhance community wellbeing and participation across the Burdekin.

Libraries continued to serve as important community hubs, delivering programs that supported literacy, lifelong learning, digital inclusion and social connection for residents of all ages. Workshops, technology programs and educational activities provided opportunities for learning, skill development and community participation throughout the year. Over 2025/2026, there were 47,929 physical visits to the Burdekin Libraries.

Council-owned cultural venues recorded a combined attendance of 16,023 people during 2025/2026, representing an increase of 1,211 attendees on the previous year. The Burdekin Theatre welcomed 7,229 patrons across a diverse program of performances, community events and functions, while Ayr Showgrounds hosted approximately 6,730 attendees, including a record attendance of 5,600 people at the 2026 Burdekin Show. These facilities continue to play an important role in fostering community connection, cultural participation and local economic activity.

ENGAGING PUBLIC SPACES

Investment in public spaces continued to enhance liveability, encourage social interaction and improve access to community infrastructure across the Shire. Parks, playgrounds, recreational facilities, pathways and community spaces were maintained and upgraded to ensure they remained safe, accessible, attractive and fit for purpose.

During the year, work commenced on construction of the Anzac Park Pump Track. The pump track will establish itself as a valuable community asset for riders and families well into the future. The project forms part of Council's commitment to expanding recreational opportunities and supporting active lifestyles. The completed PCYC amenities upgrade and ongoing implementation of the Sport and Recreation Plan also contributed to improved community infrastructure and participation opportunities across the Shire.

Construction of the new Burdekin Aquatic Centre amenities building progressed significantly during 2025/2026. Following site handover, construction commenced and by the end of June the structure had reached an advanced stage with walls erected and roofing installed. Works continued through internal fit-out activities and remained on track towards completion.

Council also progressed planning and refurbishment activities across several community assets, including upgrades at Burdekin Cascades Caravan Park amenities block designed to enhance visitor experiences and maintain community infrastructure.

2025 Bendigo Community Bank Home Hill and Ayr Community Christmas Carols



Our Economy

We are committed to building a strong, diverse economy that creates jobs and supports local businesses. By focusing on key industries like agriculture, manufacturing, renewable energy and the visitor economy, we aim to drive growth, build resilience and ensure long-term prosperity for our community.

FOSTER BUSINESS GROWTH AND INNOVATION

Local business growth and innovation were supported through mentoring, industry engagement and collaboration with key partners. Practical support delivered in partnership with Smart Precinct NQ gave local businesses access to expert advice, helping operators build capability, strengthen resilience and explore new opportunities.

Business visibility and investment readiness were also improved through ongoing review and enhancement of Council's Business Directory, ensuring it remains a relevant and accessible tool for local operators, investors and customers. Feedback from business owners and stakeholders informed improvements and helped align the directory with local needs.

The Burdekin Industry Breakfast program provided a practical forum for business networking, project updates and regional investment discussions throughout the year. The November 2025 Industry Breakfast attracted 46 attendees and featured presentations on CQUniversity opportunities, Telstra business resiliency and connectivity, UnitingCare's Farmer-to-Farmer Support Program and Council's Get Ready disaster preparedness messaging. The Small Business Month Industry Breakfast, held at the Burdekin Theatre in May 2026, attracted 65 attendees and included presentations on the NQ Food Futures Precinct, the Burdekin-Bowen Water Pipeline and the Residential Activation Fund, alongside displays highlighting business support opportunities available within the region.

Innovation and business capability were further supported through initiatives such as the Drones in Industry workshop, which provided opportunities for businesses and community members to explore emerging technologies and practical applications.

PROMOTE WORKFORCE DEVELOPMENT

Council continued to support workforce development and future employment opportunities through collaboration with education providers, training organisations, industry representatives and government agencies. Key initiatives focused on strengthening local skills pathways, improving access to education and building long-term workforce capacity within the Burdekin.

Progress continued on the Country Universities Centre (CUC) Burdekin, with Council hosting and supporting meetings of the CUC Burdekin Management Committee throughout the year. Once established, the Centre will provide local students with access to supported tertiary study facilities, technology, academic assistance and connections to university providers, helping residents pursue higher education opportunities locally while remaining connected to the region.

Council also delivered the Pathways and Possibilities event, bringing together education providers, employers and industry representatives to showcase local training and career opportunities. The event attracted 15 exhibitors and 60 attendees and provided valuable information on education, skills development and employment pathways available within the region.

Further initiatives progressed through the Regional Drought Resilience Planning Program, including actions to address workforce challenges, support housing and strengthen long-term economic resilience across the Burdekin.

ATTRACT INVESTMENT AND DIVERSIFY THE ECONOMY

Investment attraction and economic diversification remained a priority, with a strong focus on advancing opportunities within the Ayr Industrial Precinct. Activities included engagement with prospective buyers, coordination through the Industrial Estate Project Control Group and continued promotion of the precinct as a major economic development opportunity.

Stage 1 lots within the Ayr Industrial Precinct were made available for industrial uses including manufacturing, logistics, trade services and emerging industries. The adoption of an Economic Stimulus Policy for Development Incentives further supported investment by reducing barriers to development and encouraging business growth. Digital capability and lifelong learning were also supported through a partnership with the State Library of Queensland. Burdekin Library hosted digital technology workshops focused on drones, programming, 3D design and 3D printing for young people, while local businesses accessed free digital marketing training and digital capability development programs. These initiatives strengthened digital literacy, supported workforce readiness and improved access to learning opportunities across the community.

Regional project development and advocacy also continued, including the preparation of project information packs, participation in regional coordination forums and submissions through the Regional Drought Resilience Planning program. These activities supported initiatives aimed at strengthening economic resilience and long-term sustainability across the region.

INCREASE HOUSING AVAILABILITY, DENSITY AND AFFORDABILITY

Housing availability and affordability remained a key advocacy and planning priority for regional growth. At the Local Government Association of Queensland Annual Conference, Council's motion relating to the Residential Tenancies Act was endorsed, seeking to address barriers that discourage property owners from making vacant housing stock available for rent.

A major achievement during the year was the successful securing of funding through the Queensland Government's Residential Activation Fund. This funding will support planning, hydraulic modelling and detailed infrastructure design to enable future residential growth in Ayr. The project is expected to unlock significant housing opportunities, remove infrastructure constraints and support the delivery of additional housing supply across the Shire. At a local level, work continued on housing and growth planning initiatives, including actions within the Local Housing Action Plan and the Residential Activation Fund as part of broader strategic and budget planning processes.

Council continued implementation of actions identified in the Local Housing Action Plan through advocacy initiatives and work progressed under the Regional Drought Resilience Planning Project. This included progressing activities to engage a consultant to prepare a housing business case to assess market demand, feasibility and investment opportunities for retirement living, aged care accommodation and other housing options to support future population growth and workforce attraction.

ACTIVATE AND BUILD A DYNAMIC REGIONAL VISITOR ECONOMY

The regional visitor economy was supported through destination marketing, event development and strategic partnerships. A range of Visit Burdekin initiatives were progressed, including visitor guide distribution, development of a destination events calendar and targeted marketing activities showcasing the region.

During the year, a tender was accepted for a Visit Burdekin photography project, strengthening Council's regional image library and improving the quality and consistency of destination marketing materials. Event development and attraction activities also continued, with funding received from Tourism and Events Queensland for the 2027 Sweet Days Hot Nights Festival.

Visitor economy planning was further strengthened through major event economic impact surveys, continued support for Visitor Information Centre operations and accreditation, and progression of visitor infrastructure such as Charlie's Hill interpretive signage. Promotional activities also included regional engagement opportunities such as the Defence Family Welcome Expo.

Our Environment

We value and respect our natural environments, waterways, and coasts now and into the future.

A SUSTAINABLE ENVIRONMENT

A range of practical waste and sustainability initiatives were delivered throughout the year to reduce environmental impacts, improve service efficiency and support community awareness.

Implementation of the Recycle Mate platform continued, including staff engagement and integration within Council's waste and recycling web content. This provides residents with clear, locally relevant guidance on waste disposal and recycling. The Cut the Crap wastewater education campaign also reinforced the "Pee, Poo and Paper" message, encouraging residents to keep non-flushable items out of the sewer network and helping reduce blockages, overflows and maintenance impacts.

In preparation for the cyclone season, Super Waste Sunday was delivered on 7 December 2025, giving residents an opportunity to dispose of sorted waste items at Council waste facilities and access free mulch. The initiative supported the reduction of loose debris ahead of severe weather events while encouraging responsible waste management.

Waste services were reviewed and adjusted to improve accessibility and operational effectiveness. This included evaluation of the six-month operational trial at the Clare Transfer Station, with community feedback collected through email submissions, customer request data and a QR code feedback tool. To address ongoing misuse of the Dalbeg community skip bin, a supervised service delivery model was progressed, involving scheduled bin placement, on-site supervision and a pay-to-dispose option for selected waste streams.

Community participation in waste reduction was encouraged through free mulch days, recycling campaigns and other education initiatives. Essential waste management services continued across the Shire, with waste collection, disposal and facility operations maintained to meet community needs and regulatory requirements.

Council delivered a dedicated Household Embedded Battery Amnesty Weekend in partnership with NQROC (North Queensland Regional Organisation of Councils), providing residents with an opportunity to safely dispose of battery-powered devices containing embedded lithium-ion batteries. The initiative helped divert hazardous materials from landfill and household waste streams, reducing fire risks associated with improper battery disposal while improving community awareness of safe recycling practices.

Funding support of up to $343,520, excluding GST, was secured through the Queensland Government's Resource Recovery Boost Fund for construction of a resource recovery shed, recycling storage bays and equipment at the Ayr Transfer Station. Participation as a regional partner in a Stream 2 major project to upgrade the Townsville Material Recovery Facility also supported stronger regional recycling capacity and improved processing quality.

HEALTHY NATURAL ECOSYSTEMS AND RESOURCE MANAGEMENT

The Burdekin's natural environment was protected and enhanced through operational programs, compliance activities, environmental maintenance and community partnerships.

A key achievement was the delivery of aquatic weed removal works at Plantation Creek, where more than 20 tonnes of invasive material was removed through a coordinated operation involving specialised equipment and field crews. These works improve water flow and support the overall health of the local waterway.

Mosquito monitoring and arbovirus surveillance continued across locations including Alva Beach, Brandon, Home Hill and Ayr, supporting early detection and response to public health risks. Roadside spraying programs for declared plants were also undertaken throughout the year to reduce the spread of invasive species across the transport network.

Natural asset protection and restoration activities progressed through environmental maintenance, vegetation management and targeted works across parks, waterways and public spaces. These efforts improved environmental outcomes while supporting the amenity and liveability of the region.

Innovation in environmental management was recognised when the Burdekin Macroalgal Facility received recognition at the 2026 LGMA Awards for Excellence. The facility uses naturally occurring macroalgae to remove nutrients from wastewater, reducing nitrogen and phosphorus entering waterways connected to the Great Barrier Reef catchment and demonstrating a commitment to sustainable infrastructure solutions.

Council continued its illegal dumping management activities throughout the year, including monthly reporting under the Local Government Illegal Dumping Partnerships Program, investigation of reported incidents and enforcement actions where appropriate. Preparations also progressed for the transition to the Queensland Government's Fighting Illegal Dumping Partnership Program, while internal procedures were developed and implemented to support safe, consistent and compliant responses to illegal dumping incidents.

Environmental stewardship was also encouraged through community education and engagement. This included an interactive water quality education program at East Ayr State School, recycling promotions, battery disposal messaging, invasive weed awareness, regional recycled art promotion and environmental events such as World Fish Migration Day.

Weedoo Machine removing aquatic weeds from waterway



Our Infrastructure

We provide and advocate for cost-effective infrastructure that supports our quality of life.

EFFICIENT AND CONNECTED INFRASTRUCTURE NETWORKS

A significant program of road, drainage and transport infrastructure works improved safety, connectivity and flood resilience across the Shire.

The 2025–2026 Budget included major investment in roadworks, drainage reconstruction and upgrades, with projects identified for delivery including Cussen Road bitumen surfacing and Sexton Road reconstruction. The $1,800,000 annual reseal program was completed in May, with affected residents notified directly and works scheduled across multiple rural roads and residential streets to support long-term road safety and reliability.

A key achievement was the completion of the Butler Road Jarvisfield concrete floodway, improving flood immunity and restoring safer access for residents, agricultural operations and emergency services during wet weather events. Drainage upgrade works on Thompson Road and Patricia Road were also completed with construction activities carefully coordinated around Lower Burdekin Water operational shutdowns and the crushing season to minimise constituent disruption.

In urban areas, paved footpaths between Soper Street and Parker Street were replaced with concrete, incorporating additional drainage capacity to address localised flooding were also completed. Across the broader road network, priority repairs were undertaken on sealed and unsealed roads through the Queensland Reconstruction Authority restoration programs, including works on Jerona Road, Kirknie Road, Beachmount Road and Woodhouse Road to name a few.

Additional works included construction of an all-abilities access to the Coutts Park amenities and delivery of the annual footpath renewal program across multiple locations in Ayr and Home Hill, improving accessibility and safety for residents.

SUSTAINABLE WATER RESOURCES

Council continued to invest in water and wastewater infrastructure to ensure reliable, safe and compliant services for residents and businesses.

Major water and wastewater investment during the year included continued delivery of the South Ayr Water Filtration Plant and South Ayr Bore, supported by State Government funding, together with critical sewerage infrastructure upgrades focused on renewing vulnerable assets, improving reliability and reducing the risk of blockages and overflows.

As part of the filtration plant project, a significant construction milestone required the temporary implementation of Stage 1 water restrictions in Ayr and Brandon from 7 November to 7 December 2025. Council delivered a coordinated community information campaign, including dedicated website content and regular public updates, to help residents understand the restrictions and water conservation requirements.

Council also progressed long-term water security planning through the development of demand management documentation, providing a framework to support sustainable water use, network efficiency and future infrastructure investment.



Bahr Road, Giru Road Works

VIBRANT COMMUNITY ASSETS

Community and recreational assets continued to be maintained, restored and improved to support social, cultural and sporting participation across the Burdekin.

Following damage sustained during the early 2025 weather event, funded restoration works commenced under the Community and Recreational Assets Recovery Program. Works progressed at key locations including Plantation Park, Groper Creek foreshore and the Mt Inkerman Nature Trail, supporting the reinstatement of safe, functional and accessible community spaces.

Refurbishment planning and procurement also progressed for priority facilities, including Stage 1 refurbishment works at the Ayr Showgrounds Main Hall. These works support continued community use and extend the life of existing assets.

Restoration of the Pioneer Avenue memorial plaques in Home Hill was completed, preserving local history and enhancing the community streetscape.

Investment in community facilities and recreation infrastructure continued, with upgrades delivered across aquatic centres, parks, cultural facilities and community spaces. These projects improved accessibility, amenity and recreational opportunities for residents while supporting the long-term sustainability of Council-owned assets.

Significant refurbishment works at the Burdekin Theatre were also completed during the year, including a full-stage refurbishment and upgrades to the dressing room facilities. These improvements modernised key backstage infrastructure that had remained largely unchanged since the venue opened in 1982, ensuring performers, community groups and visiting productions can continue to access a safe, functional and high-quality performing arts venue.

WELL PLANNED COMMUNITIES

Strategic planning and design activities supported future infrastructure delivery, growth and long-term resilience across the Shire.

Concept design for the Home Hill Be-Active Trail was completed, supporting active transport, recreation and improved connectivity within the community.

Additional stages of the Home Hill Be-Active Trail also progressed, expanding the shared pathway network and improving connections between key community areas. The project supports active transport, encourages healthy lifestyles and contributes to the long-term vision of a connected and accessible pathway network for residents and visitors.

Our Organisation

We deliver positive outcomes for our community through ethical, transparent, and financially sustainable decision-making.

ENGAGED COMMUNITY AND STAKEHOLDERS

Community trust and accessibility were strengthened through clear communication, responsive customer service and consistent engagement practices.

Council continued to deliver responsive customer service to residents and stakeholders across the Shire. During 2025/2026, the Customer Service Centre received 16,468 phone calls and answered 15,569, maintaining an annual service level of 80 per cent with only three per cent of calls abandoned. These results reflect Council's ongoing commitment to accessible and responsive customer service. Coordinated communications through the website, social media platforms, media releases and direct community updates provided transparent and accessible information about decisions, service changes and major projects.

Council also strengthened community engagement through initiatives such as Councillor Connect, held following adoption of the 2026/2027 Budget. The event provided residents with an opportunity to engage directly with Councillors, discuss local issues and gain insight into Council's priorities, projects and future planning activities.

Internal coordination between service areas also improved, supporting more consistent messaging and stronger responses during periods of increased demand, including wet weather events and major infrastructure works. Proactive communication was strengthened through development of an external Weekly Wrap approach, designed to keep residents informed about current projects, community initiatives and Council decisions.

TRANSPARENT AND ACCOUNTABLE GOVERNANCE

Strong governance and accountability frameworks continued to support ethical decision-making, legislative compliance and the responsible management of public resources.

Councillor capability and governance awareness were supported through training and procedural updates during the year. The Department of Local Government attended Council in April 2026 to provide training on recent legislative changes, while meeting procedures were updated in line with legislative requirements. Governance activities also included Register of Interests annual confirmations, policy and operational standard review processes, publication of contracts over $200,000 and ongoing support for audit, risk and complaint management obligations. Policies, procedures and delegations were reviewed and maintained to ensure alignment with legislative requirements and contemporary governance practice. Complaints, right-to-information matters and governance enquiries were managed in accordance with statutory obligations and Council policy.

Council's advisory groups and committees continued to provide valuable community and stakeholder input into decision-making processes throughout the year. This included engagement through the Economic Advisory Group, Community Sporting and Cultural Advisory Group, Road Safety Advisory Committee and other specialist committees that assist Council to understand local priorities and inform future planning and investment decisions.

Internal audit activities were coordinated and audit action items monitored, strengthening risk management, internal controls and continuous improvement. Procurement, contracts and property matters were overseen in line with legislative, probity and transparency requirements, including publication of required contract information. Structured performance and governance reporting continued through finalisation of the Operational Plan report, collation of information for external auditors, follow-up with risk owners and ongoing monitoring of policy and operational standard review requirements.

Standing Orders were also reviewed and amended during the year to reflect changes to the Order of Business arising from organisational restructures.

Council continued to uphold strong governance and accountability practices throughout 2025/2026 through effective financial management, risk oversight and transparent decision-making processes. Monthly financial performance reports were presented to Council to support informed decision-making and monitor progress against the adopted budget. Council also adopted its Annual Budget and associated financial planning documents, providing a framework to deliver services, infrastructure and community priorities while maintaining long-term financial sustainability.

Governance oversight was strengthened through the Audit and Risk Committee, which monitored risk, compliance, internal controls and financial reporting obligations. Council worked closely with its external auditors throughout the year to support the integrity of its financial reporting processes and ensure compliance with legislative requirements.

EMBRACE TECHNOLOGY

Technology and information management improvements continued to support efficiency, data integrity and service delivery across the organisation. The implementation of Council's ICT Strategy and Roadmap progressed during 2025/2026, establishing a clear framework to guide technology investment, infrastructure renewal and digital improvement across the organisation. Through oversight provided by the ICT Steering Committee, priority initiatives were identified and progressed to support service delivery, organisational efficiency and the long-term resilience of Council's technology environment.

Cyber security and digital risk management remained a focus throughout the year. Quarterly cyber security progress reporting was provided to the Audit and Risk Committee, a comprehensive audit of user access controls was completed, and annual penetration testing was undertaken to strengthen the resilience of Council's information technology environment. Staff capability was strengthened through ongoing cyber security awareness and training programs, achieving a 96 per cent participation rate across the organisation. Continued management and improvement of Council's website, intranet and information systems also supported legislative compliance, improved access to information, and strengthened records and data management practices across the organisation.

Progress also continued on the Secure Communities CCTV Project, including installation, commissioning and system enhancements designed to strengthen public safety outcomes and improve monitoring capability across key community locations. Digital improvement also progressed across multiple service areas, including GIS cloud migration planning, website support and communications associated with major system changes.

Community access to information was improved through the ongoing development of the digital cemetery management system. The platform provides online access to cemetery records, interactive mapping and burial location information, with additional enhancements delivered during the year including improved mobile accessibility and the progressive uploading of headstone imagery.

AN ENVIABLE ORGANISATIONAL CULTURE THAT ACTIVELY DEMONSTRATES OUR VALUES

Investment in workforce capability, safety and culture remained critical to delivering high-quality services for the community.

Targeted recruitment and workforce planning supported service continuity across operational and professional areas. Key leadership positions were successfully recruited during the year, including the Manager Environmental and Health Services role, strengthening organisational capability and service delivery.

Workplace Health and Safety remained a priority, with ongoing training, safety observations, policy review and compliance activities supporting a safe and healthy work environment.

Performance management, leadership development and training initiatives were progressed to strengthen people management capability, accountability and staff development. The 2026 Employee Engagement Survey helped identify workforce strengths and challenges, track progress from the 2025 baseline and inform targeted organisational improvement initiatives.

Procurement and contract management improvement activities also advanced during the year, including internal review and presentation of contract management practices through project governance forums.

New mural outside the Burdekin Shire Council Chambers



Corporate Governance

Complaints Management

Council acknowledges that members of the public have the right to make a complaint if they are dissatisfied with Council's actions or decisions. Council has an established system for identifying and managing administrative action complaints, with an emphasis on early resolution so matters can, where possible, be resolved before a formal complaint is lodged.

Council's Complaints Management Policy provides a clear and transparent framework for managing complaints and is supported by the Administrative Action Complaints Management Procedure and the Guideline for Managing Unreasonable Complainant Customer Conduct. Together, these documents support the fair and equitable handling of complaints while ensuring staff resources are managed prudently and employee health and safety is prioritised.

Assessment of performance in resolving complaints

The table below outlines the number of administrative action complaints received and resolved during the 2025/2026 financial year. Council's Governance Unit and Executive Leadership Team maintained oversight of the complaints management process throughout the year.

All administrative action complaints are recorded in the Customer Request Management (CRM) system, which provides a transparent and consistent workflow for recording actions taken in relation to each complaint. While many complaints can be resolved to the satisfaction of the complainant, Council routinely advises customers of their right to seek an internal review if they are not satisfied with the outcome.

Council also encourages customers to contact the Office of the Queensland Ombudsman if they remain dissatisfied after the internal review process has been completed.

Administrative action complaints received 1 July 2025 – 30 June 2026	18
Administrative action complaints resolved 1 July 2025 – 30 June 2026	19
Administrative action complaints from previous financial years resolved within 2025/2026 financial year	2

Council resolved 19 administrative action complaints during the 2025/2026 financial year, including two complaints carried forward from previous financial years. Of the 18 complaints assessed against the seven-day target, six were closed within or before the target timeframe and 12 were closed after the target date. The average outcome was 30.2 days past target, with a median result of 17 days past target.

While this indicates that a number of complaints took longer than Council's target timeframe to finalise, the result was affected by several complex matters that required extended assessment, information gathering and internal consultation before a final response could be issued.

Council will continue to monitor complaint timeframes through the CRM system and use this information to support earlier intervention, improved escalation and more timely resolution of complaint matters.

Risk management

Effective risk management is integral to an organisation realising its objectives. Council's commitment to identifying, assessing, rating, and treating risk is evidenced through the implementation of the adopted Enterprise Risk Management Framework throughout the organisation. Risk registers are maintained for all identified operational and strategic risks and a review of the risks, their ratings and the identified controls is conducted annually.

Right to information and privacy

Council is committed to maintaining a culture that respects each individual's right to privacy and supports the community's right to access government-held information. Council's Privacy Policy outlines this commitment and aims to ensure personal information is collected, used, maintained, stored and disclosed in accordance with legislative requirements.

During the financial year, Council continued to prepare for, and implement, the new requirements introduced by the *Information Privacy and Other Legislation Amendment Act 2023,* including the commencement of the IPOLA reforms from 1 July 2025. This included reviewing privacy and right to information practices to support compliance with the Queensland Privacy Principles, strengthened privacy governance obligations and changes to access application processes.

Council also continued preparation for the Mandatory Notification of Data Breach Scheme, which applies to local government from 1 July 2026. During the financial year Council received five applications under the *Right to Information Act 2009,* one application was withdrawn and the remaining four applications were processed within the statutory timeframes. Council has adopted a 'push model', which takes a proactive approach to the routine release of information. One of the ways Council achieves this is through publication of information on its public website. Council's Publication Scheme details what information is freely available.

Audit and Risk Committee

The Audit and Risk Committee operates under a Charter approved by Council. Under the Charter, the role of the committee is to provide independent assurance and assistance to Council on:

- The risk, control, and compliance frameworks.
- The Council's external accountability responsibilities as prescribed in the Local Government Act and its Regulations.

The Audit and Risk Committee convened on six occasions throughout the financial year and considered the following matters:

- Review of, and recommendation to Council of, the draft financial statements for the year ended 30 June 2025.
- Oversight of the finalisation of the external audit of the 2025 financial statements, including discussions with the relevant officers of the Queensland Audit Office and its contractors.
- Follow up on issues raised by the Queensland Audit Office in the 2025 financial audit.
- Review of the draft annual report for the year ended 30 June 2025.
- Oversight of the internal audit function, conducted under contract by auditing firms specialising in such matters.
- Consideration of the plan for internal audit activities going forward.
- Consideration of Council's Long Term Financial Strategy.
- Consideration of Council's Investment Strategy.
- Consideration of the Enterprise Risk Management Framework.
- Consideration of Disaster Recovery and Business Continuity Issues.
- Consideration of the Fraud and Corruption Control Plan.
- Review of financial controls currently in place.
- Review of the Charter under which the Committee operates.
- Cyber security briefings on planned actions and investments.

Internal Audit

Council's internal audit function is an essential component required for maintaining a culture of accountability and transparency.

The internal audit function assists Council to achieve its objectives by applying a systematic and disciplined approach to analyse, evaluate, and improve the effectiveness of Council's risk management, control, and governance processes. This year was the second year of a three-year internal audit plan developed and delivered by independent contractor BDO.

Two internal audits were scheduled for the 2025/2026 financial year:

- Procurement and Contract Management
- Capital Program Delivery and Management (delayed finalisation)

The Procurement and Contract Management Internal Audit Report was presented to the Audit and Risk Committee within the financial year.

There were some delays with the finalisation of the Capital Program Delivery and Management Internal Audit which resulted in the report not being tabled within the financial year.

Public Interest Disclosures

A public interest disclosure is a disclosure about alleged wrongdoing in the public sector that serves the public interest. *The Public Interest Disclosure Act 2010* clearly details Council's responsibilities to effectively identify and deal with matters that may meet the definition of a Public Interest Disclosure (PID).

Council's PID Program operates in conjunction with the Complaints Management System and Fraud and Corruption Control Plan and is overseen by the Governance Unit.

Mayor Dalle Cort at the entry to the Industrial Estate Precinct



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This section of the report contains information which is prescribed by the *Local Government Act 2009* and *Local Government Regulation 2012* to be disclosed in Council's Annual Report for the period.

Public Sector Ethics Act 1994

Section 23 of the *Public Sector Ethics Act 1994* (PSEA) requires each Annual Report to include an Implementation Statement giving details of the actions taken during the reporting period to comply with sections 15, 21 and 22 of the PSEA. Implementation Statement for the 2025/2026 reporting period is as follows:

s 15 Preparation of Codes of Conduct

The Burdekin Shire Council Code of Conduct for Workers was approved by the Chief Executive Officer on 4 July 2023 following a comprehensive review and update process. The Code can be accessed by all workers via Council's intranet site and Records Management System.

s 21 Education and Training

All new employees receive training in the Code of Conduct during their induction training.

s 22 Procedures and Practices of public sector entities

Council's administrative procedures and management practices have proper regard for the principles and values contained within the *Public Sector Ethics Act 1994* and the Code of Conduct for Workers has been modelled from the principles.

Local Government Act 2009

s 41 Identifying beneficial enterprises

Council did not conduct any beneficial enterprises within the 2025/2026 financial year.

s 45 Identifying significant business activities

(a) During the 2025/2026 financial year, Council operated the following business activities:
- Waste Collection
- Water
- Sewerage
- Caravan Park

(b) At the ordinary Council Meeting on 10 June 2025, Council determined by resolution that none of its business activities satisfy the statutory thresholds for classification as a significant business activity.

(c) Council also determined by resolution on 10 June 2025 that the code of competitive conduct should not apply to the Caravan Park as a prescribed business activity for the 2025/2026 financial year as Council considers the cost of applying the code will outweigh the benefits of applying the code.

(d) Council did not commence any new business activities within this period i.e. all the listed business activities were also conducted in the preceding financial year.

s 201 Remuneration paid to Senior Management Employees

(a) The value of remuneration packages of senior management employees was $912,894.46

(b) The number of senior management employees who are being paid each band of remuneration:

Pay Band	Number of senior management employees within band
$200,001- $300,000	2
$300,001- $400,000	1

(c) Burdekin Shire Council has not resolved to allow Councillors to appoint Councillor advisors.

Local Government Regulation 2012

s 185 Particular resolutions

(a) A copy of resolutions made under section 250(1) of the *Local Government Regulation 2012.*

At the ordinary meeting on 25 March 2025, Council adopted the Councillor Expenses Reimbursement Policy. The policy was adopted with a 36-month review period.

6.4.2. Review of Councillor Expense Reimbursement Policy

Executive Summary

The *Local Government Regulation 2012* makes provisions for Councillor to be reimbursed for reasonable expenses incurred in undertaking their official duties and responsibilities. The Regulation also refers to the provision of facilities to each Councillor for the same purpose.

Council is required to adopt a policy dealing with expense reimbursement and may amend its policy at any time by resolution. The Councillor Expense Reimbursement Policy provides for a consistent, transparent and accountable approach to the reimbursement of expenses and the provision of facilities to Councillors in order to support them to fulfil their responsibilities. In line with Council's Policy Review Schedule, the policy has been reviewed and updated and is now presented to Council for readoption.

Recommendation That Council adopts the Councillor Expense Reimbursement Policy as attached to this report.

Resolution Moved Councillor Furnell, seconded Councillor Musumeci that the recommendation be adopted. CARRIED.

s 185 Particular Resolutions

(b) A list of any resolutions made during the financial year under section 206(2) of the *Local Government Regulation 2012.*

On 22 April 2025, in accordance with section 206(2) of the *Local Government Regulation 2012,* Council resolved to adopt a revised Non-Current Asset Accounting Policy with a 24-month review period and an effective date of 1 July 2025.

The policy details the classes of property, plant and equipment assets and sets the amount for each different type of physical asset below which the value of an asset must be treated as an expense.

The below table, from the adopted Non-Current Asset Accounting Policy, details the thresholds for each asset type:

Asset Type	Threshold (GST exclusive)
Land	$1
Land Improvements	$5,000
Buildings	$5,000
Infrastructure (Roads and Bridges, Water, Sewerage)	$5,000
Plant and Equipment	$5,000
Office Equipment, Furniture and Fittings	$5,000
All other assets (including intangible assets)	$5,000

New interpretive signage at Charlie's Hill Look Out



s 186 Councillors

(a) The total remuneration, including superannuation contributions, paid to each councillor during the financial year:

Name	Mayor	Deputy Mayor	Councillor	Telephone/Data	Total	Council 12% Superannuation
Dalle Cort, Pierina	$124,097.42	-	-	-	$124,097.42	$14,891.63
Detenon, Michael	-	-	$62,048.31	$600.00	$62,648.31	$7,445.69
Furnell, John	-	-	$62,048.31	$600.00	$62,648.31	$7,445.69
Hall, Amanda	-	-	$62,048.31	-	$62,048.31	$7,445.69
Musumeci, Max	-	$71,594.57	-	$600.00	$72,194.57	$8,591.47
Oar, Callan	-	-	$62,048.31	$600.00	$62,648.31	$7,445.69
Vasta, Fina	-	-	$62,048.31	$600.00	$62,648.31	$7,445.69
Total	**$124,097.42**	**$71,594.57**	**$310,241.55**	**$3,000.00**	**$508,933.54**	**$60,711.55**

(b) The expenses incurred by, and the facilities provided to, each councillor during the financial year under the local government's expenses reimbursement policy:

Name	Food/Beverages	Conferences	Travel/ Accomodation	Functions	Maintenance costs of Council owned equipment	Total
Dalle Cort, Pierina	$562.86	$900.00	$8,491.99	$604.55	$387.27	$10,946.67
Detenon, Michael	-	-	-	-	-	-
Furnell, John	$155.76	-	$2,043.13	$177.27	-	$2,376.16
Hall, Amanda	$30.61	-	-	-	-	30.61
Musumeci, Max	-	-	-	-	-	-
Oar, Callan	-	-	-	-	-	-
Vasta, Fina	$364.29	$1545.45	$2,816.48	$177.27	-	$4,903.49
Total	**$1,113.52**	**$2,445.45**	**$13,351.60**	**$959.09**	**$387.27**	**$18,256.93**

Each Councillor is provided with either a laptop computer or tablet device to be used for Council work. Each Councillor is provided with appropriate Personal Protective Equipment for use during Council inspections. Councillors have access to Council vehicles (including fuel provisions) for Council business such as travel to and from conferences and training.

(c) The number of local government meetings that each councillor attended during the financial year:

Elected Member's Meeting Attendances 1 July 2025 to 30 June 2026

Name	Ordinary and Special Meetings held	Ordinary and Special Meetings attended	Meetings absent while on Council business	Leave of absence
Dalle Cort, Pierina	23	23	Nil	Nil
Detenon, Michael	23	23	Nil	Nil
Furnell, John	23	23	Nil	Nil
Hall, Amanda	23	20	Nil	3
Musumeci, Max	23	22	Nil	1
Oar, Callan	23	23	Nil	Nil
Vasta, Fina	23	23	Nil	Nil

s 186 (1) & (2)

Orders	LGA Section	Number
(1)(d)(i) & (2) complaints referred to the assessor under section 150P(2)(a) of the LGA by the local government, a councillor of the local government or the chief executive officer of the local government.	150P(2)(a)	Nil
(1)(d)(ii) matters, mentioned in section 150P(3) of the LGA, notified to the Crime and Corruption Commission	150P (3)	Nil
(1)(d)(iii) notices given under section 150R(3) of the LGA	150R(3)	Nil

s 188 Overseas Travel

No overseas travel was made in an official capacity during the period by any employee, Councillor, or the Mayor.

s 189 Grants to community organisations and discretionary funds

(1) The local government's expenditure for 2025/2026 on grants to community organisations.

The total summary of cash grants, donations, standing donations, and in-kind support has been broken into six categories:

Category	Amount
Arts and Culture	$200.00
Community Development	$38,255.00
Recreation and Sport	$25,936.00
Welfare	$90,400.00
In-kind	$86,251.37
Standing donations	$97,630.05
Total	**$338,674.42**

(2) No Councillors at Burdekin Shire Council had discretionary funds within the 2025/2026 financial year.

s 189A(1)

(a)(i) the total amount of financial contributions made to the local government in the financial year under a community benefit agreement under the *Planning Act;*	$0
(a)(ii) the total amount of financial contributions made to the local government in the financial year under a condition of a development approval imposed under the *Planning Act,* section 65AA(3);	$0
(a)(iii) the total amount of financial contributions made to the local government in the financial year under a condition of a development approval imposed under a direction of the planning chief executive under the *Planning Act,* section 106ZF(2);	$0
(a)(iv) the total amount of financial contributions made to the local government in the financial year under an agreement mentioned in the *Planning Act,* section 65AA(7);	$0
(a)(iv) the total amount of financial contributions made to the local government in the financial year under an agreement mentioned in the *Planning Act,* section 65AA(7);	$0
(b) the total amount of financial contributions made to the local government under an instrument mentioned in paragraph s189A(1)(a) that were spent by the local government in the financial year and the purposes for which the contributions were spent.	$0

s 190 Other Contents

(a) & (b) The Chief Executive Officer's Assessment of the local government's progress towards implementing its 5-year corporate plan and annual operational plan can be found from page 16.

(c) Council did not operate any commercial business units within the 2025/2026 financial year.

(d)(i) & (ii) Council did not undertake any joint local government activities within the financial year. Council did not levy any special rates or charges for any joint local government activities.

(e) Council did not invite any change to tenders in accordance with Section 228(8) during the financial year.

(f) Council maintained the following registers during the financial year:

- Register of Interests for Councillors and their Related Persons
- Register of Interests for Senior Executive Employees and their Related Persons
- Councillor Conduct Register
- Register of Gifts and Benefits
- Strategic and Operational Risk Register
- Register of Delegations
- Register of Loss of Council Assets
- Council Policy Register
- Register of Impounded Animals
- Animal Register (Cats and Dogs)
- Road Map and Register
- Burial Register
- Register of Backflow Prevention Devices
- Register of Pre-Qualified Suppliers
- Register of Local Laws
- Register of Fees and Charges
- Register of Development Applications
- Register of Decision Notices regarding Development Applications
- Register of Declared Conflicts of Interest (Employees)

(g) Council granted concessions to pensioners in accordance with the Council resolution made at the Budget Meeting on 24 June 2025 as a pensioner rebate. The rebate was calculated as half the sum of the relevant General Rates up to a maximum rebate set at $380.00. In total, Council received pensioner rebate applications for 1,028 properties and remitted $373,213.99 in concessions.

Council granted rebates (i.e. donations) equivalent to 45% of the sum of the relevant sewerage charges in respect of second and subsequent pedestals and/or urinals at premises or land used for private schools, churches, welfare and youth organisations, sporting purposes and public halls, excluding premises licensed under the *Liquor Act 1992* will be made to the relevant community organisations, on the basis that they are entities whose objects do not include making a profit, immediately upon payment in full of all levied rates and charges, together with any overdue rates and charges, if applicable.

In total for the 2025/2026 financial year, Council remitted $98,946.26 to 43 properties in rebates.

Parks and Gardens Crew maintaining our public spaces



Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

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Management Certificate

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Unaudited Long-Term Financial Sustainability Statement

Certificate of Accuracy - Long-Term Financial Sustainability Statement

Burdekin Shire Council

Statement of Comprehensive Income

for the year ended 30 June 2026

	Notes	2026 $	2025 $
Income			
Recurrent revenue			
Rates, levies and charges	3a	47,344,598	45,487,021
Fees and charges	3b	3,250,056	3,223,311
Sales of contract and recoverable works		2,418,518	2,347,280
Grants, subsidies, contributions and donations	3c	21,826,471	15,534,132
Total recurrent revenue		74,839,643	66,591,744
Interest received		4,313,049	4,643,359
Other income		625,777	747,681
Total operating revenue		79,778,469	71,982,784
Capital income			
Grants, subsidies, contributions and donations	3c	30,428,983	19,609,676
Other capital income	4	42,315	1,926,913
Total capital income		30,471,298	21,536,589
Total income		110,249,767	93,519,373
Expenses			
Recurrent expenses			
Employee benefits	5	26,385,091	25,442,146
Materials and services	6	26,980,473	21,317,767
Finance costs	7	826,333	921,262
Depreciation and amortisation:			
- Property, plant and equipment	13	18,081,470	16,888,891
- Intangible assets		34,530	53,087
Total recurrent expenses		72,307,897	64,623,153
Other expenses			
Capital expenses	8	2,053,389	2,999,593
Total other expenses		2,053,389	2,999,593
Total expenses		74,361,286	67,622,746
Net result	2b	35,888,481	25,896,627
Other comprehensive income			
Items that will not be reclassified to net result			
Increase in asset revaluation surplus	18	31,301,103	31,205,187
Total other comprehensive income for the year		31,301,103	31,205,187
Total comprehensive income for the year		67,189,584	57,101,814

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

Burdekin Shire Council

Statement of Financial Position

as at 30 June 2026

	Notes	2026 $	2025 $
Assets			
Current assets			
Cash and cash equivalents	9	80,102,852	84,858,889
Financial assets	9	23,000,000	5,000,000
Receivables	10	2,716,302	2,550,272
Inventories		623,345	580,693
Contract assets	14	2,556,936	3,511,433
Other assets	11	2,437,202	2,444,465
Assets held for sale	12	3,113,102	–
Total current assets		114,549,739	98,945,752
Non-current assets			
Receivables	10	263,930	258,897
Property, plant and equipment	13	753,610,429	700,035,644
Intangible assets		155,878	190,408
Other assets	11	35,088	33,445
Total non-current assets		754,065,325	700,518,394
Total assets		868,615,064	799,464,146
Liabilities			
Current liabilities			
Payables	15	10,154,494	8,319,995
Contract liabilities	14	4,584,388	6,481,123
Provisions	16	5,801,713	7,680,441
Other liabilities	17	603,688	580,131
Total current liabilities		21,144,283	23,061,690
Non-current liabilities			
Provisions	16	21,651,589	17,898,953
Other liabilities	17	606,238	600,351
Total non-current liabilities		22,257,827	18,499,304
Total liabilities		43,402,110	41,560,994
Net community assets		825,212,954	757,903,152
Community equity			
Asset revaluation surplus	18	468,529,335	437,228,232
Retained surplus		356,683,619	320,674,920
Total community equity		825,212,954	757,903,152

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

Burdekin Shire Council

Statement of Changes in Equity

for the year ended 30 June 2026

	Notes	Asset revaluation surplus $	Retained surplus $	Total equity $
Balance as at 1 July 2025		437,228,232	320,674,920	757,903,152
Correction to opening balances		–	120,218	120,218
Restated balance as at 1 July 2025		437,228,232	320,795,138	758,023,370
Net result		–	35,888,481	35,888,481
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	18	32,275,221	–	32,275,221
- Increase/(decrease) in future rehabilitation - land and improvements	18	(974,118)	–	(974,118)
Total comprehensive income for the year		31,301,103	35,888,481	67,189,584
Balance as at 30 June 2026		468,529,335	356,683,619	825,212,954
Balance as at 1 July 2024		406,023,045	294,771,696	700,794,741
Correction to opening balances		–	6,597	6,597
Restated balance as at 1 July 2024		406,023,045	294,778,293	700,801,338
Net result		–	25,896,627	25,896,627
Other comprehensive income for the year				
- Increase/(decrease) in asset revaluation surplus	18	31,971,975	–	31,971,975
- Increase/(decrease) in future rehabilitation - land and improvements	18	(766,788)	–	(766,788)
Total comprehensive income for the year		31,205,187	25,896,627	57,101,814
Balance as at 30 June 2025		437,228,232	320,674,920	757,903,152

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

Burdekin Shire Council

Statement of Cash Flows

for the year ended 30 June 2026

	Notes	2026 $	2025 $
Cash flows from operating activities			
Receipts from customers		53,883,225	50,867,805
Payments to suppliers and employees		(58,439,667)	(51,322,306)
		(4,556,442)	(454,501)
Interest and investment revenue received		4,163,176	4,716,073
Operating grants, subsidies and contributions		22,770,116	15,939,520
Other		6,638,199	5,167,466
Net cash inflow (outflow) from operating activities	22	29,015,049	25,368,558
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		782,728	343,212
Grants, subsidies, contributions and donations		28,472,096	10,716,945
Net movement in cash investments		(18,000,000)	37,000,000
Payments for property, plant and equipment		(45,023,077)	(34,776,775)
Community loans		(2,833)	60,387
Net cash inflow (outflow) from investing activities		(33,771,086)	13,343,769
Net increase (decrease) in cash and cash equivalents held		(4,756,037)	38,712,327
Cash and cash equivalents at the beginning of the financial year		84,858,889	46,146,562
Cash and cash equivalents at the end of the financial year	9	80,102,852	84,858,889

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

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 1. Information about these financial statements

(a) Basis of preparation

The Burdekin Shire Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2025 to 30 June 2026. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

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

(b) New and revised Accounting Standards adopted during the year

There were no relevant new accounting standards mandatorily effective for the year ended 30 June 2026.

(c) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective at 30 June 2026. These standards have not been adopted by Council and will be included in the financial statements on their effective date. Council has assessed all the standards / interpretations currently issued which are not yet effective and have determined that there is no expected material impact on the reported financial position or performance.

(d) Estimates and judgements

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

- Revenue recognition - note 3
- Valuation and depreciation of property, plant and equipment - note 13
- Provisions - note 16
- Contingent liabilities - note 20
- Financial instruments - note 24

(e) Rounding and comparatives

The financial statements are in Australian dollars and have been rounded to the nearest $1.

Comparative information is prepared on the same basis as prior year.

(f) Volunteer services

Council receives volunteer services to assist with the Burdekin Theatre and Information Centre Operations. Council has not recognised these services in the Statement of Comprehensive Income as they would not be purchased if not donated and they cannot be reliably measured.

(g) Taxation

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

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2. Analysis of results by function

(a) Components of Council functions

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

Administration
Deliver responsible governance, efficient service and administrative support for Council's operations and strategic initiatives. The services include human resource delivery, training and development, employee and public relations, customer service, information technology services, secretarial and minutes support, information management, quality assurance, Council properties management, revenue, expense payments, payroll, debtors, budgeting, statutory and financial reporting, debt management, taxation, and financial, asset and systems management.

Community and cultural
Council's community and cultural services objective is to provide a broad range of cultural, recreation and sport facilities, welfare and area promotion. The services include libraries, theatre, memorial hall, art and cultural activities, recreation and sport facilities, area promotion, welfare, disaster management, tourism and economic development.

Development
Development services regulate land use and development across the Shire in accordance with legislative requirements and Council's strategic objectives. This service includes strategic and statutory planning, development assessment, compliance and enforcement, building and plumbing regulation, and providing professional advice to Council, stakeholders, and the community.

Environmental
The objectives for Council's environmental services are to protect the public health of the community and encourage environmental responsibility throughout the community. These services include public health administration, food and rental accommodation licencing, local law enforcement and investigation of environmental nuisances, animal control, vector control, pest management, land protection, aquatic weed removal, caravan parks and swimming pools.

Engineering
Engineering services objective is to provide safe and efficient transport networks, stormwater drainage systems, flood mitigation and warnings systems and a modern fleet of construction equipment and light vehicles which meet the requirements of the community, external stakeholders and regulatory responsibilities. Services provided include the design, construction, management and maintenance of relevant infrastructure and the procurement and maintenance of Council's fleet. The department also manages Council's relationship with Transport and Main Roads including the Road Maintenance Performance Contract.

Waste
Waste management services aim to provide efficient and compliant waste and recycling policies, infrastructure and services including waste receptacles, waste collection and disposal and education. Council operates or facilitates four transfer stations at Ayr, Home Hill, Giru and Clare and a landfill at Kirknie Road, Home Hill. Services also include the review, assessment and treatment of legacy landfills and investigation of illegal dumping.

Sewerage
Council provides sewerage services to the towns of Ayr, Brandon and Home Hill. The objectives of the service is to provide disposal and treatment of commercial, industrial and domestic sewage in a manner which safeguards public health and is consistent with Council's responsibilities and obligations under Queensland legislation. The services include the collection of sewage from customers within Council's adopted service areas via reticulation networks including pump stations, gravity and pressure sewers, and the treatment of the collected waste to a standard within environmental licence parameters determined by the regulator.

Water
Council is a registered water service provider under the provisions of the *Water Supply (Safety and Reliability) Act 2008*. Council provides potable water supply service to the towns of Ayr, Brandon, Home Hill, Giru and also to the rural residential settlement of Mt Kelly and the beachside settlement of Alva. The service objective is to provide an adequate supply of quality drinking water that complies with aesthetic and health parameters stipulated in the Australian Drinking Water Guidelines. The services include the pumping, treatment and disinfection of raw water prior to the reticulated supply to customers via individual metered property connections.

Notes to the Financial Statements

for the year ended 30 June 2026

Note 2. Analysis of results by function (continued)

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

	Gross program income					Gross program expenses			Net result from		
Functions	Recurring grants $	Recurring other $	Capital grants $	Capital other $	Total income $	Recurring $	Capital $	Total expenses $	recurring operations $	Net result $	Total assets $
2026											
Administration	10,045,034	33,576,260	216,156	60,549	43,897,999	(10,366,512)	(50,155)	(10,416,667)	33,254,782	33,481,332	137,456,623
Community and cultural	501,673	585,243	283,103	–	1,370,019	(6,177,893)	(280,711)	(6,458,604)	(5,090,977)	(5,088,585)	28,008,964
Development	60,000	476,014	–	–	536,014	(1,711,739)	–	(1,711,739)	(1,175,725)	(1,175,725)	–
Environmental	455,929	1,211,756	1,006,099	–	2,673,784	(9,146,110)	(93,021)	(9,239,131)	(7,478,425)	(6,565,347)	21,790,146
Engineering	10,547,910	2,471,702	4,500,968	(18,234)	17,502,346	(25,951,168)	(1,248,496)	(27,199,664)	(12,931,556)	(9,697,318)	522,931,279
Waste	46,880	6,422,346	–	–	6,469,226	(6,367,016)	(112,217)	(6,479,233)	102,210	(10,007)	12,290,451
Sewerage	122,545	6,303,962	137,482	–	6,563,989	(6,323,570)	(56,970)	(6,380,540)	102,937	183,449	53,755,681
Water	46,500	6,904,715	24,285,175	–	31,236,390	(6,263,889)	(211,819)	(6,475,708)	687,326	24,760,682	92,381,920
Total	21,826,471	57,951,998	30,428,983	42,315	110,249,767	(72,307,897)	(2,053,389)	(74,361,286)	7,470,572	35,888,481	868,615,064
2025											
Administration	10,773,146	32,972,146	–	–	43,745,292	(9,942,366)	(134,874)	(10,077,240)	33,802,926	33,668,052	122,667,049
Community and cultural	274,863	637,647	229,190	–	1,141,700	(6,059,232)	(34,908)	(6,094,140)	(5,146,722)	(4,952,440)	27,277,364
Development	30,000	594,403	–	–	624,403	(2,001,430)	–	(2,001,430)	(1,377,027)	(1,377,027)	–
Environmental	395,656	1,167,479	457,954	–	2,021,089	(8,817,417)	(611,015)	(9,428,432)	(7,254,282)	(7,407,343)	20,585,370
Engineering	3,912,281	2,493,445	6,124,538	68,875	12,599,139	(19,629,285)	(1,521,699)	(21,150,984)	(13,223,559)	(8,551,845)	497,962,806
Waste	12,540	6,010,237	–	1,858,038	7,880,815	(6,608,173)	(72,102)	(6,680,275)	(585,396)	1,200,540	11,628,463
Sewerage	77,260	5,819,146	353,823	–	6,250,229	(5,681,959)	(269,762)	(5,951,721)	214,447	298,508	52,812,661
Water	58,386	6,754,149	12,444,171	–	19,256,706	(5,883,291)	(355,233)	(6,238,524)	929,244	13,018,182	66,530,433
Total	15,534,132	56,448,652	19,609,676	1,926,913	93,519,373	(64,623,153)	(2,999,593)	(67,622,746)	7,359,631	25,896,627	799,464,146

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 3. Revenue

	2026 $	2025 $
(a) Rates, levies and charges		
Rates, levies and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.		
General rates	31,070,140	30,554,568
Water charges	6,321,403	5,692,761
Sewerage charges	5,308,274	4,839,306
Garbage charges	4,920,297	4,670,457
Special rates	9,946	9,963
Environmental levy	87,752	87,360
	47,717,812	45,854,415
Less: pensioner remissions	(373,214)	(367,394)
	47,344,598	45,487,021

(b) Fees and charges

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

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

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

	2026 $	2025 $
Animal management	126,405	139,417
Building and development fees	405,629	480,116
Caravan parks	647,829	630,705
Cemetery fees	221,161	207,269
Cultural facilities	301,502	291,210
Other fees and charges	514,150	453,597
Trade waste	222,975	294,308
Waste disposal	810,405	726,689
	3,250,056	3,223,311

(c) Grants, subsidies, contributions and donations

Grant income under AASB 15 Revenue from Contracts with Customers

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

The performance obligations vary in each agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

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

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 3. Revenue (continued)

Where control is transferred over time, revenue is recognised using either costs or time incurred.

Grant income under AASB 1058 Income of Not-for-Profit Entities
Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, related liability (or equity items) are recorded and income is recognised for any residual amount at the time that the asset is received.

Capital grants
Where Council receives funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred.

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

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

Physical assets contributed to Council by developers in the form of roadworks, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on Council maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised at fair value as non-current assets. Those below the threshold are recorded as expenses.

Capital income includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

	2026 $	2025 $
(i) Operating		
General purpose grants	12,842,461	13,838,780
State government subsidies and grants	8,288,123	982,343
Commonwealth government subsidies and grants	167,208	135,253
Contributions	528,679	577,756
	21,826,471	15,534,132

Council received 50% prepayment of the 2025/2026 Financial Assistance Grant in 2024/2025 and received 80% of the 2026/2027 grant in 2025/2026.

	2026 $	2025 $
(ii) Capital		
State government subsidies and grants	26,899,412	16,613,237
Commonwealth government subsidies and grants	1,548,647	1,520,842
Contributions	1,909,920	1,475,597
Developer contribution of physical assets at fair value	71,004	–
	30,428,983	19,609,676

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 3. Revenue (continued)

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

	2026		2025	
	Revenue recognised at a point in time $	Revenue recognised over time $	Revenue recognised at a point in time $	Revenue recognised over time $
Grants and subsidies	14,618,783	35,127,068	14,445,798	18,644,657
Contributions	599,683	1,909,920	577,756	1,475,597
	15,218,466	37,036,988	15,023,554	20,120,254

Note 4. Other capital income

	2026 $	2025 $
Gain on disposal of non-current assets	42,315	68,875
Discount rate adjustment to refuse restoration provision	–	17,328
Revision of future restoration expenditure	–	1,840,710
	42,315	1,926,913

Note 5. Employee benefits

	Notes	2026 $	2025 $
Wages and salaries		20,899,769	19,948,455
Councillors' remuneration		510,567	496,234
Annual, sick and long service leave entitlements		4,088,743	4,010,128
Superannuation	21	2,816,122	2,681,741
		28,315,201	27,136,558
Other employee related expenses		756,983	809,266
		29,072,184	27,945,824
Less: capitalised employee expenses		(2,687,093)	(2,503,678)
		26,385,091	25,442,146

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

	2026 Number	2025 Number
Total full time equivalent Council employees at 30 June:		
Elected members	7	7
Administration staff	125	126
Depot and outdoors staff	130	127
	262	260

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 6. Materials and services

	2026 $	2025 $
Audit of annual financial statements by the Auditor-General of Queensland	94,802	89,278
Communications and IT	1,834,716	1,767,939
Contract payments	3,482,802	3,189,296
Consultants	1,806,321	1,517,848
Electricity	1,674,915	1,732,899
Materials	2,335,244	1,521,425
Plant and equipment expenses	1,525,322	1,405,331
Plant hire external	2,987,892	2,555,107
Trade/contract services	6,157,036	2,508,023
Waste levy payment	914,565	892,064
Waste levy refund *	(576,808)	(548,363)
Other materials and services	4,743,666	4,686,920
	26,980,473	21,317,767

Total audit fees quoted by the Queensland Audit Office relating to the 2025/2026 financial statements are $95,000 (2024/2025: $92,000).

Included within Materials and Services expenditure is $6,030,723 (2024/2025: $899,885) relating to natural disaster response and recovery activities, including emergency works, clean-up operations, contractor costs and infrastructure restoration. Associated disaster recovery funding of $7,371,286 has been recognised as grant revenue.

(*) The State Government rebated $576,808 in 2025/2026 (2024/2025: $553,265) of the state waste levy to mitigate the direct impacts on households.

Note 7. Finance costs

	2026 $	2025 $
Bank charges	66,429	78,695
Impairment of receivables	17,641	1,391
Restoration	742,263	841,594
Other	–	(418)
	826,333	921,262

Note 8. Capital expenses

	2026 $	2025 $
Loss on impairment - assets held for sale	35,719	-
Discount rate adjustment to refuse restoration provision	18,633	-
Revision of future restoration expenditure	55,006	-
Loss on write-off of assets	1,944,031	2,999,593
	2,053,389	2,999,593

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 9. Cash, cash equivalents and financial assets

	2026 $	2025 $
Cash and cash equivalents		
Cash at bank and on hand	242,000	5,861,445
Deposits at call	79,860,852	78,997,444
Balance as per Statement of Cash Flows	80,102,852	84,858,889
Financial assets - current		
Term deposits	23,000,000	5,000,000
Total financial assets	23,000,000	5,000,000

Restricted and internally allocated cash and cash equivalents
External restrictions on cash are disclosed as Contract Liabilities as per Note 14(b) and Other Liabilities as per Note 17.

Council may be exposed to credit risk through its investments in the QTC Cash Fund and deposits held with banks and other financial institutions. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed. Other deposits and investments are held with financial institutions which have a short term rating between A-2 and A1+ and have a long term rating between BBB+ and A+ based on Standard and Poor's ratings, and whilst not capital guaranteed, the likelihood of a credit failure is assessed as low.

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

Trust funds held for outside parties		
Monies collected or held on behalf of other entities	49,662	335,493
Security deposits	56,514	5,485
	106,176	340,978

Note 10. Receivables

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

Loans and advances relate to loans made to various community organisations with varying terms however generally with a maximum of 10 years and are considered interest free. The credit risk on these loans is considered low and security is not normally obtained.

Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts and therefore the expected credit loss is immaterial. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable. Impairment of rates and charges will occur only if arrears are deemed to be greater than the proceeds Council would receive from the sale of the respective property.

Grants and other debtors payable by State and Commonwealth governments and their agencies are effectively government guaranteed and both governments have high credit ratings. Accordingly, Council determines the level of credit risk exposure to be immaterial and therefore does not record an expected credit loss for these counterparties.

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

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

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 10. Receivables (continued)

	2026 $	2025 $
Current		
Rates, levies and charges	1,035,909	737,475
Other debtors	1,002,829	1,237,615
Loans and advances to community organisations	65,167	67,367
Accrued revenues		
- Interest on investments	626,614	476,741
- Other income accruals	6,079	33,729
Less: Credit loss allowance	(20,296)	(2,655)
	2,716,302	2,550,272
Non-current		
Loans and advances to community organisations	263,930	258,897
	263,930	258,897

Note 11. Other assets

	2026 $	2025 $
Current		
Water charges not yet levied	1,415,225	1,204,311
GST recoverable	752,363	651,419
Prepayments	269,614	354,235
Escrow	–	200,000
Performance security bond	–	34,500
	2,437,202	2,444,465
Non-current		
Prepayments	35,088	33,445
	35,088	33,445

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 12. Assets held for sale

Council acquired land for the expansion of the Ayr Industrial Estate. During the year, development and subdivision works were completed, resulting in industrial lots being available for sale. Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sales transaction rather than through continued use. This classification is made when Council is committed to a plan to sell the asset, the asset is available for immediate sale in its present condition, and the sale is highly probable within 12 months.

The assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell. The carrying amount has been determined based on the costs of acquiring and developing the estate, with development costs allocated across saleable and retained lots on an area basis. Fair value less costs to sell has been assessed using valuation advice obtained by Council to support the marketing and sale of the lots.

	2026 $	2025 $
Current		
Assets held for sale		
Land	3,113,102	–
Total assets held for sale	3,113,102	–

Note 13. Property, plant and equipment

	Land and improvements $	Buildings $	Plant and equipment $	Transport $	Water $	Sewerage $	Drainage $	Other assets $	Leasehold improvements $	Works in progress $	Total $
2026											
Basis of Measurement	Fair Value	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Cost	Cost	
Fair value category	Level 2 & 3	Level 2 & 3		Level 3	Level 3	Level 3	Level 3	Level 3			
Opening gross balance	29,938,119	98,764,699	21,629,799	584,056,823	85,861,709	116,559,342	64,855,726	47,877,456	81,600	32,052,218	1,081,677,491
Correction to opening balances	–	–	–	60,524	–	–	160,085	–	–	–	220,609
Additions - other	143,046	239,696	43,080	1,411,019	46,221	85,180	290,733	307,325	–	25,568,936	28,135,236
Additions - renewal	–	994,573	2,924,248	3,580,999	446,902	253,724	57,023	440,944	–	7,418,375	16,116,788
Contributed assets	–	–	–	30,951	–	–	40,053	–	–	–	71,004
Disposals	–	–	(1,848,436)	–	–	–	–	–	–	–	(1,848,436)
Write-offs	(2,559)	(1,053,100)	(129,817)	(2,900,547)	(664,142)	(299,798)	(5,888)	(349,960)	–	–	(5,405,811)
Revaluation increments to equity (ARS)	3,362,362	5,859,975	–	30,628,547	4,292,871	5,420,227	3,485,440	2,386,961	–	–	55,436,383
Work in progress transfers	282,940	222,001	815,440	5,944,324	1,534,462	1,926,654	1,281,601	547,327	–	(12,554,749)	–
Transfers from/(to) held for sale category	–	–	–	–	–	–	–	–	–	(2,517,220)	(2,517,220)
Closing gross value of property, plant and equipment	33,723,908	105,027,844	23,434,314	622,812,640	91,518,023	123,945,329	70,164,773	51,210,053	81,600	49,967,560	1,171,886,044
Opening accumulated depreciation and impairment	9,088,373	57,342,006	9,704,734	156,425,372	35,150,316	65,722,929	26,577,959	21,602,816	27,342	–	381,641,847
Correction to opening balances	–	–	–	33,519	–	–	66,872	–	–	–	100,391
Depreciation expense	381,556	2,456,385	1,551,646	7,807,686	1,428,092	2,023,313	872,079	1,552,553	8,160	–	18,081,470
Depreciation on disposals	–	–	(1,247,475)	–	–	–	–	–	–	–	(1,247,475)
Depreciation on write-offs	–	(742,699)	(117,839)	(1,657,664)	(452,323)	(242,828)	(1,811)	(246,616)	–	–	(3,461,780)
Revaluation increments to equity (ARS)	1,244,563	3,166,530	–	8,862,479	2,125,173	3,404,101	2,400,818	1,957,498	–	–	23,161,162
Transfers from/(to) held for sale category	–	–	–	–	–	–	–	–	–	–	–
Closing accumulated depreciation and impairment property, plant and equipment	10,714,492	62,222,222	9,891,066	171,471,392	38,251,258	70,907,515	29,915,917	24,866,251	35,502	–	418,275,615
Closing net book value of property, plant and equipment	23,009,416	42,805,622	13,543,248	451,341,248	53,266,765	53,037,814	40,248,856	26,343,802	46,098	49,967,560	753,610,429
Other information											
Range of estimated useful life (years)	37 - 102	9 - 155	2.5 - 45	5 - 152	3 - 138	7 - 127	5 - 151	2 - 101	10		

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 13. Property, plant and equipment (continued)

	Land and improvements $	Buildings $	Plant and equipment $	Transport $	Water $	Sewerage $	Drainage $	Other assets $	Leasehold improvements $	Works in progress $	Total $
2025											
Basis of Measurement	Fair Value	Fair Value	Cost	Fair Value	Fair Value	Fair Value	Fair Value	Fair Value	Cost	Cost	
Fair value category	Level 2 & 3	Level 2 & 3		Level 3	Level 3	Level 3	Level 3	Level 3			
Opening gross balance	28,507,539	97,157,638	20,310,255	546,504,363	80,849,930	101,240,990	62,261,349	44,388,689	81,600	27,677,580	1,008,979,933
Correction to opening balances	–	–	–	–	–	8,403	–	–	–	–	8,403
Additions - other	–	7,230	249,471	401,861	251,713	1,156,095	–	131,618	–	16,807,635	19,005,623
Additions - renewal	17,401	388,651	1,783,445	5,658,734	760,548	534,396	24,227	711,553	–	5,892,197	15,771,152
Contributed assets	–	–	–	–	–	–	–	–	–	–	–
Disposals	–	(82,000)	(867,080)	–	–	–	–	–	–	–	(949,080)
Write-offs	(49,137)	(2,644,585)	(109,406)	(3,530,201)	(772,738)	(865,808)	–	(690,895)	–	–	(8,662,770)
Revaluation increments to equity (ARS)	1,430,580	3,243,078	–	30,706,584	3,085,592	4,908,358	2,482,388	1,667,650	–	–	47,524,230
Work in progress transfers	31,736	694,687	263,114	4,315,482	1,686,664	9,576,908	87,762	1,668,841	–	(18,325,194)	–
Closing gross value of property, plant and equipment	29,938,119	98,764,699	21,629,799	584,056,823	85,861,709	116,559,342	64,855,726	47,877,456	81,600	32,052,218	1,081,677,491
Opening accumulated depreciation and impairment	8,336,605	54,911,483	8,955,597	145,331,342	31,654,509	61,653,837	24,861,565	19,812,696	19,182	–	355,536,816
Correction to opening balances	–	–	–	–	–	1,806	–	–	–	–	1,806
Depreciation expense	359,272	2,343,141	1,444,521	7,379,159	1,294,164	1,761,084	829,338	1,470,052	8,160	–	16,888,891
Depreciation on disposals	–	(82,000)	(592,743)	–	–	–	–	–	–	–	(674,743)
Depreciation on write-offs	(7,985)	(2,026,548)	(102,641)	(2,094,901)	(417,505)	(596,046)	–	(417,552)	–	–	(5,663,178)
Revaluation increments to equity (ARS)	400,481	2,195,930	–	5,809,772	2,619,148	2,902,248	887,056	737,620	–	–	15,552,255
Transfers from/(to) held for sale category	–	–	–	–	–	–	–	–	–	–	–
Closing accumulated depreciation and impairment property, plant and equipment	9,088,373	57,342,006	9,704,734	156,425,372	35,150,316	65,722,929	26,577,959	21,602,816	27,342	–	381,641,847
Closing net book value of property, plant and equipment	20,849,746	41,422,693	11,925,065	427,631,451	50,711,393	50,836,413	38,277,767	26,274,640	54,258	32,052,218	700,035,644
Other information											
Range of estimated useful life (years)	37 - 102	9 - 155	3 - 45	5 - 152	9 - 138	3 - 127	5 - 151	5 - 108	10		

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 13. Property, plant and equipment (continued)

(a) Recognition

The asset capitalisation thresholds for Council are:

	$
Land	1
Buildings	5,000
Plant and equipment	5,000
Infrastructure assets	5,000

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by Queensland State Government and not recognised in the Council financial statements.

(b) Measurement

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

(c) Depreciation

Land, work in progress, unlined channels, heritage assets, road subgrade and unsealed pavements are not depreciated.

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

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

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

(d) Valuation

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

(i) Processes
Council compares the carrying amount of its property, plant and equipment on an annual basis to current fair value and makes adjustment where these are materially different. At least every 3-5 years, Council performs a full comprehensive revaluation. For buildings, land, bridges, other assets and specific water and sewerage assets this is achieved by engaging an external professionally qualified valuer.

Council engineers, asset managers and asset officers undertake the internal valuation of infrastructure assets. The road component values (seal, pavement and subgrade) result from applying unit rates derived from Council's construction costs where there are sufficient representative samples, otherwise an index is applied based on similar construction type. All other infrastructure assets are valued using a first principles methodology incorporating current plant hire and wage rates, material and design costs and agreed installation rates. Condition of these infrastructure assets is assessed by either Council staff or a contractor physically sighting a sample of assets or by using aged based analysis. Process guidelines, maintenance history and regular inspection reports are also considered.

In the intervening years, with respect to the valuation of land, buildings, other assets, bridges and specific water and sewerage assets, a "desktop" valuation is undertaken. The desktop valuation involves management providing updated information to the valuer regarding additions, deletions, and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices to apply to each of these asset classes. Council staff assess the condition and cost assumptions associated with all other infrastructure assets and an appropriate cost index is derived from quotes and current actual costs incurred for wages, plant hire and materials.

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 13. Property, plant and equipment (continued)

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

In accordance with AASB 13 fair value measurements for assets are categorised on the following basis:
- Level 1 - Fair value based on quoted prices (unadjusted) in active markets for identical assets
- Level 2 - Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets
- Level 3 - Fair value based on unobservable inputs for the asset

Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period. There were no material transfers between levels during the year.

Note 13. Property, plant and equipment (continued)

(ii) Valuation techniques used to derive level 2 and level 3 fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Land and improvements (level 2) **2026: $5,617,100** **2025: $6,326,802**	Market Value	31/03/2026	Marsh Pty Ltd	Market based evidence for properties of similar nature and specification in the same localities.	Not Applicable	Nil
Land and improvements (level 3) **2026: $17,392,316** **2025: $14,522,944**	Current Replacement Cost	31/03/2026	Marsh Pty Ltd	Replacement cost adopted is generally that of a modern equivalent asset, which is one that provides similar function and equivalent utility to the asset being valued, but which is of a current design and constructed using current cost-effective materials and techniques.	Not Applicable	Nil
Buildings (level 2) **2026: $1,537,719** **2025: $1,590,555**	Market Value	31/03/2024	Marsh Pty Ltd	Inspection and analysis of sales evidence and comparisons with the subject property taking into account matters such as method of construction, building area, condition, age, land area and location.	Residential - 7% Industrial - 7%	Nil
Buildings (level 3) **2026: $41,267,903** **2025: $39,832,138**	Current Replacement Cost	31/03/2024	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	6%	Nil

Notes to the Financial Statements

for the year ended 30 June 2026

Note 13. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Transport Assets - excluding Bridges (level 3)	Current Replacement Cost	30/04/2023	Unit Rates - Council Condition Survey - Shepherd Services Pty Ltd	Unit rates are determined using several methodologies including assessment of actual costs incurred, an index specific to Council's input costs developed using actual variations in material costs, wages, and plant hire rates, first principles matrix and comparison with current tender rates. Remaining useful lives are based on condition assessments of assets using scale of 1 to 5. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	4.91% to 5.88%	Desktop review of condition based on maintenance costs and inspections.
Transport Assets - Bridges and Major Culverts (level 3)	Current Replacement Cost	31/03/2022	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	Road and Bridge Index developed by the Australian Bureau of Statistics (ABS) - 2.42%	Nil

Note 13. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Drainage (level 3)	Current Replacement Cost	31/03/2023	Unit Rates - Council	Unit rates are developed using first principles methodology utilising current wages, plant hire rates, material costs and assumed installation rates based on experience and technical knowledge. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	5.31% to 6.08%	80% Asset Base Condition Assessed since 2022
Water Assets - Above Ground (level 3)	Current Replacement Cost	31/03/2024	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	Buildings - 6.00% Civil - 5.77% Mechanical - 4.05% Electrical - 4.52%	Nil
Water Assets - Mains (level 3)	Current Replacement Cost	31/03/2024	Unit Rates - Council	Unit rates are developed using first principles methodology incorporating current plant hire rates and wages rates, material costs and agreed installation rates to develop a valuation matrix. Remaining useful lives are based on condition assessments of assets using scale of 1 to 5. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	4.05% to 5.30%	Review of condition based on inspection data, customer requests and customer service standards.

Note 13. Property, plant and equipment (continued)

(ii) Valuation techniques used to derive level 2 and level 3 fair values

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Land and improvements (level 2) **2026: $5,617,100** **2025: $6,326,802**	Market Value	31/03/2026	Marsh Pty Ltd	Market based evidence for properties of similar nature and specification in the same localities.	Not Applicable	Nil
Land and improvements (level 3) **2026: $17,392,316** **2025: $14,522,944**	Current Replacement Cost	31/03/2026	Marsh Pty Ltd	Replacement cost adopted is generally that of a modern equivalent asset, which is one that provides similar function and equivalent utility to the asset being valued, but which is of a current design and constructed using current cost-effective materials and techniques.	Not Applicable	Nil
Buildings (level 2) **2026: $1,537,719** **2025: $1,590,555**	Market Value	31/03/2024	Marsh Pty Ltd	Inspection and analysis of sales evidence and comparisons with the subject property taking into account matters such as method of construction, building area, condition, age, land area and location.	Residential - 7% Industrial - 7%	Nil
Buildings (level 3) **2026: $41,267,903** **2025: $39,832,138**	Current Replacement Cost	31/03/2024	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	6%	Nil

Note 13. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Transport Assets - excluding Bridges (level 3)	Current Replacement Cost	30/04/2023	Unit Rates - Council Condition Survey - Shepherd Services Pty Ltd	Unit rates are determined using several methodologies including assessment of actual costs incurred, an index specific to Council's input costs developed using actual variations in material costs, wages, and plant hire rates, first principles matrix and comparison with current tender rates. Remaining useful lives are based on condition assessments of assets using scale of 1 to 5. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	4.91% to 5.88%	Desktop review of condition based on maintenance costs and inspections.
Transport Assets - Bridges and Major Culverts (level 3)	Current Replacement Cost	31/03/2022	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	Road and Bridge Index developed by the Australian Bureau of Statistics (ABS) - 2.42%	Nil

Note 13. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Drainage (level 3)	Current Replacement Cost	31/03/2023	Unit Rates - Council	Unit rates are developed using first principles methodology utilising current wages, plant hire rates, material costs and assumed installation rates based on experience and technical knowledge. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	5.31% to 6.08%	80% Asset Base Condition Assessed since 2022
Water Assets - Above Ground (level 3)	Current Replacement Cost	31/03/2024	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	Buildings - 6.00% Civil - 5.77% Mechanical - 4.05% Electrical - 4.52%	Nil
Water Assets - Mains (level 3)	Current Replacement Cost	31/03/2024	Unit Rates - Council	Unit rates are developed using first principles methodology incorporating current plant hire rates and wages rates, material costs and agreed installation rates to develop a valuation matrix. Remaining useful lives are based on condition assessments of assets using scale of 1 to 5. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	4.05% to 5.30%	Review of condition based on inspection data, customer requests and customer service standards.

Note 13. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Sewerage Assets - Above Ground (level 3)	Current Replacement Cost	31/03/2024	Marsh Pty Ltd	Unit rates applied include all materials, labour and overheads. These unit rates are estimated using information collated from similar recent project costs, direct quotations from suppliers, unit rate databases, indices and industry standard sources such as Rawlinsons' Construction Handbook. Remaining useful life has been assessed by analysing factors of obsolescence; including but not limited to physical deterioration, improvements in technology, changes in demand and changes in public policy and regulations.	Buildings - 6.00% Civil - 5.77% Mechanical - 4.05% Electrical - 4.52%	Nil
Sewerage Assets - Mains and Manholes (level 3)	Current Replacement Cost	31/03/2024	Unit Rates - Council	Unit rates are developed using first principles methodology incorporating current plant hire rates and wages rates, material costs and agreed installation rates to develop a valuation matrix. Remaining Useful Lives are based on condition assessments of assets using scale of 1 to 5. Overall condition is determined by its physical condition, in conjunction with other factors including environmental, safety, operating functionality, and obsolescence.	5.20% to 5.40%	Review of condition based on CCTV and inspection data.

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 13. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)	Other interim revaluation adjustment
Other Assets (level 3)	Current Replacement Cost	31/03/2026	Marsh Pty Ltd	Valuation is generally based on a modern equivalent asset, which is one that provides similar function and equivalent utility to the asset being valued, but which is of a current design and constructed using current cost-effective materials and techniques. Rawlinson's cost data and cost indices for the region, as well as consideration on size, material, type and structure have been used to derive the unit rates. Remaining useful lives are calculated using the age and condition of the asset.	Not Applicable	Nil

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 14. Contract balances

	2026 $	2025 $
(a) Contract assets		
Contract assets	2,556,936	3,511,433
	2,556,936	3,511,433
(b) Contract liabilities		
Funds received upfront to construct and repair Council controlled assets	4,584,388	6,481,123
	4,584,388	6,481,123
Revenue recognised that was included in the contract liability balance at the beginning of the year		
Funds to construct and repair Council controlled assets	4,132,622	11,535,973
	4,132,622	11,535,973

Satisfaction of contract liabilities
The contract liabilities in relation to capital grants recognises the funding received prior to the work being performed, with the revenue recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next two years.

Note 15. Payables

	2026 $	2025 $

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

Current		
Creditors and accruals	5,634,629	4,069,463
Prepaid rates	2,523,648	2,796,586
Retentions	1,996,217	1,453,946
	10,154,494	8,319,995

Creditors and accruals are anticipated to be paid within one year. Contract retentions will be paid within two years.

Note 16. Provisions

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

Refuse restoration
A provision is made for the cost of restoring refuse sites where it is probable the Council will have an obligation to rehabilitate the site when the use of the facilities is complete.

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 16. Provisions (continued)

The provision for refuse restoration represents the present value of anticipated future costs associated with the closure and decontamination of these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These assumptions may result in future actual expenditure differing from amounts currently provided. The most significant uncertainty in estimating the provision is the costs that will be incurred because of the long-term nature of the liability.

Where refuse sites are on state reserve land which the Council does not control, the provision for restoration is treated as an expense in the year the provision is first recognised. Changes in the provision are treated as an expense or income.

Where refuse sites are situated on Council controlled land, they are classified as land and improvement assets. The provision for restoration is, therefore, included in the cost of the land and is amortised over the expected useful life of the refuse site.

	2026 $	2025 $
Current		
Annual leave	2,720,364	2,664,769
Long service leave	3,081,349	3,084,703
Refuse restoration	–	1,930,969
Total current provisions	5,801,713	7,680,441
Non-current		
Long service leave	430,083	398,436
Refuse restoration	21,221,506	17,500,517
Total non-current provisions	21,651,589	17,898,953

Details of movements in non-employee provisions

Refuse restoration		
Balance at beginning of financial year	19,431,486	19,681,142
Increase/(decrease) in estimate of future cost and change in date of restoration	1,627,538	(1,301,845)
Increase due to change in time	742,263	841,594
Increase/(decrease) due to change in discount rate	(579,781)	210,595
Balance at end of financial year	21,221,506	19,431,486

This is the present value of the estimated future cost of restoring the refuse sites.

Note 17. Other liabilities

	2026 $	2025 $
Current		
Waste levy refund received in advance	600,351	576,808
Unearned revenue	3,337	3,323
	603,688	580,131
Non-current		
Waste levy refund received in advance	606,238	600,351
	606,238	600,351

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 18. Asset revaluation surplus

Movements in the asset revaluation surplus

	Notes	2026 $	2025 $
Balance at beginning of the year		437,228,232	406,023,045
Adjustments to the property, plant and equipment through revaluations	13	32,275,221	31,971,975
Adjustment to land and improvements arising from change in rehabilitation cost		(974,118)	(766,788)
		468,529,335	437,228,232

The closing balance of the asset revaluation surplus comprises the following asset categories:

- Land and improvements	9,670,845	8,527,164
- Buildings	37,586,030	34,892,585
- Transport	322,766,557	301,000,489
- Water	22,569,247	20,401,549
- Sewerage	37,544,766	35,528,640
- Drainage	22,926,008	21,841,386
- Other assets	15,465,882	15,036,419
	468,529,335	437,228,232

Note 19. Commitments for expenditure

	2026 $	2025 $
(a) Contractual commitments		
Contractual commitments at the reporting date but not recognised in the financial statements are as follows:		
Service contracts within the next year	4,966,403	5,001,526
Service contracts one to five years	15,906,869	13,113,608
Service contracts later than five years	6,258,128	10,550,760
	27,131,400	28,665,894
(b) Capital commitments		
Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:		
Infrastructure	9,212,287	26,724,452
Plant and equipment	1,243,536	1,270,850
Total commitments	10,455,823	27,995,302
Within the next year	10,455,823	27,995,302
Total payable	10,455,823	27,995,302

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 20. Contingent liabilities

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

Local Government Mutual

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

As at 30 June 2026 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

The Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is $570,236.

Security for grant funds

Council was required as part of the condition of receiving capital grant funds of $1,050,000 from the Department of Communities to mortgage as security a parcel of freehold land and improvements.

It is not envisaged that Council will breach the contract.

Note 21. Superannuation

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

The scheme is a pooled defined benefit plan, and it is not in accordance with the deed to allocate obligations, plan assets and costs at the Council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of Council.

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

The last completed actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position". The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme.

Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

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

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 21. Superannuation (continued)

The next triennial actuarial review is not due until 1 July 2027.

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

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

	Notes	2026 $	2025 $
Superannuation contributions made to the Regional Defined Benefits Fund		55,564	81,812
Other superannuation contributions for employees		2,760,558	2,599,929
Total superannuation contributions paid by Council for employees	5	2,816,122	2,681,741

Note 22. Reconciliation of net result for the year to net cash inflow (outflow) from operating activities

	Notes	2026 $	2025 $
Net result		35,888,481	25,896,627
Non-cash items			
Depreciation and amortisation		18,116,000	16,941,978
Impairment of assets held for sale	8	35,719	–
Impairment of receivables and bad debts written-off	7	17,641	1,391
Change in restoration provision expensed to finance costs	7,8	815,902	841,594
		18,985,262	17,784,963
Investing and development activities (non-cash)			
Capital grants and contributions		(30,428,983)	(19,609,676)
Other capital income	4	(42,315)	(1,926,913)
Other capital expenses	8	1,944,031	2,999,593
		(28,527,267)	(18,536,996)
Changes in operating assets and liabilities:			
(Increase)/decrease in receivables		(185,871)	(826,064)
(Increase)/decrease in inventories		(42,652)	122,956
(Increase)/decrease in contract assets		95,633	(105,831)
(Increase)/decrease in other assets		5,620	179,601
Increase/(decrease) in payables		1,834,499	(72,765)
Increase/(decrease) in contract liabilities		848,012	511,219
Increase/(decrease) in employee leave entitlements		83,888	(31,318)
Increase/(decrease) in other liabilities		29,444	446,166
		2,668,573	223,964
Net cash from operating activities		29,015,049	25,368,558

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 23. Events after the reporting period

There has not been any event that occurred after the end of the reporting period that has significantly affected, or may significantly affect, the current or future financial results of the Council.

Note 24. Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has exposure to credit, liquidity and market risks arising from financial instruments.

Risk management framework
Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies. Council approves policies and registers for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies and registers are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council. Council does not enter into derivatives.

The Council's audit and risk committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Council. The Council audit and risk committee is assisted in its oversight role by internal audit. Internal audit undertakes planned reviews in accordance with the endorsed three year internal audit plan, the results of which are reported to the audit and risk committee.

Credit risk

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

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations.

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

The carrying amounts of financial assets at the end of the reporting period represent the maximum exposure to credit risk for the Council.

Liquidity risk

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

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

Council does not have any overdraft facilities at the reporting date.

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 24. Financial instruments and financial risk management (continued)

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

	0 to 1 year $	1 to 5 years $	Over 5 years $	Total contractual cash flows $	Carrying amount $
2026					
Trade and Other Payables	8,430,106	1,724,388	–	10,154,494	10,154,494
	8,430,106	1,724,388	–	10,154,494	10,154,494
2025					
Trade and Other Payables	7,228,180	1,091,815	–	8,319,995	8,319,995
	7,228,180	1,091,815	–	8,319,995	8,319,995

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

Market risk

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

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

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

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

	Net carrying amount $	Net result 1% increase $	Net result 1% decrease $	Equity 1% increase $	Equity 1% decrease $
2026					
QTC cash fund	55,860,852	558,609	(558,609)	558,609	(558,609)
Institutional Deposits	47,000,000	470,000	(470,000)	470,000	(470,000)
Net Total	102,860,852	1,028,609	(1,028,609)	1,028,609	(1,028,609)
2025					
QTC cash fund	53,997,444	539,974	(539,974)	539,974	(539,974)
Institutional Deposits	30,000,000	300,000	(300,000)	300,000	(300,000)
Net Total	83,997,444	839,974	(839,974)	839,974	(839,974)

Burdekin Shire Council

Notes to the Financial Statements

for the year ended 30 June 2026

Note 25. Transactions with related parties

(a) Transactions with Key Management Personnel (KMP)

Employee benefits include transactions with key management personnel and their close family members. The key management personnel include the Mayor, six Councillors, Chief Executive Officer and two Directors.

	2026 $	2025 $
The compensation paid to key management personnel comprises:		
Short-term employee benefits	1,422,540	1,472,869
Post-employment benefits	149,405	162,732
Long-term benefits	55,108	101,151
Termination benefits	–	230,918
Total	1,627,053	1,967,670

Detailed remuneration disclosures are provided in the annual report.

Employee benefits for close family members of key management personnel for the reporting period is $255,578.

Council employs 262 full time equivalent staff of which only 2 are close family members of key management personnel. All close family members of key management personnel were employed through an arm's length process and are paid in accordance with the Award for the job they perform.

(b) Transactions with other related parties

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

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

Details of transactions	2026 $	2025 $
Purchase of materials and services from entities controlled by key management personnel	126,727	3,279
	126,727	3,279

The purchases of materials and services from entities controlled by members of key management personnel were at arm's length and were in the normal course of Council operations.

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

Most of the entities and people that are related parties of Council live and operate within the Shire. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include payment of rates, animal registration, use of council facilities e.g. library, theatre, swimming pools.

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

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Management Certificate

for the year ended 30 June 2026

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

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

i. the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulations 2012* for the establishment and keeping of accounts have been complied with in all material respects; and

ii. the general purpose financial statements, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.

Cr. P. Dalle Cort
Mayor
Date: 02 / 09 / 2026

M. Magin
Chief Executive Officer
Date: 02/09/2026

Queensland Audit Office
Better public services

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Burdekin Shire Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Burdekin Shire Council (the council).

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and Chief Executive Officer.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

a) I received all the information and explanations I required.

b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

c) In my opinion, the financial report:

   i. gives a true and fair view of the council's financial position as at 30 June 2026, and of its financial performance for the year then ended

   ii. complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

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

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

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

Other information

The council is responsible for the other information.

The other information comprises the information included in the council's annual report for the year ended 30 June 2026 but does not include the financial report and my auditor's report thereon.

Queensland Audit Office
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At the date of this auditor's report, the available other information in the council's annual report for the year ended 30 June 2026 was the current year financial sustainability statement, current year financial sustainability statement – contextual ratios (unaudited) and unaudited long-term financial sustainability statement.

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

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

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

Responsibilities of the council for the financial report

The council is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009* and the Local Government Regulation 2012, and other prescribed requirements and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

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A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at: www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.

mluwinga

8 September 2026

Martin Luwinga
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Current Year Financial Sustainability Statement

		Target Tier 5	Actual 2026	5 Yr Av. 2022-26
Audited ratios				
Council's performance at 30 June 2026 against key financial ratios and targets.				
Liquidity				
1. Unrestricted cash expense coverage ratio				
Total cash and equivalents add current investments add available ongoing QTC working capital limit less externally restricted cash / Total operating expenditure less depreciation and amortisation less finance costs	x 12	> 4.0 mths	**21.5 months**	**N/A**
The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses. Council is currently exceeding the target, indicating council has sufficient liquidity to continue to meet ongoing and emergent financial demands for an extended period of time.				
Operating performance				
2. Operating surplus ratio				
Operating result / Total operating revenue		> - 2%	**9.36%**	**6.07%**
The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes. This result demonstrates a sustainable operating position and provides capacity to fund future asset renewals and maintain service delivery levels for the community.				
3. Operating cash ratio				
Operating result add depreciation and amortisation add finance costs / Total operating revenue		> 0%	**32.07%**	**30.48%**
The operating cash ratio is a measure of council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs. This ratio has remained stable, with Council continuing to generate a healthy operating cash surplus from its ongoing activities.				
Asset management				
4. Asset sustainability ratio				
Capital expenditure on replacement of infrastructure assets (renewals) / Depreciation expenditure on infrastructure assets		> 90%	**82.39%**	**80.58%**
The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives. Council regularly reviews its capital program to ensure that service levels are maintained and renewal of assets is optimised.				

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Current Year Financial Sustainability Statement (continued)

	Target Tier 5	Actual 2026	5 Yr Av. 2022-26
5. Asset consumption ratio			
Written down replacement cost of depreciable infrastructure assets / Current replacement cost of depreciable infrastructure assets	> 60%	**62.65%**	**64.17%**

The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community. Council assets are being consumed in line with their estimated useful lives.

The current year financial sustainability statement is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the five reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2026.

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Certificate of Accuracy - (audited ratios)

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

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

Cr. P. Dalle Cort
Mayor
Date: 02 / 09 / 2026

M. Magin
Chief Executive Officer
Date: 02 / 09 / 2026

Queensland Audit Office
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INDEPENDENT AUDITOR'S REPORT

To the Councillors of Burdekin Shire Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Burdekin Shire Council (the council).

The financial sustainability statement for the year ended 30 June 2026, comprises the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s. 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement is accurately calculated in accordance with the Financial Management (Sustainability) Guideline 2024.

Basis of opinion

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

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

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

Emphasis of matter – basis of accounting

I draw attention to Note 1, which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

The council is responsible for the other information.

The other information comprises the information included in the council's annual report for the year ended 30 June 2026 but does not include the financial sustainability statement and my auditor's report thereon.

Queensland Audit Office
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At the date of this auditor's report, the available other information in the council's annual report for the year ended 30 June 2026 was the general purpose financial statements, current-year financial sustainability statement – contextual ratios (unaudited), and the unaudited long-term financial sustainability statement.

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

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

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

Responsibilities of the council for the current year financial sustainability statement

The council is responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Financial Management (Sustainability) Guideline 2024 and the Local Government Regulation 2012. The council's responsibility also includes such internal control as the council determines is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

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

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

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

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

- identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Queensland Audit Office
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- obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

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

mluwinga

8 September 2026

Martin Luwinga
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Current Year Financial Sustainability Statement

	Target Tier 5	Actual 2026	5 Yr Av. 2022-26
Contextual ratios (unaudited)			
Financial capacity			
1. Council controlled revenue			
Net rates, levies and charges add fees and charges / Total operating revenue	Na	**63.42%**	**73.76%**
2. Population growth			
Prior year estimated population / Previous year estimated population	- 1	Na	**1.08%**	**0.24%**

Council controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.

Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.

The current year financial sustainability statement - Contextual ratios is prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2024. The amounts used to calculate the two reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2026.

Burdekin Shire Council

Financial Statements

for the year ended 30 June 2026

Certificate of Accuracy - (contextual ratios - unaudited)

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

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

Cr. P. Dalle Cort
Mayor
Date: 02/09/2026

M. Magin
Chief Executive Officer
Date: 02/09/2026

Burdekin Shire Council

Financial Statements

prepared as at 30 June 2026

Unaudited Long-Term Financial Sustainability Statement

		Target 2026	Actual 2026	2027	2028	2029	2030	Forecast 2031	2032	2033	2034	2035
Measures of financial sustainability												
Liquidity												
1. Unrestricted cash expense coverage ratio Total cash and equivalents add current investments add available ongoing QTC working capital limit less externally restricted cash / Total operating expenditure less depreciation and amortisation less finance costs	x 12	> 4 months	**21.5 months**	N/A for long-term sustainability statement								
Operating performance												
2. Operating surplus ratio Operating result / Total operating revenue		>-2%	**9.36%**	1.62%	1.04%	0.99%	0.66%	0.58%	0.58%	0.64%	0.69%	0.76%
3. Operating cash ratio Operating result add depreciation and amortisation add finance costs / Total operating revenue		> 0%	**32.07%**	29.46%	29.94%	30.22%	29.88%	29.67%	29.48%	29.41%	29.25%	29.01%
Asset management												
4. Asset sustainability ratio Capital expenditure on replacement of infrastructure assets (renewals) / Depreciation expenditure on infrastructure assets		> 90%	**82.39%**	128.47%	105.19%	104.49%	123.05%	116.88%	88.86%	86.95%	73.90%	67.21%
5. Asset consumption ratio Written down replacement cost of depreciable infrastructure assets / Current replacement cost of depreciable infrastructure assets		> 60%	**62.65%**	63.18%	63.83%	63.25%	62.46%	61.60%	60.61%	59.64%	58.56%	57.41%
Financial capacity												
6. Council controlled revenue Net rates, levies and charges add fees and charges / Total operating revenue		N/A	**63.42%**	70.95%	74.26%	74.87%	75.69%	75.90%	76.02%	76.30%	76.30%	76.11%

Burdekin Shire Council

Financial Statements

prepared as at 30 June 2026

		Target	Actual					Forecast				
		2026	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
7. Population growth												
Prior year estimated population / Previous year estimated population	- 1	N/A	**1.08%**	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%	1.08%

Council has used the constant rate method to calculate the population growth ratio.

Financial Management Strategy

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

Burdekin Shire Council

Financial Statements

prepared as at 30 June 2026

Certificate of Accuracy - Long-Term Financial Sustainability Statement

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

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

Cr. P. Dalle Cort
Mayor
Date: 02/09/2026

M. Magin
Chief Executive Officer
Date: 02/09/2026

Burdekin Shire Council

Contact Council

(07) 4783 9800
BURDEKIN.QLD.GOV.AU
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ENVIRONMENTAL AND HEALTH SERVICES

7.1.1. Waste Management Policy

File Reference: 438

Report Author: Rachel Martin, Coordinator Waste Services

Authoriser: Jude Austin, Manager Environmental and Health Services
Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Deliver effective waste management programs that support waste reduction, reuse, and recycling in alignment with the North Queensland Waste and Resource Recovery Strategy 2020-2030.

Burdekin Shire Council Operational Plan 2026-2027

WM1 Deliver Waste education and awareness activities to the community.

WM5 Supervise and manage waste and recycling sites to ensure compliance with conditions of the Environmental Authority and improve performance for the Kirknie Landfill, and the Ayr, Home Hill, Giru and Clare Transfer Stations.

Executive Summary

Council's Waste Policy requires amendment following the adoption of Subordinate Local Law No. 8 – Waste Management. The proposed updates align the Policy with the new legislative provisions and Council's current operational processes, including authority for authorised officers to issue infringement notices to repeat offenders for mobile bin collection and contamination breaches. The relevant offences remain established under Local Law 2018, with the Subordinate Local Law prescribing the supporting detail.

Changes to the policy have also been made to safeguard the remaining life of Council's landfill facilities by prioritising the disposal of locally generated waste, restricting the acceptance of waste from outside the Burdekin Shire, and ensuring Council's waste management resources continue to meet the needs of Burdekin residents and ratepayers into the future.

Officer's Recommendation

That Council adopts the amended Waste Management Policy to align with Subordinate Local Law No. 8 (Waste Management), supporting operational practices that enable the issuing of infringement notices to repeat offenders for mobile bin collection and contamination breaches, and to prioritise the disposal of waste generated within the Burdekin Shire by restricting the acceptance of waste from outside the shire, thereby safeguarding the long-term capacity of Council's waste management facilities for the benefit of Burdekin residents and ratepayers.

Background

Following the adoption of Subordinate Local Law No. 8 – Waste Management, Council's Waste Management Policy requires amendment to align with the new provisions, current operational practices, and available enforcement measures. Offence provisions remain established under Local Law No. 8 (Waste Management) 2018, while the Subordinate Local Law provides supporting operational detail.

The proposed amendments clarify requirements relating to bin presentation and retrieval times, permitted waste materials, contamination management, and Council's response to repeated non-compliance.

An update to the Waste Management Policy is also required in response to a significant increase in enquiries from asbestos disposal contractors in the Mackay and Whitsunday regions seeking access to the Kirknie Landfill for the disposal of regulated waste. Although Council increased asbestos disposal fees by 39.66%, disposal charges at neighbouring facilities remain higher, creating a financial incentive for out-of-shire operators to dispose of waste within the Burdekin Shire.

Kirknie Landfill currently receives approximately 15,000 tonnes of waste annually, including material used in on-site operations. Under Council's Environmental Authority, regulated waste is limited to a maximum of 5% of total waste received, equating to approximately 750 tonnes per annum. Existing regulated waste streams, including wastewater treatment plant biosolids, grit and screenings, account for approximately 560 tonnes annually. During the previous financial year, asbestos disposal volumes totalled approximately 160 tonnes, including waste generated outside the Burdekin Shire. Combined regulated waste volumes therefore total approximately 720 tonnes per annum, leaving very limited capacity within the Environmental Authority limit.

Continued acceptance of substantial volumes of out-of-shire regulated waste may reduce Council's capacity to accommodate future disposal needs generated within the Burdekin community and increase the risk of exceeding Environmental Authority limits. To address this risk, amendments to the Waste Management Policy are proposed to prioritise locally generated waste, restrict the acceptance of waste from outside the shire, and protect the long-term operational life of Council's landfill facilities.

The amendments introduce proof-of-residency requirements for users of Council waste facilities, apply a surcharge to commercial and domestic waste generated outside the Burdekin Shire, and prohibit the disposal of regulated waste originating outside the shire. Burdekin residents will continue to have access to regulated waste disposal through Council's regulated waste booking process.

To support these changes, Council is developing a new asbestos disposal fact sheet and booking procedure. The revised process will provide greater control over the type and quantity of asbestos accepted, ensure loads are appropriately prepared for disposal, and assist operators in applying the correct disposal charges. The new requirements will be communicated through signage at Council waste facilities, Council's social media channels, newspaper advertising, and direct correspondence with regular customers.

These measures are intended to protect the long-term capacity of Council's landfill facilities, support sustainable waste management practices, and ensure Council resources remain available to meet the needs of the Burdekin community into the future.

Consultation
Discussions between Council Officers and Elected Members at Council workshop held on 1 September 2026.

Budget & Resource Implications
Implementation of the proposed policy amendments will assist in protecting the operational life of Council's landfill facilities by limiting waste streams that place additional pressure on available capacity. Without these controls, the continued acceptance of waste that could otherwise be restricted may reduce future landfill capacity available to service the Burdekin community. A reduced landfill lifespan may result in increased operational and capital expenditure associated with landfill expansion, remediation works, new landfill cells, or the development of alternative waste disposal infrastructure to meet the Shire's long-term waste management needs.

Legal Authority & Implications
Not Applicable.

Policy Implications
Waste Management Policy

Risk Implications (Strategic, Operational, Project Risks)
Without the proposed policy amendments, increased volumes of external waste may continue to be accepted at Council facilities, reducing available landfill capacity and shortening the operational life of Council's landfill assets. This may lead to increased financial pressures through the need for earlier capital investment in landfill expansion or alternative waste infrastructure, while reducing Council's ability to meet the future waste disposal needs of Burdekin residents and businesses.

Attachments
1. Waste Management Policy

Policy Type	Corporate
Function	Waste Management
Policy Owner	Manager Environmental and Health Services
Policy Contact	Coordinator Waste Services
Effective Date	9 December 2025

Purpose

This policy explains the objectives and general principles of the Burdekin Shire Council in the optimum delivery of waste management services of the community.

Scope

This policy applies to waste services within designated areas in which Council conducts general waste, recycling and green waste collection and waste facilities in the Burdekin Shire area.

Exceptions

Nil.

Objectives

Burdekin Shire Council embraces the Waste Management hierarchy of waste avoidance, waste re-use, waste recycling, energy recovery from waste. We encourage residents and businesses to think about their activities and use the hierarchy as a guide. By working together, we can minimise our impact on the environment and reduce our costs involved in the processing, manufacturing, transport and disposal of materials.

The aim of the policy is to:

- reduce the amount of waste produced by the community.
- reduce the amount of waste going to landfill.
- encourage greater recycling.
- encourage repurposing to reduce the waste stream to landfill.
- increase the community's knowledge of waste management issues.
- work towards educating residents of the costs associated with waste management.
- reduce the impact of waste disposal on the environment.

Policy Statement

Waste Facilities

The Burdekin Shire has one (1) landfill and four (4) transfer stations.

The following waste facilities and services are available for community use as detailed below:

Waste Facility / Service	Location
Ayr Transfer Station	53-57 Jones Street, Ayr
Home Hill Transfer Station	Bojack Road, Home Hill
Clare Transfer Station	Ayr Dalbeg Road
Giru Transfer Station	Cromarty Creek Road, Giru
Kirknie Landfill	1614 Kirknie Road, Osborne
Dalbeg 15m3 Skip Bin	Dalbeg Hall, 13-15 Quartermaine Street, Dalbeg

Opening Hours and a list of accepted and non-accepted waste can be found on the Waste and Recycling Page on Council's website.

DrumMuster – Council accepts drums at the Home Hill, Clare and Giru Transfer Stations during normal operating hours to assist local farmers in the responsible disposal of chemical containers. If you have more than 150 drums appointments at the Home Hill and Clare Transfer Station need to be made at Council's Customer Service Centre for the first Wednesday of the month.

Council encourages the repurposing/reuse of materials no longer wanted by the owner, by operating a Resale Shed at three of Council's waste handling facilities (Ayr, Home Hill and Giru Transfer Stations).

To encourage the objectives of this policy, all domestic and commercial users are encouraged to sort their waste into general refuse, recyclable or regulated waste items. Most domestic sorted waste is accepted free of charge at all Council waste facilities for Burdekin Residents. Refer to Council's Waste Fees and Charges for more details.

Charges may vary depending on the items taken to the landfill or transfer stations. Council's policy seeks to balance the provision of affordable waste services for residents with the responsible management of ratepayers' funds by applying a user-pays principle. Charges to residents generally apply only to items that incur a cost to Council through third-party processing. State Government waste levy applies to all waste which is disposed of to landfill. The levy has been introduced in Queensland to increase recycling and resource recovery and reduce reliance on landfill. Please refer to Council's Waste Fees and Charges Schedule for more details.

Waste Acceptance Criteria

Customers accessing Council's waste facilities may be required to provide proof of residency. Acceptable forms of identification include a current Queensland driver licence showing a Burdekin residential address, a recent rates notice, a current rental tenancy agreement, or a recent electricity bill. Proof of residency helps ensure waste disposal services remain available to Burdekin community members and ratepayers, prioritising the disposal of Burdekin-generated waste and limiting the acceptance of waste from outside the Shire.

Commercial or domestic waste generated outside the Burdekin Shire may only be disposed of at the Kirknie Landfill and will incur a 100% surcharge on applicable gatehouse fees.

Council prohibits the disposal of regulated waste originating from outside the Burdekin Shire. Burdekin community members wishing to dispose of regulated waste may do so through Council's regulated waste booking process, with bookings required 24 hours prior to disposal.

This approach helps protect the long-term capacity of Council's landfill facilities, supports sustainable waste management practices, and ensures Council resources continue to meet the needs of the local community.

Exemptions

An exemption from Council landfill and transfer station charges may apply for charitable organisations, non-profit organisations or for approved sporting carnivals or community events.

Applications for exemptions to sporting carnivals or community events must be made to Council's Community Development Department through the Community Grants Program.

In accordance with the State Government waste levy, a charitable organisation is eligible to apply for an exemption of the waste levy. This application must be made to the State Government. This exemption applies to waste taken to Kirknie Landfill only. Charity Waste Exemptions given at Council's Transfer Stations may apply to sorted waste in the form of donated goods for resale at the facilities Resale Shed.

Closed Landfills

Council will review its closed landfills remediation costs annually to determine the cost provisions for each facility and the associated post-closure aftercare. It is Council's responsibility to allocate and manage the costs for rehabilitation and ongoing care as part of this process.

Designated Area

In accordance with s. 5(a) of the *Waste Reduction and Recycling Regulation 2023* and Local Law No 8 (Waste Management) 2018, Council has resolved to designate areas within which Council may conduct general waste recycling and green waste collection. The designated area is shown in Schedule 1 attached.

There are two (2) designated areas which differentiate the level of mobile bin service provided to premises located within the areas.

Only standard general waste containers supplied and rated by Burdekin Shire Council are eligible for Council's collection service. The standard general waste container approved by the Council must meet the following specifications:

- 140,240 and 360 litre mobile bins must comply with AS 4123:2008 mobile Waste Containers;
- have the following colours for domestic and commercial premises:
    - for domestic and commercial waste – have dark green bodies and red lids;
    - for recyclable waste – have dark green bodies and yellow lids;
    - for green waste – have dark green bodies and lime green lids.
- be constructed of UV stabilised HDPE suitable for Queensland climatic conditions;
- contain a minimum of 30% Post Consumer recycled Australian content;
- where reasonably possible, be made in Australia;
- be hot stamped with individual identification serial numbers in sequential order;
- be stickered with Council supplied sticker(s), when requested by Council;
- be provided with Council approved permanent embossing in all manufacturer insert locations on the lid; and
- be hot foil embossed with an approved Burdekin Shire Council logo.

The Council will not service ineligible standard general waste containers (herein after referred to as mobile bins) that residents leave out for collection, including second hand mobile bins that have the old style dark green lid, residents have purchased previously from Council for private use.

The mobile bins supplied to a property are to remain at that property when there are changes in occupants, including with the sale of the property.

To avoid any doubt, only domestic or commercial waste is to be put in the mobile bin with the red lid, only recyclable waste is to be put in the mobile bin with the yellow lid and only green waste is to be put in the mobile bin with the green lid.

Mobile Bin Service

The mobile bin service for the Shire that is delivered to domestic premises and commercial premises comprises of the following mobile bins and collection frequency:

- *Domestic Premises within Designated Area A*
  - A 140 litre mobile bin with a red lid for domestic waste and collected weekly. *
  - A 240 litre mobile bin with a yellow lid for recyclable waste (excluding green waste) and collected fortnightly.
  - A 240 litre mobile bin with a lime green lid for green waste and collected fortnightly.

The above service is referred to as a **3 bin domestic service**.

- *Domestic Premises within Designated Area B*
  - A 140 litre mobile bin with a red lid for domestic waste and collected weekly. *
  - A 240 litre mobile bin with a yellow lid for recyclable waste (excluding green waste) and collected fortnightly.

The above service is referred to as a **2 bin domestic service**.

** Residents of domestic premises may request to upgrade to a 240 litre mobile domestic bin with a red lid or 360L recyclable waste bin with a yellow lid.*

- *Commercial Premises within Designated Areas A and B*
  - A 240 litre mobile bin with a red lid for commercial waste and collected weekly.
  - A 240 litre mobile bin with a yellow lid for recyclable waste (excluding green waste) and collected fortnightly.

The above service is referred to as a **2 bin commercial service**.

Commercial premises may request to upgrade to a 360L recyclable waste bin with a yellow lid.

Levying of Waste management utility charges for mobile bin waste collection

Council will provide waste services to occupied land only.

The owner of any residential premises or land within the designated area that is capable of producing waste will be levied a Waste Management Utility charge. The type of waste service charge will depend on whether the premise receives a 3 bin domestic service or a 2 bin domestic service.

For residential premises or land outside of these areas, the owner or occupier is required to service their own refuse bins on a weekly basis. Fees may apply for the disposal of these wastes at Council's waste facilities. Waste Fees & Charges are available on Council's website.

Services based on Type of Residential Premises

House or House with Granny Flat
Each single unit dwelling must have at least a single waste service, i.e. either a 3 bin domestic service or a 2 bin domestic service.

Multi-Residential Premises including Duplexes
Multi-Residential premises include two (2) or more permanently constructed residential units (single occupancy per unit).

Council will supply each unit with 1 x 140L mobile domestic waste red lidded bin and 1 x 240L mobile recyclable yellow lidded bin... Council's Waste Officers will determine the provision of the number of lime green lidded green waste bins for premises within Designated Area A. Consideration will be given for the properties' potential to generate green waste.

The green waste service for multi-residential premises will be a communal service with the mobile bins shared between units. The owner or the owner's representative may make a written request for an extra green waste service for a particular unit. To clarify, it is expected that a green waste service would be required for any multi-residential premises that include green space or gardens.

Alternatively, a bulk waste bin may be provided (through a private contractor) for the domestic waste portion of the service. The bulk bin must be the equivalent of the calculated volume of the 140L mobile domestic waste bins, rounded up to the next bulk bin size. The bulk bin must be tipped at least once every week. The premises must provide a copy of their waste service agreement as proof of alternative service.

Example

Multi-Residential Premises of five units (5 x 140L = 700L) is required to have at least 5 x 140L mobile domestic waste bins or the equivalent in bulk domestic waste bin, serviced at least once per week and at least 5 x 240L mobile recyclable waste bins and a sufficient number of 240L mobile green waste bins (as determined by the Council's authorised officer), serviced at least once per fortnight.

Residential Unit attached to Commercial/Industrial Premises

The commercial/industrial portion of the premises shall receive a commercial/industrial service (refer – Commercial and Industrial Services). The residential unit shall receive the appropriate domestic mobile bin service (refer – Domestic Services).

Residential Premises not within the Designated Areas

Rateable properties within the Shire that are outside the designated area and therefore not receiving a regular waste collection service, are required to pay a Waste Access Charge for access to free sorted domestic dumping at Council's waste facilities.

Residents currently outside the designated area and who would like to receive a domestic mobile collection service are required to submit a request in writing or via Council's customer request management service by phoning (07) 4783 9800.

When determining the request, Council's Waste Service Officers will work together with Council's waste collection contractor to determine the following:

- if the collection vehicles can access the area;
- whether it is economically viable for the contractor to provide the requested service; and
- if there is support from 65% of property owners in the road in favour of receiving the service.
- if 65% of property owners are in favour of receiving the service all properties will receive the service as per the designated area ruling.

Commercial and Industrial Services

Commercial and industrial premises within the designated areas, as described in Schedule 1, are required to have a commercial waste service with a minimum collection frequency of weekly.

Each premise shall have either a 240 litre mobile commercial waste bin or equivalent service provided by an approved private contactor plus a yellow lidded recyclable waste bin supplied through Council.
Item specific recycling services e.g. beverage containers, bulk cardboard, scrap metal and the like may be available through a private contractor, but it is not equivalent to a recyclable waste bin as it does not cover all recyclable waste streams.

Where it is deemed by the Manager Environmental and Health Services that the replacement service provided by a private contractor is not an equivalent service, then waste charges levied will consist of the relevant component as detailed in the revenue statement.

General Issues

Change to Service Level

The owner may request a change to the service in writing or via Council's Customer Service Centre. The charges for these services are set annually in Council's Revenue Statement and Council will levy the amount via the rates notice. Once a change to a service level is requested the service must remain in place for a minimum of 6 months.

Lost/Stolen Bins

The replacement of lost or stolen bins can be reported in writing or via Council's Customer Service Centre.

Repeated incidences of lost/stolen bins for a single property may incur a replacement fee and will be at the discretion of the Manager Environmental and Health

Cancelling a service

Cancelling of a waste service will only occur where the building has been demolished or is unfit for occupation due to causes such as significant damage by fire or natural disaster or extensive building dereliction or dilapidation.

A commercial or industrial premise may cancel their waste service provided they are to receive an equivalent waste service from an approved private contractor. The premises must provide a copy of their waste service agreement as proof of alternative service. For clarification purposes, this paragraph does not apply to domestic waste services provided to a dwelling that is part of a commercial or industrial building or part of an agricultural enterprise.

Cancelling a service will lead to a proportional reduction or refund of the annual levied charge.

Commencing a Service

Waste service charges will apply from the date of commencement or availability of service. New services commenced during the year are pro-rata levied.

Bulk Bin Service

Commercial premises that require a bulk bin service may contact an approved waste contractor to arrange a service at their own cost.

Variation under this Policy

The Manager Environmental and Health Services will assess written requests for an exemption, refund, part refund or variation under this Policy. Assessments are to take into account the waste generated at the premises.

Requirements for Mobile Bin Collection

Collections may occur at any time between 6:00am and 5:00pm on the published collection day. Place mobile bins on the kerb prior to 6:00am on collection day and bring back within property boundaries as soon as possible after collection, preferably by dusk. Under *Local Law No. 8 (Waste Management) 2018*, Council may issue infringement notices to persons responsible for mobile bins that are left outside repeatedly for extended periods.

Place mobile bins approximately one (1) metre apart and bins are not to be located near trees, parked cars or other obstacles that may prevent the truck from emptying the bin.

Mobile bins that are overfull (with the lid open more than 45 degrees) or too heavy (weigh more than 55 kilograms) will not be collected. Residents will need to take their waste to the landfill or transfer station, as the truck will not return to empty the bin. Disposal costs may apply.

A list of items prohibited to be placed in mobile bins but may be accepted at Council's Waste Facilities is available on the Waste and Recycling Page on Council's website.

Mobile Bin Contamination

Mobile bins must only contain materials listed on the bin lid and/or materials authorised by Council through its website or official Council brochures.
Where mobile bins are found to contain unsuitable or contaminating materials, the resident or occupier may be issued with a contamination notice and information brochure advising of the non-compliance.
Where mobile bins contain contamination, unsuitable material, or prohibited items, the bin may not be collected if the contamination is identified prior to tipping. The bin will only be serviced once the offending materials have been removed.
If an additional bin service is required outside the normal service schedule, an additional service charge may apply.
Under *Local Law No. 8 (Waste Management) 2018*, Council may issue infringement notices to persons responsible for mobile bins that are repeatedly contaminated.

Rectification of Missed Bin Collections

Mobile bins that have not been collected on the published collection day due to an error or oversight by Council or its contractor, vehicle breakdown, weather event, road traffic incident, or staff shortage will be rectified as soon as practicable upon notification.

Mobile bins that have not been collected due to an error or oversight on the part of the resident (including but not limited to: bin not placed at kerbside by 6:00am, bin placed behind parked car, unauthorised bin, contaminated recycling or green waste bin) will not be collected. In such cases, residents will need to take their waste to the landfill or transfer station, as the truck will not return to empty the bin. Disposal costs may apply.

Mobile Bin Charges

The levying of a charge as detailed in the Revenue Statement will occur on all lands and/or premises within the designated area.

Consistent Commencement of Charges

The levy for all waste charges applies on a pro-rata basis from the date of delivery of the mobile bins to the property and/or where Council identifies that a domestic or commercial structure or occupied land is without a general waste collection charge, the charge will be levied pro-rata from the time that the structure was completed, or the occupied land was capable of producing waste.

Removal of Charges

Removal of any general waste charge on a pro-rata basis will only occur:

- when Council identifies that the domestic or commercial structure has been demolished or is unfit for occupation due to causes such as significant damage by fire or natural disaster or extensive building dereliction or dilapidation; or
- upon supply of written evidence (e.g. a copy of new waste contract) that a commercial premise has an equivalent service provided by an alternative waste service provider.

Council Public Services

Council will provide appropriate waste and recyclable waste (excluding green waste) services to public areas including CBD streets and parks.

Education Program

Council will provide an education program throughout the Shire focussing on the waste hierarchy of avoidance, re-use, recycling and disposal as a last resort.

Pre-Cyclone Clean Up

When a cyclone watch and/or warning has been issued for the Burdekin area, the Council may allow free disposal of certain wastes to Shire facilities during the period of the watch and/or warning. It is noted that for Burdekin residents, sorted domestic waste is free.

Council retains the right to nominate which wastes may still attract a charge and where certain volumes may be disposed of. In providing this service, Council does not want the pre-cyclone clean up to replace an orderly waste disposal obligation for residents.

Serious Local Event Waste

Waste defined as 'serious local event waste' may also be exempt from payment of the State waste levy under certain circumstances.

'Serious local event waste' is defined in the *Waste Reduction and Recycling Act 2011* and generally refers to waste generated by activities in the immediate preparation for, or by or because of, a serious local event but does not include waste generated by activities in general preparation for storms that are predicted or are likely to occur in a particular season each year or in anticipation of the next cyclone season. The maximum period for which waste is to be serious local event waste is seven (7) days immediately before the serious local event starts or is predicted to start and ends 28 days after the serious local event ends.

Serious local event waste is exempt waste under the *Waste Reduction and Recycling (Waste Levy) Amendment Act 2019.* The exemption is not automatic but requires an application made by the Chief Executive Officer of the Council to the Department of Environment, Tourism, Science & Innovation which shall decide on the application.

Disaster Management Waste

Waste defined as 'disaster management waste' may also be exempt from payment of the State waste levy under certain circumstances.

'Disaster management waste' is defined in the *Waste Reduction and Recycling Act 2011* and means waste generated by or because of a disaster that is or has been the subject of a declaration of a disaster situation under the *Disaster Management Act 2003,* but only within the limits, if any, declared by the Department of Environment and Science, by publication on the Department's website, for a particular disaster.

Risk Management

Managing risk is achieved through the systematic application of policies, procedures and practices to identify, analyse, evaluate, treat, monitor and communicate risk.

This policy is intended to improve the consistency of the application and enforcement of the exercise of Council's powers in dealing with the management of waste, particularly through its local law. The policy provides guidelines for applicants and Council staff in the consideration and approval of applications.

The absence of such a policy or non-adherence to the policy could result in invalid levies and inconsistent decisions.

Legislation

Local Government Act 2009
Local Government Regulation 2012
Environmental Protection Act 1994
Environmental Protection Regulation 2019
Local Law No. 8 (Waste Management) 2018
Subordinate Local Law No. 8 (Waste Management) 2026
Waste Reduction and Recycling Act 2011
Waste Reduction and Recycling and Other Legislation Amendment Act 2023
Waste Reduction and Recycling Regulation 2023
Disaster Management Act 2003
Disaster Management Regulation 2014

Definitions and Abbreviations

Authorised Officer	means a person authorised under the *Environmental Protection Act 1994*, the *Waste Reduction & Recycling Act 2011*, *Local Government Act 2009* and all Council Local Laws & Subordinate Local Laws.
Charitable Organisation	means an organisation officially recognised as devoted to the assistance of those in need.
Commercial Premises	means any of the following types of premises: • a hotel, motel, caravan parks, café, food store or canteen; • an assembly building, institutional building, kindergarten, child minding centre, school or other building used for education; • premises where a sport or game is ordinarily played in public; • an exhibition ground, showground or racecourse; or • an office, shop or other premises where business or work, other than a manufacturing process, is carried out.
Commercial Waste	means waste (other than green waste, recyclable waste, interceptor waste or waste discharged to a sewer) produced as a result of the ordinary use or occupation of commercial premises.
Council	means Burdekin Shire Council
Designated Area	means the area that the Council has resolved to be the area in which the Council may conduct general waste or green waste collection.
Domestic Premises	means any of the following types of premises: • a single unit private dwelling; • premises containing two or more separate flats, apartments or other dwelling units; or • a boarding house, hostel, lodging house or guest house. *In interpreting this definition, it is submitted that a dwelling that is part of a commercial or industrial building or part of an agricultural enterprise, is a domestic premise*.

Domestic Waste	means waste (other than domestic clean-up waste, green waste, recyclable waste, interceptor waste or waste discharged to a sewer) produced as a result of the ordinary use or occupation of domestic premises.
Domestic Clean-up Waste	means non-putrescible, dry and inoffensive waste, other than green waste or recyclable waste, produced as a result of a clean-up of domestic premises.

General Waste	means:
	• waste other than regulated waste; and
	• any of the following:
	  ○ commercial waste
	  ○ domestic waste
	  ○ recyclable waste

Green Waste	means grass clippings, trees, bushes, shrubs, loppings of trees, bushes or shrubs, or similar matter produced as a result of the ordinary use or occupation of premises, excluding logs or stumps over 300mm in diameter.

Industrial Waste	means:
	• interceptor waste; or
	• waste other than the following:
	  ○ commercial waste
	  ○ domestic clean-up waste
	  ○ domestic waste
	  ○ green waste
	  ○ recyclable interceptor waste
	  ○ recyclable waste
	  ○ waste discharged to sewer.

Interceptor	means a device used to intercept a substance in sewage, waste water or trade waste and prevent its discharge into a sewer, septic tank, waste water disposal system or other treatment device.
Interceptor Waste	means matter, other than recyclable interceptor waste, intercepted by and held in an interceptor.
Non-profit organisation	means an organisation where all revenue raised goes directly towards advancing a relevant public purpose, that no individual makes a personal profit out of the operations, that no remuneration is made to any individual, member or employee or the organisation, relies on volunteers and does not receive significant government funding for its operations.
Occupied Land	means land other than vacant land and includes land with a shed, caravan or similar structure, where people may reside, regardless of the length of time.
Occupier of Premises	means the person who has the control or management of the premises.
Owner of Premises	means the person for the time being entitled to receive the rent for the premises or would be entitled to receive the rent for it if it were to let to a tenant at a rent.
Premises	includes domestic premises, government premises, industrial premises and commercial premises.

Rates	includes supplementary rates.
Recyclable Interceptor Waste	means matter that is, or is intended to be, removed from a grease interceptor and taken elsewhere for processing into a non-toxic, non-hazardous and usable substance for sale.
Recyclable Waste	means clean and inoffensive waste and includes the following: • cardboard and mixed paper; • aluminium steel cans, aerosol cans and foil trays; • certain plastics with the recycling symbol of 1- 5; • empty milk and juice cartons; • glass bottles and jars.
Regulated Waste	has the meaning given in the *Environmental Protection Regulation 2019*.
Standard General Waste Container	means a container of a type approved by the local government for storing domestic waste, commercial waste or recyclable waste as premises in the local government's area and for the avoidance of doubt, includes one (1) or more containers each of which is approved by the local government for storing, at premises in the local government's area: ○ one (1) or more multiple types of commercial waste; or ○ one (1) or more multiple types of recyclable waste. *Example – the Local Government may approve one (1) container for storing recyclable waste which is green waste and one (1) container for storing recyclable waste other than green waste.*
Waste	has the meaning given in s. 8AA of the *Waste Reduction & Recycling Act 2011* and includes anything that is specified to be waste under a subordinate local law.
Waste Service	refers to the storage, collection and conveyance of waste and the disposal thereof.
Waste Services Charges	means a charge set by Council in the Revenue Statement.

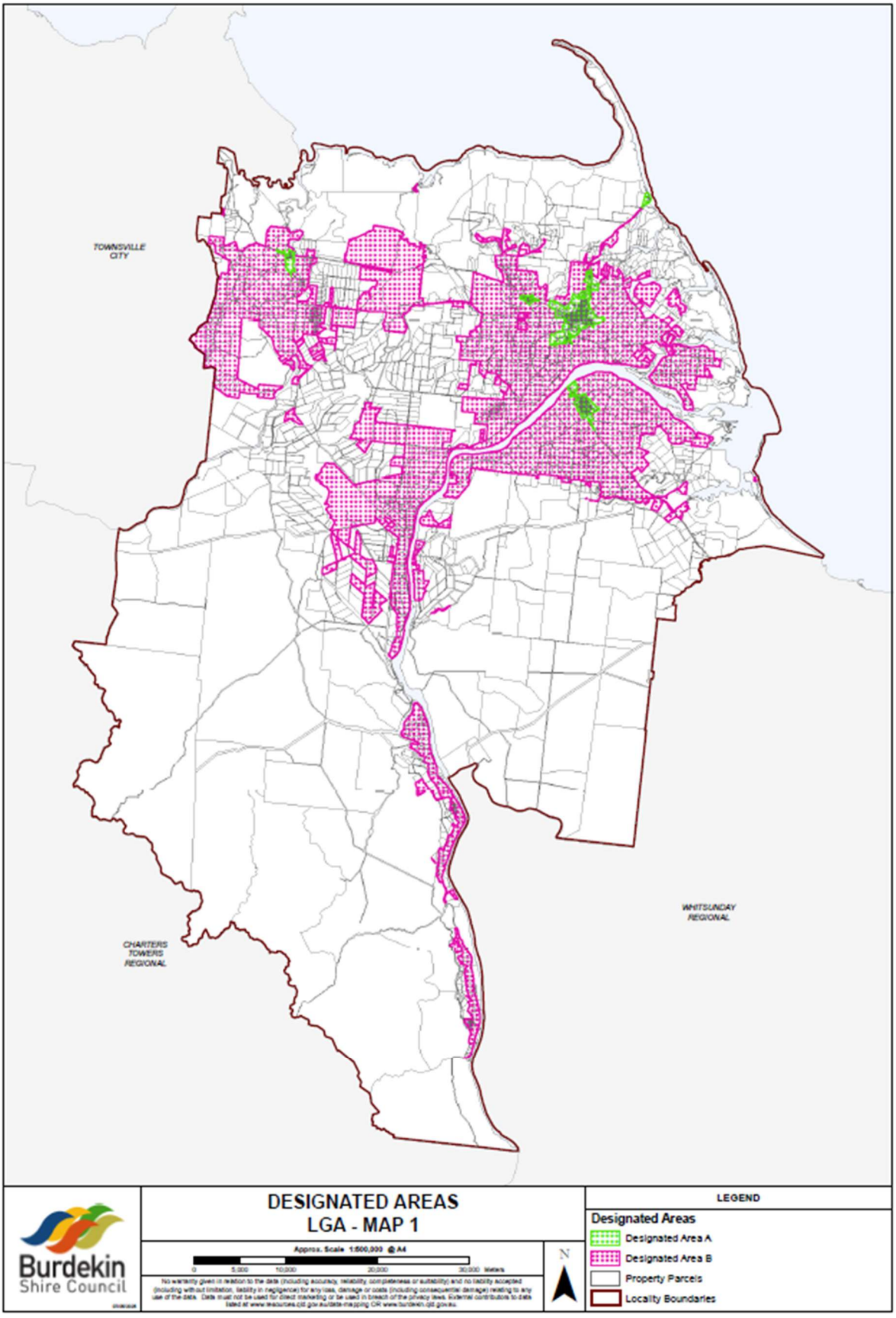
Related Documents

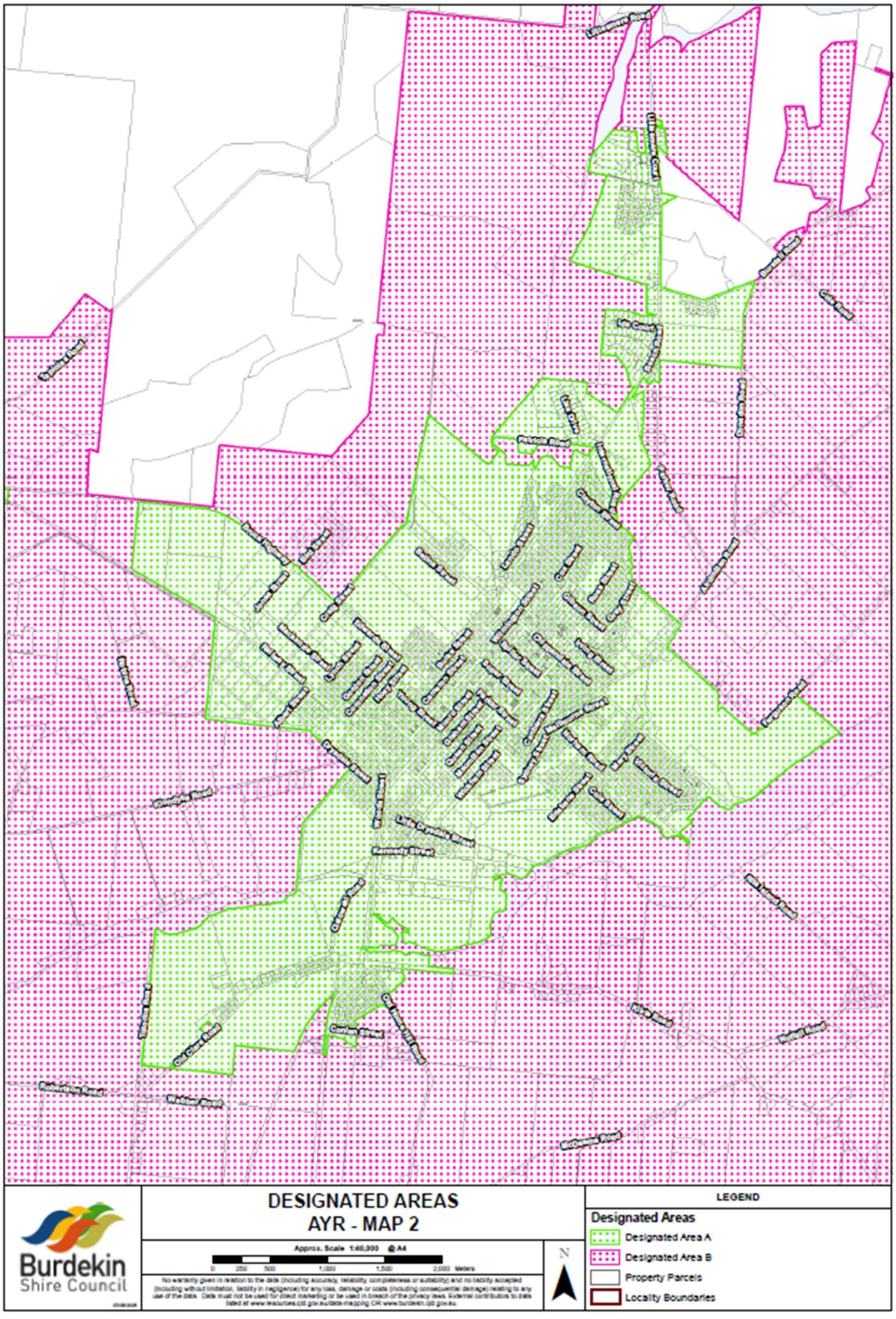
Reference Number	Document Title
Schedule 1	Schedule 1 – Maps of Waste Collection Areas
ECM 1367706	Current Waste Contract
DLGWV Website	Local Law No 8. (Waste Management) 2018 Subordinate Local Law No 8. (Waste Management) 2026
Burdekin Shire Council Website	Waste and Recycling | Burdekin Shire Council
WST-OSD-0001	Transfer Station Resale Shed Operational Standard
COM-POL-0005	Community Assistance Policy
WST-FRM-0002	Disposal of Regulated Waste / Special Burial

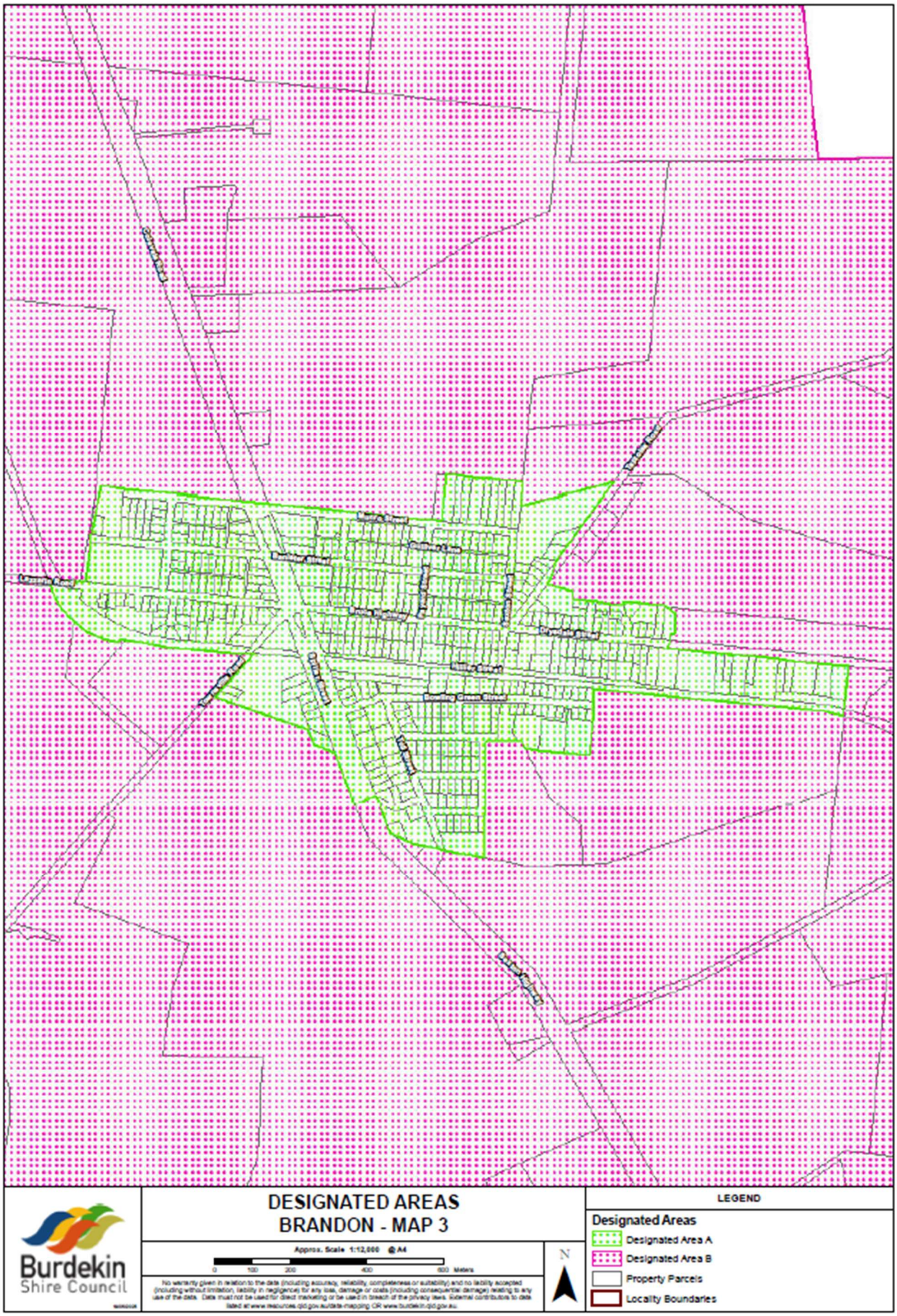
Document History and Version Control

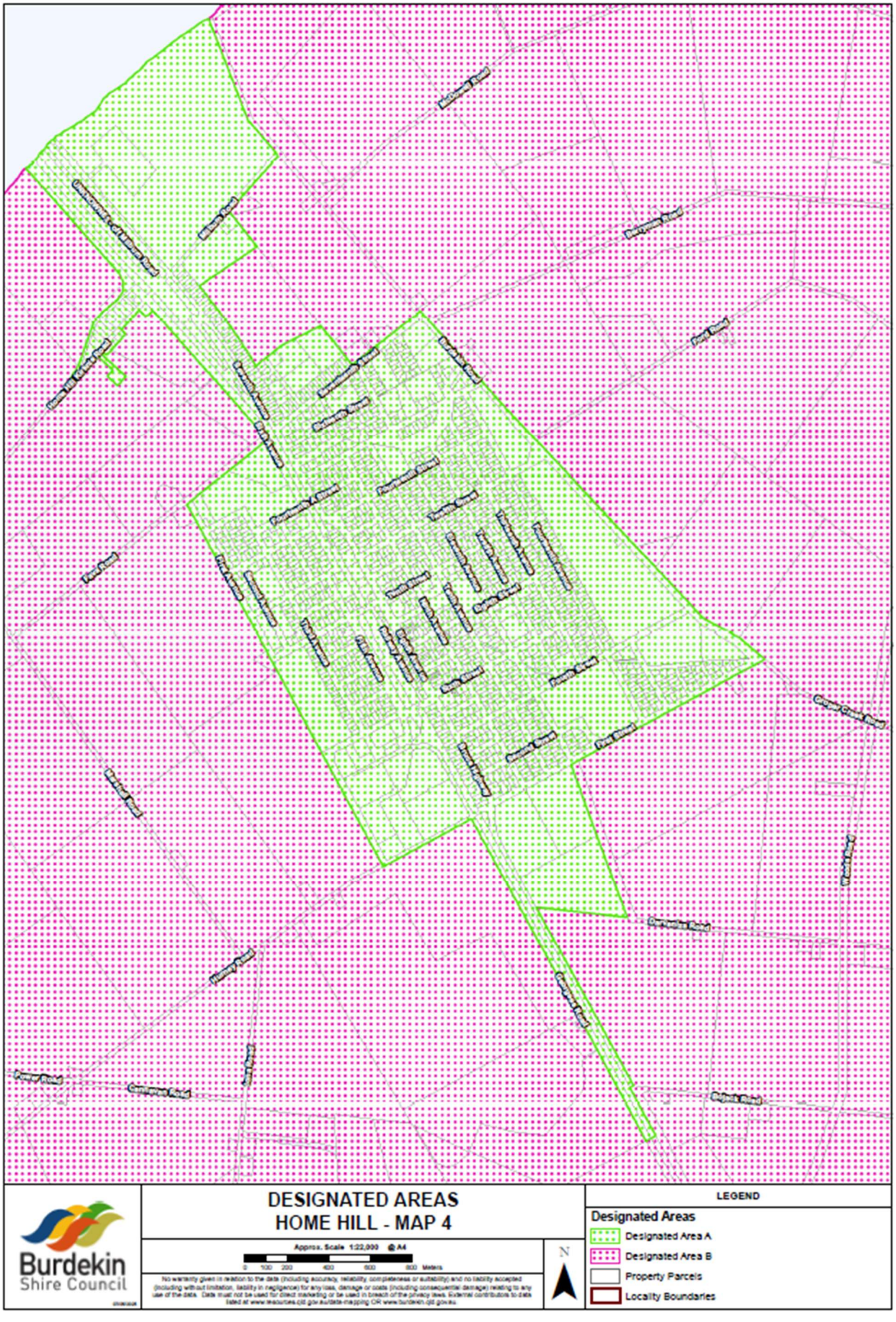
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Document Reference Number	WST-POL-0001 Rev 4
Review Schedule	24 months
Council Meeting Date	9 December 2025
Council Resolution Number	1912175

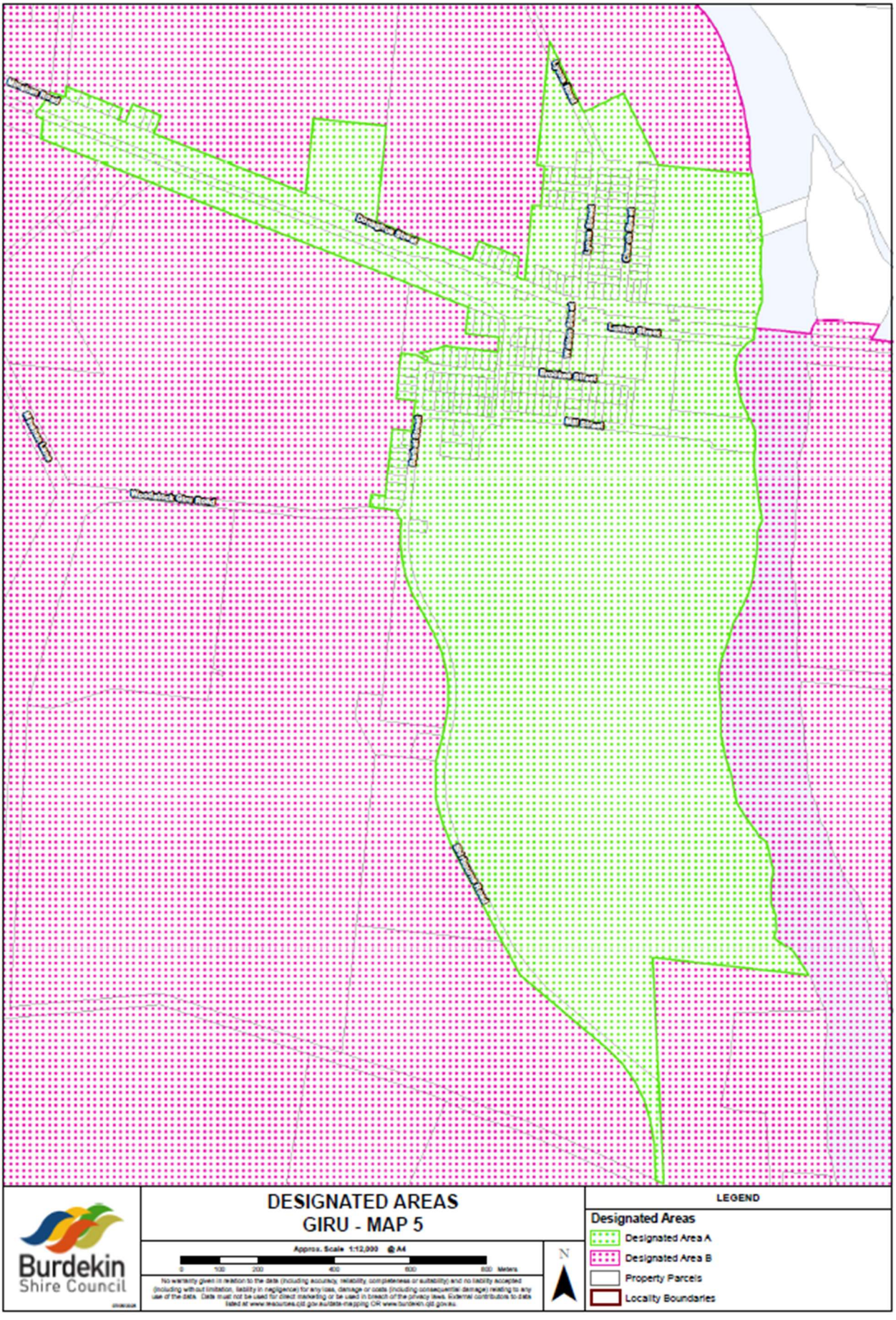
Schedule 1 – Maps of Waste Collection Areas

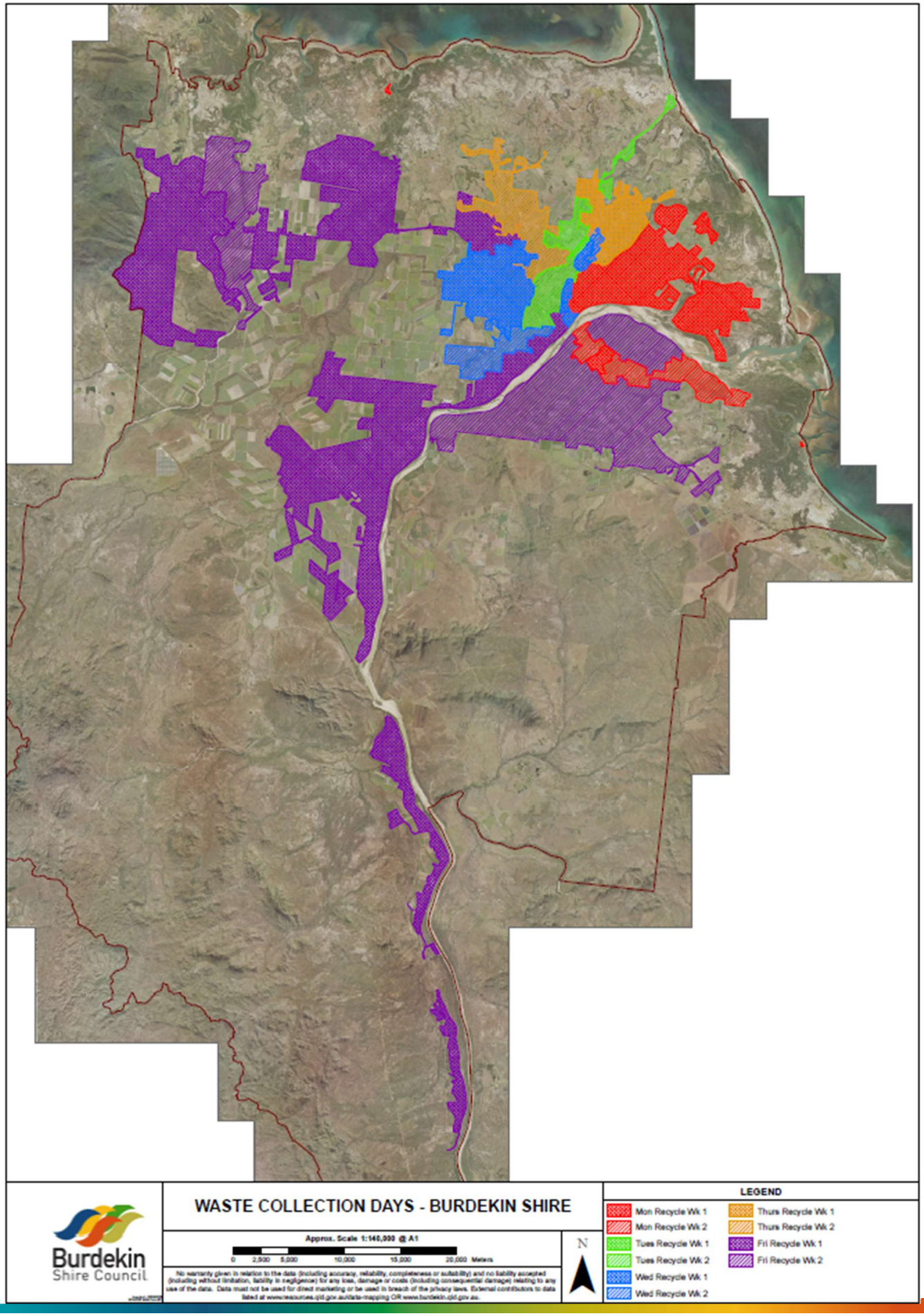



DESIGNATED AREAS
AYR - MAP 2
Approx. Scale 1:40,000 @ A4
0 250 500 1,000 1,500 2,000 Meters
N
LEGEND
Designated Areas
Designated Area A
Designated Area B
Property Parcels
Locality Boundaries


DESIGNATED AREAS
BRANDON - MAP 3
Approx. Scale 1:12,000 @ A4
0 100 200 400 600 Meters
Burdekin Shire Council
N
LEGEND
Designated Areas
Designated Area A
Designated Area B
Property Parcels
Locality Boundaries


DESIGNATED AREAS
HOME HILL - MAP 4
Approx. Scale 1:22,000 @ A4
0 100 200 400 600 800 Meters
N
LEGEND
Designated Areas
Designated Area A
Designated Area B
Property Parcels
Locality Boundaries
Burdekin Shire Council


DESIGNATED AREAS
GIRU - MAP 5
Approx. Scale 1:12,000 @ A4
0 100 200 400 600 800 Meters
N
LEGEND
Designated Areas
Designated Area A
Designated Area B
Property Parcels
Locality Boundaries


WASTE COLLECTION DAYS - BURDEKIN SHIRE
Approx. Scale 1:140,000 @ A1
0 2,500 5,000 10,000 15,000 20,000 Meters
N
LEGEND
Mon Recycle Wk 1
Mon Recycle Wk 2
Tues Recycle Wk 1
Tues Recycle Wk 2
Wed Recycle Wk 1
Wed Recycle Wk 2
Thurs Recycle Wk 1
Thurs Recycle Wk 2
Fri Recycle Wk 1
Fri Recycle Wk 2
Burdekin Shire Council

ENVIRONMENTAL AND HEALTH SERVICES

7.1.2. Amendment to Fees and Charges - Waste Services

File Reference: 367

Report Author: Rachel Martin, Coordinator Waste Services

Authoriser: Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Promote sustainable infrastructure solutions to improve efficiency and reduce environmental impact.
- Demonstrate open and transparent decision-making, leadership and financial management. Responsibly manage Council's financial position to ensure sustainability.
- Undertake regulatory responsibilities in accordance with legislative obligations.

Burdekin Shire Council Operational Plan 2026-2027

WM5 Supervise and manage waste and recycling sites to ensure compliance with conditions of the Environmental Authority and improve performance for the Kirknie Landfill, and the Ayr, Home Hill, Giru and Clare Transfer Stations.

Executive Summary

Amendments to Council's Fees and Charges Schedule are proposed to support the updated Waste Management Policy and protect the long-term capacity of Council's landfill facilities. The proposed amendments will prohibit the acceptance of regulated waste generated outside the Burdekin Shire, introduce a 100 percent surcharge on applicable gatehouse fees for out-of-shire commercial and domestic waste.

To avoid additional transport costs associated with transferring waste from Council's transfer stations to Kirknie Landfill, out-of-shire waste will only be accepted directly at Kirknie Landfill. Customers accessing Council's waste facilities may also be required to provide proof of Burdekin residency to verify eligibility for local waste disposal services.

These changes aim to prioritise disposal capacity for Burdekin residents and ratepayers, ensure compliance with landfill capacity limitations, and support the sustainable management of Council's waste infrastructure.

Officer's Recommendation

That Council adopt the following amendments to the 2026/2027 Fees and Charges Schedule:

- Prohibit the acceptance of regulated waste generated outside the Burdekin Shire;
- Introduce a 100 percent surcharge on applicable gatehouse fees for commercial and domestic waste generated outside the Burdekin Shire;
- Restrict the acceptance of out-of-shire waste to the Kirknie Landfill only;
- Require customers, where requested, to provide proof of Burdekin residency when accessing Council waste facilities; and
- Implement associated administrative and operational processes necessary to support the amended Waste Management Policy and protect the long-term capacity of Council's landfill facilities.

Background
An amendment to Council's 2026/2027 Fees and Charges Schedule is required to address the significant increase in enquiries from asbestos disposal contractors located in the Mackay and Whitsunday regions seeking access to the Kirknie Landfill for the disposal of regulated waste. Despite a 39.66 percent increase in Council's asbestos disposal fees, disposal charges at neighbouring facilities remain higher, creating a financial incentive for out-of-shire operators to dispose of waste within the Burdekin Shire. Kirknie Landfill currently landfills approximately 15,000 tonnes of waste annually (including on-site operation material) and is limited under its Environmental Authority to a maximum of 5 percent regulated waste, equating to approximately 750 tonnes per annum. Existing regulated waste streams, including wastewater treatment plant biosolids and grit and screenings, account for approximately 560 tonnes each year. During the previous financial year, asbestos disposal volumes totalled approximately 160 tonnes, including waste generated outside the Burdekin Shire. Combined regulated waste volumes are therefore approximately 720 tonnes per annum, leaving very limited remaining capacity within the Environmental Authority limit. Continued acceptance of significant volumes of out-of-shire regulated waste may reduce Council's capacity to meet the future disposal needs of the Burdekin community.

As a result, amendments to Council's 2026/2027 Fees and Charges Schedule are proposed to prioritise locally generated waste, restrict the acceptance of waste from outside the shire, and protect the long-term operating life of Council's landfill facilities.

Proposals include:

- The introduction of proof of residency requirements for users of Council's waste facilities, including commercial operators;
- 100 percent surcharge on commercial and domestic waste generated outside the Burdekin Shire;
- Restricting out-of-shire waste disposal to Kirknie Landfill to ensure no reduction in waste transport costs; and
- Prohibiting the disposal of regulated waste originating from outside the shire.

Burdekin residents will continue to have access to regulated waste disposal through Council's regulated waste booking process. To support these changes, Council is developing a new asbestos fact sheet and booking procedure. The process will provide greater control over the type and quantity of asbestos accepted, ensure loads are correctly prepared for disposal, and assist operators in applying the appropriate disposal fees. The new requirements will be communicated through signage at Council waste facilities, Council's social media channels, newspaper advertising, and direct correspondence with regular customers.

These measures are intended to protect the long-term capacity of Council's landfill facilities, support sustainable waste management practices, and ensure Council resources remain available to service the local community into the future.

Consultation
Discussions between Council Officers and Elected Members at Council workshop held on 1 September 2026.

Budget & Resource Implications
Failure to adopt the proposed fees and charges amendments may reduce the operational life of Council's landfill facilities through the continued acceptance of waste that could otherwise be restricted under the amended policy. A reduced landfill lifespan may result in increased future operational and capital expenditure associated with landfill expansion, remediation works, or the development of alternative waste disposal infrastructure to meet the shire's waste management needs. Protecting remaining landfill capacity is critical, as the current cell has an estimated life to 2037. Preserving available airspace will assist in deferring significant capital expenditure associated with the construction of the next landfill cell, which is expected to provide disposal capacity through to approximately 2067-2069.

Legal Authority & Implications
Council is authorised to establish fees and charges for waste management services under the *Local Government Act 2009* and associated legislation.

Policy Implications
Waste Management Policy.

Risk Implications (Strategic, Operational, Project Risks)
Failure to adopt the proposed fees and charges amendments may result in increased volumes of external waste being accepted at Council facilities, reducing available landfill capacity and shortening the operational life of Council's landfill assets. This may lead to increased financial pressures through the need for earlier capital investment in landfill expansion or alternative waste infrastructure, while also reducing Council's ability to meet the future waste disposal needs of Burdekin residents and businesses.

Attachments
None

ENVIRONMENTAL AND HEALTH SERVICES

7.1.3. Burdekin Aquatic Centre - Pool Fencing

File Reference: 919

Report Author: Jude Austin, Manager Environmental and Health Services

Authoriser: Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Implement the Asset Management Strategy and Roadmap.
- Plan, build and maintain infrastructure that enhances and extends the life of community assets.
- Develop and implement strategic infrastructure plans to inform the decision-making process when planning for future infrastructure renewal and enhancements.

Burdekin Shire Council Operational Plan 2026-2027

SP1 Administer the management contracts for the Ayr and Home Hill Swimming Pools and inspect and maintain all Shire pools.

Executive Summary

This report seeks Council's consideration of the replacement of the existing pool fencing at the Burdekin Aquatic Centre following concerns identified during construction of the new amenities block regarding pool barrier compliance and site security. The proposed works include installation of a 2.1-metre anti-climb palisade fence, associated gates and access controls to provide a continuous and compliant pool barrier system. It is recommended that the works be funded from Council's depreciation budget.

Officer's Recommendation

That Council approve the renewal and replacement of identified sections of pool barrier fencing at the Burdekin Aquatic Centre, including the wading pool enclosure, at an estimated cost of $89,918.05 (excluding GST), with the works to be funded from Council's depreciation budget allocation. The works will provide a consistent anti-climb barrier system, improve security outcomes and support compliance with applicable pool safety requirements.

Background

During construction of the new amenities block at the Burdekin Aquatic Centre, concerns were identified regarding the climbability and compliance of sections of the existing pool barrier. Demolition of the former amenities building also created gaps in the perimeter fence, resulting in the need for a permanent replacement solution. The proposed works, with an estimated cost of $89,918.05 (excluding GST), include the replacement of approximately 185 metres of fencing along the Queen Street frontage, Pool Street frontage and caravan park boundary, together with new self-closing and self-latching pedestrian gates and a double vehicle access gate for emergency services.

The works are limited to the areas identified for replacement, with the balance of the existing perimeter fencing remaining in place as it has been assessed as compliant. The proposed 2.1 metre palisade-style fencing provides a consistently non-climbable barrier and is consistent with fencing already installed at the front of the Burdekin Aquatic Centre, Home Hill Swimming Pool, Home Hill Caravan Park and Burdekin

Cascades Caravan Park, providing a consistent standard across Council's aquatic and holiday park facilities.

A separate component of the project relates to the wading pool enclosure. While this area is not considered a compliance concern, the existing enclosure is currently constructed from three different fencing styles. Replacement of this fencing will improve consistency across the facility and deliver a uniform appearance and standard of infrastructure throughout the aquatic centre.

Consultation
The item was presented to the Council Workshop held on 15 September 2026 for consideration and discussion by the Mayor, Councillors and Executive Leadership Team.

Budget & Resource Implications
The project is currently unfunded, with no allocation available within the adopted 2026/2027 budget. Given the fencing is required to address ageing infrastructure, maintain a compliant pool barrier system and replace assets that have effectively reached the end of their serviceable life, it is proposed that the works be funded from Council's depreciation budget allocation. Utilising depreciation funding aligns the expenditure with the renewal of existing assets and avoids the need to defer the works pending a future budget allocation.

Legal Authority & Implications
Pool barriers in Queensland must comply with the requirements of the *Building Act 1975*, Queensland Development Code MP 3.4 and the applicable Australian Standard for swimming pool barriers. The proposed works support Council's obligation to maintain a compliant pool barrier system and reduce regulatory, liability and safety risks associated with potentially non-compliant fencing. Formal inspection and certification will be required as part of the delivery of the works.

Policy Implications
The proposed works are consistent with Council's adopted Asset Management Policy and support the renewal of existing infrastructure assets to maintain compliance, service levels and community safety.

Risk Implications (Strategic, Operational, Project Risks)
Deferral of the proposed works may increase compliance, public safety, security and liability risks associated with the existing pool barrier infrastructure and prolong reliance on ageing assets, potentially resulting in higher future maintenance and renewal costs.

Attachments
None

OPERATIONS

7.2.1. Jerona Reserve Maintenance

File Reference: **2405**

Report Author: **Genevieve Smith, Operations Administrative Support Officer**

Authoriser: **Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Encourage active communities through the provision and maintenance of recreational spaces.
- Provide safe, attractive, accessible, and functional community spaces and facilities.
- Shape the built environment to enhance connectivity, social interaction, and a healthy lifestyle.

Executive Summary

The Jerona Citizens Association has requested that Council increase the annual payment for maintenance of Jerona Reserve. This report outlines the request and recommends establishing a formal maintenance agreement to support the ongoing management of the reserve.

Officer's Recommendation

That Council:

1. approves an increase in the annual remuneration paid to the Jerona Citizens Association for mowing and associated maintenance of the common areas within Jerona Reserve, principally Lots 68 and 70, from $3,300.00 to $5,000.00 per annum;
2. notes future increases will take effect on 1 July of each financial year and will be adjusted in line with the consumer price index; and
3. authorises the Chief Executive Officer to enter into a formal maintenance agreement with the Jerona Citizens Association detailing:
    - the areas to be maintained;
    - the agreed maintenance activities and service expectations;
    - the responsibilities of Council and the Association;
    - use and maintenance of any Council-supplied equipment;
    - insurance, workplace health and safety and risk management requirements;
    - the term, review and termination provisions of the agreement; and
    - a mechanism for periodically reviewing the remuneration to recognise changes in costs over time.

Background

The Jerona Citizens Association currently undertakes mowing and general maintenance of common areas within Jerona Reserve, including the esplanade, helicopter landing pad surrounds, fence lines, paddocks, planted areas, boat ramp shelters, reversing bay, culvert surrounds and the community hall surrounds and gardens. Most activities are undertaken monthly, with maintenance of the helicopter landing pad and adjoining fence line undertaken approximately every three (3) weeks.

The Association uses a combination of tractors, slashers, zero-turn mowers, whipper snippers and weed

control to complete the maintenance activities. Based on the Association's current mowing schedule, it estimates an annual contribution of approximately 464 labour hours.

Council currently pays the Association $3,300.00 per annum. This amount has remained unchanged for a number of years, and the Association has requested that it be increased to $5,000.00 per annum. No formal agreement currently exists between Council and the Association.

Council's Parks Level of Service Manual uses a service hierarchy methodology based on park class, park type, usage and community expectations. The assessment contained in the presentation gives the reserve an overall rating of 10, corresponding with a 2 Star service hierarchy.

A 2 Star park is generally described as a non-active area of land not generally used by the public for recreational purposes. Under the adopted service hierarchy, grass within a 2 Star park is mowed as required.

The Association's existing maintenance schedule provides a higher and more regular level of maintenance than the minimum "as required" intervention identified under Council's 2 Star service hierarchy. At Council's maintenance intervals, the work is estimated to require approximately 224 labour hours annually.

The requested $5,000.00 annual payment represents an increase of $1,700.00 per annum over the current remuneration. It would formalise Council's financial contribution toward the ongoing work undertaken by the Association while remaining below the estimated labour cost Council would incur if it undertook the maintenance directly.

Consultation
The request has been received from the Jerona Citizens Association and has been considered against the Association's current mowing schedule and Council's adopted Parks Level of Service Manual.

The matter was presented to the Council Workshop held on 15 September 2026 for consideration and discussion by Councillors and the Executive Leadership Team.

Budget & Resource Implications
Increasing the annual remuneration from $3,300.00 to $5,000.00 will result in an additional annual operating cost to Council of $1,700.00.

The formal agreement should identify the responsible Council budget and provide for periodic review of the remuneration in line with consumer price index. Any future adjustment should be considered through Council's annual budget process or in accordance with the review mechanism included in the agreement.

Council Officers time will be required to prepare and administer the agreement and periodically monitor the maintenance arrangements.

Legal Authority & Implications
Council may enter into an agreement with the Jerona Citizens Association for the provision of maintenance services, subject to compliance with applicable local government legislation, Council delegations, procurement requirements and budget approvals.

The current arrangement is not supported by a formal written agreement. Establishing an agreement will provide greater certainty regarding the scope of work, payment arrangements, responsibilities, service standards, insurance requirements, workplace health and safety obligations, use of Council supplied equipment and termination provisions.

Policy Implications
The proposed arrangement should be administered consistently with Council's annual budget and financial management processes.

Risk Implications (Strategic, Operational, Project Risks)
The proposed arrangement presents several risks that should be managed through a formal agreement. These include uncertainty around responsibilities, service levels and payment arrangements due to the current informal arrangement, workplace health and safety risks associated with mowing, slashing, weed control and equipment operation, insurance and liability considerations, continuity of service should volunteer capacity decline, and the potential for future disputes regarding maintenance expectations and remuneration. These risks can be mitigated by establishing a formal maintenance agreement that clearly defines the scope of works, service standards, insurance and safety requirements, equipment responsibilities, payment arrangements and review mechanisms.

Attachments
None

PLANNING AND DEVELOPMENT

7.3.1. Trade Waste Policy

File Reference: **1927**

Report Author: **Matteo Sandona, Planning and Development Manager**

Authoriser: **Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Enhance water security and protect and improve water quality.
- Improve water and sewerage network reliability and efficiency through planned infrastructure renewals and upgrades.

Executive Summary
This report seeks Council's consideration and adoption of an updated version of the Trade Waste Policy. The purpose of the Policy is to set out how Council manages trade waste discharge and meets its obligations under legislation and its relevant environmental authorities. The Policy has been reviewed by staff in line with the review cycle with minor amendments made to amend formatting and correct administrative errors only.

Officer's Recommendation
That Council adopts the updated version of the Trade Waste Policy, as attached to this report.

Background
Trade waste is all liquid waste generated on industrial and commercial premises and discharged into the sewer (it does not include human waste or waste from personal hygiene). If not managed properly, the contaminants from trade waste can damage Council's sewerage infrastructure and the environment. The objective of the Trade Waste Policy is to protect Council's sewerage system, the safety of workers and the community in accordance with the requirements of the *Water Supply (Safety and Reliability) Act 2008*. The Policy provides the technical support to industrial and commercial customers to ensure an appropriate service and to protect the community, the environment, the sewerage system, and the wastewater treatment processes from adverse effects. The Trade Waste Policy was created in 1996 and later amended to incorporate a subordinate Trade Waste Management Plan.

Consultation
The updated version of the Policy was reviewed by the Senior Leadership Group as per the review cycle workflow. The Policy was subsequently subject to discussion at a Council Workshop held on Tuesday, 15 September 2026.

Budget & Resource Implications
There are no budget or resource implications if the recommendation is adopted.

Legal Authority & Implications
The Policy is guided by the following legislation:
Water Supply (Safety and Reliability) Act 2008
Environmental Protection Act 1994

Policy Implications
The Policy will be updated on Council's public website.

Risk Implications (Strategic, Operational, Project Risks)
This Policy will be reviewed for applicability, effectiveness, and consistency with relevant legislation, Council resolutions, and other Council documents. Timing of reviews is included at the conclusion of this document under the heading “Document History and Version Control”.

Attachments
1. Trade Waste Policy

Policy Type	Corporate
Function	Sewerage
Policy Owner	Manager Planning and Development
Policy Contact	Manager Planning and Development
Effective Date	25 June 2024

Purpose

The purpose of this Trade Waste Policy is to protect Burdekin Shire Council's (Council) sewerage system, the safety of workers and the community in accordance with the requirements of the *Water Supply (Safety and Reliability) Act 2008*.

Scope

This policy covers all industrial, commercial, or other premises connected to Council's sewerage system that may discharge trade waste for treatment within this system.

Policy Statement

This policy and the supporting Trade Waste Management Plan will provide the technical support to industrial and commercial customers to ensure an appropriate service and to protect the community, the environment, the sewerage system, and wastewater treatment processes from adverse effects.

Exceptions

Nil

Objectives

The objectives of Council in controlling the discharge of trade waste to sewerage are:

- To provide an environmentally responsible liquid waste disposal system for domestic, commercial, and industrial waste in a manner which safeguards public health.
- To prevent harm or injury to employees.
- To safeguard the sewerage system against damage, blockage, or surcharging.
- To exclude non-biodegradable and potentially harmful substances that may
    - cause the treatment process to fail;
    - render effluent or sludges unacceptable for reuse or disposal;
    - cause any other detriment to the environment.
- To recover the cost of providing services to commerce and industry, including the cost of conveyance, treatment and disposal of trade waste, and the cost of rectifying damage to the sewerage system.
- To provide operational data on the volume and composition of industrial effluent to assist in the operation of the sewerage system and the design of augmentations or new sewerage systems.
- To conform with the Australian Guidelines for Sewerage Systems: Acceptance of Trade Waste (Industrial Waste) November 1994 and the Australian Water Resources Council.
- To encourage waste minimisation.
- To promote water conservation.

Risk Management

Each trade waste customer will be categorised depending on the type of trade waste generating activity.

Trade waste customers are also assessed for the level of risk posed to the system. The risk rating provides a consistent and equitable basis for scheduling compliance activities of approved dischargers.

Legislation

Legislation	Relevance to Trade Waste
Water Supply (Safety and Reliability) Act 2008	Prohibits the unauthorised discharge of wastes into the sewerage system. Ensures Council fully assesses the effect of the proposed discharge on any existing or potential re-use of wastewater or sludge before issuing a trade waste approval. Gives grounds for suspension, cancellation or amendment of a trade waste approval as defined in sections 182, 183, 184 and 185. Lists substances which are prohibited from discharge into the sewerage system.
Plumbing and Drainage Act 2002 *Plumbing and Drainage Regulation 2019* *AS3500 – National Plumbing and Drainage Code*	Concerns plumbing and drainage, the licencing of plumbers and drainers, and onsite sewerage facilities. Trade waste not specifically mentioned, but sanitary plumbing and drainage requirements are necessary to convey the trade waste to sewer.
Environmental Protection Act 1994 *Environmental Protection Regulation 2019* *Environmental Protection (Water) Policy 2009* *Environmental Protection (Waste Management) Regulation 2000*	Provides a general prohibition against the pollution of the environment by the discharge of such wastes, except where the person or agency holds an environmental authority permitting such discharge. Ensures BSC is responsible for any pollution from stormwater outfalls which must be used only for the disposal of clean water. Requires BSC to develop an environmental plan about trade waste management that controls trade waste entering the system.
Local Government Act 2009	Deems it an offence for a person to discharge waste (including trade waste) other than uncontaminated stormwater to stormwater drainage.
State Penalties and Enforcement Act 1999	An Act about the issue and enforcement of infringement notices, the enforcement of court ordered fines and certain court ordered debts, and for other purposes.
Public Health Regulation 2005	Provides the basic safeguards necessary to protect public health through cooperating between the state government, local governments, health care providers and the community.

Definitions and Abbreviations

Authorised Agent	Is any person or firm appointed by the owner to act on their behalf. Notification of such appointment is to be lodged in writing with Council.
CEO	Refers to the Chief Executive Officer of the Burdekin Shire Council appointed in accordance with the *Local Government Act 2009*.
Council	Means Burdekin Shire Council.
Domestic Sewage	Is faecal matter and urine of human origin, and liquid household wastes from water closet pans, sinks, baths, basins and similar fixtures designed for use in private dwellings.
Employee	Includes a direct employee of Council whether employed on a permanent, temporary, full-time, part-time, casual or job share basis. Also includes contractors, sub-contractors, apprentices and trainees, work experience students and volunteers engaged to perform duties on behalf of Council.
Generator	Is any person, company, or body whose activity produces or has the potential to produce trade waste.
Owner	Is the person, who for the time being is entitled to receive rent of any land, or who, if the same were let to tenant at a rack rent, would be entitled to receive rent thereof. The term includes any lessee from the crown and any superintendent, overseer, or manager for such lessee.
Plumbing Inspector	Is a person appointed by Council to carry out inspections of premises from which trade wastes are being discharged or proposed to be discharged to its sewerage. The term includes an inspector appointed by Council in an acting capacity for the time who carries out such inspections. The Plumbing Inspector oversees the disposal of trade waste in accordance with Council's Trade Waste Policy and Trade Waste Management Plan and provides advice on acceptable methods of disposal of trade waste, including legal, economic and environmental aspects.
Premises	Includes messuages, buildings, lands, easements and tenements of any tenure.
Septage	Is the sludge and remaining solids in a septic tank after liquid has been removed. Septage is removed from the premises by licensed contractors during maintenance.
Sewerage System	All parts of Council's sewerage infrastructure, including any sewer, access chamber, vent, engine, pump, structure, machinery, outfall, or other work used to receive, store, transport or treat sewage.
Trade Waste	Is the waste from any industry, business, trade or manufacturing premises, other than domestic sewage. It includes waste that is transported from the point of generation via sewers or other means.

Related Documents

Reference Number	Document Title
TRW-PLN-0001	Trade Waste Management Plan

Document History and Version Control

Title of Document	Trade Waste Policy
Document Reference Number	TRW-POL-0001 Rev 1
Review Schedule	24 months
Council Meeting Date	25 June 2024
Council Resolution Number	1820377

PLANNING AND DEVELOPMENT

7.3.2. Infrastructure Charges Reduction Application for Existing Unlawful Development Policy

File Reference: 2860

Report Author: Matteo Sandona, Planning and Development Manager

Authoriser: Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Support strategic projects that will contribute to liveability and economic growth in the Burdekin.

Executive Summary

This report seeks Council's consideration and adoption of an updated version of the Infrastructure Charges Reduction Application for Existing Unlawful Development Policy (Policy). The purpose of the Policy is to allow Council to exercise its discretion to provide financial assistance to eligible development through the application of reduced infrastructure charges, where an existing but unlawful use is regularised by a Development Permit.

The Policy has been reviewed by staff in line with the review cycle with minor amendments made to confirm the relationship between the Policy and Council's newer Economic Stimulus Policy - Development Incentives, as well as amending the review cycle to 24 months.

Officer's Recommendation

That Council adopts the updated version of the Infrastructure Charges Reduction Application for Existing Unlawful Development Policy, as attached to this report.

Background

Council levies infrastructure charges for development under the framework established by the *Planning Act 2016*. Where a development approval attracts an adopted infrastructure charge for trunk infrastructure, Council is required to issue an Infrastructure Charges Notice (ICN). Council's adopted charges are established through the Infrastructure Charges Resolution No. 2 (2018). This Policy provides a framework for Council's consideration of infrastructure charge subsidies and discounts, ensuring consistent application of the charging regime, certainty for applicants, and clear eligibility and exclusion criteria. Developments that do not qualify for a subsidy remain subject to Council's adopted infrastructure charges.

The Policy applies to certain material changes of use where the development was assessable prior to 13 July 2018, the site does not have existing lawful use rights for the previous or current use, and the applicant seeks a discount for the existing use to be applied to the ICN. Any subsidy or discount is entirely at Council's discretion and must be approved by resolution of a full Ordinary Council Meeting. In determining the level of support, Council may consider factors including the nature and extent of the existing unlawful use, the development footprint, and the availability of trunk infrastructure both before and after commencement of the Local Government Infrastructure Plan (LGIP) on 13 July 2018.

The Policy came into effect in 2025, with this being the first review process for the Policy. Following this initial review, it is proposed that the Policy's review window be extended to 24 months.

Consultation
The updated version of the Policy was reviewed by the Senior Leadership Group as per the review cycle workflow. The Policy was subsequently subject to discussion at a Council Workshop held on Tuesday, 15 September 2026.

Budget & Resource Implications
There are no budget or resource implications if the recommendation is adopted.

Legal Authority & Implications
The Policy is guided by the following legislation:
Local Government Act 2009
Planning Act 2016
Burdekin Shire Council Planning Scheme 2022

Policy Implications
The Policy will be updated on Council's public website.

Risk Implications (Strategic, Operational, Project Risks)
This Policy will be reviewed for applicability, effectiveness, and consistency with relevant legislation, Council resolutions, and other Council documents. Timing of reviews is included at the conclusion of this document under the heading "Document History and Version Control".

Attachments
1. Infrastructure Charges Reduction Application for Existing Unlawful Development Policy

Infrastructure Charges Reduction Application for Existing Unlawful Development Policy

Policy Type	Corporate
Function	Development and Building Controls
Policy Owner	Manager Planning and Development
Policy Contact	Manager Planning and Development
Effective Date	8 April 2025

Purpose

Council is wanting to exercise its discretion to provide financial assistance to eligible development through the application of reduced infrastructure charges where an existing but unlawful use is regularised by a development permit, commencing on 27 November 2024.

Council adopts and levies infrastructure charges for development through the regime established by the *Planning Act 2016 (Qld)* (Planning Act). Infrastructure charges are levied by giving an Infrastructure Charges Notice (ICN). The Planning Act imposes a positive obligation on Council to issue an ICN to an applicant if a development approval has been given and an adopted charge applies to providing trunk infrastructure for the development, i.e. Council "must" under the Planning Act, give an ICN. Council has adopted charges for providing trunk infrastructure for the purposes of the Planning Act by making the Infrastructure Charges Resolution No. 2 2018 (Charges Resolution).

Scope

This policy outlines the Council's consideration of the infrastructure charging regime and subsidies available for the circumstances this policy applies to and establishes the criteria for eligibility.

The policy will ensure consistency in application and provide certainty to applicants.

Development that is ineligible for any subsidies will be subject to Council's Adopted Infrastructure Charges Resolution, pursuant to the *Planning Act 2016*.

Policy Statement

Applicability

This policy is applicable to a material change of use of premises where the change of use was assessable development:

- prior to 13 July 2018 (when the LGIP took effect); and
- the site does not have existing lawful use rights established for the previous/current use, and the applicant is seeking to have discounts applied for the existing use calculated and applied in the ICN for the development permit.

This policy is strictly limited to the regularisation of existing, unlawful development. It is not intended for new development or expansions. Applicants seeking incentives for new development should refer to the Economic Stimulus Policy – Development Incentives.

Any decision to grant a discount under this policy will be made via Council resolution at its absolute discretion at a full Council meeting.

Eligibility

All of the following criteria must be met to be eligible:

a) a properly made application is received by Council to regularise: -
   i. the whole of the existing use on the development site; or
   ii. the whole of the existing use together with changes or an increase in scale or intensity to the existing use on the development site; and
b) the existing use of the development site sought to be regularised: -
   i. commenced prior to 13 July 2018; and
   ii. does not have the benefit of existing use rights.

Note: This policy does not apply to the exclusions identified below.

Infrastructure Charges Reduction Support

Where the eligibility requirements of this policy are met, Council when deciding on the level of support to be offered to an existing unlawful development may consider the following:

i. The existing use and its development footprint at the time of Council's consideration of the request.

ii. What trunk infrastructure was in place on 12 July 2018 (being the day before the LGIP commenced).

iii. What trunk infrastructure has been in place from 13 July 2018 (being the day the LGIP came into effect) to the time of Council's consideration of the request.

Note: (a) A maximum 50% discount may be applied at Council's absolute discretion to the total amount of infrastructure charges calculated for the existing development footprint present on site between the 1 January 2018 to 31 March 2025 timeframe, with no discount to apply to any actual or proposed increases to the development footprint from 1 April 2025 to the time of Council's consideration of the request.

(b) Infrastructure Charges waivers are capped at $250,000 per eligible development site.

(c) The levied charge, including any reduced levied charge, will be subject to automatic increase in accordance with the provisions of the Planning Act, the relevant charges resolution, the relevant infrastructure charges notice and any other relevant policy of Council.

How to apply

An entity must make a written request to Council under this policy in a form approved by Council and must demonstrate:

a) all of the applicable eligibility criteria have been satisfied;
b) the development has not (and will not) received a benefit under another development incentive of Council; and
c) the request is made by the eligible entity or an entity who is not the eligible entity if that entity has the written consent of the eligible entity.

Exclusions

This policy does not apply to:

1. New development on vacant land that has never been used for a development that is assessable development under the Planning Scheme and the development site does not contain any existing buildings or structures that comprise defined gross floor area (GFA) and/or other trunk infrastructure that is defined as being recognised for credit under Council's current LGIP.
2. An ICN for a development approval where infrastructure charges levied by Council have been paid.
3. Government-funded projects.

Risk Management

This policy will be reviewed for applicability, effectiveness, and consistency with relevant legislation, Council resolutions, and other Council documents. Timing of reviews is included at the conclusion of this document under the heading "Document History and Version Control".

Legislation

Local Government Act 2009
Planning Act 2016
2022 Burdekin Shire Council Planning Scheme

Definitions and Abbreviations

In this policy a term that is not defined below has the meaning given in *2022 Burdekin Shire Council Planning Scheme* and/or applicable legislation:

Act	means the Planning Act 2016.
Charges resolution	means the Burdekin Shire Council Infrastructure Charges Resolution No. 2 2018, a previous or subsequent charges resolution made by Council under the Planning Act as the context requires.
Commencement date	means 27 November 2024.
Development demand	has the meaning given in the Charges Resolution.
Eligible entity	means an entity who will have the obligation to pay the levied charge for the development.
Development Permit	means a decision notice for a development application that authorises the carrying out of the assessable development to the extent stated in the decision notice and for which infrastructure charges are payable.

Government-funded project	means a project funded wholly or partly by the State or Commonwealth, or where the development has (or will) received a benefit under another development incentive of Council.
Planning Scheme	means 2022 Burdekin Shire Council Planning Scheme

Related Documents

Reference Number	Document Title
BLD-FRM-0020	Infrastructure Charges Reduction Application Form
TPL-POL-0002	Economic Stimulus Policy – Development Incentives

Document History and Version Control

Title of Document	Infrastructure Charges Reduction Application for Existing Unlawful Development Policy
Document Reference Number	BLD-POL-0004 Rev 1
Review Schedule	24 months
Council Meeting Date	8 April 2025
Council Resolution Number	1869573

PLANNING AND DEVELOPMENT

7.3.3. Request for an Application Fee Reduction/Waiver - Burdekin Rugby Union Football Club Inc.

File Reference: **1429 and OPW26/0004**

Report Author: **Hema Boghanadham, Development Engineer**

Authoriser: **Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Support community and sporting organisations to deliver events, programs, and opportunities that foster social connection and physical activity.

Executive Summary
This report considers a formal fee concession request from the Burdekin Rugby Union Football Club Inc., a non-profit organisation seeking financial relief for an upcoming Operational Works development application. Council has discretionary powers under Section 109 of the *Planning Act 2016* and Section 40 of the *Planning Regulation 2017* to grant a partial waiver to organisations of this nature. The fee reduction aims to support local grassroots sport infrastructure and alleviate the financial burden on community-run organisations, whilst maintaining a contribution toward Council's assessment process.

Officer's Recommendation
That Council formally acknowledge the fee concession request from the Burdekin Rugby Union Football Club Inc. and provide a 50 percent waiver of the application fee in accordance with Section 109 of the *Planning Act 2016* and Section 40 of the *Planning Regulation 2017*.

Background
On 27 August 2026, the Burdekin Rugby Union Football Club Inc., a registered non-profit community organisation, submitted a request to Council seeking a concession on the application fee associated with an Operational Works application valued at $190,000.00. Under Council's adopted Fees and Charges schedule, the applicable fee is calculated at 2 percent of the estimated value of the works, resulting in a standard fee of $3,800.00. If the application is approved, the concession would reduce the payable application fee to $1,900.00 and result in a revenue reduction of $1,900.00 to Council, while supporting the delivery of local sporting infrastructure and positive community outcomes.

Summary of Revised Financial Impact:

- Original Application Fee: $3,800.00
- Proposed Concession (50 percent): $1,900.00
- Revised Fee Payable: $1,900.00

Consultation
The application for waiver of lodgement fees was workshopped with the Mayor, Councillors and the Executive Leadership Team on 15 September 2026.

Budget & Resource Implications
Not Applicable.

Legal Authority & Implications
Not Applicable.

Policy Implications
Not Applicable.

Risk Implications (Strategic, Operational, Project Risks)
The resolution will set a precedent for non-profit organisations in the Burdekin Shire, however, a 50 percent waiver is consistent with established State arrangements.

Attachments
None

TECHNICAL SERVICES

7.5.1. Fleet Management Plan 2026-2036

File Reference: **2066**

Report Author: **Kevin Byers, Manager Technical Services**

Authoriser: **Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030
- Demonstrate open and transparent decision-making, leadership and financial management.
- Pursue excellence in financial management.
- Responsibly manage Council's financial position to ensure sustainability.
- Implement effective governance frameworks.
- Undertake regulatory responsibilities in accordance with legislative obligations.

Burdekin Shire Council Operational Plan 2025-2026
TS12 Implement agreed actions from the Fuel and Fleet Management Internal Audit.

Executive Summary
This report seeks Council's adoption of the Fleet Management Plan (Plan), which establishes a strategic framework for the management of Council's vehicles, plant and equipment over the period 2026-2036. The Plan responds to recommendations arising from Council's 2023 Fleet Management Internal Audit and supports the implementation of Council's Asset Management Strategy and Roadmap.

Council's fleet comprises approximately 310 assets with a replacement value of $18.9 million and is critical to the delivery of roads, drainage, water, wastewater, parks, disaster management and corporate services. The Plan formalises Council's approach to fleet governance, lifecycle management, renewal planning, risk management and performance monitoring to ensure fleet assets remain safe, reliable, fit for purpose and financially sustainable. The Plan will provide a consistent and evidence-based framework to support fleet investment decisions, improve operational efficiency and align future fleet requirements with Council's service delivery objectives and long-term financial planning.

Officer's Recommendation
That Council:
1. adopt the attached Fleet Management Plan 2026-2036.
2. note that implementation of the Fleet Management Plan will be overseen through the Fleet Management Steering Committee and reported through Council's established governance framework.

Background
Council's fleet plays a critical role in delivering essential community services and maintaining Council infrastructure. Fleet assets support the construction and maintenance of roads and drainage, operation of water and wastewater networks, management of parks and public spaces, disaster response activities and a range of corporate functions.

In 2023, Council engaged BDO to undertake an Internal Audit of Fleet Management. A key finding of the audit was that Council did not maintain a formal fleet management strategy or plan. The audit recommended the development of a comprehensive fleet management framework that aligned fleet investment and management practices with Council's strategic objectives and service delivery requirements.

The audit identified the need for:

1. Clearly defined fleet management objectives.
2. Definition of the factors to be considered when purchasing and therefore internally maintaining assets, versus external hire.
3. Definition of the fleet assets that are considered critical, and the associated costs and resources required to maintain them.
4. Identification of the optimum fleet composition and associated levels that will adequately support service delivery requirements across Council.
5. Definition of the acquisition, disposal (aligned with the associated procedures) and useful life determination processes.
6. Development of Work Health and Safety (WH&S) and general training materials in relation to appropriate fleet asset use.
7. Identifying and addressing compliance requirements for relevant legislation.

The Fleet Management Plan has been prepared to address these recommendations and establish a consistent, evidence-based approach to managing Council's fleet assets.

The Plan documents current fleet management practices while introducing several improvements including:

- Fleet governance and accountability arrangements.
- Lifecycle management and whole-of-life cost decision-making.
- Fleet criticality assessment and risk management.
- Performance monitoring through key performance indicators.
- Long-term financial planning and renewal forecasting.
- Improved utilisation monitoring through telematics and reporting.
- Continuous improvement and annual review processes.

The Plan also identifies a ten-year fleet renewal program.

Consultation

The development of the Plan has included consultation with:

- Asset Management Steering Committee.
- Fleet Workshop personnel.
- Asset custodians and operational managers.

The governance framework proposed within the Plan includes ongoing stakeholder engagement through biannual fleet planning workshops and quarterly Fleet Management Steering Committee meetings.

Budget & Resource Implications

The adoption of the Fleet Management Plan does not create an immediate financial commitment beyond existing approved budgets.

The Plan provides a framework for managing Council's fleet portfolio and identifies a forecast ten-year fleet renewal requirement estimated at approximately $23.35 million. The renewal program will continue to be reviewed annually and incorporated into Council's Long-Term Financial Plan and annual budget process.

Implementation of the Plan will primarily be undertaken using existing resources through Council's fleet management, workshop, finance and asset management functions. Some actions identified in the implementation plan, including improvements to reporting, fleet criticality assessments and Key Performance Indicator (KPI) development, will be undertaken progressively over the next two (2) years.

Legal Authority & Implications
Fleet assets are required to be managed in accordance with relevant Commonwealth and Queensland legislation, including:

- *Local Government Act 2009.*
- *Local Government Regulation 2012.*
- *Work Health and Safety Act 2011.*
- *Transport Operations (Road Use Management) Act 1995.*
- *Heavy Vehicle National Law Act 2012.*
- Other applicable procurement, environmental and regulatory requirements.

The Fleet Management Plan provides a framework to support Council's compliance obligations and demonstrate sound asset management and governance practices.

Policy Implications
The Fleet Management Plan supports and aligns with Council's:

- Asset and Service Management Policy.
- Non-Current Asset Accounting Policy.
- Procurement Policy.
- Vehicle Policy.
- Enterprise Risk Management Framework.
- Corporate Plan 2025-2030.
- Long-Term Financial Plan.

Risk Implications (Strategic, Operational, Project Risks)
Fleet assets represent a significant investment by Council and are essential to the delivery of critical services. Poor fleet management can result in:

- Service disruptions.
- Increased operating and maintenance costs.
- Workplace health and safety incidents.
- Regulatory non-compliance.
- Reduced asset reliability.
- Delayed emergency response capability.
- Financial sustainability risks.

The Fleet Management Plan provides a structured framework for identifying, monitoring and managing these risks through governance, lifecycle planning, financial forecasting, condition monitoring and performance reporting.

The Plan also establishes processes for identifying critical fleet assets supporting essential services and prioritising these assets for maintenance, renewal planning and contingency arrangements.

The adoption and implementation of the Plan will reduce strategic and operational risks associated with fleet ownership while improving Council's ability to make informed investment decisions and maintain service delivery outcomes for the community.

Attachments
1. Fleet Management Plan 2026-2036

Fleet Management Plan 2026-2036

30 June 2026

Burdekin Shire Council

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Executive Summary

This Fleet Management Plan establishes Council's approach to managing vehicles, plant and equipment over the period 2026-2036. It provides a framework for planning, acquisition, operation, maintenance, renewal and disposal of fleet assets.

Council's fleet supports the delivery of roads, drainage, water, wastewater, parks, community services, emergency response and corporate functions. Effective fleet management is essential to maintaining service levels, managing risk and achieving value for money.

The Plan promotes evidence-based decision making using asset condition, utilisation, maintenance costs, reliability and service requirements. Fleet renewal decisions will not be based solely on asset age, but on demonstrated operational need and whole-of-life cost considerations.

Key priorities over the life of this Plan include:

- Improving fleet data quality and reporting.
- Strengthening fleet governance and decision-making processes.
- Aligning fleet renewal programs with long-term financial planning.
- Expanding the use of telematics and utilisation monitoring.
- Improving maintenance planning and performance reporting.
- Supporting safe and efficient fleet operations to support service delivery.

This Plan aligns with Council's Corporate Plan, Operational Plan and Long-Term Financial Plan and supports responsible investment in fleet assets.

1. Introduction

1.1 Purpose

The purpose of this Plan is to provide a consistent framework for managing Council's fleet assets throughout their lifecycle and ensuring they continue to meet service delivery requirements.

1.2 Scope

This Plan applies to all Council-owned vehicles, plant, equipment, trailers and specialised fleet assets and covers the full asset lifecycle from planning and acquisition through to disposal.

1.3 Legislative and Policy Framework

Fleet management activities will be undertaken in accordance with all applicable Commonwealth and Queensland legislation, regulations, standards, and Council policies. This includes, but is not limited to:

- *Transport Operations (Road Use Management) Act 1995*;
- *Heavy Vehicle National Law Act 2012* and the *Heavy Vehicle National Law (Queensland)*;
- *Work Health and Safety Act 2011* and *Work Health and Safety Regulation 2011*; and
- Any other relevant legislative, regulatory, procurement, environmental, asset management, and local government requirements.

Council will maintain appropriate systems, processes, and controls to support compliance and ensure fleet assets are managed, operated, and maintained in a safe, efficient, and legally compliant manner.

1.4 Strategic Context

The Fleet Management Plan supports Burdekin Shire Council's broader strategic planning framework by ensuring fleet-related decisions are aligned with the Corporate Plan, Operational Plan, Asset Management Policy and Long-Term Financial Plan.

The Corporate Plan 2025-2030 establishes Council's vision, mission and strategic direction through five key strategic priorities and their associated objectives. While fleet management is not specifically identified as a standalone objective, the effective management of Council's vehicles, plant and equipment is a critical enabler for the delivery of many Corporate Plan outcomes. Fleet assets provide the capability required to construct, maintain and renew infrastructure, deliver community services, respond to operational requirements and disaster events and support the day-to-day functions of Council.

2. Fleet Overview

2.1 Current Growth and Demand Drivers

Council's fleet has grown significantly over the past decade in response to increased service demands, regulatory requirements and expansion of Council's infrastructure network.

Future fleet growth will be assessed against demonstrated service need, utilisation, technological requirements, affordability and operational benefit.

The following drivers are expected to influence future fleet demand and guide how Council adapts the fleet over the life of this Plan.

Population Growth & Development	Regulatory Changes	Technology	Operational Efficiencies
Increased demand for road and drainage maintenance, maintenance of parks and recreational facilities and the provision of water and sewerage services will place higher utilisation on plant and vehicles	Likely increases in emissions and fuel efficiency standards will influence procurement decisions	Ongoing improvements and capability of new plant and equipment which will improve efficiency and delivery of Council services. Growth in electric and hybrid vehicle markets creates opportunities for Council to trial low-emission vehicles	Data from telematics and fleet utilisation monitoring may identify opportunities to rationalise fleet size over time.

2.2 Fleet Asset Register Summary

The following table summarises Council's current fleet by major asset category, including quantity and replacement value at 30 June 2026. Values and quantities exclude vehicles planned for disposal.

Fleet type	Quantity	Value ($M)
Light Vehicles *(Light commercial vans and utilities, and passenger vehicles)*	81	3.52
Trucks *(Gravel and water trucks, vacuum truck, streetsweeper, fuel truck, job trucks and SES*	36	5.04
Machines *(Graders, Loaders, Backhoes, Rollers and mini-excavators)*	14	3.62
Plant and Equipment *(Tractors, trailers, large mowers, generators, marine equipment and miscellaneous equipment)*	193	6.72
Total	310	18.90

2.3 Critical Fleet Assets for Critical Services

Critical fleet assets are the vehicles, plant and equipment that Council must keep available, reliable and fit for purpose to deliver essential and time-critical services. Identifying these assets gives Council a clearer basis for prioritising maintenance, renewal, contingency planning and investment where fleet failure would create the greatest service delivery risk.

For the purposes of this Plan, critical services are services where loss of fleet capability could materially affect community safety, regulatory compliance, emergency response or Council's ability to maintain essential infrastructure. These services include water and wastewater operations, roads and drainage maintenance, public safety activities, disaster management and emergency response.

A fleet asset should be treated as critical when it directly supports one or more critical services and there are limited practical alternatives if the asset is unavailable. Criticality should be assessed using the following factors:

- the service or function supported by the asset;
- the consequence of asset failure or extended downtime;
- the availability of backup assets, hire options or contractor support;
- required response times, including after-hours and emergency response needs;
- utilisation during peak periods, wet weather events or disaster operations;
- specialist fit-out, attachments, tools or communications equipment required;

The types of fleet assets required to support critical services include:

Emergency response and disaster management: SES vehicles and equipment, four-wheel drive utilities, response vehicles, heavy trucks, loaders, generators, lighting towers, fuel support equipment, flood warning equipment, pumps, marine equipment, variable message boards, warning signage and barricades.

Roads, drainage and civil works: graders, loaders, backhoes, rollers, excavators, skid steer loaders, tippers, water trucks, job trucks, trailers and traffic management equipment.

Water and wastewater services: service vehicles, vacuum trucks, pump trailers, sewer jetters, generators, specialised trailers, testing equipment, tools and other equipment required to maintain essential network operations.

Workshop and operational support: workshop vehicles, lifting equipment, diagnostic equipment, hoists, cranes, fuel systems and spare parts support required to keep critical fleet assets safe, compliant and available.

Once identified, critical fleet assets will be recorded in the fleet asset register and prioritised for condition monitoring, preventive maintenance, defect rectification, renewal planning, spare parts availability and contingency arrangements. Criticality will also inform the Service Levels, Lifecycle Management, Risk Assessment and Performance Monitoring sections of this Plan, including reporting on availability, downtime and reliability for assets that support essential services.

3. Service Levels

Council will maintain a fleet capable of supporting agreed service levels across construction, maintenance, water and wastewater operations, parks and open spaces, disaster management, administration and community services.

Service performance will be monitored through measures such as fleet availability, utilisation, downtime, maintenance performance and response times.

The following table identifies key service areas, expected service levels and measures to assist Council in monitoring performance in the provision of these services.

Service Area	Fleet Requirement	Expected Service Level	Performance Measure
Construction and maintenance	Heavy plant, trucks, utilities and support vehicles	Fleet available to deliver planned capital works, maintenance programs and reactive works.	Availability, utilisation, downtime and maintenance response times.
Water and wastewater	Utilities, service vehicles, trailers and specialised equipment	Fleet supports timely inspections, maintenance, repairs and emergency response for essential services.	Response times, asset availability and defect rectification timeframes.
Parks and open spaces	Mowers, tractors, utilities, trailers and small plant	Fleet supports scheduled maintenance of parks, gardens, cemeteries, sports fields and public spaces.	Schedule completion, equipment availability and service interruptions.
Disaster management and emergency response	Four-wheel drives, trucks, plant, generators and emergency support equipment	Fleet is available and fit for purpose to support preparedness, response and recovery activities.	Readiness checks, availability during events and post-event performance review.
Administration and community services	Passenger vehicles, pool vehicles and light commercial vehicles	Fleet supports business travel, inspections, community programs and corporate service delivery.	Booking availability, utilisation, cost per kilometre and user feedback.

4. Fleet Management Strategy

4.1 Strategic Vision

Maintain a sustainable, safe and fit-for-purpose fleet that enables Council to deliver its strategic objectives and support the Burdekin community.

4.2 Fleet Management Objectives

The fleet management objectives define the outcomes Council seeks to achieve through the effective planning, operation and renewal of its fleet assets. These objectives support a balanced approach to financial sustainability, operational performance, safety, compliance and environmental responsibility.

4.2.1 Governance and Data Objectives

Council will maintain accurate, complete and current fleet information to support transparent and evidence-based decision-making. This includes maintaining reliable asset records, monitoring utilisation and performance data, reporting against agreed KPIs, and using fleet information to inform renewal, replacement, allocation and disposal decisions.

4.2.2 Financial Objectives

Council will manage fleet assets to minimise total cost of ownership while maintaining efficient service delivery. This includes improving lifecycle cost forecasting, strengthening renewal planning, monitoring maintenance expenditure and ensuring fleet investment is aligned with long-term financial planning and budget capacity.

4.2.3 Operational Objectives

Council will ensure fleet assets are available, reliable and fit for purpose to meet current and future service requirements. Operational performance will be improved by matching assets to service needs, monitoring utilisation, reducing avoidable downtime and identifying opportunities for asset sharing or redeployment. Telematics monitoring will support further operational improvements.

4.2.4 Safety Objectives

Council will maintain a fleet that is safe, compliant and suitable for the operating conditions of the Burdekin Shire. This includes supporting driver and operator safety, maintaining inspection and defect management processes, reducing incidents and claims, and ensuring vehicles, plant and equipment meet relevant legislative and operational requirements.

4.2.5 Environmental Objectives

Council will seek to reduce the environmental impact of fleet operations through improved fuel efficiency, emissions monitoring and consideration of lower-emission vehicles and technologies where they are practical, affordable and fit for purpose. Environmental objectives will be balanced with operational requirements, service reliability and whole-of-life cost considerations.

5. Fleet Governance

5.1 Roles and Responsibilities

Effective fleet governance requires clear accountability across Council, the Fleet Management Steering Committee, the Executive Leadership Team (ELT), fleet management and workshop functions, service managers, asset custodians, operators and drivers. The following matrix identifies key responsibilities for each role or group.

Role / Group	Fleet Management Responsibilities
Council	Responsible for strategic oversight and ensuring fleet decisions support long-term service delivery, financial sustainability and community outcomes. Approve major acquisitions based on procurement requirements.
Fleet Management Steering Committee	Endorses fleet strategy, reviews renewal priorities, considers deferrals and exceptions, monitors KPIs, reviews utilisation and whole-of-life cost reports, and provides direction on fleet risk, sustainability and service alignment. The Committee provides endorsement on major acquisitions prior to Council approval.
Executive Leadership Team	Provides direction, approves policy settings, endorses major changes to fleet strategy and allocates resources to support fleet planning, renewal and performance improvement.
Fleet Management / Workshop Function	Maintains fleet records, coordinates servicing and repairs, monitors defects and downtime, supports procurement specifications, manages renewals and disposal preparation, provides technical advice and reports on maintenance performance, condition and reliability.
Managers / Asset Custodians	Confirm operational need, ensure assets are used for approved purposes, support utilisation reviews, identify emerging service demand, approve fit-for-purpose requirements and participate in renewal, reassignment or disposal decisions. Ensure drivers/operators are adequately qualified to operate any fleet item.
Operators and Drivers	Operate assets safely and efficiently, complete pre-start checks, report defects promptly, maintain cleanliness and security, comply with licensing and competency requirements, and support accurate odometer, hour-meter and fuel data capture.

The Fleet Management Steering Committee is governed by its approved Terms of Reference and will meet quarterly in August, November, February and July. Additional meetings may be required to consider major acquisition proposals or tenders where timeframes need to align with Ordinary Council meetings.

Stakeholder meetings will be held twice each year, in August and February, to confirm the fleet renewal program and fleet requirements needed to meet departmental service levels. The outcomes of these meetings will be presented to the Fleet Management Steering Committee for consideration and used to inform the annual and long-term capital fleet program.

This governance arrangement supports transparent decision-making, clear accountability and consistent oversight of fleet management activities.

6. Lifecycle Management Plan

Effective lifecycle management ensures that Burdekin Shire Council's fleet continues to deliver services cost-effectively throughout each asset's useful life. Council manages fleet assets through a lifecycle approach that includes:

Lifecycle Stage	Council Approach	Key Controls / Decision Triggers
Planning and Demand Monitoring	Fleet requirements are planned with relevant managers to confirm that each vehicle, item of plant or equipment is required, fit-for-purpose and aligned to current and forecast service delivery needs.	Service demand, utilisation data, criticality, condition, safety risk and availability of alternative fleet options. A business case must be prepared for the acquisition of additional fleet items and endorsed by the Fleet Management Steering Committee where required.
Acquisition	Assets are procured to meet approved service needs using fit-for-purpose specifications that consider whole-of-life cost, safety, fuel efficiency, emissions, standardisation, maintainability and supplier support.	Business need, procurement approval, whole-of-life cost assessment, replacement schedule, budget availability and Fleet Management Steering Committee endorsement where required.
Operation	Fleet assets are operated by authorised and appropriately trained staff in accordance with Council policies, manufacturer requirements, safe work procedures and relevant regulatory obligations.	Operator competency, pre-start checks, utilisation reporting, fuel and energy use, driver behaviour, incident reporting and compliance with Council's Vehicle Policy.
Maintenance	Preventive servicing is scheduled in accordance with manufacturer requirements, statutory obligations and Council maintenance standards. Corrective maintenance is prioritised based on safety, service criticality and operational impact.	Preventive maintenance compliance, defects, breakdowns, downtime, repeat failures, maintenance cost trends and outstanding maintenance backlog.
Replacement	Renewal timing is guided by the adopted renewal schedule and reviewed against asset age, kilometres or hours, condition, utilisation, maintenance history, reliability, safety risk, service criticality and residual value. Renewal decisions should avoid automatic like-for-like replacement and confirm the ongoing service need before procurement.	Useful life, expiry date, condition assessment, escalating maintenance cost, reduced reliability, underutilisation, service risk, budget timing and Fleet Management Steering Committee approval for deferrals or exceptions.
Disposal	Assets are disposed of once they are no longer required, are uneconomic to retain, or have reached the end of their useful life. Disposal will be undertaken through approved methods such as trade-in, auction or other approved process.	Asset condition, residual value, market timing, safety risk, cost to retain, replacement delivery timing and compliance with Council's Asset Disposal Policy.
Review and Improvement	Lifecycle performance will be monitored through the Fleet Management Steering Committee using agreed KPIs, exception reporting and periodic review of renewal forecasts and utilisation.	KPI performance, renewal delivery, budget variance, asset register quality, exceptions and improvement actions.

6.1 Planning and Acquisition

Fleet procurement will be based on identified operational requirements and undertaken in accordance with Council's procurement framework.

Replacement fleet acquisitions will be informed by the asset's age, condition, utilisation, maintenance history, and ongoing operational suitability.

The acquisition of a new or additional fleet asset must be supported by a business case that demonstrates a clearly defined operational need, explains why the need cannot be met through existing fleet resources, alternative service delivery models or external hire, identifies the funding source and preferred asset solution, and assesses whole-of-life costs, operational impacts, risks and expected service delivery benefits.

All business cases for new or additional fleet assets are reviewed by the Fleet Management Steering Committee. Where endorsed, the proposal is submitted to Council for consideration and approval.

The procurement process includes consultation with operators and relevant supervisory staff, equipment demonstrations, quotation or tender requirements, defined evaluation criteria, and the necessary approvals prior to purchase.

Evaluation criteria may include:

- Suitability and fitness for intended operational use;
- Whole-of-life cost;
- Supplier capability, capacity and ability to deliver;
- Fleet commonality and standardisation opportunities;
- After-sales service and maintenance support;
- Warranty provisions;
- Safety features and regulatory compliance;
- Environmental performance; and
- Local content and economic benefits, where applicable.

Major fleet acquisitions will be reviewed by the Fleet Management Steering Committee prior to submission to Council for final approval.

6.2 Whole-of-life cost

Whole-of-life cost (WOLC) analysis is used to determine the total cost of owning, operating, maintaining and disposing of a fleet asset throughout its service life. This approach gives Council a practical basis for comparing purchase, hire, lease and contractor options, rather than focusing only on the upfront purchase price. WOLC should be used to test whether a higher upfront cost is justified by lower operating, maintenance, downtime or disposal costs over the asset’s life.

WOLC assessments will be applied to fleet replacement decisions, procurement evaluations, business cases for additional fleet, renewal deferrals and decisions about ownership, hire, lease or external delivery.

The assessment of whole-of-life costs includes consideration of:

- **Acquisition costs** including the purchase price, delivery charges, fit-out requirements, accessories, modifications, and commissioning costs necessary to make the asset operational.
- **Opportunity costs** associated with the capital invested in the asset, including the potential return that could have been achieved if those funds were allocated elsewhere.
- **Garaging and storage costs**, including depot facilities.
- **Depreciation costs**, based on the asset's expected useful life and forecast residual value at disposal.
- **Registration and compliance costs**, including statutory licensing, inspections, and regulatory requirements.
- **Insurance costs**, covering comprehensive insurance premiums.
- **Operating and maintenance costs**, including fuel or energy consumption, scheduled servicing, repairs, tyres, replacement parts, and unscheduled maintenance activities.
- **Administrative and management costs**, including fleet management systems, procurement activities, contract administration, asset monitoring, and associated staff resources.

6.3 Operations Management

6.3.1 Telematics

Telematics and fleet management technology will be used to support renewal decisions and performance reporting by improving visibility of asset utilisation, location, operating hours, fuel use, idle time, driver behaviour and maintenance requirements. Council will develop a reporting framework that helps managers identify underused assets, cost outliers, safety trends and opportunities to improve service delivery.

6.3.2 Driver Management

Council fleet assets are operated safely, legally and efficiently. Drivers and operators must hold the appropriate licence, ticket, competency or authorisation for the asset being operated and must comply with Council policies, safe work procedures and relevant road transport, heavy vehicle and work health and safety requirements.

Licence verification is completed before a person is authorised to operate a Council fleet asset and reviewed periodically, particularly for roles involving heavy vehicles, plant, specialised equipment or high-risk activities. Driver and operator inductions explain vehicle use obligations, pre-start checks, defect reporting, incident reporting, fuel card use, telematics expectations, safe driving standards and responsibilities for the care and security of Council assets.

Fatigue risks are managed for employees undertaking extended travel, emergency response, after-hours call-outs, disaster operations or prolonged plant and heavy vehicle operation. Supervisors are responsible for ensuring work scheduling, rest breaks, task allocation and monitoring practices reduce fatigue-related risks and support safe service delivery.

6.3.3 Fuel Management

Fuel is a significant operating cost for Council and has a direct impact on fleet efficiency, budget performance and environmental outcomes. Council has recently implemented new fuel storage and dispensing facilities, including a fuel management system that provides visibility of fuel usage and tank levels. This data can be integrated with Council's enterprise resource planning system, Technology One, to improve fuel monitoring and reporting and support benchmarking against manufacturer specifications and industry standards.

6.3.4 Sustainability and Emissions Reduction

Council recognises that fleet operations contribute to fuel consumption, greenhouse gas emissions and other environmental impacts. Sustainability and emissions reduction will be considered as part of fleet planning, procurement, utilisation, maintenance and renewal decisions. The objective is to reduce environmental impacts where practical and affordable, while ensuring vehicles, plant and equipment remain fit for purpose and capable of supporting reliable service delivery across the Burdekin Shire.

Council's current approach will focus on practical actions and improved fuel usage data to deliver measurable emissions reductions through reduced fuel consumption.

6.3.5 Utilisation management:

Kilometres travelled and operating hours will be reviewed by asset categories. Given the size and spread of Council's operations, utilisation data will help identify where assets are essential to service delivery, where they are underused, and where sharing, reassignment or disposal may reduce future cost. Overutilised assets will be assessed for reliability risk, accelerated maintenance costs, early renewal and potential capacity constraints.

6.4 Maintenance Management

6.4.1 Scheduled Maintenance and Defect Management

Scheduled maintenance and defect management records are maintained in Council's enterprise resource planning system, Technology One.

Scheduled maintenance is carried out in accordance with manufacturer recommendations. Telematics data will be used to monitor odometer and hour-meter readings and improve the scheduling of planned maintenance activities.

Defect management is based on regular inspections, prompt reporting and timely rectification of faults. Drivers and operators are responsible for completing pre-start or daily checks, reporting defects as soon as they are identified and not operating vehicles, plant or equipment that may present an unacceptable safety or compliance risk. Pre-start inspections are recorded in Council's OHS management system "Skytrust".

Reported defects will be assessed and prioritised according to safety, compliance, operational impact and asset criticality. Critical defects must be rectified before the asset is returned to service, while lower-risk defects may be scheduled through planned maintenance where appropriate.

6.4.2 Compliance Requirements

Fleet assets are maintained in accordance with all relevant registration, roadworthiness, inspection, safety certification and heavy vehicle requirements. Compliance obligations are monitored through asset records, service schedules, inspection registers and documented maintenance evidence.

Compliance requirements are integrated into maintenance planning to reduce the risk of service disruption, regulatory penalties, safety incidents and asset downtime. Fleet records provide a clear audit trail for registration status, inspections, certifications, defects, repairs and maintenance history.

6.4.3 Incident Management

All fleet-related incidents, near misses, damage, breakdowns and unsafe operating events must be reported promptly in accordance with Council procedures. This includes incidents involving Council vehicles, plant, equipment, trailers, hired assets or third-party property. Timely reporting enables Council to manage safety risks, meet insurance and regulatory obligations, arrange repairs and identify opportunities to prevent recurrence.

Incidents are reviewed based on severity, potential consequence, operational impact and any compliance obligations. Investigations consider driver or operator behaviour, road or site conditions, asset condition, maintenance history, training, supervision, workload, fatigue, and whether existing procedures or controls were adequate. Findings are documented and used to improve fleet safety, asset management and operating practices.

Corrective actions may include repair or replacement of damaged assets, additional training or competency checks, changes to operating procedures, improved pre-start or inspection processes, supervisory review, telematics monitoring, or changes to asset allocation. Significant incidents and recurring trends will be reported to the Fleet Management Steering Committee and relevant safety governance forums to ensure lessons are shared and actions are completed.

6.5 Asset Replacement

6.5.1 Program Development

The replacement program will be informed by:

- asset age,
- utilisation including kilometres or operating hours,
- condition, reliability and safety performance
- maintenance cost,
- service criticality, and
- availability of suitable alternatives.

These factors will be reviewed annually to confirm renewal priorities, identify deferral or reassignment opportunities and align capital requirements with Council's Long-Term Financial Plan and annual budget process.

6.5.2 Replacement Assessment

Replacement assessments consider whole-of-life cost, operational risk, downtime, safety, compliance, emissions and future service demand.

Before any replacement proceeds to procurement, the Fleet Manager should confirm that the asset remains required, the proposed specification is fit for current and forecast service needs, utilisation and maintenance evidence supports the recommendation, funding is available, and any deferral, reassignment, hire or contractor option has been considered.

6.5.3 Decision Criteria

Decision Factor	Evidence to Consider
Service Need	Confirmation that the asset supports an ongoing Council service, is fit-for-purpose and cannot reasonably be replaced by sharing, hire, contractor use or changes to work practices.
Utilisation	Kilometres, hours, internal hire recoveries, productive use, idle time, seasonal demand and comparison with utilisation benchmarks for the asset class.
Condition and Reliability	Condition inspection, defect history, breakdown frequency, repeat failures, downtime, maintenance backlog, safety defects and expected remaining useful life.
Financial Performance	Maintenance cost trend, operating cost per kilometre or hour, residual value, repair versus replacement comparison, forecast capital cost and budget availability.
Risk and Compliance	Roadworthiness, registration, inspection, WHS, plant risk assessment, emissions, operational risk, business continuity risk and availability of backup arrangements.

6.5.4 Deferrals, Reassignment and Disposal

Renewal timing may be deferred where an asset remains safe, reliable, cost-effective and fit for purpose. Deferrals must be supported by evidence such as condition inspections, maintenance history, utilisation data and risk assessment. Assets with low utilisation or declining service need are considered for reassignment, disposal or replacement deferral before a new asset is approved.

Assets approved for disposal are managed in accordance with Council's asset disposal requirements. Disposal timing considers current replacement delivery timing, market conditions, asset condition, residual value, safety risk and operational continuity.

6.6 Fleet Calendar

The following calendar provides an indicative timeframe for key activities associated with the ongoing management of Council's fleet.

Month	Key Activities
July	✓ Review prior year KPI annual report and develop action plan to address any deficiencies
August	✓ Stakeholder meetings to review utilisation and operational needs. Pre-planning for following year budget ✓ Committee meeting to endorse fleet acquisitions requiring Council approval. ✓ Council approval of major fleet acquisitions ✓ Place orders for major fleet items
September	✓ Draft ten-year capital program
October	✓ Review Asset Register data and prepare report for Committee meeting in November
November	✓ Committee meeting – Review KPI's, operational matters, capital program progress and consider final acquisitions for the current year.
December	✓ Mid-year review of acquisition and disposal process including assessment of delivery risks
January	✓ Review KPI and develop action plan to address any deficiencies ✓ Fleet reviews – utilisation, condition, WOLC, safety and compliance, meeting service needs
February	✓ Stakeholder meetings to confirm budget requirements, specifications and new proposals for following year. ✓ Committee meeting to consider business cases for new or upgraded fleet items for following year.
March	✓ Budget development – Ten-year program and new fleet approvals
April	✓ Internal Hire rates reviewed and adopted for following year
May	✓ Prepare tender documents for following year acquisitions
June	✓ Budget adopted by Council ✓ Tenders released for major equipment acquisitions for following year

7. Fleet Risk Assessment

Fleet risks will be managed through Council's governance, safety, maintenance, financial and performance reporting processes. The risk assessment identifies key fleet-related risks, existing controls and further treatment actions required to reduce the likelihood or consequence of service disruption, safety incidents, compliance failures and avoidable costs. Risk ratings and treatment actions will be reviewed regularly as fleet data quality improves.

Risk	Potential Impact	Risk Rating	Existing Controls	Further Treatment / Monitoring
Critical fleet asset failure	Service disruption, emergency response delays, increased hire costs and reduced community service levels.	High	Preventive maintenance schedules, defect reporting, servicing records and prioritisation of critical assets.	Monitor critical asset availability, repeat failures and downtime; maintain backup arrangements for essential services.
Driver or operator incident	Injury, asset damage, insurance claims, regulatory investigation and reputational impact.	High	Licence and competency requirements, inductions, pre-start checks, incident reporting and safe work procedures.	Review incidents and trends; use telematics, refresher training and targeted supervision for higher-risk activities.
Non-compliance with fleet, road transport or WHS obligations	Regulatory penalties, enforcement action, unsafe operation and inability to use assets.	High	Registration, insurance, inspection, certification and maintenance records; policy and procedure requirements.	Undertake periodic compliance checks and report exceptions to the Fleet Management Steering Committee.
Inadequate fleet renewal funding	Ageing assets, higher maintenance costs, reliability issues, safety risk and reduced residual values.	High	10-year renewal forecast, annual budget process and condition, utilisation and cost reviews.	Align renewal forecasts with the Long-Term Financial Plan and escalate unfunded high-risk assets through budget planning.
Poor utilisation or unjustified fleet growth	Higher whole-of-life costs, inefficient capital investment and under-recovered internal plant hire costs.	Medium	Utilisation reporting, business case requirements and asset allocation review.	Review underutilised assets annually and consider pooling, reassignment, disposal, hire or replacement deferral.
Fuel, energy and operating cost escalation	Budget pressure, higher internal hire rates and reduced capacity to fund renewals or maintenance.	Medium	Fuel monitoring, plant hire recoveries, budget reporting and procurement controls.	Investigate cost outliers, monitor idle time and fuel use, and review hire rates and operating budgets annually.
Data quality and reporting gaps	Poor decision-making, inaccurate renewal forecasts, weak cost recovery and reduced accountability.	Medium	Asset register, fleet systems, telematics, fuel records and maintenance history.	Improve data completeness, define required fields and report KPI and exception data quarterly.

8. Financial Management

Financial management of the fleet will ensure Council can sustainably fund the ownership cost of all vehicles, plant and equipment. Fleet financial planning will consider ongoing capital renewal requirements and whole-of-life costs.

Council will use fleet financial information to support transparent decision-making, align fleet investment with service delivery priorities and ensure costs are allocated to the services that use fleet assets. Regular financial reporting will enable Council to monitor budget performance, identify cost pressures and make timely decisions about replacement, reassignment or disposal.

8.1 Long-Term Financial Forecast

The 10-year fleet renewal forecast will be aligned with Council's Long-Term Financial Plan and annual budget process. The forecast includes expected replacement timing, estimated capital costs, funding requirements, residual values and any known changes in service demand that may require additional or upgraded fleet assets.

Renewal forecasts are reviewed annually using asset age, condition, utilisation, maintenance cost, reliability, safety risk, residual value and service criticality. Any proposed additions to the fleet must be supported by a business case that demonstrates operational need, available funding, whole-of-life cost and the expected impact on future operating and renewal budgets.

8.2 Internal Plant Hire Recoveries

Internal plant hire recoveries provide a mechanism for allocating the cost of vehicles, plant and equipment to the projects, programs and services that use them. Hire rates are set to recover appropriate operating and ownership costs, including fuel or energy, servicing, tyres, repairs, registration, insurance, depreciation, replacement funding and administration where applicable.

Plant hire rates are reviewed at least annually to ensure they remain reasonable, transparent and aligned with actual operating costs, utilisation patterns and replacement requirements. Rates are also compared to external plant hire rates and availability to determine the most cost-effective delivery of the service provided by the asset.

Significant variances between budgeted and actual recoveries will be investigated, particularly where they indicate underutilisation, changes in work programs, inaccurate charging practices or emerging cost pressures.

9. Performance Monitoring and Reporting

9.1 Fleet Performance KPI Framework

The Fleet Performance KPI Framework identifies the key performance areas Council will monitor to assess the effectiveness, efficiency, sustainability and compliance of its fleet operations. Detailed measures, performance targets and reporting frequencies are provided in Section 9.2.

The framework addresses the following performance areas:

- Service Delivery – availability and reliability of fleet assets to support operational service delivery.
- Utilisation – optimisation of fleet use and alignment of assets with operational requirements.
- Maintenance and Reliability – effectiveness of maintenance programs and fleet reliability outcomes.
- Financial Management and Whole-of-Life Cost – management of operating costs, maintenance expenditure and asset lifecycle value.
- Renewal and Asset Sustainability – delivery of fleet renewal programs and long-term fleet sustainability.
- Safety and Risk – management of fleet-related safety risks and operational incidents.
- Compliance – adherence to legislative, regulatory and corporate requirements.
- Fuel, Energy and Sustainability – monitoring fuel consumption, emissions and environmental performance.
- Governance and Customer Service – effectiveness of fleet management processes, reporting and stakeholder satisfaction.

KPI reporting will support evidence-based decision-making, identify underperforming or high-risk assets, inform renewal priorities, track implementation progress and ensure the fleet continues to support safe, reliable and cost-effective service delivery across Council operations.

9.2 Key Performance Indicators

The following KPIs provide the detailed measures, targets and reporting frequencies that Council will use for exception reporting, performance review and continuous improvement planning.

KPI Area	Performance KPI	Purpose	Suggested Target / Threshold	Reporting Frequency
Service Delivery	Fleet availability	Measures whether vehicles and plant are available to support operational service delivery.	>90% availability, excluding planned maintenance. >95% for critical fleet.	Bi-annually
Utilisation	Utilisation by asset classification	Identifies whether assets are being used at an appropriate level for their function, class and category.	Within expected utilisation bands by asset category.	Annually
Maintenance	Preventive maintenance compliance	Confirms scheduled servicing is completed on or before the required due date.	>90% completed by due date.	Bi-annually
Maintenance	Unplanned downtime	Tracks service disruption caused by breakdowns and unscheduled repairs.	<10% of annual utilisation. (Excludes vehicles out of service due to insurance claims)	Bi-annually
Maintenance	Repeat defects	Identifies recurring faults or failures.	Zero repeat defects within 90 days.	Bi-annually
Maintenance	Breakdown rate	Measures breakdown frequency.	Breakdowns divided by kilometres or operating hours, benchmarked by asset category.	Annually
Financial	Operating cost per kilometre / hour	Measures fleet operating efficiency for road vehicles and plant.	Monitor by asset classification and investigate outliers.	Annually
Financial	Maintenance cost as percentage of asset cost.	Identifies assets becoming uneconomic to maintain. Assists in review of appropriate lives.	Monitor by asset category; escalate high-cost outliers.	Annually
Renewal	Renewal program delivery	Tracks delivery of the adopted annual fleet replacement program.	>90% of scheduled renewals delivered within the financial year or formally deferred by agreement with the Fleet Management Steering Committee.	Bi-annually

KPI Area	Performance KPI	Purpose	Suggested Target / Threshold	Reporting Frequency
Safety	Fleet-related safety incidents	Tracks WHS, road safety and operational incidents involving fleet assets.	Zero serious incidents; reducing total incidents.	Quarterly
Safety	Pre-start inspection compliance	Measures operator completion of required pre-start inspections.	>95% completion.	Quarterly
Compliance	Registration, inspection and insurance compliance	Confirms fleet assets meet roadworthiness, registration, inspection and insurance requirements.	100% compliance.	Annually
Sustainability	Fuel consumption / energy use	Monitors fuel and energy efficiency across road vehicles and plant.	Reducing trend, normalised by kilometres or operating hours.	Quarterly
Governance	Asset register data completeness	Confirms required fleet asset data fields are complete and current.	>95% complete.	Quarterly
Governance	Committee action close-out rate	Tracks completion of actions arising from Fleet Management Steering Committee meetings.	>90% of actions closed by due date.	Quarterly

10. Continuous Improvement

Continuous improvement will ensure Council's fleet management practices remain responsive to changing service demands, technology, regulatory requirements, financial pressures and community expectations. The Fleet Management Plan will be reviewed regularly to confirm that fleet assets continue to support safe, reliable, cost-effective and sustainable service delivery across all operational areas.

Council will use performance information, utilisation data, maintenance trends, incident reports, operator feedback, financial analysis and benchmarking to identify opportunities for improvement. These insights will support better decisions about fleet allocation, renewal timing, specification standards, maintenance planning, technology use and operator capability.

- **Annual fleet review**: undertake a structured review of fleet performance, utilisation, costs, risks, condition and renewal priorities to inform the annual budget, replacement program and long-term financial planning.
- **Benchmarking against comparable councils:** compare key measures such as fleet size, asset age, utilisation, maintenance costs, availability and replacement practices with similar councils to identify better practice and improvement opportunities.
- **Technology reviews:** periodically assess telematics, fuel management systems, fleet management software, maintenance tools and emerging vehicle technologies to improve reporting, safety, efficiency and decision-making.
- **Policy updates:** review and update fleet-related policies, procedures and guidelines to reflect operational lessons, legislative changes, audit findings, procurement requirements and Council's strategic objectives.
- **Staff training programs:** provide targeted training and communication for drivers, operators, supervisors and managers to improve safe operation, pre-start inspections, defect reporting, fuel efficiency, incident reporting and understanding of fleet responsibilities.

Improvement actions identified through reviews, audits, incident investigations or Fleet Management Steering Committee deliberations will be recorded, assigned to responsible officers, monitored to completion and reported through the agreed governance framework.

11. Implementation Plan

The implementation plan sets out the priority actions required to embed the Fleet Management Plan into Council's planning, budgeting, operations and reporting processes. Actions will be monitored through the Fleet Management Steering Committee and updated annually to reflect progress, emerging priorities and available resources.

Priority	Action	Responsibility	Timeframe	Expected Output
High	Finalise fleet governance arrangements, including Fleet Management Steering Committee reporting, decision pathways and approval requirements.	Fleet Manager / Executive Leadership Team	September 2026	Confirmed governance process and reporting schedule.
High	Update fleet policies, procedures and business case requirements for new, additional and replacement fleet assets.	Fleet Manager / Finance / Procurement	December 2026	Updated policy documents, templates and approval guidance.
High	Identify critical fleet assets that support critical services, assess asset criticality against agreed criteria and record the criticality status in the fleet asset register.	Fleet Manager / Managers/ Coordinators	March 2027	Critical fleet recorded in asset register with agreed prioritisation criteria for maintenance and renewal planning.
High	Implement standard fleet performance reporting using agreed KPIs for utilisation, availability, maintenance, cost, safety and sustainability.	Fleet Manager	March 2027	Quarterly fleet performance dashboard.
Medium	Complete annual utilisation and condition reviews to inform asset allocation, renewal priorities, deferrals and disposal decisions.	Fleet Manager / Managers	Annually in December	Annual fleet review and action plan.
Medium	Update the 10-year fleet renewal program and align capital requirements with the Long-Term Financial Plan and annual budget process.	Fleet Manager	Annually in March	Updated renewal forecast and budget inputs.
Medium	Develop reporting framework for telematics and fleet system data to improve utilisation monitoring, driver behaviour reporting, fuel management and maintenance planning.	Fleet Staff / Managers	December 2026	Improved data capture, reports and exception monitoring.
Medium	Develop Fleet Manager's Operational and Reporting Handbook and supporting procedures and templates.	Fleet Manager	March 2027	Tools for fleet staff to document decisions relating to fleet.
Ongoing	Deliver targeted communication and training for drivers, operators and supervisors on fleet responsibilities, pre-start checks, defect reporting and incident reporting.	Fleet Staff / WHS / Managers	Annually	Training records and improved compliance with fleet processes.

Priority	Action	Responsibility	Timeframe	Expected Output
Ongoing	Report progress against implementation actions and update priorities based on audit findings, KPI results, incidents and operational feedback.	Fleet Management Steering Committee	Quarterly commencing December 2026	Implementation status report and updated improvement register.

11.1 Fleet Manager's Operational and Reporting Handbook

A Fleet Manager's Operational and Reporting Handbook will be developed and maintained as the practical companion to this Plan. The Handbook will provide the procedures, reporting requirements, decision templates and working tools needed to support consistent day-to-day fleet management across Burdekin Shire Council. It will help ensure that fleet recommendations are evidence-based, transparent and supported by clear records of the analysis, consultation and approvals that informed each decision.

The Handbook will include, but not be limited to, guidance and templates for the following areas:

1. **Fleet management reporting**
    a. operational reporting, including availability, utilisation, downtime, maintenance performance and service impacts;
    b. financial reporting, including operating costs, internal hire recoveries, maintenance expenditure, renewal expenditure and budget variances; and
    c. KPI reporting, including agreed performance measures, reporting frequency, exception thresholds and action requirements.

2. **Business case templates**
    a. current fleet availability and capacity;
    b. alternative options considered, including reassignment, hire, contractor use or service changes;
    c. whole-of-life cost assessment;
    d. key risks and mitigation measures;
    e. recommended option and supporting rationale;
    f. funding source and budget impact; and
    g. required endorsements and approvals.

3. **Replacement, deferral, reassignment and disposal workflows**
    a. replacement triggers and evidence requirements;
    b. confirmation of ongoing service need;
    c. asset condition, utilisation, reliability and maintenance performance;
    d. deferral and reassignment options;
    e. whole-of-life cost comparison;
    f. disposal considerations, including timing, residual value and operational continuity; and
    g. approval and recordkeeping requirements.

4. **Fleet criticality assessment template**
    a. critical service supported by the asset;
    b. consequence of asset failure or extended downtime;
    c. availability of backup assets, hire options or contractor support;
    d. response time requirements and emergency use considerations; and
    e. maintenance, renewal and contingency planning priority.

5. **Benchmarking and improvement tools**
    a. internal benchmarking across fleet categories, departments and utilisation patterns;
    b. external benchmarking against comparable councils or industry data where available;
    c. identification of cost, utilisation, maintenance or service delivery outliers; and
    d. improvement actions, responsible officers and target completion dates.

Appendices

- **Appendix A – Fleet Asset Register Summary**
- **Appendix B – Fleet Replacement Schedule**
- **Appendix C – Ten Year Renewal Program**

Appendix A – Fleet Asset Register Summary

Description	Quantity	Value	Average Age	Average time before renewal
Machines	**14**	**3,622,049**		
▪ Grader	4	1,867,104	5.00	6.49
▪ Loader	3	824,795	10.08	4.92
▪ Backhoe	2	483,765	6.31	3.69
▪ Skid Steer Loader	1	64,710	12.00	3.00
▪ Mulcher (Skid Steer attachment)	1	24,135	2.16	12.84
▪ Mini-Excavator	1	50,220	4.65	1.35
▪ Roller	1	277,670	10.85	6.64
▪ Forklift	1	29,650	11.92	3.08
Trucks	**36**	**5,040,980**		
▪ Gravel Tipper	4	800,576	9.65	0.35
▪ Water Cart (Poly tank)	2	690,710	0.00	12.00
▪ Water Cart (Steel Tank)	2	385,838	4.29	5.71
▪ Street Sweeper	1	454.555	1.74	4.26
▪ Vac Truck	1	276,649	4.29	5.71
▪ Bitumen Truck	1	402,143	0.30	9.70
▪ Road Maintenance (includes crane 10yr)	3	612,227	4.02	6.20
▪ Fuel Truck (truck only)	1	97,654	2.00	6.00
▪ Transferable body (fuel truck)	1	109,023	2.00	14.00
▪ Truck with crane 10yr Cert	4	354,091		
▪ Truck with crane 10 and 15yr Cert	1	129,182	4.19	9.81
▪ Standard non-tippers	4	257,491	7.35	3.57
▪ Standard tipper	6	446,617	3.96	6.36
▪ Standard tipper (low use)	2	219,210	8.04	4.45
▪ SES (crane)	3	259,114	12.65	7.33
Light Vehicles	**81**	**3,517,034**		
▪ Light Commercial Vehicle (High use)	3	130,627	0.62	5.38
▪ Animal Management Vehicle (Specialised build)	2	73,019	6.50	3.50
▪ Light Commercial Vehicle (Nominal use)	44	1,956,502	2.71	3.23
▪ Passenger Vehicle	5	225,306	1.37	4.63
▪ Private use vehicle	7	358,448	1.76	2.32
▪ Retained (temporary project use)	4	200,813	4.86	0.30
▪ Van/Bus	3	181,523	6.71	5.25
▪ Bodies/Canopies (transferable)	10	242,926	4.88	10.52
▪ SES	3	147,870	6.30	4.37

Description	Quantity	Value	Average Age	Average time before renewal
Tractors and implements	**6**	**480,721**		
▪ Tractor (flail)	1	271,141	2.07	7.93
▪ Tractor (slasher)	1	107,950	1.15	6.85
▪ Implement – Slasher	2	29,148	3.16	14.83
▪ Tractor (bucket-broom/slasher)	1	58,862	5.03	9.97
▪ Implement - Broom	1	13,620	3.89	21.11
Mowers	**14**	**155,316**		
▪ Front Deck	2	65,694	2.46	3.54
▪ Z-Turn (>42”)	3	34,804	4.47	2.19
▪ Ride-On and small Z-Turn	5	34,727	1.89	1.61
▪ Ride-On (Low use)	4	20,091	7.56	0.20
Trailers (without fixed plant)	**24**	**767,676**		
▪ Heavy Combination (Dog trailer)	4	231,950	8.02	6.98
▪ Heavy Combination	3	94,500	29.7	0.3
▪ Heavy Combination (Visitor Information Centre)	1	141,896	6.88	3.12
▪ Marine	1	22,312	1.36	18.64
▪ Pantech (Job crew)	4	93,217	5.92	6.07
▪ Pantech	3	40,375	4.72	8.60
▪ Flatbed	3	24,981	3.27	15.39
▪ Small	5	118,445	16.00	1.20
Generators	**21**	**1,328,633**		
▪ Fixed	12	1,013,768	10.68	19.31
▪ Fixed (Load Bank)	4	124,043	3.99	22.25
▪ >100kVa – Mobile on trailer	1	40,000	49.08	0.00
▪ <100kVa – Mobile on trailer	4	150,822	40.09	13.98
Plant and Equipment	**128**	**3,987,654**		
▪ ATV (Four wheelers)	3	37,624	3.82	1.30
▪ ATV	1	23,147	6.40	1.60
▪ Compressor Mobile	4	119,597	6.60	7.39
▪ Crane - Fitted to truck	12	165,994	4.55	5.82
▪ Crane - Gantry Crane	1	72,861	24.99	10.00
▪ Fuel dispensing equipment	2	75,343		0.00
▪ Flood Warning Equipment	11	507,320	12.80	10.42
▪ Hoist - Vehicle	2	61,672	12.39	4.59
▪ LED Message Boards	6	158,180	5.29	9.71
▪ Kerbmaker	1	54,139	15.83	4.16
▪ Laser Equipment	8	289,710	10.67	1.63
▪ Lighting Tower	3	73,782	5.67	14.33

Description	Quantity	Value	Average Age	Average time before renewal
▪ Linemarker	1	56,739	1.63	8.37
▪ Marine - Boat and outboard	1	8,855	15.23	4.77
▪ Marine – Weedoo and conveyor	2	170,866	1.36	18.64
▪ Miscellaneous Equipment	59	1,922,969		
▪ Pool Vacuum (50m pools)	2	38,571	1.95	6.05
▪ Pool Vacuum (25m pools)	2	20,800	12	0
▪ EWP - Scissor lift	1	21,986	9.94	0.05
▪ Spray Unit	6	107,499	5.89	9.94
Total				

Appendix B – Fleet Replacement Schedule

Description	Standard Life (yrs)	Odometer (km)	Hour meter (hrs)
Machines			
▪ Grader	10		10,000
▪ Loader	10		10,000
▪ Backhoe	10		10,000
▪ Skid Steer Loader	15		1,500
▪ Mulcher (Skid Steer Loader attachment)	15		
▪ Mini-Excavator	5		1,500
▪ Roller	15		10,000
▪ Forklift and electric stacker	*20**		
▪ **Trucks**			
▪ Gravel Tipper	10	500,000	
▪ Water Cart (Poly tank)	12	500,000	
▪ Water Cart (Steel Tank)	10	300,000	
▪ Street Sweeper	6	200,000	10,000 (Sweeper)
▪ Vac Truck	10	300,000	6,000 (Vac)
▪ Bitumen Truck	10	300,000	
▪ Road Maintenance (includes crane 10yr)	10	300,000	
▪ Fuel Truck	8	500,000	
▪ Truck with crane 10yr Cert	10	300,000	
▪ Truck with crane 10 and 15yr Cert	15	300,000	
▪ Standard non-tippers	10	300,000	
▪ Standard tipper	10	300,000	
▪ Standard tipper (low use)	15	300,000	
▪ SES (crane)	20	300,000	
▪ **Light Vehicles**			
▪ Light Commercial Vehicle (High use)	2.5	150,000	
▪ Animal Management Vehicle (Specialised build)	10	150,000	
▪ Light Commercial Vehicle (Nominal use)	6	120,000	
▪ Passenger Vehicle	6	120,000	
▪ Private use vehicle	4	100,000	
▪ Retained (temporary project use)	8	150,000	
▪ Van/Bus	15	120,000	
▪ Bodies/Canopies (transferable)	12		
▪ SES	10	200,000	
Tractors and implements			
▪ Tractor (flail)	10		8,000

Description	Standard Life (yrs)	Odometer (km)	Hour meter (hrs)
▪ Tractor (slasher)	8		8,000
▪ Implement – Slasher	16		
Tractor (bucket-broom/slasher)	15		8,000
Implement - Broom	30		
Mowers			
▪ Front Deck	6		3,000
▪ Z-Turn (>48”)	6		2,000
▪ Ride-On and small Z-Turn	3		1,500
▪ Ride-On (Low use)	6		1,500
Trailers (without fixed plant)			
▪ Heavy Combination (Dog trailer)	15		
▪ Heavy Combination	30		
▪ Heavy Combination (Visitor Information Centre)	20		
▪ Marine	20		
▪ Pantech (Job crew)	10		
▪ Pantech	20		
▪ Flatbed	20		
▪ Small	40		
▪ Trailers for Plant & Equipment	30		
▪ SES (including Marine)	Provided by QG		
Generators			
▪ Fixed	30		
▪ Fixed (Load Bank)	25		
▪ >100kVa – Mobile on trailer	20		
▪ <100kVa – Mobile on trailer	30		
Plant and Equipment			
▪ ATV (Four wheelers)	4		
▪ ATV	8		
▪ ATV (SES)	Provided by QG		
▪ Compressor Mobile	10		
▪ Crane - Fitted to truck	10/15 (cert)		
▪ Crane - Gantry Crane	30		
▪ Fuel tanks (aboveground)			
▪ Flood Warning Equipment	20		
▪ Hoist - Vehicle	10		
▪ LED Message Boards			
▪ Kerbmaker	20		
▪ Laser Equipment	10		
▪ Lighting Tower	20		
▪ Linemarker	10		

Description	Standard Life (yrs)	Odometer (km)	Hour meter (hrs)
▪ Marine - Boat and outboard	20		
▪ Marine – Weedoo and conveyor	20		
▪ Miscellaneous Equipment			
▪ Pool Vacuum (50m pools)	3		
▪ Pool Vacuum (25m pools)	4		
▪ EWP - Scissor lift	10		
▪ Spray Unit	15		

Appendix C – Ten-Year Renewal Program

Includes acquisition of NEW assets where approved

Fleet Category	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Category Total
Light Vehicles	470,000	510,000	870,000	790,000	810,000	380,000	620,000	580,000	740,000	740,000	**6,510,000**
Trucks								630,000	810,000	810,000	**7,040,000**
▪ Gravel Trucks x 2	700,000	700,000									
▪ Road Maintenance vehicle (replaces job truck)	260,000										
▪ Standard tipper replacement		170,000		230,000							
▪ SES truck replacement			190,000	190,000							
▪ Standard non-tipper replacement					100,000						
▪ Streetsweeper					480,000						
▪ Water cart replacement x 2						700,000					
▪ Vacuum Truck replacement						300,000					
▪ Fuel Truck replacement (truck only)						90,000					
▪ Truck – Crane 15yr (truck only, crane in P&E)						110,000					
▪ Truck – Crane 10yr (truck only, crane in P&E)							250,000				
▪ Bitumen Truck replacement								320,000			
Plant and Equipment	320,000	230,000	255,000		200,000	530,000	130,000	460,000	480,000	480,000	**5,554,006**
▪ Pallet Jack (NEW)	7,725										
▪ Plant and Equipment replacement (GPS)	16,000										
▪ Telehandler (NEW)	130,000										
▪ Cardboard/Plastic Baler (NEW)	70,281										
▪ Laser Equipment		80,000		120,000	120,000						
▪ WWW testing equipment		80,000									
▪ Leak detection equipment		50,000									
▪ Compressor		50,000									
▪ Mowers		75,000	45,000	120,000							
▪ Four Wheelers		55,000	30,000								
▪ EWP - Boom			60,000								
▪ Pump fixed to trailer			60,000								
▪ Trailer Visitor Information Centre replacement				230,000							
▪ Tractor replacement					110,000		110,000				
▪ Kerbmaker replacement					120,000						
▪ Heavy Combination - Dog trailers replacement x 2						170,000					
▪ Sewer Camera replacement x 2						190,000					
▪ Cranes						140,000	20,000				
▪ Vehicle Hoist								110,000			
▪ Generator 200kVa								100,000			

Fleet Category	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Category Total
Machines									-	-	**4,250,000**
▪ Grader replacement	650,000			690,000	690,000						
▪ Loader replacement	450,000	450,000	450,000								
▪ Roller replacement (incl trailer)		190,000									
▪ Mini-excavator replacement (incl trailer)		70,000						70,000			
▪ Skid Steer Loader (incl trailer)			150,000								
▪ Backhoe replacement							330,000				
▪ Forklift replacement							60,000				
Annual Total	**3,074,006**	**2,710,000**	**2,110,000**	**2,370,000**	**2,630,000**	**2,610,000**	**1,520,000**	**2,270,000**	**2,030,000**	**2,030,000**	**23,354,006**

All figures in the renewal program are based on 30 June 2026 values. No allowance has been allowed for inflation.


Burdekin
Shire Council

TECHNICAL SERVICES

7.5.2. TBSC/26/025 - Awarding of Tender for Internal Office Refurbishment - Council Chambers

File Reference: 864 and TBSC/26/025

Report Author: Rahul Choudhury, Facilities Management Coordinator

Authoriser: Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Operational Plan 2026-2027
FAC2 Coordinate and manage major facilities management projects and asset management plans as required and in line with agreed strategic outcomes.

Executive Summary

This report provides an overview of the tender process undertaken for the internal refurbishment of the Burdekin Shire Council Administration Building at 145 Young Street, Ayr, and seeks direction on the proposed delivery of the works.

Officer's Recommendation

That Council:

1. note that Unified Projects Pty Ltd be identified as the preferred tenderer, having achieved the highest overall evaluation score of 79 percent.
2. proceed with the separable refurbishment stages that can be delivered within the remaining approved budget of $608,220.00 (excluding GST), having regard to operational requirements, staff relocation arrangements, and value for money.
3. delegate authority to the Chief Executive Officer to:
    a. clarify the scope of the Preconditioning Air Unit interface works with the preferred tenderer prior to finalising the contract scope and price, including whether the works are to remain within the refurbishment contract or be undertaken separately by Kaltec; and
    b. agree to the final staging and delivery program prior to commencement of works to minimise disruption to Council operations.

Background

Planning and design for the internal refurbishment of the Burdekin Shire Council Administration Building commenced in 2024, initially focused on cosmetic improvements to office accommodation areas, excluding the Heritage Chambers, plant rooms and other identified areas. The project subsequently evolved to focus on improvements that provide operational, functional and asset management benefits, with replacement of existing elements and joinery only where justified and providing value for money.

Following an initial tender process that did not produce a satisfactory outcome, Council issued a further Request for Tender - TBSC/26/025, structured into separable stages with individual stage pricing. This provides Council flexibility to undertake one or more stages in accordance with available funding and operational requirements.

The refurbishment will be progressively delivered within the occupied administration building. The overall approach has been presented at a Council Workshop, where the importance of progressively refurbishing the building was discussed, including undertaking two (2) priority stages within the current available budget.

Consultation
The Facilities Section has coordinated the design, tender process, evaluation and project inspections. Staff from departments within the Administration Building have been consulted regarding the proposed work and operational requirements, with the refurbishment approach developed collaboratively.

The proposed staged delivery approach has also been presented to Mayor, Councillors and Executive Leadership Team at a Council Workshop on 1 September 2026.

External consultation has included North Queensland Construction Consulting (NQCC) for detailed construction, mechanical and electrical documentation, and Ashburner Francis regarding sensors and exhaust fans associated with the OAP units.

Budget & Resource Implications
The current available budget for the Internal Office Refurbishment project is $608,220.00 (excluding GST). Unified Projects submitted the highest-ranked tender at $1,520,838.00 (excluding GST) for the full tendered scope.

As the tender was structured into separable stages, Council can progress two (2) priority stages within the current available budget, with remaining stages able to be considered progressively as future funding becomes available. The project will be managed through existing Council resources, with Facilities Management responsible for contract administration, coordination and monitoring.

Legal Authority & Implications
Not Applicable.

Policy Implications
Not Applicable.

Risk Implications (Strategic, Operational, Project Risks)
The primary project risks include:

- Staging and coordination of works within an occupied building.
- Business continuity during construction.
- Temporary staff relocation during the works.
- WHS and safe separation of construction activities from occupied areas.
- Unforeseen conditions, variations or project delays.
- Coordination of building, electrical and mechanical services.
- Communication between Council, the contractor and affected staff.

These risks will be managed through progressive staging, appropriate staff notification, WHS controls, regular inspections and ongoing contractor coordination.

Attachments
None

TECHNICAL SERVICES

7.5.3. TBSC/26/028 - Ayr Aerodrome Reseal Runway

File Reference: **3008 and TBSC/26/028**

Report Author: **Dean Pappalardo, Technical Officer Design**

Authoriser: **Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)**

Meeting Date: **22 September 2026**

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Plan, build and maintain infrastructure that enhances and extends the life of community assets.

Executive Summary

This report seeks Council approval to award Contract TBSC/26/028 – Ayr Aerodrome Reseal Runway for the undertaking of runway resealing works at the Ayr Aerodrome.

Officer's Recommendation

That Council:

1. awards Contract TBSC/26/028 Ayr Aerodrome – Reseal Runway to Fulton Hogan Industries Pty Ltd for the total lump sum price of $377,695.60 (excluding GST).
2. delegates authority under section 257(1)(b) of the *Local Government Act 2009* to the Chief Executive Officer to negotiate, finalise and execute all matters associated with the contract.

Background

The Ayr Aerodrome runway provides an important service to the Burdekin community by enabling light aircraft access to a safe and suitable landing facility. The runway has been identified as showing signs of deterioration and has not received significant maintenance or renewal works in recent years. Council secured funding through the Australian Government's Regional Airports Program Round 4 and committed to resealing the Ayr Aerodrome runway to extend its service life and provide a safe landing platform for visitors and community air traffic.

Following completion of a Runway Geotechnical Investigation and a Pavement Strength Rating Report, the works were scoped to include:

- Surface texture depth testing
- Seal design as proposed in the Pavement Strength Rating Report
- Preparation and completion of runway seal
- Completion of linemarking

The tender opened in VendorPanel on 28 August 2026 and closed on 11 September 2026, with three (3) responses received from Townsville-based companies. The tender was advertised on Council's website and in Burdekin Life. The evaluation panel consisted of three (3) Council Officers, with assessment criteria comprising Value for Money, Demonstrated Experience, Methodology and Local Content. No conflicts of interest were identified.

Evaluation Results
All tender submissions were assessed against the nominated evaluation criteria. Following review of the tender responses, the RPEQ consultant engaged to complete the initial investigation was consulted to provide an independent review of the final tender solutions.

Tenderer	Value for Money (50%)	Demonstrated Experience (20%)	Methodology (20%)	Local Content (10%)	Overall Score
Company A	4.07	1.60	1.47	0.23	7.37
Company B	4.04	1.93	1.93	0.17	8.07
Company C	4.00	1.87	1.60	0.20	7.67

The successful tenderer provided a solution that met the requirements of the scope and supporting reports issued during the tender process. The scope required 10mm and 5mm aggregates to manage the risks of FOD (Foreign Object Debris) associated with larger aggregate sizes. The two (2) unsuccessful respondents proposed 10mm and 7mm aggregate sizes, which increased Council's risk exposure.

The successful tenderer provided details of previous airport works it had completed. During the tender phase, the successful tenderer completed preliminary texture depth testing to inform its tender response.

The successful tenderer represents best value for money, as the project requires specialised treatments and works must be completed by 31 October 2026. The timing of works is essential. The successful tenderer has demonstrated experience in similar reseal programs, provided a solutions-based approach and supplied a comprehensive methodology outlining how the project will be completed.

Consultation
Council completed a Runway Geotechnical Investigation and a Pavement Strength Rating Report through a qualified external supplier to guide the runway seal scope.

Budget & Resource Implications
The project will utilise the approved budget of $465,000, which includes funding from the Australian Government's Regional Airports Program Round 4 and Council's capital budget.

Legal Authority & Implications
Local Government Act 2009
Local Government Regulation 2012

Policy Implications
Procurement Policy
Work Health & Safety Policy

Risk Implications (Strategic, Operational, Project Risks)
1. Cost escalation - The project budget is $465,000.00 and the tender amount it $377,695.60, with further costs possible due to changes in bitumen prices.
2. Schedule delays - Delays may occur due to weather conditions or contractor availability, which may affect the funding acquittal timeframe.

Attachments
None

WATER AND WASTEWATER

7.6.1. Faulty or Broken Water Meter Policy

File Reference: 1819

Report Author: Genevieve Smith, Operations Administrative Support Officer

Authoriser: Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Corporate Plan 2025-2030

- Improve water and sewerage network reliability and efficiency through planned infrastructure renewals and upgrades.

Burdekin Shire Council Operational Plan 2026-2027

WW4 Ensure operational responsiveness and departmental performance of the Water and Wastewater team aligns with Council's Customer Service Charter and agreed service timeframes.

Executive Summary

The Faulty or Broken Water Meter Policy provides a transparent and equitable process for managing water consumption charges where a water meter is found to be faulty, inaccurate or broken. The policy outlines Council's responsibilities regarding the repair and replacement of water meters, establishes procedures for testing water meters upon customer request, and provides a method for calculating water consumption where a meter has stopped or is recording inaccurately. The policy supports fair and consistent billing practices while ensuring that customers are not disadvantaged by faulty metering equipment.

Officer's Recommendation

That Council adopts the revised Faulty or Broken Water Meter Policy as attached to this report.

Background

The Faulty or Broken Water Meter Policy establishes Council's approach to managing circumstances where water meters are found to be faulty, damaged or incorrectly recording water consumption.

The policy applies to water connections within the Burdekin Shire Council water service areas that are not used solely for fire services.

The policy provides for:

- Council to repair or replace water meters that have failed due to deterioration or normal wear and tear.
- Recovery of costs from property owners where meter damage has been caused by a third party.
- Testing of water meters at the request of customers where concerns exist regarding meter accuracy.
- Refund of testing fees and adjustment of water usage charges where a meter is found to be operating outside the acceptable tolerance.
- A methodology for estimating water consumption where a meter has stopped or is proven to be faulty.

The policy assists Council in maintaining equitable billing practices and ensuring consistency in the administration of water consumption charges.

Consultation
The Faulty or Broken Water Meter Policy was presented to the Council Workshop held on 15 September 2026 for review and consideration by Council and the Executive Leadership Team.

Budget & Resource Implications
This policy does not create any additional budgetary requirements and can be administered within existing operational budgets and resources.

Where water meters are deemed faulty due to deterioration or general wear and tear, Council will continue to meet the costs associated with repair or replacement through existing water infrastructure maintenance programs.

Legal Authority & Implications
The policy supports Council's obligations under the *Water Supply (Safety and Reliability) Act 2008* and provides an administrative framework for the fair determination of water consumption charges where metering equipment has failed or is operating inaccurately.

There are no identified adverse legal implications associated with the adoption of the policy.

Policy Implications
This report relates directly to the Faulty or Broken Water Meter Policy (WRN-POL-0001).

The policy establishes clear procedures for:

- Repair and replacement of faulty water meters.
- Testing of water meters.
- Adjustment of customer accounts where inaccurate meter readings occur.
- Calculation of estimated water consumption during periods when meters are not functioning correctly.

This policy promotes transparency, consistency and fairness in the administration of water consumption charges.

Risk Implications (Strategic, Operational, Project Risks)
Faulty or broken water meters present a risk of customers being incorrectly charged for water consumption. The policy mitigates this risk by providing a consistent and transparent process for testing meters, adjusting accounts and estimating usage where metering equipment has failed.

Adoption of the policy assists Council in reducing financial, operational and reputational risks associated with inaccurate water billing and supports the Local Government principles of transparent and effective decision-making in the public interest.

Attachments
1. Faulty or Broken Water Meter Policy

Faulty or Broken Water Meter Policy

Policy Type	Corporate
Function	Water Supply
Policy Owner	Manager Water and Wastewater
Policy Contact	Supervisor Water and Wastewater
Effective Date	13 June 2023

Purpose

The purpose of this policy is to provide Council with a method of charging for water consumption where the water meter has been found to be faulty or broken.

Scope

The Water Meter Policy (the 'Policy') applies to water connections in the water service areas within Burdekin Shire Council that are not used solely for fire services.

Policy Statement

Where a water meter has been found to be incorrectly recording water consumption the following will occur:

Faulty or Broken Water Meters

Council will be responsible for the cost to repair or replace water meters that are deemed faulty due to deterioration or general wear and tear.

If the damage was found to be caused by someone other than Council staff, Council will charge any costs incurred in repairing a damaged or broken water meter to the property owner. If the meter was not damaged by the owner, it is the owner's responsibility to recoup the fees from the third party.

Testing of Water Meters

If a customer believes a water meter is recording inaccurately the customer may, upon prepayment of the *Testing of a Meter Fee*, request that the meter be tested either independently or by Council. Council will remove the meter and replace it with a temporary meter. The removed meter will be tested. Upon receiving the results, Council will deem the meter to be accurate if it is reading within ±5% of the actual quantity of water passing through it.

If the water meter is not functioning correctly the following will occur:

- The test fee will be refunded;
- The meter will be replaced at no cost to the resident;
- The associated water usage will be adjusted.

Calculating Water Usage when a Water Meter has Stopped or is Faulty

When a water meter has stopped or has been proven to be faulty, Council will adjust the customer's account accordingly. Council will estimate the consumption by considering the daily average consumption of a comparative period or the whole of the previous financial year, whichever is the lowest, and multiplying this average by the number of days the meter is out of order or registering inaccurately.

Exceptions

Nil.

Objectives

To achieve an economical outcome for both the Rate Payer and Council.

Risk Management

Council acknowledges the risk that broken or faulty water meters can lead to incorrect water consumption charges being applied to water connections within the water service areas of Burdekin Shire. Council supports the Local Government Principle of transparent and effective process, and decision-making in the public interest. This policy is a control measure to ensure that fees for water consumption are charged fairly when faulty or a broken water meter has been detected. The policy provides a transparent and equitable process to reduce the risk of customers being unfairly charged and outlines an equitable process for the replacement of faulty meters.

Legislation

Water Supply (Safety and Reliability) Act 2008

Definitions and Abbreviations

Billing Period	the time between meter readings which occur two times per year.
Resident	property owner or tenant who resides at the property.
Council	means Burdekin Shire Council.
Owner	individual or entity in possession of title for the land.

Document History and Version Control

Title of Document	Faulty or Broken Water Meter Policy
Document Reference Number	WRN-POL-0001 Rev 3
Review Schedule	36 months
Council Meeting Date	13 June 2023
Council Resolution Number	1756324

WATER AND WASTEWATER

7.6.2. Burdekin Developments Pty Ltd - Undetected Water Leak

File Reference: 1291

Report Author: Genevieve Smith, Operations Administrative Support Officer

Authoriser: Julian Tickle, Director Infrastructure Planning & Environmental Services (Acting)

Meeting Date: 22 September 2026

Link to Corporate/Operational Plan:

Burdekin Shire Council Operational Plan 2026-2027
WW4 Ensure operational responsiveness and departmental performance of the Water and Wastewater team aligns with Council's Customer Service Charter and agreed service timeframes.

Executive Summary
Council has received a request from Burdekin Developments Pty Ltd for the outstanding water consumption charges associated with an undetected leak at 9 Chippendale Street, Ayr, to be placed on an interest-free payment arrangement over a period of six (6) to twelve months, including the waiver of penalty interest.

The property owner's application for an undetected water leak adjustment was previously declined, as the property is classified as commercial and does not meet the eligibility requirements of Council's Undetected Water Leak Policy. The matter now presented for Council's consideration is limited to the request for an interest-free payment arrangement.

Officer's Recommendation
That Council:

1. decline the request from Burdekin Developments Pty Ltd for an interest-free payment arrangement and waiver of penalty interest for the outstanding water consumption charges associated with 9 Chippendale Street, Ayr; and
2. advise the property owner that the outstanding amount remains payable in accordance with Council's existing rates, charges and debt recovery arrangements.

Background
Elevated water consumption at the property was identified over an extended period, with a high-water usage advisory issued in May 2024. Following receipt of two (2) subsequent rates notices showing increased daily water consumption, the property owner identified and repaired a leak. This has now reduced water usage at the property.

The property owner subsequently lodged an application seeking financial relief under Council's Undetected Water Leak Policy. The application was assessed and declined because the property is classified as commercial and did not meet the policy's eligibility requirements. Council's current policy principally provides assistance to eligible residential property owners, with limited provision for the trade waste component of charges for qualifying non-residential properties holding a permit to discharge to sewer.

The water supplied to the property was recorded by the meter and consumed on the property side of the connection. The associated water consumption charges therefore remain the responsibility of the property owner. The decision regarding eligibility for an undetected water leak adjustment is not being reconsidered

through this report.

Burdekin Developments Pty Ltd has requested that the remaining water consumption charges be placed on an interest-free repayment arrangement over a period of six (6) to twelve months and that any associated penalty interest be waived. The request refers to the actions undertaken by the property owner to repair the leak and arrangements reportedly offered by some larger water utilities.

Council does not currently have a policy or established practice that provides interest-free payment arrangements for water consumption charges in these circumstances. Council's Rates and Charges Recovery Policy provides for appropriate time to pay overdue rates and charges where financial difficulty is identified, however, the Revenue Policy provides that interest is charged on rates and utility charges that remain overdue after the due date.

Consultation
The matter was presented to the Council Workshop held on 15 September 2026 for consideration by Councillors and the Executive Leadership Team. The workshop presentation outlined the history of the water consumption, the outcome of the undetected water leak application, the customer's request and the potential equity, financial, precedent and administrative implications of approving an interest-free arrangement.

Internal consultation has occurred with relevant Water and Wastewater and Financial Services officers in relation to the application, outstanding charges and existing payment and debt recovery arrangements.

Budget & Resource Implications
Declining the request would have no direct impact on the adopted budget, as the outstanding water consumption charges and any applicable interest would continue to be recovered under Council's existing arrangements.

Approval of the request would result in Council forgoing interest that would otherwise apply during the approved repayment period. It would also create additional administrative requirements to establish, monitor and manage a non-standard interest-free arrangement.

The exact financial impact would depend on the outstanding balance, the repayment period approved by Council and the amount of penalty interest that would otherwise accrue. Approval may also lead to similar requests from other ratepayers, with the potential for broader cumulative financial and administrative impacts.

Legal Authority & Implications
Council's management and recovery of rates, utility charges and overdue amounts is undertaken in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Council's adopted revenue and recovery policies. Council's Revenue Policy provides for interest to be charged on rates and utility charges remaining overdue immediately after the due date for payment.

Council may determine the request by resolution. If Council approves an arrangement that differs from its established policies and practices, the reasons and conditions supporting that decision should be clearly recorded to support transparency, consistency and sound financial governance.

Policy Implications
The request is not supported by Council's current Undetected Water Leak Policy, Rates and Charges Recovery Policy or Revenue Policy.

The Undetected Water Leak Policy does not provide a general water consumption rebate for commercial properties. Its non-residential provision is limited to eligible trade waste adjustments in specified circumstances.

Council's Rates and Charges Recovery Policy allows appropriate time for payment where financial difficulty

is identified but maintains the principle that overdue rates and charges should be recovered diligently and equitably. Council's Revenue Policy provides for interest to be charged on overdue rates and utility charges.

Approval of an interest-free arrangement in this instance would therefore represent a departure from Council's existing policy position and standard practices.

Risk Implications (Strategic, Operational, Project Risks)
Approval of the request may create a precedent for similar applications from other commercial or residential customers with high water accounts, increasing financial and administrative impacts for Council. It may also result in perceptions of inequity among ratepayers who have paid outstanding water consumption charges and applicable interest in accordance with existing arrangements. Declining the request maintains consistency with Council's current policies and debt recovery practices.

Attachments
None