

BURDEKIN SHIRE COUNCIL

# ANNUAL REPORT



2022/23



## **Burdekin Shire Council Annual Report for 2022/23**

Burdekin Shire Council presents the 2022/23 Annual Report which provides a comprehensive account of Council's performance, challenges and achievements for the past financial year (1 July 2022 – 30 June 2023).

This Annual Report is part of Council's commitment to open, transparent and accountable governance. It identifies community service delivery and demonstrates how Council is meeting the strategic objectives set out in the Corporate Plan 2022-2027 and Operational Plan 2022/2023.

Council's vision, strategic objectives and strategies further improve services and facilities as described in the Corporate Plan, Operational Plan and Budget, and are reported in this Annual Report.

We respectfully acknowledge the Bindal and Juru people of the Birri Gubba nation as the traditional custodians of the land on which we live and work.





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# About our Council





# Shire Profile

Situated on the doorstep of the magnificent Great Barrier Reef, the Burdekin Shire presents an exquisite blend of untouched natural splendour and a thriving rural community ambiance.

Positioned just a short one-hour drive south of Townsville, the Burdekin region is renowned for its abundant sunshine, fertile agricultural land, and ample water resources. Thanks to the Burdekin River, an expansive underground aquifer, and the Burdekin Falls Dam, the area boasts remarkable resilience against drought.

Encompassing approximately 5,059 square kilometres and with a population of around 17,000 residents, this area showcases robust horticultural, aquaculture, and manufacturing sectors, alongside the primary agricultural industry of sugar cane cultivation.

Within the Burdekin region, you will find four sugar mills where the harvested sugar cane is crushed to extract its juice, which is then processed into raw sugar, molasses, and bagasse – a fibrous material used as fuel for the mills. From June to November each year, the sugar cane crops are burned before harvesting, creating awe-inspiring scenes of towering flames and billowing smoke, casting a mesmerising aura across the horizon.

With over 30 kilometres of unspoiled beaches, nine public boat ramps, nine major parks, four publicly controlled swimming pools, two libraries, an incredible art trail, and several cultural venues – including a magnificent 472 seat theatre – the Burdekin region offers a diverse range of attractions and activities to suit every individual's interests.



**16,890**  
residents



**5,059km<sup>2</sup>**  
land area



**\$1.3 billion**  
gross regional product



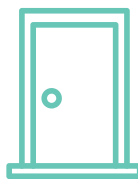
**8,165**  
local jobs



**Agriculture**  
largest industry



**\$509 million**  
annual agriculture output



**\$41 million**  
building approvals in 22/23

# Mayor's Report



Welcome to the 2022/23 Annual Report – a chance to reflect on and celebrate empowering and enhancing our region.

During the past year, the Burdekin has witnessed significant progress in various areas, contributing to the overall well-being and advancement of the community.

The opening of the Water Park at the Burdekin Aquatic Centre in February 2023 has proven to be a wonderful asset with outstanding patronage. Work is progressing on the kiosk and entrance and associated roadwork development in Macmillan Street.

The world-first Macro-Algal Treatment Facility being built in the Burdekin hit a major milestone, with Council commencing construction of a six-hectare earth pad at the Ayr Wastewater Treatment Plant. A joint initiative between Council and RegenAqua and backed by technology developed over a decade by James Cook University. The innovative facility uses native green algae to treat wastewater and remove nutrients such as phosphorus and nitrogen.

The commencement of earthworks at the site was quite literally a ground-breaking moment. This project will not only create economic opportunities for the community but will help reduce the carbon footprint and protect the environment with the facility being significantly cheaper to both construct and operate than a traditional tertiary wastewater treatment plant.

Community parks underwent notable upgrades, particularly Lynch's Beach, Groper Creek and Memorial Park in Home Hill. These improvements transformed the spaces into beautiful and inviting areas for the entire family to enjoy and have proven to be popular for residents and visitors.



One of the highlights this year was Burdekin's signature destination event, the *Sweet Days Hot Night Festival*, which saw an impressive attendance of over 4,000 participants. A vibrant celebration that paid homage to the rich heritage and culture while honouring the vital role the sugar industry has in shaping the region's identity. The festival showcased the region's people, produce and culture, exceeded expectations and further solidified its position as a must-attend North Queensland event.

The overwhelming turnout and positive feedback from attendees throughout the festivities is a testament to the incredible efforts of the dedicated team, as well as the support of the sponsors and community. The "Arts by the Sparks" installation, a first of its kind, also proved to be a major highlight adding an extra layer of enrichment and cultural appreciation to the festival.

October marked a proactive period for key disaster projects with Council delivering school programs, distribution of the new Burdekin Emergency Action Guide and a range of activities for Get Ready Burdekin Week.

Council continued its partnership with Smart Precinct NQ which saw Smart Hub Burdekin host a series of impactful business-building workshops and an array of valuable business support services including mentoring, educational programs, and networking opportunities. This partnership has proven beneficial in nurturing and empowering Burdekin small businesses, entrepreneurs and the broader business community.

I would like to thank the Federal and State Governments for their funding support which allows Council to deliver a variety of significant projects, including infrastructure and experiences which would otherwise not be possible.

As I write my last Annual Report for this term, I proudly look back over the last four years and know that the Burdekin community spirit is alive and thriving.

I want to extend my sincere appreciation to the Councillors, CEO Mr Terry Brennan, Senior Leadership Group and all staff who work collaboratively for the ongoing sustainability and further advancement of the Burdekin Shire. The continued hard work and commitment to plan strategically and deliver programs and services is to be commended as we continue to make the Burdekin Shire an even better place to live, work, play, visit and invest.

I am proud to present Council's 2022/23 Annual Report for your perusal.



**Cr Lyn McLaughlin**  
**Mayor - Burdekin Shire Council**

# Chief Executive Officer's Report

The 2022/23 financial year has been a productive one for Council after the significant disruptions caused by Covid in the previous year to our workforce and supply chains. There are still some lingering impacts affecting the supply and cost of materials, but a number of the key projects identified in my previous annual report have either been completed or are well advanced.

The signature project for the year was the completion and opening of the new water park at the Burdekin Aquatic Centre. The water park was officially opened in February 2023 and has proven to be a great community asset, providing enhanced recreational and leisure opportunities, improving the liveability of our area.

Funding for this project was provided by the State Government under the Works for Queensland program, which has funded the upgrading and construction of a number of community assets over four rounds of funding.

Another key project completed during the year was the upgrading of the Ayr water supply through the construction of a new 10 Megalitre reservoir, installation of pumps and control equipment. The project provides improved treatment of the water supply and greatly improves the resiliency of the system in the event of disruptions. The \$11.9 million project was fully funded by the State Government.

An exciting project that commenced during the year is the Macro-Algae Bioremediation project at the Ayr-

Brandon Waste Water Treatment Plant (WWTP). This project is a world first involving the construction of a facility that will use macro-algae to tertiary treat the existing effluent water from the WWTP, significantly reducing the levels of nitrogen and phosphorous in the water discharged to the environment.

The project is being funded by the Council and the State Government, with the construction of a six hectare earthworks pad on which the treatment ponds will be located being well advanced. Negotiations with RegenAqua, the company that holds the proprietary technology for the treatment process, are proceeding well and will be completed early in the new financial year.

The *Sweet Days Hot Nights Festival* was successfully held in May 2023, using a revised format with the Multi-cultural festival and first fire being held on a Friday night and the Australian Cane Cutting Championships held on the Saturday at the Home Hill Showgrounds. The event was a great success, with increased numbers and a broader reach than in the past. Congratulations to the Economic and Community Development teams for the success of the event.

From an organisational perspective it was a challenging year for Council with difficulties experienced in filling vacancies in key areas, an issue that many employers had to contend with. Despite this, our responsiveness to operational issues was once again excellent, with a closure rate of in



excess of 90% achieved for completion of customer requests within target time frames.

The Council continues to invest in improving its core business system Technology One through transitioning to the Ci Anywhere platform, which will enhance the mobility of our operations and provide staff with access to up to date information anywhere. Business processes are also being reviewed and updated as part of this upgrade.

As we look ahead to next year, important priorities for Council include completion and commissioning of the Macro-Algae Bioremediation Facility, commencement of construction of the next stage of the Ayr Industrial Estate, securing state funding to commence construction of a new filtration plant for the Ayr water supply and completion of works for the new pool entry and kiosk at the Burdekin Aquatic Centre.

I would like to thank the Mayor, Cr Lyn McLaughlin, the Councillors and the Executive Leadership team for their strategic direction of Council over the past year. Thanks are also extended to our dedicated employees, who have worked hard over the past year to provide a high standard of services and facilities to the community, despite the challenges. Your contribution is appreciated and reflected in the positive feedback we receive from the community.



*Terry Brennan*

**CEO - Burdekin Shire Council**




# Our Councillors

 **Chair**  
 **Deputy Chair**

 **Alternate**  
 **Subcommittee**

## Councillor Lyn McLaughlin Mayor



Cr McLaughlin is Council's representative on:

- Burdekin Community Advisory Network (Townsville Hospital and Health Service)
-  Burdekin Local Disaster Management Group
-  Burdekin Shire Rivers Improvement Trust
-  Burdekin Water Futures
-  North Queensland Regional Organisation of Councils
- North Queensland Regional Roads and Transport Group
- Reef Guardian Councils
- Townsville District Disaster Management Group



## Councillor Sue Perry Deputy Mayor

Cr Perry is Council's representative on:

- Audit Committee
-  Burdekin Local Disaster Management Group
- Community and Cultural Development Advisory Group
- Community Grants Panel
-  Regional Arts Development Fund Committee



## Councillor John Bonanno Councillor




Cr Bonanno is Council's representative on:

-  Community and Cultural Development Advisory Group
- Home Hill Chamber of Commerce
- North Queensland Sports Foundation
- Regional Arts Development Fund Committee



## Councillor Kaylee Boccalatte Councillor


Cr Boccalatte is Council's representative on:

-  Economic Development Advisory Group
- Burdekin Shire Rivers Improvement Trust
- Lower Burdekin Water Board
  -  Finance and Audit
  -  Communication Focus Group



## Councillor Max Musumeci Councillor

Cr Musumeci is Council's representative on:

- Burdekin Bowen Integrated Floodplain Management Advisory Committee
- Economic Development Advisory Group
- Lower Burdekin Landcare Association
-  Road Safety Committee



## Councillor Michael Detenon Councillor

Cr Detenon is Council's representative on:

- Audit Committee
- Ayr Chamber of Commerce
- Bowen-Burdekin Local Marine Advisory Committee
- Economic Development Advisory Group
- Reef Guardian Councils



## Councillor John Furnell Councillor

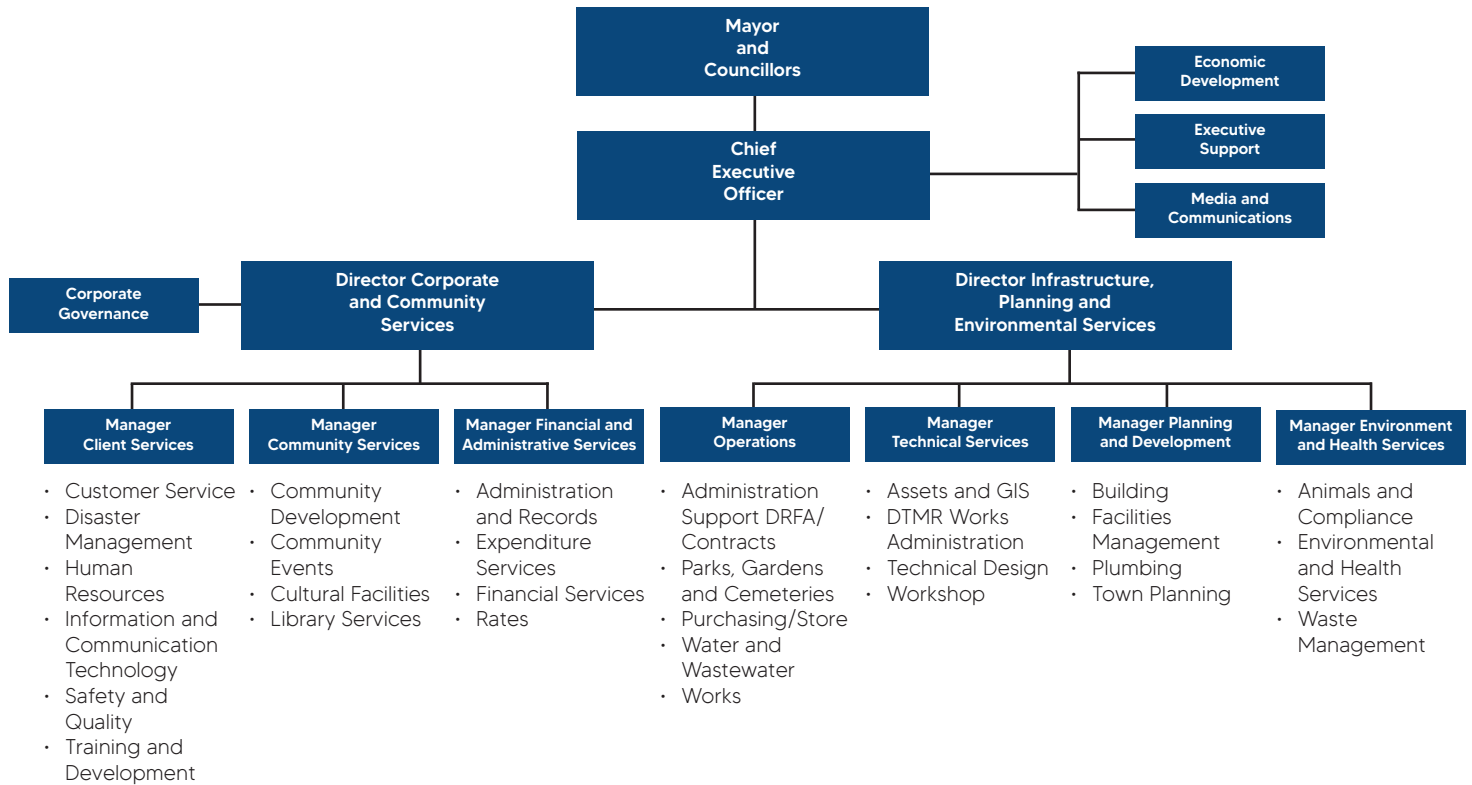
Cr Furnell is Council's representative on:

- Burdekin Community Association
- Burdekin Local Disaster Management Group
- Burdekin Neighbourhood Centre Association
- Community and Cultural Development Advisory Group
- Local Authority Waste Management Advisory Committee
- North Queensland Resource Recovery Group
- Townsville Area Palliative Care Plan 2020-24 Working Group





# Organisational Structure



## Our Values

### Honesty

We are open and truthful in everything we do in order to build and maintain trust within our organisation and the community we serve.

### Teamwork

We are one team that works together to achieve positive outcomes for the community.

### Respected

We strive to earn the respect of our colleagues and the community by listening, responding and consulting in our decisions and actions.

### Community Focussed

We provide services for the improvement of our community in which we live, work and play.

### Motivated

We are passionate about what we do and genuinely believe making a difference matters.

### Supported

We value each other's wellbeing in striving to create a caring and healthy workplace and community.



## Our Vision

A prosperous, connected and inclusive community built on the Shire's strong rural foundations.



## Our Mission

To achieve our vision through leadership, partnerships and outstanding service.

# Milestones this Financial Year

- Sing it out! – Youth wellbeing sessions
- Reef Fest 2022
- National Tree Day
- Australian Festival of Chamber Music Free Community Concert
- Ready Set Go! – Early Childhood community expo
- Burdekin Water Park project site handed over to Playscape Creations

**July 2022**

- Youth First Aid Course -Youth Council initiative
- Passing of Her Majesty Queen Elizabeth II
- September School Holiday Program at Burdekin Libraries
- Community Recovery Workshop
- SES Week celebrations
- Burdekin Water Park Slab was poured

**September 2022**

- \$2 million dollar funding announced for earthworks for world first Macro-Algae Water Treatment Facility
- Free dump day
- Smart Hub Burdekin – Free Business Mentoring Sessions
- Upgraded Giru Riverview Sports Complex opened

**November 2022**

**August 2022**

- National Science Week Competition – Youth Council
- Burdekin Library Author Talk with Elizabeth Rimmington
- “Cane Change” promotion to attract workers for the crushing
- Free Box Fit Youth Sessions
- Alva Community Connect consultation BBQ Lunch

**October 2022**

- 12 residents became Australian Citizens at Council’s Citizenship ceremony
- Great Barrier Reef Clean-up at Lynch’s Beach, Alva
- Burdekin Get Ready week
- Author visit – Chris Hammer – Burdekin Library
- Senior’s Month Expo and Luncheon

**December 2022**

- Community Christmas Carols at the Home Hill State High School Oval
- School holiday program – Burdekin Libraries
- Burdekin creeks and estuaries featured in Reel Action TV on Channel 10
- Water Park taking shape





- Ayr's 10ML Water Reservoir completed and operational
- Communities of Giru, Rita Island and Groper Creek put on flood warnings
- Mount Inkerman Nature Trail reopened following repairs due to flood damage
- Commencement of construction of kiosk at Burdekin Aquatic Facility
- 2023 Australia Day Ceremony

### January 2023

- Fast Track Talent Showcase
- Small Business Social Media Workshop
- Burdekin Industry Breakfast
- Community connect - Jarvisfield and Rita Island community consultation
- Sport and Recreation Forum
- New Youth Council Executive appointed

### March 2023

- Lynch's Beach, Alva Community Clean-Up
- New playground Equipment installed at Groper Creek
- *Sweet Days Hot Nights Festival*
- Flying Fox Dispersal Activities undertaken at Kidby's Gully Home Hill
- Implementation of new Cemetery Software
- New Residents Survey launched

### May 2023

### February 2023

- Opening of Burdekin Water Park
- Giru Community on major flood warning
- 40th Birthday Celebrations for Burdekin Theatre
- New Burdekin Shire Planning Scheme adopted
- Live Broadcast from Alva on Channel 9 by Today Show weather team

### April 2023

- Youth Council Pool Party for Queensland Youth Week
- Rural asphalt works
- Arts and Culture Forum

### June 2023

- Wheel of Well-being six-week course commenced
- Library and Theatre services Survey
- Community Biosecurity Awareness Session
- Burdekin Pet Fair
- Burdekin Industry Breakfast



# Community Financial Report

The Community Financial Report is prepared to provide a simplified version of Council's financial statements for the year ended 30 June 2023. This report provides the community the opportunity to have a greater understanding of Council's financial performance and position.

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:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Measures of Financial Sustainability

## Council's Result at a Glance

|  | 2023<br>\$         |
|--|--------------------|
| Recurrent (operating) income           | 61,822,843         |
| Recurrent (operating) expenditure      | 55,802,033         |
| <b>Operating position</b>              | <b>6,020,810</b>   |
| Capital income                         | 11,538,057         |
| Capital expenses                       | 1,476,729          |
| <b>Net Result</b>                      | <b>16,082,138</b>  |
| Total Assets                           | 716,590,991        |
| Total Liabilities                      | 37,910,386         |
| <b>Net Community Assets</b>            | <b>678,680,605</b> |
| <b>Total Capital Works Expenditure</b> | <b>22,194,714</b>  |

## Statement of Comprehensive Income

The Statement of Comprehensive Income summarises 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.

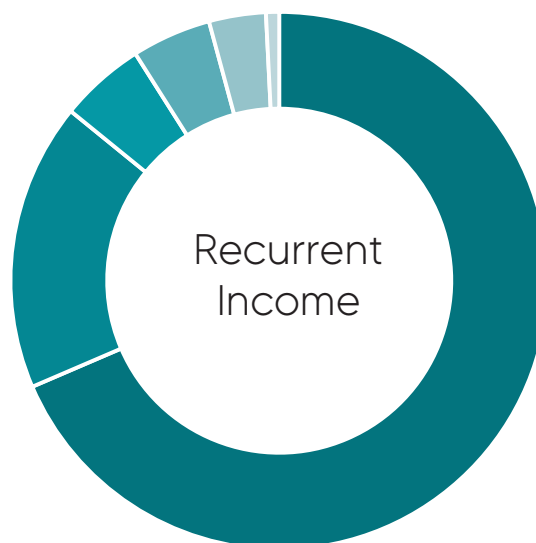
### Recurrent Income - Where did the money come from?

Council's recurrent revenue is from various sources including rates and levies, grants and subsidies, fees and charges, sale of contract and recoverable works and other recurrent income.

Own source revenue is revenue from Council's rates and levies, and fees and charges.

This year 73.69% of recurrent 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.

The following chart shows the different sources of recurrent income:



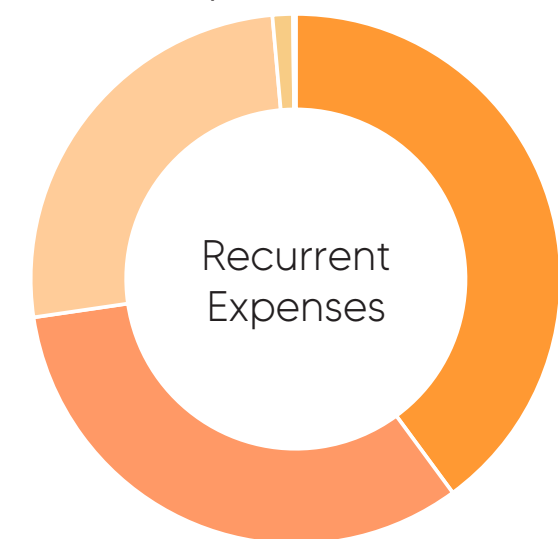
- Rates and levies \$42,375,513
- Operating grants, subsidies and contributions \$10,710,371
- Fees and charges \$3,179,005
- Interest received \$2,953,447
- Sales of contract and recoverable works \$2,114,829
- Other recurrent income \$489,678

### Recurrent Expenses - Where was the money spent?

Council's recurrent expenses include employee benefits, materials and services, depreciation, amortisation and finance costs. Incurring these expenses is a result of Council's day to day operations which includes administering corporate functions, providing services, operating community facilities and maintaining community assets. Council reports on these expenses each month to ensure compliance with policies and 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 the asset utilisation.

The following chart shows the different sources of recurrent expenses:



- Employee benefits \$22,274,224
- Materials and services \$18,289,284
- Depreciation \$14,449,025
- Finance costs \$694,065
- Amortisation \$95,435

## 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 net wealth is determined by deducting total liabilities from total assets; the larger the net equity the stronger the financial position.

Council's Financial Position at 30 June 2023:

|                               |                      |
|-------------------------------|----------------------|
| <b>What we own</b>            | <b>\$716,590,991</b> |
| Current Assets                | \$88,632,934         |
| Non-current Assets            | \$627,958,057        |
| <b>What we owe</b>            | <b>\$37,910,386</b>  |
| Current Liabilities           | \$17,569,226         |
| Non-current Liabilities       | \$20,341,160         |
| <b>Total Community Equity</b> | <b>\$678,680,605</b> |

### Assets - What do we own?

Council's assets are represented by cash and cash equivalents, receivables (money owing to Council), inventories, contract assets (grants not yet received for capital works undertaken), other assets, property, plant and equipment and intangible assets. At 30 June 2023, Council's assets totalled \$716,590,991.

Council's most significant asset class is property, plant and equipment, which equates to 87.5% of Council's total assets.

In 2022/23, Council spent \$22,194,714 to renew, upgrade and build new community assets.

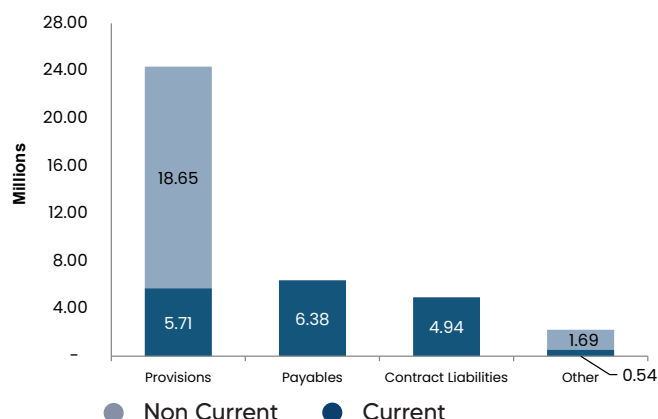
### Capital Expenditure by Asset class:

|  |                       |             |
|--|-----------------------|-------------|
|  | Water                 | \$5,066,467 |
|  | Other Assets          | \$4,471,919 |
|  | Transport             | \$7,317,399 |
|  | Plant and Equipment   | \$1,376,096 |
|  | Sewerage              | \$2,289,221 |
|  | Buildings             | \$1,287,721 |
|  | Drainage              | \$75,408    |
|  | Land and Improvements | \$310,483   |

### Liabilities - What do we owe?

Council's liabilities include accounts payable (money owed to suppliers), contract liabilities (money received in advance to construct and repair Council controlled assets), provisions for future rehabilitation costs of landfill sites, amounts owed to employees both now and in the future and revenue received in advance.

Council's liabilities increased to \$37,910,386 in 2022/23. This was mainly due to contract liabilities.





## Statement of Changes in Equity

The Statement of Changes in Equity illustrates how the net worth of Council has changed as a result of activities undertaken during the period. This statement summarises the movements in the asset revaluation surplus and retained surplus.

The retained surplus increased to \$288,829,383 at 30 June 2023. The asset revaluation surplus increased to \$389,851,222 as a result of an increase on revaluation of council's assets of \$31,240,755.

## 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 excludes non-cash items such as depreciation and amortisation. The cash transactions are categorised into being from operating, investing or financing activities. This means it groups Council's normal operations, investment in property, plant and equipment and repayment of borrowings.

In 2022/23 Council's cash increased by \$14,185,673. Cash available is used to invest and utilise for future outlays mostly for specific purposes such as future infrastructure. Some of Council's cash is subject to external restrictions.

## Financial Sustainability Measures

Financial sustainability is achieved through Council's ability to maintain infrastructure and remain financially viable over the long term. The three levels of financial sustainability outlined in section 169(5) of Local Government Regulation 2012 are: Operating Surplus Ratio; Asset Sustainability Ratio; and Net Financial Liabilities Ratio. The ratios help to demonstrate the relationship between key numbers in Council's financial statements.

There are target ranges set by the Department of State Development, Infrastructure, Local Government and Planning to be considered as planning tools to assess Council's current sustainability strategy over the long term and are not necessarily intended to be met each financial year.

### Operating Surplus Ratio

*This ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.*

| Target             | 2023  | 2022  |
|--------------------|-------|-------|
| Between 0% and 10% | 9.74% | 5.17% |

Council is within the target range for this ratio. This demonstrates that Council has been able to use operational revenue to fund operational expenditure and will be able to fund future capital expenditure while maintaining the service levels expected by ratepayers.

### Asset Sustainability Ratio

*This ratio is an approximation of the extent to which the infrastructure assets (long life assets, e.g. water, sewerage, roads, etc.) managed by Council are being replaced as they reach the end of their useful lives.*

| Target           | 2023   | 2022   |
|------------------|--------|--------|
| Greater than 90% | 77.13% | 88.56% |

Council was marginally below the target for this ratio however assets have been renewed within appropriate timeframes. Council's capital program is regularly reviewed to ensure that service levels are maintained and renewals for assets are optimised.

### Net Financial Liabilities Ratio

*This ratio is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.*

| Target               | 2023    | 2022   |
|----------------------|---------|--------|
| Not greater than 60% | -82.04% | -77.4% |

Council has met the requirements for this ratio. Council's current assets exceed total liabilities and therefore there is the capacity to borrow funds if required.

# Alignment to Corporate Plan



# Our Achievements

## Our Performance

Council's Operational Plan 2022/2023 detailed the key activities undertaken by Council to progress towards achieving the strategic objectives detailed in the adopted Burdekin Shire Council Corporate Plan 2022-2027.

Council's activities within the 2022/23 financial year fall into five key strategic areas with highlights outlined below. A more detailed performance assessment is provided in the following sections of this report.

### Vibrant Community

- Upgrades to Giru Tennis Courts - multipurpose sport use
- Grand opening of new Water Park at Burdekin Aquatic Centre in Ayr
- Adoption of Burdekin Aquatic Facilities Strategy
- New park equipment installed at Groper Creek
- Funding provided to Burdekin Community Association
- Financial support provided to Move-It NQ - Box Fit program
- Youth needs survey conducted
- Hosted the *Sweet Days Hot Nights Festival 2023*
- Delivered Workshops for Grant Application Writing to 35 local organisations
- New basketball half court installed at Alva
- Queen Street Fountain upgrade - signage

### Prosperous Economy

- Burdekin Planning Scheme 2022 adopted and effective from 1 March 2023
- Hosted social media workshops for small business, attended by 40 businesses
- 2023 Destination Events Calendar developed and distributed
- Burdekin Industry Breakfasts
- Channel 9 "Today Show" broadcast live from Lynch's Beach at Alva
- Hosted Business Connect information session





## Resilient Infrastructure

- Completion of the Ayr 10 ML capacity Water Reservoir
- Commenced construction of earthworks pad for new Macro-Algal Wastewater Treatment Plant Ayr/Brandon
- New shade sails installed at Watson's Green Skate Park and Ayr CBD
- Completion of annual asset inspection program
- Upgrades to water disinfection infrastructure in Home Hill
- 850m of new footpaths constructed and 200m renewed
- 23kms of roads resealed
- 4.5kms of roads reconstructed

## Sustainable Environment

- Maintained Council's Status as a Reef Guardian Council
- Application of new Planning Scheme, including overlay of Codes for Flood, Fire and Coastal Hazards
- Dune Management Strategy Initiatives implemented
- Aquatic Weed control activities undertaken
- Bat dispersal activities in Home Hill
- Pest plant reduction activities including roadside spraying
- Ongoing surveillance and monitoring of identified pest species in accordance with Biosecurity Plan
- Participation in the Local Government Illegal Dumping Partnership Grant Program
- Successful delivery of a kerb-side collection program, including timely response to customer requests
- Continuation of legacy landfill site environmental monitoring program

## High Performing Organisation

- Facilitation of the community consultation session "Community Connect" held in Jarvisfield/Rita Island community and Alva community
- Progression of Technology One core systems transition from Ci to Ci Anywhere to improve mobility
- Successful delivery of Council's Internal Audit Program
- Council's Procurement Hub updated leading to streamlined procurement outcomes
- Improvements to Council's management of customer requests through a review of request workflows
- Fulfillment of the annual Road Maintenance Performance Contract in collaboration with the Department of Transport and Main Roads
- Training provided to familiarise relevant staff with the updates to Council's disaster management software
- Community Recovery Workshop held at Memorial Hall Home Hill in September 2022
- Training compliance measures met for 100% of employees requiring mandated qualifications

# Vibrant Community

## Healthy, inclusive and socially engaged community

*Support projects and activities to improve public safety, health and inclusiveness through strategic partnerships*

Ross River Virus and other mosquito-borne diseases pose a potential health risk to residents of Burdekin Shire due to climatic conditions and suitable mosquito breeding sites. In alignment with the Queensland Department of Environment and Science's Mosquito Management Code of Practice, Council's commitment to public health and safety has been demonstrated through the implementation of the Mosquito Management Plan 2020/2025. In accordance with the plan, known mosquito breeding sites are monitored for larvae twice weekly and treated with larvicide as required. A combination of aqueous spray, aerial treatments and slow-release pellets are used to reduce mosquito larvae numbers. Council's website also promotes measures that can be taken in every backyard to help remove potential breeding locations and address the problem of nuisance mosquitos.

Another Council initiative aimed at improving public safety, health and inclusiveness was the Burdekin Pet Fair held in Plantation Park on 18 June 2023. This free event provided all animal lovers an opportunity to learn about responsible pet ownership and maybe win a prize for their beloved pooch or parrot. Discounted microchipping was available on the day and for those with no pets at home, the animal petting farm offered a chance for kids to meet some fluffy or feathered creatures. Rescue animals from Angel Paws were also in attendance looking for their "fur-ever" home.

Council's library staff partnered with teachers from the Clare and Millaroo State Schools this year to arrange an outreach visit and a library visit by students and teachers who were able to take advantage of some of the equipment in the library including green screens and video cameras, stop motion video and the sound booth (which can be used to record podcasts). The students used this opportunity to expand their learning and used the green screen to make a documentary about gold rushes.

*Encourage equitable access to facilities and resources*

Burdekin Shire Council is committed to promoting equitable access to facilities and resources through its contemporary and innovative library and cultural venues. Recognising the importance of information and cultural enrichment in fostering a cohesive and inclusive community, the Council has implemented various initiatives to ensure that all residents have equal opportunities to participate and benefit from these valuable resources.

Council's library facilities in Ayr and Home Hill serve as vibrant hubs for learning and engagement. More than just a place to read books, our libraries offer a wide

array of programs catering to different age groups and interests, with a particular focus on addressing potential barriers to access. To bridge the digital divide, the library provides digital literacy classes, empowering individuals with essential computer skills and knowledge to navigate the digital world effectively.

We also recognise the significance of early education and literacy development, as it lays the foundation for lifelong learning. To address this, the library runs an early literacy program specifically tailored for children under five years old. Through interactive storytelling, creative play, and age-appropriate resources, the program aims to instil a love for reading and learning from a young age, promoting literacy equity among all children in the community.

Burdekin Shire Council is dedicated to nurturing the talents and interests of its residents throughout their lives. For this reason, the library offers robotics and coding courses, catering to all age groups, to equip individuals with vital skills for the digital era and encourage participation in the modern workforce. Simultaneously, the Council understands the value of inclusivity and respect for the elderly members of the community. Hence, the library also organises programs tailored specifically for seniors, enabling them to stay connected, engaged, and empowered in their later years. Council's library facilities have welcomed more than 1,500 guests and visitors over the course of the year and have delivered hundreds of sessions from book launches to board games and everything in between.

Beyond the library, the Council's cultural venues serve as vibrant spaces for artistic expression and community gathering. These venues host a diverse range of events and shows, including local performances that celebrate the unique talents and cultural heritage of the community. Simultaneously, the Council actively promotes cultural exchange by inviting travelling artists and performers from various backgrounds, enriching the community's cultural landscape and promoting cross-cultural understanding.

Throughout the 2022/23 financial year the Burdekin Theatre has hosted over 18,000 guests and the Memorial Hall has hosted a further 6,600 guests at a diverse range of events. In addition, the Ayr Showgrounds have hosted 23 events including the Burdekin Show, dog training, birthdays, weddings and wakes and other community meetings. By offering these diverse programs and events, Burdekin Shire Council has demonstrated its commitment to ensuring that all members of the community have equitable access to facilities and resources fostering education, cultural appreciation and personal growth.

### *Provide ongoing support for art, culture, youth, seniors and welfare activities*

Council commenced significant community consultation initiatives throughout the 2022/23 financial year that will help to inform the development of the Burdekin Shire Youth Strategy which will be designed to address the specific needs and aspirations of young people within our community. The strategy is likely to focus on empowerment and participation, positive youth development, youth-friendly services, activities and events, enhancing social inclusion and is hoped to address key challenges that are unique to our youth. These include access to education, preparing for the workforce and dealing with risky behaviours such as substance abuse and mental health issues. The Youth Strategy will leverage the enduring accomplishments of the Youth Council, a body that has remained active and productive for the past 29 years. The Youth Council met on eleven occasions throughout the year and provided volunteer support for a wide range of community activities including the Burdekin Aquatic Centre Launch, the Burdekin Fast Track Talent Showcase and the compilation of youth packs on behalf of CORES (Community Response to Eliminating Suicide).

In April, Council hosted an Arts and Culture Forum bringing members of community arts and cultural groups together with guest presenters from Regional Arts Services Networks and Burdekin Shire Council. The forum was an opportunity to build upon feedback gathered from Council's community engagement survey to help identify the best ways that Arts and Cultural organisations can be supported in 2023.

### *Build active communities by delivering programs promoting regular physical activity and wellbeing*

Through a community survey conducted during the 2022/23 financial year, local sporting groups and recreational organisations identified that financial viability, volunteerism, and governance and leadership are key concerns affecting their longevity and viability. In April, Council's community development team hosted a sports and recreation sector engagement forum to discuss and workshop these key themes. Council has continued to work with the Northern Queensland Primary Health Network and Move It NQ to secure funding to improve physical activity programmes in our shire.

## **A safe and resilient community**

### *Deliver regulatory and advisory programs*

Council's regulatory and advisory programs play a crucial role in ensuring public health and safety within the community. Our Environment and Health initiatives centre around compliance with Local

Laws, Subordinate Local Laws and State Legislation. Throughout the year Council delivered three food safety training sessions for food licensees in addition to publishing four "What's eating the Burdekin" newsletters and delivering three Kindy talks to spread food safety awareness to our community. The regulation of rental accommodation, caravan parks, and camping facilities involved our Environment and Health team processing 11 new applications and transfers, with each licensed premise being inspected at least once annually. Council conducted a total of 25 annual inspections and 12 re-inspections of accommodation premises to maintain compliance.

In the past year, the Council's animal control activities have been diligently carried out by the dedicated team of officers. Out of hours patrols were undertaken as needed to promptly respond to any animal-related issues outside regular working hours. The officers closely monitored problem areas and conducted patrols whenever necessary to ensure the safety and well-being of the community and animals. Council successfully responded to 96% of animal control customer requests within the agreed timeframes, demonstrating a commitment to efficient and responsive service.

The pound facility was maintained with utmost care and hygiene. The team ensured that the facility was cleaned daily, and animal containers were thoroughly disinfected after each use to prevent the spread of diseases. The drop-off cages were diligently checked at least twice a day on workdays and once a day on other days, ensuring that any stray or lost animals were swiftly brought to the pound for their safety and welfare.

All animals brought into the pound were promptly relocated to an off-site pound within 24 hours, usually on the same day, to ensure they were well-cared for in a suitable environment. Throughout the year, 339 animals passed through the pound, with an impressive 86% (237 out of 292) of suitable animals being rehomed or returned to their owners, reflecting the team's commitment to responsible animal management. The Council's effort to prioritise responsible adoption and reuniting animals with their owners has been evident in the successful outcomes achieved.

Council's animal control activities have been carried out with dedication and a focus on the welfare of animals and the community. The team's commitment to promptly responding to customer requests, maintaining a clean and safe pound facility, and achieving high rates of successful rehoming and reunions exemplifies the Council's responsible and compassionate approach to animal management.

Another regulatory function of the Council involves Building and Planning Development control. The Planning and Development team has consistently provided an elevated level of service to the community, engaging



in compliance audits, delivering building certification services, and evaluating applications for plumbing and drainage works. Moreover, the Council conducts inspections for all new pools and those needing safety certification prior to sale or leasing, with a remarkable 100% compliance rate with relevant pool fencing legislation.

#### *Facilitate partnerships to improve community safety and wellbeing, including crime prevention initiatives*

Council responded to 205 Environment and Health customer requests during the financial year regarding public health, environmental protection, and Council's local laws. The majority of these requests (88%) were resolved within the agreed timeframes. A major project undertaken during the financial year was the dispersal of a large colony of flying-foxes that were roosting close to residential properties along Kidby Gully in Home Hill. Council engaged the services of Biodiversity Australia Pty Ltd, a professional flying-fox dispersal company for a two-week period in May, who used pyrotechnics just before daybreak to deter the nocturnal animals from roosting. The flying-foxes subsequently dispersed to another roosting site away from residential areas.

#### *Partner with State, District, and local agencies to coordinate and facilitate disaster planning, preparedness, response, and recovery to reduce the impact of disaster*

Disaster preparedness is of paramount importance to our Shire due to the region's vulnerability to a range of natural disasters. As locals are well aware, North Queensland, is prone to various types of disasters such as cyclones, floods, storm surges, and bushfires. Council has a responsibility to protect our communities and ensure public safety. Council takes a proactive approach to disaster preparedness which includes regularly reviewing and updating the disaster management plan and subplans, updating Council's disaster management software and supporting the local State Emergency Service (SES) branch to maintain operations. This year funding was secured to purchase an electronic variable message board to be used to provide information to the public during emergency events. Additionally, the Home Hill SES was allocated QRA Recovery and Resilience Program funding which was used to refurbish the Home Hill SES building. Being prepared for disasters demonstrates Council's commitment to reducing the impacts of disaster.

## **Celebrate our unique identity**

#### *Promote the benefits of living, working, playing, visiting, and investing in the Burdekin*

Council's Tourism team do an amazing job of promoting our Shire and Region. The Shire's two visitor information centres in Ayr and Home Hill are operated with the support of Council and the invaluable contribution of a dedicated team of volunteers. Visitors to our region are warmly welcomed and provided with access to information about a wide range of attractions and activities on offer. Burdekin Shire was well-represented at the Townsville Caravan and Camping Expo where information packs were distributed over a span of three days. Council also participated in the "Explore Next Door" campaign promoted by Townsville Enterprise Limited with the goal of encouraging visits from neighbouring regions.

Our Shire's relaxed coastal lifestyle and incredible

fishing opportunities were highlighted this year in a number of commercial television shows. Season 10 of Channel Ten's Reel Action TV featured the bountiful Burdekin in not one, but two episodes this year showcasing the fishing action in our plentiful creeks and estuaries. One crisp morning in March, Channel Nine's Today Show broadcast their live weather forecasts from the shores of the beautiful Lynch's Beach at Alva and the ABC's travel show "Backroads" will also be showcasing the township of Home Hill in an upcoming season.

#### *Support and encourage creative and cultural activities and initiatives that enhance the community identity through the Arts and Cultural Strategy*

Council's Arts and Cultural Strategy is designed to enhance the cultural vitality of the Shire and outlines five strategic priorities: Creative Community; Community Vitality; Animated Places and Spaces; History, Identity and Sense of Place; and Connectivity and Sustainability. The strategy also encompasses an action plan to ensure the objectives of the strategy are implemented over time. This year, a number of key actions from the Arts and Cultural Strategy have been undertaken. Council's Community and Cultural Development Advisory Group have an oversight and advisory role for the implementation of the Arts and Cultural Strategy. This year the Charter and Terms of Reference for this group were reviewed and updated and it was identified that the committee membership would now include a representative from the Burdekin's Indigenous community.

#### *Communicate our story and recognise the achievements of our community members*

The Burdekin's Australia Day Awards ceremony, hosted in January each year, provides an opportunity for the community to recognise the achievements of our community members. Mr Gerald Henaway was announced as the Burdekin's 2023 Citizen of the Year. Mr Henaway's long list of contributions to the community includes pioneering and presiding over the Burdekin Area Youth Watch program, better known as Baywatch which aims to mentor and guide Indigenous young people through childhood, adolescence and into young adult life. A well-known and respected community leader, Gerald was recognised for his work as a Police Liaison Officer, his commitment to Indigenous youth programs and the way that he demonstrates his values on a daily basis. The 2023 Young Citizen of the Year Award was awarded to Xavier Wood for his outstanding achievements and contributions to the community. Xavier has been an active member of the Youth Council for six years and willingly gives up his time to volunteer for community events. Other award categories celebrated at the Australia Day awards included: Community Event of the Year, awarded to Burdekin Race Club for the 2022 Burdekin Grower's Race Day, Volunteer of the Year, awarded to Kate Casswell, Volunteer of the Year Achievement Award, awarded to Michelle Darker, Environment Award, awarded to Keith Kiloh, Senior Cultural Award, awarded to Aileen Jones, Senior Cultural Achievement Award, awarded to Eliza Worlein, Senior Sportsperson of the Year, awards to Jarred Langford, and, Junior Sportsperson of the Year,

awarded to Makayla Pirrone. The final category of awards presented was the lifetime service awards. These awards recognise the significant voluntary contribution of members of our community over 20+, 30+ and 40+ years. Bronze awards for 20+ years of voluntary contributions were awarded to Joan Andersen, Flo Downing, Maureen Perry, Judy Peterson, Beth Wall, and Michelle Darker. Silver awards for 30+ years of service were awarded to Kate Casswell, Ricky Gudge and Margaret Taylor. The Gold award for 40+ years of service was awarded to Desley Musumeci.

#### *Facilitate events for the community*

Throughout the 2022/23 financial year, Council facilitated a wide range of events for the community. The *Sweet Days Hot Nights Festival* was held from 26 – 27 May at the Home Hill Showgrounds. The festival consisted of two headline events including the Burdekin Cultural Fair featuring First Fire on Friday 26 May and the Australian Hand Cane Cutting Championships on Saturday 27 May. Whilst the headline events were held over one weekend, the festival promoted a month-long celebration which included associated events from the community being held in the month of May. The festival saw a crowd of over 4,000 attendees throughout the weekend with 70% of attendees from the Burdekin region and 30% visiting from out of town. The Burdekin Cultural Fair was held in conjunction with the “First Fire” event which showcased a sugar cane fire on Friday 26 May. The cultural fair was a vibrant celebration of diversity and artistic expression, bringing together a rich tapestry of cultures and traditions. The event featured a captivating array of live performances, displaying the talents of local musicians, Indian dancers from the Indian Cultural Group, mesmerising belly dancers representing the Global Dance Collective, spirited Highland Dancers from FC Caledonia, and passionate Cuban Salsa and Tango Dancers also hailing from the Global Dance Collective. The atmosphere was further enriched by a dynamic drumming circle, a spirited Greek Plate Smashing Competition, graceful Greek Dancers, and an enchanting Tongan Performance by the Friendly Island Group. Attendees were treated to a tantalising journey through international cuisines at the diverse food stalls, creating a truly immersive and memorable experience that celebrated the beauty of global cultures. The second day of the festival featured a true test of skill and endurance with the Australian Hand Cane Cutting Championships. While those competing for the top cash prizes were busy racing against their competitors, family and friends cheered them on from the shade of the marquee and children enjoyed the petting zoo and old-style farm rides.

### **Strong community organisations**

#### *Promote and encourage community participation, volunteerism, and capacity building within community organisations*

Our community organisations and the volunteers who operate them strengthen the fabric of our community, and Council has played a key role in promoting and encouraging community

participation, volunteerism, and capacity building within our community organisations. Council hosted a successful grant writing master class aimed at improving the financial sustainability of community organisations and thirty-five local groups and clubs were represented.

#### *Support community organisations and events*

One of Council’s traditional support programs for local sporting, cultural and community organisations is the Revenue Assistance (Interest Free Loan) program. This program offers financial support to incorporated, not-for-profit organisations based in the Burdekin Shire. This year, Council approved one interest free loan to the Burdekin Singers Association to the value of \$120,000 which will go towards replacement costs for existing staging and sets.

Council also distributes funds that support community organisations and events through the Regional Arts Development Fund (RADF) Program. This year, delivery of the RADF program helped to support several arts and culture events and activities including the 2023 Fast Track Talent Showcase, hosted by the Burdekin Youth Council, Burdekin Singer’s production of “Shrek the Musical”, Marnie Hine Photography Project Raw – a photographic exhibition held in conjunction with the *Sweet Days Hot Nights Festival*, 2023 Burdekin Cultural Fair, “Fat Ladies in Clay” workshop hosted by Burdekin Potters Incorporated, Brass Band Tutoring program run by the Burdekin Brass Band, and support for several individuals to attend the 2023 Band Association of Queensland Youth Band Development Camp in Brisbane.

#### *Support sporting organisations in providing opportunities for physical activity*

Cash funding and in-kind support was provided to a wide range of sporting organisations through Council’s Community Grants Program this year. Four rounds of grant funding were offered with funds and/or in-kind support approved for the Home Hill Tennis Association, Burdekin Netball Association, Ayr Surf Lifesaving Club, Burdekin Road Runners and Walkers Club and the Burdekin Canine Club. Many of these sporting clubs and organisations rely on support from Council to continue to provide opportunities for physical activity to residents and visitors to our region.

#### *Implement the 10 Year Sport and Recreation Plan*

Council’s swimming pools are identified in the adopted 10 year Sport and Recreation Plan. The plan highlighted the need for Council to consider the ongoing management of the pool facilities more closely through an adopted aquatic strategy. In February, Council adopted the Burdekin Aquatic Facilities Strategy, prepared by Ross Planning.

Extensive capacity-building surveys were conducted during the year with a focus on sport and recreational organisations. A result of these surveys was a sector engagement forum held in April which provided information about financial sustainability, volunteerism and leadership and governance.



## Engaging public spaces

### *Encourage active communities through provision and maintenance of recreational spaces*

The community of Giru have been enjoying a new multi-sport facility at the Giru Riverview Sports Complex since the grand opening in November 2022. This project included a full refurbishment of the existing tennis courts, replacement of fencing and installation of lighting so that the facility can be used at night. The inclusion of basketball and netball facilities allow the two tennis courts to be transformed into a multi-purpose sports complex. This project came to fruition with the help of the Australian Government Local Roads and Community Infrastructure Program.

The Burdekin Be Active Trail has been a successful ongoing program providing quality walking pathways throughout the community and this year, new sections of walking tracks were constructed near Coutts Park in Ayr and on Ninth Avenue in Home Hill.

The township of Alva now has a new basketball half court which compliments a range of other fitness and play equipment at the Alva Park.

### *Provide safe, attractive, accessible, and functional community spaces and facilities*

Home Hill's Watson's Green received further upgrades to the new Ninja Park with the construction of a youth hub which includes a seating area and water bubbler. This upgrade also included improvements to the existing stage areas and the installation of new shade sails. Home Hill's Memorial Park also received upgrades with the installation of a sensory trail and a new all abilities access pathway aimed at supporting early childhood

development. New playground equipment was also installed as part of the refurbishment of the Groper Creek Playground.

### *Shape the built environment to enhance connectivity, social interaction, and a healthy lifestyle*

Set to become a significant local and regional attraction, the long-awaited Burdekin Water Park was officially opened in early February 2023. Identified as a priority project in 2019, the water park was funded by the Queensland Government Works for Queensland program. The principal contractor, Playscape Creations, brought the one-of-a-kind design to life and utilised the services of 27 local contractors and suppliers to bring the project to completion. The next stage of this project, the construction of a new car park, kiosk and entry on the MacMillan Street side of the pool has also progressed significantly this year and will be finalised early in the 2023/2024 financial year.

Another notable project delivered this year was the upgrade to the Queen Street Water Fountain Sign in Ayr. The original sign, believed to have been installed in the early 1990's, was revamped to include more of the elements that Ayr is renowned for including the Burdekin Bridge, our ample water supply, the abundant local produce, diverse wildlife, fantastic fishing and of course sugar cane. The water fountain is an iconic landmark which has been modernised to reflect our community's vibrancy.





# Prosperous Economy

## Diverse and innovative industry

*Position the Burdekin as regional leaders in agriculture, aquaculture, manufacturing, and other agribusiness activities*

Council's Economic Advisory Group, a group established to assist and advise Council on the implementation of the adopted Economic Development Strategy and Tourism Strategy, met four times during the financial year. The group provided feedback and advice to Council about several key economic issues including welcoming new residents to the Burdekin, supporting small businesses, the Queensland Copperstring project, investigation of national and statewide advertising campaigns, re-establishing a local newspaper and reviewing the visitor guide. The group were also provided with briefings and updates from the Queensland Small Business Advisory Council on their current initiatives and Sunwater in relation to the Burdekin Falls Dam.

*Facilitate the provision of information to encourage a digitally connected community*

Throughout the 2022/23 financial year, Council has partnered with Smart Precinct NQ to deliver targeted economic development initiatives within the Burdekin Shire. Smart Precinct NQ is a not-for-profit organisation that provides a space for businesses and entrepreneurs physically, online and as a network to learn and grow. Over seventy local small businesses attended the Small Business Workshops facilitated by Council and promoted by Smart Precinct NQ throughout the year. The workshops focussed on improving the utilisation of digital technology in a small business context.

*Promote opportunities and initiatives that encourage business to invest in research and diversification*

Throughout the year Council has continued to provide timely information to local businesses and business networks about any funding available for research and development. Council has distributed information about grant funding rounds to the chambers of commerce, relevant businesses and organisations via electronic direct mailouts and via our social media platforms. Where needed, Council has provided letters of support to those businesses applying for funding. Council has also celebrated business diversification at the Burdekin Industry Breakfasts by showcasing businesses who have succeeded at diversification including Burdekin Rum Distillery and RegenAqua.

Council offers a free pre-lodgement service for all potential investors to provide information and advice about the planning approval and building approval processes.

*Encourage business establishment, development, and expansion*

Council adopted the new Burdekin Shire Council Planning Scheme 2022 which commenced on 1 March 2023. The new planning scheme was prepared in accordance with the Planning Act 2016 as a framework for managing development in a way that advances the purposes of the Act. Council assessed 48 planning applications and granted 38 approvals during the 2022/23 financial year. Council also issued 77 building and plumbing approvals for commercial purposes during the financial year.

Smart Hub Burdekin, a branch of Smart Precinct NQ, with ongoing support from Council delivered two social media workshops and mentoring programs to more than 25 businesses and facilitated a Business Model Masterclass and Productivity Ninja training session. These sessions are ideal for small and medium enterprises that are just starting out or are looking to expand.

Council has also worked to continue the progression of the planned expansion of the Ayr Industrial Estate. Unfortunately, during the 2022/23 financial year, Council was not able to secure grant funding to allow commencement of this project. In the meantime, Council have developed a marketing strategy to ensure that potential developers and investors are aware of the upcoming opportunities once the expansion of the estate takes place.

*Support and encourage the development of tourism through implementation of the Burdekin Tourism Strategy*

Council have actively worked to promote Tourism through the implementation of the Burdekin Tourism Strategy with the aim of building the tourism market in the region. In addition to the destination event *Sweet Days Hot Nights Festival*, held in May, Council also provided promotional materials to visiting sporting teams staying in the Burdekin for sporting carnivals. The promotional bags included various tourism materials aimed at promoting activities that could be undertaken while the young athletes were visiting. Council continues to support two Visitor Information Centres that provide a hub of information for visitors to our Shire.

## Strong networks

*Support business and industry networks*

Two Burdekin Industry Breakfasts were hosted this year in March and June. The breakfasts provided an opportunity for business and industry representatives to meet, share updates and information and form professional working relationships. There were over 110 attendees at the two events with presentations provided by Townsville Enterprise Limited, Sunwater, Smart Precinct NQ, and Regional Development Australia.

*Advocate for local and regional needs through lobbying and partnerships*

Council has continued to work closely with Townsville Enterprise Limited (TEL) to project the Burdekin's key priority projects into the spotlight at a State and Federal level. Our relationship with TEL also ensures that

Burdekin businesses are well represented in promotional activities conducted by TEL. The TEL "Unlock the North" submission to the State and Federal governments showcased several employment and industry growth opportunities associated with projects within our Shire. TEL, together with the region's Mayors travelled to Brisbane as part of a Townsville North Queensland State Delegation- meeting with Ministers and advisors across several state government portfolios to discuss key issues affecting our region.

## Investment growth and opportunities

### *Implement actions from the Burdekin Shire Economic Development Strategy*

Outlook 2025 is Burdekin Shire Council's Economic Development Strategy and it focuses on three key themes: Theme 1 a smart and innovative agricultural district, theme 2 a location of choice for business investment, learning and living, and theme 3 a dynamic regional visitor economy. One of the priority projects to come out of the strategy is the expansion of the Ayr Industrial Estate and Council has continued to seek a suitable funding source to commence the expansion project.

### *Support, facilitate and promote potential synergies with agribusiness including biofutures, technology and innovation*

Biofutures refers to the bioenergy and biomanufacturing industries. The biofutures sector focuses on the development and manufacturing of innovative products from sustainable resources. This year, Council secured funding to advance a macro-algae bioremediation facility at the Ayr-Brandon Waste Water Treatment Facility. In 2023/2024 Council will be partnering with RegenAqua (a subsidiary of Pacific Biotechnologies Pty Ltd) who will be constructing the new facility which will be a world-first innovation.

### *Support development, value-adding, diversification, and expansion to provide a sustainable economic base*

For many years, the Burdekin agricultural industry has also been developing and evolving. There has been considerable interest from several potential new industry groups. It is evident these groups recognise the natural assets of the Burdekin and realise its potential with its plentiful and stable water supplies, fertile soils and 300 days of sunshine each year. This stability delivers reliable supply of product as well as renewable biomass which creates a favourable environment for large scale investment and future developments. Primary producers and businesses are keen to explore and invest in new opportunities and Council is very keen to work with them to support diversification and expansion of the local agriculture and horticulture industries. Council also hosted a Business Connect information session which provided proponents of projects that are currently being investigated for the Burdekin, with an opportunity to engage directly with local Accountants and Financial Service providers. Information presented at the session could then be shared with their clients to gauge interest and support from the local industry.

## Resilient adaptive business

### *Build relationships with educational institutions to identify gaps in skills, qualifications, and training programs valued in the Burdekin*

Council met with several Federal and State Government agencies and regional service providers regarding opportunities for students covering topics including skills, training, innovation, employment and pathways. To share information on these programs, Council hosted a Student Opportunities Forum with local high school principals and career coordinators.

### *Promote local employment and training opportunities*

In June, Council arranged a hands-on display of several items of its "yellow plant" machinery at the combined schools year 10 careers expo. The careers expo provided an opportunity for Council to promote employment and training opportunities and career pathways at Council. People often overlook the local government sector when considering career options, however, career expos like this present the perfect opportunity to showcase the benefits and rewards of a career in local government.

Also, training opportunities were promoted to an array of local businesses through Council's electronic direct messaging, media releases and social media platforms.

# Resilient Infrastructure

## Effective transport and drainage networks

### *Collaborate with State and Federal Governments to enhance the regional transport network*

Council has a stewardship role over state-owned main roads within the Burdekin Shire. Under the Road Maintenance Performance Contract (RMPC), Council ensures that state-owned roads are maintained to an acceptable standard. This year, Council achieved a score of 99.6% on the annual RMPC audit which is a remarkable result. Council also receives funding through the Transport Infrastructure Development Scheme (TIDS) and construction projects are prioritised to maximise the expenditure of that funding source. This year 100% of TIDS funds were claimed.

### *Improve drainage networks and structures through upgrades and renewals*

Council have begun the process of investigating and developing concept designs for stormwater strategic drainage projects for future year considerations. This year the design focus was on Third Avenue Home Hill and Brandon and concept plans have been presented to Council for consideration. This strategic planning process is a vital part of planning for effective drainage network infrastructure in the future.

## Sustainable water resources

### *Enhance water security and protect and improve water quality*

A major priority project for Council this year was the completion of the construction of the 10 ML water storage facility in Ayr. This key piece of infrastructure was brought into service in December 2022 and is an integral element to enhance the security of the Ayr Water Supply network. Council also revised and updated the Drinking Water Quality Management Plan to recognise significant operating changes at both the Home Hill and South Ayr water reservoirs including new Ultra Violet and Sodium Hypochlorite disinfection infrastructure which enhance the water quality.

### *Improve water and sewerage network reliability and efficiency through planned infrastructure renewals and upgrades*

The Ayr-Brandon Waste Water Treatment Plant is about to undergo a significant change. Council have worked with the Department of State Development, Infrastructure, Local Government and Planning to secure funding for the construction of a macro-algae bioremediation facility at the Ayr-Brandon Wastewater Treatment Plant. This innovative solution will improve the way Council is able to treat waste water. In addition, Council have continued its inspection and maintenance program on all water and sewerage network infrastructure, ensuring its reliability into the future.

## Vibrant community assets

### *Implement the Asset Management Strategy and Roadmap*

Throughout the year, Council has successfully executed its asset management strategy, carrying out thorough desktop asset valuations in alignment with the established valuation schedule. The commitment remains unwavering to establish streamlined and efficient asset management systems and processes, facilitating vigilant monitoring and adept lifecycle management of our valuable infrastructure assets

### *Plan, build and maintain infrastructure that enhances and extends the life of community assets*

Similar to many other local governments and businesses, Council has encountered project completion rate challenges due to staff shortages and supply chain disruptions. Notwithstanding these obstacles, Council's teams have diligently formulated detailed designs for the upcoming year's road reseal program. Furthermore, they have successfully executed nearly 80% of the scheduled roadworks and stormwater construction projects within the 2022/23 year.

### *Develop and implement strategic infrastructure plans to inform the decision-making process when planning for future infrastructure renewal and enhancements*

Council boasts a robust Capital Projects Control Group (the Capital PCG) tasked with overseeing and directing the Annual Capital Delivery Program. Over the course of the financial year, the Capital PCG convened on eleven occasions, consistently delivering thorough project updates to the Council. Additionally, Council has recently adopted a comprehensive five and ten-year roadworks and drainage program. This program delineates capital works initiatives in harmony with the asset schedules pertaining to infrastructure assets.

## Well-planned communities

### *Support strategic projects that will contribute to liveability and economic growth in the Burdekin*

Over the course of the financial year Council have delivered an array of services, programs and projects that actively contribute to enhancing the liveability and bolstering economic growth within our Shire. Our public parks and recreation facilities, infrastructure upgrades and renewals and our Cultural Venues and libraries are a collective effort to attract both locals and visitors alike, thereby invigorating economic vibrancy. Council's support of Smart Hub Burdekin helps to provide networking opportunities and nurture local businesses, in turn driving economic growth. Council has also demonstrated its ongoing commitment to facilitating the planning and development process by ensuring that all new development applications are assessed within statutory timeframes and 100% of new developments are assessed at the pre-lodgement stage to identify pertinent infrastructure charges.



# Sustainable Environment

## A sustainable and healthy environment

*Implement planning policy to adapt to the impacts of changes in the climate*

Council's newly adopted Planning Scheme 2022 (effective from 1 March 2023) incorporates updated natural hazard mapping and policies designed to assist the development industry with addressing climate change and complying with legislative and regulatory requirements.

*Improve environmental sustainability outcomes through consultation, collaboration, and partnerships with key stakeholder groups*

In pursuit of advancing environmental sustainability, the Council has consistently demonstrated its commitment through proactive engagement with various stakeholders. By fostering open consultation, meaningful collaboration, and strategic partnerships, the Council has managed to significantly enhance its environmental outcomes. Notably, pivotal relationships have been cultivated with organisations such as NQ Dry Tropics and Lower Burdekin Landcare. Council has provided feedback to NQ Dry Tropics on five of their System Management Plans within the Burdekin area concerning issues such as rehabilitation and restoration of local waterways. Council supported Burdekin Landcare to carry out tree planting activities within the Shire through an Environmental Levy Application. These alliances have enabled the Council to harness collective expertise and community-driven initiatives, resulting in a more comprehensive approach to environmental conservation. In addition, a standout achievement in this pursuit is the Council's groundbreaking collaboration with RegenAqua. Through this innovative partnership, the Council is embarking on the establishment of a state-of-the-art bioremediation facility. This facility, featuring cutting-edge macro algae technology, is poised to revolutionise wastewater treatment processes, underscoring Burdekin Shire Council's commitment to sustainable practices that benefit both the local community and the environment.

*Develop and implement strategies to align Council activities with Australia's carbon emissions reduction target*

In 2022, the Australian Government committed to reducing our country's greenhouse gas emissions with a target of 43% below 2005 levels by 2030. The Australian Government also has a zero net emissions target by 2050. Council continues to monitor the legislative framework supporting these targets with the aim of aligning our activities with the national targets.

## Balanced environmental outcomes

*Maintain the balance between positive environmental outcomes and ongoing development*

Council's Planning and Development department have

diligently assessed development applications and developed relevant and reasonable conditions for development approvals to ensure environmental best practice is achieved by those undertaking development that has the potential to cause environmental nuisance and/or harm.

*Promote and support community education programs that contribute to improved environmental and community outcomes*

In July 2022 Council hosted the inaugural Reef Fest event in conjunction with the Plantation Park Markets. The event featured a range of stalls including Great Barrier Reef Marine Park Authorities, Tangaroa Blue, NQ Dry Tropics, Reef Ecologic, Volunteer Marine Rescue Boat, Burdekin Shire Council's Aquatic Weed Harvester and a group from Birdlife Townsville. Each stall had an opportunity to provide an educational presentation at the Visitor Information Centre throughout the day and patrons had the opportunity to participate in interactive displays and discussions.

Throughout the year, Council have distributed information to the community in relation to a wide range of environmental issues including pest plant and animal control activities and mosquito management. Educational information is distributed via Council's website, social media platforms and regular newsletters.

*Protect and enhance the natural environment, partnering with organisations and the community to safeguard and improve environmentally sensitive areas*

Tangaroa Blue, in collaboration with the Gudjuda Reference Group, James Cook University Women in Science Society, and Burdekin Shire Council, organised and led a highly productive community clean-up event at Lynch's Beach, Alva in May. During the Beach Community Clean-up, a total of 94.8kg of marine debris was collected, consisting of 2,237 individual items with 13 dedicated volunteers generously offering their time and assistance to help make this event a success.

This year, Council has endorsed an updated Reef Action Plan affirming its steadfast commitment to upholding its status as a Reef Guardian Council. Many of the waterways within our Shire are affected by aquatic weeds. In partnership with landowners, Council have continued treatment of aquatic weeds in all relevant waterways.

*Actively encourage reduction, reuse, and recycling of waste to support sustainable waste management principles through the implementation of the North Queensland Waste and Resources Recovery Strategy 2020-2030*

Council has actively fostered a culture of waste reduction, reuse and recycling through the implementation of the North Queensland Waste and Resources Recovery Strategy 2020-2030. Council's website contains information that provides practical tips for reducing waste and recycling. Our kerb side collection program, which includes the yellow recycling bin, services residents ensuring there are frequent opportunities to recycle and Council has conducted several waste audits throughout the year to assess the composition of the waste streams and identify areas for improvement.

*Promote the implementation of environmental best practice by Council, residents, and business*

A proactive approach has been applied to Council's ongoing environmental monitoring programs associated with five rehabilitated (closed) landfills and the one remaining operational landfill site at Kirknie Landfill. The monitoring program helps to ensure that Council conforms with legislative requirements and also ensures that its waste facilities do not cause harm to the surrounding environment.



# High Performing Organisation

## Engaged community and stakeholders

*Undertake meaningful community engagement through Community Advisory Groups and other engagement methods to encourage diverse community participation and feedback*

Burdekin Shire Council has numerous established advisory groups who meet regularly providing an opportunity for meaningful engagement and public feedback on a wide range of topics. Council's Road Safety Advisory Committee met four times during the financial year bringing together representatives from Queensland Police, Department of Transport and Main Roads, Queensland Ambulance, Wilmar and Council. This forum provides the opportunity for Council to receive valuable professional feedback in relation to road safety issues and discuss relevant projects aimed at improving the safety of Burdekin roads.

Council's Community and Cultural Development Advisory Group met on four occasions throughout the year. This advisory committee is an important conduit between community and sporting groups and Council and provides a forum to openly share and discuss development opportunities for the community. This year the group endorsed a Community Group Engagement Survey targeted at identifying the needs of local community and sporting organisations. The group have also welcomed guest speakers who provided briefings about the Burdekin Community Association, Council's Libraries and the lifelong learning initiatives and Council's Cultural Venues and the range of events on offer. The committee were also able to receive updates about Council's Community Services Activities including the "Community Connect" program and the development of the "Youth Strategy". Briefings were also provided on the Community Grants Program and the Regional Arts Development Fund Grants program. This committee allows members of the community to share information about the activities and developments within the organisations they represent, learn more about the services provided by Council and provide valuable feedback to Council on what services and supports community, cultural and sporting groups require.

*Be responsive and proactive in providing information to keep the community informed*

Council is dedicated to fostering a transparent and engaged relationship with the community by employing a multifaceted approach to disseminate information promptly. At the forefront of this initiative is Council's dynamic and user-friendly website, which serves as an informative hub, regularly updated with the latest news, events, and policies. This online platform empowers residents with access to crucial information at their convenience, ensuring that the community remains well-informed about Council's ongoing projects and developments.

In addition to the website, Council harnesses the power of social media to engage with a broader audience. By maintaining an active presence on various social media

platforms such as Facebook, Twitter, and Instagram, Council reaches out to residents on familiar digital turf. Social media posts frequently highlight upcoming events, important announcements, and public consultations, encouraging active participation and feedback from the community. This interactive approach not only keeps residents informed but also allows them to voice their opinions and concerns effectively.

Recognising the significance of targeted communication, Council produces topic-specific newsletters that cater to the community's environmental interests. Biosecurity and animal control newsletters, among others, are circulated regularly to provide comprehensive insights into these critical issues. These newsletters serve as an educational resource, imparting valuable knowledge and promoting responsible actions within the community to address environmental challenges effectively.

Moreover, Council endeavours to maintain a strong presence in traditional media by securing a weekly one-page spread in the widely circulated Townsville Bulletin. This print medium serves as a trusted source of information for a substantial number of residents, ensuring that Council's updates, employment vacancies and upcoming initiatives reach even those without access to digital platforms.

By leveraging diverse communication channels, Council successfully fosters a strong sense of civic awareness and collaboration, bolstering the foundation of an informed and participative community.

*Foster cooperative and collaborative partnerships on matters of regional, state, and national importance*

Council demonstrates its commitment to fostering cooperative and collaborative partnerships on matters of regional, state, and national importance by actively engaging with key stakeholders and participating in regional organisations. One significant aspect of this approach is Council's involvement in the North Queensland Regional Organisation of Councils (NQROC), where it collaborates with neighbouring local authorities to address shared challenges and work towards common goals. This collaborative platform allows Council to pool resources, share best practices, and collectively advocate for regional interests, amplifying the impact of their efforts on issues that transcend individual boundaries.

As a member of Townsville Enterprise Limited (TEL), Council further reinforces its commitment to regional development and economic growth. TEL serves as a vital link between the public and private sectors, facilitating partnerships that drive innovation, investment, and job creation in the region.



In cooperation with the State Government, Council collaboratively delivers an annual road maintenance contract in partnership with the Department of Transport and Main Roads. By working together, Council and the State Government improve and maintain critical road infrastructure, ensuring safe and efficient transportation for residents and visitors alike. Council diligently adheres to all contract requirements, ensuring the timely completion of projects and the delivery of high-quality results that benefit the community.

These examples illustrate Council's proactive approach in seeking out and nurturing cooperative partnerships at various levels of government and across different sectors. By collaborating with regional organisations, engaging in strategic alliances with key stakeholders, and actively participating in joint initiatives with the State Government, Council effectively addresses issues of regional, state, and national importance, leveraging collective expertise and resources to achieve shared objectives for the betterment of the community and the broader region.

#### *Demonstrate the Council's strategic direction to government, business, and the community through strong leadership and advocacy*

This year, the Mayor travelled to Canberra and Brisbane with representatives from TEL and the North Queensland Regional Organisation of Councils (NQROC) as part of the North Queensland Parliamentary Delegation which provided an opportunity to build relationships with the State and Federal Government Ministers and advocate as a region on priority projects and policies. As part of the North Queensland Delegation, the Mayor was able to advocate for our region and act as a strong regional voice to the Federal Government.

One key practice that ensures an engaged community and engaged stakeholders is to demonstrate Council's strategic direction through the maintenance of its Corporate Records Program. Regularly reviewing and updating policies allows Council to ensure its strategies align with the long-term vision and goals it has set for the community. In an effort to demonstrate good governance and transparency, 97% of Council's policies were considered to be current and up to date at the end of the financial year.

Another practice that enhances strong leadership by Council is the provision of training activities to ensure they are able to meet their legislative responsibilities. Councillors have been provided with training and guidance through regular briefing sessions and Elected Member Updates provided by the Department of Local Government and the LGAQ.

## **Transparent and accountable governance**

### *Demonstrate open and transparent leadership*

Open and transparent leadership has been consistently demonstrated through the implementation of a coordinated and efficient complaints management system. This system ensures that residents and stakeholders have a straightforward and accessible channel to voice their concerns, provide feedback, or register complaints about Council services or operations. By actively listening and responding to the community's concerns, Council demonstrates a commitment to accountability and continuous improvement. The complaints management system serves as a mechanism to address issues promptly, resolve disputes, and learn from feedback, ultimately enhancing the quality of services delivered to the public.

In alignment with a commitment to transparency, Council facilitates access to information in accordance with the Right to Information (RTI) Act. This proactive approach allows individuals to request access to documents held by Council, promoting openness and accountability in the decision-making process. By ensuring that information is readily available to the public, Council fosters trust and confidence among the community, demonstrating a willingness to be held accountable for its actions. This commitment to providing accessible information empowers citizens to make informed decisions, actively engage in public matters, and actively participate in shaping the future of their community.

Council reinforces its dedication to transparency by coordinating the internal audit function. Regular and independent internal audits help assess the effectiveness and efficiency of Council's operations, identify potential areas for improvement, and ensure compliance with regulations and best practices. By proactively conducting internal audits, Council demonstrates its commitment to self-assessment and continuous enhancement of its governance and management processes. The internal audit function provides an objective assessment of Council's activities, strengthens accountability, and reinforces the principles of transparency and responsible stewardship of public resources.

Furthermore, Council's timely responses to requests made by the Queensland Audit Office and the external auditor exemplify its commitment to openness and cooperation. By promptly providing the necessary information and cooperating fully with the auditing process, Council showcases its commitment to transparency and its willingness to be held to high standards of financial integrity and governance. This collaborative approach fosters a positive relationship with external oversight bodies and reinforces the Council's dedication to ensuring accountability and public trust.

### *Responsibly manage Council's financial position to ensure sustainability*

In pursuit of a responsible and sustainable financial position, the Council has undertaken a series of strategic initiatives that showcase our commitment to prudent fiscal management. These initiatives not only ensure the longevity of our financial resources but also reflect our dedication to delivering essential services and maintaining a resilient local government.

An integral facet of our financial strategy is the annual review of Council's insurance products. By meticulously assessing our insurance coverage, we mitigate potential risks and liabilities, safeguarding the interests of our community and assets. This proactive approach exemplifies our dedication to preparedness and financial stability.

Transparency and accountability are at the forefront of our financial practices. Through the regular issuance of monthly financial reports to the elected Council, we ensure that decision-makers have a comprehensive understanding of our financial performance. This real-time reporting empowers informed decision-making, fosters fiscal responsibility and an environment of trust.

Similarly, our commitment to long-term financial planning is evident in the development of a 10-year financial forecast. This forecast not only aids our internal decision-making processes but also reflects our commitment to transparency with the state government. By sharing our projections, we contribute to collaborative governance and responsible resource allocation.

Demonstrating our dedication to optimising revenue streams, we have placed a strong emphasis on maximising the recovery of outstanding sundry debtors. This diligent approach to collections ensures that our resources are used efficiently and effectively, further solidifying our financial sustainability.

Additionally, our commitment to timely financial management extends to the issuance of rates notices and the maximisation of recovery for overdue rates and charges. These efforts not only support the financial health of the Council but also contribute to the overall well-being of the community we serve.

Our fiscal prudence extends to managing our financial investments. By actively seeking to maximise earnings on cash holdings, we ensure that our financial resources are put to optimal use, generating returns that can be reinvested into vital services and infrastructure.

In line with our commitment to sustainability, the Council has implemented a fleet renewal program. This program not only ensures the safety and efficiency of our operations but also underscores our dedication to responsible asset management and reduced environmental impact.

Lastly, our ongoing review of inventory management practices exemplifies our dedication to operational efficiency. By optimising inventory levels, we minimise

waste and operational costs, contributing to a sustainable financial future.

### *Implement effective governance frameworks*

This year, Council introduced a new Child and Youth Risk Management Strategy which incorporated the adoption of a Working with Children Policy and Operational Standard. These documents are aimed at keeping children and young people safe while accessing Council's services and facilities. The policy outlines Council's commitment to compliance with requirements of the Blue Card System and establishes provisions for proper employment screening, disclosure and suspicion management and targeted risk management plans for high-risk activities.

### *Undertake regulatory responsibilities in accordance with legislative obligations*

Fulfilling our regulatory responsibilities in accordance with legislative obligations stands as a cornerstone of our Council's commitment to transparent and accountable governance. Our dedication to upholding these obligations is evident through a range of carefully designed initiatives.

Effective records management practices lie at the heart of our commitment to transparency and compliance. Through the implementation of comprehensive records management procedures, including archival and disposal practices aligned with Queensland State Archives schedules, we ensure that our records are meticulously maintained, preserved, and appropriately disposed of. This not only supports efficient operations but also safeguards the integrity of our decision-making processes.

Coordinating Council's statutory meetings is another vital aspect of our regulatory responsibilities. The timely organisation and oversight of Council's regular fortnightly meetings emphasises our dedication to accountable governance.

Furthermore, our commitment extends to ensuring that our policies and practices align with the latest legislative developments. We proactively monitor changes to relevant legislation and adjust our procedures accordingly, ensuring that our operations remain compliant, and our community's interests are protected.

### **Embrace technology**

#### *Support and improve Council's operational performance through the delivery of innovative, efficient and effective ICT solutions*

This year, Council has demonstrated its focus on enhancing operational performance through innovative and efficient information and communication technology (ICT) solutions. Our approach encompasses the entire spectrum of ICT, from the design and acquisition of hardware infrastructure to the delivery of fit-for-purpose software systems and applications that cater to both current and future organisational needs. The transition of Council's core ICT system modules

from Ci to CiAnywhere is planned to improve the mobility of Council's operations. This transition has included input from teams across Council including HR, Finance, Asset Management, Purchasing and Stores and Expenditure Services in addition to their business as usual workload.

Another demonstration of Council improving service delivery with the effective use of technology is the recent update to Council's Disaster Management Software, Guardian IMS. Staff have received training in the updated software, enhancing Council's operational performance and ability to respond to the community's needs during times of disaster.

Our commitment to technological excellence extends to the provision of an internal IT helpdesk service, which addresses over 2,000 requests annually. This service reflects our dedication to ensuring that our technology-driven operations remain uninterrupted and that our staff and stakeholders have access to the support they need.

#### *Improve access to information through digital platforms*

Council's steadfast commitment to enhancing accessibility to information is demonstrated by our strategic integration of digital technologies. Our initiatives have propelled us toward a more connected and informed community through the effective utilisation of social media platforms, the dynamic Council public website, and the dedicated Visit Burdekin website.

This year, Council has partnered with My Community Directory an online service where people can find community services and events that are relevant to the local area. This platform serves as a connection between Council, community organisations and the public and provides an information solution for a happier and healthier community.

Additionally, through our adept use of social media platforms, Council have fostered real-time engagement and communication with our residents. By disseminating timely updates, news, and important announcements, we have created an open channel for dialogue that transcends traditional boundaries, fostering a stronger sense of community involvement and empowerment.

The Council's public website serves as an invaluable gateway to a wealth of information for our constituents. By offering an intuitive interface and user-friendly design, we have enabled easy access to essential documents, services, and resources. This digital portal serves as a one-stop hub for the community to stay informed and engaged in matters that affect their lives.

Furthermore, our dedicated Visit Burdekin website stands as a testament to our commitment to promoting our region. Through this platform,

we have harnessed the power of digital technologies to showcase the unique offerings of our area, attracting tourists and fostering economic growth.

### **An enviable organisational culture that actively demonstrates our values**

#### *Build effective leadership and management capability*

Council takes immense pride in cultivating an organisational culture that stands as a beacon of our values. This culture is actively nurtured through our commitment to building effective leadership and management capabilities. This is demonstrated by the regular convening of Executive Leadership Team (ELT) and Senior Leadership Group (SLG) meetings, which serve as platforms for strategic discussions and informed decision-making. Council's Senior Supervisor's Group (SSG) also play an important role in leading the organisation by being an effective conduit between upper management and the wider workforce.

In tandem with these efforts, our commitment to effective leadership cascades into the considered planning and coordination of Council programs and operations. Our actions are a testament to our values, as we consistently strive for excellence while addressing the diverse needs of our community.

#### *Develop a cost-effective, adaptable, and capable workforce to implement our vision.*

Council's commitment to cultivating a cost-effective, adaptable, and capable workforce is evident through a series of strategic initiatives that align with our overarching vision. This year, Council commenced implementation of the agreed management action items from the Strategic Workforce Planning and Succession Management Internal Audit. These actions will help Council to work towards attracting and retaining talent and identifying and planning for critical role gaps.

Delivery of a comprehensive training plan is also central to the workforce planning initiatives to ensure that our employees possess the essential skills and qualifications mandated by legislation. Adopting a proactive approach to training requirements not only safeguards our operational excellence but also positions us to effectively navigate evolving operational and legislative demands.

In line with our commitment to fostering growth, we actively engage in facilitating apprenticeships, traineeships, and work experience opportunities. By providing hands-on learning experiences, we not only contribute to the development of a skilled workforce but also offer pathways for individuals to embark on fulfilling careers within our organisation.

The alignment of our operational staff's conduct with Council's customer service charter and agreed service timeframes highlights our dedication to exceptional service delivery. The accomplishment of over 90% of customer requests within agreed timeframes stands as a testament to our commitment to efficiency, responsiveness, and customer satisfaction.



*Provide training and development opportunities to meet organisational needs*

In demonstrating its commitment to fostering growth and excellence within its workforce, Council offers tailored training and development opportunities to align with our organisational needs. Our initiatives encompass a diverse range of areas, reflecting our dedication to a well-rounded skillset. This includes specialised training in records management, which ensures meticulous adherence to best practices in information management. Moreover, our commitment extends to comprehensive employee professional development and corporate training programs that empower our staff with skills beyond the mandate, further enriching their capabilities. Our dedication to community welfare is evident in the Community Recovery Plan training, which equips our team with the necessary emergency management and response skills, underscoring our preparedness for any eventuality. Through these initiatives, Council reaffirms its commitment to a workforce that is not only adaptable but also empowered to meet the evolving needs of our organisation and community.

*Protect the health and safety of employees and community members through the implementation of an effective Health and Safety Management System*

Compliance with Council's Safety Management System (SMS) is integral to the protection of our workforce and the community from health and safety risks. Council's Quality and Safety Team have worked closely with key stakeholders to ensure that 100% of Council's safety management standards are current. Work Health and Safety meetings have been held throughout the year and minutes distributed to all staff. Additionally, Health and Safety risks are regularly reported to the Risk Management Committee which helps oversee the implementation of the annual Work Health and Safety Plan.

*Develop and implement a strategic workforce plan to advance Council's recruitment, onboarding, career mapping and succession planning activities*

The Council has undertaken a series of internal initiatives aligned with its strategic workforce plan. These endeavours encompass a range of efforts, such as formulating a comprehensive Work from Home Operational Standard, conducting a benchmarking analysis pertaining to relocation expense reimbursement, exploring salary packaging options, and conducting a comprehensive review and update of position descriptions to highlight the advantages of being a part of the Burdekin Shire Council team.

*Implement the Staff Culture Program*

Burdekin Shire Council has made significant strides in the successful implementation of its staff culture program, marked by a series of initiatives. A primary focus has been the review and enhancement of the Employee Rewards and Recognition Operational Standard, ensuring that staff contributions are

duly acknowledged and celebrated. Additionally, the Council has taken proactive steps by initiating a comprehensive evaluation of the employee onboarding program, aimed at enhancing the integration and experience of new team members. Furthermore, the groundwork has been laid for a forward-looking endeavour in the form of a future leaders program, reflecting the Council's commitment to nurturing talent and fostering growth within its ranks. Council's dedication to fostering a vibrant and inclusive staff culture that promotes engagement, growth, and mutual success is demonstrated through these multifaceted initiatives.

# Reporting





# Corporate Governance

## Complaints Management

Council acknowledges the public’s entitlement to voice complaints in instances where satisfaction with Council’s actions or decisions is lacking. To address this, the Council has instituted a structured mechanism to identify and address administrative action complaints, emphasizing a proactive approach to resolving matters even before they evolve into formal complaints.

The Complaints Management Policy serves as the cornerstone, outlining a transparent and well-defined process for handling grievances. This policy is reinforced by the Administrative Action Complaints Management Procedure and a Guideline for Managing Unreasonable Complainant Customer Conduct, collectively forming a comprehensive framework. This framework not only ensures equitable and just treatment of complaints, but also judicious allocation of staff resources, all while upholding the well-being and safety of employees as a primary priority.

## Assessment of Performance in Resolving Complaints

The table below outlines the number of complaints received and resolved within the 2022/23 financial year. Council’s Governance Unit and Executive Leadership Team have maintained oversight of the complaints management process throughout the year. All administrative action complaints are recorded in the Customer Request Management (CRM) system which allows for a transparent and consistent workflow to be applied to record actions taken in relation to each complaint matter. While many complaints can be resolved to the satisfaction of the complainant, Council routinely advises customers of their right to internal review should they not be satisfied with the outcome of their complaint matter. Council also encourages customers to contact the Office of the Queensland Ombudsman if they are still unsatisfied with the outcome of the internal review process.

|   |    |
|---|----|
| Administrative action complaints received 1 July 2022 – 30 June 2023                                  | 19 |
| Administrative action complaints resolved 1 July 2022 – 30 June 2023                                  | 17 |
| Administrative action complaints from previous financial years resolved within 2022/23 financial year | 2  |

## 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. Council’s Risk Management Committee meets bi-monthly to review new and emerging risk areas and support the Executive

Leadership Team to maintain a risk management focus. Regular risk briefings are also provided to Council’s Audit Committee and to Council to maintain open communication and transparency around risk management practices.

## Right to Information and Privacy

Council is committed to maintaining a culture that respects each individual’s right to privacy. Council’s Privacy Policy outlines this commitment and aims to ensure information is collected, maintained, and stored in compliance with regulatory requirements. During this financial year Council received and processed two applications received under the Right to Information Act 2009 within the required 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 via publication of information to our public website. Council’s Publication Scheme details what information is available freely.

## Audit Committee

The Audit 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 Committee convened on five occasions throughout the financial year and considered the following matters:
- Financial Statements for the year ended 30 June 2022.
  - Follow up on issues raised by the Queensland Audit Office in the 2022 financial audit.
  - Annual report for the year ended 30 June 2022.
  - Internal audit function, including oversight of the approved internal audit program.
  - Council’s Long Term Financial Forecast.
  - Council’s Investment Policy.
  - Council’s Risk Management Framework.
  - Disaster recovery and business continuity issues.
  - Cyber-security and Council’s planned approach to risks.
  - Fraud and Corruption Control Plan.
  - Audit Committee Charter.
  - Council owned infrastructure and other asset valuations.

## 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 the three-year internal audit plan developed and delivered by independent contractor BDO.

Three internal audits were carried out during the 2022/23 financial year:

- Customer Request Management
- Fuel Management
- Fleet Management

A report outlining the findings, implications and recommended management action items relating to each of these audits was presented to the Audit Committee during 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.



# Statutory Information

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 2022/23 reporting period is as follows:

### **Preparation of Codes of Conduct (s 15)**

The Burdekin Shire Council Code of Conduct for Workers was approved by the Chief Executive Officer on 12 April 2019 following a comprehensive review and update process. The Code can be accessed by all workers via Council's intranet site and Record Management System. The Code was also reviewed during the 2022/23 financial year and the revised Code was approved on 10 July 2023.

### **Education and Training (s 21)**

Compulsory Code of Conduct training was provided to all new employees during the financial year.

### **Procedures and practices (s 22)**

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 2022/23 financial year.

### **s 45 Identifying significant business activities**

(a) During the 2022/23 financial year, Council operated the following business activities:

- Waste collection
- Water
- Sewerage
- Caravan Park

(b) None of the above activities satisfied the statutory threshold for classification as a significant business activity.

(c) The competitive neutrality principle was not applied as the cost of applying the code would outweigh the benefits.

(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**

- (1) (a) The value of remuneration packages of senior management employees was: \$ 837,983  
(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.

On 14 December 2021, Council adopted a resolution to update the Councillor Expenses Reimbursement Policy. The Policy was adopted with a 36-month review date.

(b) A list of any resolutions made during the financial year under section 206(2) of the Local Government Regulation 2012.

On 8 June 2021, 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 2021. 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                   |



## Councillors (s 186)

(a) For each Councillor, the total remuneration, including superannuation contributions, paid to the Councillors during the 2022/23 financial year were:

| Name               | Mayor                | Deputy Mayor        | Councillor          | Telephone/Data    | Total               | Council 12% Superannuation |
|--------------------|----------------------|---------------------|---------------------|-------------------|---------------------|----------------------------|
| Boccalatte, Kaylee |                      |                     | \$55,188.03         | \$600.00          | \$55,788.03         | \$6,622.49                 |
| Bonanno, John      |                      |                     | \$53,654.92         | \$600.00          | \$54,254.92         | \$6,438.52                 |
| Detenon, Michael   |                      |                     | \$55,188.03         | \$600.00          | \$55,788.03         | \$6,622.49                 |
| Furnell, John      |                      |                     | \$55,188.03         | \$600.00          | \$55,788.03         | \$6,622.49                 |
| McLaughlin, Lyn    | \$110,374.23         |                     |                     |                   | \$110,374.23        | \$13,244.80                |
| Musumeci, Max      |                      |                     | \$55,188.03         | \$600.00          | \$55,788.03         | \$6,622.49                 |
| Perry, Sue         |                      | \$ 63,677.02        |                     | \$600.00          | \$64,277.02         | \$7,641.35                 |
| <b>TOTAL (\$)</b>  | <b>\$ 110,374.23</b> | <b>\$ 63,677.02</b> | <b>\$274,407.04</b> | <b>\$3,600.00</b> | <b>\$452,058.29</b> | <b>\$53,814.63</b>         |

No Councillor receives a car allowance. The mayor is provided with a vehicle for business and private use and the Councillors have access to a Council vehicle for business use only. The mayor is also provided with a telephone and therefore does not receive the monthly telephone data allowance.

## Councillors (s 186)

(b) The expenses incurred by, and the facilities provided to, each Councillor in accordance with Burdekin Shire Council's Councillor Expense Reimbursement Policy in 2022/23 financial year were as follows:

| Name               | Food/Beverages  | Conferences       | Workshop        | Travel/<br>Accommodation | Total             |
|--------------------|-----------------|-------------------|-----------------|--------------------------|-------------------|
| Boccalatte, Kaylee |                 |                   |                 |                          |                   |
| Bonanno, John      |                 |                   |                 |                          |                   |
| Detenon, Michael   |                 |                   |                 |                          |                   |
| Furnell, John      |                 |                   | \$109.09        |                          | \$109.09          |
| McLaughlin, Lyn    | \$835.87        | \$900.00          |                 | \$5,161.95               | \$6,897.82        |
| Musumeci, Max      |                 | \$1,400.00        |                 | \$309.21                 | \$1,709.21        |
| Perry, Sue         | \$151.04        |                   | \$109.09        | \$626.49                 | \$886.62          |
| <b>TOTAL (\$)</b>  | <b>\$986.91</b> | <b>\$2,300.00</b> | <b>\$218.18</b> | <b>\$6,272.65</b>        | <b>\$9,602.74</b> |

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 meetings each Councillor attended during the 2022/23 financial year were as follows:

| Name               | Ordinary and Special Meetings held | Ordinary and Special Meetings attended | Meetings absent while on Council business | Leave of absence |
|--------------------|------------------------------------|--|---|------------------|
| Boccalatte, Kaylee | 23                                 | 22                                     | 0   | 1                |
| Bonanno, John      | 23                                 | 14                                     | 0   | 0                |
| Detenon, Michael   | 23                                 | 21                                     | 0   | 2                |
| Furnell, John      | 23                                 | 21                                     | 0   | 2                |
| McLaughlin, Lyn    | 23                                 | 22                                     | 1   | 0                |
| Musumeci, Max      | 23                                 | 22                                     | 0   | 0                |
| Perry, Sue         | 23                                 | 22                                     | 0   | 0                |

(d) The total number of the following during the financial year:

| Orders   | LGA section | Number |
|--|-------------|--------|
| Orders made by the Chairperson dealing with unsuitable meeting conduct.  | 150I(2)     | Nil    |
| Orders made by the local government where the local government has decided that the Councillor has engaged in inappropriate conduct. | 150AH(1)    | Nil    |
| Decisions, orders and recommendations made by the conduct tribunal in relation to misconduct by a Councillor.                        | 150AR(1)    | Nil    |

(e) The total number of each of the following during the financial year:

| Requirement   | Details        |
|---|----------------|
| The name of each Councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made                | Not applicable |
| A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors. | Not applicable |
| A summary of the decision, order or recommendation made for each Councillor.  | Not applicable |

(f) The number of each of the following during the financial year:

| Details  | LGA section                    | Number |
|--|--------------------------------|--------|
| Complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the Local Government.   | 150P(2)(a)                     | Nil    |
| Matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission.   | 150P(3)                        | Nil    |
| Notices given to the assessor about Councillor conduct.  | 150R(2)                        | Nil    |
| Notices given to the assessor about the Councillor's conduct and all information held by the local government that relates to the conduct.   | 150S(2)(a)                     | Nil    |
| Decisions made under section 150W(1)(a), (b) and (e) of the Act by the assessor to dismiss the complaint about the conduct under section 150X of the Act; to refer the suspected inappropriate conduct to the Local Government to deal with; or to take no further action under section 150Y of the Act. | 150W(1)(a), (b) and (e)        | Nil    |
| Referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act.  | 150AC(3)(a)                    | Nil    |
| Occasions information given to the assessor under section 150AF(4)(a) of the Act, indicating a Councillor may have engaged in misconduct.  | 150AF(4)(a)                    | Nil    |
| Occasions the Local Government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the Local Government, the suspected inappropriate conduct of a Councillor.   | Chapter 5A, Part 3, Division 5 | Nil    |
| Applications heard by the conduct tribunal under chapter 5A, part 3, division 6 of the Act about whether a Councillor engaged in misconduct or inappropriate conduct.  | Chapter 5A, Part 3, Division 6 | Nil    |

## Overseas travel (s188)

No overseas travel was made in an official capacity during the period by any employee, Councillor, or the Mayor.

## Grants to community organisations and discretionary funds (s189)

The local government's expenditure for 2022/23 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              |
|---------------------------|---------------------|
| Art and Culture           | \$250.00            |
| Community Development     | \$48,982.57         |
| Recreation and Sport      | \$30,811.25         |
| Welfare                   | \$85,400.00         |
| In-Kind                   | \$111,946.50        |
| Standing donations        | \$77,375.70         |
| Cash Grants and Donations | \$134,382.57        |
| <b>Total</b>              | <b>\$489,148.59</b> |

(2) No Councillors at Burdekin Shire Council have discretionary funds.

## Other contents (s190)

Council did not operate any commercial business units.

Council did not levy any special rates or charges for a service, facility or activity supplied by another local government for the financial year.

Council issued three invitations to two tenderers to change a tender due to a change of specifications under section 228(8) during the financial year. The following registers were kept by Council during the financial year:

- Register of Interest 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)

Council granted concessions to pensioners in accordance with the Council resolution made at the Budget Meeting on 28 June 2022 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. In total, Council received pensioner rebate applications for 947 properties and remitted \$343,663.16 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 2022/23 financial year, Council remitted \$77,895 to 45 properties in rebates.

Council did not receive any investigation notices in the financial year under section 49 for competitive neutrality complaints.

No competitive neutrality complaint reports were received, or responses required during the financial year under section 52(3).



# Financial Statements





Burdekin Shire Council

# **Annual Financial Statements**

**for the financial year ended  
30 June 2023**



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# Burdekin Shire Council

## Statement of Comprehensive Income

for the year ended 30 June 2023

|  |       | 2023              | 2022              |
|--|-------|-------------------|-------------------|
|  | Notes | \$                | \$                |
| <b>Income</b>  |       |                   |                   |
| <b>Recurrent revenue</b>                                 |       |                   |                   |
| Rates, levies and charges                                | 3a    | 42,375,513        | 41,206,559        |
| Fees and charges   | 3b    | 3,179,005         | 2,902,799         |
| Sales of contract and recoverable works                  |       | 2,114,829         | 1,987,194         |
| Grants, subsidies and contributions                      | 3c    | 10,710,371        | 6,229,681         |
| Interest received  |       | 2,953,447         | 481,661           |
| Other income   |       | 489,678           | 668,615           |
|  |       | <u>61,822,843</u> | <u>53,476,509</u> |
| <b>Capital revenue</b>                                   |       |                   |                   |
| Grants, subsidies and contributions                      | 3c    | 11,459,617        | 11,624,938        |
| Other capital income                                     | 4     | 78,440            | 266,181           |
| <b>Total capital revenue</b>                             |       | <u>11,538,057</u> | <u>11,891,119</u> |
| <b>Total income</b>                                      | 2b    | <u>73,360,900</u> | <u>65,367,628</u> |
| <b>Expenses</b>  |       |                   |                   |
| <b>Recurrent expenses</b>                                |       |                   |                   |
| Employee benefits  | 5     | 22,274,224        | 21,327,353        |
| Materials and services                                   | 6     | 18,289,284        | 15,848,577        |
| Finance costs  | 7     | 694,065           | 320,400           |
| Depreciation and amortisation:                           |       |                   |                   |
| - Property, plant and equipment                          | 12    | 14,449,025        | 13,114,267        |
| - Intangible assets                                      |       | 95,435            | 101,624           |
| <b>Total recurrent expenses</b>                          |       | <u>55,802,033</u> | <u>50,712,221</u> |
| <b>Other expenses</b>                                    |       |                   |                   |
| Other capital expenses                                   | 8     | 1,476,729         | 2,495,377         |
| <b>Total other expenses</b>                              |       | <u>1,476,729</u>  | <u>2,495,377</u>  |
| <b>Total expenses</b>                                    |       | <u>57,278,762</u> | <u>53,207,598</u> |
| <b>Net Result</b>  | 2b    | <u>16,082,138</u> | <u>12,160,030</u> |
| <b>Other comprehensive income</b>                        |       |                   |                   |
| <b>Items that will not be reclassified to net result</b> |       |                   |                   |
| Increase in asset revaluation surplus                    | 17    | 31,240,755        | 35,927,005        |
| <b>Total other comprehensive income for the year</b>     |       | <u>31,240,755</u> | <u>35,927,005</u> |
| <b>Total comprehensive income for the year</b>           |       | <u>47,322,893</u> | <u>48,087,035</u> |

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 2023

|                                      |       | 2023               | 2022               |
|--------------------------------------|-------|--------------------|--------------------|
|                                      | Notes | \$                 | \$                 |
| <b>Assets</b>                        |       |                    |                    |
| <b>Current assets</b>                |       |                    |                    |
| Cash and cash equivalents            | 9     | 83,512,072         | 69,326,399         |
| Receivables                          | 10    | 1,576,693          | 1,247,512          |
| Inventories                          |       | 617,965            | 603,236            |
| Contract assets                      | 13    | 1,164,737          | 1,919,043          |
| Other assets                         | 11    | 1,761,467          | 1,911,475          |
| <b>Total current assets</b>          |       | <b>88,632,934</b>  | <b>75,007,665</b>  |
| <b>Non-current assets</b>            |       |                    |                    |
| Receivables                          | 10    | 385,141            | 341,018            |
| Property, plant and equipment        | 12    | 627,207,892        | 589,140,360        |
| Intangible assets                    |       | 300,715            | 396,150            |
| Other assets                         | 11    | 64,309             | 70,205             |
| <b>Total non-current assets</b>      |       | <b>627,958,057</b> | <b>589,947,733</b> |
| <b>Total Assets</b>                  |       | <b>716,590,991</b> | <b>664,955,398</b> |
| <b>Liabilities</b>                   |       |                    |                    |
| <b>Current liabilities</b>           |       |                    |                    |
| Payables                             | 14    | 6,378,290          | 5,911,555          |
| Contract liabilities                 | 13    | 4,943,672          | 1,808,386          |
| Provisions                           | 15    | 5,709,220          | 5,569,551          |
| Other liabilities                    | 16    | 538,044            | 535,315            |
| <b>Total current liabilities</b>     |       | <b>17,569,226</b>  | <b>13,824,807</b>  |
| <b>Non-current liabilities</b>       |       |                    |                    |
| Provisions                           | 15    | 18,651,916         | 18,126,667         |
| Other liabilities                    | 16    | 1,689,244          | 1,665,681          |
| <b>Total non-current liabilities</b> |       | <b>20,341,160</b>  | <b>19,792,348</b>  |
| <b>Total Liabilities</b>             |       | <b>37,910,386</b>  | <b>33,617,155</b>  |
| <b>Net community assets</b>          |       | <b>678,680,605</b> | <b>631,338,243</b> |
| <b>Community equity</b>              |       |                    |                    |
| Asset revaluation surplus            | 17    | 389,851,222        | 358,610,467        |
| Retained surplus/(deficiency)        |       | 288,829,383        | 272,727,776        |
| <b>Total community equity</b>        |       | <b>678,680,605</b> | <b>631,338,243</b> |

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 2023

|  | Notes | Asset<br>revaluation<br>surplus<br>\$ | Retained<br>surplus<br>\$ | Total<br>equity<br>\$ |
|--|-------|---------------------------------------|---------------------------|-----------------------|
| <b>2023</b>  |       |                                       |                           |                       |
| Balance as at 1 July   |       | 358,610,467                           | 272,727,776               | 631,338,243           |
| Correction to opening balances   |       | –                                     | 19,469                    | 19,469                |
| <b>Restated balance as at 1 July</b>                                   |       | <b>358,610,467</b>                    | <b>272,747,245</b>        | <b>631,357,712</b>    |
| <b>Net result</b>  |       | <b>–</b>                              | <b>16,082,138</b>         | <b>16,082,138</b>     |
| <b>Other comprehensive income for the year</b>                         |       |                                       |                           |                       |
| - Increase/(decrease) in asset revaluation surplus                     | 17    | 30,969,408                            | –                         | 30,969,408            |
| - Increase/(decrease) in future rehabilitation - land and improvements | 17    | 271,347                               | –                         | 271,347               |
| <b>Total comprehensive income for the year</b>                         |       | <b>31,240,755</b>                     | <b>16,082,138</b>         | <b>47,322,893</b>     |
| <b>Balance as at 30 June</b>   |       | <b>389,851,222</b>                    | <b>288,829,383</b>        | <b>678,680,605</b>    |
| <b>2022</b>  |       |                                       |                           |                       |
| Balance as at 1 July   |       | 322,683,462                           | 260,266,286               | 582,949,748           |
| Correction to opening balances   |       | –                                     | 301,460                   | 301,460               |
| <b>Restated balance as at 1 July</b>                                   |       | <b>322,683,462</b>                    | <b>260,567,746</b>        | <b>583,251,208</b>    |
| <b>Net result</b>  |       | <b>–</b>                              | <b>12,160,030</b>         | <b>12,160,030</b>     |
| <b>Other comprehensive income for the year</b>                         |       |                                       |                           |                       |
| - Increase/(decrease) in asset revaluation surplus                     | 17    | 34,923,959                            | –                         | 34,923,959            |
| - Increase/(decrease) in future rehabilitation - land and improvements | 17    | 1,003,046                             | –                         | 1,003,046             |
| <b>Total comprehensive income for the year</b>                         |       | <b>35,927,005</b>                     | <b>12,160,030</b>         | <b>48,087,035</b>     |
| <b>Balance as at 30 June</b>   |       | <b>358,610,467</b>                    | <b>272,727,776</b>        | <b>631,338,243</b>    |

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 2023

|   |       | 2023         | 2022         |
|---|-------|--------------|--------------|
|   | Notes | \$           | \$           |
| <b>Cash flows from operating activities</b>               |       |              |              |
| Receipts from customers                                   |       | 49,354,151   | 50,417,875   |
| Payments to suppliers and employees                       |       | (43,898,078) | (41,892,898) |
|   |       | 5,456,073    | 8,524,977    |
| Interest and investment revenue received                  |       | 2,760,995    | 468,207      |
| Operating grants, subsidies and contributions             |       | 10,702,997   | 6,316,011    |
| Other   |       | 2,743,868    | 2,198,884    |
| Net cash inflow/(outflow) from operating activities       | 21    | 21,663,933   | 17,508,079   |
| <b>Cash flows from investing activities</b>               |       |              |              |
| Proceeds from sale of property, plant and equipment       |       | 224,723      | 907,579      |
| Grants, subsidies and contributions                       |       | 14,547,858   | 10,162,236   |
| Payments for property, plant and equipment                |       | (22,194,718) | (24,145,455) |
| Community loans   |       | (56,123)     | (23,535)     |
| Net cash inflow/(outflow) from investing activities       |       | (7,478,260)  | (13,099,175) |
| Net increase/(decrease) in cash and cash equivalents held |       | 14,185,673   | 4,408,904    |
| Cash and cash equivalents – beginning of financial year   |       | 69,326,399   | 64,917,495   |
| Cash and cash equivalents - end of the financial year     | 9     | 83,512,072   | 69,326,399   |

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 2023

### Note 1. Information about these financial statements

---

#### (a) Basis of preparation

These general purpose financial statements are for the period 1 July 2022 to 30 June 2023 and have been prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. Council is a not-for-profit entity for financial reporting purposes and these financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

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

#### (b) New and revised Accounting Standards adopted during the year

Council adopted all standards which became mandatorily effective for annual reporting periods beginning on 1 July 2022, none of the standards had a material impact on reported position, performance and cash flows.

#### (c) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2023. These standards have not been adopted by Council and will be included in the financial statements on their effective date. Future standards are not expected to have a material impact on Council's financial statements.

#### (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
- Grants, subsidies and contributions - note 3
- Valuation and depreciation of property, plant and equipment - note 12
- Provisions - note 15
- Contingent liabilities - note 19
- Financial instruments - note 23

#### (e) Rounding and comparatives

The financial statements are in Australian dollars and have been rounded to the nearest \$1.

Comparative information is generally restated for reclassifications, errors and changes in accounting policies

unless permitted otherwise by transition rules in a new Accounting Standard.

#### (f) 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.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2. Analysis of results by function

---

#### (a) Council functions – component descriptions

The activities relating to the Council's components report 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 recruitment, training and development, employee and public relations, customer service, information technology services, secretarial and minutes support, records management, quality assurance, Council properties management, revenue, creditors, 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 aim to ensure all new development outcomes meet regulatory obligations including relevant Acts, the Planning Scheme, building codes, council policies and local laws. Development services comprises of development administration, town planning, building services, plumbing, trade waste and facilities management.

##### **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, protection of the environment, 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 waste management 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 and 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 (2011). The services include the pumping, treatment and disinfection of raw water prior to the reticulated supply to customers via individual metered property connections.



# Burdekin Shire Council

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 2. Analysis of results by function (continued)

#### (b) Council functions - analysis of results by function

| Functions              | Gross program income |                 |                | Gross program expenses |              |              | Net result from |                | Total assets |
|------------------------|----------------------|-----------------|----------------|------------------------|--------------|--------------|-----------------|----------------|--------------|
|                        | Recurring grants     | Recurring other | Capital grants | Capital other          | Total income | Recurring    | Capital         | Total expenses |              |
|                        | \$                   | \$              | \$             | \$                     | \$           | \$           | \$              | \$             | \$           |
| <b>2023</b>            |                      |                 |                |                        |              |              |                 |                |              |
| Administration         | 7,379,593            | 30,517,685      | -              | 72,800                 | 37,970,078   | (8,305,127)  | (27,989)        | (8,333,116)    | 110,481,825  |
| Community and cultural | 220,051              | 491,952         | 156,434        | -                      | 868,437      | (5,457,744)  | (78,824)        | (5,536,568)    | 28,849,731   |
| Development            | -                    | 480,599         | -              | -                      | 480,599      | (1,586,207)  | -               | (1,586,207)    | -            |
| Environmental          | 107,370              | 1,601,524       | 3,411,848      | 11,750                 | 5,132,492    | (7,325,830)  | (129,860)       | (7,455,690)    | 19,756,035   |
| Engineering            | 2,681,893            | 2,215,242       | 1,446,983      | 1,449,275              | 7,793,393    | (17,598,831) | (612,941)       | (18,211,772)   | 452,644,966  |
| Waste                  | -                    | 5,510,430       | -              | 47,643                 | 5,558,073    | (5,698,317)  | (196,733)       | (5,895,050)    | 11,467,502   |
| Sewerage               | -                    | 5,267,434       | 1,339,022      | -                      | 6,606,456    | (4,697,305)  | (108,497)       | (4,805,802)    | 44,175,307   |
| Water                  | -                    | 5,349,070       | 3,483,552      | 118,750                | 8,951,372    | (5,132,672)  | (321,885)       | (5,454,557)    | 49,215,625   |
| Total                  | 10,388,907           | 51,433,936      | 9,837,839      | 1,700,218              | 73,360,900   | (55,802,033) | (1,476,729)     | (57,278,762)   | 716,590,991  |
| <b>2022</b>            |                      |                 |                |                        |              |              |                 |                |              |
| Administration         | 4,057,902            | 28,368,900      | 9,650          | (56,291)               | 32,380,161   | (7,029,628)  | (16,245)        | (7,045,873)    | 96,248,701   |
| Community and cultural | 293,184              | 522,345         | 524,230        | -                      | 1,339,759    | (5,054,577)  | (892,515)       | (5,747,092)    | 27,333,528   |
| Development            | -                    | 464,297         | -              | -                      | 464,297      | (1,348,280)  | -               | (1,348,280)    | -            |
| Environmental          | 99,116               | 1,238,874       | 559,664        | -                      | 1,897,654    | (6,921,928)  | (34,029)        | (6,955,957)    | 15,019,941   |
| Engineering            | 1,390,714            | 2,069,473       | 2,108,356      | 113,711                | 5,682,254    | (16,272,452) | (1,154,290)     | (17,426,742)   | 431,966,999  |
| Waste                  | 101,209              | 5,237,738       | -              | 211,194                | 5,550,141    | (4,888,173)  | (541,751)       | (5,429,924)    | 10,790,626   |
| Sewerage               | -                    | 4,452,672       | -              | 33,210                 | 4,485,882    | (4,474,047)  | (52,042)        | (4,526,089)    | 40,579,076   |
| Water                  | -                    | 5,180,085       | 8,387,395      | -                      | 13,567,480   | (4,723,136)  | (4,505)         | (4,727,641)    | 43,016,527   |
| Total                  | 5,942,125            | 47,534,384      | 11,589,295     | 301,824                | 65,367,628   | (50,712,221) | (2,495,377)     | (53,207,598)   | 664,955,398  |

# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 3. Revenue

|  | 2023 | 2022 |
|--|------|------|
|  | \$   | \$   |

### (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              | 29,028,341 | 28,195,447 |
| Separate rates             | 262,256    | —          |
| Water                      | 4,834,522  | 4,999,289  |
| Sewerage                   | 4,244,984  | 4,106,166  |
| Garbage charges            | 4,254,996  | 4,151,152  |
| Special rates              | 6,680      | 6,615      |
| Environmental levy         | 87,397     | 87,209     |
|                            | 42,719,176 | 41,545,878 |
| Less: pensioner remissions | (343,663)  | (339,319)  |
|                            | 42,375,513 | 41,206,559 |

### (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.

|                               | 2023      | 2022      |
|-------------------------------|-----------|-----------|
|                               | \$        | \$        |
| Building and development fees | 477,957   | 456,126   |
| Caravan parks                 | 653,014   | 543,140   |
| Animal management             | 111,166   | 137,687   |
| Waste disposal                | 829,642   | 719,679   |
| Trade waste                   | 257,923   | 226,749   |
| Cultural facilities           | 236,876   | 240,535   |
| Cemetery Fees                 | 200,040   | 160,370   |
| Other fees and charges        | 412,387   | 418,513   |
|                               | 3,179,005 | 2,902,799 |

### (c) Grants, subsidies and contributions

#### 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.

# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 3. Revenue (continued)

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

Where control is transferred over time, revenue is recognised using either costs or time incurred.

### Grant income under AASB 1058 Income of Not-for-Profit Entities

#### 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 revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It may include non-cash contributions which are usually infrastructure assets received from developers.

|                                       | 2023<br>\$        | 2022<br>\$       |
|---------------------------------------|-------------------|------------------|
| <b>(i) Operating</b>                  |                   |                  |
| General purpose grants                | 9,446,912         | 5,108,203        |
| State government subsidies and grants | 941,995           | 833,922          |
| Contributions                         | 321,464           | 287,556          |
|                                       | <u>10,710,371</u> | <u>6,229,681</u> |

Council received prepayments of the Financial Assistance Grant - 75% in April 2022 and 100% in June 2023.

|   | 2023<br>\$        | 2022<br>\$        |
|---|-------------------|-------------------|
| <b>(ii) Capital</b>                                     |                   |                   |
| State government subsidies and grants                   | 8,049,261         | 10,034,004        |
| Commonwealth government subsidies and grants            | 1,788,578         | 1,555,291         |
| Contributions   | 813,053           | 2,433             |
| Developer contribution of physical assets at fair value | 808,725           | 33,210            |
|   | <u>11,459,617</u> | <u>11,624,938</u> |



# Burdekin Shire Council

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 3. Revenue (continued)

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

|                      | 2023  |                                    | 2022  |                                    |
|----------------------|---|------------------------------------|---|------------------------------------|
|                      | Revenue recognised at a point in time<br>\$ | Revenue recognised over time<br>\$ | Revenue recognised at a point in time<br>\$ | Revenue recognised over time<br>\$ |
| Grants and subsidies | 10,260,490                                  | 9,966,257                          | 6,021,540                                   | 11,545,523                         |
| Contributions        | 1,136,938                                   | 806,303                            | 287,556                                     | —                                  |
|                      | 11,397,428                                  | 10,772,560                         | 6,309,096                                   | 11,545,523                         |

### Note 4. Other capital income

|   | 2023<br>\$ | 2022<br>\$ |
|---|------------|------------|
| Gain on disposal of non-current assets        | 30,798     | 54,987     |
| Discount rate adjustment - refuse restoration | 47,642     | 211,194    |
| Total capital income                          | 78,440     | 266,181    |

### Note 5. Employee benefits

|  | Notes | 2023<br>\$  | 2022<br>\$  |
|--|-------|-------------|-------------|
| Employee benefit expenses are recorded when the service has been provided by the employee. |       |             |             |
| Wages and salaries   |       | 17,651,319  | 17,346,786  |
| Councillors' remuneration  |       | 453,081     | 445,771     |
| Annual, sick and long service leave entitlements   |       | 3,754,151   | 3,141,277   |
| Superannuation   | 20    | 2,362,560   | 2,312,876   |
|  |       | 24,221,111  | 23,246,710  |
| Other employee related expenses  |       | 609,962     | 514,912     |
|  |       | 24,831,073  | 23,761,622  |
| Less: capitalised employee expenses  |       | (2,556,849) | (2,434,269) |
|  |       | 22,274,224  | 21,327,353  |

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

# Burdekin Shire Council

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 5. Employee benefits (continued)

|  | 2023<br>Number | 2022<br>Number |
|--|----------------|----------------|
| Total full time equivalent Council employees at 30 June: |                |                |
| Elected members  | 7              | 7              |
| Administration staff                                     | 125            | 124            |
| Depot and outdoors staff                                 | 129            | 128            |
|  | 261            | 259            |

### Key management personnel compensation

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. Key management personnel employee benefits, including accrued leave entitlements are:

|                              | 2023<br>\$ | 2022<br>\$ |
|------------------------------|------------|------------|
| Short-term employee benefits | 1,246,150  | 1,223,426  |
| Post-employment benefit      | 134,788    | 132,780    |
| Long-term employee benefits  | 28,749     | 22,434     |
|                              | 1,409,687  | 1,378,640  |

Detailed remuneration disclosures are provided in the annual report.

### Note 6. Materials and services

|   | 2023<br>\$ | 2022<br>\$ |
|---|------------|------------|
| Expenses are recorded on an accruals basis as Council receives the goods or services. |            |            |
| Audit of annual financial statements by the Auditor-General of Queensland             | 69,896     | 74,908     |
| Communications and IT   | 1,463,504  | 1,272,155  |
| Contract payments   | 2,953,332  | 2,606,860  |
| Electricity   | 1,383,077  | 1,205,148  |
| Materials   | 1,478,945  | 1,384,737  |
| Plant and equipment expenses  | 1,529,343  | 1,389,660  |
| Plant hire external   | 2,709,196  | 2,421,499  |
| Trade/contract services   | 1,521,131  | 1,319,093  |
| Waste levy payment  | 823,169    | 802,138    |
| Waste levy refund   | (508,889)  | (487,574)  |
| Other materials and services  | 4,866,580  | 3,859,953  |
|   | 18,289,284 | 15,848,577 |

Total audit fees quoted by the Queensland Audit Office relating to the 2022/2023 financial statements are \$83,250 (2021/2022: \$77,500).

(\*) The State Government rebated \$533,203 of the state waste levy to mitigate the direct impacts on households.

# Burdekin Shire Council

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 7. Finance costs

|                           | 2023           | 2022           |
|---------------------------|----------------|----------------|
|                           | \$             | \$             |
| Bank charges              | 77,597         | 76,208         |
| Impairment of receivables | 251            | 261            |
| Restoration               | 616,217        | 243,931        |
|                           | <u>694,065</u> | <u>320,400</u> |

### Note 8. Other capital expenses

|  | 2023             | 2022             |
|--|------------------|------------------|
|  | \$               | \$               |
| Revision of future restoration expenditure | 194,891          | 541,751          |
| Loss on write-off of assets                | 1,281,838        | 1,953,626        |
| Total capital expenses                     | <u>1,476,729</u> | <u>2,495,377</u> |

### Note 9. Cash and cash equivalents

|  | 2023 | 2022 |
|--|------|------|
|  | \$   | \$   |

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

|                                    |                   |                   |
|------------------------------------|-------------------|-------------------|
| Cash at bank and on hand           | 2,052,415         | 3,767,982         |
| Deposits at call                   | <u>81,459,657</u> | <u>65,558,417</u> |
| Balance per Statement of Cashflows | <u>83,512,072</u> | <u>69,326,399</u> |

#### Restricted and internally allocated cash and cash equivalents

External restrictions on cash are disclosed as Contract Liabilities as per Note 13 (b) and Other Liabilities as per Note 16.

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.



# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 9. Cash and cash equivalents (continued)

|  | 2023 | 2022 |
|--|------|------|
|  | \$   | \$   |

### 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 of 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 | 295,097        | 159,573        |
| Security deposits                                    | 60,334         | 35,465         |
|  | <u>355,431</u> | <u>195,038</u> |

## Note 10. Receivables

Receivables, loans and advances are amounts owed to Council at year end. They are recognised at the amount due at the time of sale or service delivery or advance. 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.

Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. All known bad debts were written-off at 30 June and any loss is recognised in finance costs.

As Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, therefore Council does not impair rate receivables. Interest was charged on outstanding rates at a rate of 8% per annum. No interest is charged on other debtors. 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 2023

### Note 10. Receivables (continued)

|   | 2023             | 2022             |
|---|------------------|------------------|
|   | \$               | \$               |
| <b>Current</b>                                |                  |                  |
| Rates, levies and charges                     | 430,249          | 503,866          |
| Other debtors                                 | 1,084,837        | 693,790          |
| Loans and advances to community organisations | 63,877           | 51,877           |
| Credit loss allowance                         | (2,270)          | (2,021)          |
|   | <u>1,576,693</u> | <u>1,247,512</u> |
| <b>Non-current</b>                            |                  |                  |
| Loans and advances to community organisations | 385,141          | 341,018          |
|   | <u>385,141</u>   | <u>341,018</u>   |

### Note 11. Other assets

|                              | 2023             | 2022             |
|------------------------------|------------------|------------------|
|                              | \$               | \$               |
| <b>Current</b>               |                  |                  |
| Water charges not yet levied | 887,545          | 1,114,120        |
| GST recoverable              | 426,057          | 400,132          |
| Prepayments                  | 247,865          | 197,223          |
| Escrow                       | 200,000          | 200,000          |
|                              | <u>1,761,467</u> | <u>1,911,475</u> |
| <b>Non-current</b>           |                  |                  |
| Prepayments                  | 64,309           | 70,205           |
|                              | <u>64,309</u>    | <u>70,205</u>    |

## Note 12. Property, plant and equipment

|   | Land and<br>improvements | Buildings    | Plant and<br>equipment | Transport     | Water        | Sewerage     | Drainage     | Other assets | Leasehold<br>improvements | Works in<br>progress | Total         |
|---|--------------------------|--------------|------------------------|---------------|--------------|--------------|--------------|--------------|---------------------------|----------------------|---------------|
|   | \$                       | \$           | \$                     | \$            | \$           | \$           | \$           | \$           | \$                        | \$                   | \$            |
| 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      |                           |                      |               |
| <b>For the year ended 30 June 2023</b>        |                          |              |                        |               |              |              |              |              |                           |                      |               |
| Gross value as at 30 June 2023                | 27,518,872               | 87,894,738   | 18,820,658             | 521,710,665   | 75,357,604   | 102,856,622  | 61,335,277   | 41,880,843   | 81,600                    | 19,388,709           | 956,835,588   |
| Less accumulated depreciation                 | (7,620,145)              | (44,830,597) | (8,151,796)            | (135,354,215) | (29,421,476) | (61,822,067) | (24,130,078) | (18,286,300) | (11,022)                  | -                    | (329,627,696) |
| Closing written down value as at 30 June 2023 | 19,898,727               | 43,064,141   | 10,668,862             | 386,356,450   | 45,936,128   | 41,034,555   | 37,205,199   | 23,594,543   | 70,578                    | 19,388,709           | 627,207,892   |
| <b>For the year ended 30 June 2022</b>        |                          |              |                        |               |              |              |              |              |                           |                      |               |
| Gross value as at 30 June 2022                | 25,897,161               | 80,678,752   | 18,475,368             | 492,528,633   | 61,935,585   | 94,845,642   | 55,156,390   | 34,492,764   | 81,600                    | 17,743,176           | 881,835,071   |
| Less accumulated depreciation                 | (6,811,829)              | (39,490,924) | (7,512,299)            | (119,875,658) | (27,499,066) | (55,706,619) | (21,230,172) | (14,565,283) | (2,861)                   | -                    | (292,694,711) |
| Closing written down value as at 30 June 2022 | 19,085,332               | 41,187,828   | 10,963,069             | 372,652,975   | 34,436,519   | 39,139,023   | 33,926,218   | 19,927,481   | 78,739                    | 17,743,176           | 589,140,360   |
| <b>Movements for year ended 30 June 2023</b>  |                          |              |                        |               |              |              |              |              |                           |                      |               |
| Opening written down value as at 1 July 2022  | 19,085,332               | 41,187,828   | 10,963,069             | 372,652,975   | 34,436,519   | 39,139,023   | 33,926,218   | 19,927,481   | 78,739                    | 17,743,176           | 589,140,360   |
| Correction to opening balance                 | -                        | -            | -                      | -             | -            | -            | -            | 19,469       | -                         | -                    | 19,469        |
| Additions at cost                             | 72,800                   | 152,149      | 1,015,193              | 1,274,948     | 3,720,853    | 158,405      | 5,115        | 3,210,037    | -                         | 12,658,014           | 22,194,714    |
| Contributed assets at valuation               | -                        | -            | -                      | 489,621       | 118,750      | -            | 127,554      | -            | -                         | -                    | 808,725       |
| Internal transfers from work in progress      | -                        | 125,332      | 377,899                | 2,068,595     | 6,639,534    | 430,118      | 701,460      | 669,543      | -                         | (11,012,481)         | -             |
| Depreciation provided in year                 | (320,070)                | (1,919,225)  | (1,469,603)            | (6,374,438)   | (964,834)    | (1,580,877)  | (740,381)    | (1,071,436)  | (8,161)                   | -                    | (14,449,025)  |
| Disposals                                     | -                        | -            | (193,924)              | -             | -            | -            | -            | -            | -                         | -                    | (852,592)     |
| Write-offs                                    | -                        | -            | (23,772)               | (561,735)     | (321,885)    | (108,497)    | (16,004)     | (145,484)    | -                         | -                    | (1,281,835)   |
| Revaluation adjustment to other comprehensive | -                        | (104,458)    | -                      | -             | -            | -            | -            | -            | -                         | -                    | -             |
| Income (Asset Revaluation Surplus)            | 1,060,665                | 3,612,515    | -                      | 16,806,484    | 2,307,191    | 2,996,383    | 3,201,237    | 984,933      | -                         | -                    | 30,969,408    |
| Closing written down value as at 30 June 2023 | 19,898,727               | 43,064,141   | 10,668,862             | 386,356,450   | 45,936,128   | 41,034,555   | 37,205,199   | 23,594,543   | 70,578                    | 19,388,709           | 627,207,892   |
| <b>Range of estimated life in years</b>       | 37 - 102                 | 9 - 156      | 3 - 45                 | 1 - 152       | 5 - 138      | 5 - 127      | 5 - 151      | 5 - 108      | 10                        |                      |               |
| <b>Additions of renewal assets</b>            | -                        | 152,149      | 1,014,400              | 1,264,668     | 157,166      | 60,480       | 5,115        | 281,197      | -                         | 7,978,837            | 10,894,012    |
| <b>Additions of other asset</b>               | -                        | -            | 793                    | 10,280        | 3,563,687    | 97,925       | -            | 2,948,840    | -                         | 4,679,177            | 11,300,702    |
| <b>Total additions in year</b>                | -                        | 152,149      | 1,015,193              | 1,274,948     | 3,720,853    | 158,405      | 5,115        | 3,210,037    | -                         | 12,658,014           | 22,194,714    |



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 12. Property, plant and equipment

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#### (a) Recognition

Purchases of property, plant and equipment are recognised as assets unless they are below the asset recognition threshold or are considered maintenance expenditure.

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

#### (b) Measurement

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

Cost is determined as the fair value of consideration plus costs incidental to the acquisition, including freight, design fees, architect's fees and all other establishment costs. Direct labour and materials incurred in the acquisition or construction of assets are treated as capital expenditure.

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

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

#### (c) Depreciation

Assets are depreciated from the date of acquisition or, in respect of constructed assets, from the time an asset is completed and commissioned ready for use.

Land, work in progress, unlined channels, heritage asset, road subgrade and unsealed pavements are not depreciated.

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

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

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

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

#### (d) Impairment

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

#### (e) Valuation

##### Key Judgements and estimates

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

This financial year due to inflationary factors, there have been some major increases in material costs for a number of assets which has impacted the valuation of assets. The high increases in material costs are somewhat offset by more modest increases in wages and internal plant hire.

The major classes affected by these particular materials are Transport, Drainage, Water Supply and Sewerage.

# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 12. Property, plant and equipment (continued)

### (i) Processes

Council considers the carrying amount of its property, plant and equipment on an annual basis compared to 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.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

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.

### (ii) Techniques used to derive fair values

#### Land and Improvements (level 2 and 3)

Land fair values were comprehensively revalued by independent valuer, AVR Consulting effective 31 March 2023. Fair value of land is measured at current market value, which is derived by reference to market based evidence for properties of similar nature and specification in the same localities. The assessment of comparable sales evidence can be subjective in its analysis and the valuer has determined to what extent the comparable sales differ in order to determine whether the valuation inputs are classified as level 2 or 3. The overall change to fair value as at 31 March 2023 was an increase of 5.74%.

|                              | 2023              | 2022              |
|------------------------------|-------------------|-------------------|
|                              | \$                | \$                |
| <b>Land and Improvements</b> |                   |                   |
| - Non-specialised (level 2)  | 11,767,800        | 11,158,732        |
| - Specialised (level 3)      | 8,130,927         | 7,926,600         |
|                              | <u>19,898,727</u> | <u>19,085,332</u> |

The valuation inputs have changed this year from previous valuations. Valuation inputs do not remain constant, and each asset is reassessed and valued at the valuation date by reviewing the most appropriate sales evidence at the time.

# Notes to the Financial Statements

for the year ended 30 June 2023

## Note 12. Property, plant and equipment (continued)

### Buildings (level 2 and 3)

The fair value of buildings were comprehensively revalued by independent valuer, Jones Lang LaSalle Pty Ltd effective 31 March 2020. Where there is an active market for Council building assets, fair value has been derived from sales evidence, with value adjustments taking into consideration location, development potential, aspect, size and date of sale. Where Council buildings are of a specialist nature and there is no active market for the assets, fair value has been determined on the basis of replacement cost to construct a modern equivalent asset. Cost data has been sourced from recent Council projects and cost guides such as Rawlinsons and Cordells. Allowances for physical depreciation and obsolescence has been deducted from the new replacement cost to determine fair value. As at 31 March 2023 Jones Lang LaSalle Pty Ltd provided an index for the 12 month period of 9% which has been applied.

|                             | 2023<br>\$        | 2022<br>\$        |
|-----------------------------|-------------------|-------------------|
| <b>Buildings</b>            |                   |                   |
| - Non-specialised (level 2) | 1,673,416         | 1,562,046         |
| - Specialised (level 3)     | 41,380,725        | 39,625,782        |
|                             | <u>43,054,141</u> | <u>41,187,828</u> |

### Infrastructure assets (level 3)

All Council infrastructure assets consisting of Transport, Drainage, Water, Sewerage and Other Assets are recorded at fair value using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the average cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the Council's planning horizon.

The fair value was determined using methods relevant to the asset class as described under individual asset categories below.

### Transport infrastructure

#### Roads

All road segments are componentised into subgrade, pavement, and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC was calculated by reference to asset linear and area specifications, estimated labour and material inputs, services costs and overhead allocations.

Council completed a comprehensive valuation (including a full condition of its roads) effective 30 April 2023. Shepherd Services Pty Ltd undertook the full condition survey of Council's roads and Council staff undertook a full review of unit rates. The change to fair value as at 30 April 2023 was 4.3%.

#### Bridges

A comprehensive revaluation of bridge assets was undertaken by independent valuers, AssetVal Pty Ltd, effective 31 March 2022. Each bridge was assessed individually, with the valuation varying according to the material type used for construction, the deck area, condition and size. AssetVal Pty Ltd construction estimates considered raw materials, plant, labour and oncosts. These were applied to the known measurements of the assets to calculate the current replacement cost. The raw cost of material, as well as plant and labour hire rates, were established either through suppliers, quoted prices, or cost guides (e.g. Australian Rawlinson's Construction Handbook). Oncosts were established using industry standards which were then tailored to suit Council.

The valuers advised a 13.1% increase in the index for Bridges and Major Culvert effective as at 31 March 2023.

### Drainage infrastructure

Drainage assets are managed by component including segments of conduit, pits, manholes and channels. A full review of unit rates and a desktop review of condition was undertaken internally by Council staff as at 31 March 2023. The change to fair value as at 31 March 2023 was 9.56%.



## Note 12. Property, plant and equipment (continued)

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Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. Where drainage assets are located underground and physical inspection is not possible, the age, size and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date.

### **Water and sewerage infrastructure**

A full revaluation of water and sewerage infrastructure fair value was determined by a combination of independent valuers, Jones Lang LaSalle Pty Ltd and internal valuations effective 31 March 2020. Jones Lang LaSalle Pty Ltd undertook a valuation of specific water assets (inc. boreholes, buildings, elevated storage, pumps, telemetry, aerator, chlorination equipment) and sewerage assets (inc. treatment plants, buildings, pump stations). Replacement costs have been determined using unit rates based on greenfield project costs and include all materials, labour and direct costs. These unit rates have been developed based on a variety of sources including in-house Council project costs, product suppliers, and published construction cost information, such as Rawlinson's and Cordell's. Allowances for physical depreciation and obsolescence were based on on-site condition and obsolescence assessments and were deducted from the new replacement cost to determine fair value. The remaining water and sewerage assets CRC were determined internally by Council staff after reviewing unit rates and condition. The value of sewers was compared with current relined costs and the higher of the two values was adopted as the replacement unit rate.

Jones Lang LaSalle Pty Ltd provided an index for the specific water and sewerage assets, with Council staff internally reviewing the unit rates for the remaining assets. The following changes to cost - water 6.01% and sewerage 8.19% have been applied as at 31 March 2023.

### **Other assets**

Other assets were comprehensively revalued by independent valuer, AVR Consulting effective 31 March 2023. Where Council's other assets are specialised in nature the valuation has been undertaken using the written down current replacement cost methodology. The change to fair value as at 31 March 2023 was 4.93%.

### **Sensitivity of valuation to unobservable inputs**

Council's assets that are valued using written down CRC utilise a number of inputs into the valuation methodology. These inputs require judgement and are therefore classed as unobservable. The use of different judgements could result in a different valuation.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 13. Contract balances

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

|   | 2023<br>\$       | 2022<br>\$       |
|---|------------------|------------------|
| <b>(a) Contract assets</b>  |                  |                  |
| Contract assets   | 1,164,737        | 1,919,043        |
|   | <u>1,164,737</u> | <u>1,919,043</u> |
| <b>(b) Contract liabilities</b>   |                  |                  |
| Funds received upfront to construct and repair Council controlled assets                            | 4,943,672        | 1,808,386        |
|   | <u>4,943,672</u> | <u>1,808,386</u> |
| Revenue recognised that was included in the contract liability balance at the beginning of the year |                  |                  |
| Funds to construct and repair Council controlled assets   | 1,716,815        | 2,289,677        |
|   | <u>1,716,815</u> | <u>2,289,677</u> |

### Note 14. Payables

|  | 2023<br>\$       | 2022<br>\$       |
|--|------------------|------------------|
| 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. |                  |                  |
| <b>Current</b>   |                  |                  |
| Creditors and accruals   | 3,406,913        | 3,181,511        |
| Prepaid rates  | 2,971,377        | 2,730,044        |
|  | <u>6,378,290</u> | <u>5,911,555</u> |

Creditors and accruals are anticipated to be paid within one year except for contract retentions of \$60,767 which will be paid within two years.

### Note 15. Provisions

Liabilities are recognised for employee benefits such as annual and long service leave in respect of services provided by the employees up to the reporting date.

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

#### Long service leave

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee 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

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 15. Provisions (continued)

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.

**Restoration**

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

The provision for refuse restoration is calculated as 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. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision is also discounted using the Commonwealth Bond yield rates which can vary significantly over time.

The provision recognised for refuse sites is reviewed at least annually and updated based on the facts and circumstances available at the time. Management estimates that for the open site, Council will remediate the old trenches and waste mounds in 2032/2033 with an estimated project cost of \$16,288,720. The remaining area is estimated to close in 2069 with a projected estimated cost of \$5,660,413. The remaining closed sites are estimated to be remediated in 2024/2025 with projected cost of \$6,332,993.

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 thereafter are treated as an expense or income.

|                                     | 2023<br>\$        | 2022<br>\$        |
|-------------------------------------|-------------------|-------------------|
| <b>Current</b>                      |                   |                   |
| Annual leave                        | 2,421,162         | 2,402,728         |
| Long service leave                  | 3,288,058         | 3,166,823         |
| <b>Total current provisions</b>     | <b>5,709,220</b>  | <b>5,569,551</b>  |
| <b>Non-current</b>                  |                   |                   |
| Long service leave                  | 313,651           | 280,521           |
| Restoration                         | 18,338,265        | 17,846,146        |
| <b>Total non-current provisions</b> | <b>18,651,916</b> | <b>18,126,667</b> |

## Details of movements in provisions

**Restoration**

|   |                   |                   |
|---|-------------------|-------------------|
| Balance at beginning of financial year                                | 17,846,146        | 18,274,704        |
| Increase in estimate of future cost and change in date of restoration | 396,796           | 1,543,388         |
| Increase due to change in time  | 616,217           | 243,931           |
| Increase due to change in discount rate                               | (520,894)         | (2,215,877)       |
| <b>Balance at end of financial year</b>                               | <b>18,338,265</b> | <b>17,846,146</b> |

This is the present value of the estimated future cost of restoring the refuse sites.



## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 16. Other liabilities

|                                       | 2023<br>\$       | 2022<br>\$       |
|---------------------------------------|------------------|------------------|
| <b>Current</b>                        |                  |                  |
| Waste levy refund received in advance | 535,608          | 533,203          |
| Unearned revenue                      | 2,436            | 2,112            |
|                                       | <u>538,044</u>   | <u>535,315</u>   |
| <b>Non-current</b>                    |                  |                  |
| Waste levy refund received in advance | 1,689,244        | 1,665,681        |
|                                       | <u>1,689,244</u> | <u>1,665,681</u> |

## Note 17. Asset revaluation surplus

The asset revaluation surplus comprises adjustments relating to changes in value of property, plant and equipment that do not result from the use of those assets. Increases and decreases on revaluation are offset within a class of assets.

## Movements in the asset revaluation surplus

|  | Note | 2023<br>\$         | 2022<br>\$         |
|--|------|--------------------|--------------------|
| Balance at beginning of the year   |      | 358,610,467        | 322,683,462        |
| Adjustments to the property, plant and equipment through revaluations          | 12   | 30,969,408         | 34,923,959         |
| Adjustment to land and improvements arising from change in rehabilitation cost |      | 271,347            | 1,003,046          |
|  |      | <u>389,851,222</u> | <u>358,610,467</u> |
|  |      | 2023<br>\$         | 2022<br>\$         |

The closing balance of the asset revaluation surplus comprises the following asset categories:

|                         |                    |                    |
|-------------------------|--------------------|--------------------|
| - Land and improvements | 7,777,870          | 6,445,856          |
| - Buildings             | 33,865,135         | 30,252,623         |
| - Transport             | 264,232,550        | 247,426,068        |
| - Water                 | 17,151,573         | 14,844,384         |
| - Sewerage              | 34,362,078         | 31,365,695         |
| - Drainage              | 19,334,518         | 16,133,275         |
| - Other assets          | 13,127,498         | 12,142,566         |
|                         | <u>389,851,222</u> | <u>358,610,467</u> |

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 18. Commitments for expenditure

|  | 2023 | 2022 |
|--|------|------|
|  | \$   | \$   |

#### (a) Contractual commitments

Contractual commitments at the reporting date but not recognised in the financial statements are as follows:

|  |                  |                  |
|--|------------------|------------------|
| Service contracts over next 1 to 4 years | 4,781,345        | 6,267,622        |
|  | <u>4,781,345</u> | <u>6,267,622</u> |

#### (b) Capital commitments

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

|  |                  |                  |
|--|------------------|------------------|
| Infrastructure - payable not later than 1 year | 1,432,590        | 5,951,096        |
|  | <u>1,432,590</u> | <u>5,951,096</u> |

### Note 19. 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 2023 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Council's Chief Executive Officer is a board member of Local Government Workcare and Local Government Mutual. These two entities are considered related parties to Council.

#### 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 \$362,183.

#### 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.

#### Industrial estate development

In 2020, Council entered into contracts to acquire land to facilitate the expansion of the Ayr Industrial Estate to provide economic growth and employment in the Burdekin region. These contracts were settled during the 2020 financial year and contained various terms and conditions.

Under the various terms and conditions of the land contracts Council has contingent assets/liabilities which include escrow payments, call option, relocation costs and land swaps in the new development.

## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 20. Superannuation

Council contributes to the LGIASuper 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 LGIASuper 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 LGIASuper trustee as trustee for LGIASuper trading as Brighter Super.

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 the 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 LGIASuper 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 2021. The actuary indicated that "At the valuation date of 1 July 2021, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

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

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

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

Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.

Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

|   |          | 2023             | 2022             |
|---|----------|------------------|------------------|
|   | Notes    | \$               | \$               |
| Superannuation contributions made to the Regional Defined Benefits Fund |          | 91,301           | 129,887          |
| Other superannuation contributions for employees                        |          | 2,271,259        | 2,182,989        |
| <b>Total superannuation contributions paid by Council for employees</b> | <b>5</b> | <b>2,362,560</b> | <b>2,312,876</b> |

## Notes to the Financial Statements

for the year ended 30 June 2023

## Note 21. Reconciliation of net result for the year to net cash inflow/(outflow) from operating activities

|   | Notes | 2023<br>\$   | 2022<br>\$   |
|---|-------|--------------|--------------|
| <b>Net result</b>   |       | 16,082,138   | 12,160,030   |
| <b>Non-cash items</b>   |       |              |              |
| Depreciation and amortisation   |       | 14,544,460   | 13,215,891   |
| Impairment of receivables and bad debts written-off                               | 7     | 251          | 261          |
|   |       | 14,544,711   | 13,216,152   |
| <b>Losses/(gains) recognised on fair value re-measurements through the income</b> |       |              |              |
| Change in restoration provision expensed to finance costs                         | 7     | 616,217      | 243,931      |
|   |       | 616,217      | 243,931      |
| <b>Investing and development activities</b>                                       |       |              |              |
| Capital grants and contributions  |       | (11,459,617) | (11,624,938) |
| Other capital income  | 4     | (78,440)     | (266,181)    |
| Other capital expenses  | 8     | 1,476,729    | 2,495,377    |
|   |       | (10,061,328) | (9,395,742)  |
| <b>Changes in operating assets and liabilities:</b>                               |       |              |              |
| (Increase)/decrease in receivables  |       | (317,432)    | 229,056      |
| (Increase)/decrease in inventories  |       | (14,729)     | (1,080)      |
| (Increase)/decrease in contract assets  |       | (64,671)     | 86,330       |
| (Increase)/decrease in other assets   |       | 155,904      | (273,034)    |
| Increase/(decrease) in payables   |       | 466,735      | (691,202)    |
| Increase/(decrease) in contract liabilities                                       |       | 57,297       | —            |
| Increase/(decrease) in employee leave entitlements                                |       | 172,799      | (265,502)    |
| Increase/(decrease) in other liabilities  |       | 26,292       | 2,199,140    |
|   |       | 482,195      | 1,283,708    |
| <b>Net cash from operating activities</b>   |       | 21,663,933   | 17,508,079   |

## Note 22. Events after the reporting period

Council has signed a contract for design and construction of a Macro-algae Bioremediation Facility at the Ayr-Brandon Wastewater Treatment Plant and a contract for the subsequent operation and maintenance of the facility for a term of 12 years.

Funding has been provided in the 2023/24 budget to complement funding received from the Local Government Grants and Subsidies Program for construction. It is anticipated that site works on the new facility will commence in September/October 2023 following completion of the earthworks pad.



## Notes to the Financial Statements

for the year ended 30 June 2023

### Note 23. Financial instruments and financial risk management

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#### (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 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 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 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.

The Council does not have any overdraft facilities at the reporting date.

#### 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*

The 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.

Note 24. Transactions with related parties

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(a) Subsidiaries

Council did not have any subsidiaries during the financial year.

(b) 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 2023

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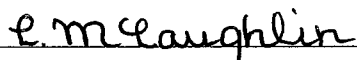
### Management Certificate

for the year ended 30 June 2023

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

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

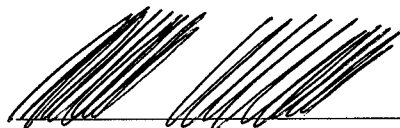
- i. the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulations 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- ii. the general purpose financial statements, present a true and fair view, in accordance with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



Cr. L. A. McLaughlin

Mayor

Date: 06/09/23



N. Wellwood

Acting Chief Executive Officer

Date: 6/9/23

## 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.

In my opinion, the financial report:

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

The financial report comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the certificate given by the Mayor and Acting Chief Executive Officer.

#### Basis for opinion

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

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

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

#### Other information

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

At the date of this auditor's report, the available other information in Burdekin Shire Council's annual report for the year ended 30 June 2023 was the current year financial sustainability statement and long-term financial sustainability statement.

The councillors are responsible for the other information.



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

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

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

### **Responsibilities of the councillors for the financial report**

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

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

### **Auditor's responsibilities for the audit of the financial report**

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for forming an opinion on the effectiveness of the council's internal control.

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

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

### **Report on other legal and regulatory requirements**

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

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

### **Prescribed requirements scope**

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



David Adams  
as delegate of the Auditor-General

8 September 2023

Queensland Audit Office  
Brisbane

# Burdekin Shire Council

## Financial Statements

for the year ended 30 June 2023

### Current Year Financial Sustainability Statement

|  | Actual<br>2023 | Target |
|--|----------------|--------|
|--|----------------|--------|

#### Measures of financial sustainability

##### 1. Operating surplus ratio

|   |       |          |
|---|-------|----------|
| Net result (excluding capital items)              | 9.74% | 0% - 10% |
| Total operating revenue (excluding capital items) |       |          |

An indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

##### 2. Asset sustainability ratio

|   |        |          |
|---|--------|----------|
| Capital expenditure on the replacement of assets (renewals) | 77.13% | > 90.00% |
| Depreciation expense  |        |          |

An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.

##### 3. Net financial liabilities ratio

|   |          |          |
|---|----------|----------|
| Total liabilities less current assets             | (82.04)% | < 60.00% |
| Total operating revenue (excluding capital items) |          |          |

An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.

#### Note 1 - basis of preparation

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2023.

# Burdekin Shire Council

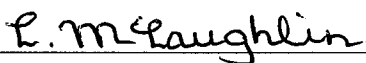
## Financial Statements

for the year ended 30 June 2023

### Certificate of Accuracy

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. L. A. McLaughlin

Mayor

Date: 06/09/23



N. Wellwood

Acting Chief Executive Officer

Date: 6/9/23



## 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 for the year ended 30 June 2023, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Acting Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Burdekin Shire Council for the year ended 30 June 2023 has been accurately calculated.

#### Basis of opinion

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

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

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

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other information

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

At the date of this auditor's report, the available other information in Burdekin Shire Council's annual report for the year ended 30 June 2023 was the general purpose financial statements and long-term financial sustainability statement.

The councillors are responsible for the other information.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general purpose financial report.

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

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

### **Responsibilities of the councillors for the current year financial sustainability statement**

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

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

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

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

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

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

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

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



David Adams  
as delegate of the Auditor-General

8 September 2023

Queensland Audit Office  
Brisbane

# Burdekin Shire Council

## Financial Statements

for the year ended 30 June 2023

### Unaudited Long Term Financial Sustainability Statement

|  | Target   | Actual<br>2023  | 2024     | 2025     | 2026     | 2027     | 2028     | 2029     | 2030     | 2031     | 2032     | 2033     |
|--|----------|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Measures of financial sustainability</b>  |          |                 |          |          |          |          |          |          |          |          |          |          |
| <b>1. Operating surplus ratio</b>  |          |                 |          |          |          |          |          |          |          |          |          |          |
| Net result (excluding capital items)   |          |                 |          |          |          |          |          |          |          |          |          |          |
| Total operating revenue (excluding capital items)  | 0% - 10% | <b>9.74%</b>    | 0.15%    | 1.16%    | 1.05%    | 1.08%    | 1.02%    | 1.30%    | 1.23%    | 1.12%    | 1.23%    | 1.55%    |
| An indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes. |          |                 |          |          |          |          |          |          |          |          |          |          |
| <b>2. Asset sustainability ratio</b>   |          |                 |          |          |          |          |          |          |          |          |          |          |
| Capital expenditure on the replacement of assets (renewals)  |          |                 |          |          |          |          |          |          |          |          |          |          |
| Depreciation expense   | > 90.00% | <b>77.13%</b>   | 83.97%   | 137.11%  | 94.88%   | 98.92%   | 98.46%   | 83.42%   | 76.66%   | 80.82%   | 69.49%   | 71.79%   |
| An approximation of the extent to which the infrastructure assets managed are being replaced as these reach the end of their useful lives.           |          |                 |          |          |          |          |          |          |          |          |          |          |
| <b>3. Net financial liabilities ratio</b>  |          |                 |          |          |          |          |          |          |          |          |          |          |
| Total liabilities less current assets  |          |                 |          |          |          |          |          |          |          |          |          |          |
| Total operating revenue (excluding capital items)  | < 60.00% | <b>(82.04)%</b> | (57.22)% | (51.19)% | (50.72)% | (51.08)% | (54.39)% | (60.85)% | (67.85)% | (73.36)% | (80.67)% | (87.82)% |
| An indicator of the extent to which the net financial liabilities can be serviced by its operating revenue.  |          |                 |          |          |          |          |          |          |          |          |          |          |

### 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

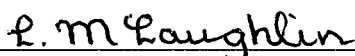
for the year ended 30 June 2023

### Certificate of Accuracy - Long Term Financial Sustainability Statement

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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. L. A. McLaughlin

Mayor

Date: 06/09/23



N. Wellwood

Acting Chief Executive Officer

Date: 6/9/23





## CONTACT COUNCIL

(07) 4783 9800 | [BURDEKIN.QLD.GOV.AU](http://BURDEKIN.QLD.GOV.AU) | PO BOX 974, AYR QLD 4807



**Burdekin**  
Shire Council