

# ANNUAL REPORT

2021/22



A YEAR OF  
CELEBRATION  
& CHALLENGE



# About This Report

This year's Annual Report represents the 2021/22 financial year and the activities, challenges and major achievements completed within our Council and community.

This is our major accountability tool in Council's governance framework and provides non-financial and financial information to enable the community to assess the performance of Council in achieving its goals and objectives.

This year marks halfway through the current term for Councillors (2020-2024).

The report is structured on the key strategic goals of the Corporate Plan "Our Plan, Our Future" and Council's values – Our Customers, Our People, Our Reputation.

The Local Government Act 2009 and Regulations advise Councils on what is required in the Annual Report each financial year. We welcome feedback from our community and key stakeholders on this report and on our performance throughout the year.

To provide feedback please contact Council on **(07) 4620 8888** or email **[council@balonne.qld.gov.au](mailto:council@balonne.qld.gov.au)**

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## ACKNOWLEDGEMENT

We acknowledge the traditional custodians of the land on which we work, live and play, and pay our respects to their cultures, their ancestors and to the elders, past, present and future.

The six main Indigenous Peoples in the Shire are:

- Bigambul People
- Gamilaraay People
- Gungari People
- Kooma People
- Mandandanji People
- Yuwaalaraay/Euahlayi People







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# Welcome from our Mayor

Councillor Samantha O'Toole – Mayor

Welcome to our Annual Report for the 2021/2022 financial year. Our theme throughout the report is celebrations and challenges. It reflects a year that started with a continuation of COVID-19 border closures and multiple flooding events. These events resulted in 301 days out of 365 in active disaster management and many of our communities and rural properties isolated for months on end with road closures. We have worked with our State and Federal counterparts to advocate for seasonal workers, betterment funding to fix known problem road issues and economic relief. We will continue to work with our communities to implement our Recovery Plan and respond to future events which are highly likely with a forecasted La Niña into the wet season of 2022.

On a positive note, our Council has celebrated with a number of awards for tourism, risk management, collaboration and our community champion – Di Francisco. All our elected members and staff have worked tirelessly to deliver services and projects that have been hampered by wet weather, supply chain shortages and COVID restrictions. Our most notable achievement being the opening of the Hub in St George in February 2022 with the Hub winning the Local Government Managers Australia Award for Collaboration. The Hub is a culmination of three years' work made possible through Maturing the Infrastructure Pipeline Project (MIPP) that funded the feasibility study, community engagement and concept designs. Council established a Library Project Working Group to monitor the progress of the build and maintained an active involvement in the construction and associated works. The result is a beautiful new community facility with state-of-the-art technology and a substantial increase in library

members and active participation in library activities.

The Country Universities Centre Balonne exceeded all expectations having 70 registered students in Semester 1, 2022, after just over 12 months of operation. The initial target was to have 38 students by the fourth year. Since inception we have had 111 registered students supported through the Centre and some great success stories along the way. (for more refer to page 35)

Council opened the St George Aquatic Centre's Splash Park on 3 January. Water and laughter filled the centre with kids young and old up and down the water slides and waiting for the tipping bucket. This project was funded by the State Government's Works for Queensland fund and the Federal Government's Local Roads, Community Infrastructure Program.

Our vision for connected, innovative communities is continuously improving with super-fast internet services now live across the Shire. Field Solutions Group have connected areas including St George to Nindigully to Thallon across to Dirranbandi to Hebel and around Mungindi. Further funding has been secured to connect Bollon and further out west under a Federal Regional Connectivity Program.

I would like to take this opportunity to thank our residents and communities for their resilience and patience given the significant inconvenience caused by COVID and flooding. Many of our rural properties were isolated for months and unable to get produce to market. Despite being isolated our rural properties never once sought re-supply and their requests were pure and simple – please open our roads. Council has been working hard to maintain our local

road network and is still completing the February 2020 flood recovery works on top of the March 2021, November 2021, February 2022 and May 2022 flood and rainfall events. This year our roads and catchments are saturated and with more rain forecast we remind all of our residents to stock up and “get ready” for the wet season ahead.

We have some very active progress associations and community groups in the Shire, some from our smallest townships. Most are run by volunteers and I want to acknowledge their significant contribution to making the St George Region a welcoming Shire with added attractions on our tourism trails. Councillors and staff regularly attended committee meetings to strengthen our working relationships, community engagement and planning.

At the time of writing the Annual Report Cr Ian Todd had resigned (15/09/2022) and I take this opportunity to acknowledge his service and dedication to our community for six years as a Councillor. A by-election will follow in late 2022.

To our elected members, senior leadership group and all our staff, volunteers and contractors, thank you for your support, hard work and dedication to deliver the best service we can under these challenging times. Congratulations again to our award-winning teams, projects and individuals and the milestones we have been able to achieve. Council will continue to work with our communities to build resilience, aid in recovery and respond under our disaster management arrangements.

Finally, Council will continue to serve our Shire, advocate on the needs of our Region, tackle challenges head on and celebrate the wins along the way.





# Message from Our Chief Executive Officer

**Matthew Magin – Chief Executive Officer**

Mother Nature has really thrown us a curve ball this financial year with so much water going through our Shire in a combination of both rainwater and riverine floodwater. Sunwater have advised that between November 21 and May 22 some 2.5 million megalitres of water passed through Jack Taylor Weir.

One megalitre is equal to one million litres and one gigalitre equals 1000 million litres. The numbers sound big, but what do they really look like? A standard Olympic-size swimming pool contains 2.5 megalitres or 2,500,000 litres of water. So that means all the water flowing through the weir would have filled 1,000,000 Olympic-size swimming pools.

This has devastated the communities of Hebel and Dirranbandi who have been isolated for 64 days and 10 days respectively this year alone and our road network has also suffered significant damage, frustrated landholders trying to go about running their farming enterprises and restricted face to face time for many school students. Our thoughts and prayers go out to them and the small business operators in those communities who simply have not been able to get customers through their doors.

Equally the ongoing COVID-19 pandemic has impacted us heavily due to border closures/restrictions making it difficult for labour and consumables to flow freely within and between different state jurisdictions. All residents can be justifiably proud of how our Mayor, Samantha O’Toole, responded to those challenges and went to bat for our community which resulted in many changes to border protocols and helped ease the burden on our already haemorrhaging communities.

Another very challenging area has been around the flow-on impacts of COVID-19 on our workforce and budget. We have struggled to fill several positions in the organisation from labourers through to engineers which

has negatively impacted our ability to deliver services to our communities. This has been exacerbated by the shortage of materials and the cost of those materials when you are able to get them. I’m sure this is not peculiar to Council but also a negative for many businesses and farming enterprises across the Shire.

This financial year has also seen the culmination of many of our signature projects which is going a long way to ensuring the viability and sustainability of our Shire. Some of the more (but not all) notable achievements are:

- Wild dog exclusion fencing – 1,565km of fencing has been or is being delivered
- Digital Connectivity program
- The Hub – new Library, CUC and refurbished cultural centre annexe
- Splash Park at the St George Aquatic Centre
- Bollon Skate Park
- Mungindi River Park – 95% complete however has gone under water for extended and multiple periods of time delaying final completion.

Given all these challenges and conversely many opportunities, next financial year is going to be what I have called “a year of consolidation” and a direct result of what has occurred in 21/22. COVID has changed us in so many ways from having to go virtually for many normally face to face interactions through to touching elbows (not shaking hands) and working from home where practical and operationally suits the business.

During 21/22 we also started to hear the expression “the great resignation” and experts were telling us we could expect to see up to 40-50% of the workforce transition to new opportunities or careers as a direct result of COVID. A lot of people moved out of cities into regional centres, sadly not rural and remote locations though, to get away from people and crowds

which they believe reduces their risk of infection.

We have not been immune from the great resignation and as an organisation high staff turnover has negatively impacted service delivery. We expect this trend to continue into the new financial year however hopefully with some of the strategies we are implementing we will start to see that trend reversing.

There are a couple of other expressions which have come to prominence through the pandemic which I’m sure you have all heard about. The first and most prevalent is “you’re on mute” and I have lost count of how many times that has been said to me because I was!! The second however is not as common but worryingly is rapidly catching up and that is “I am having mental health issues.”

Organisationally we have had several staff who have succumbed to what is commonly known or referred to as the “black dog” which is a colloquial term for depression. Obviously, depression is a bit of a catch-all word for mental health issues, and we have attempted to take a very proactive approach to how we deal with that from a whole of organisation perspective including Councillors.

To meet this challenge head on we agreed to develop a mental health strategy for the organisation which also had to include a very clearly set out implementation plan so we could monitor progress. We also established a staff mental health team to be the conduit for the strategies development plus also taking on the role of assisting with implementation and to be the “go to” people for the staff.

The visionary goal statement for the strategy was developed by the staff mental health team and is “Build a healthy, safe, inclusive and supportive work environment which allows our people to be productive, achieve their goals and positively impact our community.” Couldn’t have said it better myself.



# Celebrating Achievements

Projects that have been completed in the past two financial years achieving the vision of the 2018-2023 Corporate Plan include:

## ST GEORGE AQUATIC CENTRE

- Thermal Baths
- Splash Park

## WILD DOG EXCLUSION FENCING PROJECTS

- Total of 1,565km of fencing covering 70% of the Shire

## DIGITAL CONNECTIVITY PROJECTS

- Fast internet via fixed wireless to St George, Dirranbandi, Hebel and Nindigully was celebrated at a soft opening on 2 September 2021

## THE HUB

- The Hub includes an innovative library with meeting rooms, latest technology and fast internet. The project renovated the cultural centre meeting rooms and has won several awards

## COUNTRY UNIVERSITY CENTRE - BALONNE

- The CUC Balonne Ltd has two established campuses at St George Library Hub and Dirranbandi Rural Transaction Centre

## DIRRANBANDI BEAUTIFICATION SCHEME AND ENERGY EFFICIENCY

- This scheme has been replicated across the entire Shire helping local businesses to refresh and update their facades and take advantage of solar power and energy efficiency initiatives







# Awards

## **BEST VISITOR INFORMATION SERVICES (SILVER)**

Council's Tourism Team won silver Best Visitor Information Services at the 2021 Queensland Tourism Awards held in November 2021 – presented by the Queensland Tourism Industry Council. The award recognises the outstanding achievements in the state's tourism industry. (Read more at page 59)

## **COMMUNITY CHAMPION AWARD**

Di Francisco, Council's Environmental Health Co-Ordinator, was recognised as a Local Government Association of Queensland [LGAQ] Community Champion for her immense impact in the Shire in response to COVID. She was one of two winners at the October 2021 LGAQ Conference. Di received \$4,500 in professional development and thanked everyone at Council and in the community who she says were ahead of the curve in pandemic preparedness.

## **COLLABORATION AWARD**

Council received the Local Government Managers Australia (Queensland) [LGMA] award for Collaboration in 2022 for the Hub in St George. The award recognised The Hub as a co-designed, community-led, first-class build equipped with the latest technology, dedicated tertiary study spaces and partnerships. (Read more on page 34)

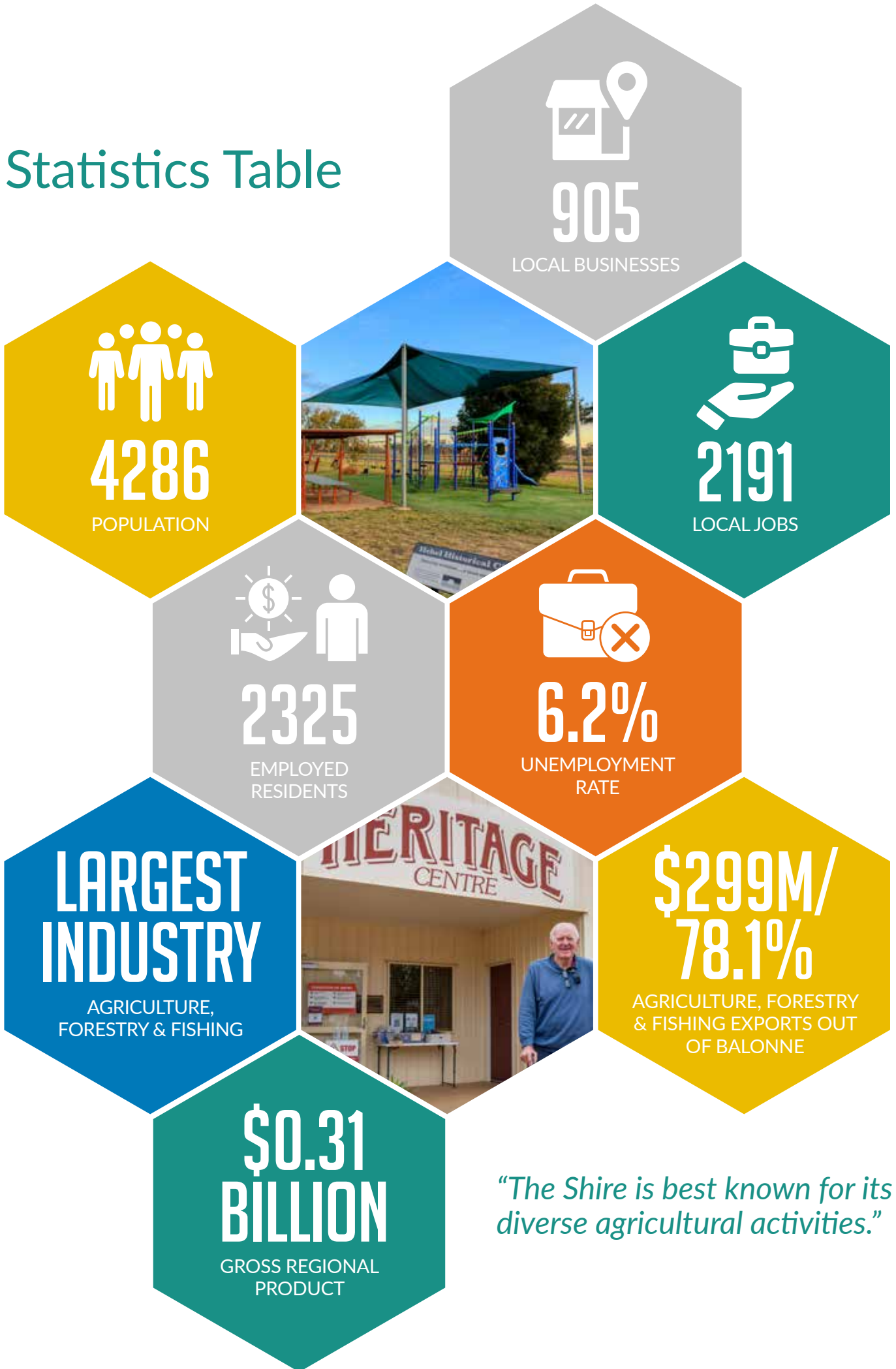
## **RISK EXCELLENCE AWARD**

Council received a Local Government Mutual Service Risk Excellence Award – Southern Queensland. The award recognised the continuous improvements in risk management introduced in Council. (read more on page 99)

## **TRIPADVISOR TRAVELLERS' CHOICE AWARD**

Balonne Shire Visitor Information Centre was the recipient of the Tripadvisor Travellers' Choice Award in 2021. (read more on page 59)

# Statistics Table



*“The Shire is best known for its diverse agricultural activities.”*



# Our Shire

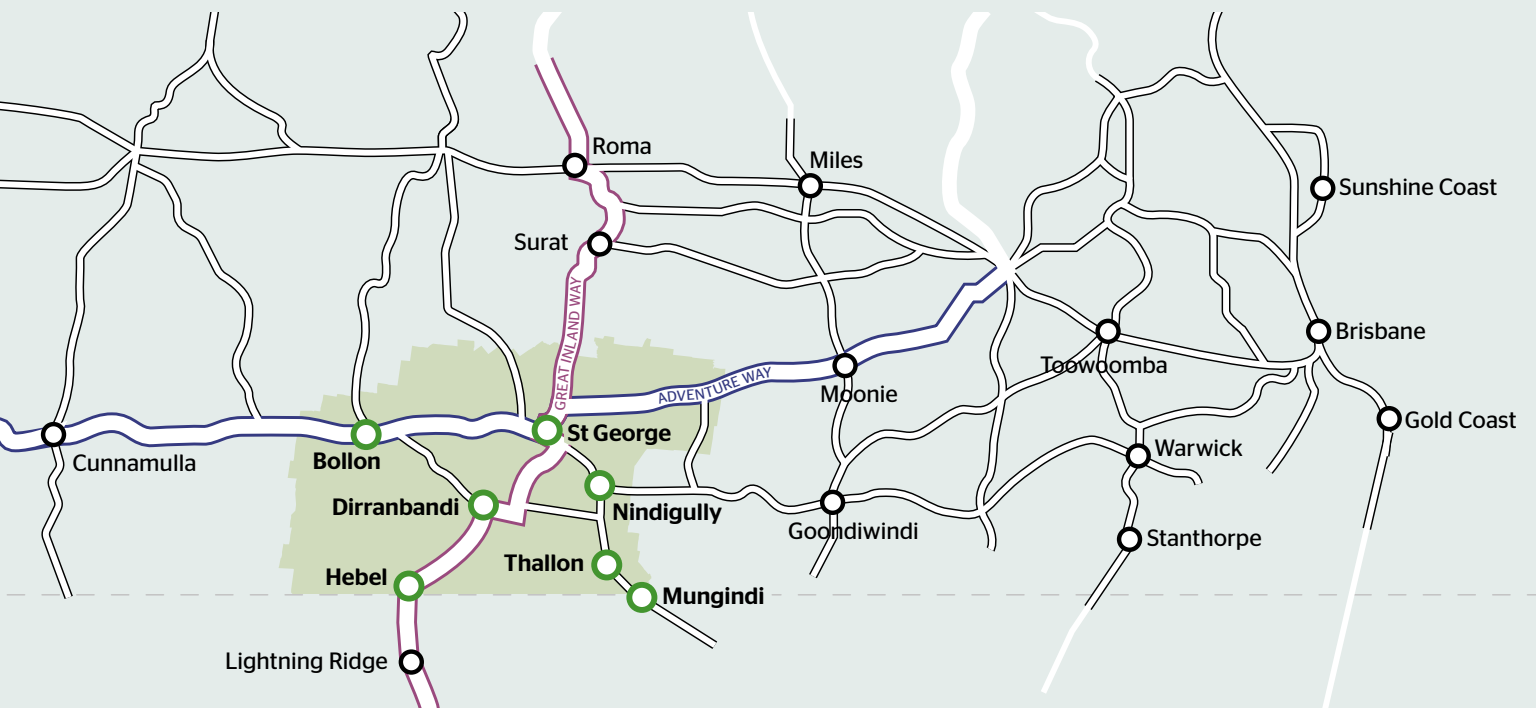
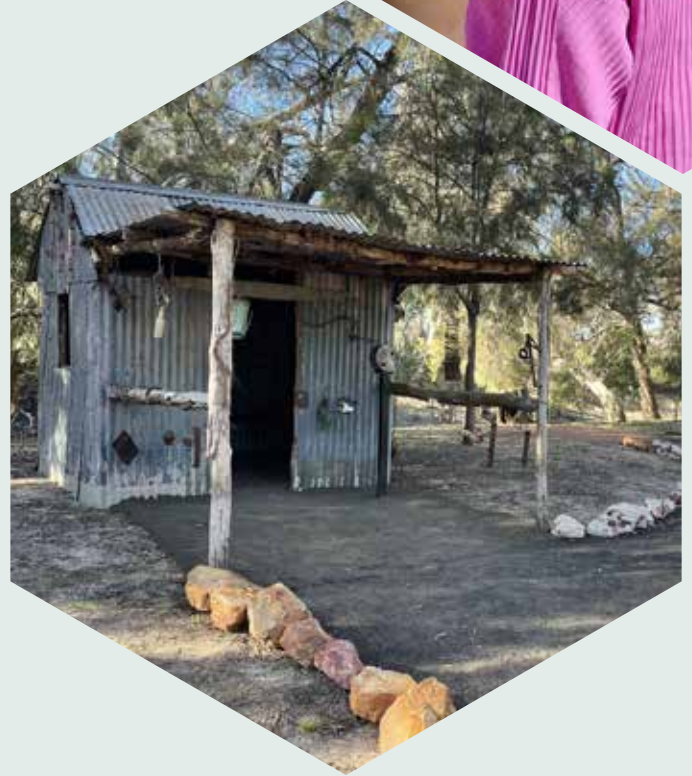
The Balonne Shire is located approximately 500km inland from Queensland's capital, Brisbane. The Shire covers an area of 31,152km<sup>2</sup> and has a resident population of 4,286 persons (2021) with a population density of 0.14 persons per square kilometre. Balonne Shire is bounded by the Maranoa Regional Council area in the north, the Western Downs Regional Council area and the Goondiwindi Regional Council area in the east, and Paroo Shire in the west. The Shire rests on the border of NSW and serves as a bridge between the expanse of the great outback to its west, and the Great Dividing Range and capital city to the east.

At the centre is St George at the intersection of six highways providing connectivity and services for the transportation of goods and services to outlying areas and serves as a central meeting place for residents and the travelling public. We have seven communities – St George, Thallon, Dirranbandi, Bollon, Nindigully, Mungindi and Hebel. We strive to be a welcoming Shire representing the diverse interests of all who live, work and visit. We welcome approximately 30,000 holiday makers that pass through our Shire and while we saw a 10.9% decrease in visitor numbers, still achieved 12,110 visitors through our Visitor Information Centre. The Shire employs an estimated 700 transient contractors and workers across a range of sectors, especially the agricultural industry.

Numerous Traditional Owner Groups span across the Balonne Region and these groups are acknowledged.

The Shire's solid economic growth is built on a variety of industries including tourism, small industry and retail; however, it is best known for its diverse agricultural activities including various horticultural cropping (grapes, onions, blueberries, carrots & garlic), significant grain and cotton cropping and a range of substantial grazing activities (sheep, goats & cattle).

The Balonne Shire boasts a unique and relaxed lifestyle, strong community values and diverse natural landscapes. This is river country that comes with abundant recreation activities of fishing, camping, walking paths, swimming and boating along the banks of the Moonie, Balonne, Barwon River systems, Wallam Creek and many other tributaries and creeks.





## Our Purpose

Council is here to serve the present and future generations of residents and visitors. We provide essential services, roads, water and sewerage infrastructure, recreation and community facilities and a range of community services. Our water supplies across our seven towns include a combination of bore and river water options. We deliver waste collection services, maintain five (5) landfill sites and one (1) transfer site. We improve liveability through environmental health, local law and compliance services such as food inspections and animal control. The Shire's road network is 3019km with a mix of sealed and unsealed roads and an active number of stock routes. Our team provides facilities and activities that benefit all our communities – from parks and playgrounds for people of all ages, to the sporting grounds, showgrounds and community halls that keep our residents and visitors active and entertained. Council also supports community liveability and sustainability through:

- Tourism and economic initiatives, marketing, events, programs, tours and trails
- Community events and programs post-COVID with Regional Arts Development Fund (RADF) and Community Grants
- Stronger Indigenous relationships with recognition of native title, Indigenous Land Use Agreements, cultural burning, and consultation
- Active Biosecurity and Feral Animal Management
- Development of our youth and youth engagement partnerships

Council remained active to protect and inform residents and visitors during the COVID pandemic to help navigation of border closures, where to get vaccinations and how to comply with restrictions. All these measures helped to keep us safe and improve community wellbeing. We have responded to three flood events, requiring emergent and restoration works for essential public infrastructure. We have introduced and maintained an emergency dashboard to keep residents and visitors informed and we continue to assist in social and economic recovery.

Council played a significant role to advocate on behalf of our community and was actively involved with the Western Queensland Alliance of Councils and Southwest Regional Organisation of Councils. Economic Development continues to be an important initiative for Council to help individuals and businesses explore new innovative ways to conduct business. Council's role in improving digital connectivity across the Shire supports business, students and individuals to stay connected.

Our support of education opportunities in the Shire has been highly effective with the Country University Centre achieving well above its original targets and supporting over 70 students with tertiary studies. A review of education in the Shire will continue to build on improving wellbeing and opportunities for students from childcare through to higher education.

We are so much more than the traditional roads, rates and rubbish and proud of the achievements our team have collectively delivered to our communities.



# Our Elected Members



Our elected members represent the interests of the Shire as a whole and share the workload through participation on various User Groups, Progress Associations and Committees. Council meetings are held on the third Thursday of every month with a number of Standing and Advisory Committees reporting to Council. Councillors participate in briefing workshops and project groups to monitor progress of a diverse range of projects and initiatives. 2022 marks halfway of this 2020-2024 Council term.



## MAYOR SAMANTHA O'TOOLE

**First elected as a Councillor in 2016, Cr O'Toole was elected Mayor in 2022**

The Mayor is the ex-officio of all committees and the chairs of all Council meetings. Other duties include Chair of the Local Disaster Management Group and a member of the Audit & Risk Committee. She was a member of the Library Project Working Group that concluded in May 2022. The Mayor chairs several external committees and regional organisations such as the South West Queensland Regional Organisation of Councils, Darling Downs & South-West Queensland Council of Mayors and the Border Regions of Councils. She is also a member of the Queensland Great Artesian Basin Advisory Committee and Murray Darling Association and was recently appointed as a Director on the Board of the Local Government Mutual Service.



## CR RICHARD LOMMAN

**First elected as a Councillor in 2020 and appointed Deputy Mayor by Council on 14 April 2022**

Cr Lomman represents the townships of Thallon and Nindigully. Cr Lomman is Deputy Chair of the Local Disaster Management Group, Community Advisory Committee, and Information Communications & Technology Standing Committee. He has been a strong advocate for our youth and establishment of the Balonne Shire Youth Council. He is a member of the Airport Working Group and the Business Taskforce (Business Mentoring Advisory Group and Bettering Balonne).



## CR SCOTT SCRIVEN

**First elected as a Councillor in 2016, and then re-elected as a Councillor in 2020, this is the second term for Cr Scriven**

Cr Scriven represents the townships of Thallon and Nindigully. He chairs the Assets Standing Committee and is a member of the Biosecurity Advisory Committee. He is part of the Airport Working Group that is currently looking to finalise the development of the airport hangars and a new industrial subdivision. Cr Scriven is also a member of the external Wild Dog Barrier Fence Advisory Group.



### CR ROD AVERY

**First elected as a Councillor in 2012 – 2016, and then re-elected as a Councillor in 2020, this is the second term for Cr Avery**

Cr Avery represents the townships of Dirranbandi and Mungindi. He is the Chair of the Biosecurity Advisory Committee and contributed to the Library Project Working Group. He is a member of the Assets Standing Committee, Airport Working Group and the South West Regional Waste Group.



### CR ROBYN FUHRMEISTER

**First elected as a Councillor in 1996, 2021 marked 25 years of service for Councillor Fuhrmeister as a Balonne Shire Councillor**

Cr Fuhrmeister represents the townships of Mungindi and Bollon. She is Chair of the Rowden Park Users Group, Regional Arts Development Fund Reference Panel and Tourism Operators meeting. She is a member of the Work Camp Advisory Committee and represents the South West on the Policy Executive of the Local Government Association of Queensland. Cr Fuhrmeister was also part of the Library Project Working Group.



### CR BILL WINKS

**First elected as a Councillor in 2020, and in his first term as Councillor**

Cr Winks represents the townships of Bollon and Hebel. He is Chair of the Work Camp Advisory Committee, Dirranbandi Showgrounds User Group, Bollon Showgrounds User Group and St George Showgrounds User Group. He is a member of the Community Advisory Committee, Regional Arts Development Fund Reference Panel and Tourism Operators meeting.



### CR IAN TODD

**First elected as a Councillor in 2016-2020, and then re-elected as a Councillor in 2020, this was the second term for Cr Todd**

Ian Todd resigned as Councillor on 15 September 2022. He represented the townships of Dirranbandi and Hebel. He was Chair of the Plant Standing Committee and a member of the Audit & Risk Committee, Information Communication & Technology Standing Committee, Assets Standing Committee and Airport Working Group. Council thanks and acknowledges Cr Todd's service to the community and Council.

Councillors remembered victims of domestic violence at a special ceremony on 19 May 2022. The month of May is Domestic and Family Violence Awareness Month. Council acknowledges that domestic and family violence has no boundary lines and affects all ages, genders and races. Council stands united and strong to show that the prevention of domestic and family violence is everyone's responsibility.





# Advocating on behalf of our Communities



Council has increased its role in advocating on behalf of those we serve. By working with our community and neighbouring Shires we can combine our voices to “speak out” on a range of issues that impact on our residents, businesses and different industry sectors. The Mayor chaired over 46 meetings with the Southwest Regional Organisation of Council meetings and attended 14 Western Queensland Alliance of Council meetings. Deputations have been held with the Premier of Queensland, State and Federal Ministers and Members of Parliament about COVID-19, flood events, on-farm quarantine, health and education.

The Mayor has chaired over 58 Local Disaster Management Group (LDMG) meetings. The LDMG and Council have worked with Moree Plains Shire Council, Queensland Government and the Cross Border Commission of NSW to achieve cross border funding at Mungindi. Our LDMG has also worked with NSW counterparts including Moree Plains Shire Council, NSW Departments of Health, Education, NSW Department of Roads and Transport, and the NSW State Emergency Services to respond to border closures and flood events. Five meetings

were held on the Murray Darling Advisory Board on the Murray Darling basin and rivers.

Council engaged Hall Chadwick to undertake a review of issues within the community related to primary and secondary school education and the impacts on the attraction and retention of families in the Shire. Over 140 people participated in the community consultation process including face to face and online surveys. Overall, there are good options for education in Balonne with primary and secondary schools and the Country University Centre. There are also opportunities to improve engagement of families and kids and seek to reduce the number of families leaving for alternate education options. There is opportunity for community integration across the agricultural community, Indigenous community and across the towns within Balonne Shire. Council has advocated for access to child care and day care in Dirranbandi and Mungindi. Council also plays an active role in advocating for improved health and aged care services.

Council continues to strengthen its strategic partnerships as outlined on page 93.

*“By working with our community we can combine our voices to ‘speak out’ on a range of Advocacy issues that impact on our communities, businesses and different industry sectors.”*



## GUARDIAN OF HISTORIC AGREEMENT

Cr Fuhrmeister serves as one of five “guardians” of a historic agreement intended to amplify the void of rural and remote Queensland. In July 2021 Cr Fuhrmeister signed a Rural and Remote Councils Compact that aims to improve the outcomes for the State’s 43 rural and remote Councils and their local communities through enhanced engagement across State and Local Government.

# Corporate Structure

A minor change was made to the Corporate Structure in Infrastructure Services during the 2021/2022 financial year. Council will continue to be agile and flexible and work as one team to deliver services and engage with key stakeholders and relevant agencies.







## Our People



### **MATTHEW MAGIN**

#### **Chief Executive Officer**

Matthew was appointed Chief Executive Officer in November 2016. He has an extensive background in stakeholder engagement, government relations, economic development and the retail industry. He was CEO of the Burdekin Shire prior to joining Balonne. Matthew continues to be a Director with Local Government Manager's Australia Queensland, a member of the Councils of Western Queensland and represents Council on a wide range of regional and community committees and groups.

Matthew's biggest challenge in the past year has been the continued impacts of the pandemic on Council's operations. From supply chain issues to border closures and labour shortages these impacts have seen delivery times blow out to unrealistic levels and has caused unprecedented issues with our grant funding programs. This has forced Council to apply for variances to our funding agreements which reflects badly on Council despite being well outside of our control. Disaster management has been another challenge for Council with our Local Disaster Management Group activated for some 301 days and the communities of Hebel and Dirranbandi and many rural properties isolated for months. Mungindi Park flooded on four occasions delaying our funded project to improve the recreation parkland. All our teams have suffered from fatigue due to disaster management and the delays in project delivery. Our road maintenance crews have worked tirelessly to restore roads only to have it smashed again by more rain events. The two keys for road maintenance are time and dry. We need time to get around to each and every road in our network (over 3,000km of local roads). As well as roads, we manage works for Queensland Transport & Main Roads.



## **MICHELLE CLARKE**

### **Director Finance & Corporate Services**

Finance & Corporate Services provides enabling services to Council from payroll, information technology through to financial management. Michelle has been with Council since October 2016 and was officially appointed as Director Finance & Corporate Services in February 2017. Michelle holds a Bachelor of Law and Administration, Graduate Certificate in Business (Professional Accounting) and has a Graduate Diploma in Applied Risk Management and Corporate Governance. Michelle is a Qualified Justice of the Peace, Fellow with Local Government Managers Australia and Fellow of the Governance Institute of Australia. The biggest challenge in 2021/2022 has been the significant strain on resources needed to respond to disaster management. Finance & Corporate Services has experienced a higher than usual workload with a high turnover of staff, and substantially larger budget than the average \$28m in previous years. Flood recovery works and a high number of grant funded projects have increased our revenue to \$85m in 2021/2022 and expenditure of \$78m. The increase is commensurate with increased workload to account for and acquit grant funding programs and flood recovery works. Michelle represents Council at the Dirranbandi Progress Association meetings.

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## **DIGBY WHYTE**

### **Director Community & Environmental Services**

Digby joined our team in September 2018 and has experience in the broad field of parks and recreation at city, regional, State and International levels in New Zealand, the USA, Australia and France. The Department of Community & Environmental Service's biggest challenges in 2021/22 were completing the wild dog exclusion fencing projects in partnership with landholders, the new Library Hub, and Shire-wide fast internet projects. Digby attends Bollon and Hebel community meetings.

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## **ANDREW BOARDMAN**

### **Director Infrastructure Services**

Andrew joined Council in September 2018 and was appointed Director Infrastructure Services in March 2019. He holds a Bachelor of Engineering – majoring in Civil Construction and Structural Engineering. Andrew has varied experience working privately in Civil Construction, Civil and Structural Consultancy, Holiday and Mining Industries and has acted as Superintendent and Superintendent's representative on many Council projects. The biggest challenges for the Infrastructure Services Department have been the inclement weather and contractor availability, with three activated events, five floods in the Balonne River system, two in the Moonie River and several in the Barwon River system. Andrew has been focused on consolidation to improve functions of the Infrastructure Services Department to meet the expectation of Council and the community within available resources. Andrew attends the Thallon Progress Association meetings.





## Our Team

Council's mission is to invest in people, ignite ideas, meet our challenges, and grow prosperity. Our Workforce Plan is about building an engaged, skilled and evolving workforce to meet our community's future needs. We recognise that our employees are our most valuable asset, and they are a major factor in contributing to a positive public image. We therefore develop our staff by encouraging personal and professional growth. This year we engaged with staff to adopt a Mental Health Strategy to improve staff wellbeing.

At Balonne we have amazing opportunities to work on a diverse range of projects. We value teamwork and often set up multi-disciplinary teams to oversee and support each other when delivering a major project. The Hub is one such project that included team members from across the organisation and elected members. The result is an innovative library facility with high-speed internet, the Country University Centre, state-of-the-art conferencing facilities and all achieved within budget and timeframes.

At Balonne we value:

- each other and seek to benefit from diverse people and perspectives
- a safe and healthy work environment
- mutual trust, respect and integrity.

We take this opportunity to thank all our employees, contractors and elected members who have been part of the 2021/2022 team for their work and contribution to our Shire.

The following employees (with over 5 years' service) were farewelled during 2021-22 and we wish them all the very best in their future endeavours.

EMPLOYEE:	YEARS OF SERVICE:
Beryl Staines – VIC Volunteer	22 Years
Peter Gluzde – Workshop Supervisor	10 Years
Peter Brown – Caretaker	22 Years
Ben Gardiner – Safety Advisor	14 Years



**LONG SERVICE:**

Council acknowledged its long service employees at a Christmas function in December 2021.

	NUMBER OF YEARS' SERVICE:	EMPLOYEE:	ANNIVERSARY DATE:
<b>Bronze Medallions</b>	15 Years	Sheree Ryan	11/10/2021
<b>Silver Medallions</b>	25 Years	Shirley Southern	06/02/2021
<b>Gold Medallions</b>	45 Years	Peter Campbell	26/07/2021
<b>Gold Medallions</b>	45 Years	Robin (Toby) Easton	13/12/2021

We lost a valued and loved member of our team in November 2020, Mareea Lochel. Mareea worked in Community & Environmental Services contributing to Community Development, Wellbeing, Libraries and more. She was integral in the planning of the new library and is now honoured in the gardens of The Hub.

**JOHN (JACK) KING**

Council would like to acknowledge former Chief Executive Officer Mr John (Jack) King who passed away on 1 January 2022. Jack served as Balonne's CEO (or previous Shire Clerk) for 25 years. He was the youngest person in Queensland to be registered as a Shire Clerk. After arriving in St George in the early 1950s, as our Deputy Clerk, he met Gladys who was nursing at the hospital in St George. They married soon afterwards. Jack left for a period to work in Barcaldine and returned to St George in 1969. In 1990 he was awarded the Queen's Medal for National Service for his work in disaster management. He retired from Balonne in 1994 and headed to Brisbane but held a number of locum roles and positions across western Queensland. He finally settled in Inglewood where he lived with his wife until his passing at 92 years of age. Jack served local government for more than 48 years and we are proud of his achievements and service to the Balonne Shire.







## OUR EXPECTED BEHAVIOURS

To ensure employees are aware of, and adhere to, the expected standards or workplace behaviour and performance, Council's Code of Conduct is promoted through Council's General Induction Program and Toolbox Talks. The Code of Conduct was revised and adopted by Council in March 2022. It has been given a new look and published as a booklet to ensure it is accessible to all staff.

The expectations contained within the Code of Conduct are based upon the ethical principles outlined in Public Sector Ethics Act 1994, specifically:

- Integrity and Impartiality
- Promoting the Public Good
- Commitment to the System of Government
- Accountability and Transparency

Regular updates on employment policies are provided through Toolbox Talks and staff meetings. Performance appraisals are undertaken annually. A majority of training moved to online with COVID-19 restrictions and Council adopted a Learning Management System to deliver and record this training.



[www.balonne.qld.gov.au/downloads/file/1493/code-of-conduct-for-employees](http://www.balonne.qld.gov.au/downloads/file/1493/code-of-conduct-for-employees)



## DEVELOPING OUR PEOPLE

Council has improved the management and recording of training with a comprehensive training register, qualifications and licence record. Learning & Development plans are now centralised.

We actively encourage our employees to undertake study to enhance their knowledge and skills. As part of the training guidelines, Council contributes to the financial cost of approved courses. Council has four staff registered with the Country University Centre who are at various stages of a range of studies from a degree in accounting to apprentice mechanic. The following four staff members completed their qualifications during the 2021/2022 financial year:

**Aiden Keane** – Certificate III in Mobile Plant Technology

**Dylan Sherriff** – Certificate IV in Civil Construction

**Michelle Clarke** – Graduate Certificate of Applied Risk Management and Corporate Governance

**Samantha Speedy** – Bachelor of Agribusiness

More information on training completed and developing our people is in the Governance section on page 101.

## EQUAL EMPLOYMENT OPPORTUNITY

Council is committed to the implementation of, and adherence to, equal employment opportunity principles in all facets of our operations. We treat our employees and employment applicants fairly when making decisions on selection and promotions. These decisions are made on factors such as skills, qualifications, abilities and aptitude. Council works with an external provider to ensure independence and merit selection in our recruitment practices for senior roles. Council revised its Human Rights Policy that applies to its workforce and customers. The Workforce Plan is now in place to prepare our workforce for the future.







## OUR TRAINEESHIPS

Council currently has:

One (1) trainee in Civil Construction, **Adam Parkes**

One (1) apprentice Mechanic, **Max Hillier**

The following staff completed their traineeships:

**Riley Hatch** – Certificate of Completion – Traineeship in the occupation of Information, Digital Media and Technology Level II

**James Hillier** – Certificate of Completion – Apprenticeship in the occupation of Automotive Mechanic (Light Vehicle)



## GETTING TOGETHER FOR BREAKFAST

In 2021/2022 Council held two staff breakfasts, down from our usual four. This was due to a need to change and adapt with COVID-19 restrictions. Staff breakfasts are a great opportunity for our entire workforce to get together with elected members. It improves communication, shares information and promotes staff initiatives. Our Senior Leadership Group and elected members cook a breakfast (sometimes we have catering). Our staff received updates on COVID vaccinations, Employee Survey results, Enterprise Bargaining, Corporate Plan, Library Project, Infrastructure projects and more.

Our weekly Monday morning water cooler chat provides a great opportunity for more staff to join in with the use of Microsoft Teams. We also have a weekly wrap staff newsletter that celebrates the achievements of the week past and what's coming up in the week/s ahead.



## KEEPING OUR PEOPLE SAFE AT WORK

Council recognises the importance of developing and maintaining healthy and safe working conditions in all workplaces and the importance of keeping the work health and safety practices in these workplaces under constant review. The safety of our employees, contractors, volunteers, work-experience students, visitors and members of the public is our priority. Council engaged the services of an external provider to review and assist in improving our overall work health & safety management system – Feddersens Group. Council successfully achieved a WHS audit result of 74.44% and is continuing to fully implement the improvements and recommendations of that audit.

Risk assessments became part of everyday use by our staff for travel during COVID-19 restrictions. Incoming contractors and visitors were also required to complete COVID-19 declarations. More on workplace health & safety initiatives can be found in the Governance section on page 100.



## LOOKING AFTER OUR PEOPLE

All staff and their immediate family have access to an Employee Assistance Program that provides counselling and confidential support in partnership with Assure Programs. Apart from this formal assistance our staff have shown support for each other by donating leave through our Enterprise Bargaining Agreement, fundraising activities and donations to relevant charities. In 2021/22 a Mental Health & Wellbeing Strategy was adopted with a Mental Health Strategy Steering Committee that will oversee its implementation. For more on this initiative see page 103.







## CELEBRATING OUR VOLUNTEERS

We take this opportunity to thank our volunteers who give up their time to support our Visitor Information Centre (VIC) and Libraries. This year Beryl Staines retired after 22 years of service. Thank you Beryl for your dedicated service to Council and your community.

Our VIC currently has eight registered volunteers and relies on them to cover weekends and staff leave. The centre is very grateful to all our valuable volunteers who dedicate so much of their time. Their duties range from pricing of merchandise, customer service and the daily running of the Centre. The VIC is always looking for additional volunteers and runs regular recruitment campaigns throughout the year. If you are interested in sharing your knowledge of the Shire with visitors, contact our staff on (07) 4620 8877.

Our library volunteers help out with returning books to their shelves and other library activities. Once again we thank all of our volunteers who help provide these important services to our visitors and residents.

## NUMBER OF EMPLOYEES

DEPARTMENT	 <b>MALE: 55%</b> 2021/22		 <b>FEMALE: 45%</b> 2021/22		TOTAL		
	Full Time	PT/Casual	Full Time	PT/Casual	Full Time	PT/Casual	Overall
<b>Community &amp; Environmental Services</b>	5	0	8	10	13	10	23
<b>Finance &amp; Corporate Services</b>	2	0	16	3	18	3	21
<b>Infrastructure Services</b>	50	0	5	0	55	0	55
<b>Office of the CEO</b>	1	0	3	2	4	2	6
<b>Totals</b>	58	0	32	15	90	15	105



# Our Customers

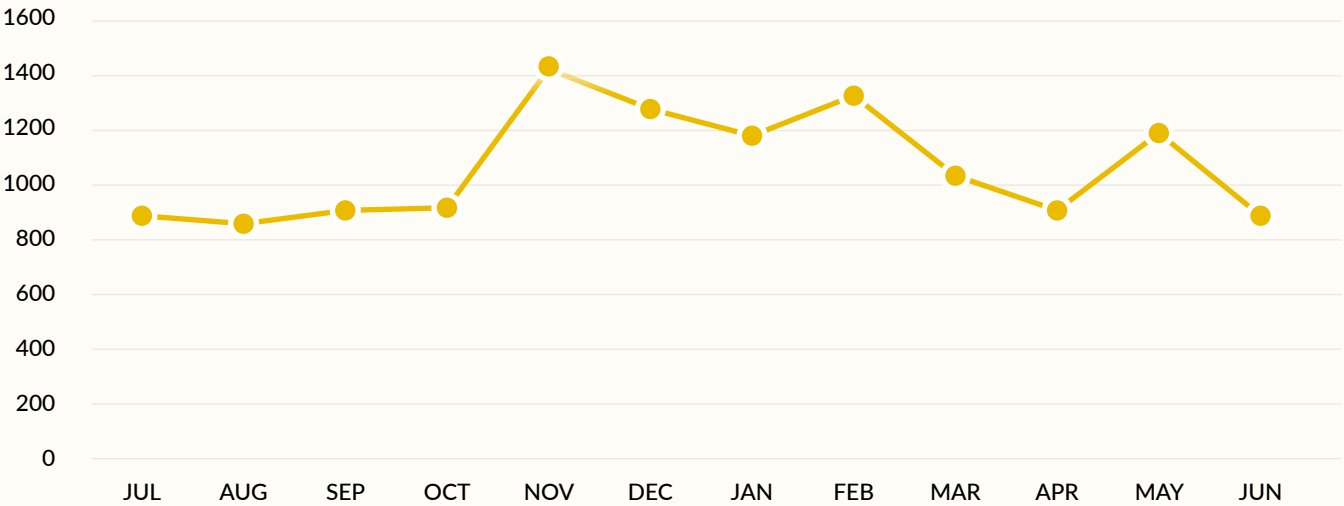
## ENGAGING WITH OUR COMMUNITY

Our Finance & Corporate Services team greet customers at our main Administration Centre or answer your incoming phone calls. From there we re-direct you to other areas within Council or register your service request for action. We also have our library services in St George, Thallon, Bollon, Dirranbandi and Hebel together with visitor information in St George and at the Dirranbandi Rural Transaction Centre.

In 2021-22 Council recorded 2463 service requests, 37 complaints on service requests lodged, 44 compliments and registered 12,995 incoming calls. Council utilises Peak Services to provide an after-hours service.

The following graph shows a spike in phone calls during November, February and May due to rainfall and flooding events.

### NUMBER OF INCOMING CALLS



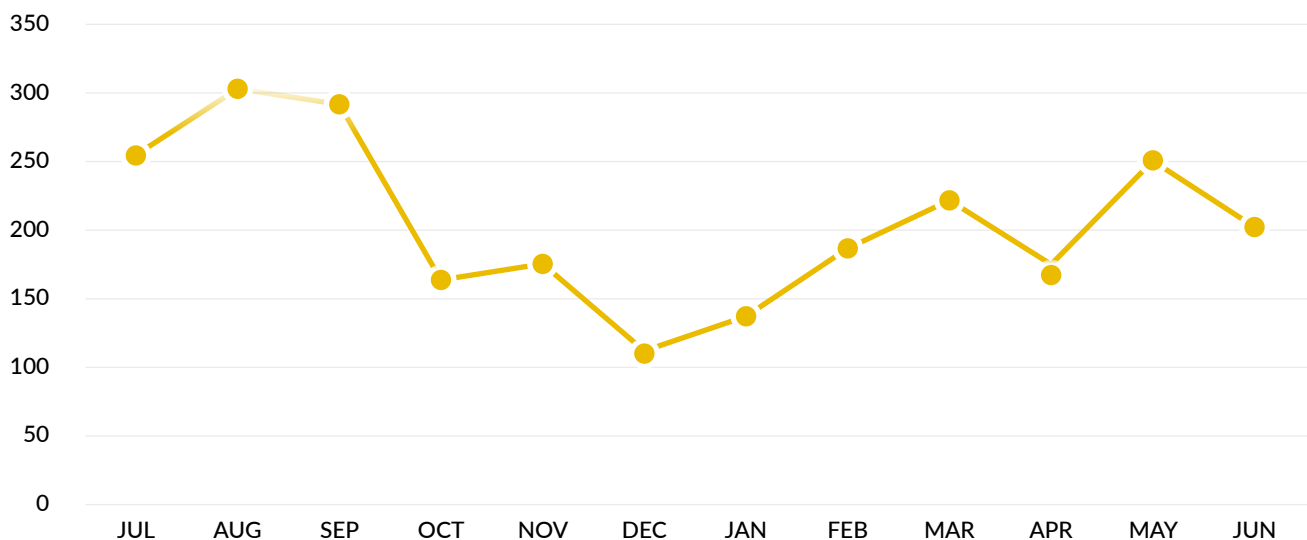




Council continues to promote Snap Send Solve as a way visitors and residents can report issues such as road conditions or stray animals. Council received 240 snap send solves which were registered along with all other service requests. The number of service requests per month ranges from 100-200. This peaked between 250-300 in Jul-Aug-Sep to coincide with Dog Registration and Rates Period. (see below graph)

### NUMBER OF SERVICE REQUESTS

2021	Jul	Aug	Sep	Oct	Nov	Dec
<b>Total Requests</b>	252	300	286	163	178	112
2022	Jan	Feb	Mar	Apr	May	Jun
<b>Total Requests</b>	140	189	223	166	252	202



Council's target is to resolve service requests within ten days, where possible. Council reports that an average completion rate of 87% was reached in 2021-22 which is above our target of 85%. Where Council cannot complete a service request within the timeframe, customers are to be kept informed of the progress of their request and/or reasons why their request cannot be resolved (eg. budget constraints). If dissatisfied with the action around a service request, we register this as a complaint.

You can register your request through snap send solve, phone, in person, online or emailing [servicerequest@balonne.qld.gov.au](mailto:servicerequest@balonne.qld.gov.au). If you feel our service has been above expectations we encourage you to let us know by recording your compliments.



[www.balonne.qld.gov.au/contact-us](http://www.balonne.qld.gov.au/contact-us)

# Our Reputation

## ADMINISTRATIVE ACTION COMPLAINTS

There was a significant reduction in the number of administrative action complaints for the 2021/2022 financial year, decreasing from nine administrative action complaints in 2020/2021 to only one administrative action complaint. The one complaint was resolved within five days and related to a contractual dispute that threatened to disrupt project works and required an immediate response.

Council had no external review complaints with the Queensland Ombudsman in 2021/2022. Council had no referrals to the Crime & Corruption Commission (CCC) in the 2021/2022 period.

## ADMINISTRATIVE ACTION COMPLAINTS

	2020/2021	2021/2022
<b>Number of administrative action complaints</b>	9	1
<b>Number of complaints resolved</b>	10 (including 1 from 2019/20)	2 (including 1 from 2020/2021)
<b>Number of complaints outstanding</b>	0	0







## RIGHT TO INFORMATION (RTI)

Under Queensland's Right to Information Act 2009 and Information Privacy Act 2009, members of the community are able to apply for access to documents held by Council (subject to statutory exemptions). The Information Privacy Act 2009 also allows members of the community to apply for and request amendments to documents concerning their personal affairs, where it is believed the information is incomplete, out-of-date, inaccurate or misleading.

In 2021/2022 Council received and processed nil Right to Information applications and one Information Privacy application.

There were nil complaints for breach of Information Privacy provisions.

## AUDIT & RISK COMMITTEE

Our Audit & Risk Committee operates in accordance with the Local Government Act 2009 and the Local Government Regulation 2012 (the Regulation). The committee met four times during the 2021/2022 financial year. The Audit & Risk Committee reports directly to Council and is composed of four voting members.

The Committee members are:

- Independent Chair James Hetherington (successfully re-appointed 1 January 2022)
- Independent Member Craig Dreher (appointed 2019 and retired 30 June 2022)
- Mayor Samantha O'Toole
- Cr Ian Todd (resigned 15 September 2022)
- Cr Robyn Fuhrmeister and Cr Avery will replace Cr Todd on the Committee
- Mr Walter Brosnan is our new Independent Member (appointed 15 September 2022)

The Chief Executive Officer and all Directors, the Manager Finance Services and Council's Internal Auditor together with representatives of Queensland Audit

Office attend Audit & Risk Committee meetings as standing invitees. Council's External Auditor attends to provide an overview of the External Audit. Council's Internal Auditor attends to provide an update on implementation of the Internal Audit Plan and any outstanding internal audit recommendations. Council's external auditors Prosperity Advisors ended their contract in October 2021 and Queensland Audit Office appointed our new external auditors UHY Haines Norton in January 2022.

## INTERNAL AUDIT FUNCTION

Arabon Audit & Assurance Pty Ltd were Council's Internal Auditors for the past four years. Their contract ended on 30 June 2022. We take this opportunity to thank Brendan Macrae and his team for assisting Council with its internal audit function and continuous improvement. The following internal audits were completed over the past four years:

### 2018-19

- Review of wild dog scalp payments – 100% complete
- Credit card management – 100% complete
- Fuel cards – 100% complete

### 2019-2020

- Fleet management – 80% of recommendations completed and Plant Standing Committee established
- Capital works and budgeting – 60% of recommendations completed and Asset Standing Committee established
- Grants management – 50% of recommendations completed

### 2020-2021

- Service requests and complaints management – 70% of recommendations completed

### 2021-2022

- Project costings – in progress
- Fuel returns – in progress

Management reports on the progress of implementing the recommendations that arise from internal audit to the Audit & Risk Committee on a regular basis. Four grant acquittals were completed and audited by Arabon Assurance in 2021-22. At the time of writing this Annual Report, Council had resolved to appoint Findex as its new internal auditors.

The Operational Plan 2021-22 forms the basis of our quarterly performance reporting. These reports include progress on the implementation of our Corporate and Operational plans and financial reporting of budget performance. This is the final year for reporting on the Corporate Plan 2018-2023. Council's new Corporate Plan 2022-2027 is available on Council's website.



[www.balonne.qld.gov.au/downloads/file/1459/corporate-plan-2022-2027](http://www.balonne.qld.gov.au/downloads/file/1459/corporate-plan-2022-2027)

# Our Plan, Our Future

In July 2022 the revised Corporate Plan 2022-2027 takes effect to set the strategic direction over the coming five years. The Council can be proud of the progress it made on its 2018-2023 Corporate Plan with many of its signature projects now completed or nearing completion.

## Our Values

### OUR CUSTOMERS


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

### OUR PEOPLE

We value teamwork and interdependence; we value each other and seek benefit from diverse people and perspectives.

### OUR REPUTATION

Our reputation is our most valuable asset; we act honestly and consistently in our behaviours, actions and decisions.



We take this opportunity to thank the community for their input into developing the Corporate Plan that identified the community's priority areas:

Retention and attraction of people and new businesses/industries;

Increase base level services and needs;

Community liveability and wellbeing;

Indigenous engagement; and

Digital connectivity



# Strategic Overview

The Corporate Plan 2022-2027, Our Plan, Our Future, sets the strategic direction based around the community's priorities under its five key foundation areas. Council's key foundation areas are supported by its vision, mission and goals.



The primary tool for external accountability is the Annual Report. This document is prepared annually to show the community and interested stakeholders how successful Council has been in achieving the strategic goals and objectives outlined in the Corporate and Operational plans. The report contains detailed financial and non-financial information about Council's activities and performance in the following pages.





# COMMUNITY

Pursuit of active and healthy lifestyles where cultures, traditions and the arts are celebrated, including the provision of safe and welcoming spaces to connect, engage and learn.

10 actions were included in the operational plan for Community.

**10 actions achieved target 90%**  
on target and/or complete

**0 actions achieved between 70-90%**  
of action target

**0 actions**  
achieved less than 70%

**90.48% of Key Performance Indicators**  
were on track

**9.52% of Key Performance Indicators**  
need work



ON TRACK	100% (10)
MONITOR	0% (0)
NEEDS WORK	0% (0)
NO TARGET	0% (0)







## COMMUNITY SPACES TO CONNECT, ENGAGE AND LEARN

### Our new library – The Hub

Through the culmination of extensive community consultation, planning and construction, our new multipurpose facility “The Hub” opened in St George to the public on 5 February 2022.

Concept design was by Complete Urban, architectural design by Fulton Trotter and construction by St Hilliers. This state-of-the-art facility houses multiple-use areas that can be utilised by all ages and all demographics. Offering and including within its design, multi-use zones and spaces, state-of-the-art technology and the Country University Centre. This major iconic space will serve the community now and into the future. In addition to the appointment of a Library Coordinator, the combination of the new facility and the coordinator, together with the libraries team across the Shire, will see our libraries grow in service delivery to the community, providing not just books, but much greater community connection into the future, essentially becoming “Hubs” in our townships of St George, Bollon, Hebel, Thallon and Dirranbandi.

The main features of The Hub include:

- Extensive Library spaces including dedicated First 5 Forever space and Teen space
- Interactive technology including virtual, table and floor
- Quiet Reading Room
- Maker’s Space, a large space for meeting and creativity, incorporating 3D printing and more
- Business and Learning Hub
- Full kitchen facility
- Virtual learning, training and connection
- Conference and workshop facilities (fully equipped with modern technology)
- Quiet study and work areas
- Connective green space
- Refurbished and repurposed Cultural Centre Annex including meeting rooms and gallery space
- Country Universities Centre including meeting rooms

The Hub was opened by the Hon David Littleproud, Federal Member for Maranoa (formerly Minister for Agriculture) and Balonne Shire Mayor Samantha O'Toole on 7 March 2022.

This project marked the completion of a flagship project for Council to provide a modern contemporary library integrated with a Country University Centre. The project was funded by \$5m from the Commonwealth Government Building Better Regions grant and a further \$800,000 from Council.

The Hub was recognised by the Local Government Managers Australia (Queensland) [LGMA] winning an award for Collaboration in 2022. The award recognised The Hub as a co-designed, community-led, first-class build equipped with the latest technology, dedicated tertiary study spaces and support (including after-hours access), an updated library collection, teenage area, children's area, Maker's Space (innovation, 3D printing, Agtech hub and robotics), e-meeting rooms and business spaces. The Hub includes state-of-the-art meeting room/event spaces in the Cultural Centre annex and connecting greenspace.

The Hub, since opening, has enjoyed a surge in library membership, events and CUC students. The Library opening hours were extended to 8:30am to 5pm weekdays and 9am to 2pm Saturdays.

 [www.balonne.qld.gov.au/community/facilities](http://www.balonne.qld.gov.au/community/facilities)

## SNAP SHOT OF THE WONDERFUL LIBRARY ACTIVITIES

Once COVID restrictions were lifted, library patrons were involved in many activities in record numbers. Across the Shire, 342 new membership applications were processed. A total of 2093 members borrowed 17,622 items throughout the year. 2021-2022 saw more patrons using their membership to access audiobooks via online apps. School holiday programs were run at all libraries, with visits to Thallon, Bollon, Hebel and Dirranbandi being made by St George Library staff to help deliver and showcase the technology available.

First 5 Forever activities were able to carry on through craft packs made available to families. They hit full stride when all library activities were opened to the general public again, with early childhood and school groups visiting our libraries – 665 participants in total. Many fun days were celebrated – the Queen's Jubilee, National Pyjama Day and National Hairy-Nosed Wombat Day among others.

St George Library hosted Balonne Shire Libraries staff and other rural libraries for a successful State Library Workshop in May 2022. New partnerships were created during the year with Care Balonne, Goondir Health, Queensland Health, schools, kindergarten, day-care and playgroup, who all enjoy utilising the spaces in the new Hub. The Hub is establishing itself as a place where community gatherings and meetings can take place; between locals, students, businesses and visitors.







Australian-made books about a sweet little bird and a jolly frog are helping families prepare for when natural disasters strike. Birdie's Tree Roadshow visited the Shire in November 2021. The fun and interactive sessions were well attended at both St George and Dirranbandi Libraries.

### **CULTURAL CENTRE RE-OPENS**

The Cultural Centre received a face lift as part of The Hub development with new meeting rooms, gallery and refurbished bar and reception area. The first event held after it opened was the St George Cotton Growers Association who celebrated their 50th Anniversary in March 2022. Balonne Shire is a key production region for Australian cotton and record crops helped generate economic recovery from years of drought. Balonne produces around 2,600kg per hectare, being one of the highest average yields anywhere in Australia.

### **COUNTRY UNIVERSITY CENTRE**

The Country Universities Centre Balonne celebrated its first birthday in May 2022. The CUC is providing students with a real chance to gain a higher education without leaving our region. The CUC has exceeded all expectations with over 111 students registering to study in St George and Dirranbandi. There have been five graduations (four of those graduating from Balonne Shire Council). The CUC provides students with technology and study assistance in both St George and Dirranbandi.



# STUDENT STORY

## RYLIE MULLINS

UNIVERSITY OF SOUTHERN QUEENSLAND –  
BACHELOR OF NURSING

### **Why did you choose your degree and what do you enjoy most about it?**

I chose to study nursing because I have always wanted to go into a career that helps other people and as I grew up, I discovered my passion for medicine. The aspect of my degree that I enjoy the most is the ability to learn many different concepts of nursing that I have always been curious about.

### **Are there any challenges you have faced being a regional student? How will CUC Balonne help overcome these challenges?**

Being a regional student and studying nursing has proven some challenges. These challenges include not having access to many facilities compared to on-campus university students. While this proved to be a challenge at the beginning of my degree, CUC helped overcome these challenges with the

facilities they provide. The facilities that helped me are the access to free internet and printing while also having a quiet place to study.

### **What would your advice be to other regional and rural people who are considering study?**

My advice to other people who wish to study remotely is to ensure you are motivated to the course you wish to do, and to explore all options of extra help. Studying externally can be extremely isolating, therefore finding places like CUC can make the experience less nerve racking due to the amount of help they provide.

### **What is your favourite thing about CUC Balonne?**

My favourite aspect of CUC is the amount of support available in all aspects of uni life including having unlimited resources, social engagements and more. Each part of CUC has helped make my university experience easier.





## HEALTHY AND ACTIVE LIFESTYLES

### Council engaging with communities

Creating a healthy and active lifestyle across our community includes not just positive physical health, but also positive mental health. Council engaged with community-based groups and organisations to ensure that the ongoing needs of the community are not only met but also supported now and into the future. Council engaged with Showground User Groups, Sporting Clubs and Progress Associations, art groups and more.

Council works together with a number of sporting groups across the Shire to ensure our sporting facilities are maintained and cared for and that major events are supported. This year Council supported the following events and projects:

- Battle on the Balonne
- Campdrafts
- 399 Championships Car Rally
- Nindigully Pig Races
- Thallon Team Truck Pull
- Splash Park and improvements to the St George Aquatic Centre
- Additional footpath along St George River Foreshore
- Improvements to Shire Showgrounds with Drought Community Program and LRCIPing including lighting and buildings
- Bollon Skate Park
- Improvements to the Thallon Tennis and Basketball Courts

### HOW WORK CAMP HELP OUR COMMUNITY

WORK Camp was impacted by COVID, wet weather and flooding in the 2021/2022 year. They still managed to provide a service to the community, including but not limited to the following recipients:

Balonne River Cutters  
 Care Balonne  
 St Patricks Parish  
 St George Anglican Church  
 St George Jockey Club  
 Girl Guides Hut  
 Balonne Catholic Parish  
 St George Agricultural & Pastoral Assoc

St George Tourism & Museum  
 QCWA St George  
 Nindigully Sports Community  
 St George Bowls Club  
 Bollon QCWA  
 NCC Early Learners St George  
 St George Clay Target Club  
 St George Tennis Club  
 St George Golf Club

Some of the projects included:

- Set up and clean up for community events such as: Balonne River Cutters, QCWA Dirranbandi Spring Affair, St Patricks Fete, St George Show and St George Races
- Installation of Heritage Trail Markers
- Apron fencing at the St George Aerodrome
- Annual Fruit Fly Baiting Program
- Cleaning up and painting Girl Guides Hut
- Built Community Garden Beds
- Repairs to Dirranbandi Rodeo Yards and Facilities
- Creating Pink Ribbon Monument for River and Rail Precinct
- Mungindi One Ton Post Upgrade

The St George Camp have also begun to create a small nursery to raise plants and trees which may be used in Council and community gardening projects in the future. Both St George and Dirranbandi Camp continue to provide mowing and grounds maintenance assistance to many community groups and sporting organisations, as well as Council areas such as the St George River Walk.

Council acknowledges that the assistance and support of WORK Camp to our community is greatly appreciated, and the benefit and value of this support cannot be underestimated.



## VIBRANT CREATIVE ARTS, MUSIC, LOCAL HISTORY AND CULTURE

### Paul Kelly and Friends

July 2021 kicked off the financial year with the Paul Kelly and Friends rock concert in Dirranbandi. Thousands of music fans packed the Dirranbandi Showgrounds for the second time since 2018. Organiser Danny Sheehan from Sheehan Events donates funds raised by the event to the Dirranbandi Agricultural Studies program to help students develop a future in farming with practical hands-on experience. Council sponsored the event and people fly and drive in from afar bringing economic and social benefits to the Shire.

### How Council makes things happen

Funding programs such as Community Grants, Multicultural Development Funding, Tackling Regional Adversity Through Integrated Care (TRAIC) and Regional Arts Development Fund (RADF) have meant that a number of artistic and cultural projects were supported and funded throughout the year. Many of these are designed to enhance community connectivity, improve skill sets and provide education opportunities.

Some of these included:

- Splash Test Dummies
- A Night in Tuscany Opera
- Cultural Weaving and Beading workshop
- Charlotte's Web Performances

### Regional Adversity Funding Program

Council finalised its \$60,000 Tackling Regional Adversity Through Integrated Care grant program in 2022. This project has been disrupted a number of times by COVID-19 but has

nonetheless supported 27 projects since 2019, and over 10 different community organisations.

Key initiatives funded in 2021/2022 included online and in-person yoga workshops, subsidised Justice of the Peace training, Permaculture workshops in four communities, IT workshops, a Wild Dog Trapping workshop, Seed funding for three community gardens, a Sharps Bin, Jewellery Making workshop, Art Mentoring and funds to support catering at five local events.

### Getting the taste of Australia







Our vision “Welcoming, Connected and Innovative Communities, where economies are strong and opportunities abundant” fitted so well with hosting Great Australian Bites on 28 May 2022 at the St George Hub. The event was well supported by the community with just over 200 people in attendance. We had seven of our local businesses and community groups participating with pop up stalls offering a selection of different foods all \$5 and under. The afternoon included craft activities and jumbo games on the lawn for the kids. The main entertainment was provided by Maddie Thomas, a previous contestant on “The Voice”.

### **Celebrating our Indigenous people**

Council celebrated NAIDOC week in July 2021 with a theme of Heal Country Heal our Nation recognising the increasing concern of Country by Aboriginal and Torres Strait Islander people. There were a number of awards presented including:

- Indigenous High School Junior Student Grades 7-10 – Safina Saunders
- Indigenous High School Senior Student Grades 11-12 – Taeah Hiles
- Indigenous Primary School Junior Student Pre – Grade 4 – Quade Cowburn
- Indigenous Primary School Senior Student Grades 5-6 – Sedeequa Clevin
- Indigenous Junior Apprentice/Trainee (18 years and under) – Brendan Draper
- Indigenous Junior School Based Apprentice/Trainee (18 years and over) – Paige Clark

- Indigenous Female Junior Sports person (18 years and under) – Emma-Leigh Turnbull Bennett
- Indigenous Male Junior Sports person (18 years and older) – Jacob Hiles, Shontayne Prince and Amdes Saunders

### **Yuwaalaraay Euahlayi Country**

The Native Title Consent Determination for the local Yuwaalaraay Euahlayi people was handed down by the Federal Court at a special sitting in Dirranbandi in December 2021. Traditional lands of the Yuwaalaraay and Euahlayi people stretch from the Balonne Shire through to Northwest NSW – around Goodooga, Lightning Ridge, Collarenebri, Walgett and Narran Lakes.

Council is working towards establishing an Indigenous Advisory Group and where desired, Indigenous Land Use Agreements or Memorandums of Understanding with our six main first nations people in the Shire: Bigambul People, Gamilaraay People, Gunggari People, Kooma People, Mandandanji People and Yuwaalaraay/Euahlayi People.

The new The Hub will include a wayfaring pole to acknowledge the traditional owners in the Shire.

### **Getting into arts and craft**

A total of fifteen (15) Regional Arts Development Fund (RADF) applications were received seeking funding for art and cultural activities throughout the Shire in the 2021/2022 financial year. The funds approved by Council amounted to a total of \$33,332.55.

## GRANTS FOR COMMUNITY GROUPS

Project Name	Applicant	\$ Approval Amount
<b>Round 1</b>		
Cultural Weaving & Beading Workshop	Nullawokka First Nations Gallery	\$ 800.00
Realism in Watercolours Workshop	St George Art Group Inc	\$1,600.00
Handcrafted Resin Homewares	Dirranbandi Progress Association	\$2,500.00
An Evening with Friends	Nia Hadenfeldt	\$2,500.00
Technical & Creative Skills in Mosaic Art	Country Artisan's Corner	\$2,500.00
Performances – Charlotte's Web	RAVA Productions	\$2,500.00
Connection through Reflection	Alexandra Donoghue	\$2,500.00
<b>Round 2</b>		
A Night in Tuscany	Opera Eagles Nest	\$2,500.00
Audio/Podcast Workshops St George x 1 + Dirranbandi x 1	Signal Creative	\$2,500.00
<b>Round 3</b>		
Soapmaking – Art, Wellbeing & Entrepreneur	QCWA Thallon – Daymar Branch	\$1,288.00
Macrame Workshops in St George x 4	Balonne Creative Arts	\$1,080.00
U8's Music Performance Workshop – Topology	Hebel State School P & C	\$2,500.00
Introduction to Chalk Paint & Stencil Application	Country Artisan's Corner	\$949.55
Wind in the Willows performances x 2 + Dance/Drama Workshops	RAVA Productions	\$2,500.00
Mosaic Workshops	Thallon Progress Assoc	\$2,415.00
Review of RADF Policy/documentation	External Consultant	\$2,700.00
	<b>TOTAL</b>	<b>\$33,332.55</b>

### Celebrating Australia Day

Council celebrated Australia Day with social distancing and hand sanitising to comply with COVID requirements. It was great to be able to reconnect with our communities after border closures and restrictions since March 2020. Although weather had been a concern, the day turned out to be one of sunshine and happiness in St George. A crowd of around 250 people were in attendance to cheer on the Australia Day Award recipients, whilst enjoying a community breakfast provided by Rotary and listening to the live entertainment and watching the children's games.

### Australia Day 2022 Award Winners

Citizen of the Year:	Ben Gardiner
Young Citizen of the Year:	Yasmin Sullivan
Volunteer of the Year:	Andrea Killen
Community Event of the Year:	Thallon Truck Pull 2021
Cultural Award:	Balonne Fijian Community Group
Community Group of the Year:	Thallon Progress Association Inc
Senior Sports Award:	Tom McDonnell
Junior Sports Achievement:	Lillian Stenhouse
Sports Administrator Achievement:	SueAnne Bardsley







### **Celebrating our newest Aussies**

Citizenship ceremonies were conducted welcoming seven new citizens to the Shire from Ireland, Taiwan, Vietnam, USSR and the USA.

Canh Pham Thi – Vietnam

Pamela Heraty – Ireland

Aiden Keane – Ireland

Cait Fitzpatrick – Ireland

Natalia Safronova – USSR

Travis J Martin – USA

Ya-min Tang – Taiwan

### **Commemorating our service men and women**

On Remembrance Day, 11 November 2021, a service organised by the St George RSL sub-branch was well attended on the banks of the Balonne River. It is important that we remember the sacrifice of all Australians who have died in conflicts, particularly the high number of men and women from the south-west Queensland region.

A successful Community Grant in the amount of \$2,750 enabled Traffic Management to be organised for the 2022

ANZAC Day event. Balonne Shire Councillors attended dawn services in Bollon, Dirranbandi, St George and Thallon to commemorate the sacrifice of our Australian and New Zealand military personnel who served in all wars.

### **Celebrating multicultural initiatives**

Council continues to benefit from the Celebrating Multicultural Queensland (CMQ) Regional Partnerships Pilot Project to progress programs and multicultural development.

Balonne Shire Councillors unanimously adopted the Welcoming and Attraction Strategy in September 2021, that underpins Council's welcoming work over the next four years and after the CMQ Regional Partnership Pilot Project funding has ended. It provides an action plan of how to achieve our goal to attract new residents to the Shire, and increase inclusivity and diversity within the Shire.

Council published a Welcoming Resource which includes a host of helpful information for potential and new residents to our region. Physical and digital copies are available from the Council Administration Office, the Hub and Visitor Information Centre. Copies were distributed to local employers, businesses, real estate agents and community organisations.

In 2022, our flagship multicultural development event, the Welcome Party, was recognised by Welcoming Cities Australia and featured as a case study in their Stories of Welcome publication. The event continues to grow year on year, with 100 people attending in February 2022 to enjoy a fun game of lawn bowls, a BBQ provided by our local Rotarians and the chance to make some new friends. Our other key multicultural events included Flavours of the Balonne in August 2021 during Multicultural Queensland month. Eleven St George food businesses ran a week of multicultural menu specials celebrating everything from French to Mexican and Greek cuisine. Council thanks all businesses for their enthusiasm and delicious meals.

Off the back of its success in 2021, Flavours of the Balonne continued in 2022 Shire-wide. Residents had the chance to win prizes for eating the specials throughout the last week of Queensland Multicultural Month in August 2022.



## STRONG COMMUNITY ORGANISATIONS

### Sponsorships & Donations Program

During the 2021/2022 financial year Council approved funds for twenty-three (23) community groups in support of their event, activity or sport and sponsored a traffic management grant for two community organisations for their events, totalling \$29,719.98.

Project Name	Applicant	\$ Approval Amount
Club's 50 Year Anniversary	St George Junior Rugby League	\$3,000.00
Closed Tournament	Bollon Tennis Club Inc	\$500.00
Campdraft 2021	Dirranbandi Rodeo Assoc	\$500.00
QCWA Dirranbandi Branch	Spring Affair	\$1,000.00
Charity Golf Day	AC ANV Fund Inc	\$500.00
2021 Breaker Camp	Isolated Children's Parents' Assoc	\$3,000.00
Thallon Community Christmas Luncheon	QCWA Thallon – Daymar Branch	\$500.00
Thallon Christmas Tree	Thallon Progress Assoc Inc	\$500.00
Year 12 Dux Award 2021 – \$100 cash	St George State High School	\$100.00
Bollon Christmas Tree	Bollon QCWA	\$1,000.00
St George Christmas Carnival	St George & District Chamber of Commerce	\$2,500.00
Speech Night	St George State High School	\$100.00
50 Year Award dinner	St George Cotton Growers' Assoc	\$400.00
Support Bullamon Homestead Opening	Thallon Progress Assoc	\$500.00
Transport to Charlotte's Web Performance	Thallon State School	\$166.66
Transport to Charlotte's Web Performance	Hebel State School	\$166.66
Transport to Charlotte's Web Performance	Dirranbandi State School	\$166.66
NAIDOC Week celebrations	St George Aboriginal Housing Co	\$3,000.00
Carnival 2022	Bollon Polocrosse Assoc Inc	\$3,000.00
Annual Camp 2022	St George Pony & Riding Club Inc	\$3,000.00
Zone 4 U10's & U12's Carnival	St George Junior Rugby League	\$2,000.00
<b>Traffic Management</b>		
Triathlon / Aquathlon Trials	Tri St George Inc	\$1,370.00
ANZAC Day March	St George RSL Sub-branch	\$2,750.00
	<b>TOTAL</b>	<b>\$29,719.98</b>

### INTRODUCING OUR YOUTH COUNCIL

They are the next generation of leaders in our community. The inaugural Youth Council commenced in November 2021. Its representatives are already a driving force for positive change. The group is proving to be ambitious and driven in setting their goals for the year ahead. They are guided by Deputy Mayor Richard Lomman and Councillor Bill Winks.





## COMMUNITY WELLBEING

The Youth Council utilises The Hub Maker Space as their meeting space on a regular basis. Youth Council now looks forward to the next year with several ideas to support our local youth and are beginning to take an active role as representatives of the youth in the community.

Members: Samuel Waters, Jacob (Jack) Sullivan, Josiah Timmers, Zac Cott, Ashleigh Ferguson, TJ Petterson, Jessica Parkes, Matilda Hoolihan and Grace Waters.

Yasmin Sullivan, Jack Sullivan, Jess Parks, Matilda Hoolihan, Rylie Mullins, Jaana Downton, Jacob Hiles and Ashanti Thurston are the founding members.

### Youth Summit

Balonne Shire Council hosted the inaugural "Inspire & Lead Youth Summit" on 30 March 2022. The event is a demonstration of the Shire's commitment to ensuring exceptional education outcomes and opportunities for country students. Sixty students from the St George State High School, Dirranbandi State School, Cunnamulla State School and Mungindi Central School enjoyed a jam packed day of activities and guest speakers. Dual rugby union and rugby league international Mat Rogers stopped in on his tour of the Shire to provide a keynote address on his strategies for achieving success, University of Southern Queensland's (USQ) Karen Browning delivered a great session on career futures, and the day ended with an interactive Pathways Panel session and ABC Heywire workshop.

The event received very positive feedback from students, teachers and the broader community, and the Communities team is already working towards delivering the second Youth



Summit at the end of Term 1, 2023.

### Promoting mental health initiatives

Council has taken a proactive, and active, role with regard to mental health across the Shire, working with key organisations to implement nationally recognised programs across the community. Council, in partnership with the FlyHighBillie program, and following meetings with key stakeholders at each of the schools in the Balonne Shire region, has initiated and implemented the bkinder initiative which includes age-related workbooks that each student can work through, promoting empathy and compassion in children, and ultimately reducing mental health issues, bullying and suicide.

On Wednesday, 22 June 2022, Council participated in bkinder day, the aim being to spread thoughtfulness and empathy by sending a card illustrated with Billie Kinder's drawings to someone special or even to someone random, inspired by one little girl who wanted to make a positive change in the world.

Monies raised from the sale of the cards to both staff and the public was donated back to the initiative which will, in turn, support the ongoing delivery of the program.

Council is also working internally with staff with a Mental Health Strategy. Read more on [page ###](#).

### Food Safety - Licensing

Currently there are 54 food licence holders within the Balonne Shire.

Over the last two years living through COVID-19, these businesses have needed to be adaptable and flexible to help keep their businesses strong and viable.

All food businesses were constantly adapting to the changing restrictions, and no-one closed their doors due to COVID. Local caterers were kept on their toes with the submission of COVID-safe management plans along with menu plans to ensure great events continued throughout the Shire.

Creativity was the key to a successful event and as a community we celebrated with great food and friendship. Ask anyone who attended the events.



### Japanese Encephalitis

Japanese encephalitis virus (JEV) is a flavivirus related to dengue, yellow fever and West Nile virus that can be spread by some (but not all) types of mosquitoes.

Japanese encephalitis (JE) is a rare, severe manifestation of infection with JEV occurring in many parts of Southeast Asia and China.

This disease has extended beyond its traditional boundaries with cases occurring in eastern Indonesia, Papua New Guinea, the Torres Strait and mainland Australia.

JEV is spread through the bite of an infected mosquito to people and animals. In animals, it mostly occurs in pigs and horses.

Most people infected with JE do not have symptoms or have only mild symptoms. However, a small percentage of infected people develop inflammation of the brain (encephalitis), with symptoms including sudden onset of headache, high fever, disorientation, coma, tremors and convulsion.

After notification of a human case in Southern Queensland, the Balonne Shire Council together with Queensland Health monitored areas of concern within the Shire.

### Mosquito Surveillance and Blackfly Control

The Mosquito and Vector Control Program protects public health by controlling mosquitoes and other vectors that spread disease.

The Balonne Shire Council conducted several mosquito surveillance programs throughout the year in particular from January to June. Due to the Japanese encephalitis alert, the program will continue this year.







The main areas of concern are:

- How many mosquitoes are in the area?
- What types of mosquitoes?
- Where are sources of standing water where mosquitoes lay eggs and where mosquito larvae and pupae live?
- What germs are they spreading?

This data is collected and sent to Queensland Health for analysis. Should any disease markers be identified an alert is generated and sent out to advise community of any impacts and helpful hints via social media. This data is also linked to Council's web page.

As the Shire experienced continued rain events this year, together with a number of riverine flood events, Council engaged a local contractor to operate Council's vector machine and undertake a number of vector control programs.

The first scheduled vector control program kicked off in mid-December 2021 and continued to June 2022. All townships were sprayed during peak times of mosquito pressure.

Council has worked closely with Moree Plains Shire Council to improve vector services to the township of Mungindi. Council undertook vector control in Mungindi on both sides of the border town. This partnership was the first of many as this will continue to grow across many aspects of Council's governance.

Council continues to monitor mosquito pressure and will undertake the necessary controls when needed.

#### **Private Agreements between Stakeholders**

Council has been working with local Progress Associations to ensure vacant and unused allotments continue to be maintained to keep the visual amenity of the townships at a high level.

Council has partnered with the Department of Natural Resources and Mines to ensure regular maintenance occurs on allotments within town levees.







## DISASTER MANAGEMENT

Disaster management has increased with Council responding to ongoing COVID-19 border closures and a flood event in March 2021. Council coordinates the Local Disaster Management Group (LDMG) working with Queensland Health, Queensland Police Service, Queensland Fire & Emergency Services and other key agencies. Reporting to the District and State Disaster Management Groups these services provide valuable community updates and representation of the key impacts on our communities. Our new Emergency Dashboard keeps our residents informed of the ever-changing COVID and disaster event alerts.

Major-General Jake Ellwood, the Queensland recovery coordinator appointed by the State Government, visited the Shire to hear first-hand about flood damage in April 2022. He was joined by Ann Leahy, State Member for Warrego. General Ellwood coordinated one of the largest-scale recovery operations the State has ever seen, stretching across 22 local government areas.

The following graphic demonstrates the ongoing status of our Local Disaster Management Group as a result of COVID and flood events.

Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	Aug 2020	Sep 2020	Oct 2020	Nov 2020	Dec 2020	Jan 2021	Feb 2021	Mar 2021	Apr 2021	May 2021	Jun 2021
Stand Up Flood event and COVID						Alert COVID						Stand Up Flood event		Lean Forward COVID		

Border closures were in place 23/7/2021 to 29/10/2021 = 98 days due to COVID border closures in this financial year.

Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022
Stand Up – COVID Border closures 23/7/2021 – 12/10/2021				Lean Forward COVID 12/10/2021 – 07/01/2022		

Total days for being activated for disaster management totalled 301 days out of 356 days of the financial year 2021/22.

Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	June 2022
Lean Forward – Flood Event 1/12/2021 – 8/12/2021	Stand Up – Flood Event 8/12/2021 – 7/1/2022	Stand Up – Flood event 28/2/2022 – 17/3/2022	Lean Forward – Flood event 17/3/2022 – 5/5/2022	Stand Up – Rainfall – Flood Event 19/5/2022 – 10/6/2022	Lean Forward – Rainfall – Flood Event 12/5/2022 – 19/5/2022		

Dirranbandi and Hebel have been the most significantly impacted by the border closures and flood events. The Castlereagh Highway Hebel – Dirranbandi was closed for a total of 162 days out of 352 days in this financial year, with 64 of these days due to flood events. This road is a major link to NSW with many locals and travellers regularly using this road to travel between Hebel, Dirranbandi and across the border. Dirranbandi was isolated from St George by flood waters for a total of 10 days due to flood events.

The ongoing COVID and flood events significantly disrupted attendance with the Hebel Primary School and Dirranbandi Schools losing approximately 50 days (or more) as a result of road closures, COVID and border control.

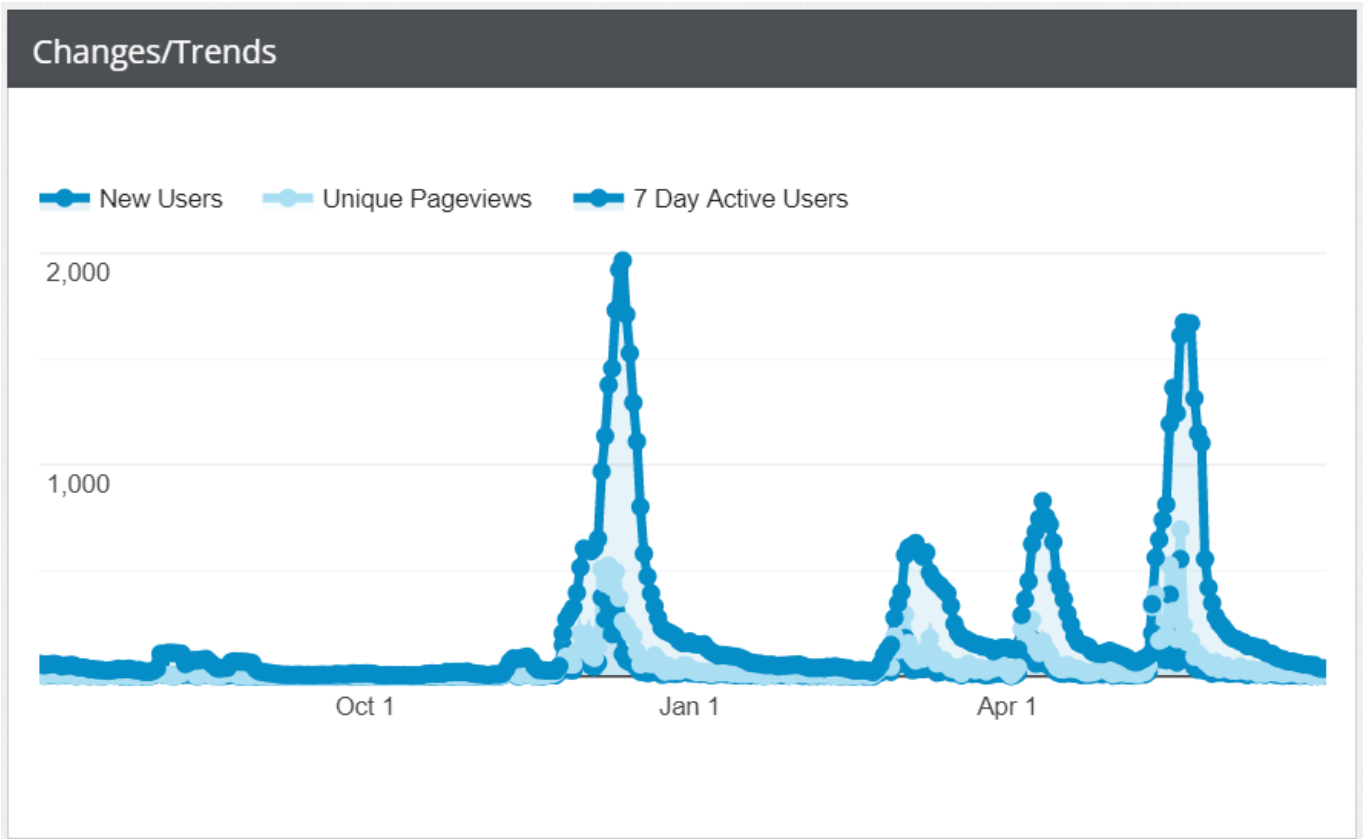
Border closures and wet weather impacted harvesting with Balonne Shire looking at cross border initiatives to help mitigate the delays and disruption to harvesting. Council worked tirelessly with the Queensland Government to ensure the Pacific Labour Scheme and Seasonal Workers Program was approved to ensure the harvest of onion and garlic crops. Being able to accommodate seasonal workers successfully and safely during the pandemic and provide on-farm quarantine arrangements allows produce to be harvested. This common-sense solution was critical to worker shortages for horticultural farms in the Shire. On top of these challenges, a mice plague also cause disruption and destruction to crops and invaded homes.



[www.balonne.qld.gov.au/downloads/file/1587/local-disaster-management-plan](http://www.balonne.qld.gov.au/downloads/file/1587/local-disaster-management-plan)  
<https://emergency.balonne.qld.gov.au>



Engagement with Council's Emergency Dashboard increased substantially due to the events experienced in the Balonne Shire. Users increased from 1,040 in 2020/2021 to 10,177 in 2021/2022.



A Get Ready Day was held in October 2021 with markets, emergency service displays and hints to be prepared and disaster-ready. The day is funded by the State Government Get Ready Program and was well supported by local service providers, businesses and stall holders. The event was well attended with hundreds of Balonne families taking the opportunity to do their bit when it comes to disasters.

Balonne Shire was included in the Federal and State disaster funding scheme to allow Council to conduct counter disaster operations and repair damaged public infrastructure. (Read more on page 80).

### Local Community Recovery

Extensive work was done regarding a redevelopment of the Event Specific Community Recovery Plans to enable a more strategic approach to the Shire's recovery process following the 2021/2022 flood events. Council has also worked with several community organisations including Progress Associations, Workcamp, Youth Interagency, and Community Advisory Network.

The Mayor, a Councillor and two Council Officers completed a master class in Disaster Management during the 2021/2022 year. In addition, Guardian, Council's disaster management software system, conducted refresher training with relevant staff. Council also updated its event specific Recovery Plan following the numerous flooding events that occurred during the 2021/2022 year, with a view to having the new plan adopted early in the 2022/2023 year.

Council has advocated strongly for disaster funding for betterment projects to resolve ongoing road issues and for funding to be extended to business and agribusiness impacted by isolation and economic disruption.





## 2021-2022 PERFORMANCE MEASURES

Performance Measures	Annual Target	Actual
Upgrades to community spaces and facilities	90% of budget completed	90%
Number of grants awarded to community and sporting groups	1	21
Support for arts, music and cultural programs and events	12	14
Number of learning and engagement programs and attendance rates	10% increase	40% increase

## INTO THE FUTURE

- Council will continue to focus on its Community Mental Health plan through a number of nationally recognised programs which will be delivered across the community.
- Council will continue to build upon its service delivery through The Hub and Shire-wide Libraries.
- Community Grants and RADF will continue to support our local community groups.
- Implementation of Council's Welcoming Strategy will continue to be implemented.
- The Arts and Culture Strategy will be reviewed and adopted.
- More opportunities for the community to connect through events and functions will be created across the Shire.
- Council will continue to deliver the last year of the CMQ Regional Partnership Pilot Program funded by the Department of Children, Youth Justice and Multicultural Affairs.
- Greater engagement with community groups across the Shire.
- Council will seek more opportunities to support local community groups.







# ECONOMY

Strong economic growth where SMEs (Small to Medium Enterprises) and agricultural-related businesses thrive, with a focus on improved connectivity, skilling, diversification and innovation.

21 actions were included in the operational plan for Economy.

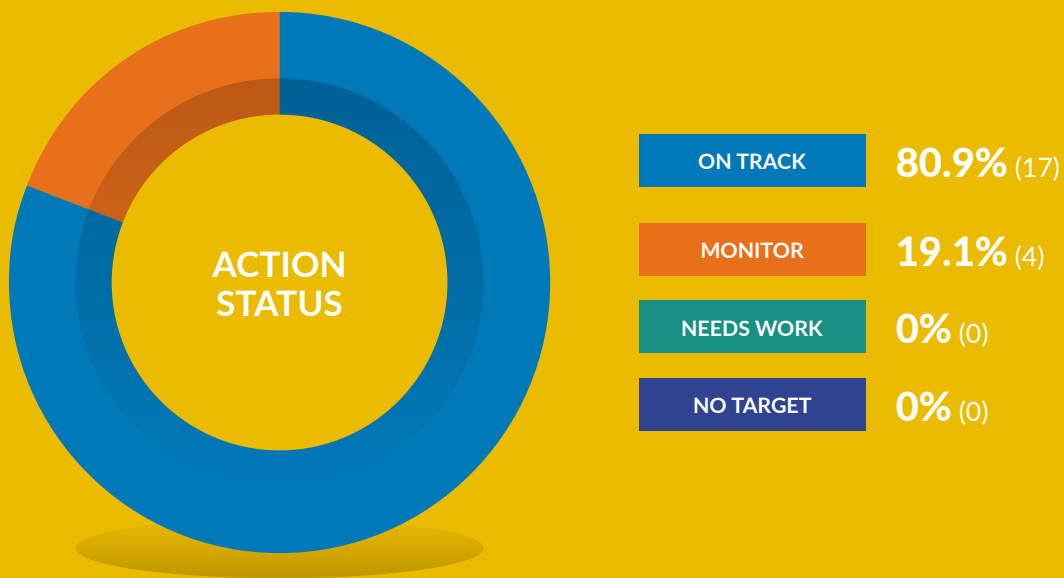
**17 actions achieved target 90%**  
on target and/or complete

**4 actions achieved between 70-90%**  
of action target

**0 actions**  
achieved less than 70%

**96.55% of Key Performance Indicators**  
were on track

**3.45% of Key Performance Indicators**  
need work











## INITIATIVES TO BUILD THE FOOD AND FIBRE LEADERS PROFILE

Council continues to support the Shire's agricultural industry and supply chain as agriculture and horticulture account for more than 56% of the Shire's economic output while employing more than 750 employees. During the year, there have been a series of flood events that have impacted the sector, notably in transport, crop damage and fencing losses. Council has supported the sector offering a range of programs with key stakeholders and partners, including business advisory and mentoring, infrastructure needs and support, supply chain opportunities, workforce development and regional, domestic and international opportunities.

In 2021/2022, Council supported Shire growers, graziers and producers seeking to diversify operations, develop succession plans and identify and assess further opportunities through business mentoring and advisory services. Twenty two participants across agriculture and horticulture (18), agri-tourism (2) and supply chain (2) took part. The program has provided funding for over 700 hours of tailored advisory services. The program has also provided funding for webinars and workshops and more than \$15,300 in project funding.

Over the past three years, the Balonne mentoring program has assisted thirty seven growers, producers and graziers, five businesses in the agricultural supply chain and five businesses in agri-tourism with more than 1500 hours of paid mentoring/advisory services, \$40,000 in project funding, two feasibility studies and sixteen workshops and webinars. These programs have been funded by the Australian Government under the Murray-Darling Basin Economic Development Program (MDBEDP). Additional workshops and forums outside the mentoring program facilitated and supported included the Ag Advisors Breakfast, Queensland Bioeconomy, Hort Connections, Spark Ag Innovation, Agribusiness Summit, DAF Agricultural Support, and goat producer workshops. Several

events were either cancelled or postponed during the year due to COVID-19 and floods.

Council commissioned a report and survey in 2021 to estimate the initial impacts from more than \$25 million in cluster fencing programs. The initial results from completed government supported projects indicate that on average, every \$1 in fence expenditure is producing a return on capital of \$3.2 per annum. In addition to financial benefits, further impacts have included social and environmental benefits.

In June 2022, Balonne Shire's Australia Day Ambassador, a recognised food celebrity and consultant, visited the Shire and met with eleven agribusinesses who are either expanding, diversifying or seeking assistance with marketing and supply chain opportunities.

Other initiatives Council is supporting in the food and fibre sectors include:

- Seeking funding for key economic infrastructure supporting the sector including road, inland rail and digital infrastructure;
- Local and regional opportunities in agricultural technology;
- Workforce development including career pathways and opportunities, employment needs and education and training;
- Development of the small livestock and horticultural sectors, including further opportunities from exclusion fencing investment;
- Support for agricultural development, expansion and diversification; and
- Engagement with key agencies and partners in delivering programs and funding initiatives to producers, graziers and growers including business development, supply chain, industry development, business continuity planning, resilience and recovery.



## INVESTMENT ATTRACTION AND PARTNERSHIP

Council continued to work with its partners to promote the Shire as a prime destination for both attracting inward investment and encouraging local reinvestment. There were 50 business enquiries during the year with 37 external and 13 local enquiries predominantly from agriculture, retail, tourism, property and advanced manufacturing. Three projects were announced in 2021/2022, however several have been deferred due to the impacts of COVID-19 as well as flood events.

Council attended and presented at various regional and state-wide events including Hort Connections, Queensland Bioeconomy Forum, Land Forces, Trade and Investment Queensland webinars with outposts in China, Japan, Indonesia, Singapore and Vietnam. Council also facilitated several presentations and meetings with prospective investment groups and sole investors based in Southeast Queensland. We will continue to work with key partners such as South West Queensland Regional Organisation of Councils (SWQROC), Trade and Investment Queensland, State Development, Austrade, AusIndustry, Toowoomba Surat Basin Enterprise (TSBE) and targeted foreign consulates and trade commissions to assist in identifying and supporting investment related opportunities, as well as regional economic development initiatives. Council has produced a series of sector profiles, which have been translated into ten languages, that provide economic and infrastructure information on the Shire, sector data and investment opportunities within each sector. SWQROC has produced both Balonne and regional investment prospectuses and social media campaigns which have been distributed to key partners, groups and operators.

Council will continue to build on the progress it has made with priority projects such as exclusion fencing, small livestock investment and other current projects that will enable economic growth, enhance the liveability and lifestyles of our residents and visitors' experiences. Other projects include housing and childcare developments, transport and logistics, digital connectivity, road, inland rail and air infrastructure and emerging industry sectors that will diversify the Shire's economy and make the region more resilient.

## VALUE-ADD AND DIVERSIFICATION STRATEGIES

Council are committed to working with agribusinesses and small-medium enterprises in identifying, assessing and adopting value-add and diversification strategies into their operations. Major infrastructure investments including enhanced digital connectivity and cluster fencing have been the enablers for both agribusinesses and businesses in considering opportunities to increase economic return at the farm gate while diversifying operations improving profitability, operational efficiencies and resilience.

A key program to assist with encouraging value-add and diversification is the one-on-one business mentoring and advisory program with 75 businesses participating in the program over the past three years. Council and partners are working with forty-four businesses to undertake value-add and diversification projects. Project funding (\$110,000) requests and approvals have also contributed to delivering value-add and diversification outcomes. The program has also delivered four feasibility studies of which three are being utilised to diversify these businesses. The current round of mentoring has a major focus on agriculture and notably small livestock development and support. There are twenty-two participants of which nineteen identified value-add and diversification opportunities, predominantly in sheep and goat projects.

Other initiatives to encourage value-add and diversification included tailored workshops and webinars, as well as state and commonwealth grant funding. Council also supported businesses by providing relevant resources to assist businesses with applications, ideas and modelling. Other areas of support include export development, supply chain and procurement, Agtech innovation and E-commerce.





## SKILLING, TRAINING AND INNOVATION

Council worked in the innovation space supporting agribusiness and AgTech related initiatives. Support through the mentoring programs has also encouraged and enabled an additional six businesses in the financial year to develop online services as well as support more than ten agribusinesses looking to maximise efficiencies through AgTech investment and deployment. Council was proactive in engaging with key enablers in the innovation sector to help businesses with their needs and connecting to like-minded groups regionally and state wide to further explore and identify opportunities. Such groups include the Regional Agtech Innovation Cluster, Queensland Agtech month group and support from the AgTech and Logistics Hub in Wellcamp.

Labour constraints were experienced by businesses in the Shire across all sectors. In partnership with various stakeholders, Council launched a series of initiatives to help address the long-term employment and training needs of the community. A need for a workforce development officer has been identified and funding sought for this position to assist residents and businesses with current and future employment and training needs, as well as accessing eligible funding. Council partnered with external agencies to help promote career and job opportunities to prospective candidates and target groups (including migrant groups) in Southeast Queensland. A series of in-person and online presentations and forums have been made to these groups with Council working with key partners including its Welcome City program to attract and transition future residents to the Shire.



The official opening of the Country Universities Centre Balonne with campuses in St George and Dirranbandi will play an integral role in providing the resources students need to study whilst residing in Balonne Shire. Various stakeholders were involved in delivering the Balonne Career Expo with 32 exhibitors and over 100 Shire-wide students attending.

Council will continue to work with partners, agencies and key stakeholders in identifying and encouraging agribusiness, businesses and organisations within the Shire to adopt new innovative ideas, practices and products in their operations. Council, with its partners, will also continue to identify and seek innovation-focused businesses and operators to build connections with the Shire, utilise and enhance existing support and assist in building capability and capacity in our region.

## BUSINESS INCUBATION AND SUPPORT

Council has been proactive with its partners in supporting business development and growth including business growth, diversification and start-up across the Shire. Support includes

business training, service delivery and support infrastructure such as the new library in St George and programs to improve operational efficiency such as mentoring, procurement opportunities with Council, local buy campaigns (Buy Balonne) and the Queensland Government's ecoBiz program.

## THE BALONNE BUSINESS MENTORING AND ADVISORY PROGRAM

Building on the success of previous program rounds, Council was successful in securing \$327,000 in funding for a further round of business mentoring/advisory services that commenced in mid-2021. The current round has 22 businesses participating in the program.

Two further rounds of Balonne business mentoring/advisory programs were facilitated in the 2021/2022 financial year with 45 businesses participating – 22 small-medium enterprises (SME) including tourism, agri-tourism and agricultural supply chain and 23 agriculture and horticulture businesses. Over the past three years a total of 75 Balonne based businesses have participated in these programs, combining for more than 2300 hours of paid mentoring and advisory services, \$110,000 in project funding and four feasibility studies completed (\$68,000) to assist businesses with expansion and diversification projects and 22 tailored workshops and webinars. Additional funding of \$11,000 was provided by the program to the Country Universities Centre Balonne to be utilised for on-going business mentoring, advisory and training tools to support the Shire's businesses.

Council was successful in securing \$1 million in funding from the Australian Government under the Murray-Darling Basin Economic Development Program (MDBEDP) for a Shire-wide business improvement program for visual improvement and energy efficiency projects for businesses and property owners across Balonne Shire. Building on the success of the previous round, supporting 21 projects in Dirranbandi that were completed in the 2021-22 financial year, the new funding program includes approval of 53 projects, 31 projects for visual improvement and 22 projects for energy efficiency. These projects will be completed in the 2022-23 financial year.

Council facilitated site visits and business events with external advisors and government agencies to assist and support local businesses and agribusinesses. Two notable programs included the CCIQ ecoBiz and Balonne Shire Australia Day Ambassador program. Twenty-two (22) businesses participated in ecoBiz, a free service from the Queensland Government and CCIQ that assists businesses with ideas and plans to minimise energy, water and waste usage. There have been 59 businesses take part in the program over three rounds since 2019. This program has been instrumental in saving businesses more than \$100,000 in electricity costs and has served as a roadmap for businesses to invest in energy saving technologies as well as supporting documentation to apply for grant funding.

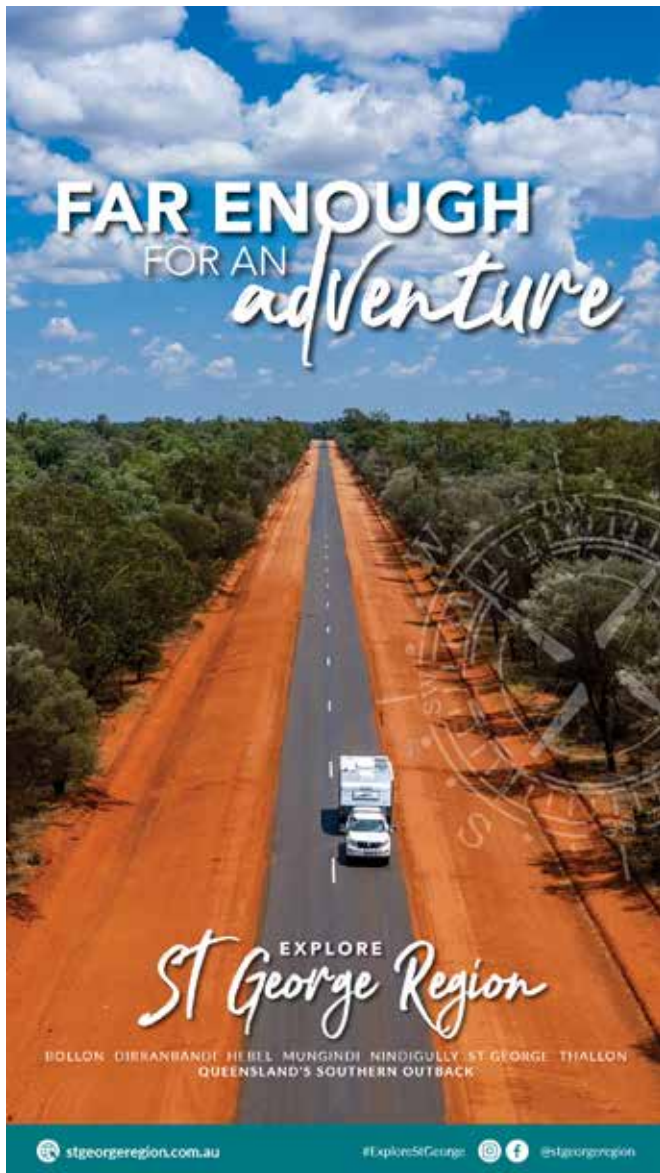
Council continued to support the Buy Balonne Gift Card program, a buy local program where the funds loaded onto the card can only be redeemed at participating businesses in the Balonne Shire. In the 2021-22 financial year, 84 businesses participated in the program with \$86,400 in funds loaded onto the cards and \$66,700 redeemed. The program which commenced in September 2019, has now had \$195,100 in funds loaded with \$153,400 in funds redeemed.

COVID-19 and floods continued to impact the facilitation and delivery of programs supporting Balonne businesses. Additional support business events and programs that were delivered included:

- Field Solutions Group launch of their fixed wireless network;
- Grant support – writing, drought and flood assistance programs;
- Business opportunities presentations across the Shire;
- Workforce development including promotion of job vacancies, webinars, workshops and migration programs; and
- Engagement with key partners to help deliver relevant programs and support to businesses including bookkeeping, XERO training and business continuity plans.







## TOURISM GROWTH AND DEVELOPMENT

### Tourism & Events Strategy Implementation

#### ■ RV Friendly Towns

One of the key actions from the Tourism & Events Strategy was the development of RV Friendly towns throughout the Shire (Priority 1.4). We have achieved a big win with three of our towns – Bollon, Dirranbandi and Mungindi – joining Thallon and attaining RV Friendly status at the beginning of 2022. This now means that the Campervan and Motorhome Club of Australia (CMCA) will actively promote our towns and their attractions and events through their popular “Wanderer” magazine and website. CMCA also supplied the Balonne Shire Council with RV Friendly Town signs which were installed at the main entrances to each of the towns.

#### ■ Event Support

Following a year when all Shire events were forced into hiatus due to COVID-19 and with the reinvigoration of existing Shire events a key action from the Tourism & Events Strategy (Priority 2.2), Council’s Tourism Events Grant Funding Program was reviewed and expanded. More focus was given to helping existing events reach their potential and elevate their event experience through more professional staging, programming and marketing. All categories had an increase to funding amounts and a new category, Hallmark Events, added. The grant was also opened up to applications from for profit businesses. Events that received funding in the 2021/2022 financial year included the St George 399, Battle on the Balonne, St George Show, Easter in the Vines, Yellow Belly Festival, Thallon Truck Pull, Can’t Help Falling in Love Again, St George Sheep Dog Trials, Dragon Country Sandgreen Cup and the Nindigully Pig Races.

#### Product Development

#### ■ Pub Trail

The heart of any Outback town is the local pub with cold drinks flowing, tall tales being told, with filling meals big enough to satisfy any hunger. The St George Region boasts more than a dozen character-filled public houses dotted throughout the Shire offering good old fashioned country hospitality served with a healthy side order of history. The self-drive St George Region Pub Trail was created to not only satisfy travellers’ thirst for a frothy brew but also their hunger for local history.

#### ■ Mungindi Sculpture Trail

After numerous delays due to COVID and flooding, the installation of the long-awaited Mungindi Sculpture Trail was finalised at the end of June 2022. The 2.5km trail is an open-air art gallery that uniquely crosses the Queensland/NSW border in two spots. Featuring 10 raw and rustic sculptures by award-winning local artist Tony “Nicko” McMillan, who tragically died at 54 years of age, the trail delivers a new perspective on art and nature. Working in collaboration with Nicko’s family, who generously donated the sculptures to the Mungindi community, the Mungindi Progress Association and the Moree Plains Shire



Council, the Balonne Shire Council utilised funding from the Murray-Darling Basin Economic Development Program to pay tribute to Nicko and showcase the sculptures for everyone's enjoyment. An extension on the project was received from the funding body due to the delay on the production of signage as a result of flooding. The project was officially opened on Sunday 18 September 2022, with the ceremony taking place across both sides of the Queensland/New South Wales border.

■ One Ton Post Upgrade

Landscape work at the One Ton Post was completed by the Aboriginal Rangers/Queensland Murray Darling Catchments at the end of June. Work included new gardens, new pathways and new designated parking areas making the historical site more easily accessible and leaving it looking refreshed and renewed. With the signage held up due to issues around flooding, an extension on the project was received from the funding body. The project was completed at the end of August 2022.

**Marketing & Promotions**

■ Welcome Mate; Welcome to Our Place

Implementation of the new 2022 Explore St George Region Marketing & Action Plan kicked off with the relaunch of our Welcome Mate/Welcome to Our Place campaign in early April to coincide with the beginning of tourist season. A twofold approach was used – aiming first at our community encouraging locals to be welcome ambassadors and make our Shire a more friendly, welcoming place for visitors and then secondly to visitors to encourage them to visit our Shire. A series of free postcard invitations were created – one for each town – that were distributed to residents and businesses throughout the Shire. Special Welcome Mate stickers were also designed to go

on take-away coffee cups and sent to all cafes across the Shire, along with Welcome Mate decal stickers for local businesses to put on their front doors as a sign that they are happy to welcome visitors.

■ Close Enough for an Escape; Far Enough for an Adventure

We had a positive outlook at the beginning of the year for another bumper year for tourism, however continual rain events and subsequent road closures quickly cut off tourist traffic. Once the roads reopened, the tourists were slow to return. The Tourism Manager worked with Council's Media and Communications team to develop and coordinate a media campaign promoting that all local roads were ready to welcome travellers back to the St George Region.

To reiterate and amplify this message, the Tourism Manager developed a new campaign to tie in with the Explore St George Region promotions, targeting the Darling Downs and Southeast Queensland school holiday market. A three-pronged approach was taken with the campaign kicking off with a 15 second TV ad on the WIN Network in the Darling Downs. This was accompanied by a series of striking digital banner ads in Grand Central Shopping Centre in Toowoomba which quickly gained the attention of the travelling public. Simultaneously the campaign was promoted on social media via Facebook targeting the Darling Downs and expanding further into Southeast Queensland.

**Destination Profile**

■ Social Media

We continue to go from strength to strength with growth and engagement on our social media platforms, most noticeably on the St George Region Facebook page which has grown by 2,377 Likes since 1 July 2021. This has been largely driven by our tourism campaigns and promotions.

**ST GEORGE REGION SOCIAL MEDIA**



**FACEBOOK**



**6,542**  
followers

**57%**  
growth since  
30 June 2021



**366,018**  
reach

**43.4%**  
growth since  
30 June 2021



**12.8k**  
engagement

**90.3%**  
growth since  
1 April 2022



**INSTAGRAM**



**877**  
followers

**56.6%**  
growth since  
30 June 2021



**30,456**  
reach

**720%**  
growth since  
30 June 2021



**2k**  
engagement

**34.6%**  
growth since  
1 April 2022



■ Website & eNewsletter

Launched on 20 April 2021, the St George Region website has quickly become the go-to destination for travel information on the Shire. The first full report on website traffic was received in July 2021 with 4,328 views, 1,519 users and 1,488 new users. In its first year the website saw phenomenal growth with total views up 1746%, while the Top 3 most clicked pages for the year were the Explore St George Region homepage, Balonne Artesian Thermal Hot Springs and the Camping & Caravan Parks.

There has also been an increase in subscribers to the St George Region quarterly eNewsletter with subscriptions available directly via the website. Our consumer database was further bolstered with 296 people entering the Southwest Be Our Guest Competition at the Morton Bay Travel Expo and ticking "Yes, I'd like to receive the newsletter". The total number of subscribers at the end of June 2022 was 554, up 274% from 30 June 2021.

## ST GEORGE REGION WEBSITE



### WEBSITE



**79,920**  
views

**1746%**  
growth since  
31 July 2021



**24,461**  
users

**1510%**  
growth since  
31 July 2021



**21,787**  
new users

**1364%**  
growth since  
31 July 2021

### TOP 3 PAGES



Explore St George  
Region Home

**7,737**  
views



Balonne Artesian  
Thermal Hot  
Springs

**5,217**  
views



Camping &  
Caravan Parks

**2,683**  
views

### Awards & Recognition

■ Queensland Tourism Awards

The Tourism Team continued its winning streak, taking out Silver for Best Visitor Information Services at the 2021 Queensland Tourism Awards held in November. Presented by the Queensland Tourism Industry Council, these awards recognise the outstanding achievements in the state's tourism industry, including individuals, businesses, industry operators and events. The Tourism Team won the prestigious award against an impressive and highly competitive field of Visitor Information Centres from across Queensland. This was a fantastic achievement for the centre and a wonderful recognition of the dedicated and passionate staff and volunteers who go above and beyond every single day to ensure our visitors experience the very best of our Shire.

■ Tripadvisor Travellers' Choice Awards

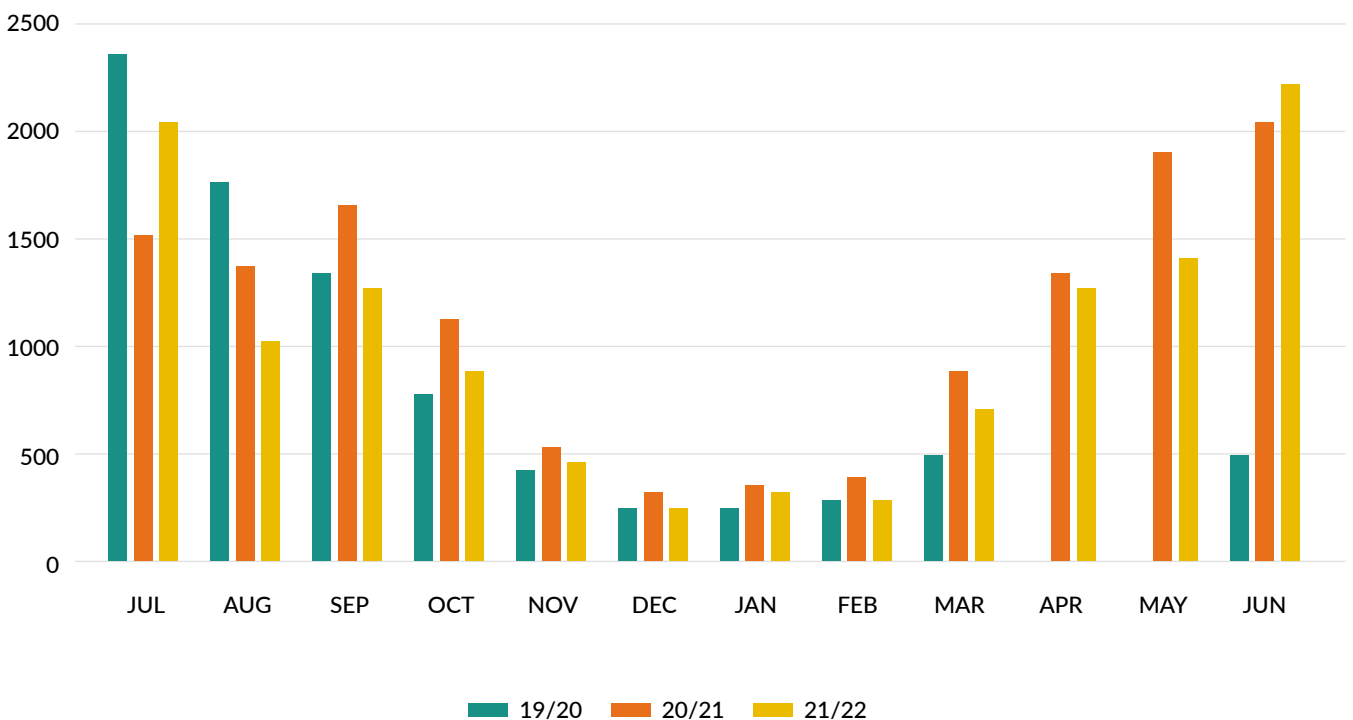
The Balonne Shire Visitor Information Centre was also the recipient of a 2021 Tripadvisor Travellers' Choice Award. The award celebrates attractions that consistently deliver fantastic experiences to travellers around the globe. Winners have earned positive reviews and ratings over the past year. In a year of ups and downs, the Balonne Shire Visitor Information Centre stood out by providing great service and experiences to visitors.





Following the COVID-19 Queensland Tourism bubble in the 2019-2021 financial year, prospects were looking up for another bumper year for tourism. Unfortunately, fresh outbreaks of COVID-19 in Southeast Queensland and Sydney in the latter half of 2021 meant that visitor numbers quickly declined. Just as the sector began to bounce back in early 2022, successive rain events, flooding and road closures dampened the outlook and numbers began to drop off once more. Following the launch of the new St George Region: Close Enough for a Getaway; Far Enough for an Adventure, tourism numbers began to climb and outstrip the previous years, as a result the overall drop was not as significant as anticipated. As a comparison for the 2020/2021 financial year the Balonne Shire Visitor Information Centre recorded a total of 13,594 visitors through its doors versus 12,110 visitors during the 2021/2022 financial year (as highlighted by the graph below), a marginal decrease of 10.9%. Tourism numbers have continued to rise steadily with the outlook for the 2022/2023 financial year now back on track.

## BALONNE SHIRE VISITOR INFORMATION CENTRE NUMBERS







## CROSS-REGIONAL PARTNERSHIPS

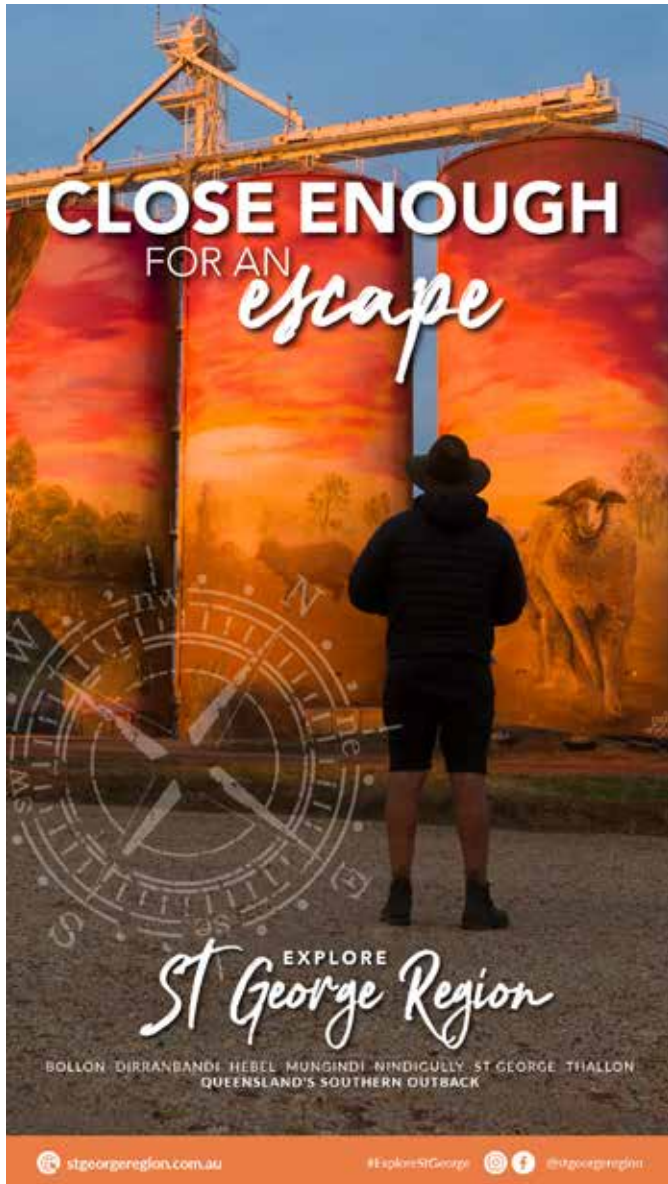
Balonne Shire Council is committed to its objectives and goals in delivering current and long-term economic outcomes for the Shire's residents and visitors. Key partnerships include various federal and state government departments, as well as strategic partnerships with peak industry bodies, regional economic development organisations and agencies. Council also have formal working partnerships with neighbouring regional and cross border councils. Through these partnerships, we are able to provide support to our key sectors including agriculture, horticulture, small businesses and tourism, while also supporting and enhancing the liveability and opportunities within the Shire's communities. These areas include:

- Agribusiness and business support (expansion, diversification, opportunities);
- Key economic and social infrastructure;
- Identifying and attracting investment;
- Housing, health, education, skills and employment needs for the region;
- Digital connectivity infrastructure;

- Renewable and alternative energy and required infrastructure;
- Inland rail regional and Shire opportunities;
- Regional trade/export, procurement and supply chain opportunities; and
- Attracting new residents to the region including, but not limited to, facilitated regional migration, Welcome City and Designated Area Migration Agreements (DAMA).

Council also has regional economic development partnerships and plays an active role in identifying regional needs and advocacy with the following organisations:

- Western Queensland Alliance of Councils (WQAC)
- South West Queensland Regional Organisation of Councils (SWQROC)
- Border Regional Organisation of Councils (BROC)
- Darling Downs South West Queensland (DD&SWQ) Council of Mayors
- Toowoomba Surat Basin Enterprise (TSBE); and
- Outback Queensland Tourism Association.



## Regional Tourism

The Balonne Shire Tourism Team works in partnership with Local, Regional and State tourism groups, bodies and associations to ensure the Visitor Information Centre and the St George Region are positively promoted and so that staff stay informed of best practice. Continuing to build positively upon and grow these relationships is a high priority in the Strategy covered by both Priority 3.2 Highway Links and Priority 4.3 Industry Networking.

At a local level, the Tourism Team ran quarterly meetings with the Balonne Shire Tourism Network. The aim of these meetings is to support operators and keep them up-to-date with industry events and activities while providing a platform for our operators to collaborate and improve cross promotion in the region. In a bid to encourage locals to consider careers in tourism, the Tourism Team worked with Bill Speedy from Nullawokka Gallery and Erin Lee from the Queensland Government’s Department of Tourism, Innovation and Sport Young Tourism Leaders Program to host a “Careers in Tourism” stand at the St George Careers Expo in June.

At a Regional level, we continued our collaboration with the six councils from South West Queensland on the “Be Our Guest” social media campaign which promoted road trip adventures to the St George Region to coincide with local events. Along with representatives from Quilpie and Bulloo Shires, we attended the Moreton Bay Expo in February 2022 as part of the Southwest: Be Our Guest stand.

The Tourism Manager attended Outback Queensland Tourism Association’s (OQTA) two-day Digital Acceleration Round Up ahead of the Outback Muster and Tradeshow in Brisbane in February 2022. We then also represented the St George Region at the 4x4 Outback Show at the Ekka grounds in Brisbane in March 2022, as part of the OQTA stand.

At a State level, we partnered with the Queensland Tourism Industry Council (QTIC) for both their virtual and in-person Tourism Careers Expos which were devised to address the workforce shortages in regional communities throughout Queensland.

## 2021-22 PERFORMANCE MEASURES

Performance Measures	Annual Target	Actual
Number of new established businesses/expansion	2	3
Number of new business enquiries	12	50
Number of agribusinesses and businesses supported – programs	50	98
Deliver new investment attraction, workforce development and digital connectivity action plans	100%	100%
Deliver new 2022 Tourism Marketing Plan	100%	100%
Deliver Tourism eNewsletter	Increase database by 10%	274% increase achieved
Deliver actionable items of Tourism & Events Strategy	Complete 2 projects	100%
Increase Region’s Social Media Presence	Increase by 10%	57% increase achieved



## INTO THE FUTURE

### Economic Development

In partnership with its local, regional and government partners and key stakeholders, Council will continue to identify new opportunities and build on existing ones that progress the economic prosperity and liveability of the Shire. Key projects for economic development in 2022-23 include:

- Delivery and adoption of the new 2023-2027 Balonne Shire Economic Development, Workforce Development and Digital Connectivity Strategies;
- Identifying and capitalising opportunities in the agriculture sector including diversification, resilience and emerging opportunities, notably in small livestock and horticulture;
- Continue to work with strategic partners to develop project scope, advocate and source funding to support and enhance key economic infrastructure in the areas of road, rail, air, energy and digital infrastructure;
- Support the Shire's small businesses through business training and mentoring, workforce needs and opportunities including procurement, supply chain, diversification and completion of the Balonne Business Improvement Program (53 projects);
- Support our residents in career pathway opportunities and matching training and education requirements with the skills needed now and into the future;
- Continue to support the St George and District Chamber of Commerce, progress associations and community groups across Balonne Shire, identifying and delivering economic development related projects and initiatives;
- Encourage housing development and incorporating sustainable design and a diverse product offering across the Shire to meet the needs of current and future demand;
- Continue to identify, attract and support developments and social infrastructure to improve the livelihoods of residents and visitors including education, health and emergency services, aged and childcare, enhancements and improvements to digital connectivity and tourism infrastructure; and
- Capitalise on state, commonwealth and international opportunities and strategies with partners in areas such as trade and investment, supply chain, emerging industry sectors, inland rail and freight corridors and potential opportunities arising from the 2032 Brisbane Olympics.









# ENVIRONMENT

To enhance, protect and sustain the environment, ensuring a triple bottom line approach of balancing social and economic needs with environmental goals.

8 actions were included in the operational plan for Environment.

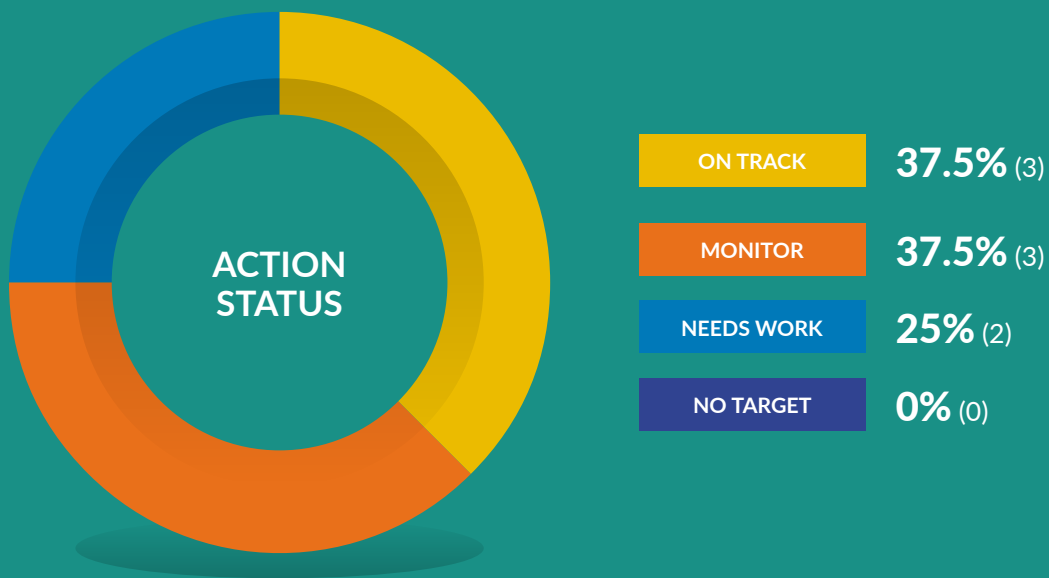
**3 actions achieved target 90%**  
on target and/or complete

**3 actions achieved between 70-90%**  
of action target

**2 actions**  
achieved less than 70%

**93.75% of Key Performance Indicators**  
were on track

**6.25% of Key Performance Indicators**  
need work









## BEST PRACTICE WASTE MANAGEMENT AND RECYCLING

### Waste Management:

#### ■ St George Landfill – Masterplan

This year, the Balonne Shire Council engaged Resource Innovations to undertake the design of a Masterplan for the St George landfill.

This concept design and layout gives Council a good understanding of the volume of air space for waste and provides a solid and comprehensive analysis for the layout of the site in years to come.

With the Queensland Waste Strategy transitioning to a circular economy within the next ten years, it was an exciting opportunity for Council to look at best waste practices for the site.

Under the guidance of the Solid Waste Plan adopted in 2021, Council has scope to look for recycling opportunities with their neighbours. Council has applied for three grant funding opportunities and has been successful with two. Council is still waiting to hear on the final application.

#### ■ Landfill Sites

Council has been monitoring all landfill sites across the Shire. A number of new trenches have been highlighted and will be excavated in the next financial year. Council has also planted trees around the Hebel landfill to improve visual amenity for this site. Signage has been installed at a number of sites in regard to the disposal of regulated waste.

Concern has been raised by the Department of Environmental Science in relation to the number of fires at the Dirranbandi Landfill. Council is undertaking measures to ensure this non-compliance is actioned in the next financial year.

#### ■ Waste Partnerships

This year Council has partnered with all Darling Downs and South-West local government associations to undertake a Regional Waste and Infrastructure Plan. The partnership will provide opportunities to improve recycling across the Shire.

During the flood events of 21-22, the township of Mungindi was unable to have their waste collected by the waste contractor due to flooded road conditions from the south. As the waste contract is operated by Moree Plains Shire Council (MPSC), the Balonne Shire Council, together with JJ Richards have partnered with MPSC to ensure waste collection services continue if Mungindi is cut off from the south. Council has been working closely with MPSC to improve services to Mungindi.



#### ■ Annual Shire Clean Up – Kerbside Collection

The Annual Shire Clean Up was held in March 2022 to help celebrate “Clean Up Australia Day”.

Council engaged a local contractor to collect hard stand waste from Council’s footpaths in St George. Council’s Town Supervisors were also tasked to collect hard stand waste from footpaths in other townships.

This program was due to run for three days but, due to the large volume of mixed waste, ran for five days.

The overwhelming success of this program lead to Council looking at better ways to effectively collect and dispose of this hard stand waste. Council will engage with community to help achieve better efficiency.

#### ■ Waste Initiatives

The Balonne Shire Council has been successful in obtaining grant funding for the erection of illegal litter signage across the Shire. This signage helps to promote better litter disposal practices around our townships and helps with keeping visual amenity at a high standard.

Council was also successful in obtaining a grant to keep Council’s Waste Minimisation Officer for the next twelve months. This Officer works on pathways to improve Council’s waste strategies and plans as well as opportunities for improvement.

Council has also applied for another round of grant funding for the recycling of tyres throughout our community. The announcement on this is expected in the next financial year.

### ■ Waste Contracts

Balonne Shire Council together with Moree Plains Shire Council and JJ Richards have activated a MOU for the collection of waste services to Mungindi when riverine flooding occurs. This arrangement will help to improve cross border relationships and improve services for the township of Mungindi.

Council continues to work with JJ Richards to identify service improvements and new waste disposal initiatives.

The waste contract for the operation and maintenance of the St George Landfill has been extended for another 12 months. Council meets with the contractor monthly to review on-site practices and explores opportunities for improvements for the site.

### ■ Illegal Dumping Project

Over the past twelve months, Council has been working with the Department of Environmental Science to improve community awareness on illegal dumping.

Where offences have occurred and the offender has cleaned the site, infringement notice action has been waived.

Council has been submitting monthly reporting to the Department on these offences.

Community education is ongoing, with improvements noted and fewer reported offences across the Shire.

### ■ Mungindi Makeover

Council, together with the Mungindi Progress Association, undertook a major clean up of all overgrown vacant blocks and footpaths, removed disused machinery on state land, and worked with residents to remove any unwanted hard-stand waste from their properties free of charge.

This project saw the collaboration of all invested stakeholders and the beautification project of Mungindi was deemed a wonderful success.

With the sculpture trail installed, the One Ton Post beautification project underway and the improvement to the Mungindi River Park ongoing, a visit to Mungindi is very worthwhile.

## EFFECTIVE WATER PLANNING

### Water Planning

Council applied for and was successful in the Building Our Regions Round 6 for a water security and water cooling planning project. The water planning deliverables will include an understanding of future water needs and ensuring Council has the infrastructure in place to support future requirements. The study will also look at the feasibility of water cooling solutions as many of our towns are serviced with bore water. The planning project will be completed in the next financial year.





## Drinking Water Monitoring

Under the Water Supply (Safety and Reliability) Act 2008, all townships must be supplied with high quality drinking water.

Council continues to monitor all water sources weekly and monthly. Every three months all drinking water samples are sent to a National Association of Testing Authorities (NATA) registered lab in Brisbane for full screening.

The community of the Balonne Shire also has the ability to have their rain-water tested for E.coli should they become concerned about their water supply.

The Water and Sewerage Team continues to improve the water infrastructure throughout the townships of the Balonne Shire.

During several flood events, Moree Plains Shire Council monitored the water supply in Mungindi to ensure that water quality was maintained.

## BIOSECURITY, PEST MANAGEMENT AND STOCK ROUTE PLANNING

### Biosecurity

Biosecurity is an active area for Rural Services and is supported by two Council Committees, the Wild Dog Advisory Committee and the Biosecurity Advisory Committee, who meet twice annually.

The Wild Dog Advisory Committee met in August 2021 and January 2022. Chaired by Cr Scott Scriven the committee comprises the Mayor, Councillors, Biosecurity Queensland, Queensland Parks and Wildlife, AgForce, NSW Local Lands, Landholder syndicates, landholders and trappers. Key outputs were the development of a three-year Wild Dog Management Action Plan, allocating Council's feral animal levy to 1080 baiting, bounties and trappers, providing oversight of the wild dog exclusion fencing program, two landholder baiting campaigns, and a trapping workshop with 16 attendees.

The Biosecurity Advisory Committee met in August 2021 and January 2022. Chaired by Cr Rod Avery the committee comprises the Mayor and Councillors, Biosecurity Queensland,

Queensland Parks and Wildlife, AgForce and the University of Queensland. This new committee's role is to assist with the implementation and review of the Biosecurity Plan 2019-2024. Key outputs were to endorse a terms of reference, determine priorities for the Biosecurity Plan (Education and Awareness; Commitment, Roles and Responsibilities; and Monitoring and Assessment), and provide an overview of biosecurity activity, grants, a community survey and legislation input.

Operations funded by the Feral Animal Levy saw a decline in trapper activity and scalp bounties, in part due to a reduction in the bounty from \$100 to \$50 per scalp. In October 2021, 47 properties engaged in a baiting campaign and more than 80 properties engaged in a planned May campaign. Due to wet weather and flooding, this was modified to a longer campaign through June with 2880kg of fresh meat bait delivered to 72 properties. This was augmented with individual deliveries to five properties between the campaigns.

### Stock Routes

Council manages 1,455km of stock route on behalf of the Department of Resources under a stock route management plan. The focus is on the primary stock routes where water and yard assets support droving and other activities. These assets are updated as part of an on-going program. The Department of State Development, Infrastructure, Local Government and Planning's Works 4 Queensland grant funded Council to construct five enclosed water tanks and one night yard.

In addition, Council funded Town Common upgrades with Works 4 Queensland grant monies used to install enclosed water tanks and troughs in Bollon, Thallon, Hebel and Mungindi Town Commons. The St George Town Common also received an enclosed water tank, trough and pasture dividing fence. Preparations were made for fencing upgrades and Mungindi and Hebel Town Commons.

All primary stock route assets have now been included in Council's asset database to determine future replacement and maintenance. Data capture officers monitored stock route conditions, invasive weed control and asset protection from fire, with TMR funds.





### Wild Dog Exclusion Fencing

This year saw substantial completion of the Wild Dog Exclusion Fencing (WDEF) program.

Over the last two years, the program has been funded by a number of funding initiatives. Council borrowed \$4.686m of Council borrowing from the Queensland Treasury Corporation, which was passed on to property owners under a special rate scheme. The Murray Darling Basin Economic Development Program (MDBEDP) provided \$5m in federal funding. The state government provided \$0.8m grant funding through Communities Combating Pests and Weed Impacts (CCWI) during drought. In most cases funding via Council paid for materials while property owners made a co-contribution by clearing and installing fencing.

The impacts had been captured in a monitoring, evaluation, reporting and improvement report by Hall Chadwick in June 2021 that had indicated the 1,520km of fencing on 73 properties would increase agricultural income by \$22.97m per year.

The Special Rate Scheme, where farmers borrowed from Council at less than 2 percent fixed interest to be repaid by additional rates over 20 years, involved 23 properties and 393.5km of WDEF for round one and was 75 percent completed by June 2022. The second round involving 15 properties and 197.5km of WDEF was 50 percent completed.

The \$4.337m MDBEDP Round 1 Federal Grant involving 45 properties and 792.5km of WDEF was 75 percent complete by June 2022.

A third round of the MDBEDP of \$1.5m was awarded during the year on a fast turnaround involving the supply of 180.5km of WDEF materials to 13 properties. At 30 June all materials

were ordered and were being delivered, with landholders scheduling construction.

The remainder of the \$5m MDBEDP will be expended in 2022/23.

Council also received a QFPI WDEF grant of \$150,000 for cluster fencing. However, this was not taken up by farmers and was returned.

Heavy rain and flooding through the year slowed fencing construction, however both MDBEDP grants reached their final milestones. A small amount of surplus grant monies has been approved to fund strategic gaps between WDEF fenced properties that would close off wild dog access.





## INVESTMENT AND ADOPTION OF SUSTAINABLE AND RENEWABLE SOLUTIONS

### Microgrid Prefeasibility Study Balonne

In January 2021 Council partnered with All Energy Pty Ltd to apply for the Regional and Remote Communities Reliability Fund – Microgrids. This funding was to undertake a feasibility study into alternate energy microgrids for rural and remote areas. Council was advised in March 2022 that the funding application was successful and is working with All Energy Pty Ltd on completing the feasibility report. This is programmed to be delivered in the 2022/2023 financial year and will help Council make investment decisions for feasible alternate energy solutions for the Balonne Shire. As part of the project All Energy are required to capture “real data” on solar outputs across the Shire and data on an electrical vehicle charging point.

### Cultural Burning Program

This year Council commenced planning and trials controlling invasive weeds and promoting plant and landscape health on stock routes and reserves through traditional Aboriginal cool burning. This three-year program is funded from \$746,000 from the Advancing Pest Animals and Weeds Control Solutions grant from the Department of Agriculture, Water and Environment.

Council has partnered with Firestix land management, the University of Southern Queensland, Queensland Murray Darling Catchments Ltd Aboriginal Rangers, and representatives from Balonne’s Indigenous corporations to collectively research and implement cultural burning trials.

The project completed preparation work at four sites, Thallon Reserve, Munya Lakes, Galonga Reserve and Comale Lagoon/Dirranbandi Town Common with first burns completed at two sites. The program will step up considerably in 2022/2023.

The project provides a platform for reintroduction and education of cool burning as a land management tool and re-education of utilising fire as a form of land management. USQ has been engaged to collect data and research cool burning effectiveness, while Balonne’s Indigenous peoples have both shared knowledge and developed skills to work on country.



Preparation was made to set up a Certificate II in Indigenous Land Management. In addition to controlling high water content invasive weeds, such as Mother-of-Millions, Willow Cactus, Prickly Pear and Common Tree Pear, cool burning holds the promise to become a cost-effective tool in rejuvenating country with native species and grasses, such as Mitchell and Kangaroo grass, on reserves and landholdings alike.

### ADVOCACY FOR A TRIPLE BOTTOM LINE APPROACH

Council adopted its environmental sustainability strategic statement in April 2021 ensuring that all Council decisions consider environmental sustainability as part of the decision-making process and give preference to the more environmentally sustainable options, when cost effective. This followed the Queensland Climate Resilient Council’s assessment in 2020 to improve climate change adaptation governance as part of Council policies and is evident in the new Corporate Plan 2022-2027.

Council contributed to the Queensland Reconstruction Authority’s work with councils across the Southwest to develop and deliver a Local Resilience Action Plan and Southwest Regional Resilience Strategy. The Strategy and Action Plan aim to keep communities safe by providing a coordinated approach to identifying and prioritising disaster resilience actions and embed resilience and risk reduction into decision making and investment.

Environmental, social and governance risk is the new business perspective requiring focus across all businesses. Council has felt the influence of external lobby parties seeking to influence planning decisions with a recent appeal against a feedlot in the Shire. Council’s strategic risks do reflect a triple bottom line approach incorporating social, environmental and governance considerations and require continuous review to remain relevant in today’s changing world.









## COMMUNITY EDUCATION PROGRAMS

### ■ Tree Day 2021

Balonne Shire Council encouraged all schools to participate in Tree Day 2021. All schools across the Shire received a voucher of \$100 to help plant trees and shrubs within their school grounds.

This year Council has worked with all schools again and has included the Begonia State Primary School to participate in Tree Day 2022. This is another great initiative of cross border partnerships between two local governments.

### ■ Queen's Jubilee Planting Day

Student leaders from St George State School and St Patricks School joined Balonne Shire staff and Councillors on 6 June 2022 to mark two very special occasions. Queensland Day coincided with Queen Elizabeth II's platinum jubilee celebrations. Fourteen trees were planted on Bowen Street in St George, funded under the LRCIP. Community-based tree planting events were held across Australia to mark the Jubilee (70 years of service) of Her Majesty, Queen Elizabeth II. A special morning tea was also held in the St George Library Hub to celebrate the Queen's Jubilee on 3 June 2022.

### ■ COVID-19

With another year of COVID-19 restrictions in place, Council continued to work with stakeholders to ensure the business community would continue to survive and grow.

By being an advocate to government, Council was able to successfully navigate the following for our residents and businesses:

- Covid-19 Management Plans (hospitality and cafes)
- Cross Border Specialised Workers (horticultural industry)
- Pacific Labour Scheme (horticultural industry)
- On-farm quarantine (horticultural industry)
- Road corridors (NSW/QLD) for product to market (agricultural industry)
- RV/low cost camp sites (tourism industry)
- COVID impacts to border community – medical and wellbeing
- Community Events – QR scans, management plans, advice updates
- Accommodation Providers – advice updates and management plans

By continuing to work side by side with our community, the people of Balonne were able to continue with the relaxed lifestyle that this region is known for.

Tourism boomed and visitors came to see us knowing we were open for business and this region could offer a wonderful experience away from COVID and the city.

### ■ Local Laws

Over the last year, Council has been amending its Local Laws to ensure better liveability for those who live in the Balonne Shire.

Council has reviewed the Animal Management Local Law and the Installation of Advertising Devices.

Currently Council is engaging with the community, aiming to have new amendments adopted by December 2022.





## WASTEWATER AND SEWERAGE SERVICES THAT PROTECT PUBLIC HEALTH AND THE ENVIRONMENT

### Wastewater

Balonne Shire Council provides and operates sewerage services in the townships of Bollon, Dirranbandi and St George. The other Balonne townships operate on septic systems.

Council Sewerage network consists of 3 sewerage treatment plants, 15 pump stations, 527 manholes, 11km of rising sewer mains and 36km of gravity mains, 14.6km of which have been relined.

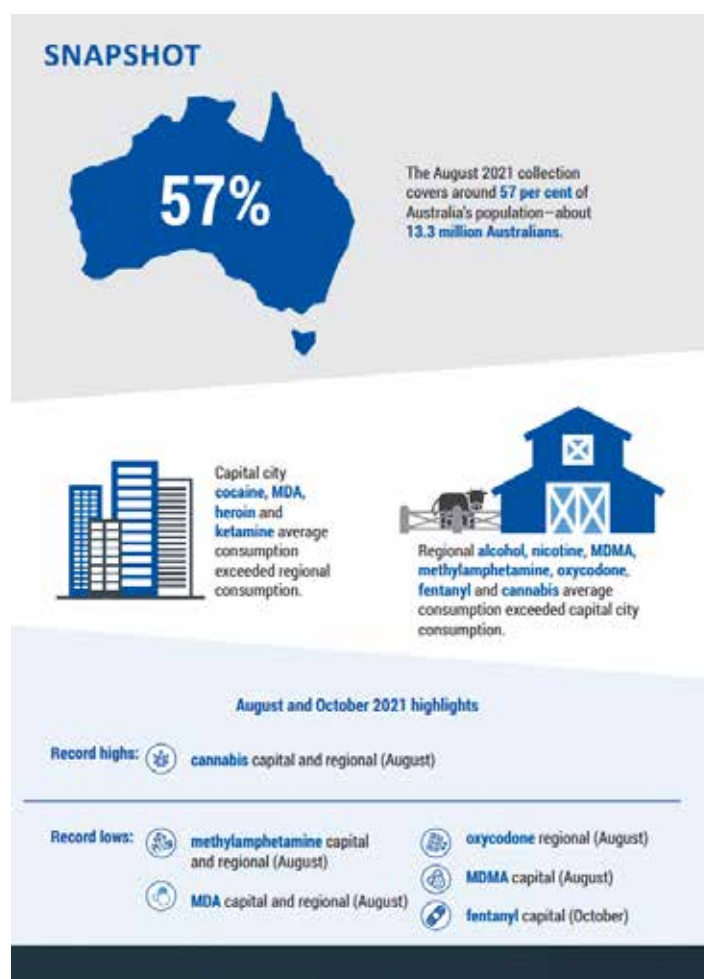
The Dirranbandi Rising Sewage Main Replacement program funded under the Works For Queensland fund was completed in 2021/2022 (\$530,000). This project replaced the rising sewage main within the town between the main pump station and the town limits (levee).

### National Wastewater Drug Monitoring Program

The Balonne Shire Council undertakes monthly wastewater drug sampling at the St George Sewerage Treatment Plant.

This program is supported by the University of Queensland (Faculty of Health and Behavioural Sciences), the University of South Australia and the Australian Criminal Intelligence Commission.

The National Wastewater Drug Monitoring Program is an Australian Government funded initiative that continues to evolve. Wastewater analysis assists in understanding drug use within populations, providing a measure of one important aspect of national health – the demand for a range of drugs. Illicit drugs and licit drugs with abuse potential are inherently harmful. Reliable drug consumption data is a key indicator of the level of harm experienced by the community. This is because the level of community harm is directly related to the quantity of substances that are consumed. Understanding drug consumption at a population level supports effective allocation of resources to priority areas and assists to inform appropriate demand, supply and harm reduction strategies.





## 2021/2022 PERFORMANCE MEASURES

Performance Measures	Annual Target	Actual
Evidence of collaborative approaches including partnerships and engagement	0	SWQ Waste collaboration for grant resulting in extension of waste officer funding; Cultural burning grant program collaboration with traditional owners; "Act Local" collaboration with Murweh SC; SWQROC collaboration for carbon study; LGAQ resolutions; LDMG emergency and health services; Youth Interagency meetings; Welcoming clubs; Balonne Get Ready Day with emergency services and service clubs; FSG partnership to apply for 3 RCP/Blackspot grants to further extend digital connectivity in Balonne; explored developing an ILUA with the Gamilaraay people; led several events such as Great Aussie Bites with St George businesses; Collaborative meetings with WDRC (planning, local laws) and MPRC (vector control, community); funding community and arts programs through Council grants.
Number of strategic communication responses to advocate for balanced environmental laws and reform	5	5+. Communications with LGAQ re: State stock route strategy, 5m boundary vegetation clearance policy (including with DNRME and TMR), and feral animal control motions; SWQROC re: carbon farming study, DES re: waste management policy; and commenced review of Council's Planning Scheme.
Reduction in wild dog numbers	5% decrease	152 wild dog scalps were received for the year, a 40% reduction from those received the previous year. The bounty was reduced from \$100 to \$50/scalp. The two main baiting programs remained popular with 2.03 tonne of fresh meat plus 1,260 factory baits dispensed to farmers. 16 people attended a workshop teaching trapping skills in October.
Percentage of cluster fencing erected in the Shire	70% of the Shire fenced	60% of Shire fenced, and 10 percent funded to be fenced.
Water consumption targets met for households and industry	100% compliance	Consumption notices were issued to all users of St George Urban River water to advise water usage. Annual usage is within Council's allocation.
Waste management consumption targets met for households and industry	5% decrease	13% reduction in general waste in recycling bins. 66% reduction in aluminium from 1.45 tonnes.
Forums, attendance at meetings and other community engagement programs	5% increase	Well over 5% increase with COVID restrictions lifted.
Implementation of the Stock Route Management and Biosecurity Plans	100% adopted	Implementation of the Stock Route Management Plan 2021-26 included facility and pasture condition grading, control of pest weeds, the cultural burning program, and construction of Department of Resources-funded water facilities and night yards on primary stock routes.  The new Biosecurity Advisory Committee met twice and approved a 3-year work program based on the Biosecurity Plan 2019-24.

## INTO THE FUTURE

- Continue to monitor wastewater with the National Wastewater monitoring program
- Complete water planning project under Building Our Regions Round 6 for water security and water-cooling opportunities
- Develop and implement a Biosecurity Disaster Management Plan
- Finalise all Wild Dog Exclusion Fencing projects across the Shire





# INFRASTRUCTURE & PLANNING

Effective town planning and infrastructure design to support the Shire's needs with a focus on visionary planning to suit changing needs into the future.

12 actions were included in the operational plan for Infrastructure and Planning.

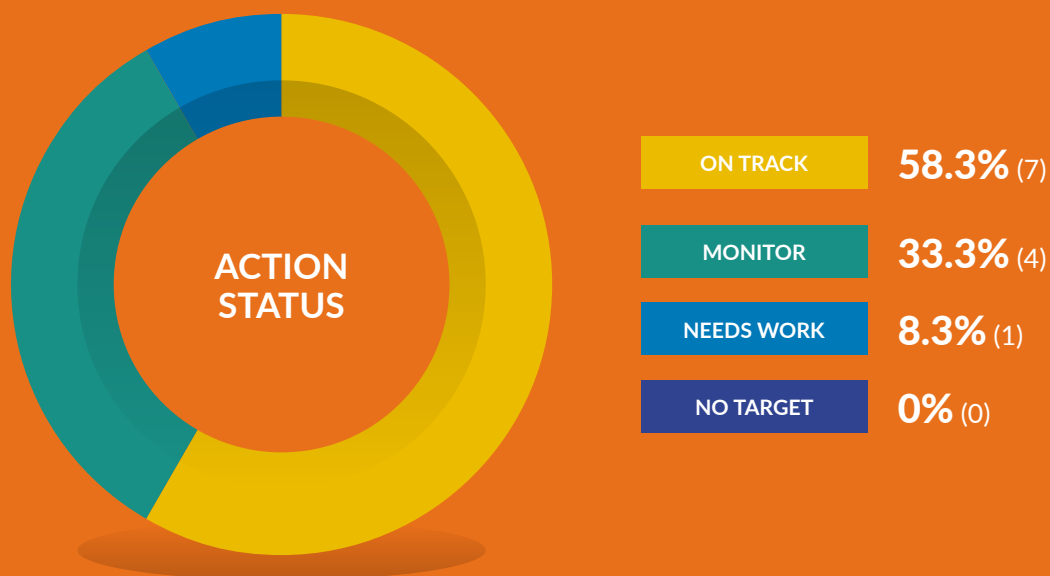
**7 actions achieved target 90%**  
on target and/or complete

**4 actions achieved between 70-90%**  
of action target

**1 action**  
achieved less than 70%

**85% of Key Performance Indicators**  
were on track

**15% of Key Performance Indicators**  
need work







## DIGITAL CONNECTIVITY FOR BUSINESS AND INDUSTRY GROWTH AND SOCIAL CONNECTEDNESS

### Celebrating improved connectivity

The completion of one of Council's "flagship projects", rolling out fast internet via fixed wireless to St George, Dirranbandi, Hebel and Nindigully was celebrated at a soft opening on 2 September 2021. The opening was held at the Balonne Shire Council, the Country University Centre in St George and included participants joining in via internet from the Country University Centre in Dirranbandi and from homes and businesses.

The occasion marked the completion of Stage 1 from \$1m in funding from the Queensland Government's Building our Regions Program and much of Stages 3 and 4 from \$1m funding from the Australian Government's Murray-Darling

Basin Economic Development Program, both with a co-investment from Field Solutions Group. These stages, including Thallon, were fully completed in 2022. Field Solutions Group (FSG) housed two staff in St George to support the network and future expansion in Queensland.

Moree Plains Shire Council had the lead of a project to connect the Shires' networks across the State Border at Mungindi from NSW Cross Border Commissioner funds, awarded to a joint application. The connection will likely occur in 2022/23. All Mungindi has the FSG fixed wireless network from NSW.

Bollon will receive both fixed wireless fast internet and additional mobile coverage along the Balonne Highway from St George in 2022 from a \$1.3m Regional Connectivity Round 1 grant received by FSG and augmented by a co-contribution to complete the town networks. The 45m towers will cover a radius of 20km to include landholders and will reach further where landholders erect masts with line-of-sight.





## SAFE, EFFICIENT AND CONNECTED TRANSPORT NETWORKS

### The challenge of maintaining our local roads

Balonne Shire Council has four grader crews operating throughout the Shire. These crews are responsible for all construction and maintenance works carried out on the 3019km of the Balonne local road network.

This year Council had unprecedented wet weather events in November 2021, February 2022 and May 2022. These separate events added to the previous events of February 2020 and March 2021 together with higher-than-average rainfall. Council's regular programmed maintenance was delayed as a result of these events and overall saturation of the roads across the Shire.

In response to an increase in service requests and complaints, and many rural properties being isolated for months at a time, Council introduced regular monthly road updates to inform residents of the maintenance grading program and emergency works. Weekly and monthly updates were also incorporated into the Balonne Bulletin and available on Council's website. The Emergency Dashboard also provided updates on road closures and hazards across the Shire's road network.



<https://emergency.balonne.qld.gov.au>

### Working with Transport and Main Roads

Council's crews work closely with Department of Transport and Main Roads (DTMR) for regular contract maintenance works on the State Road network and a variety of construction projects. In response to the wet weather Council worked in unison with DTMR and Queensland Police Service (QPS) to undertake road inspections and implement closures where necessary.

### Flood recovery works across the Shire

Following the February 2020 severe weather event Council completed a comprehensive submission that was lodged with the State Government's Queensland Reconstruction Authority (QRA). The event was activated as a recognised event on 9 March 2020. By June 2020 Council had approval for flood recovery works through the QRA. A majority of work was completed by 30 June 2022 and is listed below. Since activation of the first event, there has been separate flood events recorded which have activated various programs under various funding arrangements as follows:



- 2020 DRFA February Event Restoration of Essential Public Assets (REPA)
- 2021 DRFA March Event Counter Disaster Operation (CDO) & Restoration of Essential Public Assets (REPA).
- 2021 DRFA November Event Counter Disaster Operation (CDO) & Restoration of Essential Public Assets (REPA).
- 2022 DRFA February Event Counter Disaster Operation (CDO) & Restoration of Essential Public Assets (REPA).
- 2022 DRFA May Event Counter Disaster Operation (CDO) & Restoration of Essential Public Assets (REPA).

As of 30 June 2022, Council has completed flood damage restoration works on the following roads:

- |                         |                       |                                |
|-------------------------|-----------------------|--------------------------------|
| ■ Ballangarry Road      | ■ Nulky Road          | ■ Davirton Road                |
| ■ Bimbil Road           | ■ Old Bullamon Road   | ■ Euraba Road                  |
| ■ Bindle Road           | ■ Old Dareel Road     | ■ Hoolavale Road               |
| ■ Bowhay Road           | ■ Paltridge Road      | ■ Jakelwar-Goodooga Road South |
| ■ Chelmer Road          | ■ Pine Park Road      | ■ Woolerbilla Road             |
| ■ Golf Club Road        | ■ Ramalis Road        | ■ Cashel Vale Road             |
| ■ Ingaby Road           | ■ Satur Road          | ■ Cemetery Road                |
| ■ Koomalah Road         | ■ Teelba Road         | ■ Fernlee Road                 |
| ■ Knights Road (1 & 2)  | ■ Thungaby Road       | ■ Jane Street (Bollon)         |
| ■ Kooroon Road          | ■ West Haran Road     | ■ Mary Street (Bollon)         |
| ■ Littleton Road        | ■ Wonolga Road        | ■ Runnymede Road               |
| ■ Munro Road            | ■ Booligar Road       | ■ Woolerina Road               |
| ■ Noondoo-Mungindi Road | ■ Castlereagh Highway | ■ Wallam Street                |

Flood Emergency Works are continuing on the following roads:

- |                   |                            |                    |
|-------------------|----------------------------|--------------------|
| ■ Middle Road     | ■ Crescent Vale Road       | ■ Thuraggie Road   |
| ■ Mourilyan Road  | ■ Powrunna Road            | ■ Johnston Road    |
| ■ Rutherglen Road | ■ Wagoo Road               | ■ Gunnindaddy Road |
| ■ Unity Road      | ■ Commissioners Point Road | ■ Narine Road      |

Council is working with QRA to ensure all wet weather events in 2022 are captured and that projects are identified for the Betterment Fund and Disaster Recovery Funding Arrangements (DRFA). It is jointly funded by the Australian and Queensland governments.

Council has recently endorsed two (2) projects, as follows:

- DRFA approved Minnum Road Crossing Upgrade expected to start in September 2022 and be completed in the 2022/23 financial year.
- Betterment Funded Cubbie Roadbed level crossing expected to start in September 2022 and be completed in the 2022/23 financial year.



## OUR LOCAL ROADS OF REGIONAL SIGNIFICANCE (LRRS)

The Transport Infrastructure Development Scheme (TIDS) is a jointly funded initiative between State and Local Governments. It is administered through the Road Alliance and the Southwest Regional Roads Technical Group. This group consists of a technical committee and strategic committee. Officers included in the technical committee make recommendations to the strategic committee (usually elected representatives).

The funding is specifically for Local Roads of Regional Significance and is funded 50/50 by State and Local Governments.

The following projects received funding under TIDS in 2021/22:

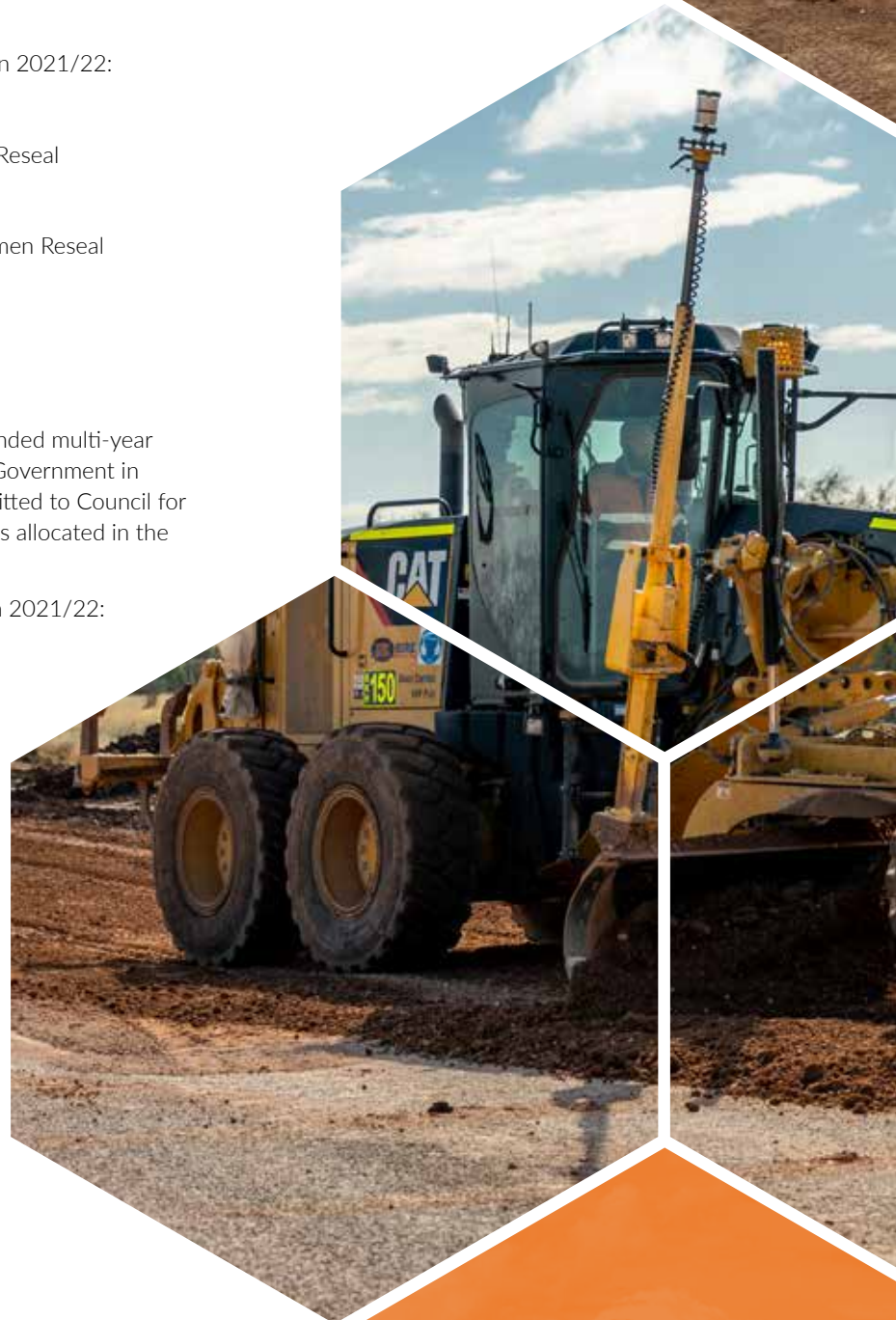
- Kooroon Road Gravel Resheet
- Mitchell/Bollon Road Gravel Resheet & Bitumen Reseal
- Whyenbah Upgrade Design
- Noondoo/Mungindi Road Gravel Resheet & Bitumen Reseal
- Bollon/Dirranbandi Road Bitumen Reseal
- Talwood/Mungindi Road Bitumen Reseal

## ROADS TO RECOVERY (R2R)

Roads to Recovery (R2R) is a Federal Government funded multi-year program. This program was renewed by the Federal Government in 2021/22 and a funding amount of \$6.8m was committed to Council for the period 2019/20 to 2023/24; \$1.7m of which was allocated in the 2021/22 financial year.

The following projects received funding under R2R in 2021/22:

- Marie Street St George Bitumen Reseal
- Murchison Street St George Bitumen Reseal
- Hebel-Goodooga Road Hebel Bitumen Reseal
- Maud Street Dirranbandi Bitumen Reseal
- Thuraggie Road
- Hume Street St George Bitumen Reseal
- Hill Street St George Bitumen Reseal
- Margaret Street St George Bitumen Reseal
- Lindores Street St George Bitumen Reseal
- Taylor Street St George Bitumen Reseal
- Aldridge Street St George Bitumen Reseal
- Weatherall Street St George Bitumen Reseal
- Weribone Street St George Bitumen Reseal
- Cutler Court St George Bitumen Reseal
- Cubbie Road Dirranbandi Bitumen Reseal
- Jakelwar-Goodooga Road







In November 2022, the Hebel-Goodooga Road opened for harvest following COVID-19 border closures. The reopening followed upgrades to Hebel-Goodooga Road to allow for safer and easier heavy vehicle access. Funding from the Federal Government National Heavy Vehicle Safety and Productivity Program and the Queensland Transport and Infrastructure Development Scheme helped make this possible.

In February 2022, Thuraggie Road was due to be sealed. Preparatory work had begun to seal the full length of 3.8km joining the Buchan Bypass to Salmon Road. The road was increased from a six-metre-wide pavement to an eight-metre-wide pavement. Federal Government Roads to Recovery funding was utilised for this project to improve accessibility and safety. The project was disrupted by a significant rain event at the end of February and was completed in March 2022.

The Jakelwar-Goodooga Road has been seriously damaged from the ongoing wet season, heavy vehicles and unauthorised road works. Side tracks had been cut through fresh ground parallel with existing roads causing safety concerns and heavy vehicles had become bogged in the saturated road and were dragged out, causing terrible damage to the surface. Normal maintenance costs \$2,000 per kilometre but re-sheeting can cost \$60,000 per kilometre. This remains a constant challenge with another La Niña event looming.

#### **Working in partnership on State roads**

Council partners with the Department of Transport & Main Roads (TMR) to deliver contract maintenance and upgrade works on State controlled roads. Council has a Road Maintenance Performance Contract (RMPC) that services the State Road network. Our RMPC crew support Council's construction crew to deliver maintenance and construction services. For the 2022/23 financial year, the RMPC team expects to add a new grader crew to assist with the delivery of works. Works include gravel re-sheeting, pavement repairs and flood emergent works where required.

Council's RMPC contract has continued to increase over the last financial year from \$3.2m in 2020/21 to over \$5m in 2021/2022. Council's road team successfully completed the contract with 100% spend of the RMPC funds allocated. Council's RMPC team has also been able to accommodate additional works outside their allocation to further assist TMR and the Shire in providing a safer road network.

TMR has allocated \$9.4m over 2022-2024 for further RMPC works.

The continued funding and additional emergent works are testament to Council's capability to meet TMR expectations of 100% spend whilst ensuring value for money and a high-quality service.

**Contracting works – Noondoo-Thallon**

Council was awarded the Minor Infrastructure Contract – Sole Invitee to deliver the construction of the Noondoo–Thallon Intersection for TMR. The project consisted of earthworks, embankment, drainage structures, stabilisation, sealing and asphalt. These works were delayed due to severe weather events and are planned to be completed in the financial year 2022/2023.

**Heavy Vehicle Truck Pad – Balonne Highway**

Council was awarded the Minor Infrastructure Contract – Sole Invitee to deliver construction of the Balonne Highway – Heavy Vehicle Truck for TMR. The \$2m project consists of earthworks, embankment, drainage structures, stabilisation, sealing and asphalt and is funded by the Federal and State Governments. The project will provide ten parking bays for type-2 multi-combination vehicles. These works were planned to be completed by 30 June 2022 however, wet weather delayed completion. Procurement has also been a challenge with supply delays as a result of COVID-19. The works will now be completed early 2022/2023.

**Aerodromes servicing our Shire**

Council is the operator of two registered aerodromes at Dirranbandi and St George and Aircraft Landing Areas at Bollon and Hebel. Annual technical inspections were completed at St George and Dirranbandi, as required.

St George Aerodrome has a State Government regulated regular public transport service which is operated by Rex Airlines twice a week. All aerodromes have a maintenance program administered by Council.

The aerodromes and airstrips service the Royal Flying Doctor Services and private user groups.

**Developing St George Aerodrome**

Council received \$1m in funding through Building our Regions fund with the Department of State Development, Infrastructure, Local Government and Planning. The project consists of nine allotments to be tendered for lease in 2022/2023. Commercial or private enterprise will be able to lease one or more allotments and construct hangars for aircraft storage and/or approved operation.

Site clearance initially took place in December 2019. A number of variations for delivery of the project were approved by the Department following delays experienced in the tender process. Council decided to undertake the works and commenced the earthworks component of this project on 26 July 2021. The development will be completed in 2022/2023, with the civil component of the project being approximately 70% completed.







## COMMUNITY INFRASTRUCTURE FOR EXISTING AND FUTURE NEEDS

### Maintaining our facilities

Providing effective and efficient management of assets is a key obligation of Council. Balonne Shire Council faces unique challenges delivering services in a rural setting due to costs, availability of contractors and resources, as well as the impact of inclement weather. Balonne Shire Council maintains approximately 215 buildings and structures across seven townships. Maintenance activities are undertaken to ensure efficient operation and serviceability of Council assets. This ensures that the assets retain their service potential over the course of their life.

Maintenance includes reactive and proactive work activities. Reactive maintenance is unplanned repair work carried out in response to a service request and proactive maintenance is work that is carried out regularly or identified through routine inspections.

Council has received 48 electronic service requests specifically related to buildings, and many more through consultation with our User Groups and Progress Associations.

### Across the Shire

#### ■ Tree Planting

Tree planting projects took place around the Balonne Shire to add shade and colour to our town streetscapes. Federal Government LRCIP funding has allowed Council to allocate funds to a broader beautification scheme. Over 200 trees have been planted in line with our Town Tree Masterplan. The funding has allowed installation of new water lines to irrigate the new trees.

#### ■ Camera coverage enhanced

Security cameras in St George, Dirranbandi, Bollon, Thallon and Mungindi are being upgraded and new ones installed with LRCIP funding. The upgrade of current locations and new installations have been approved by Council based on the needs of the community and security of Council assets. The project delivers a modular design core network that allows Council to add new locations without major reconfiguration. Field Solutions Group (FSG) have partnered with Council to deliver this project. Overall, the improved visibility will help community safety, reduce damage to assets and prevent or detect crime.

### St George

#### ■ Connecting with the Balonne

Grant funding from a range of sources has allowed continued upgrades and improvements to the river foreshore in St George. \$1m from the Federal Government's MDBEDP funding has allowed further extension of the river foreshore concrete footpaths, solar lighting, and CCTV from the footbridge, at the end of Church Street, through to the hospital. This will connect the Showgrounds, hospital and high school to our beautiful Balonne River providing a safe and scenic foreshore route for our residents and visitors to walk, relax and enjoy. Construction is 90% completed with the boardwalk to be complete in 2022/2023.





### ■ Making a splash

The St George Aquatic Centre welcomed new operators TJ Swim to manage the facility and offer a hive of activity for all ages.

The exciting new Splash Park at St George Swimming Pool opened in January 2022 with Federal MP for Maranoa, David Littleproud on hand to turn on the water to the delight of a flood of children eager to explore the new attraction. The two-slide construction with tipping bucket and sneaky soakers make it a great way to cool down on a hot summer day. The Splash Park was made possible with funding from the State Government Works for Queensland (W4Q) program and the Federal Government's LRCIP funding.

The Thermal Baths experienced a number of setbacks and failed to open 119 days out of 365. The issues have now been resolved and Council is looking forward to summer hours being restored for all that the Aquatic Centre offers.

### Dirranbandi

#### ■ Celebrating the Rail and River

The Dirranbandi Rail and River Precinct project has over nine stages in the Masterplan. Funding was re-directed from a proposed thermal baths project (the Dirran Dip) that will allow further stages of Rail and River to commence. Extensive consultation occurred with the community and concept designs developed. The tender process commenced in late 2021/2022 with delivery expected in 2022-23. Dirranbandi celebrated the opening of a new playground at the Rail and River precinct behind the Rural Transaction Centre. The park was funded by the State Government W4Q fund. The playground has a train-themed feature in keeping with its position within the historical railway station grounds.

A shade shelter and table were installed at the Civic Centre.

### ■ May Rainfall Event

Dirranbandi received up to 100mm of rain in May 2022 that caused widespread flash flooding and drainage issues across the township. Council responded with pumps and is working with the community to improve drainage including a budget to complete drainage design plans.

#### Hebel

Works commenced on a new shed at the showgrounds with the project to be completed in 2022/2023.

#### Thallon

Flooding has continued around the Shire within the 2021/2022 period. Thallon was heavily impacted with significant rainfall in short periods of time as well as flows from upstream in May 2022. Council responded with pumps to remove excess water from the inside the levee banks. A temporary levee was constructed to prevent flood waters from entering the township.

Council assisted the Thallon Progress Association with approvals for their sculpture project.

Negotiations continue with Graincorp to finalise the lease of the Thallon Campgrounds as funding will improve the amenity of the campground into 2022/2023.

#### Nindigully

Council has recognised issues with the pathway along the Moonie River foreshore at Nindigully and proposes some additional culverts to prevent silt washing onto the path caused by heavy rainfall. Council maintains the campgrounds and toilet facilities that are popular during the tourist season.





## Mungindi

### Breaking down the borders

Stages two and three of the Mungindi River Park project is nearing completion despite experiencing extensive delays due to flooding, with the recreation area under water on numerous occasions over a number of months. This project included installation of a new playground with a fixed shelter, upgrades to the toilets, new seat shelters and an accessible path with handrails and bollards. The project was funded through the State Local Government Grants & Subsidy Program, NSW Cross Border Fund and Federal MDBEDP.

A collaborative project with Moree Plains Shire Council commenced to produce a sculpture trail with completion and official opening in 2022/2023.

These projects along with other initiatives such as the Mungindi Makeover have made a tidy and welcoming entrance into Queensland. It will also help to lift the spirits and help this little town, separated by the Barwon River and the state border, to feel more connected and cohesive.

### Bollon

The Bollon Skate Park construction was completed in November 2021, this project was funded under the Local Roads and Community Infrastructure Program (LRCIP) – Phase 1. The project was initiated after the Bollon Primary School students presented their drawings to the Balonne Shire Councillors as a project proposal. The children also presented the many benefits the skate park would have on the health and wellbeing of the community. The Bollon Skate Park has been open to the public for almost a year now and is a well utilised and popular space for the community.

Bollon Park and Riverland revitalisation project was completed with \$60,000 TTTT – FRRR funding. Upgrades included park settings and solar bollards to improve safety.

## Protection and enhancement of water supply

The provision of a sustainable and high-quality water supply is critical for town growth and economic development opportunities. Council has actively sought and secured funding to assess Council's long-term water security (see Water Planning). Council has also been successful in cross border funding from the NSW State Government for the installation of a bore at Mungindi. This will help supplement supply in drought conditions.

The St George and Dirranbandi water main upgrade was completed in July 2021 with Works for Queensland Funding (\$500,000). This project continued upgrades along St George's Terrace in St George and completed a large proportion of the Dirranbandi town, with a section along Railway Street still requiring upgrade. This section was scheduled for the 2021/22 financial year however due to contractor unavailability this work was unable to be completed.

The main focus for the water team in the 2021/22 year has been maintenance, servicing and operating our water services, ensuring a reliable service is provided for our community.

Council had a Cyber Security Audit completed in 2021, recommendations have been included in Council's Drinking Water Quality Management Plan and will be implemented in the following years.

Council has also been reviewing its water charges for river water in St George with Council moving to implement a two-part tariff for the 2022/23 financial year. Water restrictions and delivery is being reviewed and will be undertaken in the 2022/23 financial year.



## SUSTAINABLE DEVELOPMENT AND PLANNING

### Building

There were 33 building approvals to the value of \$4 million in 2021/22 for dwellings, sheds and pools, compared with 35 building approvals valued at \$10 million in 2020/21. It should be noted that building approvals for the 2020/21 financial year included seven telco towers and the new library hub. The 2021/2022 financial year building approvals had an increase in value over the 2019/20 year which had a total of 35 building approvals valued at 2.64 million.

### Planning

There were 18 planning development applications in 2021/22 compared with 17 in 2020/21 and seven in 2019/20. There was a broader range of developments in 2021/22 including feedlots, quarries, hotel extensions and accommodation, transport, a panel business, childcare, air services and lot reconfigurations.

## TECHNOLOGY INVESTMENT FOR DATA-LED CHANGE (TO ACHIEVE COST SAVINGS AND EFFICIENCY)

### Mobilising our workforce with technology

Tablets were purchased and are being rolled out to the outdoor works team. The roll out will be completed in the 2022/2023 financial year. This project will provide connectivity to the entire Council team. The tablets have mobile calling capabilities, the ability to communicate via email, complete electronic timesheets and training via the learning management system. Digital forms are being trialled for data collection.

### Improving visibility of flood waters

Greater safety and traveller convenience will be provided in times of flooding with 18 new cameras being installed across the Balonne Shire. The 18 monitoring cameras along with six new rain gauges, three new river gauges and three new river height gauges will be installed as part of this project funded by the Queensland Resilience and Risk Reduction Fund. The new cameras will provide visibility of flood waters across the Shire. The cameras will allow Council to monitor roadways and erect warning signs sooner, while also allowing all road users to monitor water heights through Council's emergency dashboard and website. This project has been delayed due to wet weather and flooding restricting access to many of the sites across the Shire. The project is due to be completed in 2022/2023.





## 2021-2022 PERFORMANCE MEASURES

Performance Measures	Annual Target	Actual
Percentage of improved digital connectivity	5% increase	Increased connectivity across the Shire with Field Solutions Group options
Communication and engagement with telcos and other providers	100%	Worked with NBN Co for grant project and attended Regional Connectivity forum
Percentage of infrastructure projects completed within budget and on time	90%	65% complete. Plant, contractor availability, material supply and weather delays have affected our ability to deliver on time and in budget
Application of Smart Regions principles in new builds and infrastructure planning decisions	100%	Not measured
Percentage of business and community members access to adequate communications	10% increase	Advocated on behalf of Bollon for improved communications. Bollon will be included in Regional Connectivity funded program with Field Solutions Group

## INTO THE FUTURE

- MDBEDP \$600,000 project for the St George CBD Upgrades and Beautification for Victoria Street went back out to tender and is due to be completed in 2022/2023.
- Continue to complete flood recovery works from the March 2021, November 2021, February 2022 and May 2022 weather events.
- Work towards finalising all outstanding projects delayed due to supply chain shortages and wet weather.
- Respond to future disaster events.
- Jakelwar-Goodooga Road.







# GOVERNANCE

Deliver an effective corporate governance framework that drives enhanced organisational performance through best practice project management, financial management and risk mitigation.

15 actions were included in the operational plan for Governance.

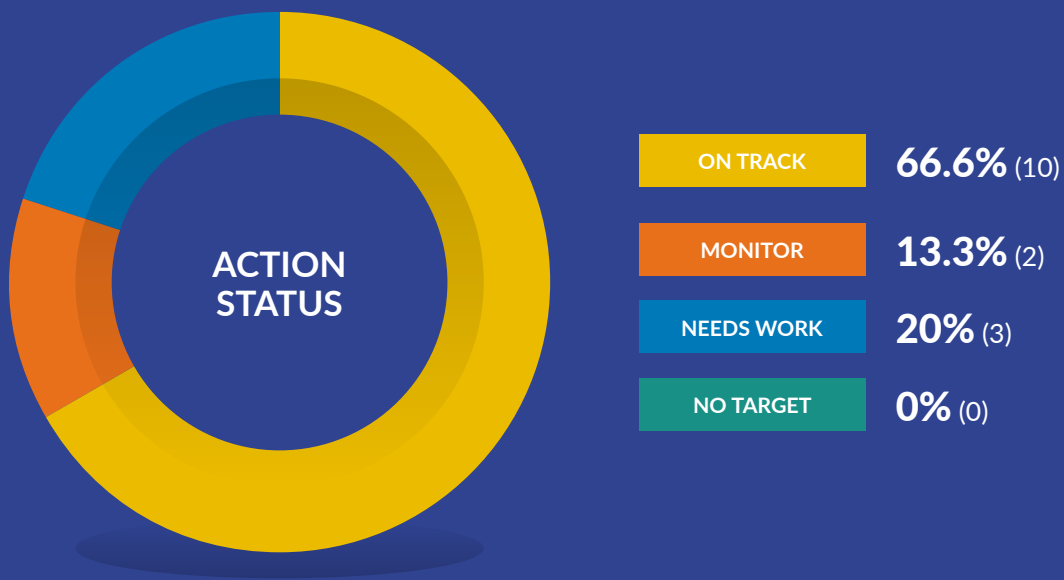
**10 actions achieved target 90%**  
on target and/or complete

**2 actions achieved between 70-90%**  
of action target

**3 actions**  
achieved less than 70%

**78.79% of Key Performance Indicators**  
were on track

**21.21% of Key Performance Indicators**  
need work









## ACTIVE COMMUNITY AND STAKEHOLDER ENGAGEMENT

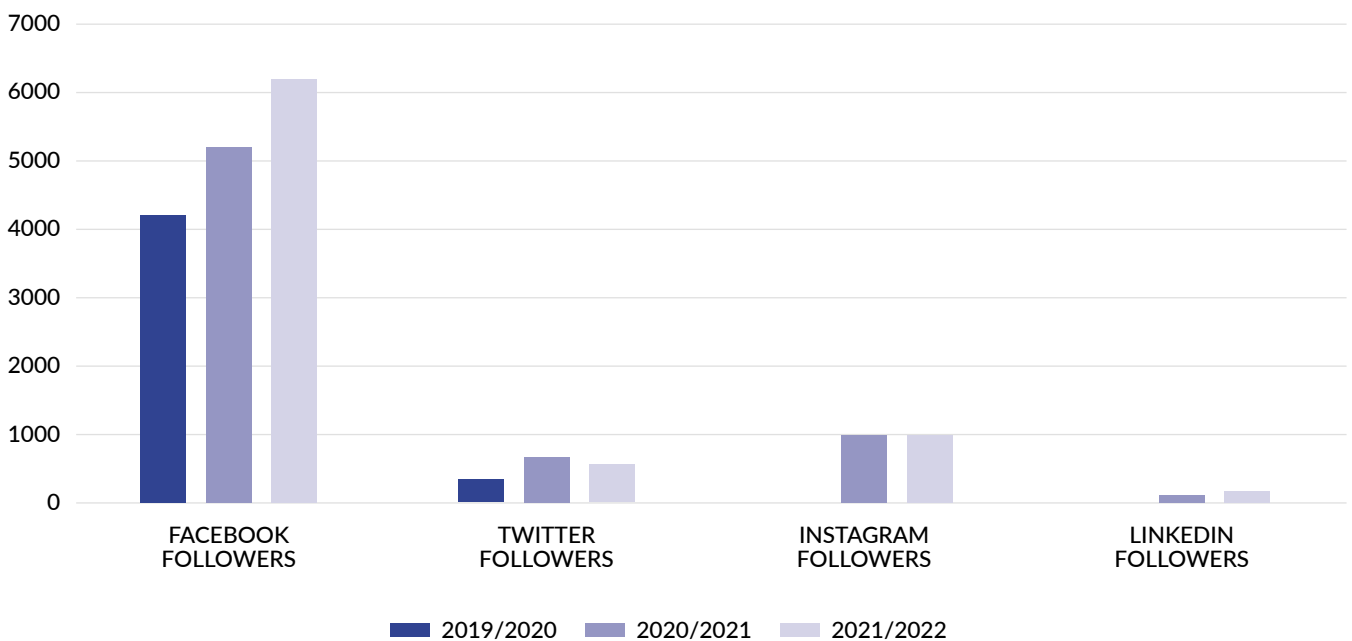
Council redeveloped its website with a fresh new look and re-organisation. The new design was completed with the support of the Local Government Association Queensland and consultant Ascribe.

### Media and Communications

During the 2021/2022 financial year, Council utilised regional radio stations to help get news and views out to our Shire residents and surrounding communities. During this period, the Mayor had a total of 50 air segments on 4SG radio and gained media coverage of the floods on national television and radio including regular regional radio interviews, particularly on ABC radio and 2WEB radio.

A fortnightly newsletter, the Balonne Bulletin was introduced in June 2021. Twenty Balonne Bulletins were published in 2021-2022 and delivered in hard copy to letter boxes across the Shire. This has allowed Council and locals to share local news and information about what's happening in our Shire, following the loss of our newspaper the Balonne Beacon.

## INCREASE IN SOCIAL MEDIA PRESENCE



Our Emergency Dashboard has been well utilised during flood events and is currently being enhanced to promote road conditions. A media campaign was run to encourage people to opt in for emergency dashboard alerts.

## EFFECTIVE STRATEGIC PLANNING AND PARTNERSHIPS

### Regional Partnerships

Council continued to support the South West Queensland Regional Organisation of Councils (SWQROC) with our Mayor Samantha O'Toole as the Chair and our administration providing treasury support. Our Graduate Accountant prepared financial statements, reports and assisted with banking and creditor payments. SWQROC is made up of six member Councils including Balonne, Maranoa, Murweh, Paroo, Bulloo and Quilpie. The Executive Officer of SWQROC has helped coordinate activities and advocate on behalf of the region. The SWQROC continues to be closely aligned with the Western Queensland Alliance of Councils (WQAC) that consists of three regional groups – Northwest Queensland Regional Organisation of Councils (NWQROC), Remote Area Planning & Development Board (RAPAD) and SWQROC. This has provided a united voice for Western Queensland, representing 60 percent of Queensland's 22 local government areas. Balonne Shire participated in two submissions prepared in consultation with WQAC being:

Mayors and CEOs from every Council across the Darling Downs and South West corner converged on St George in July 2021 with the Shire playing host to the region's biggest meeting of local government representatives. Topics discussed included housing, flights, waste management, roads, water, agriculture and more. Together, the group will work to continuously improve essential services and quality of life in our rural Shires.



### **Queensland Local Government Grants Commission – Methodology Review – July 2021**

The Western Queensland Alliance of Councils (WQAC) region contributes enormous wealth to Queensland and Australia and offers considerable opportunities to drive productivity, economic growth and workforce participation based on its traditional industries of mining, agriculture and fishing, as well as emerging industries such as renewable energies, new economy minerals, technology and tourism. It does this while confronting challenges that are typically more extreme than other parts of Queensland, due to remoteness, declining populations, social disadvantage, workforce attraction and retention problems, inadequate infrastructure and deficient funding support.

Changes to the allocation of the Federal Assistance Grants resulted from the methodology review with the Balonne Shire Council receiving an additional 22% allocation per annum for the next three financial years.

### **Local Government Sustainability Framework – November 2021**

The WQAC acknowledged the reporting compliance burden on councils stating that increasing compliance and administration costs will only work to further deteriorate the financial sustainability of Western Queensland councils, most of which have very limited funding and very limited resources. As such, it recommended that the operational, governance and compliance requirements placed on councils from a regulatory perspective should be tailored to the council sustainability grouping, rather than the current one size fits all approach.

The Department of State Development Infrastructure Local Government & Planning advised that the Local Government Sustainability Framework would take effect in the 2023/2024 financial year.

### **Housing Shortage**

The WQAC initiated a Housing Solutions Study to build and grow the potential of Western Queensland and commissioned the Regional Australia Institute to complete the study. The study identified severe housing shortages across the region, due to under-investment. The level of investment into housing in Western Queensland is calculated at less than one-fifth of that invested in the greater Brisbane area.

### **Beardmore Dam Masterplan and Upgrade Works**

Council has been working with Sunwater to develop and implement a masterplan to improve infrastructure at Beardmore Dam. This body of work has also included drafting an agreement for ongoing upgrades and maintenance between both parties. Council will continue to work with Sunwater to finalise the agreement, masterplan and capital upgrade program to begin works within the 2022/23 financial year.

### **Border Regional Organisation of Councils**

Council is currently working with the Moree Plains Shire Council to develop a memorandum of understanding to service Mungindi as one community. Council is a member of the Border Regional Organisation of Councils (BROC) that provides a forum to discuss matters affecting the broader region across state boundaries.





### **NSW Department of Primary Industries Funding – Mungindi Boat Ramp**

Moree Plains Shire Council, with assistance from Balonne Shire Council, were successful in securing DPI funding to build a Boat Ramp at Mungindi. This project will be built at the Mungindi River Park on the Queensland side of the river. This project will be completed in the 2022/2023 financial year and will finalise the planned river park upgrades. This project is a great example of what can be achieved when two Councils work together to secure funding for the benefit of the entire town and region.

### **Country University Centre (CUC) – Balonne**

At the end of the 2021/2022 financial year, the CUC Balonne had 70 students compared with 15 students at the end of 2020/2021. CUC has three campuses with two located in St George and another mini hub located in Dirranbandi. The CUC Balonne is a beneficial enterprise of the Balonne Shire Council, it is a charitable not for profit organisation, with the St George Chamber of Commerce and Balonne Shire Council as its two members. The Board is made up of representatives from Council and the community.

Sponsorships, donations and grant funding will continue to assist the CUC Balonne to extend beyond its initial three years

of funding. We take this opportunity to thank the Country University Centre and Mr Duncan Taylor for their support for our Centre Manager and to get the centre operational. The CUC Balonne Board has a mix of skills from government, health and education fields.

Technology upgrades were completed at Dirranbandi Rural Transaction Centre to house the Dirranbandi CUC campus. Funding was provided through the Murray Darling Basin Economic Development Program.

The St George and Dirranbandi CUC campuses were officially opened by Hon Member David Littleproud MP on 7 and 8 March 2022.

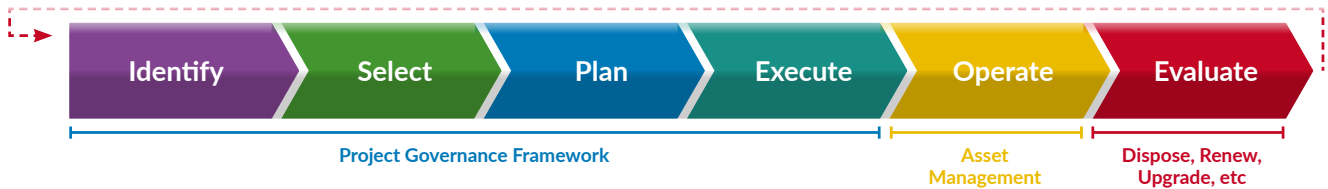
CUC Board Members:

- Chair – Matthew Magin, Chief Executive Officer, Balonne Shire Council
- Non Executive Directors – Alex Benn, Kym Weatherall, Frank Deshon, Andrea Killen, Councillor Samantha O’Toole and Duncan Taylor
- Centre Manager – Alex Greenhill

## EXCELLENCE IN SERVICE DELIVERY AND PROJECT MANAGEMENT

Council has engaged an Assets and Project Manager to progress its asset management and project governance framework. Council continues to maintain its project register and progress projects through its governance framework, applying for grants, allocating funding and delivering benefit to the community.

FIGURE 1 - PROJECT LIFECYCLE



### Project Governance and Delivery

There is a focus on reviewing our guiding documentation with a focus on the Project Governance Framework and associated forms, this process is ongoing and will be finalised in 2022/23.

Council has planned and delivered many projects this financial year throughout the Shire, however, there have been also significant delays. These delays have been caused by material and plant supplier delays, contractor availability and severe weather events.

### Asset Management

Council have developed and implemented asset management plans for the following asset classes:

- Transport
- Water & Sewerage
- Housing





Council officers have completed the Queensland Audit Office (QAO) Asset Maturity Assessment, this has led to a focus on reviewing Council's current asset management plans and practices with an aim to develop improved long-term capital planning, rather than focusing on development of new asset management plans for further classes.

The Balonne Shire Council and the Southwest Queensland Regional Roads and Transport Group (SWRRTG) completed an Asset Management Strategy project in partnership with Shepperd Services. This project was funded by the Local Government Grants and Subsidies Program with co-contributions from member councils. Funding totalled \$1,108,800 and the project was completed in December 2021. It assisted member Councils in funding their asset condition reports on a range of asset classes. Unit rates were revised to provide some consistency across the region. Templates were provided to standardise documentation and membership to NAMS.PLUS was made available. The project also allowed Council to transfer to ArcGIS software and provided Council with an Asset Management Strategy.

### Asset Data Recording - GIS

The transfer from Mapinfo to ArcGIS software included training for relevant staff and development of data capture capabilities in ArcGIS related applications. Subsequent data inaccuracies and gaps were highlighted and a plan to methodically correct this will continue in following years. These data issues also highlighted the need to further develop procedures and data management practices to minimise the loss of knowledge with staff movements.

### Standing Committees

Council's Assets Standing Committee met five times during the course of 2021/2022. The Plant Standing Committee also met five times while the Parks & Gardens Standing Committee meeting on six occasions. These Committees improve the management of Council's diverse assets and facilities.

### Audit & Risk Committee

Council and its Audit & Risk Committee adopted a rolling program for re-valuations over a three year period – prioritised as follows:

Financial Asset Class	2021-22	2022-23	2023-24
Buildings and Other Structures	Comprehensive Revaluation	Interim indexation review ; index financial register if >5% movement	Interim indexation review ; index financial register if >5% movement
Land	Comprehensive Revaluation (logically performed at same time as Buildings and Other Structures)	Interim indexation review ; index financial register if >5% movement	Interim indexation review ; index financial register if >5% movement
Wastewater Infrastructure	Interim indexation review ; index financial register if >5% movement	Comprehensive Revaluation	Interim indexation review ; index financial register if >5% movement
Water Supply Network	Interim indexation review ; index financial register if >5% movement	Comprehensive Revaluation	Interim indexation review ; index financial register if >5% movement
Transport Infrastructure	Interim indexation review ; index financial register if >5% movement	Interim indexation review ; index financial register if >5% movement	Comprehensive Revaluation

## Valuation Review – Transport, Water Supply and Wastewater Supply

**Table 6 – Recommended Valuation for 2021-22**

Financial Asset Class	Relevant Index to be applied	Index Cumulative Movement %	Recommended Action
<b>Transport Infrastructure</b>	ABS: 3101 Road and bridge construction Queensland	2.94%	Movement below materiality threshold 5% No indexation applied to financial register
<b>Wastewater infrastructure</b>	ABS: 3109 Other heavy and civil engineering construction	7.77%	Movement above materiality threshold 5% Indexation to be applied to financial register
<b>Water Supply Network</b>	ABS: 3109 Other heavy and civil engineering construction	7.77%	Movement above materiality threshold 5% Indexation to be applied to financial register

The Buildings and Other Structures revaluation was also completed in 2021/2022.

Position papers were completed and submitted to Council's external auditors on the following topics:

**Revenue recognition** – to consider the impact of accounting standard AASB 1059 Service concession arrangements – Grantors and Accounting Standard AASB 15.

**Impairment review** - Balonne Shire Council takes the position that impairment movements of less than 5% will be considered immaterial and will not be accounted for in the financial statements.

It is recognised that the Transport Infrastructure financial asset class has experienced some minor damage from flood events throughout the Shire over the last three financial years.

**Landfill remediation provision** - The scope of works will be used to prepare a detailed concept level cost estimate for the capital works. The timing of the progressive rehabilitation and associated capital expenditure at St George will be determined in consultation with Council and based on remaining landfill airspace/waste volume inputs from the St George Masterplan or Council advice.

In addition, we will estimate the closure costs for current trench landfill sites, including:

- Bollon
- Dirranbandi
- Hebel
- Thallon

For all sites, we will also prepare a care and maintenance cost estimate to address the long-term maintenance requirements for closed landfills.





## HIGH LEVELS OF ACCOUNTABILITY AND COMPLIANCE

Council reviewed the Chief Executive Officer's delegated authority in January 2022, as required under the Local Government Act. The delegations register and authorised officer authorisations allow council employees to operate within the risk appetite and tolerance set by Council and service our community. All authorised officer delegations and the financial delegations have been reviewed with turnover of staff.

Related Party Disclosures (ASB1124) requires the disclosure of relevant additional information in the Council's Annual Financial Statements for 2020/21 financial year. Council used the Governance Institute of Australia's best practice guide for consideration of related party transactions to determine if reporting was required. All key management personnel are required to complete an annual report (in addition to the requirements under the Local Government Act for a register of interests). This promotes openness and transparency in the way we operate.

Councillor's Register of Interests are reviewed within 30 days of any change and confirmed on an annual basis for completeness. These are available on our Balonne Shire Council website at



<https://www.balonne.qld.gov.au/meet-councillors>

### Submission – Office of Independent Assessor

Council made a submission on the review of the Office of the Independent Assessor in December 2021. Our Mayor Samantha O'Toole also appeared before the Public Hearing Inquiry into the Functions of the Independent Assessor and the Performance of those Functions. Council submitted a number of suggestions as follows. That the OIA's timeframes need review due to a lack of timeliness in finalising investigations and resolution of matters. That sufficient resources should be provided to allow the OIA to operate effectively. That OIA should take into account the public interest when considering



whether to undertake its "own motion" and refer a matter to the Councillor Conduct Tribunal. That matters of Ordinary Business require clarification to remove ambiguity and the ability to seek advice from the Integrity Commissioner (as previously offered) should be reinstated.

The outcome of this review and hearings is still pending at the time of writing this annual report.

### RISK MANAGEMENT

The Balonne Shire were pleased to receive the LGMS Risk Excellence Award. Council engaged Feddersen Consulting Group who assisted us to improve our Integrated Management Systems. Feddersen's developed and delivered a suite of risk management training modules including:

- General Introduction to Risk Management
- Incident Management Response & Reporting
- Incident Investigation
- How to conduct Risk Assessments On-Site

Over 35 of our staff members, managers and supervisors attended face to face training over three days in November 2021. The face to face training was then followed up with the development of online learning management system modules tailored to our Council, our Enterprise Risk Management Framework and Workplace Health & Safety management system.

We acknowledged that our risk management processes and systems are still developing. The award has helped us raise awareness, provide practical training and deliver a suite of online modules that will be utilised for refresher training and induction. Risk management is a continuous process, we continue to look for ways to integrate risk into our decision making and operational procedures. We take this opportunity to thank the Local Government Association Queensland and Local Government Mutual Service for their continued support and for giving us the opportunity to train and develop our staff.

Our Director of Finance & Corporate Services will be attending the Local Government Risk Management Conference in August 2022, in Sydney.





## **SAFE AND HEALTHY WORKPLACE ENVIRONMENT**

A Health and Safety Committee meets every three months. This committee includes management and Health and Safety representatives. Other Council officers and specialists are called in as required.

We have mandatory Safety Training that is undertaken by internal and external professionally qualified trainers. This training has been conducted in areas such as first aid, CPR, pool lifeguard activities, traffic management, ACDC and plant tickets.

Workplace incidents and injuries statistics for the last 5 financial years are shown in the table below. Strains and sprains continue to dominate with a clear majority of injuries reported. A high percentage of the reported incidents are the consequence of slip, trip and fall injuries. COVID-19 continued to disrupt council operations with restrictions, isolation requirements and sick leave.

All WHS training, including staff inductions, continues to highlight our safety initiatives with most employees undertaking some type of work health and safety training or induction during the year.

Council has continued to implement its Drug and Alcohol Policy conducting random drug and alcohol tests with a number of external and internal providers testing our employees this financial year. Contractors have also been tested at work sites. All staff returned a negative result.



Injury	2017/18	2018/19	2019/20	2020/21	2021/22
Strain/sprain	2	7	13	10	12
Foreign body	0	2	1	0	0
Bruise	1	4	0	1	1
Cuts/Laceration	2	0	1	2	2
Burns/scalds	0	0	0	1	0
Skin Irritation	0	0	1	1	0
Weld flash	0	0	0	0	0
Puncture	0	1	0	2	0
Poisoning	0	0	0	0	0
Slips/trips/falls	0	0	5		3
Near miss	0	0	1		6
Plant damage	recorded seperately			4	13

Balonne Shire Council has made significant changes to its Safety Management System (SMS) in the last twelve months. As a result of the various changes that have been implemented, Council's SMS is now a part of a wider Integrated Management System (IMS).

An IMS is a single management system designed to manage quality, safety and environmental aspects of Council's operations in line with relevant standards and criteria. Council's Integrated Management System has been developed in line with the National Audit Tool (NAT), Transport and Main Roads (TMR) prequalification criteria and International Standards (ISO) including ISO:45001:2018 Safety Management Systems, ISO:14001:2015 Environmental Management Systems and ISO:9001:2015 Quality Management Systems.

At the beginning of January 2022, the IMS Coordinator position was established to maintain and administer Council's IMS.

### ISO Certification

The IMS has contributed to productivity, reporting and simplified processes across Council. In June 2022, the Infrastructure Services Department was certified to ISO:45001, ISO:9001 and ISO:14001 by Sustainable Certification (Certification Body). Council's next objective is to extend the ISO Certification to the whole of Council allowing for a more cohesive structure across all Council Departments.

### Transport and Main Roads (TMR) Prequalification

The IMS was further reviewed and updated to address TMR prequalification requirements. This included the development of Project Specific Plans (PMPs), project related documentation and outlining clear WHS roles and responsibilities within the Infrastructure Services Department.

In June 2022, the TMR prequalification application was submitted to Transport and Main Roads. The application is currently awaiting review.

### Hazard Inspections

Over the last twelve months, a risk assessment was conducted on all Council facilities. A Hazard Inspection Frequency Regime was then developed to ensure hazard inspections are conducted across the Shire each year.

Hazard inspections are a valuable tool for ensuring compliance against legislative and Council requirements. Generally, Council remains compliant across all facilities.

### National Audit Tool (NAT)

Following a safety management system audit against National Audit Tool requirements conducted in July 2020 that resulted in a score of 52.96%, Council conducted extensive work during the latter part of 2020 and early 2021 to improve safety performance. A further audit was conducted in June 2021 and significant improvement was noted with a score of 74.44% being achieved.

The self-insurance benchmark for the National Audit Tool (NAT) is 70%. The work done by Council enabled this benchmark to be exceeded.

Several findings and opportunities for improvement were raised from the 2021 audit which continue to be actioned by the IMS Coordinator.

### Training

In December 2021, Feddersen Consulting Group was engaged to conduct in-person training on Incident Management and Risk Management with Council staff. The training conducted was a valuable tool to introduce recent changes to the IMS and provide practical training with workers in various departments by discussing challenges in their day-to-day work activities. The training sessions included:

- Incident Response and Reporting
- Incident Investigation
- General Risk Management
- Enterprise Risk Management (Using Council's updated Enterprise Risk Management (ERP) Framework)

The in-person training was transformed into online training modules within Council's Learning Management System (LMS), meaning the training knowledge could be used for new staff and staff who were absent from training on the day. Following this training reporting of incidents has improved.

## INCIDENT & INJURY STATISTICS (2021-2022 FINANCIAL YEAR)

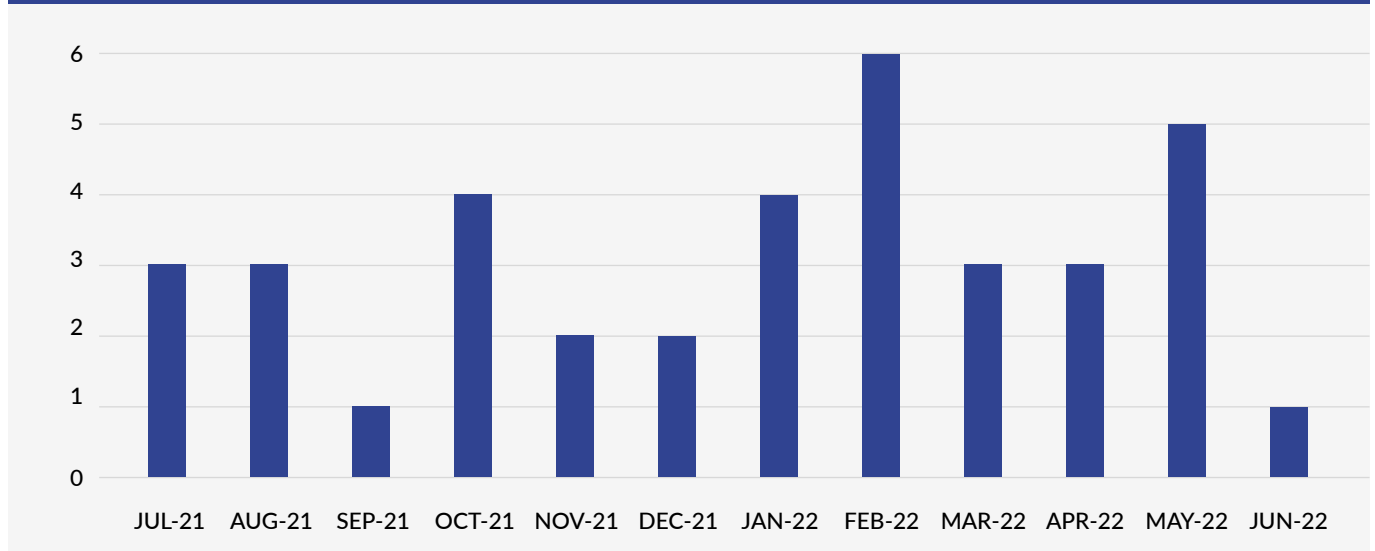
Below are the incident and injury statistics for the 2021-2022 financial year. The incident and injury statistics spreadsheet is updated by Council on a monthly basis and creates automatic graphs and charts for easier visualisation and reporting to management.

It is pleasing to see the incidents are being reported and recorded with more regularity in order to track them and prevent recurrence.

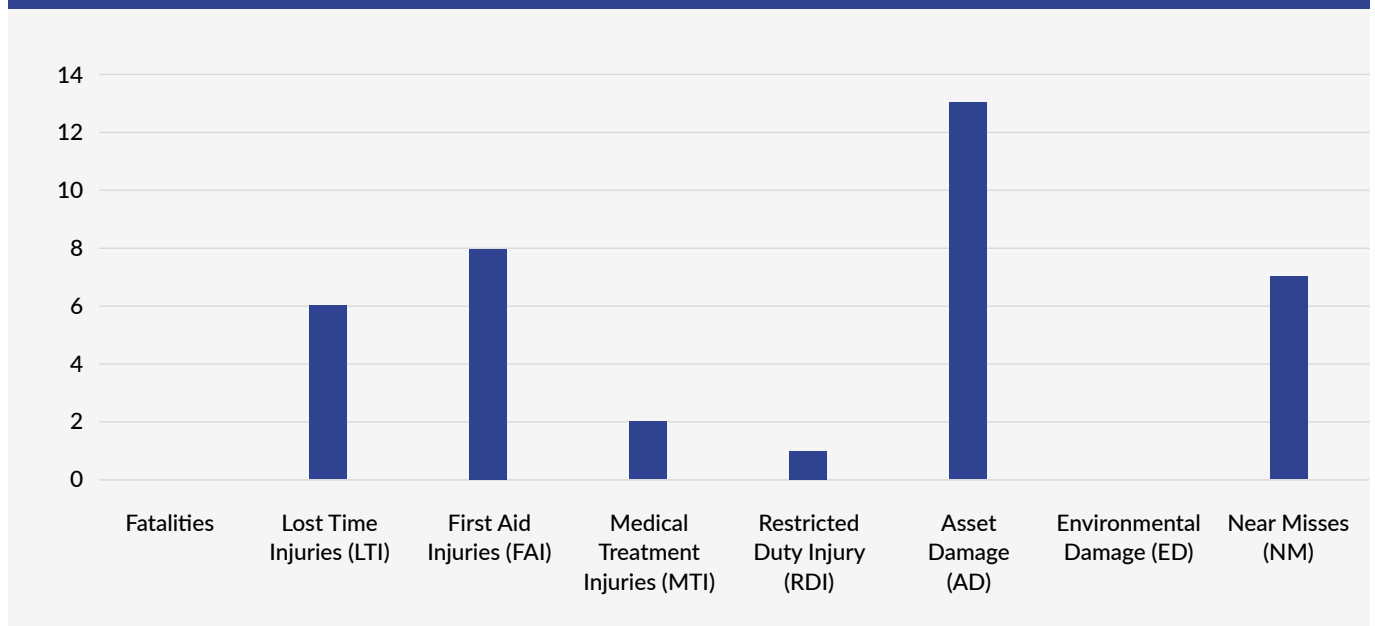
During the 2021-2022 financial year the following incidents were recorded.

<b>Total Number of Incidents (21-22 FY)</b>	37 incidents recorded
<b>Number of Incidents Remaining Open as of 30th June 2022</b>	0
<b>Number of Incidents Closed</b>	37 incidents closed (100%)

### QTY OF INCIDENTS PER MONTH (21-22 FY)



### QTY OF INCIDENTS PER TYPE (21-22 FY)







## Developing our People

Council engaged and worked with external consultant “Communicorp” to assist in the development of a Workplace Mental Health Strategy. A Mental Health Strategy Steering Committee comprising key organisational personnel was formed and is now implementing the ambitious three-year strategy within the organisation, whilst simultaneously implementing programs throughout the community. Together, these strategies will see not only a psychologically safe and healthy workplace but also raise awareness and improve mental health and mental health awareness across the entire community.

The visionary goal of the Mental Health Strategy Steering Committee is to build a healthy, safe, inclusive, and supportive

work environment which allows our people to be productive, achieve their goals, and positively impact our community.

Our Chief Executive Officer, Matthew Magin initiated the Strategy stating that: “Proactively supporting mental health is arguably one of the biggest challenges faced by modern workplaces and their individual workers. Providing a psychologically safe and healthy workplace is paramount in ensuring you can have a mentally strong workforce and sound reputation when it comes to attracting, recruiting, and retaining employees.”

Council has appointed a second Employee Assistance Provider and is continuing to look at opportunities to offer support to the workforce.

# MENTAL HEALTH STRATEGY

## PRIMARY OUTCOMES

Our key indicators of success and anticipated primary outcomes of this strategy will include:

1 Leaders and workers proactively managing and supporting mental health in the workplace. This includes the ability to have regular 'check-in' conversations in an empathetic and non-judgmental way, and ensuring appropriate support is provided where required.

2 Role specific capability gaps are identified and addressed, reducing risks of psychological harm for all employees across our workforce.

3 Ensuring our senior leadership group members commitment to mental health remains visible and helps to drive positive action.

4 Available psychological supports (internal and external) are understood, easy to access and well utilised.

5 Fostering a connected and collaborative workforce, where social disconnect and perceptions of work group siloes has been reduced. We aim to build an environment characterised by respect and inclusivity.

6 Balonne Shire Council identified as an employer of choice through talent retention, reduced staff turnover and strong employee engagement. We aim to ensure people are engaged in meaningful, rewarding work. We recognise that good work is good for people.

7 Mental health related data collected consistently and used to identify trends over time.

8 Mental health programs and activities are continuously reviewed, refined and improved based on evaluation data.

**Mental Health is a state of well-being in which every individual realised his or her own potential, can cope with normal stresses of life, can work productively and fruitfully, and is able to contribute to her or his community.**

– World Health Organisation



**The following training was provided to relevant staff in 2021/22:**

- ArcGIS Online – View Only
- ArcGIS Online – Field Data Capture
- Asset Management Foundations
- Cert II Information, Digital Media and Technology
- Certificate II in Business
- Certificate II in Horticulture
- Certificate III in Civil Construction Plant Operations – Tractor, Roller, Skid Steer, Backhoe/Loader, Excavator, Front End Loader, Grader
- Certificate III in Library and Information Services
- Certificate III in Mobile Plant Technology
- Certificate IV in Recordkeeping
- City Ray Suction Sweeper Induction
- CPR Updates
- Digitisation Workshop
- Enter and work in Confined Spaces
- Excel Beginner
- First Aid Certificate and Statement of Attainment
- Graduate Diploma of Strategic Leadership
- Health and Safety Representative Training Course
- Human Rights Act
- Know your Natives – At Risk Wildlife and Habitat Monitoring Workshop
- Leading Humans Level One
- LGMA People and Culture (HR L&D) Webinar
- Local Government Authorised Persons Asbestos Training 2021
- LPA accreditation PICQGBL8000
- LPA Animal Welfare Certificate – Accreditation for all town commons
- Maintain Chainsaws; Fall Trees manually; Trim and Cut Felled Trees
- Mental Health First Aider
- Permits for Access to Road and Corridor
- Prepare to Work Safely in the Construction Industry
- Secure cargo – load unload goods/cargo
- Social Media for Local Government
- Suicide Prevention Workshop
- The PA/EA/Administrative Programme
- Traffic Management Implementation Program
- Transport and store chemicals/Prepare and apply chemicals to control pest, weeds and diseases
- Use Firearms to humanely Destroy Animals
- Wildlife Hazard Management Essentials Education Course
- Work Safely at Heights
- Working in Proximity to Traffic – Awareness part 1 and 2





## Workforce Plan

Council's Workforce Plan 2022-2026 builds and develops Council's workforce to meet our community's future needs for cost-effective and efficient services. As an adaptive, resilient and ambitious team, Council's workforce has been engaged in how they can continue to evolve and improve, to respond to change and remain fit for purpose to meet the needs of the community.

The consultation and development process included:

- Council's strategic leadership group (2 workshops)
- Councillors (1 workshop)
- Managers and strategic officers' group (1 workshop)
- Staff at 2 staff breakfasts and within directorates
- Input from Jane Oorschot, HR specialist and associate with Leading Roles

The plan includes Council's mission and values, provides a strategic overview of the changing environment, core services, current and desired workforce and skills by directorate, and group's goals and strategies under six strategic pillars:

- Recruitment and retention
- Learning and development
- Succession planning
- Leadership, diversity and culture
- Government reform and external impacts
- HR processes, policies and reporting

Inclusion of a one-page summary and one-page implementation plan assists staff to quickly understand the main components and ensure practical actions against KPIs.

The Workforce Plan implementation will be monitored by the Mental Health Strategy Steering Committee.

Council has improved the management and recording of training with a comprehensive learning and development plan.

- Customer Service
- Cyber Security
- Esri ArcGIS Mapping training
- Wildlife Hazard Management
- Safety Representative refresher course
- Excel training

## Employee Code of Conduct

Council adopted its revised Employee Code of Conduct in March 2022. Code of Conduct training was completed for all staff in 2021 together with performance management training for our managers and supervisors. Council's Learning Management System also provides opportunity for the Code of Conduct to be promoted annually. All new staff receive the Code of Conduct as part of induction.

## Enterprise Bargaining Agreement

Council staff voted on an Enterprise Bargaining Agreement in December 2021 following five meetings with unions and staff representatives from across the organisation. Council has one single agreement across all relevant Awards. The Agreement was certified 24 February 2022 providing a 1.75% pay increment from 1 September 2021. An additional 0.5% increase in superannuation contributions meant a total of 2.25% increase to all super contributing employees over the next three years.

A Joint Consultative Committee (JCC) terms of reference was adopted at the first JCC meeting, held on 22 October 2021. The JCC will provide employees with an opportunity to bring forward issues that impact the whole workforce and give council the opportunity to consult on organisational change.

## Human Resources

A Go2HR Bureau service with Leading Roles was adopted for our managers and directors. This was a pilot project that ran for three months to assist managers and directors in developing position descriptions, performance management or other HR expert advice.

## Employee Engagement Survey

Council aims to explore the experiences of the people behind the service it provides for the Balonne Shire Community. An anonymous employee engagement survey was conducted over a two week period in October and November 2021. The survey was completed by 74 council employees which was calculated as a 77% response rate. The aim of the survey was to help better understand employee experiences across a range of important measures. Insights from these measures were then utilised to develop recommendations to help Council act in line with its mission and values while moving towards its strategic objectives in the future. The survey will help management improve its communication across the organisation, Mental Health Strategy and overall workplace culture.



## EFFECTIVE INVESTMENT PROGRAMS AND INNOVATION FINANCE APPROACHES

### Improved financial reporting

Council receives a monthly financial report. In December reports were improved with increased graphical information on investments, restricted cash and capital/operational projects, highlighting budget versus actual. Due to the nature of funding payments, allocations, Council's true operational performance can lack visibility, which can impact financial management. To increase visibility for more accurate reporting of Council's operational performance the Statement of Income and Expenditure has been enhanced to separate non-recurrent income and expenditure from recurrent. A summary of items included and excluded from Council's self-funded operations is listed below.

### Self-funded operations

#### Summary of main exclusions

Included	Excluded
<b>Operating Grants (and associated costs)</b>	
Financial Assistance Grant ATO Fuel Subsidy SES Contribution First 5 Forever (Library) State Library Contribution RADF Trainee Subsidies	DRFA Flood Damage MOB EDP QRRRF CMQ Programs Paid Parental Leave Digital Connectivity Wild Dog Exclusion Grants Stock Route Capital Maintenance Illegal Dumping LGGSP Asset Management Other Specific Small Grants
<b>Capital Grants</b>	
Roads to Recovery TIDS	Works 4 QLD LRCIP QRRRF MDB EDP Other Specific Capital Grants
<b>Major Operational Projects (excluding grant funded)</b>	
	New Website TMR Prequalifications Masterplan – Victoria and Henry Streets Dirranbandi Subdivision Hub Design – Stage 2 and 3 Project Governance Framework Depot and Admin Plan – Stage 4 Dirranbandi Storm Water Investigation Other Minor Operational Projects
<b>Other Operations</b>	
Main Roads Recoverable Works	Wild Dog Special Rate Admin Fee Wild Dog Operations
<b>Capital Purchases</b>	
Current budgeted values	NIL

Further information on Council's financial position can be seen in its Community Finance Report on page 115 and in the Financial Statements commencing on page 122.



## Procurement

Council utilises Local Buy and the Queensland whole-of-government standing offer arrangements to achieve value for money. Vendor Panel is our preferred method of seeking quotations and tenders.

In the past year Council utilised Vendor Panel for a total of 174 requests, 107 of these requests were for internal lists of preferred suppliers, 67 against external Local Buy lists, including 22 public tenders. Council has a series of preferred supplier arrangements in place to improve efficiency and compliance including:

- Legal Services
- Wet & Dry Plant Hire
- Specialised Consultancy Services
- Supply & Deliver Road Building Materials
- Supply of Fencing Construction Contractors

- Supply of Fencing Materials
- Trade Services
- Traffic Management Services
- Cleaning Services
- Business Mentoring

Council undertook several major procurement projects in 2021/2022 including:

- Flood Reconstruction Works
- Whyenbah Road Seal Design
- St George Library Hub Civil / Landscaping Works
- Management & Operations of the St George Pool
- Supply & Deliver of seven (7) new vehicles
- Balonne River Height Monitoring Project

## 2021-2022 PERFORMANCE MEASURES

Performance Measures	Annual Target	Actual
Evidence of reduced duplication of services	5% increase in efficiency	10% increase in efficiency through provision of mobile tablets and improved connectivity across the Shire
Number of government/industry joint initiatives	2	6 joint initiatives through SWQROC and WQAC
Compliance with statutory and corporate requirements	100%	100%
Improved financial sustainability ratios	Refer to page 121 of the community finance report	
Employee satisfaction	10% increase	19% decrease

## INTO THE FUTURE

- Council will seek to continuously improve its Integrated Management Systems to maintain its accreditation status with Transport & Main Roads.
- Council will continue to improve mobility for all employees with the provision of mobile tablets and improved means of communication and reporting.
- The new improved CCTV network will be completed with footage accessible across the Shire.
- Focus will be on implementing the recommendations of the Employee Engagement Survey, Mental Health Strategy and Workforce Plan.



# STATUTORY INFORMATION

## COUNCILLOR TRAINING, PROFESSIONAL DEVELOPMENT AND ENGAGEMENT

Councillors have participated in a number of training and professional development opportunities including:

- Conflict of interest training – Department State Development Infrastructure Local Government & Planning
- Social media training attended by two councillors

Councillors and senior management have attended a range of meetings virtually or in person during 2021-22:

- South West Queensland Regional Organisation of Councils (SWQROC) deputations including face to face meeting held in St George
- CUC Balonne Meetings and Open Day – Mayor and CEO only
- Darling Downs & SWQ Council of Mayors
- SWQTS (South West Queensland Tourism Steering Committee) Meeting
- Adventure Way Meeting
- Local Government Association Queensland President and Executive Visit in St George
- Conflict of Interest / Integrity refresher training
- Adventure Way Meeting
- Great Inland Way Meeting
- Regional Arts Development Fund Reference Panel
- South West Queensland Regional Organisation of Councils (SWQROC) deputations
- Tourism Operators Meeting
- Local Government Association Queensland Climate Risk Management & Resilience Advisory Meeting
- Southwest Regional Waste Group
- Biosecurity Advisory Committee
- Wild Dog Advisory Committee
- Local Disaster Management Group
- Country Universities Centre Balonne Meetings
- Queensland Murray-Darling Catchment Limited Meeting
- Waste Advisory Group
- Learning Opportunities Steering Group Meeting
- Local Government Association Queensland Elected Members Update
- South West Hospital and Health Service (SWHHS) awards
- Border Regional Organisation of Councils Meeting
- Western Queensland Alliance of Councils Meeting
- Department of Agriculture, Fisheries and Forestry Meetings
- Department of State Development, Infrastructure, Local Government and Planning Meeting
- Southwest Regional Economic Development Meetings
- District Disaster Management Group



## COUNCILLOR ATTENDANCE AT COUNCIL AND COMMITTEE MEETINGS

For the period 1 July 2021 to 30 June 2022

Councillor Name	Council Ordinary Meeting	Special Council Meeting
Cr Samantha O'Toole (Mayor)	12	5
Cr Richard Lomman (Deputy Mayor)	11	4
Cr Scott Scriven	12	5
Cr Ian Todd	12	5
Cr Robyn Fuhrmeister	12	5
Cr William Winks	12	5
Cr Rod Avery	11	4

- Council held 95 workshops

Council held the following Standing Committee meetings in 2021/22:

- Asset Committee (5)
- Parks & Gardens Committee (4)
- Plant Committee (5)
- Audit and Risk Committee (4)
- Information Communications and Technology Committee (3)

Councillor Conduct (s150) and Councillor Complaints Register/any decisions of QIA:

- No Councillor complaints were received in 2021/22





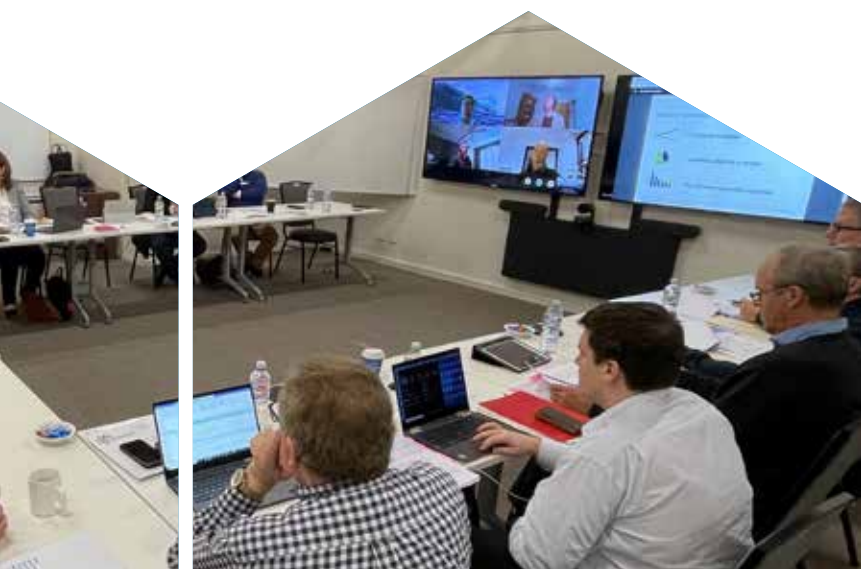
## COUNCILLOR REMUNERATION

OVERALL TOTALS					
COUNCILLOR NAME	BASE ALLOWANCE	MEETING FEES	PRIVATE VEHICLE	OTHER EXPENDITURE	TOTAL GROSS
Cr Samantha O'Toole (Mayor)	108,222.00	-	-		108,222.00
Cr Richard Lomman (Deputy Mayor)	62,435.00	-	-	235.00	62,670.00
Cr Rod Avery	36,073.28	18,036.72	-		54,110.00
Cr Robyn Fuhrmeister	36,073.28	18,036.72	-		54,110.00
Cr Scott Scriven	36,073.28	18,036.72	293.76		54,403.76
Cr Ian Todd	36,073.28	18,036.72	-		54,110.00
Cr William Winks	36,073.28	18,036.72	16,598.16		70,414.40
<b>Total</b>	<b>351,023.40</b>	<b>90,183.60</b>	<b>16,598.16</b>	<b>235.00</b>	<b>458,040.16</b>

## SENIOR MANAGEMENT REMUNERATION

Remuneration package including salary, superannuation, rental assistance and vehicle for the Senior Leadership Group (SLG) totalled \$923,902 in 2021/22.

REMUNERATION PACKAGE RANGE	NUMBER OF CONTRACT POSITIONS
\$0.00 - \$100,000	1
\$100,001 - \$200,000	2
\$200,001 - \$300,000	2
\$300,001 - \$400,000	1



## ADVISORY GROUPS AND COMMITTEES:

Councillors adopted the following Standing Committees, Advisory Committees and User Groups to consult with both internal and external stakeholders.

### STANDING COMMITTEES:

- Audit & Risk Committee
- Information Communications & Technology (ICT) Standing Committee
- Assets Standing Committee
- Plant Standing Committee
- Parks & Gardens Committee

### ADVISORY COMMITTEES:

- Biosecurity Advisory Committee
- Wild Dog Advisory Committee
- Community Advisory Committee
- Work Camp Advisory Committee
- Dirranbandi Swimming Pool Advisory Committee
- Economic Development Advisory Committee

### WORKING AND USER GROUPS:

- Innovation Library Hub Working Group
- Dirranbandi Multi Sports User Group
- RV Strategy Working Group
- Rowden Park Users Group
- Business Taskforce including Business Mentoring Advisory Group and Bettering Balonne
- Dirranbandi Showgrounds User Group
- Bollon Showgrounds User Group
- St George Showgrounds User Group

### DISASTER MANAGEMENT:

- Local Disaster Management Group
- Local Disaster Community Recovery Committee

### REGIONAL GROUPS/ORGANISATIONS:

- South West Economic Development Group
- South West Regional Roads & Transport Group
- South West Queensland Regional Organisation of Councils
- South West Regional Waste Group
- Wild Dog Barrier Fence Committee (QLD State)
- Outback Queensland Tourism Association
- Murray-Darling Association
- Border Region of Councils

Registers/Policies s190 Local Government Regulations must include any invitations to change tender/concession for rates charges.

In accordance with section 190(1) (f) of the Local Government Regulations 2012, the following lists the registers and other publications that are kept under the control of the Chief Executive Officer.

These are open to inspection, with or without restriction, in some cases charges may apply for copies or extracts if these are allowable.

- Land Record
- Fees and Charges
- Road Register
- Local Law Policies
- Planning Scheme
- Council Meeting Minutes
- Council Delegation to Chief Executive Officer to employees
- Policy Register
- Corporate Plan
- Annual Operational Plan
- Budget
- Lease Register
- Archive Register

Council maintains a current policy register, which indicates when policies need to be reviewed.

### POLICIES ADOPTED OR REVIEWED BY COUNCIL IN 2021/22 WERE:

- Councillors Expenses Reimbursement Policy
- Licence or Lease of Council Land – Council Policy
- Caretaker Period Council Policy
- Procurement Policy 2022/2023
- Investment Policy 2022/2023
- Related Parties Disclosures Council Policy
- Investment Policy 2022/2023
- Debt Policy 2022/2023
- Revenue Policy 2022/2023
- Procurement – Council Policy
- Gifts and Benefits Policy
- Customer Service Policy
- Sundry Debt Recovery Policy
- Corporate Credit Card Policy
- Rate Recovery Policy
- Public Interest Disclosure Policy
- Human Rights Policy
- Tourism Event Grant Policy – Update





## **SPECIAL RATES AND CHARGES**

### **Special Rates and Charges – Levies**

#### **Thallon Town Rural Fire Brigade**

For 2021/22 a special charge was levied on those rateable properties contained within the benefitted area of Thallon. This was for the purpose of raising revenue to fund the operational costs of the Thallon Town Rural Fire Brigade. During the 2021/22 year \$7,564.80 was levied.

#### **Urban Animal Management Special Charge**

For the 2021/22 year a special charge was levied on those rateable properties Category 1 – 3 within the Balonne Shire Council boundary. This levy is for the purpose of raising revenue to assist funding Council's Urban Animal Management services and activities in the Shire. During the 2021/22 year \$29,681.35 was levied.

#### **Feral Animal Special Charge**

For the 2021/22 year a special charge was levied on those rateable properties in the Rating Categories 79,80,81 and category 100 and all properties > or = 1000 Hectares in Cat 200 and Cat 300 within the Balonne Shire Council area. This levy is for the purpose of raising revenue to fund the continued operation of Feral Animal Management services and activities in the Shire. During the 2021/22 year \$123,092.50 was levied.

#### **Environmental Special Charge**

For the 2021/22 year a special charge was levied on those rateable properties contained in the benefitted area surrounding the townships of St George, Dirranbandi, Bollon, Thallon, Hebel, Mungindi and Nindigully. This was for the purpose of raising revenue to fund the continued operation of the landfills in St George, Dirranbandi, Bollon, Hebel, Thallon and Nindigully. During the 2021/22 year \$10,250.00 was levied.

#### **Wild Dog Exclusion Fencing Special Rate Scheme**

For the 2021/22 year a special rate was levied on those approved rateable properties that participated in Round 1 and Round 2 of the Special Rate Scheme for the specific purpose of constructing exclusion fencing on the benefitted properties.

The special rate scheme is underpinned with a loan from Queensland Treasury Corporation with a total of \$4.5m drawn down from the loan facility. Rates for the scheme will start to be levied in 2022/23.

The 2021/22 year saw the approved rateable properties that participated in Round 1 of the Special Rate Scheme levied \$37,410.67 for interest from the date of signing moving forward two (2) years to 15 June 2022.

## LEVIED \$ FIGURES 2021/22

Special rates	Levy (2021/22)
Thallon Town Rural Fire Brigade	\$7,564.80
Domestic Animal Levy	\$29,681.00
Feral Animal Levy	\$123,092.00
Environmental Levy	\$10,250.00
Wild Dog Exclusion Fencing Special Rate Scheme	\$37,410.67

## REBATES AND CONCESSIONS

### ■ Pensioner Rebate Remissions

Council provides a remission of rates for properties owned or occupied by pensioners, equal to a maximum of \$170.00 per annum to owners of qualifying premises. The subsidy was in addition to the subsidy offered by the State Government. This includes a concession for pensioners for their waste services.

The State Government also provides a rebate for eligible pensioners per annum to owners living at that specific primary property address. The total amount of the Pensioner Rebate offered by the State Government and claimed for during the 2021/22 year totals \$41,856.60.

### ■ Payment of Rates by Instalments

The Council will accept applications for payment of rates by instalments from property owners who can demonstrate a genuine financial hardship. The Council has determined that each application is to be assessed on its merits. All instalment plans must have the effect of liquidating the debt within six months unless Council, by resolution, determines otherwise.

No premium is charged for the payment of rates by instalments under such arrangements, however interest continues to be charged on overdue rates which are subject to an instalment payment plan. The applicant must comply strictly with the terms of the instalment plan agreed to. Three (3) default payment plans will result in Council requiring immediate full payment of future instalments.

### ■ Community Rates Support Program Concessions

Concessions for rates and charges and other remission requests, or rate deferral requests, are assessed on a case-by-case basis in accordance with Section 190 (1)(g) of the Local Government Regulations 2012. Balonne Shire Council grants concessions of 50% off utility charges to eligible religious, charitable, and other organisations and 25% off utility charges for eligible sporting organisations. Total concessions granted for 2021/22 was \$19,226.70.

### ■ Discount for prompt Payment of Rates and Charges

Council allows a discount for prompt payments of rates and charges ensuring a timely flow of cash to fund its operations. Council set by resolution at its Budget Meeting a

discount of 10% with the date by which the rate must be paid at least 30 days after the issue of the rates notice. Council provides the discount for each rate moiety.

The discount applies to the prompt payment of:

- General rates
- Urban Water Charges including Excess Water and Consumption Charges
- Rural residential Water Charges including Excess Water and Consumption Charges
- Waste Water Charges
- Cleansing Charges
- Thallon Town Rural Fire Levy
- Excess Water Charges

Council applies excess water charges annually, set at a level which will discourage excessive usage. A separate excess water charge applies to supply for untreated bore water, untreated river/creek water, treated water and blended treated/untreated bore water.

## REGIONAL ARTS DEVELOPMENT FUND 2021/2022 PROJECTS

Refer to page 40 for applicants that received funding for arts and cultural activities through Council's Regional Arts Development Fund.





# COMMUNITY FINANCIAL REPORT

THE COMMUNITY FINANCIAL REPORT IS A SIMPLIFIED VERSION OF COUNCIL'S FINANCIAL PERFORMANCE AND POSITION FOR THE 2021/22 FINANCIAL YEAR. THE AIM OF THE REPORT IS TO ASSIST READERS IN EVALUATING COUNCIL'S FINANCIAL PERFORMANCE AND POSITION WITHOUT THE NEED TO INTERPRET THE FINANCIAL INFORMATION CONTAINED IN THE ANNUAL FINANCIAL STATEMENTS.

Council's financial statements are audited by the Queensland Audit Office in partnership with UHY Haines Norton.

The key statements that are summarised in the Community Financial Report are:

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



## EXECUTIVE SUMMARY OF KEY FINANCIAL HIGHLIGHTS

- Cash holdings of \$31,184,531 generating \$251,466 in interest revenue
- Council debt decreased as a result of repayment of the principal component Administration and Water loans and payout of the Bridgeworks loan

## 5-YEAR FINANCIAL SUMMARY

FINANCIAL FAST FACTS	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Capital Expenditure	\$7,013	\$8,946	\$8,724	\$9,977	\$14,229
Net Result – Surplus (Deficit)	\$1,645	\$2,779	\$3,062	(\$723)	\$7,819
Increase/(Decrease) in Net Assets	\$3,551	\$45,628	\$1,535	(\$723)	\$28,262
Revenue	\$25,648	\$27,636	\$32,998	\$52,086	\$85,884
Percentage of Revenue from Rates & Charges	38%	38%	32%	19.5%	12%
Expenses	\$24,003	\$24,857	\$29,936	\$52,809	\$78,065
Cash Holdings	\$25,595	\$31,225	\$40,239	\$37,479	\$31,184
Restricted Cash	\$8,163	\$15,396	\$19,215	\$10,110	\$10,171
Borrowings	\$2,932	\$2,659	\$5,572	\$6,851	\$6,718
WIP	\$2,415	\$4,759	\$8,114	\$11,427	\$7,786



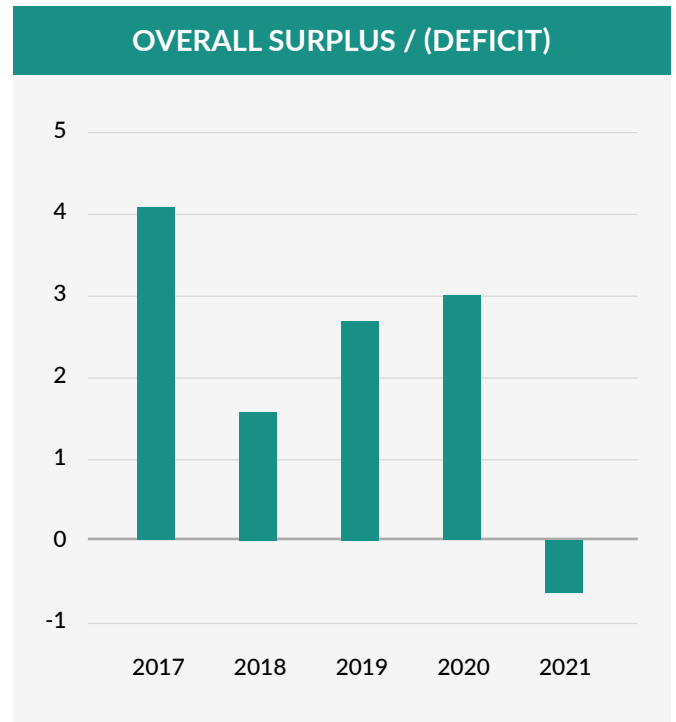
# STATEMENT OF COMPREHENSIVE INCOME

The Statement of Comprehensive Income measures how Council performed in relation to revenue and expenses for the year. Council's operating result for 2021/22 was a surplus of \$7,819 thousand which is the difference between revenue and expenses.

In comparison Council's operating surplus has increased from deficit (\$723

thousand in 2020/21 to a surplus of \$7.819 million due largely due to increased grant funding.

The Statement of Comprehensive Income shows both cash transactions and non-cash transactions. For example, all rates issued are recorded as revenue when levied irrespective of them actually being paid. The amount not paid would show in the Statement of Financial Position as an amount owed to Council. In accounting terms this is referred to as accrual accounting principles.



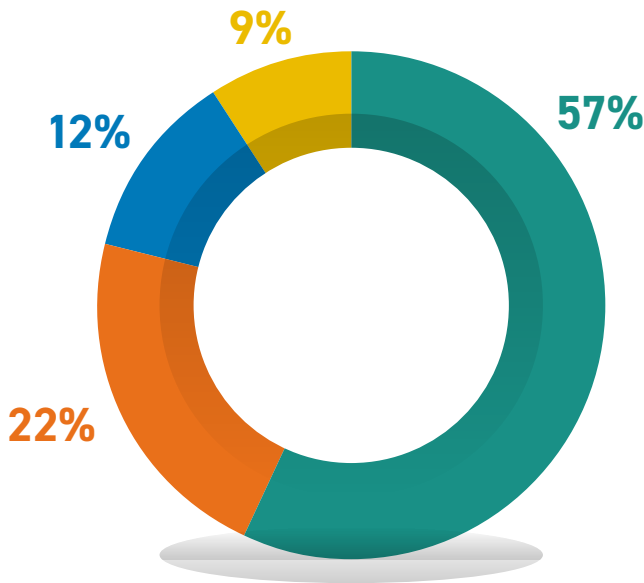
## 5-YEAR FINANCIAL SUMMARY OF REVENUE & EXPENSES

REVENUE	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Rates, Levies and Charges (Net of Discounts) Federal Assistance Grant	\$9,789	\$10,470	\$10,478	\$10,159	\$10,278
Federal Assistance Grant	\$5,438	\$5,805	\$5,854	\$5,807	\$8,187
Other Grants, Subsidies & Contributions	\$5,802	\$7,048	\$8,892	\$27,183	\$58,930
Sales Revenue	\$3,144	\$2,803	\$6,582	\$7,757	\$7,537
Interest and Investment Revenue	\$584	\$683	\$389	\$464	\$251
Other Income	\$389	\$315	\$295	\$188	\$225
Fees and Charges	\$276	\$273	\$292	\$236	\$225
Rental Income	\$226	\$239	\$209	\$292	\$251
Capital Income	\$0	\$0	\$7	\$0	\$0
<b>Total Revenue</b>	<b>\$25,648</b>	<b>\$27,636</b>	<b>\$32,998</b>	<b>\$52,086</b>	<b>\$85,884</b>

EXPENSES	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Employee Costs	\$6,126	\$6,285	\$6,927	\$8,272	\$9,166
Material, Services and Other Expenses	\$9,181	\$10,763	\$15,112	\$36,245	\$53,334
Depreciation	\$8,190	\$7,624	\$7,699	\$7,673	\$7,956
Borrowing Costs	\$212	\$184	\$198	\$226	\$175
Capital Expenses	\$294	\$1	\$0	\$393	\$7,434
<b>Total Expenses</b>	<b>\$24,003</b>	<b>\$24,857</b>	<b>\$29,936</b>	<b>\$52,809</b>	<b>\$78,065</b>

## OPERATING REVENUE

Council's total revenue for the financial year was \$85.884 million.



- GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS
- CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS AND DONATIONS
- RATES, LEVIES AND CHARGES
- SALES REVENUE

## NET RATES, LEVIES & CHARGES - \$10.278 MILLION

- General rates / Community Levy totaled \$6.889 million
- Special Rates from Domestic Animal, Feral Animal and Thallon Fire Levies \$151 thousand
- Water charges of \$1.966 million for access and \$69 thousand for water consumption and sundry water charges
- Urban waste water charges of \$1.104 million
- Waste service charges of \$1.150 million
- Total rates discounts and write-offs of \$1.015 million and Pensioner remissions of \$36 thousand.

## FEES & CHARGES - \$225

This includes (but is not limited to):

- Planning and building \$31,264
- Cemetery Charges \$61,918
- Hire Charges \$46,404
- Waste management fees \$32,603

## OPERATING GRANTS, SUBSIDIES, CONTRIBUTIONS & DONATIONS - \$48.296 MILLION

Operating grant funding varies from year to year depending on the number of successful grant applications received. The annual Federal Financial Assistance Grant contributed \$8,187 million to the overall operational Grant funding which included a 'bring forward' payment of the 2021/22 allocation of \$4.983 million. Council also recognized \$35.493 million of funding for QRA Flood Damage submissions.

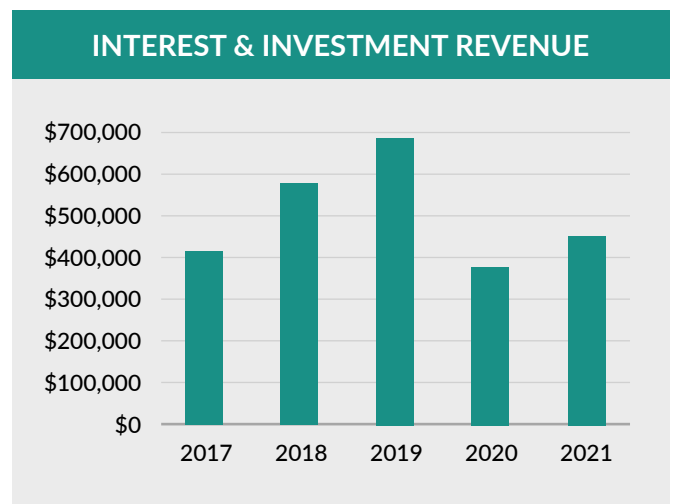
## CAPITAL GRANTS, SUBSIDIES, CONTRIBUTIONS & DONATIONS - \$18.821 MILLION

Capital revenue varies from year to year depending on the level of grant funding sourced. In 2021/22 received funds for Works for Queensland projects, Roads to Recovery projects, the Library Hub project, an Aerodrome Project and other various State and Commonwealth government subsidies and grants.

## INTEREST & INVESTMENT REVENUE - \$251,466

Council's cash investments were held by Westpac Banking Corporation and Queensland Treasury Corporation (QTC) and returned interest revenue of

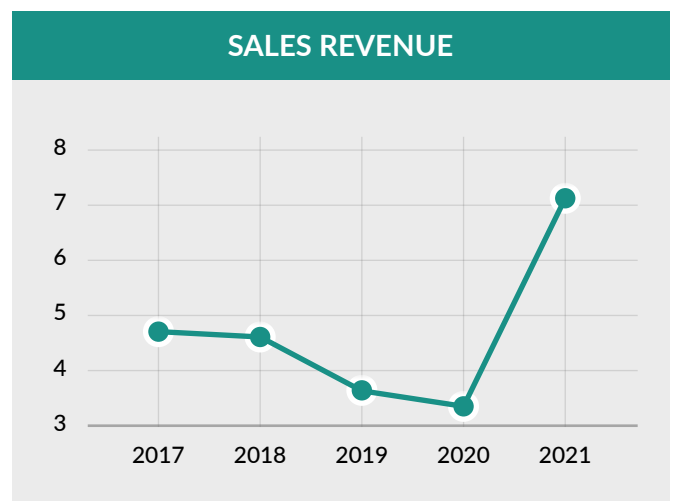
\$170,020. Council charged interest of 8.03% on outstanding rates, levies and charges balances which generated \$44,035. Interest of \$37,411 was accrued as part of WDEF Special Rates Loan Scheme.



## SALES REVENUE - \$7.537 MILLION

Sales revenue contributed to \$7.537 million of Council's income in 2021/22 down from \$7.757 million in 2020/21.

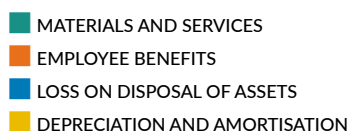
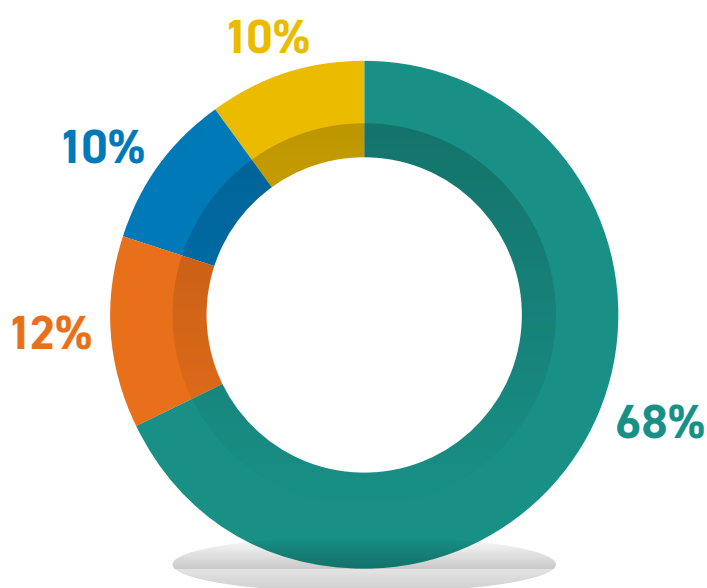
The slight decrease in sales revenue is due to a decrease in State Transport and Main Roads funding.



## OPERATING EXPENSES - \$78.065 MILLION

Council's total expenses for 2021/22 were \$78.065 million up from \$52.809 million in 2020/21. The significant increase was a result of the spending on QRA Flood Damage works of \$22 million, a \$2.634 million increase in Refuse Restoration Provision and \$3.971 million loss on asset disposal due to road swap.

Operating expenses consist of materials and services, employee benefits, depreciation, finance costs and loss on disposal of assets. A breakdown of Council's 2021/22 operating expenses is shown below:



Council provides a wide range of services to the community. This work is performed by Council staff and in some instances contractors. Wherever possible, local suppliers and local contractors are used, so the money flows back into the local economy.

The three major cost categories are employee costs, materials and services and depreciation.

Materials and services of \$53.334 million accounted for 68% of all operating expenses. The costs for materials and services incorporates our payments to suppliers for the delivery of services and projects to the community such as roads, parks, water, sewerage, waste, footpaths, libraries, pools, community halls, planning and building services and compliance and includes payments for purchases like bitumen materials, gravel, electricity, fuel and other operational costs.

Employee costs of \$9.166 million included employee salaries and wages, superannuation, leave entitlements and Councillor remuneration.

## 5 YEAR FINANCIAL DEPRECIATION BY ASSET CLASS

REVENUE	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Buildings & Other Structures	\$897	\$741	\$1,433	\$1,179	\$1,231
Plant and Equipment	\$765	\$729	\$733	\$675	\$675
Furniture and Fittings	\$36	\$28	\$30	\$0	\$0
Water Supply Network	\$571	\$592	\$450	\$465	\$477
Other Infrastructure Assets	\$527	\$113	\$0	\$0	\$0
Transport Infrastructure	\$5,022	\$5,156	\$4,733	\$5,032	\$5,266
Urban Waste Water Network	\$362	\$253	\$304	\$304	\$307
Intangible Assets	\$10	\$12	\$16	\$18	\$0
<b>Total Depreciation</b>	<b>\$8,190</b>	<b>\$7,624</b>	<b>\$7,699</b>	<b>\$7,673</b>	<b>\$7,956</b>



# STATEMENT OF CASH FLOWS

Cash and cash equivalents is \$31.184 million as at 30 June 2022. This cash balance is sufficient to cover Council's restricted assets/reserves for future asset replacement of \$10.171 million.

The Statement of Cash Flows is similar to your personal bank statement. If you summarised your bank statements for the year it would be your cash flow statement.

Council's cash flow statement on reports on cash movements and shows:

1. How much money we started the year with;
2. Where the incoming money came from;
3. Where the money was spent; and
4. How much money we had left at the end of the year.

The Statement of Cash Flows quantifies the inflows and outflows of cash throughout the organisation during the financial year.

Cash flows for the period are separated into operating, investing and financing activities.

- Operating activities – includes all areas such as rates, user charges, grants, employee costs, material and services, interest and administration – (\$1.623) million
- Investing activities – includes money Council receives and spends when we buy or sell property, plant and equipment – (\$4.539) million
- Financing activities – incorporates cash received if Council takes out new loans or cash paid to repay loans – (\$133) thousand

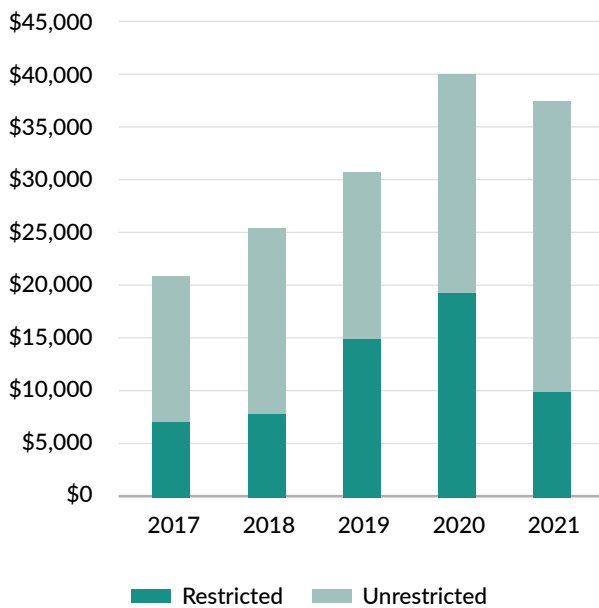
CASH FLOW	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Opening cash balance	\$21,616	\$25,595	\$31,225	\$40,239	\$37,479
Net cashflow from operating activities	\$6,227	\$7,543	\$9,634	\$1,963	(\$1,623)
Net cashflow from investing activities	(\$2,000)	(\$1,640)	(\$3,533)	(\$6,001)	(\$4,539)
Net cashflow from financing activities	(\$248)	(\$273)	\$2,913	\$1,278	(\$133)
<b>Closing cash balance</b>	<b>\$25,595</b>	<b>\$31,225</b>	<b>\$40,239</b>	<b>\$37,479</b>	<b>\$31,184</b>

# STATEMENT OF FINANCIAL POSITION

## CURRENT ASSETS - \$40.155 MILLION

The major component of current assets was cash and investments totaling \$31.184 million at 30 June 2022. Of these funds, \$10.171 million is restricted (grants, subsidies, developer contributions and specific Council reserves).

### CASH BALANCE AT YEAR END



## NON-CURRENT ASSETS - \$337.246 MILLION

A receivable for the WDEF Special Rate Loan Scheme of \$1.717 million was recognised in 2021/22 representing the loan value of practically completed properties and capitalised interest on loans.

The non-current asset also includes the value of Council's infrastructure assets, buildings and facilities, plant and equipment and capital works in progress at 30 June 2022 as show in the table.

ASSET GROUP	\$'000
Land	\$3,077
Buildings and Other Structures	\$51,920
Plant and Equipment	\$6,034
Water Supply Network	\$23,373
Transport Infrastructure	\$229,068
Urban Waste Water Network	\$14,271
Capital Work in Progress	\$7,786
<b>Total</b>	<b>\$335,529</b>

## LIABILITIES - COUNCIL OWES \$6.717 MILLION IN LOANS.

Local Governments, in general, have a very high level of assets under their control but are limited in revenue raising opportunities. This means that the majority of Councils in Queensland have to rely on borrowing or substantial grants to fund major capital works, while using their general revenue (rates, fees and charges) to provide services and maintain community assets. Council borrowed by way of capitalised interest \$56 thousand in 2021/22 to facilitate the Round 2 of the WDEF Special Rates Loan Scheme which will be recovered through rates over 20 years.

Details of all loans outstanding as at 30 June 2022 are as follows:

### LOANS OUTSTANDING AS AT 30 JUNE 2022

DESCRIPTION OF PURPOSE	Amount
Administration Building	\$1,306
Water	\$560
WDEF Special Rates Loan Scheme (Round 1)	\$492
WDEF Special Rates Loan Scheme (Round 2)	\$495
WDEF Special Rates Loan Scheme (Round 3)	\$2,309
WDEF Special Rates Loan Scheme (Round 4)	\$1,265
WDEF Special Rates Loan Scheme (Round 5)	\$291
<b>Total</b>	<b>\$6,718</b>

# STATEMENT OF CHANGES IN EQUITY

## ASSET REVALUATION SURPLUS – \$262.593 MILLION

This amount represents an accumulation of the net increase in value of Council's non-current assets having regard to asset condition, useful life and time value of money.

## RETAINED SURPLUS – \$96.334 MILLION

This amount represents Council's estimated net wealth at the end of the year.

KEY LOCAL GOVERNMENT FINANCIAL INDICATORS		2020 Actual Result	Benchmark	Within Limits
Ratio	Description			
Operating Surplus Ratio	This is the indicator of the extent to which revenue raised cover operational expenses only or is available for capital funding.	-5.3%	Between 0–10%	No
Asset Sustainability Ratio	This ratio helps to show whether Council is replacing assets as their service potential is used up.	53.8%	Greater than 90%	No
Net Financial Liability	This ratio explains the level of debt Council has compared to its operating revenues.	-32.3%	Less than 60%	Yes

## FINANCIAL SUSTAINABILITY RATIOS

### OPERATING SURPLUS RATIO

The Operating Surplus Ratio indicates the extent to which operational revenues raised cover operating expenses.

Calculated as: Net operating result / Total operating revenue (excluding capital items).

The Financial Management Sustainability Guideline 2013 has set the target between 0% and 10%. Council's performance continues to be negatively impacted in part due to loss of sales revenue and maintaining service levels to customers at previous levels. The ratio for 2021/22 is -5.3% which is an improvement on the 2020/21 result which was -8.1%.

### ASSET SUSTAINABILITY RATIO

The Asset Sustainability Ratio indicates the extent to which assets are being replaced as they reach the end of their useful lives.

The Financial Management Sustainability Guidelines 2013 has set the target at greater than 90%. Achieving this target would indicate that Council is renewing and replacing its assets at a greater rate than they are wearing out.

The ratio was 53.8 % in 2021/22, which has declined from the 2020/21 result of 70.8% and is significantly below the set target.

Calculated as: Capital Expenditure on replacement of assets (renewals) / Depreciation Expense.

### NET FINANCIAL LIABILITIES RATIO

The Net Financial Liabilities Ratio indicates the extent to which operating revenue (including grants and subsidies) can cover net financial liabilities (usually loans and leases).

Calculated as: (Total liabilities – current assets) / Total operating revenue.

The Financial Management Sustainability Guideline 2013 has set the target as not greater than 60%.

Councils that have net financial liabilities that are greater than 60 per cent of operating revenue have a limited capacity to increase loan borrowings and may experience stress in servicing current debt.

Council has a -32.3% performance ratio, which means that Council has ability to increase its loan borrowings.





# Balonne Shire Council

## Financial Statements

### For the Year Ended 30 June 2022

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**Balonne Shire Council**  
**Statement of Comprehensive Income**  
For the Year Ended 30 June 2022

	Note	2022 \$000	2021 \$000
<b>Income</b>			
<b>Revenue</b>			
<b>Recurrent Revenue</b>			
Rates, Levies and Charges	3(a)	10,278	10,159
Fees and Charges	3(b)	225	236
Sales Revenue	3(c)	7,537	7,757
Grants, Subsidies, Contributions and Donations	4(a)	48,296	29,403
<b>Total Recurrent Revenue</b>		<u>66,336</u>	<u>47,555</u>
Rental Income		251	292
Interest Received		251	464
Other Income		225	188
		<u>67,063</u>	<u>48,499</u>
<b>Capital Revenue</b>			
Grants, Subsidies, Contributions and Donations	4(b)	18,821	3,587
<b>Total Revenue</b>		<u>85,884</u>	<u>52,086</u>
Capital Income		-	-
<b>Total Income</b>		<u>85,884</u>	<u>52,086</u>
<b>Expenses</b>			
<b>Recurrent Expenses</b>			
Employee Benefits	5	9,166	8,272
Materials and Services	6	53,334	36,245
Finance Costs		175	226
Depreciation and Amortisation			
Property, Plant and Equipment	9	7,956	7,655
Intangible Assets		-	18
		<u>70,631</u>	<u>52,416</u>
<b>Capital Expenses</b>		7,434	393
<b>Total Expenses</b>		<u>78,065</u>	<u>52,809</u>
<b>NET RESULT</b>		<u>7,819</u>	<u>(723)</u>
<i>Net Operating Surplus / (Deficit)</i>		<i>(3,568)</i>	<i>(3,917)</i>
<b>Other Comprehensive Income</b>			
<b>Items that will not be Reclassified to Net Result</b>			
Increase / (Decrease) in Revaluation Surplus	9	20,438	-
<b>Total Other Comprehensive Income for the Year</b>		<u>20,438</u>	<u>-</u>
<b>Total Comprehensive Income for the Year</b>		<u>28,257</u>	<u>(723)</u>

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*



**Balonne Shire Council**  
**Statement of Financial Position**  
as at 30 June 2022

	Note	2022 \$000	2021 \$000
<b>Current Assets</b>			
Cash and Cash Equivalents	7	31,184	37,479
Trade and Other Receivables	8	1,811	4,651
Inventories		214	190
Contract Assets	10(a)	6,648	2,331
Other Assets		298	143
<b>Total Current Assets</b>		<u>40,155</u>	<u>44,794</u>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	9	335,529	304,756
Intangible Assets		-	298
Receivables (WDEF Special Rates Loan Scheme)	8	1,717	592
<b>Total Non-Current Assets</b>		<u>337,246</u>	<u>305,646</u>
<b>Total Assets</b>		<u>377,401</u>	<u>350,440</u>
<b>Current Liabilities</b>			
Trade and Other Payables	11	3,747	4,443
Contract Liabilities	10(b)	2,976	6,166
Borrowings	12	154	141
Provisions	13	1,648	1,568
Other Liabilities		29	146
<b>Total Current Liabilities</b>		<u>8,554</u>	<u>12,464</u>
<b>Non-Current Liabilities</b>			
Borrowings	12	6,564	6,710
Provisions	13	3,355	601
<b>Total Non-Current Liabilities</b>		<u>9,919</u>	<u>7,311</u>
<b>Total Liabilities</b>		<u>18,473</u>	<u>19,775</u>
<b>Net Community Assets</b>		<u>358,927</u>	<u>330,665</u>
<b>Community Equity</b>			
Revaluation Surplus	14	262,593	242,155
Retained Surplus		96,334	88,510
<b>Total Community Equity</b>		<u>358,927</u>	<u>330,665</u>

*The above statement should be read in conjunction with the accompanying notes and Significant Accounting Policies.*

**Balonne Shire Council**  
**Statement of Changes in Equity**  
For the Year Ended 30 June 2022

	Revaluation Surplus \$000	Retained Surplus \$000	TOTAL \$000
<b>Balance as at 1 July 2021</b>	242,155	88,510	330,665
Opening Balance Adjustment	-	4	4
Restated Balance at 1 July 2021	242,155	88,514	330,669
Net Result	-	7,819	7,819
Increase / (Decrease) in Revaluation Surplus	20,438	-	20,438
<b>Total Comprehensive Income for the Year</b>	<b>20,438</b>	<b>7,819</b>	<b>28,258</b>
<b>Balance as at 30 June 2022</b>	<b>262,593</b>	<b>96,334</b>	<b>358,927</b>
<b>Balance as at 1 July 2020</b>	242,155	89,233	331,388
Net Result	-	(723)	(723)
<b>Total Comprehensive Income for the Year</b>	<b>-</b>	<b>(723)</b>	<b>(723)</b>
<b>Balance as at 30 June 2021</b>	<b>242,155</b>	<b>88,510</b>	<b>330,665</b>

*The above statement should be read in conjunction with the accompanying notes and Summary of Significant Accounting Policies.*

**Balonne Shire Council**  
**Statement of Cash Flows**  
For the Year Ended 30 June 2022

	Note	2022 \$000	2021 \$000
<b>Cash Flows from Operating Activities</b>			
Receipts from Customers		20,653	14,039
Payments to Suppliers and Employees		(62,828)	(41,918)
		(42,175)	(27,879)
Interest Received		251	464
Rental Income		251	292
Operating Grants and Contributions		39,999	29,124
Other Receipts		225	188
Borrowing Costs		(175)	(226)
<b>Net Cash (Outflow) Inflow from Operating Activities</b>	18	<u>(1,623)</u>	<u>1,962</u>
<b>Cash Flows from Investing Activities</b>			
Payments for Property, Plant and Equipment		(14,229)	(10,025)
Payments for Intangible Assets		-	(281)
Proceeds from Sale of Property, Plant and Equipment		278	167
Capital Grants, Subsidies, Contributions and Donations		9,412	4,138
<b>Net Cash Outflow from Investing Activities</b>		<u>(4,539)</u>	<u>(6,001)</u>
<b>Cash Flows from Financing Activities</b>			
Proceeds from Borrowings		56	1,564
Repayment of Borrowings		(189)	(286)
<b>Net Cash (Outflow) Inflow from Financing Activities</b>		<u>(133)</u>	<u>1,278</u>
<b>Net Increase (Decrease) in Cash and Cash Equivalents Held</b>		<u>(6,295)</u>	<u>(2,760)</u>
<b>Cash and Cash Equivalents at the Beginning of the Financial Year</b>		37,479	40,239
<b>Cash and Cash Equivalents at End of the Financial Year</b>	7	<u><u>31,184</u></u>	<u><u>37,479</u></u>

*The above statement should be read in conjunction with the accompanying notes and Summary of Significant Accounting Policies.*



**Balonne Shire Council  
Notes to the Financial Statements  
For the Year Ended 30 June 2022**

**1 Information About These Financial Statements**

**1.A Basis of Preparation**

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

These general purpose financial statements are for the period 1 July 2021 to 30 June 2022. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. Council is a not-for-profit entity for financial reporting purposes and these financial statements complies with the Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

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

**1.B New and Revised Accounting Standards Adopted During the Year**

Council adopted all Standards which became mandatorily effective for annual reporting periods beginning on 1 July 2021, none of the standards had a material impact on reported position, performance and cash flows.

Council reviewed its Intangible Assets during the year as a result of the 21 April 2021 International Interpretation agenda decision and identified several assets which fell into the Software as a Service (SaaS) category meaning that they should not be classified as an Intangible Asset and should have been expensed at time the expenditure was incurred. As a result of the interpretation decision Council will expense \$280,623 which was classified under Intangible Assets at the time the expenditure was incurred as at 30 June 2021 in the current financial year which will be recorded against the Capital Expenses line item in the Statement of Comprehensive Income.

**1.C Standards Issued by the AASB Not Yet Effective**

The AASB has issued Australian Accounting Standards and Interpretations which are not effective at 30 June 2022, these standards have not been adopted by Council and will be included in the financial statements on their effective date. After assessing standards, Council does not expect the application to have a material impact.

**Effective for reporting periods  
beginning on or after:**

AASB 2020-1 *Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current and associated standards (amended by AASB 2020-6)* 1 January 2023

AASB 2021-2 *Amendments to Australian Accounting Standards - Disclosures of Accounting Policies and Definition of Accounting Estimates (amended by AASB 2021-6)* 1 January 2023

**1.D Estimates and Judgements**

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

- Revenue Recognition - Note 3
- Valuation and Depreciation of Property, Plant and Equipment - Note 9
- Provisions - Note 13
- Contingent Liabilities - Note 16

**1.E Rounding and Comparatives**

The financial statements have been rounded to the nearest \$1,000. Comparative information is generally restated for reclassifications, errors and changes in accounting policies unless permitted otherwise by transition rules in a new Accounting Standard.

**1.F Trust Funds Held for Outside Parties**

Funds held in the trust account on behalf of outside parties include those funds from the sale of land for arrears in rates, deposits lodged to guarantee performance and unclaimed monies (e.g. wages) paid into the trust account by the Council. Council performs only a custodial 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.

**1.G Volunteer Services**

Council engages volunteers to assist with the operation of it's Visitor Information Centres but does not recognise volunteer services in the Statement of Comprehensive Income due to immateriality.

**1.H Taxation**

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

**1.I COVID-19**

Council's operations for the year ended 30 June 2022 have been impacted by the COVID-19 pandemic in the following ways:

- the costs associated with border closures
- delays in supply of some vehicles and products and materials from suppliers

The impacts of these measures are not material to the 30 June 2022 financial statements of the Council.

**Balonne Shire Council  
Notes to the Financial Statements  
For the Year Ended 30 June 2022**

**2. Analysis of Results by Function**

**2(a) Components of Council Functions**

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

**CORPORATE GOVERNANCE**

The objective of corporate governance is to provide effective organisational leadership through strategic planning, accountability and ethical standards of practice. This function includes activities and services relating to risk management, strategic and operational planning and also includes the Mayor, Councillors and Chief Executive Officer.

**CORPORATE SERVICES**

The goal of corporate services is to enhance the capability and performance of Balonne Shire Council and ensure resources are directed to achieve organisational objectives. This function includes activities and services related to social and corporate performance, human resources and information services.

**PLANNING, DEVELOPMENT AND ENVIRONMENTAL HEALTH SERVICES**

The objectives of this function is to implement appropriate planning and building construction controls to ensure and encourage the balance between quality development of the shire and the protection of the environment. As well as to implement policies and operational programs that will contribute to the environmental health and wellbeing of the community. This function includes activities and services related to planning, development and environmental health services.

**RURAL SERVICES**

The goal of this function is to provide effective and efficient management of stock routes, animal and weed pests. The major activities and services included in this function is pest management.

**INFRASTRUCTURE SERVICES**

This function's objective is the provision of quality services and infrastructure for the current and future community that is planned, provided and managed on sound environmental and asset management principles. Activities and services included in this function relate to infrastructure that meets our community's needs including roads, water and sewerage.

**COMMUNITY LIFESTYLE**

The goal of the community lifestyle function is to encourage and promote a sense of community and belonging, community pride, engagement, wellbeing and grow social capital. Parks and gardens related activities and services is the major contributor to this function.

**ECONOMIC DEVELOPMENT**

The objective of economic development is to foster a vibrant economic environment which promotes a strong and sustainable regional economy. This function includes activities and services related to tourism and economic development.

**COMMERCIAL SERVICES**

The goal of commercial services is to undertake commercial works within the scope of Council's expertise in an efficient and cost effective manner. This function includes activities and services relating to private works (RMPC, DMR, etc).

**Balonne Shire Council  
Notes to the Financial Statements  
For the Year Ended 30 June 2022**

2(b) Analysis of Results by Function  
Income and expenses defined between recurring and capital are attributed to the following functions:

Year Ended 30 June 2022 Functions	Gross Programme Income				Total Income \$'000	Gross Programme Expenses		Total Expenses \$'000	Net Result Recurrent Operations \$'000	Net Result \$'000	Assets \$'000
	Recurrent		Capital			Recurrent	Capital				
	Grants \$'000	Other \$'000	Grants \$'000	Other \$'000							
CORPORATE GOVERNANCE	491	2	(132)	-	361	(1,267)	-	(796)	(926)	-	
CORPORATE SERVICES	6,439	6,849	-	-	13,288	(4,843)	(143)	8,446	8,302	41,591	
PLANNING, DEVELOPMENT AND ENVIRONMENTAL HEALTH SERVICES	212	140	183	-	536	(1,849)	-	(1,496)	(1,313)	2	
RURAL SERVICES	945	140	-	-	1,085	(3,143)	-	(2,058)	(2,058)	4,783	
INFRASTRUCTURE SERVICES	39,469	4,297	12,932	-	56,697	(50,154)	(7,155)	(6,389)	(6,12)	277,975	
COMMUNITY LIFESTYLE	517	(194)	5,817	-	6,200	(3,419)	(136)	(3,555)	(3,036)	53,023	
ECONOMIC DEVELOPMENT	223	39	21	-	284	(908)	-	(646)	(624)	27	
COMMERCIAL SERVICES	-	7,433	-	-	7,434	(5,028)	-	(2,404)	2,405	-	
<b>TOTAL</b>	<b>48,296</b>	<b>18,765</b>	<b>18,821</b>	<b>-</b>	<b>85,884</b>	<b>(70,631)</b>	<b>(7,434)</b>	<b>(3,568)</b>	<b>7,819</b>	<b>377,401</b>	

Year Ended 30 June 2021 Functions	Gross Programme Income				Total Income \$'000	Gross Programme Expenses		Total Expenses \$'000	Net Result Recurrent Operations \$'000	Net Result \$'000	Assets \$'000
	Recurring		Capital			Recurrent	Capital				
	Grants \$'000	Other \$'000	Grants \$'000	Other \$'000							
CORPORATE GOVERNANCE	(11)	80	-	-	69	(1,670)	-	(1,601)	(1,601)	-	
CORPORATE SERVICES	3,006	7,023	1,504	-	11,533	(3,690)	-	8,339	7,843	46,411	
PLANNING, DEVELOPMENT AND ENVIRONMENTAL HEALTH SERVICES	158	198	171	-	528	(1,118)	-	(791)	(690)	0	
RURAL SERVICES	5,849	(182)	-	-	5,457	(6,109)	-	(652)	(652)	4,361	
INFRASTRUCTURE SERVICES	19,368	6,124	2,082	-	27,594	(31,438)	(121)	(5,926)	(3,965)	269,033	
COMMUNITY LIFESTYLE	678	(261)	(103)	-	314	(3,645)	(272)	(3,228)	(3,604)	41,567	
ECONOMIC DEVELOPMENT	535	127	(88)	-	594	(1,133)	-	(471)	(539)	26	
COMMERCIAL SERVICES	-	5,968	-	-	5,998	(3,613)	-	2,385	2,385	-	
<b>TOTAL</b>	<b>29,403</b>	<b>19,096</b>	<b>3,587</b>	<b>-</b>	<b>52,086</b>	<b>(52,416)</b>	<b>(393)</b>	<b>(3,917)</b>	<b>(723)</b>	<b>350,440</b>	



**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**3 Revenue**

**(a) Rates, Levies and Charges**

Rates, levies and 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.

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
General Rates	6,889	6,562
Special Rates	151	199
Water	1,966	1,923
Water Consumption, Rental and Sundries	69	311
Urban Waste Water	1,104	1,080
Waste Charges	1,150	1,126
Total Rates and Utility Charge Revenue	<u>11,328</u>	<u>11,201</u>
Less: Discounts	(1,005)	(1,003)
Less: Pensioner Remissions	(36)	(36)
Less: Rates Write-Offs	(10)	(3)
	<u><u>10,278</u></u>	<u><u>10,159</u></u>

**(b) Fees and Charges**

Revenue arising from fees and charges is recognised when or as 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.

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

Building and Developmental Fees	31	77
Infringements	11	(34)
Licences and Registrations	1	1
Swimming Pool Fees	7	20
Cemetery Fees	62	64
Council Facilities Hire	46	76
Water Connection Fees	6	6
Search and Other Council Document Fees	33	22
Other Fees and Charges	28	4
	<u><u>225</u></u>	<u><u>236</u></u>

**(c) Sales Revenue**

Sale of goods revenue is recognised when the customer has taken delivery of the goods. Revenue from services is recognised when the service is rendered.

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

**Rendering of Services**

Contract and Recoverable Works	7,500	7,704
	<u><u>7,500</u></u>	<u><u>7,704</u></u>

**Sale of Goods**

Visitor Information Centre	38	53
	<u><u>38</u></u>	<u><u>53</u></u>
	<u><u>7,537</u></u>	<u><u>7,757</u></u>

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**4 Grants, Subsidies and Contributions**

*Grant Income Under AASB 15*

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 are varied based on the agreements. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

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

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

*Grant Income Under AASB 1058*

Assets arising from grants in the scope of AASB 1058 are recognised at the asset's fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

*Capital Grants*

Capital grants received to enable Council to acquire or construct an item of property, plant and equipment to identified specifications which will be under Council's control, and which is enforceable, are recognised as revenue 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 since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

*Donations and Contributions*

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

	2022	2021
	\$'000	\$'000
<b>(a) Operating</b>		
General Purpose Grants	6,684	4,876
State Government Subsidies and Grants	2,796	4,456
Commonwealth Government Subsidies and Grants	2,994	4,218
Contributions	329	138
2020 Flood Event *	35,493	15,715
	<u>48,296</u>	<u>29,403</u>

\* A significant flood event occurred in the Shire in February 2020. Queensland Reconstruction Authority (QRA) has approved \$58 million in submissions for restoration works in relation to the event, which revenue will be received over multiple financial years.

**(b) Capital Revenue**

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.

State Government Subsidies and Grants	1,515	1,573
Commonwealth Government Subsidies and Grants	7,107	2,014
Contributed Assets	10,199	-
	<u>18,821</u>	<u>3,587</u>
Total Operating and Capital Revenue	<u>67,117</u>	<u>32,990</u>

**(c) Analysis and Timing of Recognition**

	2022 Financial Year		
	AASB 15	AASB 1058	Total
	\$'000	\$'000	\$'000
Grants, Subsidies, Donations and Contributions - Operating (Point in Time)	-	12,803	12,803
Grants, Subsidies, Donations and Contributions - Operating (Over Time)	35,493	-	35,493
Grants, Subsidies, Donations and Contributions - Capital (Point in Time)	-	10,199	10,199
Grants, Subsidies, Donations and Contributions - Capital (Over Time)	-	8,622	8,622
	<u>35,493</u>	<u>31,624</u>	<u>67,117</u>

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**4 Grants, Subsidies and Contributions (continued)**

	2021 Financial Year		
	AASB 15 \$'000	AASB 1058 \$'000	Total \$'000
Grants, Subsidies, Donations and Contributions - Operating (Point in Time)	-	13,688	13,688
Grants, Subsidies, Donations and Contributions - Operating (Over Time)	15,715	-	15,715
Grants, Subsidies, Donations and Contributions - Capital (Over Time)	-	3,587	3,587
	<u>15,715</u>	<u>17,275</u>	<u>32,990</u>

	Note	2022	2021
		\$'000	\$'000
<b>5 Employee Benefits</b>			
Total Staff Wages and Salaries		5,976	5,434
Councillors' Remuneration		441	439
Annual, Sick and Long Service Leave Entitlements		1,478	1,126
Superannuation	17	756	720
Training Costs		194	193
Workers' Compensation Insurance		86	71
		<u>8,931</u>	<u>7,983</u>
Other Employee Related Expenses		235	289
		<u>9,166</u>	<u>8,272</u>

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

Total Council Employees at Reporting Date:

	#	#
Elected Members	7	7
Administration Staff	56	48
Depot and Outdoors Staff	49	46
Total Full-Time Equivalent Employees	<u>112</u>	<u>101</u>

	2022	2021
	\$'000	\$'000
<b>6 Materials and Services</b>		
Advertising and Marketing	71	47
Administration Supplies and Consumables	278	231
Aerodrome Maintenance	68	114
Audit Fees and Services *	78	62
Cleansing Services	836	568
Communications and IT	1,048	1,463
Contractors / Consultants	3,842	7,111
Councillors' Expenses (incl. Mayor) - Other	40	51
Insurance	495	552
Land Protection Fund Precept	296	108
Legal Fees	248	179
Power	471	471
Repairs and Maintenance	6,685	4,223
Subscriptions and Registrations	193	274
Urban Waste Water	139	124
Urban Water Services	633	846
2020 Flood Event	35,493	13,577
Other Materials and Services	2,420	6,244
	<u>53,334</u>	<u>36,245</u>

\* Total audit fees quoted by the Queensland Audit Office relating to the 2021/22 financial statements are \$54,500 (2021: \$43,600)



**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**7 Cash and Cash Equivalents**

Cash and cash equivalents in the Statement of Cash Flows include cash on hand, all cash and cheques received 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 and bank overdraft.

	2022 \$'000	2021 \$'000
Cash at Bank and On-Hand	19,278	5,570
Term Deposits	-	10,000
Deposits at Call	4,624	4,612
QTC Cash Fund	7,282	17,297
	<u>31,184</u>	<u>37,479</u>

**Restricted Cash and Cash Equivalents**

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

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

Unspent Government Grants and Subsidies	2,976	6,166
WDEF Special Rate Loan Scheme	-	443
Total External Restrictions	<u>2,976</u>	<u>6,609</u>

Internally imposed allocations at the reporting date:

Future Capital Works	618	618
Future Asset Replacement	9,535	9,474
Future Recurrent Expenditure	18	18
Total Internal Restrictions	<u>10,171</u>	<u>10,110</u>

Cash, cash deposits and term deposits are held with the National Australia Bank (A+), Commonwealth Bank of Australia (AA-), Westpac Banking Corporation (AA-) and Queensland Treasury Corporation (AA) in normal term deposits, deposits at call and business cheque accounts.

**8 Trade and Other Receivables**

**Current**

Rateable Revenue and Utility Charges	785	769
Trade Debtors *	1,032	3,888
Less: Loss Allowance		
Rateable Revenue and Utility Charges	(5)	(5)
Trade Debtors	(1)	(1)
	<u>1,811</u>	<u>4,651</u>

**Non-Current**

Receivables (WDEF Special Rates Loan Scheme)	<u>1,717</u>	<u>592</u>
--	--------------	------------

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.

A Non-Current Receivable exists for the WDEF Special Rates Loan Scheme and represents the value of completed projects at 30 June 2022, and payable by landholders under a specific scheme approved by Council. Repayments will be made by way of a special levy over a 20-year period, with Council recovering interest on the outstanding balance at an proportionate interest rate ranging between 1.907% and 2.564% depending on the QTC interest rate at time of loan drawdown.

Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. Impairment of Council's receivables is not material. All known bad debts were written-off at 30 June. If an amount is recovered in a subsequent period it is recognised as revenue.

Because Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not generally impair any rate receivables.

\* Balance as at 30 June 2022 includes \$634,142 in outstanding invoices relating to Contract Work claims (2021: \$3.024m).

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**9 Property, Plant and Equipment**

30-Jun-22

Basis of Measurement

**Asset Values**

Opening Gross Value as at 1 July 2021

Work in Progress Transfers to PPE

Work in Progress Transfers to WDEF Receivables

Work in Progress Additions

Contributed Asset Additions

Disposals

Revaluation Adjustment to Revaluation Surplus

Transfers Between PPE Classes

Transfers from Intangibles

**Closing Gross Value as at 30 June 2022**

**Accumulated Depreciation and Impairment**

Opening Balance as at 1 July 2021

Depreciation Expense Provided in Period

Contributed Assets Accumulated Depreciation

Depreciation on Disposals

Revaluation Adjustment to Revaluation Surplus

Transfers Between PPE Classes

Transfers from Intangibles

**Accumulated Depreciation as at 30 June 2022**

**Total Written Down Value as at 30 June 2022**

Range of Estimated Useful Life in Years

Additions Comprise:

Renewals

Other Additions

Total Additions

Land	Buildings and Other Structures		Plant and Equipment		Furniture and Fittings		Water Supply Network		Transport Infrastructure		Urban Waste Water Network		Work in Progress		TOTAL
	Fair Value \$'000	Cost \$'000	Fair Value \$'000	Cost \$'000	Fair Value \$'000	Cost \$'000	Fair Value \$'000	Cost \$'000	Fair Value \$'000	Cost \$'000	Fair Value \$'000	Cost \$'000	Fair Value \$'000	Cost \$'000	
3,016	67,352	13,553	-	-	-	-	31,201	-	282,643	-	22,266	-	11,427	-	431,498
232	7,401	1,218	-	-	-	-	899	-	6,503	-	541	-	(16,794)	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	(1,076)	-	(1,076)
-	-	-	-	-	-	-	-	-	-	-	-	-	14,229	-	14,229
-	-	-	-	-	-	-	-	-	13,576	-	-	-	-	-	13,576
-	(555)	(1,032)	-	-	-	-	(393)	-	(5,202)	-	(278)	-	-	-	(7,460)
(171)	2,941	-	-	-	-	-	3,258	-	15,956	-	2,315	-	-	-	24,299
-	(312)	147	-	-	-	-	-	-	165	-	-	-	-	-	-
-	-	76	-	-	-	-	-	-	-	-	-	-	-	-	76
<b>3,077</b>	<b>76,867</b>	<b>13,962</b>	-	-	-	-	<b>34,965</b>	-	<b>313,641</b>	-	<b>24,844</b>	-	<b>7,786</b>	-	<b>475,142</b>
-	26,525	7,748	-	-	-	-	10,303	-	72,854	-	9,312	-	-	-	126,742
-	1,231	675	-	-	-	-	477	-	5,266	-	307	-	-	-	7,956
-	-	-	-	-	-	-	-	-	3,377	-	-	-	-	-	3,377
-	(276)	(576)	-	-	-	-	(268)	-	(1,231)	-	(31)	-	-	-	(2,362)
-	(2,507)	-	-	-	-	-	1,080	-	4,303	-	985	-	-	-	3,861
-	(26)	22	-	-	-	-	-	-	4	-	-	-	-	-	-
-	-	59	-	-	-	-	-	-	-	-	-	-	-	-	59
-	24,947	7,928	-	-	-	-	11,592	-	84,573	-	10,573	-	-	-	139,613
<b>3,077</b>	<b>51,920</b>	<b>6,034</b>	-	-	-	-	<b>23,373</b>	-	<b>229,068</b>	-	<b>14,271</b>	-	<b>7,786</b>	-	<b>335,529</b>
Land: Not Depreciated.	15 - 120	2 - 72	N / A	15 - 100	10 - 120	15 - 105	N / A								-
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	331	359	-	(8)	3,016	581	-	-	-	-	-	-	-	-	4,279
236	8,383	180	-	-	792	-	-	-	-	-	-	-	359	-	9,350
236	8,714	539	-	(8)	3,808	581	-	-	-	-	-	-	359	-	14,229

**Balonne Shire Council  
Notes to the Financial Statements  
For the Year Ended 30 June 2022**

30-Jun-21

Basis of Measurement

**Asset Values**

Opening Gross Value as at 1 July 2020

Work in Progress Transfers

Work in Progress Additions

Disposals

Transfers Between Classes

**Closing Gross Value as at 30 June 2021**

**Accumulated Depreciation and Impairment**

Opening Balance as at 1 July 2020

Depreciation Expense Provided in Period

Depreciation on Disposals

Transfers Between Classes

**Accumulated Depreciation as at 30 June 2021**

**Total Written Down Value as at 30 June 2021**

Range of Estimated Useful Life in Years

Land	Buildings and Other Structures		Plant and Equipment		Furniture and Fittings		Water Supply Network		Transport Infrastructure		Urban Waste Water Network		Work in Progress		TOTAL
	Fair Value \$'000	Fair Value \$'000	Cost \$'000	Cost \$'000	Cost \$'000	Cost \$'000	Fair Value \$'000	Fair Value \$'000	Fair Value \$'000	Fair Value \$'000	Fair Value \$'000	Fair Value \$'000	Cost \$'000	Cost \$'000	
2,950	66,928	12,106	306	306	30,561	275,883	22,266	8,115	8,115	423,115	-	-	-	-	-
66	1,138	1,594	-	735	3,132	-	-	9,977	-	9,977	-	-	-	-	9,977
-	(674)	(453)	-	(95)	(372)	-	-	-	-	-	-	-	-	-	(1,594)
3,016	67,392	13,553	(0)	31,201	282,643	-	-	11,427	-	11,427	-	-	-	-	431,498
-	25,748	7,242	146	9,913	68,064	9,008	-	-	-	-	-	-	-	-	120,121
-	1,179	675	-	465	5,032	304	-	-	-	-	-	-	-	-	7,655
-	(402)	(315)	-	(75)	(242)	-	-	-	-	-	-	-	-	-	(1,034)
-	26,525	7,748	-	10,303	72,854	9,312	-	-	-	-	-	-	-	-	126,742
3,016	40,867	5,805	(0)	20,898	209,789	12,954	-	-	-	-	-	-	-	-	304,756
Land: Not Depreciated	15 - 75	3 - 50	5 - 60	10 - 100	10 - 300	10 - 100	10 - 100	N / A	-	-	-	-	-	-	-
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
-	184	1,526	-	521	4,236	3	-	-	-	-	-	-	-	-	6,470
66	1,659	18	-	102	133	-	-	-	-	-	-	-	-	-	3,507
66	1,843	1,544	-	623	4,369	3	-	-	-	-	-	-	-	-	9,977

Additions Comprise:

Renewals

Other Additions

Total Additions



**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**9 Property, Plant and Equipment (continued)**

**(a) Recognition**

Items of plant and equipment with a total value less than \$5,000 and infrastructure and building assets with a total value of less than \$10,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised where their cost exceeds the respective recognition threshold.

**Land Under Roads**

Land under roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by Queensland State Government and not recognised in the Council financial statements

**(b) Measurement**

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

Cost is determined as the fair value of consideration plus costs incidental to the acquisition. Direct labour, materials and an appropriate portion of overheads incurred in the acquisition or construction of assets are also included as capital costs.

Property, plant and equipment received in the form of contributions, for significantly less than fair value or as offsets to infrastructure charges are recognised as assets and revenue at fair value.

**(c) Depreciation**

Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and commissioned ready for use, at which time they are reclassified from work in progress to the appropriate asset class.

Land, work in progress, and road formations are not depreciated. Depreciation, where applicable, is calculated on a straight-line basis such that the cost of the asset less its residual value 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.

**Key Judgements and Estimates**

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain software and IT equipment.

**(d) Impairment**

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

**(e) Valuation**

**Key Judgements and Estimates**

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

**(i) Valuation Processes**

Council considers the carrying amount of its property, plant and equipment on an annual basis compared to fair value and makes adjustment where these are materially different. Every 3 - 5 years Council performs a full comprehensive revaluation by engaging an external professionally qualified valuer. Land, Buildings and Other Structures were subject to a full comprehensive revaluation in 2021/22.

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**9 Property, Plant and Equipment** (continued)

In the intervening years, Council uses internal financial and engineering expertise to review appropriate industry cost indices for the region and undertake an assessment of movements in input costs and assumptions associated with all infrastructure assets, land and buildings. Together these are used to form the basis of determining whether a material movement has occurred for the infrastructure asset classes.

Further details in relation to valuers, the methods of valuation and the key assumptions used in valuing each different asset class are disclosed below.

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

Revaluation decreases are recognised in the asset revaluation surplus, where there is sufficient amount available in the asset revaluation surplus relating to that asset class. Where there isn't sufficient amount available in the surplus, the decrease is recognised in the statement of comprehensive income. Where the class of asset has previously decreased in value and this reduction was recognised as an expense, an increase in the value of the class is recognised in the statement of comprehensive income.

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

Fair values are classified into three levels as follows:

**Level 1:** fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities

**Level 2:** fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability

**Level 3:** fair value based on unobservable inputs for the asset and liability

**(ii) Valuation techniques used to derive fair values**

The fair valuation techniques adopted by Council are as follows:

Asset Class and Fair Value Hierarchy	Valuation Approach	Last Valuation Date	Valuer Engaged	Key Assumptions and Estimates (related data sources)	Interim Index Applied	Other Interim Revaluation Adjustment
Land (Level 2 and 3)	Market Value	30-Jun-22	JLL	The current Balonne Shire Council's Planning Scheme (adopted 19 December 2019) was considered in determining the highest and best use of the land. The valuations were undertaken having regard to available sales evidence in the locality in which the land assets were located. Where local sales were not available evidence was sourced from other localities considered to be of relevance. The type of sales found was determined in consideration with a number of factors such as the zoning of the subject land, neighbouring land uses and physical characteristics.	N/A	Nil
Buildings and Other Structures (Level 2)	Market Value	30-Jun-22	JLL	Where there is a market for Council building assets, fair value has been derived from sales evidence across the relevant local market of comparable properties after adjusting for considerations such as location, development potential, aspect, size, physical characteristics and date of sale.	N/A	Nil

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

Asset Class and Fair Value Hierarchy	Valuation Approach	Last Valuation Date	Valuer Engaged	Key Assumptions and Estimates (related data sources)	Interim Index Applied	Other Interim Revaluation Adjustment
Buildings and Other Structures (Level 3)	Current Replacement Cost	30-Jun-22	JLL	Where Council buildings are of a specialised nature and there is no active market for the assets, fair value has been determined on the basis of replacement with a new asset having similar service potential including allowances for preliminaries and professional fees. The gross current values have been derived from reference to market data for recent Council projects and costing guides such as Rawlinsons and Cordellis which provide indicative unit rates for a variety of building and infrastructure assets as well as material, plant and labour. Allowances for physical depreciation and obsolescence were made based on on-site condition assessments in discussion with appropriate Council's Asset Management and Property Services staff.	N/A	Nil
Transport Infrastructure (Level 3)	Current Replacement Cost	30-Jun-19	AssetVal	Fair Value 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 with the Council's planning horizon. Road infrastructure is categorised into urban and rural roads and then further sub categorised into sealed and unsealed roads. All road segments are componentised into formation, pavement and seal (where applicable). Valuation was calculated by reference to asset linear and other specifications, estimated labour and material inputs, service costs, and overhead allocations. A sample of the roads (approximately 10%) were visually inspected by the Valuer. No testing or measurement of defects or condition was undertaken. An assessment of remaining useful life was made by the Valuer taking into consideration the visual condition, construction date, evidence of recent repairs or capital works and the surrounding environmental factors.	5.36%	Nil
Water Supply Network (Level 3)	Current Replacement Cost	30-Jun-19	AssetVal	Water Supply assets were componentised to a level to ensure a reliable measure of cost and service capacity and deterioration of estimated remaining life. Valuation was calculated by reference to asset linear and other specifications, estimated plant, labour and material inputs and overhead allocations. An assessment of remaining useful life was made by the Valuer taking into consideration the construction date, evidence of recent repairs or capital works and the surrounding environmental factors.	10.28%	Nil
Urban Waste Water Network (Level 3)	Current Replacement Cost	30-Jun-19	AssetVal	Urban Waste Water assets were componentised to a level to ensure a reliable measure of cost and service capacity and deterioration of estimated remaining life. Valuation was calculated by reference to asset linear and other specifications, estimated plant, labour and material inputs and overhead allocations. An assessment of remaining useful life was made by the Valuer taking into consideration the construction date, evidence of recent repairs or capital works and the surrounding environmental factors. For wastewater gravity mains the assumption that the pipes will be relined was adopted.	10.28%	Nil



**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**10 Contract Balances**

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable. When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

	<u>2022</u> <u>\$'000</u>	<u>2021</u> <u>\$'000</u>
<b>(a) Contract Assets</b>		
Contract Assets	6,648	2,331
	<u>6,648</u>	<u>2,331</u>
Contracts with customers	6,415	1,578
Contracts to construct Council's own assets	233	753
	<u>6,648</u>	<u>2,331</u>
<b>(b) Contract Liabilities</b>		
Funds received upfront to construct Council controlled assets.	1,668	1,398
Deposits received in advance of services provided	1,308	4,768
	<u>2,976</u>	<u>6,166</u>
Revenue recognised that was included in the contract liability balance at the beginning of the year.		
Funds to construct Council controlled assets	891	488
Deposits received in advance of services provided	4,768	665
<b>Total revenue included in the contract liability</b>	<u>5,659</u>	<u>1,153</u>

**(c) Significant changes in contract balances**

The significant increase in the contract assets balance in 2022 is due mainly to \$4,244m in QRA funding for the 2020 Flood Event yet to be received. The significant decrease in the contract liabilities balance is a result of the Library Hub and other various projects being completed in 2022 for which funds were received in advance.

**11 Trade and Other Payables**

**Current**

Creditors and Accruals *	3,740	4,440
Security Bonds, Deposits and Retentions	7	3
	<u>3,747</u>	<u>4,443</u>

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

\* Balance as at 30 June 2022 includes unpaid invoice for flood damage works relating to grant funding of \$1.112 million (2021: \$2.413m)

**12 Borrowings**

Borrowings are initially recognised at fair value plus any directly attributable transaction costs. Thereafter, they are measured at amortised cost. Principal and interest repayments are made quarterly/semi annually/annually in arrears.

All borrowings are in Australian dollar denominated amounts and interest is expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Expected final repayment dates vary from 15 June 2023 to 15 March 2041. There have been no defaults or breaches of the loan agreement during the period.

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

**Current**

Loans - Queensland Treasury Corporation	154	141
	<u>154</u>	<u>141</u>

**Non-Current**

Loans - Queensland Treasury Corporation	6,564	6,710
	<u>6,564</u>	<u>6,710</u>

**Balonne Shire Council  
Notes to the Financial Statements  
For the Year Ended 30 June 2022**

	2022 \$'000	2021 \$'000
<b>12 Borrowings (continued)</b>		
<b>Loans - Queensland Treasury Corporation</b>		
Opening Balance at Beginning of Financial Year	6,850	5,572
Loans Raised	56	1,564
Principal Repayments	(169)	(286)
Book Value at End of Financial Year	<u>6,717</u>	<u>6,850</u>

The QTC loan market value at the reporting date was \$5,811,571 of which \$3,866,658 relates to the WDEF Special Rates Loan Scheme. This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

No assets have been pledged as security by Council for any liabilities, however all loans are guaranteed by the Queensland Government. There have been no defaults or breaches of the loan agreement during the 2022 or 2021 financial years.

The following table sets out the Council's liquidity risk of borrowings in a format as it might be provided to management. The amounts disclosed in the maturity analysis represent the contractual undiscounted cash flows at balance date:

Book Value	0 to 1 Year	1 to 5 Years	Over 5 years	Total Contractual Cash Flows	Carrying Amount
	\$	\$	\$	\$	\$
<b>2022</b>					
Loans - QTC	<u>317</u>	<u>1,958</u>	<u>8,001</u>	<u>8,276</u>	<u>6,717</u>
<b>2021</b>					
Loans - QTC	<u>329</u>	<u>1,661</u>	<u>6,615</u>	<u>8,605</u>	<u>6,850</u>

Balonne Shire Council is exposed to interest rate risk through its borrowings from the QTC. Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

**13 Provisions**

**Long Service Leave**

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

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

**Refuse Dump Restoration**

A provision is made for the cost of restoring refuse dumps and quarries where it is probable the Council will have an obligation to rehabilitate 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 of the dump sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for dump sites is reviewed at least annually and updated based on the facts and circumstances available at the time. Management estimates that St George, as the longest lasting of the current landfills, will close in 2071 and that the restoration will occur progressively over the subsequent four years.

As refuse dumps are on State reserves which Council does not control, the provision for restoration is treated as an expense in the year the provision is first recognised. Changes in the provision are treated as an expense or income.

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

	2022 \$'000	2021 \$'000
<b>13 Provisions (continued)</b>		
<b>Current</b>		
Long Service Leave	768	761
Annual Leave	817	804
Other Employee Entitlements	62	3
	<u>1,648</u>	<u>1,568</u>
<b>Non-Current</b>		
Long Service Leave	190	70
Refuse Restoration	3,165	531
	<u>3,355</u>	<u>601</u>
Details of movements in provisions:		
<b>Refuse Restoration</b>		
Balance at Beginning of Financial Year	531	644
Increase / (Decrease) in Provision due to Unwinding of Discount	23	3
Increase / (Decrease) in Provision due to Change in the Discount Rate	(3,421)	(116)
Increase / (Decrease) in Provision due to Change in Inflation	3,504	-
Increase / (Decrease) in Provision due to Change in Timing of Cost	201	-
Increase / (Decrease) in Provision due to Change in the Projected Cost	2,327	-
Balance at End of Financial Year	<u>3,165</u>	<u>531</u>

**Refuse Restoration**

Balonne Shire Council currently operates five (5) active landfill sites.

In 2022 Council engaged Resource Innovations to review the projected costs and timing of landfill restoration future requirements. As part of the review it was identified that based on availability of required materials that the projected costs associated with the St George landfill restoration were previously significantly understated by approximately \$2.5m.

This is the present value of the estimated cost of restoring the refuse disposal sites to a useable state at the end of their useful lives. The projected cost is \$3,164,900 and this cost is expected to be incurred between 2026 and 2087 after closing the sites between 2026 and 2071 and allowing a period for settlement.

**14 Revaluation Surplus**

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

**15 Contractual Commitments**

Contractual commitments at end of financial year but not recognised in the financial statements are as follows:

Waste Collection Contract (per year) - Expires 30/06/2025	394	528
Landfill Maintenance Contract - Expires 01/06/2023	123	258
Swimming Pool Contract - Expires 04/10/2024	311	-
21/22 Plant Purchases	1,627	-
	<u>2,455</u>	<u>784</u>

**16 Contingent Liabilities**

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

**Local Government Mutual**

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

As at 30 June 2021 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

**Local Government Workcare**

Council is a member of the Queensland local government workers' compensation self-insurance scheme, Local Government Workcare. Under this scheme Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there 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 arise. The council's maximum exposure to the bank guarantee is \$131,005.



**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**17 Superannuation**

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

The scheme is 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.

Technically Council can 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 LGA Super trust deed changes to council's obligations will only be made on the advice of an actuary.

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

No changes have been made to prescribed employer contributions which remain at 12% of employee remuneration 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 LGA Super increasing the contribution rate, on the advice of the actuary, are:

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

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

	Note	2022 \$'000	2021 \$'000
Superannuation contributions made to the Regional Defined Benefits Fund		37	44
Other superannuation contributions for employees		719	676
Total superannuation contributions paid by Council	5	756	720
<b>18 Reconciliation of Net Result from Comprehensive Income for the Year to Net Cash Flows from Operating Activities</b>			
Net Result		7,819	(723)
Non-Cash Items:			
Depreciation and Amortisation		7,956	7,673
Investing and Development Activities:			
Loss on Disposal of Assets		4,800	393
Adjustments for Intangibles due to new Accounting Standards		281	-
Work in Progress Transfers to WDEF Receivables		1,076	-
Capital Grants and Contributions		(18,821)	(3,587)
		(12,665)	(3,194)
Changes in Operating Assets and Liabilities:			
(Increase) / Decrease in Receivables		1,715	(4,080)
(Increase) / Decrease in Inventory		(24)	75
(Increase) / Decrease in Contract Assets		(4,836)	(1,408)
(Increase) / Decrease in Other Assets		(155)	(107)
Increase / (Decrease) in Payables		(697)	2,834
Increase / (Decrease) in Contract Liabilities		(3,460)	1,173
Increase / (Decrease) in Employee Leave Entitlements		200	(313)
Increase / (Decrease) in Other Provisions		2,634	(113)
Increase / (Decrease) in Other Liabilities		(117)	145
		(4,740)	(1,794)
Net Cash Inflow / (Outflow) from Operating Activities		(1,623)	1,962

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**19 Reconciliation of Liabilities Arising from Finance Activities**

	Note	As at 30 June 2021	Cash Flows	As at 30 June 2022
Loans	12	6,850	(133)	6,718

	Note	As at 30 June 2020	Cash Flows	As at 30 June 2021
Loans	12	5,572	1,278	6,850

**20 Changes in Accounting Policy**

There were no changes in accounting policy in the 2021/22 financial year.

**21 Events After the Reporting Period**

There are no material adjusting events after the balance date.

**22 Related Parties**

**(a) Transactions with Key Management Personnel (KMP)**

KMP include the Mayor, Councillors, Council's Chief Executive Officer and Directors. The compensation paid to key management personnel for 2021/22 comprises:

Details of Transaction	2022 \$'000	2021 \$'000
Short-Term Employee Benefits	1,295	1,320
Post-Employment Benefits	87	83
Long-Term Benefits	-	-
<b>Total</b>	<b>1,382</b>	<b>1,403</b>

\* Detailed remuneration disclosures are provided in the Annual Report

**(b) Transactions with Other Related Parties**

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

No transactions between Council and other related parties are applicable based on the criteria.

**(c) Loans and Guarantees to / from Related Parties**

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

**(d) 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 Balonne Shire. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Normal use of Council's sport and recreational facilities
- Dog registration
- Normal fees and charges
- Normal creditor and debtor transactions

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.

**Balonne Shire Council**  
**Notes to the Financial Statements**  
**For the Year Ended 30 June 2022**

**23 Financial Instruments and Financial Risk Management**

**(a) Financial Assets and Financial Liabilities**

Council has exposure to three types of risk from financial instruments; interest rate risk, credit risk, and liquidity risk.

**Risk Management Framework**

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies. Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls, and to monitor these risks and adherence against limits. Council aims to manage volatility to minimise potential adverse effects of financial performance.

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

**Credit Risk**

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the council's investments and receivables. Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*. No collateral is held as security relating to the financial assets held by Balonne Shire Council.

The carrying amount of financial assets at the end of the reporting period represent the maximum exposure to credit risk.

**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. 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 Council's reputation.

*Exposure to liquidity risk*

Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC and other financial institutions. Council manages its exposure to liquidity risk by maintaining sufficient cash deposits and undrawn facilities, both short and long term, to cater for unexpected volatility in cash flows.

**Market Risk**

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

*Interest rate risk*

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

*Sensitivity*

Sensitivity to interest rate movements is calculated for variable financial assets and liabilities based on the carrying amount at reporting date. Movements in interest rates are unlikely to have a significant effect on Council's equity or net result as they only impact interest on investments.

**Measurement of Fair Value**

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



**Balonne Shire Council  
Financial Statements  
For the Year Ended 30 June 2022**

**Management Certificate  
For the Year Ended 30 June 2022**

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

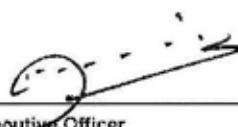
In accordance with section 212(5) of the Regulation we certify that:

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements, as set out on pages 2 to 24, present a true and fair view, in accordance with all relevant Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.



\_\_\_\_\_  
Mayor  
Cr S C O'Toole

Date: 24/10/22



\_\_\_\_\_  
Chief Executive Officer  
Mr J M Magin

Date: 24/10/2022

## INDEPENDENT AUDITOR'S REPORT

To the councillors of Balonne Shire Council

### Report on the audit of the financial report

#### Opinion

I have audited the financial report of Balonne 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 2022, 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 2022, 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 significant accounting policies and other explanatory information, and the certificate given by the Mayor and Chief Executive Officer.

#### Basis for opinion

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

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

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

#### Other information

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

At the date of this auditor's report, the available other information in Balonne Shire Council's annual report for the year ended 30 June 2022 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 expressed 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 the Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

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

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

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies 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 2022:

- 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*, any other Act 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.



Michael Claydon  
as delegate of the Auditor-General

28 October 2022

Queensland Audit Office  
Brisbane

**Balonne Shire Council  
Current-Year Financial Sustainability Statement  
For the Year Ended 30 June 2022**

**Measures of Financial Sustainability**

Council's performance at 30 June 2022 against key financial ratios and targets:

	How the measure is calculated	Actual	Target
Operating Surplus Ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items)	-5.3%	Between 0% and 10%
Asset Sustainability Ratio	Capital expenditure on replacement of assets (renewals) divided by depreciation expense.	53.8%	greater than 90%
Net Financial Liabilities Ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items)	-32.3%	not greater than 60%

**Note 1 - Basis of Preparation**

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the *Financial Management (Sustainability) Guideline 2013*. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from Council's audited general purpose financial statements for the year ended 30 June 2022.

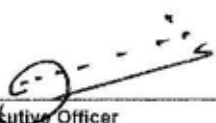
**Balonne Shire Council  
Financial Statements  
For the Year Ended 30 June 2022**

**Certificate of Accuracy  
For the Year Ended 30 June 2022**

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

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

  
\_\_\_\_\_  
Mayor  
Cr S C O'Toole  
Date: 24/10/22

  
\_\_\_\_\_  
Chief Executive Officer  
Mr J M Magin  
Date: 24/10/2022



## INDEPENDENT AUDITOR'S REPORT

To the councillors of Balonne Shire Council

### Report on the current-year financial sustainability statement

#### Opinion

I have audited the accompanying current-year financial sustainability statement of Balonne Shire Council for the year ended 30 June 2022, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s. 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current-year financial sustainability statement of Balonne Shire Council for the year ended 30 June 2022 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 Balonne Shire Council's annual report for the year ended 30 June 2022 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 expressed a separate opinion on the general purpose financial report.

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

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

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

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

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

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

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

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

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

*M. Claydon*

Michael Claydon  
as delegate of the Auditor-General

28 October 2022

Queensland Audit Office  
Brisbane



**Balonne Shire Council**  
**Unaudited Long-Term Financial Sustainability Statement**  
**Prepared as at 30 June 2022**

Measures of Financial Sustainability	Measure	Target	Projected for the years ended									
			Actuals at 30 June 2022	30 June 23	30 June 24	30 June 25	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31
Operating Surplus Ratio	Net result divided by total operating revenue	Between 0% and 10%	-5.3%	-15.52%	-4.06%	1.32%	1.71%	1.64%	1.68%	1.65%	1.60%	1.72%
Asset Sustainability Ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	greater than 90%	53.8%	229.90%	94.05%	92.12%	89.91%	85.56%	86.48%	84.17%	83.63%	82.45%
Net Financial Liabilities Ratio	Total liabilities less current assets divided by total operating revenue	not greater than 60%	-32.3%	-36.81%	-42.50%	-49.84%	-60.46%	-72.22%	-83.19%	-94.57%	-105.70%	-117.00%


**Balonne Shire Council's Financial Management Strategy**

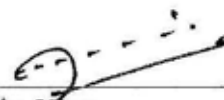
Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial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

**Certificate of Accuracy**  
**For the Long-Term Financial Sustainability Statement Prepared as at 30 June 2022**

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

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

  
\_\_\_\_\_  
Mayor  
Cr S C O'Toole  
Date: 24/10/22

  
\_\_\_\_\_  
Chief Executive Officer  
Mr J M Magin  
Date: 24/10/2022





# ANNUAL REPORT

2021/22



A YEAR OF CELEBRATION & CHALLENGE