

BURDEKIN SHIRE COUNCIL  
**BUDGET**  
2023/24

*building on a strong foundation*



# Special Council Meeting

## Burdekin Shire Council 2023/24 Budget Meeting

Date and time: Tuesday 27 June, 2023 at 9:00am.  
Location: John Drysdale Chamber, Burdekin Shire Council.  
145 Young Street, Ayr.

### Purpose of Meeting

In accordance with the provisions of the *Local Government Act 2009* (Qld) and the *Local Government Regulation 2012* (Qld), the Council will adopt its Budget for the 2023/24 financial year.

Council will consider at the Budget Meeting documents providing details of the Council's financial operations and financial position for the previous financial year, the 2023/24 financial year and for the two forecast years for 2024/25 and 2025/26; relevant measures of financial sustainability for the financial years 2023/24 to 2032/33 and the long-term financial forecast covering the period 2023/24 to 2032/33.



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# Items of Business and Recommendations

1. *Mayor's 2023/24 Budget Address*

**Recommendation** – that the Mayor's 2023/24 Budget Address be received.

2. *Adoption of the Estimated Financial Position*

**Recommendation** – that pursuant to section 205 of the *Local Government Regulation 2012*, the statement of the financial operations and financial position of the Council in respect of the financial period from 1 July 2022 to 30 June 2023 ("the Statement of Estimated Financial Position") be received and the contents noted.

3. *Adoption of Operational Plan for the 2023/24 Financial Year*

**Recommendation** – that pursuant to section 174(1) of the *Local Government Regulation 2012*, Council adopt the Operational Plan for the 2023/24 financial year.

4. *Adoption of Differential General Rates for the 2023/24 Financial Year*

**Recommendation** – that:

(a) Pursuant to section 81 of the *Local Government Regulation 2012*, the categories into which rateable land is categorised, the description of those categories and, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, the method by which land is to be identified and included in its appropriate category is as follows:

Category	Description	Identification
A – Residential	Land which is used or intended to be used for residential purposes.	Land with land use codes 01, 02, 04-06, 08, 09 and 72 and/or a property type of Urban Residential or Urban Vacant and as identified by the CEO, but excluding the following properties with assessment numbers:  1872, 3085, 3094, 3097, 3100, 3112, 6214, 6215, 6220, 6221, 6781, 6782, 11093 to 11096, 12390, 12391, 12463 to 12465, 12580 to 12594, 15251, 15252, 15767 and 15768.
A1 – Rural Residential	Land which is used or intended to be used for rural residential purposes.	Land with land use codes 01, 02, 04-06, 09 and 72 and/or a property type of Rural Residential or Rural Vacant and as identified by the CEO.
A2 – Multi Unit Dwellings <2 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings <2 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.
A3 – Multi Unit Dwellings 3-4 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings 3-4 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.
A4 – Multi Unit Dwellings 5-7 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings 5-7 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.

<b>Category</b>	<b>Description</b>	<b>Identification</b>
A5 – Multi Unit Dwellings >7 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings >7 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.
B – Commercial and Industrial	Land used, or intended to be used, for commercial and/or industrial purposes other than land included within category B1 or B2.	Land with land use codes 07, 10-59, 90, 92, 96-97 and 99 and as identified by the CEO, and including the following properties with assessment numbers:  1872, 3085, 3094, 3097, 3100, 3112, 6214, 6215, 6220, 6221, 6781, 6782, 11093 to 11096, 12390, 12391, 12463 to 12465, 12580 to 12594, 15251, 15252, 15767 and 15768.
B1 – Shopping Centre	Land used, or intended to be used, for the purposes of a shopping centre, or as a part of a shopping centre, having a gross floor area greater than 4,000 square metres, and on-site car parking for more than 80 vehicles.	Land with land use code 16 and as identified by the CEO.
B2 – Shopping Complex	Land used, or intended to be used, for the purposes of a shopping centre, or as a part of a shopping centre, having a gross floor area greater than 2,000 square metres, and on-site car parking for more than 24 vehicles but less than 81 vehicles.	Land with land use codes 14 or 16 and as identified by the CEO.
C – Grazing and Livestock	Land used for the purposes of grazing or livestock.	Land with land use codes 60-69, 85-87 and 89 and as identified by the CEO.
D – Sugar Cane	Land used for the purposes of growing sugar cane.	Land with land use code 75 and as identified by the CEO.
E – Rural (Other) - less than 20 hectares	Land used for rural purposes, other than land included in category C or D, with an area of less than 20 hectares.	Land with land use codes 70-71, 73-74, 76-84, 88, 93-94 and as identified by the CEO.
E1 – Rural (Other) - 20 hectares or more	Land used for rural purposes, other than land included in category C or D, with an area of 20 hectares or greater.	Land with land use codes 70-71, 73-74, 76-84, 88, 93-94 and as identified by the CEO.
F – Sugar Milling	Land used, or intended to be used, for the purposes of sugar milling, including land used in connection or in association with sugar milling.	Land identified by the CEO.
G1 – Water (Less than 10 hectares)	Land used, or intended to be used, for the extraction, storage, delivery, transport or drainage of water, with an area of less than 10 hectares.	Land with land use code 95 and as identified by the CEO.

Category	Description	Identification
G2 – Water (10 hectares or more)	Land used, or intended to be used, for the extraction, storage, delivery, transport or drainage of water, with an area of 10 hectares or greater.	Land with land use code 95 and as identified by the CEO.
H1 – Solar Farms – 40MW – 90MW	Land used, or intended to be used, in whole or in part, for the purposes of a solar farm, with an approved output capacity not lower than 40MW but equal to or less than 90MW.	Land with land use code 91 and as identified by the CEO.
H2 – Solar Farms – 91MW – 250MW	Land used, or intended to be used, in whole or in part, for the purposes of a solar farm, with an approved output capacity not lower than 91MW but equal to or less than 250MW.	Land with land use code 91 and as identified by the CEO.
H3 – Solar Farms – >250MW	Land used, or intended to be used, in whole or in part, for the purposes of a solar farm, with an approved output capacity greater than 250MW.	Land with land use code 91 and as identified by the CEO.
H4 – Electricity and Telecommunications Infrastructure	Land used, or intended to be used, in whole or in part, for the purposes of transformers, electricity substations, communication facilities and telephone exchanges.	Land with land use code 91 and as identified by the CEO.
I – Other	Land not otherwise categorised.	Land identified by the CEO.

(b) Council delegates to the Chief Executive Officer the power, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land belongs.

(c) Pursuant to section 94 of the *Local Government Act 2009* and section 80 of the *Local Government Regulation 2012*, the differential general rate to be made and levied for each differential general rate category and, pursuant to section 77 of the *Local Government Regulation 2012*, the minimum general rate to be made and levied for each differential general rate category, is as follows:

Category	Rate (Cents in the Dollar)	Minimum Differential General Rate
Category A - Residential	1.902	\$1,179
Category A1 - Rural Residential	1.649	\$1,179
Category A2 - Multi Unit Dwellings <2 Flats	1.854	\$1,533
Category A3 - Multi Unit Dwellings 3-4 Flats	1.973	\$2,300
Category A4 - Multi Unit Dwellings 5-7 Flats	1.867	\$3,833
Category A5 - Multi Unit Dwellings >7 Flats	2.027	\$6,132
Category B - Commercial & Industrial	2.053	\$1,415
Category B1 - Shopping Centre	3.110	\$37,404
Category B2 - Shopping Complex	2.611	\$10,400
Category C - Grazing & Livestock	1.449	\$1,415
Category D - Sugar Cane	3.423	\$1,415
Category E - Rural (Other) - less than 20 hectares	2.098	\$1,415
Category E1 - Rural (Other) - 20 hectares or more	3.423	\$1,415
Category F - Sugar Milling	31.181	\$187,018
Category G1 - Water (less than 10 hectares)	20.538	\$1,415
Category G2 - Water (10 hectares or more)	21.602	\$10,899

Category	Rate (Cents) in the Dollar	Minimum Differential General Rate
Category H1 - Solar Farms - 40MW - 90MW	3.363	\$44,580
Category H2 - Solar Farms - 91MW - 250MW	3.363	\$78,015
Category H3 - Solar Farms > 250MW	3.363	\$111,232
Category H4 - Electricity and Telecommunications Infrastructure	3.561	\$1,769
Category I - Other	1.902	\$1,179

5. *Making and Levying Waste Management Utility Charges for the 2023/24 Financial Year*

**Recommendation** – that pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy waste management utility charges, for the supply of waste management services by the Council, as follows:

<b>Waste Service Charges</b>	
140L 2 Bin Domestic Service	\$445
240L 2 Bin Domestic Service	\$560
140L 3 Bin Domestic Service	\$507
240L 3 Bin Domestic Service	\$622
240L 2 Bin Commercial Service	\$537
240L 3 Bin Commercial Service	\$599
Additional 140L Domestic Waste Bin	\$363
Additional 240L Domestic Waste Bin	\$478
Additional 240L Commercial Waste Bin	\$431
Additional Domestic Recycle Waste Bin	\$82
Additional Commercial Recycle Waste Bin	\$106
Additional Green Waste Bin	\$62
<b>Waste Access Charge</b>	\$25
<b>Waste Legacy Landfill Charge</b>	\$20

6. *Making and Levying Sewerage Utility Charges for the 2023/24 Financial Year*

**Recommendation** – that pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy sewerage utility charges, for the supply of sewerage services by the Council, as follows:

<b>Sewerage Charge</b>	\$600
<b>Subsequent Water Closet Charges (Where Applicable)</b>	\$360
<b>Pump Septic Tank Effluent to Sewer System</b>	\$480

The charges will be levied in accordance with the details contained in the adopted Revenue Statement for the 2023/24 financial year.

7. *Making and Levying Water Utility Charges for the 2023/24 Financial Year*

**Recommendation** – that:

- (a) Pursuant to section 94 of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council make and levy water utility charges, for the supply of water services by the Council, as follows:

<b>Water Access Charge</b>	\$510
<b>Water Consumption Charge (per 1,000L)</b>	
For water supplied by Council's Giru Water Supply Scheme to properties included in rating category F – Sugar Milling	\$2.90
For water supplied to all other properties from any of Council's water supply schemes	
For usage up to 1,000,000 litres	\$0.45
For usage above 1,000,000 litres	\$1.80

(b) Pursuant to section 102(2) of the *Local Government Regulation 2012*, a water meter is taken to have been read during the period that starts 2 weeks before, and ends 2 weeks after, the day on which the meter is actually read.

8. *Making and Levying Environmental Separate Charge for the 2023/24 Financial Year*

**Recommendation** – that pursuant to section 94 of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, Council make and levy a separate charge (to be known as the “Environmental Separate Charge”) in the sum of \$10.00 per rateable assessment, to be levied equally on all rateable land in the region, for the Shire to fund projects that have an environmental benefit to the Burdekin community, including but not limited to the following environmental improvement and natural resource conservation, preservation or enhancement initiatives:

- (a) Rehabilitation, care or maintenance of the natural environment in areas including aquatic weed management; wetland management; herbicide subsidy; and management of local biosecurity matters such as declared pest animals and weeds.
- (b) Preservation or remediation of environmentally important areas.
- (c) Acquisition of land that has particular environmental value.
- (d) Promotion and encouragement of sustainable practices such as energy efficiency and waste minimisation.

9. *Making and Levying Mount Kelly Rural Fire Brigade Special Charge for the 2023/24 Financial Year*

**Recommendation** – that:

- (a) Pursuant to section 94 of the *Local Government Act 2009*, section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, Council make and levy a special charge (to be known as the “Mount Kelly Rural Fire Brigade Special Charge”) of \$15.00, on all rateable properties to which the overall plan applies, to fund the cost of providing rural fire fighting services to properties in the Mount Kelly area.
- (b) The overall plan for the Mount Kelly Rural Fire Brigade Special Charge is as follows:
  - i. The service, facility or activity for which the plan is made is the ongoing provision and maintenance of rural fire fighting equipment for the rural fire brigades that operate in the Mount Kelly area.
  - ii. The rateable land to which the plan applies is every parcel of rateable land shown on plan number RF2009 (as annexed hereto).
  - iii. The estimated cost of carrying out the overall plan is \$2,280.
  - iv. The estimated time for carrying out the overall plan is 1 year.
- (c) The rateable land or its occupier specially benefits from the service, facility or activity funded by the special charge because the properties are located within the area serviced by the rural fire fighting service in the Mount Kelly area.



10. *Making and Levying Scott Rural Fire Brigade Special Charge for the 2023/24 Financial Year*

**Recommendation** – that:

- (a) Pursuant to section 94 of the *Local Government Act 2009*, section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, Council make and levy a special charge (to be known as the “Scott Rural Fire Brigade Special Charge”) of \$50.00, on all rateable properties to which the overall plan applies, to fund the cost of providing rural fire fighting services to properties in the Scott area.
- (b) The overall plan for the Scott Rural Fire Brigade Special Charge is as follows:
  - i. The service, facility or activity for which the plan is made is the ongoing provision and maintenance of rural fire fighting equipment for the rural fire brigades that operate in the Scott area.
  - ii. The rateable land to which the plan applies is every parcel of rateable land shown on plan number RF0425 (as annexed hereto).
  - iii. The estimated cost of carrying out the overall plan is \$4,400.
  - iv. The estimated time for carrying out the overall plan is 1 year.
- (c) The rateable land or its occupier specially benefits from the service, facility or activity funded by the special charge because the properties are located within the area serviced by the rural fire fighting service in the Scott area.

11. *Adoption of Interest on overdue Rates or Charges*

**Recommendation** – that pursuant to section 133 of the *Local Government Regulation 2012*, compound interest on daily rests at the rate of eleven percent (11%) per annum is to be charged on all overdue rates and charges.

12. *Adoption of Levy and Payment*

**Recommendation** – that:

- (a) Pursuant to sections 104 and 107 of the *Local Government Regulation 2012* and section 114 of the *Fire and Emergency Services Act 1990*, Council’s rates and charges (excluding utility charges for water) and the State Government’s Emergency Management, Fire and Rescue Levy be levied for the year 1 July 2023 to 30 June 2024 in August 2023.
- (b) Pursuant to section 107 of the *Local Government Regulation 2012*, Council’s utility charges for water be levied bi-annually in the months of August and January.
- (c) Pursuant to section 118 of the *Local Government Regulations 2012*, that Council’s rates and charges, and the State Government’s Emergency Management, Fire and Rescue Levy, be paid within thirty-one (31) days of the date of the issue of the rate notice.

13. *Adoption of Pensioner Concessions*

**Recommendation** – that pursuant to sections 120, 121 and 122 of the *Local Government Regulation 2012*, Council shall grant rating concessions for eligible pensioners with respect to a property which is the principal place of residence of the eligible pensioner.

*Eligibility*

The concession shall only be granted with respect to a property which is owned solely by eligible pensioner/s and where the property is the principal place of residence of the eligible pensioner/s.

An eligible pensioner is one who is in receipt of a full pension/allowance, who produces a Queensland Pensioner Concession Card issued by Centrelink or Department of Veterans’ Affairs or a Veteran Gold Card – Repatriation Health Card For All Conditions issued by Department of Veterans’ Affairs.

This rebate shall also extend to:

- War Widows who are the holders of a Veteran Gold Card;
- Eligible pensioners who occupy a dwelling in respect to which a life tenancy has been granted by way of Will and providing there is no provision in the Will which relieves the life tenant of the obligation to pay the rates and charges; and
- Eligible pensioners who reside in an institution caring for the aged, including hospitals, or are in family care providing the property is not occupied on a paid tenancy basis.

The pensioner rebate is to be calculated as half the sum of the relevant General Rates, up to the maximum rebate set at **\$380**.

Council may, in its discretion, consider any case on its merits where special circumstances apply; and allow such rebate as it sees fit up to the maximum remission.

Applications for rate concessions by qualifying applicants who own relevant properties on 1 July 2023 are to be dealt with in the following manner:

1. For existing eligible pensioners, the details currently held continue to be used for annual verification with Centrelink/Department of Veterans' Affairs;
2. For new eligible Pensioners, an initial application is required to be made; and
3. For pensioners requesting a rebate due to special circumstances, an annual application is required to be made.

The amount of pension payable at time of the verification from Centrelink/Department of Veterans' Affairs will determine the eligibility for the Council rebate.

Any rebate granted pursuant to this section is only applicable for the period of time that the eligible pensioner is the owner of the property and all requirements set out above remain fulfilled. If the principal place of residence is disposed of during the financial year, a supplementary rate notice will be issued to the new owner of the property representing the proportionate share of the remission from date of sale to 30 June next.

#### 14. *Adoption of Concessions for Not for Profit Community Organisations*

**Recommendation** – that in accordance with Chapter 4, Part 10 of the *Local Government Regulation 2012*, rebates (i.e. donations) equivalent to 45% of the sum of the relevant sewerage charges in respect of second and subsequent pedestals and/or urinals at premises or land used for private schools, churches, welfare and youth organisations, sporting purposes and public halls, excluding premises licensed under the *Liquor Act 1992* will be made to the relevant community organisations, on the basis that they are entities whose objects do not include making a profit, for each financial year immediately upon payment in full of all levied rates and charges, together with any overdue rates and charges, if any. Council may, at its discretion, consider any case on its merits where special circumstances apply and make such rebates (i.e. donations) as Council considers appropriate.

#### 15. *Adoption of the Debt Policy for 2023/24 Financial Year*

**Recommendation** – that pursuant to section 192 of the *Local Government Regulation 2012* Council adopt the Debt Policy which states the new borrowings planned for the 2023/24 financial year and the next nine (9) financial years; and the time over which the local government plan to repay existing and new borrowings.

#### 16. *Adoption of the Investment Policy for 2023/24 Financial Year*

**Recommendation** – that pursuant to section 191 of the *Local Government Regulation 2012* Council adopt the Investment Policy for the 2023/24 financial year.

#### 17. *Adoption of the Procurement Policy for 2023/24 Financial Year*

**Recommendation** – that pursuant to section 198 of the *Local Government Regulation 2012* Council adopt the Procurement Policy for the 2023/24 financial year.

18. *Adoption of Rates and Charges Recovery Policy for 2023/24 Financial Year*

**Recommendation** – that Council in accordance with sections 132 to 135 and 138 to 152 of the *Local Government Regulation 2012* adopt the Rates and Charges Recovery Policy for the 2023/24 financial year.

19. *Adoption of Rates and Charges Hardship Policy for 2023/24 Financial Year*

**Recommendation** – that Council in accordance with section 120 of the *Local Government Regulation 2012* adopt the Rates and Charges Hardship Policy for the 2023/24 financial year.

20. *Adoption of the Revenue Statement for the 2023/24 Financial Year*

**Recommendation** – that Council in accordance with section 169 of the *Local Government Regulation 2012* adopt the Revenue Statement for the 2023/24 financial year.

21. *Adoption of Budget for the 2023/24 Financial Year*

**Recommendation** – that pursuant to section 169 and 170 of the *Local Government Regulation 2012*, Council's budget for the 2023/24 financial year, incorporating:

- i. Statement of Comprehensive Income and Expenditure;
- ii. Statement of Financial Position;
- iii. Statement of Cash Flows;
- iv. Statement of Changes in Equity;
- v. The relevant measures of financial sustainability;
- vi. The total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget;
- vii. The long-term financial forecast which includes the Statement of Comprehensive Income, Statement of Financial Position, Statement of Cash Flows and Statement of Changes in Equity;
- viii. Revenue Statement (as just adopted); and
- ix. Revenue Policy (adopted by Council resolution on 11 April 2023),

as tabled, be adopted.

2023/24

# BUDGET HIGHLIGHTS

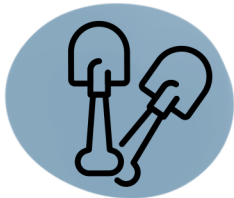
*building on a strong foundation*



**\$6,563,000**

For the Ayr/Brandon Wastewater Treatment Plant Macro Algal Earthworks and Facility Construction

**\$3.5 million** - Local Government Grants and Subsidies Program  
**\$162,376** - Building our Region Grant



**\$3,190,000**

For the Ayr Industrial Estate Development



**\$350,000**

For the Ayr Showgrounds Main Hall Refurbishment

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**\$12.6 Million** For Roads, Footpaths and Drainage



**\$680,000** For Waste and Environmental Projects



**\$590,000** For ongoing enhancements of Community Parks



**\$519,900** For Ayr and Home Hill Pools and Caravan Parks



**\$329,500** To enhance Community Cultural Venues

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# Burdekin Shire Council 2023/24 Budget

## Mayor's Address



Fellow Councillors, Chief Executive Officer, Directors, Council staff, and members of the public – thank you for joining me this morning for Burdekin Shire Council's 2023/24 Budget Meeting.

I begin by respectfully acknowledging the traditional owners of the Birri Gubba Nation and pay my respect to Elders past and present.

In June 2022, Council delivered a budget that aimed to empower and enhance our region.

The 2023/24 Budget and Operational Plan builds on the strong foundations which demonstrates Council's commitment to enhancing the region.

Council acknowledges inflation has impacted residents and local businesses. It is important to note that Council is also exposed to cost increases to deliver its services to the community. I am pleased to share that the rate rise has been kept at a modest 4% increase, well below the inflation rate and the LGAQ Council Cost Index of 6.9%.

This year, the Department of Resources conducted a comprehensive land revaluation of properties throughout the Shire and these valuations have informed council's rating strategy.

This year charges in sewerage and waste increased by 4%, while the water access charge has increased by 3.7%.

I am delighted to announce the removal of the \$30 per property Aquatic Facility Charge which was adopted for the 2022/23 Budget.

Council recognises the importance of external funding sources and will continue working with State and Federal governments to secure grants which help fund vital community infrastructure.

The range of services delivered by Council are diverse and the 2023/24 Budget funds infrastructure development, technological advancements, economic growth and community initiatives.

Subject to State Government funding, a key initiative includes the commencement of the South Ayr Water Filtration Plant, with \$14.4 million budgeted in the 2023/24 financial year.

The allocation of \$12 million towards road and drainage networks represents a substantial investment to the region's infrastructure. Notable projects include:

- \$2 million dedicated to resealing efforts
- \$950,000 for the Jerona Causeway project (NDRA funded)
- \$880,000 allocated for improvements on Barratta Road
- \$550,000 for the construction of the Soper and Graham Street Roundabout
- \$200,000 for the reconstruction of sections of damaged kerb and road surface at the existing Ayr Industrial Estate
- \$385,000 earmarked for the design of future road projects.

Council is excited to see the Ayr/Brandon Wastewater Treatment Plant Macro Algal Facility has commenced. A significant investment of \$6.5 million has been allocated which includes combined State Government grants of \$3.6 million from the Building our Region Program and the Local Government Grants and Subsidies Program. Council thanks the State Government for its ongoing support in this world first innovative project.

Another exciting announcement in the 2023/24 Budget is Council's commitment to deliver Stage 2 of the Ayr Industrial Estate. This important project will drive economic development and employment

growth within the region. Council believe that this important project should have been supported by State and Federal Governments. Despite submitting several applications for external funding Council will draw upon its reserves for \$3.19 million to commence the project.

Recognising the importance of environmental responsibilities and Council's environmental obligations, landfill and transfer station upgrades have been prioritised with \$680,000 allocated across the following projects:

- \$250,000 has been designated for the creation and implementation of drainage infrastructure to mitigate stormwater effects on the Kirknie Landfill sites
- \$200,000 allocated to carry out remediation projects aimed at addressing potential environmental and human health hazards associated with legacy landfill sites; sites that were historically used and are now closed.

Council will continue with the program to upgrade parks and recreational facilities throughout the Shire including:

- \$295,000 to refurbish the toilets and change rooms and replace shade sails and fencing at the Home Hill Pool
- \$80,000 for new all abilities play equipment at Ayr Anzac Park
- \$75,000 for the replacement of the BBQ Shelter at Brolga Park, Giru
- \$74,900 to improve the treatment and screening of the current filtration system at the Ayr Pool
- \$60,000 for the Home Hill Memorial Park footpath lighting
- \$50,000 for Shade Sail Replacements.

I am pleased to announce Council has increased the cash component of the Community Grants Program from \$38,000 to \$50,000 in addition to \$33,000 of in kind support in response to community feedback.

A total of \$488,500 has been allocated for upgrading and improving cultural venues, including:

- \$350,000 to refurbish Ayr Showgrounds Hall
- \$100,000 for the Burdekin Theatre Upgrade Stage 2 design work

- \$38,500 to replace chairs, tables and other works at Burdekin Memorial Hall.

The Council-owned Burdekin Cascades Caravan Park will see \$150,000 spent on upgrading accommodation and infrastructure.

Today also sees the 2023/24 Operational Plan adopted, developed in alignment with the Budget. The plan supports Council's strategic priorities; infrastructure, community, economy, environment, and high performing organisation. A total of 174 activities are detailed in the plan including several new initiatives and projects. The Operational Plan serves as a roadmap, demonstrating Council's dedication to delivering on its strategic goals and ensuring continued progress and success across all facets of the community.

In response to public feedback, during its 2023/24 Budget deliberations Council considered changing the rate levy to a six-monthly basis. This decision will be implemented in the 2024/25 financial year and aligns with practices of the majority of Queensland Councils.

Building on a strong foundation, the Budget reflects Council's commitment to residents and its dedication to developing the Burdekin as a place to live, work, play, visit and invest.

Thank you to Councillors, Council's Senior Leadership Group as well as all staff involved in the development of the 2023/24 Budget and associated documents. Councillors, I am proud to now present the 2023/24 Burdekin Shire Council Budget and Operational Plan for your adoption.

*Lyn McLaughlin*

Mayor - Burdekin Shire Council

**BURDEKIN SHIRE COUNCIL**  
**Statement of Estimated Financial Position**  
For the period to 30 June 2023

	Original Budget 2022/23	Revised Budget 2022/23	Estimated Result 2022/23	Variance to Revised Budget	Variance to Revised Budget
	\$	\$	\$	\$	%
<b>Revenue</b>					
Rates and utility charges	43,055,490	42,884,054	42,954,054	70,000	
Less Pensioner remissions	(350,000)	(350,000)	(350,000)	-	
Net rates and utility charges	42,705,490	42,534,054	42,604,054	70,000	0.71%
User fees and charges	2,618,925	2,896,538	2,917,138	20,600	-2.54%
Contributions	237,661	244,219	238,019	(6,200)	-3.79%
Operating grants and subsidies	5,255,425	3,961,145	3,811,145	(150,000)	
Interest revenue	1,058,700	2,715,055	2,715,055	-	
Sales of contract and recoverable works	1,872,000	2,152,000	2,120,000	(32,000)	-1.49%
Other income	388,650	419,529	418,663	(866)	-0.21%
<b>TOTAL OPERATING REVENUES</b>	<b>54,136,851</b>	<b>54,922,540</b>	<b>54,824,074</b>	<b>(98,466)</b>	<b>-0.18%</b>
<b>Expenses</b>					
Employee benefits	(22,793,295)	(22,935,179)	(22,141,179)	794,000	-3.46%
Materials and services	(17,027,729)	(19,313,594)	(19,238,094)	75,500	-0.39%
Depreciation and amortisation	(14,201,800)	(14,553,700)	(14,553,700)	-	
Finance costs	(80,000)	(80,000)	(696,217)	(616,217)	770.27%
<b>TOTAL OPERATING EXPENSES</b>	<b>(54,102,824)</b>	<b>(56,882,473)</b>	<b>(56,629,190)</b>	<b>253,283</b>	<b>-0.45%</b>
<b>Operating surplus (deficit)</b>	<b>34,027</b>	<b>(1,959,933)</b>	<b>(1,805,116)</b>	<b>154,817</b>	<b>-7.90%</b>
Capital income and expenditure:					
Capital grants and subsidies	14,411,641	12,606,947	11,481,947	(1,125,000)	-8.92%
Other capital expenses	14,445,668	(373,221)	(2,721,623)	(2,348,402)	629.23%
<b>Net result for the period</b>		<b>10,273,793</b>	<b>6,955,208</b>	<b>(3,318,585)</b>	<b>-32.30%</b>



**BURDEKIN SHIRE COUNCIL**  
**Statement of Estimated Financial Position**  
For the period to 30 June 2023

In accordance with section 205 of the *Local Government Regulation 2012*, the following statement is provided as part of the annual budget process.

The estimated actuals are mostly a reflection of the second budget revision which was undertaken at the end of the third quarter. These estimates may differ from the final 2022/23 Financial Statements due to variances in estimates and end of financial year adjustments.

Explanations have been provided below where there is a significant variance between the Estimated Result and the Revised Budget.

Key Observations

**Employee benefits:**

Reduction in employee benefits is due to ongoing staff vacancies and increased focus on delivery of capital works program due to wet weather delays earlier in the year.

**Finance costs:**

Transactions for the borrowing cost movements in the restoration provision for landfill are included in the estimated financial position.

**Capital grants and subsidies:**

Capital grant funding included in budget estimates was not approved for the Ayr Industrial Estate projects. The Ayr Water Supply Upgrade Stage 2 was completed under budget, therefore no longer entitled to full grant payment.

**Other capital expenses:**

Other capital expenses includes assets disposed and decommissioned during the year, sale of plant and equipment and restoration provision movements for landfill. The restoration provision movements are not included in the second revised budget.

**BURDEKIN SHIRE COUNCIL**  
**Budgeted Statement of Comprehensive Income**  
For the periods ending 30 June

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26
	\$	\$	\$	\$
<b>Revenue</b>				
Rates and utility charges	42,884,054	44,658,063	46,245,400	47,681,628
Less Pensioner remissions	(350,000)	(350,000)	(350,000)	(350,000)
Net rates and utility charges	42,534,054	44,308,063	45,895,400	47,331,628
User fees and charges	2,896,538	2,894,203	2,995,497	3,085,357
Contributions	244,219	250,914	259,695	267,484
Operating grants and subsidies	3,961,145	7,370,667	7,439,413	7,592,265
Interest revenue	2,715,055	2,545,600	2,076,594	1,959,870
Sales of contract and recoverable works	2,152,000	2,163,400	2,239,119	2,306,292
Other income	419,529	369,400	382,328	393,796
<b>TOTAL OPERATING REVENUES</b>	<b>54,922,540</b>	<b>59,902,247</b>	<b>61,288,046</b>	<b>62,936,692</b>
<b>Expenses</b>				
Employee benefits	(22,935,179)	(24,532,297)	(25,455,439)	(26,155,862)
Materials and services	(19,313,594)	(19,349,439)	(18,559,097)	(19,012,866)
Depreciation and amortisation	(14,553,700)	(15,847,816)	(16,482,203)	(17,022,273)
Finance costs	(80,000)	(80,000)	(81,600)	(83,232)
<b>TOTAL OPERATING EXPENSES</b>	<b>(56,882,473)</b>	<b>(59,809,552)</b>	<b>(60,578,339)</b>	<b>(62,274,233)</b>
<b>Operating surplus (deficit)</b>	<b>(1,959,933)</b>	<b>92,695</b>	<b>709,707</b>	<b>662,459</b>
Capital income and expenditure:				
Capital grants, subsidies and contributions	12,606,947	21,151,367	27,170,691	2,854,753
Other capital expenses	(373,221)			
<b>Net result for the period</b>	<b>10,273,793</b>	<b>21,244,062</b>	<b>27,880,398</b>	<b>3,517,212</b>

**BURDEKIN SHIRE COUNCIL**  
**Budgeted Statement of Financial Position**  
 As at the periods ending 30 June

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26
	\$	\$	\$	\$
<b>Current Assets</b>				
Cash and deposits	64,795,085	61,518,817	56,666,390	56,636,757
Receivables	1,247,512	1,247,512	1,247,512	1,247,512
Inventories	603,236	603,236	603,236	603,236
Other assets	1,911,475	1,911,475	1,911,475	1,911,475
	<u>68,557,308</u>	<u>65,281,040</u>	<u>60,428,613</u>	<u>60,398,980</u>
<b>Non-Current Assets</b>				
Receivables	341,018	341,018	341,018	341,018
Property, plant and equipment	586,049,084	610,211,450	641,100,379	644,172,138
Intangible assets	298,550	214,118	109,686	5,254
Capital work in progress	17,743,176	17,743,176	17,743,176	17,743,176
Other assets	70,205	70,205	70,205	70,205
	<u>604,502,033</u>	<u>628,579,967</u>	<u>659,364,464</u>	<u>662,331,791</u>
<b>TOTAL ASSETS</b>	<u>673,059,341</u>	<u>693,861,007</u>	<u>719,793,077</u>	<u>722,730,771</u>
<b>Current Liabilities</b>				
Trade and other payables	5,911,555	5,911,555	5,911,555	5,911,555
Provisions	5,707,566	5,987,592	6,227,095	6,413,907
Contract liabilities	91,574	91,574	91,574	91,574
Other	537,720	555,377	578,920	2,112
	<u>12,248,415</u>	<u>12,546,098</u>	<u>12,809,144</u>	<u>12,419,148</u>
<b>Non-Current Liabilities</b>				
Provisions	18,068,817	17,882,003	16,247,437	16,057,915
Other	1,130,073	576,808		
	<u>19,198,890</u>	<u>18,458,811</u>	<u>16,247,437</u>	<u>16,057,915</u>
<b>TOTAL LIABILITIES</b>	<u>31,447,305</u>	<u>31,004,909</u>	<u>29,056,581</u>	<u>28,477,063</u>
<b>NET COMMUNITY ASSETS</b>	<u>641,612,036</u>	<u>662,856,098</u>	<u>690,736,496</u>	<u>694,253,708</u>
<b>Community Equity</b>				
Asset revaluation reserve	358,610,467	358,610,467	358,610,467	358,610,467
Accumulated surplus/(deficiency)	283,001,569	304,245,631	332,126,029	335,643,241
	<u>641,612,036</u>	<u>662,856,098</u>	<u>690,736,496</u>	<u>694,253,708</u>
<b>TOTAL COMMUNITY EQUITY</b>	<u>641,612,036</u>	<u>662,856,098</u>	<u>690,736,496</u>	<u>694,253,708</u>

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

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26
	\$	\$	\$	\$
<b>Cash Flows from Operating Activities:</b>				
Receipts				
Net rates and utility charges	42,534,054	44,308,063	45,895,400	47,331,628
Total fees and charges	2,896,538	2,894,203	2,995,497	3,085,357
Sales of contract and recoverable works	2,152,000	2,163,400	2,239,119	2,306,292
Interest revenue	2,715,055	2,545,600	2,076,594	1,959,870
Contributions	244,219	250,914	259,695	267,484
Government subsidies and grants	3,971,627	7,370,667	7,439,413	7,592,265
Other Income	419,529	369,400	382,328	393,796
	<u>54,933,022</u>	<u>59,902,247</u>	<u>61,288,046</u>	<u>62,936,692</u>
Payments				
Employee benefits	(22,755,014)	(24,239,085)	(25,202,502)	(25,958,572)
Materials and services	(19,846,797)	(19,885,047)	(19,112,362)	(19,589,674)
Finance costs	(80,000)	(80,000)	(81,600)	(83,232)
	<u>(42,681,811)</u>	<u>(44,204,132)</u>	<u>(44,396,464)</u>	<u>(45,631,478)</u>
	12,251,211	15,698,115	16,891,582	17,305,214
<b>Cash provided by / (used in) operational activities</b>				
<b>Cash Flow from Investing Activities:</b>				
Proceeds from sale of capital assets	424,000	620,000	565,000	543,500
Contributions	989,750	165,000	3,200,000	
Government grants and subsidies	11,808,946	20,986,367	23,970,691	2,854,753
Subsidies and grants arising from contract assets and liabilities				
Payments for property, plant and equipment	(29,905,221)	(40,525,750)	(47,831,700)	(20,533,100)
Payments for rehabilitation work	(100,000)	(200,000)	(1,648,000)	(200,000)
Payments for intangibles		(20,000)		
Net cash provided by investing activities	<u>(16,782,525)</u>	<u>(18,974,383)</u>	<u>(21,744,009)</u>	<u>(17,334,847)</u>
	(4,531,314)	(3,276,268)	(4,852,427)	(29,633)
<b>Net Increase (Decrease) in Cash Held</b>	<u>69,326,399</u>	<u>64,795,085</u>	<u>61,518,817</u>	<u>56,666,390</u>
Cash at beginning of reporting period	64,795,085	61,518,817	56,666,390	56,636,757
<b>Cash at end of Reporting Period</b>	<u><u>134,121,484</u></u>	<u><u>123,034,632</u></u>	<u><u>118,185,207</u></u>	<u><u>113,273,147</u></u>

## BURDEKIN SHIRE COUNCIL Budgeted Statement of Changes in Equity

For the periods ending 30 June

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26
	\$	\$	\$	\$
<b>TOTAL COMMUNITY EQUITY</b>				
Balance at the beginning of period	631,338,243	641,612,036	662,856,098	690,736,496
Increase (decrease) in net result	10,273,793	21,244,062	27,880,398	3,517,212
<b>Balance at the end of period</b>	<b>641,612,036</b>	<b>662,856,098</b>	<b>690,736,496</b>	<b>694,253,708</b>
<b>Retained Surplus/Deficit</b>				
Balance at the beginning of period	272,727,776	283,001,569	304,245,631	332,126,029
Increase (decrease) in net result	10,273,793	21,244,062	27,880,398	3,517,212
<b>Balance at the end of period</b>	<b>283,001,569</b>	<b>304,245,631</b>	<b>332,126,029</b>	<b>335,643,241</b>
<b>Asset Revaluation Surplus</b>				
Balance at the beginning of period	358,610,467	358,610,467	358,610,467	358,610,467
Increase (decrease)				
<b>Balance at the end of period</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>

**BURDEKIN SHIRE COUNCIL**  
**Measures of Financial Sustainability**  
 For the year ended 30 June

	Revised Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33

**Operating Surplus Ratio**

Net operating surplus

Total operating revenue

-3.6%

0.2%

1.1%

1.1%

1.0%

1.3%

1.2%

1.1%

1.2%

1.5%

The extent to which operating revenue covers operational expenses.

Target: Between 0% and 10% per annum (on average over the long term)

**Asset sustainability ratio**

Expenditure on replacement assets

Depreciation expense

102.9%

84.0%

94.9%

98.9%

98.5%

83.4%

76.7%

80.8%

69.5%

71.8%

The extent to which the infrastructure assets are being replaced as they reach the end of their useful lives.

Target: >90% per annum (on average over the long term)

**Net Financial Liabilities Ratio**

Total liabilities - current assets

Operating revenue

-67.6%

-51.2%

-50.7%

-51.1%

-54.4%

-60.8%

-67.9%

-73.4%

-80.7%

-87.8%

Measures the extent to which the net financial liabilities of Council can be serviced by operating revenues.

Target: <60% per annum (on average over the long term)

**Net rates and utility charges original budget prior year**

**Net rates and utility charges budgeted for current year**

Change rates and utility charges net of discounts

Percentage change

42,705,490	44,308,063	45,895,400	47,331,628	48,595,591	50,012,627	51,301,087	52,622,711	54,156,830	55,551,838
44,308,063	45,895,400	47,331,628	48,595,591	50,012,627	51,301,087	52,622,711	54,156,830	55,551,838	56,982,763
1,602,573	1,587,337	1,436,228	1,263,963	1,417,036	1,288,460	1,321,624	1,534,119	1,395,008	1,430,925
3.8%	3.6%	3.1%	2.7%	2.9%	2.6%	2.6%	2.9%	2.6%	2.6%

**BURDEKIN SHIRE COUNCIL**  
**Budgeted Statement of Comprehensive Income**  
For the periods ending 30 June

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33
<b>Revenue</b>											
Rates and utility charges	42,884,054	44,658,063	46,245,400	47,681,628	48,945,591	50,362,627	51,651,087	52,972,711	54,506,830	55,901,838	57,332,763
Less pensioner remissions	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
Net rates and utility charges	42,534,054	44,308,063	45,895,400	47,331,628	48,595,591	50,012,627	51,301,087	52,622,711	54,156,830	55,551,838	56,982,763
User fees and charges	2,896,538	2,894,203	2,995,497	3,085,357	3,162,487	3,241,544	3,322,580	3,405,641	3,490,778	3,578,043	3,667,490
Contributions	244,219	250,914	259,695	267,484	274,169	281,024	288,052	295,254	302,633	310,198	317,954
Operating grants and subsidies	3,961,145	7,370,667	7,439,413	7,592,265	7,817,935	7,976,437	8,138,164	8,380,052	8,549,961	8,804,089	8,982,596
Interest revenue	2,715,055	2,545,600	2,076,594	1,959,870	1,973,327	2,022,420	2,127,093	2,071,850	1,968,191	2,125,020	2,290,538
Sales of contract and recoverable works	2,152,000	2,163,400	2,239,119	2,306,292	2,363,949	2,423,047	2,483,623	2,545,713	2,609,355	2,674,588	2,741,452
Other income	419,529	369,400	382,328	393,796	403,639	413,727	424,067	434,666	445,530	456,666	468,080
<b>TOTAL OPERATING REVENUES</b>	<b>54,922,540</b>	<b>59,902,247</b>	<b>61,288,046</b>	<b>62,936,692</b>	<b>64,591,097</b>	<b>66,370,826</b>	<b>68,084,666</b>	<b>69,755,887</b>	<b>71,523,278</b>	<b>73,500,442</b>	<b>75,450,873</b>
<b>Expenses</b>											
Employee benefits	(22,935,179)	(24,532,297)	(25,455,439)	(26,155,862)	(26,940,530)	(27,748,738)	(28,581,192)	(29,438,620)	(30,321,772)	(31,231,417)	(32,168,351)
Materials and services	(19,313,594)	(19,349,439)	(18,559,097)	(19,012,866)	(19,580,433)	(20,229,642)	(20,581,630)	(21,096,164)	(21,695,312)	(22,319,691)	(22,723,930)
Depreciation and amortisation	(14,553,700)	(15,847,816)	(16,482,203)	(17,022,273)	(17,285,005)	(17,626,097)	(17,946,959)	(18,276,102)	(18,614,522)	(18,953,177)	(19,296,736)
Finance costs	(80,000)	(80,000)	(81,600)	(83,232)	(84,896)	(86,593)	(88,324)	(90,090)	(91,891)	(93,728)	(95,602)
<b>TOTAL OPERATING EXPENSES</b>	<b>(56,882,473)</b>	<b>(59,809,552)</b>	<b>(60,578,339)</b>	<b>(62,274,233)</b>	<b>(63,890,864)</b>	<b>(65,691,070)</b>	<b>(67,198,105)</b>	<b>(68,900,976)</b>	<b>(70,723,497)</b>	<b>(72,598,013)</b>	<b>(74,284,619)</b>
<b>Operating surplus (deficit)</b>	<b>(1,959,933)</b>	<b>92,695</b>	<b>709,707</b>	<b>662,459</b>	<b>700,233</b>	<b>679,756</b>	<b>886,561</b>	<b>854,911</b>	<b>799,781</b>	<b>902,429</b>	<b>1,166,254</b>
Capital income and expenditure:											
Capital grants, subsidies and contributions	12,606,947	21,151,367	27,170,691	2,854,753	1,499,491	2,044,491	1,144,491	1,184,491	1,934,491	1,184,492	1,184,492
Other capital expenses	(373,221)										
<b>Net result for the period</b>	<b>10,273,793</b>	<b>21,244,062</b>	<b>27,880,398</b>	<b>3,517,212</b>	<b>2,199,724</b>	<b>2,724,247</b>	<b>2,031,052</b>	<b>2,039,402</b>	<b>2,734,272</b>	<b>2,086,921</b>	<b>2,350,746</b>

**BURDEKIN SHIRE COUNCIL**  
**Budgeted Statement of Financial Position**  
 As at the periods ending 30 June

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33
<b>Current Assets</b>											
Cash and deposits	64,795,085	61,518,817	56,666,390	56,636,757	57,910,195	61,225,144	66,772,240	72,871,195	78,238,703	85,298,376	92,210,500
Receivables	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512	1,247,512
Inventories	603,236	603,236	603,236	603,236	603,236	603,236	603,236	603,236	603,236	603,236	603,236
Other assets	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475	1,911,475
	68,557,308	65,281,040	60,428,613	60,398,980	61,672,418	64,987,367	70,534,463	76,633,418	82,000,926	89,060,599	95,972,723
<b>Non-Current Assets</b>											
Receivables	341,018	341,018	341,018	341,018	341,018	341,018	341,018	341,018	341,018	341,018	341,018
Property, plant and equipment	586,049,084	610,211,450	641,100,379	644,172,138	645,301,633	644,879,736	641,588,277	637,734,775	635,339,253	630,611,076	625,960,840
Intangible assets	288,550	214,118	109,686	5,254	5,254	45,754	36,754	27,754	18,754	9,754	41,254
Capital work in progress	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176	17,743,176
Other assets	70,205	70,205	70,205	70,205	70,205	70,205	70,205	70,205	70,205	70,205	70,205
	604,502,033	628,579,967	659,364,464	662,331,791	663,461,286	663,079,889	659,779,430	655,916,928	653,512,406	648,775,229	644,158,493
<b>TOTAL ASSETS</b>	673,059,341	693,861,007	719,793,077	722,730,771	725,133,704	728,067,256	730,313,893	732,550,346	735,513,332	737,835,828	740,129,216
<b>Current Liabilities</b>											
Trade and other payables	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555	5,911,555
Provisions	5,707,566	5,987,592	6,227,095	6,413,907	6,606,323	6,804,512	7,008,647	7,218,905	7,435,472	7,658,535	7,888,290
Contract liabilities	91,574	91,574	91,574	91,574	91,574	91,574	91,574	91,574	91,574	91,574	91,574
Other	537,720	555,377	578,920	2,112	2,112	2,112	2,112	2,112	2,112	2,112	2,112
	12,248,415	12,546,098	12,809,144	12,419,148	12,611,564	12,809,753	13,013,888	13,224,146	13,440,713	13,663,776	13,893,531
<b>Non-Current Liabilities</b>											
Provisions	18,068,817	17,882,003	16,247,437	16,057,915	16,068,708	16,079,824	16,091,274	16,078,067	16,090,214	16,102,726	15,815,613
Other	1,130,073	576,808									
	19,198,890	18,458,811	16,247,437	16,057,915	16,068,708	16,079,824	16,091,274	16,078,067	16,090,214	16,102,726	15,815,613
<b>TOTAL LIABILITIES</b>	31,447,305	31,004,909	29,056,581	28,477,063	28,680,272	28,889,577	29,105,162	29,302,213	29,530,927	29,766,502	29,709,144
<b>NET COMMUNITY ASSETS</b>	641,612,036	662,856,098	690,736,496	694,253,708	696,453,432	699,177,679	701,208,731	703,248,133	705,982,405	708,069,326	710,420,072
<b>Community Equity</b>											
Asset revaluation reserve	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467
Accumulated surplus/(deficiency)	283,001,569	304,245,631	332,126,029	335,643,241	337,842,965	340,567,212	342,598,264	344,637,666	347,371,938	349,458,859	351,809,605
<b>TOTAL COMMUNITY EQUITY</b>	641,612,036	662,856,098	690,736,496	694,253,708	696,453,432	699,177,679	701,208,731	703,248,133	705,982,405	708,069,326	710,420,072



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

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33
<b>Cash Flows from Operating Activities</b>											
Receipts											
Net rates and utility charges	42,534,054	44,308,063	45,895,400	47,331,628	48,595,591	50,012,627	51,301,087	52,622,711	54,156,830	55,551,838	56,982,763
Total fees and charges	2,896,538	2,894,203	2,995,497	3,085,357	3,162,487	3,241,544	3,322,580	3,405,641	3,490,778	3,578,043	3,667,490
Sales of contract and recoverable works	2,152,000	2,163,400	2,239,119	2,306,292	2,363,949	2,423,047	2,483,623	2,545,713	2,609,355	2,674,588	2,741,452
Interest revenue	2,715,055	2,545,600	2,076,594	1,959,870	1,973,327	2,022,420	2,127,093	2,071,850	1,968,191	2,125,020	2,290,538
Contributions	244,219	250,914	259,695	267,484	274,169	281,024	288,052	295,254	302,633	310,198	317,954
Government subsidies and grants	3,971,627	7,370,667	7,439,413	7,592,265	7,817,935	7,976,437	8,138,164	8,390,052	8,549,961	8,804,089	8,982,596
Other income	419,529	369,400	382,328	393,796	403,639	413,727	424,067	434,666	445,530	456,666	468,080
	54,933,022	59,902,247	61,288,046	62,936,692	64,591,097	66,370,826	68,084,666	69,755,887	71,523,278	73,500,442	75,450,873
Payments											
Employee benefits	(22,755,014)	(24,239,085)	(25,202,502)	(25,958,572)	(26,737,321)	(27,539,433)	(28,365,607)	(29,216,569)	(30,093,058)	(30,995,842)	(31,825,709)
Materials and services	(19,846,797)	(19,885,047)	(19,112,362)	(19,589,674)	(19,580,433)	(20,229,642)	(20,581,630)	(21,096,164)	(21,695,312)	(22,319,691)	(22,723,930)
Finance costs	(80,000)	(80,000)	(81,600)	(83,232)	(84,896)	(86,593)	(88,324)	(90,090)	(91,891)	(93,728)	(95,602)
	(42,681,811)	(44,204,132)	(44,396,464)	(45,631,478)	(46,402,650)	(47,855,668)	(49,035,561)	(50,402,823)	(51,880,261)	(53,409,261)	(54,745,241)
<b>Cash provided by / (used in) operational activities</b>	12,251,211	15,698,115	16,891,582	17,305,214	18,188,447	18,515,158	19,049,105	19,353,064	19,643,017	20,091,181	20,705,632
<b>Cash Flow from Investing Activities</b>											
Proceeds from sale of capital assets	424,000	620,000	565,000	543,500	551,500	327,500	296,500	426,000	335,000	415,000	415,000
Contributions	989,750	165,000	3,200,000								
Government grants and subsidies	11,808,946	20,986,367	23,970,691	2,854,753	1,499,491	2,044,491	1,144,491	1,184,491	1,934,491	1,184,492	1,184,492
Payments for property, plant and equipment	(29,905,221)	(40,525,750)	(47,831,700)	(20,533,100)	(18,966,000)	(17,527,200)	(14,943,000)	(14,839,600)	(16,545,000)	(14,631,000)	(15,048,000)
Payments for rehabilitation work	(100,000)	(200,000)	(1,648,000)	(200,000)	(200,000)			(25,000)			(300,000)
Payments for intangibles		(20,000)				(45,000)					(45,000)
Net cash provided by investing activities	(16,782,525)	(18,974,383)	(21,744,009)	(17,334,847)	(16,915,009)	(15,200,209)	(13,502,009)	(13,254,109)	(14,275,509)	(13,031,508)	(13,793,508)
<b>Net Increase (Decrease) in Cash Held</b>	(4,531,314)	(3,276,268)	(4,852,427)	(29,633)	1,273,438	3,314,949	5,547,096	6,098,955	5,367,508	7,059,673	6,912,124
Cash at beginning of reporting period	69,326,399	64,795,085	61,518,817	56,666,390	56,636,757	57,910,195	61,225,144	66,772,240	72,871,195	78,238,703	85,298,376
<b>Cash at end of Reporting Period</b>	64,795,085	61,518,817	56,666,390	56,636,757	57,910,195	61,225,144	66,772,240	72,871,195	78,238,703	85,298,376	92,210,500

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

	Revised Budget 2022/23	Budget 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Forecast 2029/30	Forecast 2030/31	Forecast 2031/32	Forecast 2032/33
<b>Total Community Equity</b>											
Balance at the beginning of period	631,338,243	641,612,036	662,856,098	690,736,496	694,253,708	696,453,432	699,177,679	701,208,731	703,248,133	705,982,405	708,069,326
Increase (decrease) in net result	10,273,793	21,244,062	27,880,398	3,517,212	2,199,724	2,724,247	2,031,052	2,039,402	2,734,272	2,086,921	2,350,746
<b>Balance at the end of period</b>	<b>641,612,036</b>	<b>662,856,098</b>	<b>690,736,496</b>	<b>694,253,708</b>	<b>696,453,432</b>	<b>699,177,679</b>	<b>701,208,731</b>	<b>703,248,133</b>	<b>705,982,405</b>	<b>708,069,326</b>	<b>710,420,072</b>
<b>Retained Surplus/Deficit</b>											
Balance at the beginning of period	272,727,776	283,001,569	304,245,631	332,126,029	335,643,241	337,842,965	340,567,212	342,598,264	344,637,666	347,371,938	349,458,859
Increase (decrease) in net result	10,273,793	21,244,062	27,880,398	3,517,212	2,199,724	2,724,247	2,031,052	2,039,402	2,734,272	2,086,921	2,350,746
<b>Balance at the end of period</b>	<b>283,001,569</b>	<b>304,245,631</b>	<b>332,126,029</b>	<b>335,643,241</b>	<b>337,842,965</b>	<b>340,567,212</b>	<b>342,598,264</b>	<b>344,637,666</b>	<b>347,371,938</b>	<b>349,458,859</b>	<b>351,809,605</b>
<b>Asset Revaluation Surplus</b>											
Balance at the beginning of period	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467	358,610,467
Increase (decrease)											
<b>Balance at the end of period</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>	<b>358,610,467</b>

# Capital Works Program 2023/24

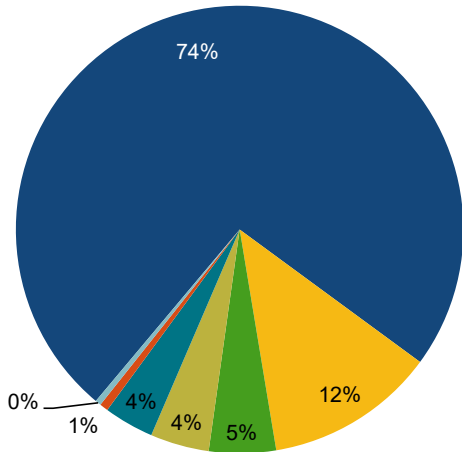
Asset Class	Project Title	Project Type \$	Council Funded \$	Reserves \$	Grant and Contributions \$	Total \$
Buildings Administration	Ernie Ford Board Room Airconditioner Replacement	Renewal	40,600			40,600
Buildings Administration	John Drysdale Chambers Airconditioner Replacement	Renewal	62,500			62,500
Buildings Administration	John Hye Peak Room Airconditioner Replacement	Renewal	44,300			44,300
Buildings Administration	Council Chambers Administration Building External Doors and Windows	Renewal	30,000			30,000
Buildings Community	PCYC - Replace Front Office Condenser Unit	Renewal	50,000			50,000
Buildings Community	BCA Building - Replacement of Lighting	Renewal	13,750			13,750
Buildings Community	Ayr Showgrounds - Main Hall Refurbishment	Renewal	350,000			350,000
Buildings Community	Memorial Hall - Fire Panel Replacement	Renewal	15,000			15,000
Buildings Community	Burdekin Theatre - Replace Fire Panel	Renewal	15,000			15,000
Buildings Community	Memorial Hall - Bar Exit Door Upgrade	Renewal	12,500			12,500
Buildings Community	Burdekin Theatre - Replace and Upgrade Moving Lights	Renewal	95,000			95,000
Buildings Community	Burdekin Theatre - Install Permanent Lighting Fixtures in Courtyard Deck	Renewal	20,000			20,000
Buildings Community	Burdekin Theatre Upgrade - Stage 2 Final Design	Renewal	100,000			100,000
Buildings Community	Ayr SES Finishes	Renewal	40,000			40,000
Buildings Environmental	Kirknie Landfill - Construct External Drainage	New	212,722	37,278		250,000
Buildings Environmental	Ayr Pound - Upgrade	Renewal/New	40,000			40,000
Buildings Environmental	Burdekin Cascades Caravan Park - Refurbish Budget Cabins x 3	Renewal	40,000			40,000
Buildings Environmental	Home Hill Pool - Dressing Room Refurbishment	Renewal	200,000			200,000
Buildings Environmental	Burdekin Cascades Caravan Park - Design of Refurbishment of Old Amenities	New	60,000			60,000
Buildings Environmental	Ayr Pool - Treatment/Screening to Filtration System	New	74,900			74,900
Buildings Environmental	Comfort Stop - Refurbishment including Mosaic Fountain	Renewal	80,000			80,000
Drainage Infrastructure	Ayr Drainage Improvements (Design Only)	Renewal/New	80,000			80,000
Drainage Infrastructure	Norham Road Concrete Batter at Drainage Outlet	Renewal	100,000			100,000
Drainage Infrastructure	Ayr Industrial Estate Expansion - Drainage	New		630,000		630,000
Intangibles	GIS Spatial Imagery Replacement	Renewal	20,000			20,000
Land and Improvements	Ayr Industrial Estate - Electrical and Communications	New		430,000		430,000
Land and Improvements	Kirknie - Reconstruct Green Waste Pad and Resource Recovery Pad	Renewal		40,000		40,000
Office Equipment, Furniture & Fittings	Book Budget	Renewal	21,200		80,000	101,200
Office Equipment, Furniture & Fittings	Library - Microform Reader Printer Replacement	Renewal	16,000			16,000
Office Equipment, Furniture & Fittings	Burdekin Theatre - Replace Hazers	Renewal	15,000			15,000
Office Equipment, Furniture & Fittings	Queen Street Speakers - Supply and Installation	Renewal	40,000			40,000
Office Equipment, Furniture & Fittings	Replace Office Photocopiers (Store, Water and Waste Water, Finance)	Renewal	6,000			6,000
Office Equipment, Furniture & Fittings	Server Virtualisation Platform (VMware vSphere) Server Replacement	Renewal	80,000			80,000
Office Equipment, Furniture & Fittings	Large Edge Switches (ICT, Planning and Development, and Finance)	Renewal	22,000			22,000
Office Equipment, Furniture & Fittings	Drone Replacement/Renewal Program	New	8,000			8,000
Other Assets Community	Frames for Photo Opportunities	Renewal	20,000			20,000
Other Assets Community	Sugar Cane Planter Installation	New			10,000	10,000
Other Assets Community	Burdekin Memorial Hall - Replace Chairs and Tables	Renewal	11,000			11,000
Other Assets Community	Replacement of Shade Sail between Library and Theatre	Renewal	30,000			30,000
Other Assets Engineering	Comfort Stop Mosaic Fountain	Renewal	25,000			25,000
Other Assets Engineering	Plantation Creek and Jerona Pontoon Repairs	Renewal	80,000			80,000
Other Assets Environmental	Lloyd Mann Park, Home Hill - Lighting of Trees	Renewal	50,000			50,000

Other Assets Environmental	Home Hill Pool - Replace Shade Sails	Renewal	45,000			45,000			
Other Assets Environmental	Giru Transfer Station - Security Camera	New		20,000					20,000
Other Assets Environmental	Home Hill Transfer Station - Security Camera	New		20,000					20,000
Other Assets Environmental	Ayr Transfer Station - Bin Bay, Dumping Ramp and Safety Rail	Renewal	12,085						112,915
Other Assets Environmental	Home Hill Pool - Replace Fencing	Renewal	50,000						125,000
Other Assets Environmental	Burdekin Cascades Caravan Park - Replace Fence Queen Street	Renewal	50,000						50,000
Other Assets Environmental	Home Hill Transfer Station - Reconstruct Green Waste Pad	Renewal		25,000					25,000
Other Assets Environmental	Miscellaneous Park Furniture Replacement Program	Renewal	35,000						35,000
Other Assets Environmental	Parks and Gardens Shade Sails Replacement Program	Renewal	50,000						50,000
Other Assets Environmental	Home Hill CBD Furniture Upgrades	Renewal	40,000						40,000
Other Assets Environmental	Brolga Park - Replace BBQ Shelter	Renewal	75,000						75,000
Other Assets Environmental	Coutts Park - Replace Existing Public Amenities	Renewal	100,000						100,000
Other Assets Environmental	Spiller Street Park - Replacement of Basketball Fence	Renewal	40,000						40,000
Other Assets Environmental	Anzac All Abilities Playground - Upgrade Equipment	Renewal	80,000						80,000
Other Assets Environmental	Installation of Irrigation - Minor Parks	New	20,000						20,000
Other Assets Environmental	Coutts Park - Design All Abilities Access to BBQ Area and Public Amenities	New	10,000						10,000
Other Assets Environmental	Ayr CBD Fountain	Renewal	30,000						30,000
Other Assets Environmental	Alva Beach - Top BBQ Area Replace Fence	Renewal	20,000						20,000
Other Assets Environmental	Parks Various Park Name Sign Replacement	Renewal	30,000						30,000
Other Assets Environmental	Arch Dunn Park - Replace Playground Kerbing	Renewal	20,000						20,000
Other Assets Environmental	Memorial Park - Installation of Footpath Lighting	New	60,000						60,000
Plant & Equipment	Light vehicles	Renewal	450,000						450,000
Plant & Equipment	Trucks	Renewal	1,070,000						1,070,000
Plant & Equipment	Construction Equipment	Renewal	120,000						120,000
Plant & Equipment	Plant and Equipment Renewals	Renewal	550,000						550,000
Plant & Equipment	Fleet Telematics	New	25,000						25,000
Plant & Equipment	Fuel Tanks and Transfer System	Renewal	300,000						300,000
Roads & Bridges	Culvert Replacement Program	Renewal	250,000						250,000
Roads & Bridges	Guardrail Renewal Program	Renewal	250,000						250,000
Roads & Bridges	Path Renewal Program	Renewal	150,000						150,000
Roads & Bridges	Reseal Program	Renewal	2,000,000						2,000,000
Roads & Bridges	Upper Haughton - Reconstruct Sections (Ch 4000 - 6000) (Design Only)	Renewal	60,770				19,230		80,000
Roads & Bridges	Burdekin Be-Active Trail - Home Hill Stage 4	New	250,000						250,000
Roads & Bridges	Seafie Court - Pavement Repairs	Renewal	80,000						80,000
Roads & Bridges	Eighth Avenue - Kerb and Channel Replacement (Design Only)	Renewal	25,000						25,000
Roads & Bridges	Barratta Road (Ch 13700 - 14440)	Renewal	440,000				440,000		880,000
Roads & Bridges	Conlan Street - Bitumen Seal Missing Link to Old Home Hill Road (Ch 870 - 1030) (Design Only)	Renewal/New	25,000						25,000
Roads & Bridges	Wallace Road Culvert Renewal	Renewal	100,000				200,000		300,000
Roads & Bridges	Wallace Road Reconstruction	Renewal	150,000				200,000		350,000
Roads & Bridges	Hurney Road Culvert Renewal	Renewal	129,739				220,261		350,000
Roads & Bridges	Lions Park - Parking Area Milburn Road	Renewal/New	50,000						50,000
Roads & Bridges	Brolga Park - Parking Area Invicta Road	Renewal/New	50,000						50,000
Roads & Bridges	Woodhouse Road - Extend Bitumen 400m West (Design Only)	Renewal/New	30,000						30,000
Roads & Bridges	Roads - Future Year Project Design Allocation	Renewal	50,000						50,000
Roads & Bridges	Patricia Road Culvert Replacement (Design Only)	Renewal	40,000						40,000
Roads & Bridges	Railway Street/Jones Street Reconstruction (Design Only)	Renewal	35,000				25,000		60,000

Roads & Bridges	Colevale Road Reconstruction (Design Only)	Renewal	45,000					45,000	
Roads & Bridges	Toll Road Reconstruction (Design Only)	Renewal	30,000					30,000	
Roads & Bridges	Soper and Graham Street Roundabout	Renewal/New					550,000	550,000	
Roads & Bridges	Parker Street/Wickham Street Drainage	Renewal	80,000					80,000	
Roads & Bridges	Ayr Industrial Estate Road and Keib Reconstruction	Renewal	200,000					200,000	
Roads & Bridges	Wunjung/Beachmount Road Seal Grid Approaches	Renewal/New	70,000					70,000	
Roads & Bridges	Butler Road Floodway Repairs	Renewal	22,500				67,500	90,000	
Roads & Bridges	Thompson Road Floodway Upgrade	Renewal/New	160,000				160,000	320,000	
Roads & Bridges	Burdekin Be-Active Trail - Alva	New	190,000					190,000	
Roads & Bridges	Jerona Causeway Reconstruction	Renewal					950,000	950,000	
Roads & Bridges	Ayr Industrial Estate Expansion - Roadworks	New			870,000			870,000	
Roads & Bridges	Shirbourne Road/Bahr Road - Restoration of Damaged Sections of Road	Renewal					155,000	155,000	
Roads & Bridges	Oats Road Culvert Renewal	Renewal	380,000					380,000	
Sewerage Infrastructure	Ayr/Brandon Waste Water Treatment Plant - Macro Algal Treatment Construction	New			2,426,000		3,512,000	5,938,000	
Sewerage Infrastructure	SCADA and Telemetry Upgrade Program - Sewerage	Renewal	60,000					60,000	
Sewerage Infrastructure	Ayr Industrial Estate Pump Station 28 New Switchboard	Renewal	60,000					60,000	
Sewerage Infrastructure	Sewage Pump Station Raised Pump Out Points to Surface Installation on Sewage Pump Stations 4, 5, 8, 20 Ayr	Renewal	20,000					20,000	
Sewerage Infrastructure	Ayr Industrial Estate Pump Station 27 New Switchboard	Renewal	60,000					60,000	
Sewerage Infrastructure	Install Automatic Waste Gas Flare Ignition System for Home Hill Waste Water Treatment Plant	Renewal	70,000					70,000	
Sewerage Infrastructure	Sewer Pump Upgrade and Replacement Program	Renewal	150,000					150,000	
Sewerage Infrastructure	Refurbishment of Handrails on the Access Steps to Primary Digester at Home Hill Sewage Treatment Plant	Renewal	25,000					25,000	
Sewerage Infrastructure	Ayr Sewage Treatment Plant Refurbish Trickle Filter No 2	Renewal	250,000					250,000	
Sewerage Infrastructure	Sewage Treatment Plant Valve and Pump Upgrade and Replacement Program	Renewal	60,000					60,000	
Sewerage Infrastructure	New Sewer Rising Main from Sewage Pump Station 15 to Sewage Pump Station 20 Ayr - Design	Renewal	30,000					30,000	
Sewerage Infrastructure	Sewage Pump Station Lid Replacement Program 2023/24	Renewal	85,000					85,000	
Sewerage Infrastructure	Ayr Industrial Estate Expansion Sewer Infrastructure	New			800,000			800,000	
Sewerage Infrastructure	Ayr/Brandon Waste Water Treatment Plant - Macro Algal Treatment Earthworks	New	462,624				162,376	625,000	
Water Supply Infrastructure	Sewer Relining Program 2023/2024	Renewal	125,000					125,000	
Water Supply Infrastructure	Hydrant Replacement Program	Renewal	200,000					200,000	
Water Supply Infrastructure	Water Meter Replacement Program	Renewal	80,000					80,000	
Water Supply Infrastructure	SCADA and Telemetry Upgrade Program - Water	Renewal	60,000					60,000	
Water Supply Infrastructure	Water Pump and Valve Replacement Program	Renewal	150,000					150,000	
Water Supply Infrastructure	Water Main Replacement Program	Renewal	125,000					125,000	
Water Supply Infrastructure	New Liner for Giru Low Level Water Storage Tank	Renewal	60,000					60,000	
Water Supply Infrastructure	Mt Kelly Rising Main Replacement Mt Kelly Drive	Renewal	350,000					350,000	
Water Supply Infrastructure	Disinfection Upgrade Program 2023/24	Renewal	120,000					120,000	
Water Supply Infrastructure	Roof over Disinfection Dosing Equipment Home Hill Water Tower	New	55,000					55,000	
Water Supply Infrastructure	Relocation of Pressure Sustaining Valve at South Ayr Water Treatment Plant	Renewal	20,000					20,000	
Water Supply Infrastructure	South Ayr Filtration Plant	New					14,400,000	14,400,000	
Water Supply Infrastructure	Ayr Industrial Estate Expansion Potable Water Infrastructure	New			460,000			460,000	
				\$	13,523,190	\$	5,871,193	\$	21,151,367
				\$				\$	40,545,750

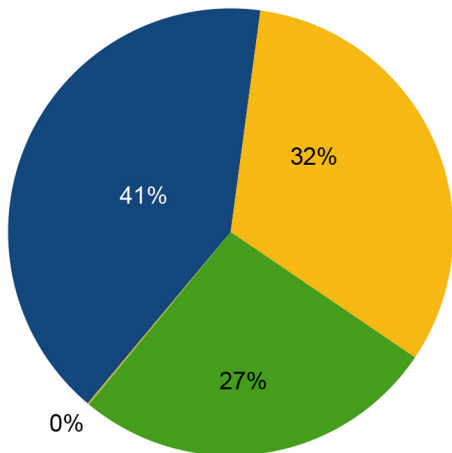
# 2023/24 Budget Snapshot

## Operating Revenue



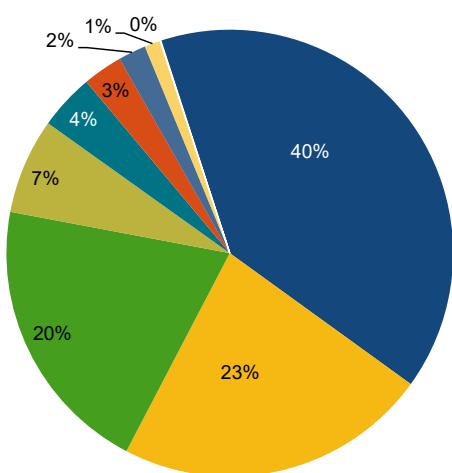
<span style="color: #004a80;">●</span> Rates and levies	\$ 44,308,063
<span style="color: #ffcc00;">●</span> Operating grants and subsidies	\$ 7,370,667
<span style="color: #4caf50;">●</span> User fees and charges	\$ 2,894,203
<span style="color: #8bc34a;">●</span> Interest received	\$ 2,545,600
<span style="color: #008080;">●</span> Sales of contract and recoverable works	\$ 2,163,400
<span style="color: #add8e6;">●</span> Other income	\$ 369,400
<span style="color: #e34a33;">●</span> Contributions	\$ 250,914

## Operating Expenses



<span style="color: #004a80;">●</span> Employee benefits	\$ 24,532,297
<span style="color: #ffcc00;">●</span> Materials and services	\$ 19,349,439
<span style="color: #4caf50;">●</span> Depreciation and amortisation	\$ 15,847,816
<span style="color: #8bc34a;">●</span> Finance costs	\$80,000

## Capital Expenditure by Asset Class



<span style="color: #004a80;">●</span> Water	\$ 16,205,000
<span style="color: #ffcc00;">●</span> Transport (Roads and Bridges)	\$ 9,200,000
<span style="color: #4caf50;">●</span> Sewerage	\$ 8,233,000
<span style="color: #8bc34a;">●</span> Plant and Equipment	\$ 2,803,200
<span style="color: #008080;">●</span> Buildings	\$ 1,633,550
<span style="color: #e34a33;">●</span> Other Assets	\$ 1,171,000
<span style="color: #4682b4;">●</span> Drainage	\$ 810,000
<span style="color: #ffcc00;">●</span> Land and Improvements	\$ 470,000
<span style="color: #9e9e9e;">●</span> Intangibles	\$ 20,000



**Burdekin**  
Shire Council

# Operational Plan 2023/2024

## Index

AM - Animal Management  
 AR - Administration and Records  
 CD - Community Development  
 CG - Corporate Governance  
 CP - Caravan Parks  
 CS - Customer Service Centre  
 CV - Cultural Venues  
 ED - Economic Development  
 EH - Environment and Health  
 EXC - Executive  
 EXP - Expenditure Services  
 FM - Financial Management  
 HR - Human Resources  
 ICT - Information and Communication Technology  
 LDMG - Local Disaster Management  
 L - Library  
 MC - Media and Communications  
 OPW - Operations- Works  
 PS - Purchasing and Stores  
 PG - Parks and Gardens  
 PD - Planning and Development  
 NR - Natural Resources  
 VM - Vector Management  
 R - Rates  
 SP- Swimming Pools  
 SQ - Safety and Quality  
 TOU - Tourism  
 TR - Training  
 TS - Technical Services  
 WM - Waste Management  
 WWW - Water and Waste Water





# Vibrant Community

We are a welcoming, inclusive and adaptive community.

## Objective: 1.1 Healthy, inclusive and socially engaged community

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.1.1	Support projects and activities to improve public safety, health, and inclusiveness through strategic partnerships.	CD1	Facilitate partnerships with community organisations within the Shire to ensure a co-ordinated community-focussed approach to service delivery.	Conduct regular partnership forums that foster collaborative program planning and coordination of activities (Minimum two per year).  Manage Council donations and in-kind support to Burdekin Community Association, PCYC and Burdekin Neighbourhood Centre and other welfare groups.	Responsible Officer Community Services	✓	✓	✓	✓
		L01	Investigate collaboration opportunities with community organisations and educational institutions to promote lifelong learning for Shire residents.  Library Strategic Plan 9.1.	Collaborative opportunities identified. E.g. Burdekin Business Hub.  Number of collaborations undertaken to promote lifelong learning.	Library Services Manager	✓	✓	✓	✓

Objective: 1.1 Healthy, inclusive and socially engaged community									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.1.1	Support projects and activities to improve public safety, health, and inclusiveness through strategic partnerships.	AM1	Participate in and promote community events such as the Pet Fair with a focus on responsible animal ownership.	Pet Fair event publicised and held.  Four animal management topics covered in media.  De-sexing applications approved in accordance with guidelines.  Three discounted microchipping events held.	Coordinator Environment and Health Projects	✓	✓	✓	✓
		VM1	Undertake a monitoring and larvicidal program to manage mosquito numbers as per Shire Mosquito Management Plan including proactive larvicide control during adverse weather conditions.	Implementing the Mosquito Management Plan and treatment of known breeding sites.  Identifying adverse weather events and developing appropriate response.	Coordinator Public Health and Environment	✓	✓	✓	✓
1.1.2	Encourage equitable access to facilities and resources.	CV1	Facilitate a diverse range of events, shows and activities at each of the Council-owned Cultural Venues through the provision of high quality services to meet the needs of the community.	Quarterly Reports delivered to Council including Number of attendees, number of events.  Client satisfaction survey results.	Cultural Venues Manager	✓	✓	✓	✓

Objective: 1.1 Healthy, inclusive and socially engaged community									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.1.2	Encourage equitable access to facilities and resources.	L02	<p>Deliver contemporary, innovative and dynamic Library services and programs to Shire residents.</p> <p>Library Strategic Plan 1.1 &amp; 2.3</p>	<p>Wide variety of services and programs delivered including:</p> <p>First 5 Forever</p> <p>Baby Rhyme Time</p> <p>Toddler Time</p> <p>Tech Connect (Digital literacy)</p> <p>School holiday programs.</p> <p>Number of participants in programs per quarter.</p> <p>Number of book/resource borrowings per quarter.</p>	Library Services Manager	✓	✓	✓	✓
1.1.3	Provide ongoing support for art, culture, youth, seniors, and welfare activities.	CD2	Deliver relevant partnership based activities to encourage health, inclusivity and social engagement for the Burdekin Community.	<p>Facilitate regular Youth Council meetings throughout the year.</p> <p>Youth Strategy adopted by Council.</p> <p>Manage and facilitate access to information on the MyBurdekin Community directory web portal.</p>	Manager Community Services		✓		✓
1.1.4	Build active communities by delivering programs promoting regular physical activity and wellbeing.	CD3	Engage with community groups to identify opportunities to increase participation in community life and improve health and wellbeing.	Facilitate and promote targeted community development; health promotion and health and wellbeing initiatives.	Manager Community Services	✓	✓	✓	✓

Objective: 1.2 A safe and resilient community									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.1	Deliver regulatory and advisory programs.	PD1	<p>Deliver Planning Services within the Burdekin Shire to:</p> <ul style="list-style-type: none"> <li>- Provide consistent and transparent strategic framework and direction for the development industry and community.</li> <li>- Ensure development complies with the applicable legislation, policies and codes.</li> <li>- Provide planning and development advice.</li> <li>- Process all statutory applications within statutory timeframes.</li> <li>- Monitor development and land use to ensure compliance with statutory requirements and development conditions.</li> <li>- Develop, review and maintain a Heritage Report for the Burdekin Shire Planning Scheme 2022 in accordance with State Interests.</li> </ul>	<p>100% compliance with statutory timeframes for assessment activities.</p> <p>Timely responses to enquiries and requests for planning and development advice. Responses provided within five business days.</p> <p>Two compliance audits and inspections planned and conducted each quarter. 100% of identified non-compliance matters raised with relevant proponents.</p>	Manager Planning and Development	✓	✓	✓	✓
		PD2	<p>Deliver Building Certification services within the Burdekin Shire:</p> <ul style="list-style-type: none"> <li>- In accordance with the Building Act 1975 and associated regulations.</li> <li>- Provide building advice in a timely manner.</li> <li>- Process all statutory applications within statutory timeframes.</li> <li>- Monitor approvals to ensure compliance with statutory requirements and development conditions.</li> </ul>	<p>100% compliance with statutory timeframes for Building Certification activities.</p> <p>Timely responses to enquiries and requests for building advice.</p> <p>Two compliance audits and inspections planned and conducted each quarter. 100% of identified non-compliance matters raised with relevant proponents.</p>	Manager Planning and Development	✓	✓	✓	✓

Objective: 1.2 A safe and resilient community									
Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.1	Deliver regulatory and advisory programs.	PD3	Ensure all new and existing swimming pools comply with current pool fencing legislation.	100% of all new pools erect compliant fencing (e.g. temporary) before filling in excess of 300mm.  100% of all permanent fencing to be compliant within three months from temporary pool fence inspection date.  100% of all pool safety certificates issued within two business days of inspection being carried out.	Manager Planning and Development	✓	✓	✓	✓
		PD4	Deliver Plumbing Services to: <ul style="list-style-type: none"> <li>- Ensure development complies with the Plumbing and Drainage Act, standards, Council Policies and conditions of approvals;</li> <li>- Provide plumbing and drainage advice;</li> <li>- Assess plumbing and drainage applications;</li> <li>- Undertake inspections of plumbing and drainage works; and</li> <li>- Undertake a backflow prevention device testing regime;</li> </ul>	95% of plumbing and drainage related customer requests responded to within 10 business days.  90% of plumbing and drainage applications determined with a compliance permit within 10 business days from commencement of the decision stage.	Manager Planning and Development	✓	✓	✓	✓

Objective: 1.2 A safe and resilient community									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.1	Deliver regulatory and advisory programs.	AM2	Enforce animal management legislation and local laws including: animal management; illegal camping on Council land; abandoned vehicles and overgrown properties.	80% of requests responded to within adopted timeframes.  Implement out of hours patrol roster.  Increased patrolling of target areas to monitor non-compliance - Animal Blitz.	Coordinator Environment and Health Projects	✓	✓	✓	✓
		AM3	Maintain and operate Council's animal pound with a focus on rehoming animals where suitable i.e. where health and temperament allows.	Facility cleaned daily with animal containers disinfected prior to reuse.  Drop off cages checked twice per day on work days and once on other days.  Animals relocated to offsite pound facility within 24 hours.  75% of animals are rehomed where suitable.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: 1.2 A safe and resilient community									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.1	Deliver regulatory and advisory programs.	EH1	<p>Undertake regulatory responsibilities under State legislations: Food Act 2006, Public Health (Infection Control for Personal Appearance Services) Act 2003, Public Health Act 2005.</p> <ol style="list-style-type: none"> <li>1. Processing and issuing new licenses.</li> <li>2. Regular annual inspections.</li> <li>3. Risk-based enforcement action to achieve compliance.</li> <li>4. Annual renewal of licenses.</li> </ol>	<p>Timely and accurate processing and issuing of new licenses.</p> <p>Regular annual inspections with 100% of non-compliances addressed as per standard procedure.</p> <p>Enforcement as per risk matrix to achieve compliance.</p> <p>Annual renewal of licenses - notices sent by 30 April, licenses issued by 30 August.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓
		EH2	<p>Undertake regulatory responsibilities under Burdekin Shire Local Laws and Subordinate Local Laws - Rental Accommodation, Caravan Parks, Camping.</p> <ol style="list-style-type: none"> <li>1. Processing and issuing new approvals.</li> <li>2. Regular annual inspections.</li> <li>3. Risk-based enforcement action to achieve compliance.</li> <li>4. Annual renewal of approvals.</li> </ol>	<p>Processing and issuing new licenses within 20 working days of receipt.</p> <p>Each licenced premises inspected at least once annually.</p> <p>Non-compliance issues identified and addressed.</p> <p>Enforcement as per risk matrix to achieve compliance.</p> <p>Annual renewal of approvals - renewal notices by 30 May and licenses issued by 30 August.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓

Objective: 1.2 A safe and resilient community									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.1	Deliver regulatory and advisory programs.	EH3	Deliver Food Safety education and awareness activities to the community.	<p>Relevant information maintained on website - reviewed and updated twice annually.</p> <p>Two food safety training sessions conducted annually.</p> <p>Two or more food-related media activities (newsletter/media release/social media post).</p> <p>Participation in environmental health events e.g. Clean Up Day, Food Safety Week, Plastic Free July.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓
		EH4	Conduct water quality testing of drinking water (on a fee for service basis) and public swimming pools.	<p>Testing of private drinking water supplies completed within agreed timeframes.</p> <p>Monthly testing of water quality at Council swimming pools.</p>	Coordinator Public Health and Environment	✓	✓	✓	✓



Objective: 1.2 A safe and resilient community									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.2	Facilitate partnerships to improve community safety and wellbeing, including crime prevention initiatives.	EH5	Investigate nuisance complaints under State legislation (e.g. public health, environmental protection) and Local Laws.	80% of requests responded to within adopted timeframes.	Coordinator Public Health and Environment	✓	✓	✓	✓
1.2.3	Partner with State, District, and local agencies to coordinate and facilitate disaster planning, preparedness, response, and recovery to reduce the impact of disaster events.	LDMG1	Local Disaster Management Plan and Sub-Plans are reviewed and updated annually.	100% of plans and sub-plans reviewed.	Local Disaster Coordinator		✓		
		LDMG2	Approve and manage all local Burdekin State Emergency Services operations including material and associated costs relating to all State Emergency Services buildings and plant.	Report on State Emergency Services funding opportunities and grant applications. SES operations delivered in accordance with adopted budget.	Local Disaster Coordinator	✓	✓	✓	✓

**Objective: 1.2 A safe and resilient community**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.2.3	Partner with State, District, and local agencies to coordinate and facilitate disaster planning, preparedness, response, and recovery to reduce the impact of disaster events.	LDMG3	Facilitate community education and promote disaster readiness in the Burdekin Shire with a focus on new residents to the region.	Development of 500 new resident packs, Get Ready Burdekin campaign and a minimum of three Community engagement activities.	Disaster Management Officer				✓
		NR1	Undertake public safety activities.	Attend meetings hosted by local and regional QFES.  Undertake preventative measures as proposed in the Burdekin Bushfire Risk Mitigation Plan.  Coordinate with different stakeholders and Council departments to mitigate the risk on identified Council properties.	Coordinator Environment and Health Projects	✓	✓	✓	✓

**Objective: 1.3 Celebrate our unique identity**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.3.1	Promote the benefits of living, working, playing, and visiting, and investing in the Burdekin.	TOU1	Continue membership of Townsville Enterprise Ltd. and host industry forums/workshops to encourage development of tourism product.	Increased presence in regional and national tourism promotion and marketing.  Maintain existing visitor numbers to the Visitor Information Centres.	Tourism Officer	✓	✓	✓	✓

Objective: 1.3 Celebrate our unique identity									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.3.1	Promote the benefits of living, working, playing, and visiting, and investing in the Burdekin.	TOU2	Provide support to the Visitor Information Centres in Ayr and Home Hill.	Maintain existing visitor numbers to the Visitor Information Centres.  Analyse Visitor Information Centre Data to identify where visitors are travelling from prior to visiting the Burdekin to assist with marketing activities.  Maintain existing volunteers manning the Visitor Information Centres.  Six volunteer familiarisations/ workshops conducted.	Tourism Officer	✓	✓	✓	✓
		TOU3	Participate in Economic Development/Tourism Expos.	Attend three expos and distribute a minimum of 100 information packs at each event.	Tourism Officer				✓
		TOU4	Promote the Burdekin as a business and lifestyle destination. Source and develop new advertising opportunities to market Burdekin tourism and lifestyle e.g. Qld Country Week, RegionsQ.	Four promotional opportunities identified and pursued annually.	Tourism Officer	✓	✓	✓	✓
		CP1	Promote the Council-owned caravan parks in local, state and national outlets and publications.	Four promotional activities undertaken.  Updated website developed.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: 1.3 Celebrate our unique identity									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.3.2	Support and encourage creative and cultural activities and initiatives that enhance the community identity through the Arts and Cultural Strategy.	CD4	Deliver key prioritised initiatives from the Arts and Cultural Strategy in collaboration with the Cultural Venues Team and Council's Community and Cultural Development Advisory Group (CCDAG).	Report on key initiatives of Arts and Cultural Strategy to Council (six monthly). Minutes of CCDAG presented to Council.	Manager Community Services		✓		✓
		L03	Provide resources, technology and programs where people can discover and record their own histories and stories. Library Strategic Plan 6.2.	Increase usage of Create@108 recording equipment.	Library Services Manager; Community and Digital Programs Officer				✓
1.3.3	Communicate our story and recognise the achievements of our community members.	MC01	Develop and issue media releases including posting releases to Council website and social media platforms informing the community on Council activities.	30 Media Releases per quarter.	Media and Communications Officer	✓	✓	✓	✓
		MC02	Provide support to Mayor, Councillors and Officers in responding to media enquiries.	Factual and positive coverage of Council issues. 90% response rate provided within 2 business days of enquiry.	Media and Communications Officer	✓	✓	✓	✓
		CD5	Conduct Australia Day Awards Ceremony January 2024.	EOI Nominations for award recipients September 2023. Conduct Australia Day Awards Ceremony January 2024.	Manager Community Services		✓	✓	

Objective: 1.3 Celebrate our unique identity									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.3.4	Facilitate events for the community.	TOU5	Undertake planning for 2025 'Sweet Days Hot Nights Festival', including associated events, as a biennial destination event for the Burdekin. Consider 2024 complimentary events program (e.g. Feast by the Field, Farming in Focus).	Event plan developed and delivered.  5% increase in level of external visitation to the event.  80% positive feedback from sponsors.	Tourism Officer				✓
		CD6	Facilitate targeted community events, activities and programs that foster a vibrant community and improve health and wellbeing.	Facilitate community events within agreed timeframes and budget.  Conduct minimum of one targeted youth, family or seniors community development event annually.	Manager Community Services	✓	✓	✓	✓
Objective: 1.4 Strong community organisations									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.4.1	Promote and encourage community participation, volunteerism, and capacity building within community organisations.	CD7	Facilitate partnerships; forums and workshops that build capacity and resilience of local sport, recreation and community groups.	Provide quarterly reports on Community capacity building program initiatives to Council.	Manager Community Services	✓	✓	✓	✓

Objective: 1.4 Strong community organisations									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.4.2	Support community organisations and events.	CG1	Coordinate RADF (Regional Arts Development Funding) Program.	Ensure RADF funding supports local artists and arts and cultural activities, provides opportunities for participation in cultural and arts activities and contributes towards achieving Arts and Cultural Strategy objectives.	Grants and Property Officer	✓	✓	✓	✓
		CD8	Manage the Community Assistance Grants Program.	Review Community Grants Guidelines. Conduct Grant Rounds 2024. Reports to Council on Number of events/organisations supported and amount of financial and in-kind resources provided.	Manager Community Services	✓	✓	✓	✓
1.4.3	Support sporting organisations in providing opportunities for physical activity.	CG2	Administer Council's Revenue Financial Assistance Program (Interest Free Loans).	Appropriate support provided to applicants. Funds allocated in accordance with Council Policy. Acquittals received and processed in a timely manner.	Grants and Property Officer	✓	✓	✓	✓
1.4.4	Implement the 10 Year Sport and Recreation Plan.	CD9	Review the Burdekin 10 Year Sport and Recreation Plan.	Report on review findings to Council by 30 March 2024.	Manager Community Services			✓	

Objective: 1.5 Engaging public spaces									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.5.1	Encourage active communities through provision and maintenance of recreational spaces.	SP1	Administer the management contracts for the Ayr and Home Hill Swimming Pools and inspect and maintain all Shire pools.	Customer satisfaction. Positive feedback from users of the facilities. Facilities are maintained in accordance with the contract specifications. Biannual site inspections. Maintenance items addressed as identified. Annual review of water park operations and maintenance.	Coordinator Environment and Health Projects	✓	✓	✓	✓
		SP2	Implement outcomes of the Burdekin Aquatics Facility Study.	Implementation of Study outcome recommendations adopted by Council.	Manager of Environmental and Health Services	✓	✓	✓	✓
1.5.2	Provide safe, attractive, accessible, and functional community spaces and facilities.	CG3	Manage Council's property portfolio (including the Ayr Aerodrome) in accordance with legislation with the timely reporting of matters to Council for approval.	Council tenure arrangements managed in a timely matter. Quarterly reporting regarding finalised tenure matters.	Director Corporate and Community Services; Governance and Property Officer	✓	✓	✓	✓
		CV2	Undertake a review of the Ayr Showgrounds Master Plan to identify outstanding projects.	Report on review of Ayr Showgrounds Master Plan and future directions to Council .	Cultural Venues Manager			✓	

Objective: 1.5 Engaging public spaces									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.5.2	Provide safe, attractive, accessible, and functional community spaces and facilities.	CV3	Undertake annual consultation and survey of local user groups (Hirers) to understand customer expectations/satisfaction to ensure Cultural Venues remain relevant into the future.	Identify key user groups. Survey developed. Number of surveys completed. Report on findings delivered to Council.	Cultural Venues Manager	✓	✓	✓	✓
		L04	Investigate need and options for delivery of Library materials to remote communities. Library Strategic Plan 2.2.	Conduct survey and community consultation and collaboration with community and other libraries. Initiatives planned in response to community feedback.	Library Services Manager				✓
		PG1	Ensure operational responsiveness and departmental performance of the parks and gardens team aligns with Council's Customer Service Charter and agreed service timeframes.	Quarterly analysis of compliments versus formal complaints received with a target of 8:1 compliments to complaints. 90% or more of customer requests completed within target timeframes.	Parks Coordinator	✓	✓	✓	✓



Objective: 1.5 Engaging public spaces									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.5.2	Provide safe, attractive, accessible, and functional community spaces and facilities.	PD5	Manage existing service contracts for Council facilities and implement facilities management strategies that will ensure effective and efficient planning and coordination of all relevant building maintenance activities.	<p>Timely response to building maintenance requests for Council buildings.</p> <p>In accordance with relevant asset management categorisation, complete condition assessments on all relevant Council buildings.</p> <p>95% of building maintenance service contracts are actively monitored throughout term and reviewed and renewed in accordance with Council's adopted procurement processes.</p>	Manager Planning and Development	✓	✓	✓	✓
		CP2	Administer the management contracts for Home Hill Caravan Park and the Burdekin Cascades Caravan Park.	<p>Customer satisfaction.</p> <p>Maintaining both caravan parks to optimize customer satisfaction and occupancy levels.</p> <p>Liaison with BCCP Managers to facilitate dynamic pricing arrangement.</p>	Coordinator Environment and Health Projects	✓	✓	✓	✓



# Prosperous Economy

We build upon our strong agricultural base and encourage opportunities that strengthen a thriving and resilient community.

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.1.1	Position the Burdekin as regional leaders in agriculture, aquaculture, manufacturing, and other agribusiness activities.	ED01	Facilitate meetings of the Economic Development Advisory Group and implement agreed recommendations as endorsed by Council.	Minutes presented to Council. Number of actions implemented.	Economic Development Coordinator	✓	✓	✓	✓
2.1.2	Facilitate the provision of information to encourage a digitally connected community.	ED02	Support initiatives and facilitate programs that build capacity of local businesses to better utilise digital technology.	10% increase annually in business attendance at digital information and/or training workshops.	Economic Development Coordinator				✓
2.1.3	Promote opportunities and initiatives that encourage business to invest in research and diversification.	ED03	Promote funding opportunities available to businesses for research and development.	100% of funding opportunities identified and appropriate businesses advised through EDM distribution.	Economic Development Coordinator				✓

**Objective: 2.1 Diverse and innovative industry**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.1.4	Encourage business establishment, development, and expansion.	ED4	Market and promote the Burdekin Shire, including opportunities at the Ayr Industrial Estate, to potential developers/investors.	6 marketing and promotional activities undertaken.	Economic Development Coordinator				✓
2.1.5	Support and encourage the development of tourism through implementation of the Burdekin Tourism Strategy.	TOU6	Continue to implement projects and activities outlined in the Burdekin Tourism Strategy.	100% of selected activities completed within agreed timeframes.	Tourism Officer	✓	✓	✓	✓
		TOU7	Seek to identify funding to update the Burdekin Tourism Strategy.	Funding identified. Application successfully lodged.	Tourism Officer		✓		

**Objective: 2.2 Strong networks**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.2.1	Support business and industry networks.	ED05	In collaboration with Smart Precinct NQ and the Queensland Small Business Commissioner's Small Business Friendly (SBF) Program, identify, promote and implement activities and initiatives to encourage development and expansion of existing businesses and support and encourage new and establishing small businesses.	2% annual increase in attendance numbers at industry breakfasts and mentoring sessions. Number of other activities undertaken.	Economic Development Coordinator	✓	✓	✓	✓
2.2.2	Advocate for local and regional needs through lobbying and partnerships.	ED06	Collaborate with State and Federal Government Departments and with Townsville Enterprise Ltd. (TEL) to identify, promote and implement economic development opportunities for the Burdekin region.	Two collaborative initiatives conducted annually. TEL service level agreement activities delivered.	Economic Development Coordinator				✓

Objective: 2.3 Investment growth and opportunities									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.3.1	Implement actions from the Burdekin Shire Economic Development Strategy.	ED07	Implement actions identified in the Burdekin Shire Economic Development Strategy.	Number of action items completed within agreed timeframes.	Economic Development Coordinator				✓
2.3.2	Support, facilitate and promote potential synergies with agribusiness including bio-futures, technology, and innovation.	ED08	Encourage and support individuals and businesses to better participate in regional economic development initiatives.	20 businesses showcased annually across four economic development activities.	Economic Development Coordinator				✓
2.3.3	Support development, value-adding, diversification, and expansion to provide a sustainable economic base.	PD6	Facilitate pre-lodgement meetings with developers to support and encourage economic growth opportunities for the Burdekin Shire whilst balancing planning and environmental outcomes.	80% of written responses provided to applicants within 10 business days of pre-lodgement meetings.	Manager Planning and Development; Economic Development Coordinator	✓	✓	✓	✓

**Objective: 2.4 Resilient adaptive business**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.4.2	Promote local employment and training opportunities.	ED09	<i>Encourage businesses and individuals to participate in activities to promote employment and training opportunities.</i>	One event delivered and two events attended annually.	Economic Development Coordinator	✓	✓	✓	✓



# Resilient Infrastructure

We Provide and advocate for cost-effective infrastructure that supports our quality of life

## Objective: 3.1 Effective transport and drainage networks

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.1.2	Collaborate with State and Federal Governments to enhance the regional transport network.	OPW1	Achieve a satisfactory external audit of the Road Maintenance Performance Contract from the Department of Transport and Main Roads.	95% compliance against Key Performance Indicators.	Manager Operations			✓	
		TS1	Complete Transport Infrastructure Development Scheme (TIDS) program in accordance with Roads and Transport Alliance requirements.	100% of TIDS funding claimed by 30 June 2024 Prioritisation of construction projects to achieve 100% expenditure.	Manager Technical Services				✓
		TS2	Complete Roads to Recovery Program in accordance with Australian Government requirements.	100% of Roads to Recovery funding claimed by 30 June 2024.	Manager Technical Services				✓

## Objective: 3.2 Sustainable water resources

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.2.1	Enhance water security and protect and improve water quality.	WW1	Implement approved Drinking Water Quality Management Plan.	Maintain strict compliance with water quality testing matrix and continued implementation of water safety improvement initiatives.	Manager Water and Wastewater	✓	✓	✓	✓

**Objective: 3.2 Sustainable water resources**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.2.2	Improve water and sewerage network reliability and efficiency through planned infrastructure renewals and upgrades.	WW2	Ensure operational responsiveness and departmental performance of the Water Wastewater team aligns with Council's Customer Service Charter and agreed service timeframes.	Quarterly analysis of compliments versus formal complaints received with a target of 5:1 compliments to complaints.  90% or more of customer requests completed within target timeframes.	Manager Water and Wastewater	✓	✓	✓	✓
		WW3	Complete construction and commissioning of the Macro-algae Bioremediation Treatment Facility at the Ayr-Brandon Wastewater Treatment Plant.	Macro-algae Bioremediation Treatment Facility commissioned and in service by 31 March, 2024.	Manager Water and Wastewater	✓	✓	✓	✓

**Objective: 3.3 Vibrant community assets**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.3.1	Implement the Asset Management Strategy and Roadmap.	TS3	Complete asset inspections in accordance with inspection program.	60% of asset inspection program completed by 31 March 2024	Manager Technical Services		✓	✓	
		TS4	Complete asset capitalisations in a timely manner.	60% of projects capitalised within three (3) months after financial completion.	Manager Technical Services	✓	✓	✓	✓
		TS5	Complete asset valuation reviews including desktop reviews for Transport, Drainage, Land and Improvements and Other Assets and comprehensive valuation of Buildings, Water and Sewerage Assets.	Review to be completed by Council Officers by 30 April 2024.  Valuations completed by 30 April 2024.	Manager Technical Services			✓	✓

Objective: 3.3 Vibrant community assets										
Corporate Plan		Operational Plan Activities				Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4	
3.3.1	Implement the Asset Management Strategy and Roadmap.	TS6	Completion of assigned Asset Management Roadmap tasks.	Strategic Asset Management Plans for Transport, Drainage, Water Supply and Sewerage reviewed by March 2024	Director Infrastructure, Planning and Environmental Services	✓	✓	✓	✓	
3.3.2	Plan, build and maintain infrastructure that enhances and extends the life of community assets.	OPW2	Implement Annual Works Program as adopted within the financial year considering revisions required to accommodate externally funded projects and/or natural disasters.	85% of Works completed at end of financial year, including dollar value.	Manager Operations	✓	✓	✓	✓	
		TS7	Undertake detailed designs of 2024/2025 reseals.	70% of detailed designs for reseat program 2024/2025 completed by 30 June 2024	Manager Technical Services			✓	✓	
		PD7	Coordinate and manage major facilities management projects and asset management plans as required and in line with agreed strategic outcomes.	Project Plans identified and drafted with appropriate project management resources for all major projects. Asset management plans defined for major Council facilities.	Manager Planning and Development	✓	✓	✓	✓	
3.3.3	Develop and implement strategic infrastructure plans to inform the decision-making process when planning for future infrastructure renewal and enhancements.	TS8	Develop and monitor Annual capital delivery program.	Monitor program in Capital PCG and number of monthly meetings to track progress.	Director Infrastructure, Planning and Environmental Services.	✓	✓	✓	✓	



Objective: 3.3 Vibrant community assets									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.3.3	Develop and implement strategic infrastructure plans to inform the decision-making process when planning for future infrastructure renewal and enhancements.	TS9	Develop 5 and 10 year roadworks and drainage capital works program.	Programs adopted by Council.	Manager Technical Services			✓	✓
Objective: 3.4 Well-planned communities									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.4.1	Support strategic projects that will contribute to liveability and economic growth in the Burdekin.	CG4	Coordinate and project manage Council's external funding applications.	100% of applications for identified grant opportunities submitted on time. 100% of acquittals submitted accurately and on time.	Director Corporate and Community Services; Grants and Property Officer	✓	✓	✓	✓
		OPW3	Construct Macro-Algae earthworks pad for bioremediation facility.	30 September 2023	Manager Operations	✓			

Objective: 3.4 Well-planned communities									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.4.1	Support strategic projects that will contribute to liveability and economic growth in the Burdekin.	PD8	Ensure all new developments are assessed against provisions contained within Council's adopted Local Government Infrastructure Plan (LGIP), Planning Act 2016, Planning Scheme, legislative requirements and other relevant instruments.	Compliance checks completed for 60% of new developments at pre-lodgement stage to identify relevant Infrastructure Charges, if requested by applicant.  100% of development applications for planning matters processed within relevant statutory timeframes for each stage of the application process.	Manager Planning and Development	✓	✓	✓	✓
3.4.2	Review land supply and uses to meet community and business needs	ED10	Seek to identify suitable funding sources to support the commencement of construction of Stage 1 of the Ayr Industrial Estate Expansion.	Application made for suitable grant funding if available and other funding sources investigated with budget review.  Project plan finalised and works commenced for Stage 1.	Chief Executive Officer; Director Corporate and Community Services; Director Infrastructure, Planning and Environmental Services.		✓		✓



# Sustainable Environment

We value and respect our natural and built environments and work towards balanced and improved outcomes for our community.

## Objective: 4.1 A sustainable and healthy environment

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.1.2	Improve environmental sustainability outcomes through consultation, collaboration, and partnerships with key stakeholder groups.	EH6	Provide Environmental and Health Assessments for relevant Development Applications in accordance with legislative requirements.	Number of accurate and timely Environmental and Health Assessments provided for relevant development applications.	Coordinator Public Health and Environment	✓	✓	✓	✓

## Objective: 4.2 Balanced environmental outcomes

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.2.1	Maintain the balance between positive environmental outcomes and ongoing development.	PD9	Undertake a review of Burdekin Shire Council Planning Scheme December 2022 and implement any amendments in accordance with the required processes.	Complete review and report on any changes required. Ensure development applications achieve substantial compliance with the requirements of the new 2022 Planning Scheme.	Manager Planning and Development			✓	✓

Objective: 4.2 Balanced environmental outcomes									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.2.2	Promote and support community education programs that contribute to improved environmental and community outcomes.	VM2	Deliver vector management public education and community awareness activities.	Provision of appropriate information via website and other media channels. Information reviewed and updated on website six monthly. One media release produced at wet season onset. Support for Wolbachia mosquito release project in Burdekin Shire.	Coordinator Public Health and Environment	✓	✓	✓	✓
4.2.3	Protect and enhance the natural environment, partnering with organisations and the community to safeguard and improve environmentally sensitive areas	EH7	Maintain Council's status as a Reef Guardian Council.	Progress report delivered. Community event held.	Coordinator Public Health and Environment	✓	✓	✓	✓
		EH8	Undertake works identified in the Dune Management Strategy.	Revegetation work undertaken in priority phase one area at Wunjunga/Beachmount by 31 December 2023. Liaise with other environmental groups and organisations to plan and undertake work within the dune systems.	Coordinator Environment and Health Projects	✓	✓	✓	✓

Objective: 4.2 Balanced environmental outcomes									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.2.3	Protect and enhance the natural environment, partnering with organisations and the community to safeguard and improve environmentally sensitive areas	NR2	Undertake aquatic weed control in Riparian Management Agreement (RMA) participating waterways in Shire.	Issue Riparian Management Agreement invoices for the current financial year by 28 February 2024.  Aquatic weed under control to be maintained at low to medium scattered growth in participating waterways.	Coordinator Public Health and Environment	✓	✓	✓	✓
		NR3	Undertake pest plant and pest animal reduction activities including development of property biosecurity plans with landowners.	Undertake pest animal and plant activities as described in the Shire Biosecurity Plan.  Participation in QFPI Feral Pig Cluster Project and existing aerial shoot program.  Inspection of property biosecurity plans biennially  Participation in other weed control projects with stakeholders.	Coordinator Public Health and Environment	✓	✓	✓	✓

Objective: 4.2 Balanced environmental outcomes									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.2.3	Protect and enhance the natural environment, partnering with organisations and the community to safeguard and improve environmentally sensitive areas	NR4	Implement the Herbicide Subsidy Policy, Fox and Wild Dog Bounty Policy and Wild Dog Control Assistance Policy. Manage applications received under these policies.	Applications administered within guidelines and agreed timeframes. Percentage of budget expended.	Coordinator Public Health and Environment	✓	✓	✓	✓
		NR5	Undertake surveillance, monitoring and community education in relation to new invasive pests as identified in Burdekin Shire Biosecurity Plan and legislation.	Ongoing surveillance of waterways completed. Inspections of each nursery and home nurseries. Liaise with and act on instruction from Biosecurity Queensland. Progress with Siam Weed Taskforce and Action Plan. One workshop and media release per annum. Weed of the quarter on social media.	Coordinator Public Health and Environment	✓	✓	✓	✓

Objective: 4.2 Balanced environmental outcomes									
Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.2.4	Actively encourage reduction, reuse, and recycling of waste to support sustainable waste management principles through the implementation of the North Queensland Waste and Resources Recovery Strategy 2020-2030.	WM1	<p>Continue participation in approved Local Government Illegal Dumping Partnership Grant Program - Round 2A Extension (ends 15 March 2024).</p>	<p>Completion of grant milestone reports.</p> <p>Percentage of successful compliance outcomes (over 80% success).</p> <p>Development of educational materials and program.</p> <p>Liaise with regional partners to develop and implement a regional illegal dumping prevention strategy.</p>	Coordinator Waste Services	✓	✓	✓	✓
		WM2	<p>Implement Waste Management Services Contract including Collection Service Specification to ensure Contractor meets performance standards -</p> <p>Delivery of new bin service.</p> <p>Number of missed services.</p> <p>Response to missed services.</p> <p>Bin repairs/replacements.</p> <p>Service complaints.</p>	<p>Achievement of standards listed in the collection service specification.</p> <p>Analysis of complaints and compliments received regarding kerbside collections.</p> <p>70% or more of customer requests actioned within agreed timeframes.</p>	Coordinator Waste Services	✓	✓	✓	✓

Objective: 4.2 Balanced environmental outcomes									
Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.2.4	Actively encourage reduction, reuse, and recycling of waste to support sustainable waste management principles through the implementation of the North Queensland Waste and Resources Recovery Strategy 2020-2030.	WM3	Supervise waste management sites to ensure compliance with conditions of the Environmental Authority and improve performance for Kirknie Landfill and Ayr, Home Hill, Giru and Clare Transfer Stations.	Full compliance with audits conducted by Department of Environment and Science.  100% compliance with internal inspection and audit programme.	Coordinator Waste Services	✓	✓	✓	✓
		WM4	Review of Council-generated waste audit findings and implement a community sample recycling bin audit.	Review of previous audit findings to improve waste management practices and recycling across various Council work functions.  50 premises audited within financial year. Reduction achieved in contamination rates in recycling bins.	Coordinator Waste Services	✓	✓	✓	✓
4.2.5	Promote the implementation of environmental best practice by Council, residents, and business.	WM5	Continue environmental monitoring programs and commission report on treatment plans for legacy landfill sites: - Cromarty Landfill (groundwater and surface water); - Legacy Landfill Sites (groundwater); - Kirknie Landfill (groundwater, surface water and landfill gas); - Ayr and Home Hill Transfer Stations green waste runoff (surface water).	Complete monitoring and reporting as detailed in the monitoring program.  Record and analyse monitoring data and revise monitoring programs if required.  Commission report outlining treatment plans for priority legacy landfill sites.	Coordinator Waste Services	✓	✓	✓	✓





# High Performing Organisation

We deliver positive outcomes for our community through ethical, transparent, and financially sustainable decision-making.

## Objective: 5.1 Engaged community and stakeholders

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.1.1	Undertake meaningful community engagement through Community Advisory Groups and other engagement methods to encourage diverse community participation and feedback.	CD10	Facilitate inclusive community consultation and advisory group processes.	Conduct "Community Connect" consultation forums for local towns and community organisation. Conduct community surveys and report to Council. Conduct minimum of four CCDAG advisory Group meetings per year. Report on CCDAG matters arising to Council.	Manager Community Services	✓	✓	✓	✓
		TS10	Assess items identified by the Burdekin Road Safety Advisory Committee.	50% of recommendations from advisory group reviewed by management to determine applicability and key recommendations brought to Council for decision and appropriate implementation plan developed within 3 months.	Manager Technical Services	✓	✓	✓	✓

Objective: 5.1 Engaged community and stakeholders									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.1.2	Be responsive and proactive in providing information to keep the community informed.	MC03	Facilitate the production of corporate publications including the Annual Report and Annual Budget documents.	100% compliance with statutory obligations.	Responsible Officer Media and Communications Officer	✓	✓		✓
		MC04	Produce community updates, prepare internal staff communications including staff newsletters, and develop other material as required by the Executive Leadership Team and Senior Leadership Group.	One staff newsletter produced quarterly. All communications prepared and distributed in appropriate timeframes.	Media and Communications Officer	✓	✓	✓	✓
		CS1	Deliver professional customer service assistance to internal and external customers.	Minimum 80% service level - all calls answered within 20 seconds. Less than 5% of calls abandoned. Less than 5% error rate in call codes.	Customer Service Centre Coordinator	✓	✓	✓	✓
		CS2	Implement the agreed actions from the Customer Request Management Internal Audit.	Actions implemented in accordance with agreed timeframes. Actions reported to Audit Committee.	Customer Service Centre Coordinator		✓		
5.1.3	Foster cooperative and collaborative partnerships on matters of regional, state, and national importance.	EXC1	Develop and maintain effective regional partnerships through membership of relevant regional bodies including the North Queensland Regional Organisation of Councils (NQROC) and Townsville Enterprise Ltd (TEL).	Participate in activities of NQROC and relevant sub-committees. Key outcomes identified in Service Level Agreement with Townsville Enterprise Ltd.	Chief Executive Officer; Economic Development Coordinator	✓	✓	✓	✓

Objective: 5.1 Engaged community and stakeholders									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.1.3	Foster cooperative and collaborative partnerships on matters of regional, state, and national importance.	TS11	Deliver Road Maintenance Performance Contract (RMPC) in accordance with requirements and within budget.	Contract obligations fulfilled within budget.	Manager Technical Services	✓	✓	✓	✓
5.1.4	Demonstrate the Council's strategic direction to government, business, and the community through strong leadership and advocacy.	EXC2	Support the provision of training activities to assist councillors in meeting their legislative responsibilities. Undertake councillor induction and training activities following the 2024 local government elections.	Relevant education and training activities provided as required.	Chief Executive Officer	✓	✓	✓	✓
		CG5	Manage Council's Corporate Policy Program.	90% of policies that are due for review, are reviewed within the agreed timeframes.	Senior Governance Officer	✓	✓	✓	✓

Objective: 5.2 Transparent and accountable governance									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.2.1	Demonstrate open and transparent leadership.	CG6	Coordinate Council's Complaints Management System in accordance with the adopted Complaints Management Policy and Process and facilitate the provision of information to external authorities (QAO, Queensland Ombudsman, Queensland Police etc) as required.	100% compliance with Council's adopted Complaints Management Process.	Senior Governance Officer	✓	✓	✓	✓
		CG7	Provide access to Council documents in accordance with the Right to Information Act and Information Privacy Act.	100% of applications for information are processed in accordance with legislative timelines.	Governance and Property Officer	✓	✓	✓	✓
		CG8	Coordinate the Internal Audit function including the annual review of the Internal Audit Plan by the Audit Committee.	Internal audits are delivered in accordance with adopted internal audit plan and within budget. Agreed management action items from internal audit implemented and reported to Audit Committee.	Director Corporate and Community Services; Senior Governance Officer	✓	✓	✓	✓
		FM1	Coordinate/provide information for external audit projects undertaken by Queensland Audit Office.	Timeliness of response to Queensland Audit Office requests and results of audits if applicable.	Manager Financial and Administrative Services				✓

Objective: 5.2 Transparent and accountable governance										
Corporate Plan		Operational Plan Activities			Accountability			Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4	
5.2.2	Responsibly manage Council's financial position to ensure sustainability.	CG9	Coordinate Council's insurance program to manage risks associated with Council operations and assets.	100% of insurance products reviewed and insurance renewals submitted on time.	Responsible Officer Property Officer				✓	
		FM2	Prepare and deliver Council budgets (including revised budgets) in accordance with statutory requirements.	Council budget prepared and presented to Council by 30 June 2024.	Manager Financial and Administrative Services		✓		✓	
		FM3	Report actual performance against budget to Council monthly.	Monthly reports prepared and submitted in accordance with agenda deadlines.	Manager Financial and Administrative Services	✓	✓	✓	✓	
		FM4	Coordinate and submit 10-year financial forecast to Local Government Department.	Submission by 31 August 2023.	Manager Financial and Administrative Services		✓			
		FM5	Maximise recovery of outstanding sundry debtors.	Review of aged debtors particularly those in 60 and 90 days.	Financial Accountant Systems	✓	✓	✓	✓	
		R1	Issue timely and accurate rates and charges notices.	Annual notices and supplementary notices issued within agreed timeframes with less than 10 instances of incorrect notices issued.	Manager Financial and Administrative Services	✓	✓	✓	✓	
		R2	Maximise recovery of overdue rates and charges, in accordance with Council's Rates and Charges Recovery Policy with an emphasis on more timely follow up action on overdue rates from Reminder Notices through to Sale of Land for Arrears of Rates.	Less than 5% increase in rate arrears percentage at 30 June 2024 as compared to rate arrears from previous financial year.	Manager Financial and Administrative Services				✓	
		R3	Undertake system and process review and policy update to prepare to implement six-monthly rating system in the 2024/2025 financial year.	Processes, systems and policy updated to support the commencement of 6-monthly rating in the 2024/2025 financial year.	Manager Financial and Administrative Services	✓	✓	✓	✓	

Objective: 5.2 Transparent and accountable governance									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.2.2	Responsibly manage Council's financial position to ensure sustainability.	EXP1	Administer accounts payable and contract register.	Invoices to be paid within 30 days from EOM in weekly, fortnightly and monthly payment runs.	Expenditure Services Officers	✓	✓	✓	✓
		EXP2	Maximise earnings on cash holdings in accordance with Investment Policy.	Interest earnings - Rates sourced from various institutions to ascertain best rate for period of investment.	Manager Financial and Administrative Services	✓	✓	✓	✓
		EXP3	Administer financial delegations.	Update of Financial Delegations Register.	Expenditure Services Officers	✓	✓	✓	✓
		EXP4	Conduct Tender of Approved Contractors Listing applications for private hire and traffic control providers for the period 1 October 2023 to 30 September 2026.	Collate and update private hire and traffic control information for database throughout year.	Expenditure Services Officers	✓	✓	✓	✓
		PS1	Embed operation of new fuel system to ensure full functionality and auditability with training provided as required.	Full implementation and operation of Jones Street Fuel delivery system by March 31, 2024.	Purchasing and Stores Supervisor			✓	
		TS12	Implementation of Council fleet renewal program - ordered, delivered and program developed.	80% of fleet items ordered by 31 December 2023. 90% of fleet items delivered by 30 June 2024. Future renewal program developed by 30 April 2024.	Manager Technical Services	✓	✓	✓	✓
		TS13	Implement agreed actions from the Fuel and Fleet Management Internal Audit.	Complete agreed actions identified for 2023/2024	Manager Technical Services				

Objective: 5.2 Transparent and accountable governance									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.2.3	Implement effective governance frameworks.	EXC3	Continue to manage risks effectively through ongoing improvements to Council's Enterprise Risk Management systems.	Conduct annual risk register reviews. Hold regular meetings of the Risk Management Committee. Oversight and testing of Council's Business Continuity Plans. Regular risk briefings provided to Audit Committee.	Chief Executive Officer; Senior Governance Officer	✓	✓	✓	✓
		CG10	Monitor and review Fraud and Corruption Control Plan for legislative and regulatory changes.	Annual Review of Fraud and Corruption Risks.  Monitor other ongoing prevention and response activities as necessary.  Training provided to all workers on the updated Code of Conduct for Workers.	Director Corporate and Community Services		✓		✓
		CG11	Continue the review and update of Council's Delegations Register.	Registers are updated within 2 months of LGAQ updates.	Director Corporate and Community Services				✓
		CG12	Implement Council's Business Continuity program through review of the Business Continuity Plans and completion of testing activities as per the adopted testing strategy and schedule.	BCP Test conducted in accordance with adopted testing strategy and schedule. Relevant amendments to BCPs applied.	Senior Governance Officer		✓		✓
		SQ1	Develop an all of Council Internal Quality Audit Program to ensure compliance with AS/NZ ISO9001 - Quality Management Systems.	Development of an Internal Quality Audit Program recommending two internal quality audits to be conducted each quarter.	Safety and Quality Coordinator	✓	✓	✓	✓

Objective: 5.2 Transparent and accountable governance									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.2.3	Implement effective governance frameworks.	SQ2	Retain Council's Quality Management System Certification (currently with Certex)	External audits and compliance activities undertaken in accordance with agreed timeframes. Action items implemented in accordance with agreed timeframes - measured by percentage completed.	Safety and Quality Coordinator	✓	✓	✓	✓
		AR1	Ensure the safe custody of Council records through the classification and registration of daily correspondence into the records management system.	Completion of registration of all correspondence into the records management system within 48 working hours of receipt.	Administration and Records Coordinator	✓	✓	✓	✓
5.2.4	Undertake regulatory responsibilities in accordance with legislative obligations.	CG13	Coordinate Council's Public Interest Disclosure Investigations and Training.	100% of complaints assessed against Public Interest Disclosure criteria. 100% of new employees to receive PID awareness in induction training.	Senior Governance Officer	✓	✓	✓	✓
		FM6	Prepare and deliver draft annual Financial Statements in accordance with legislative and accounting standards requirements and within the agreed external audit plan timeframes.	Presentation of Financial Statements within the agreed external audit plan timeframes. Accurate proposed Financial Statements can be measured based on audit committee and external auditor queries.	Manager Financial and Administrative Services	✓	✓	✓	✓



Objective: 5.2 Transparent and accountable governance									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.2.4	Undertake regulatory responsibilities in accordance with legislative obligations.	FM7	Facilitate external audit of Burdekin Shire Council as required by and in co-operation with the Queensland Audit Office (QAO) and their contracted auditor Crowe.	Feedback from external auditor on performance of audit process. As per the agreed external audit plan.	Manager Financial and Administrative Services	✓	✓	✓	✓
		FM8	Coordinate and complete the annual Local Government Comparative Data Return.	Submission by the target date. Accuracy can be measured by queries from the department.	Manager Financial and Administrative Services	✓	✓	✓	✓
		FM9	Prepare and lodge all necessary statutory/legislative returns.	Returns to be lodged by 30 June 2024.	Manager Financial and Administrative Services				✓
		R4	Maintain the property and rating database to ensure a high level of accuracy.	Less than 10 instances of errors in rating data brought to the attention of Council.	Revenue Coordinator	✓	✓	✓	✓
		R5	Ensure accurate and timely Emergency Management Levy, Rural Fire Brigade Charge and State Government Pensioner Subsidy claims and payments.	Returns and payments submitted in accordance with State Government requirements.	Revenue Coordinator	✓	✓	✓	✓
		AR2	Ensure compliance with Queensland State Archives schedules for the retention and disposal of paper-based corporate records.	70% of records archived within six months of delivery to Records team.	Administration and Records Coordinator	✓	✓	✓	✓
		AR3	Coordinate and provide administrative support for Council's statutory meetings and deliver accurate and timely minutes of meetings.	Accurate, complete and timely minutes published to website within five (5) days of each statutory Council meeting. Minutes to comply with requirements of Local Government Regulation 2012.	Administration and Records Coordinator	✓	✓	✓	✓

Objective: 5.3 Embrace Technology									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.3.1	Support and improve Council's operational performance through the delivery of innovative, efficient, and effective ICT solutions.	CS3	Undertake biennial full review of the current CRM workflows and timeframes.	Review completed by March 2024. Percentage completed.	Customer Service Centre Coordinator			✓	
		ICT1	Coordinate the design, acquisition, configuration, maintenance and management of ICT hardware infrastructure.	Budgeted operational hardware projects delivered in accordance with budget and agreed timeframes (computer and photocopier renewal programs) Budgeted capital hardware projects delivered in accordance with budget and agreed timeframes (Drone replacement, Large Edge Switches, Server Virtualisation).	ICT Coordinator	✓	✓	✓	✓
		ICT2	Provide Corporate software systems and applications that meet the current and future needs of the organisation.	Report on Server updates and compliance with operating system currency - minimum compliance level of 85%.	ICT Coordinator	✓	✓	✓	✓
		ICT3	Provide quality ICT services to internal customers, including timely resolution of customer requests.	90% helpdesk requests responded to and resolved in accordance with agreed service levels.	ICT Coordinator	✓	✓	✓	✓
		ICT4	Progress the transition of Council's ICT core system modules from Ci to CiAnywhere for improved utilisation and enhanced mobility.	Improvements implemented in line with agreed roadmap and budget allocation.	Manager Client Services	✓	✓	✓	✓
		ICT5	Undertake a full review of Council's Public Camera Surveillance Program.	Report to Council outlining the current camera surveillance network and recommendations for future expansion. Report to be presented to Council by 31 March 2024.	Manager Client Services			✓	

Objective: 5.3 Embrace Technology									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.3.1	Support and improve Council's operational performance through the delivery of innovative, efficient, and effective ICT solutions.	ICT6	Implement cybersecurity controls to address the ongoing risk of cyber threats.	Develop Cyber incident Response Plan. Implement DMARC for all Council domains. Cyber Threat Training provided to staff. Upgrade to Microsoft 365 E3. Arrange for inclusion of information and cybersecurity provisions in Council's procurement documentation.	Manager Client Services	✓	✓	✓	✓
		SQ3	Management, maintenance and reporting of the Skytrust System as the primary repository for Safety information.	Development, monitoring and distribution of a corrective actions register, to enhance compliance with best practice in relation to closing out of all incidents and injuries.	Safety and Quality Coordinator	✓	✓	✓	✓
		LDMG4	Coordinate systems that support disaster planning and preparedness.	90% or greater compliance. Management of Councils Disaster Management Software - Guardian IMS including the training of key staff and stakeholders.	Disaster Management Officer	✓	✓	✓	✓
		L05	Investigate the adoption of Radio Frequency Identification (RFID) technology for collection management. Library Strategic Plan 4.2.	Report developed outlining cost-benefit analysis and budget options prepared.	Library Services Manager				✓

Objective: 5.3 Embrace Technology									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.3.1	Support and improve Council's operational performance through the delivery of innovative, efficient, and effective ICT solutions.	PS2	Implement key recommendations from BDO Internal Fuel Management Audit Report.	Develop a coordinated and defined fuel management policy or operational standard that establishes the goals of the fuel management process and Council's accepted operational requirements for the handling and utilisation of fuel assets within six months of installation of new infrastructure.	Purchasing and Stores Supervisor				✓
		TS14	Implement Technology One mobility modules.	Complete final state of Technology One Field App module.	Manager Technical Services	✓	✓	✓	✓
Objective: 5.3 Embrace Technology									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.3.2	Improve access to information through digital platforms.	MC05	Manage, monitor and promote Council's social media platforms as an effective community information and engagement tool.	Number of unique "news items" published to Council's social media platforms.	Media and Communications Officer.	✓	✓	✓	✓
		T0U8	Enhance online presence including the Visit Burdekin website, destination events calendar and Tourism Social Media Platforms.	5% increase in hits and likes on sites.	Tourism Officer				✓
		L06	Manage Library website pages to ensure an effective online presence.  Library Strategic Plan 1.2.	Website pages reviewed and redesigned where necessary.	Library Services Manager				✓

**Objective: 5.4 An enviable organisational culture that actively demonstrates our values**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.4.1	Build effective leadership and management capability.	EXC4	Undertake effective planning and coordination of Council programs and operations through the Senior Leadership Group.	Regular meetings of Executive Leadership Team (ELT) and Senior Leadership Group (SLG).  Level of planning and coordination of Council operations across Departments.	Chief Executive Officer; Director of Corporate and Community Services; Director of Infrastructure, Planning and Environmental Services	✓	✓	✓	✓
5.4.2	Develop a cost-effective, adaptable, and capable workforce to implement our vision.	TR1	Develop and maintain the 2023/2024 Training Plan and ensure that skills and qualifications required by legislation are maintained/updated.	Reported quarterly- 95% training compliance for new and renewed qualifications and skills in accordance with position requirements and legislation.	Human Resources Coordinator	✓	✓	✓	✓
		TR2	Facilitate Council traineeships, apprenticeships and work experience opportunities.	Report on number of trainees appointed in line with proposed budgetary limitations. Report on number of apprentices appointed annually. Report on additional or new Cadets and/or Graduates appointed. Report on number of work experience students.	Human Resources Coordinator	✓	✓	✓	✓
		OPW4	Ensure operational responsiveness and departmental conduct (operations- works) aligns with Council's Customer Service Charter and agreed service timeframes.	Quarterly analysis of compliments versus formal complaints received with a target of 8:1 compliments to complaints. 90% or more of customer requests completed within target timeframes.	Manager Operations	✓	✓	✓	✓

Objective: 5.4 An enviable organisational culture that actively demonstrates our values									
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets		
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.4.3	Provide training and development opportunities to meet organisational needs.	TR3	Coordinate Council's corporate training and employee professional development initiatives.	Report on current operational expenditure for training in line with predicted forecasted budget.	Human Resources Coordinator	✓	✓	✓	✓
		AR4	Deliver systematic ongoing Recordkeeping Awareness training and records management system training for all employees to ensure recordkeeping is supported at all levels of Council.	100% of new employees receive awareness training as part of their induction. 100% of new employees using the records management system are trained within three months of employment.	Administration and Records Coordinator	✓	✓	✓	✓
5.4.4	Protect the health and safety of employees and community members through the implementation of an effective Health and Safety Management System.	HR1	Manage work-related injuries including the facilitation of workers compensation claims and return to work programs.	100% of workers' compensation claims recorded and managed in accordance with Council policies and procedures. Report on number and status of new and existing cases each quarter.	Human Resources Coordinator	✓	✓	✓	✓
		SQ4	Development and adoption of Council's Annual Work Health and Safety Plan	Monitor and report on Council's monthly tasks and actions in accordance with the Annual Work Health and Safety Plan. 90% of tasks completed each quarter.	Safety and Quality Coordinator	✓	✓	✓	✓

Objective: 5.4 An enviable organisational culture that actively demonstrates our values										
Corporate Plan Reference		Operational Plan Activities			Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4	
5.4.4	Protect the health and safety of employees and community members through the implementation of an effective Health and Safety Management System.	SQ5	Develop and roll out a successful and engaging Safe Work Month Program for all employees.	Development of the Safe Work Month Program and successful facilitation of planned activities. 80% engagement of employees over Safe Work Month.	Safety and Quality Coordinator	✓	✓	✓	✓	
		OPW5	Achieve a net reduction in number of WHS incidents involving property damage by Works Staff. Benchmark established from 2022/23 SkyTrust reporting.	Reduction in number of WHS incidents involving property damage compared to prior year.	Manager Operations; Overseer - Works	✓	✓	✓	✓	
		OPW6	Operations- Works Record of non-compliance against Site Safety Checklists. Year 1 is to establish benchmark performance with view to continuous improvement in following years.	Establish a WHS non-compliance benchmark for internal project audits. Conduct at least one internal site audit of all Capital Works projects and measure instance of non-compliance against Site Safety Plan and Traffic Management Plan.	Manager Operations; Overseer - Works	✓	✓	✓	✓	
		WW4	Achieve a net reduction in number of WHS incidents involving property damage by Water and Wastewater Staff. Benchmark established from 2022/23 SkyTrust reporting.	Reduction in number of WHS incidents involving property damage compared to prior year.	Manager Operations; Manager Water and Wastewater.	✓	✓	✓	✓	
		WW5	Water and Wastewater Record of non-compliance against Site Safety Checklists. Year 1 is to establish benchmark performance with view to continuous improvement in following years.	Establish a WHS non-compliance benchmark for internal project audits. Conduct at least one internal site audit of all Capital Works projects and measure instance of non-compliance against Site Safety Plan and Traffic Management Plan.	Manager Operations; Manager Water and Wastewater.	✓	✓	✓	✓	

Objective: 5.4 An enviable organisational culture that actively demonstrates our values									
Corporate Plan Reference		Operational Plan Activities			Accountability			Delivery targets	
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.4.4	Protect the health and safety of employees and community members through the implementation of an effective Health and Safety Management System.	PG2	Achieve a net reduction in number of WHS incidents involving property damage by Parks and Gardens Staff. Benchmark established from 2022/23 SkyTrust reporting.	Reduction in number of WHS incidents involving property damage compared to prior year.	Manager Operations; Parks Coordinator; Supervisor - Parks.	✓	✓	✓	✓
		PG3	Parks and Gardens Record of non-compliance against Site Safety Checklists. Year 1 is to establish benchmark performance with view to continuous improvement in following years.	Establish a WHS non-compliance benchmark for internal project audits. Conduct at least one internal site audit of all Capital Works projects and measure instance of non-compliance against Site Safety Plan and Traffic Management Plan.	Manager Operations; Parks Coordinator; Supervisor - Parks.	✓	✓	✓	✓
5.4.5	Develop and implement a strategic workforce plan to advance Council's recruitment, onboarding, career mapping and succession planning activities.	EXC5	Complete the implementation of agreed actions from the Strategic Workforce Planning and Succession Management internal audit report.	Implement actions as per timelines in audit report.	Chief Executive Officer; Director Corporate and Community Services; Human Resources Coordinator	✓	✓	✓	✓
		HR2	Deliver workforce data reports that meet Council's requirements and highlights workforce trends to inform workforce planning.	Reports prepared and presented according to agreed reporting timetable to meet strategic and operational needs.	Human Resources Coordinator	✓	✓	✓	✓
		HR3	Development of a Workforce Plan to enable Council to attract, retain and better plan for the future workforce.	Develop a key document/strategy around workforce planning. Report on progress and any new initiatives.	Director Corporate and Community Services; Human Resources Coordinator	✓	✓	✓	✓



**Objective: 5.4 An enviable organisational culture that actively demonstrates our values**

Corporate Plan Reference		Operational Plan Activities		Accountability		Delivery targets			
Ref	Key action	Ref	Targeted Activities	Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.4.6	Implement the Staff Culture Program.	EXC6	Continue to implement initiatives designed to improve organisational culture through the adopted Action Plan.	Action Plan initiatives implemented in accordance with budget and agreed timeframes.	Chief Executive Officer	✓	✓	✓	✓
		HR4	Manage Council's human resources functions including employee relations, compliance, compensation and benefits, and all other employee related matters.	Report on number of disputes raised by Unions or matters lodged with the QIRC.  Report on the status of recruitment for the quarter.	Human Resources Coordinator	✓	✓	✓	✓

# Revenue Statement 2023/24

## A. GENERAL RATES – OVERVIEW

In accordance with section 94(1)(a) of the *Local Government Act 2009* and section 80(1) of the *Local Government Regulation 2012*, Council will levy differential general rates on all rateable land within the Shire.

For the 2023/24 financial year, Council has determined that it will, in accordance with section 81 of the *Local Government Regulation 2012*, adopt twenty-one (21) differential categories.

In making general rates, Council raises an amount of revenue it sees as being appropriate to maintain and improve assets and provide services to the Shire as a whole. In deciding how that revenue is raised, Council takes into account the following factors –

- the use of the land and the economic value of that use;
- the location of the land;
- the level of services provided to that land;
- the access that the land has to services; and
- the rateable value of land, including the potential for the land to produce income.

The annual valuation made by the Department of Resources of all lands in the Shire shall have force and effect for the period of twelve (12) months commencing on 1 July 2023.

Council determines that a method of differential general rating be applied to all rateable land in the Shire on the bases set out hereunder.

## B. DIFFERENTIAL GENERAL RATING CATEGORIES

In accordance with section 81 of the *Local Government Regulation 2012*, the categories into which rateable land is categorised, the description of those categories and the method by which land is to be identified and included in its appropriate category is set out in the following table.

Category	Description	Identification
A – Residential	Land which is used or intended to be used for residential purposes.	Land with land use codes 01, 02, 04-06, 08, 09 and 72 and/or a property type of Urban Residential or Urban Vacant and as identified by the CEO, but excluding the following properties with assessment numbers:  1872, 3085, 3094, 3097, 3100, 3112, 6214, 6215, 6220, 6221, 6781, 6782, 11093 to 11096, 12390, 12391, 12463 to 12465, 12580 to 12594, 15251, 15252, 15767 and 15768.
A1 – Rural Residential	Land which is used or intended to be used for rural residential purposes.	Land with land use codes 01, 02, 04-06, 09 and 72 and/or a property type of Rural Residential or Rural Vacant and as identified by the CEO.
A2 – Multi Unit Dwellings <2 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings <2 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.
A3 – Multi Unit Dwellings 3-4 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings 3-4 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.

Category	Description	Identification
A4 – Multi Unit Dwellings 5-7 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings 5-7 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.
A5 – Multi Unit Dwellings >7 Flats	Land which is used or intended to be used for residential purposes – multi unit dwellings >7 flats.	Land with land use code 03 and/or a property type of Urban or Rural Residential and as identified by the CEO.
B – Commercial and Industrial	Land used, or intended to be used, for commercial and/or industrial purposes other than land included within category B1 or B2.	Land with land use codes 07, 10-59, 90, 92, 96-97 and 99 and as identified by the CEO, and including the following properties with assessment numbers:  1872, 3085, 3094, 3097, 3100, 3112, 6214, 6215, 6220, 6221, 6781, 6782, 11093 to 11096, 12390, 12391, 12463 to 12465, 12580 to 12594, 15251, 15252, 15767 and 15768.
B1 – Shopping Centre	Land used, or intended to be used, for the purposes of a shopping centre, or as a part of a shopping centre, having a gross floor area greater than 4,000 square metres, and on-site car parking for more than 80 vehicles.	Land with land use code 16 and as identified by the CEO.
B2 – Shopping Complex	Land used, or intended to be used, for the purposes of a shopping centre, or as a part of a shopping centre, having a gross floor area greater than 2,000 square metres, and on-site car parking for more than 24 vehicles but less than 81 vehicles.	Land with land use codes 14 or 16 and as identified by the CEO.
C – Grazing and Livestock	Land used for the purposes of grazing or livestock.	Land with land use codes 60-69, 85-87 and 89 and as identified by the CEO.
D – Sugar Cane	Land used for the purposes of growing sugar cane.	Land with land use code 75 and as identified by the CEO.
E – Rural (Other) – less than 20 hectares	Land used for rural purposes, other than land included in category C or D, with an area of less than 20 hectares.	Land with land use codes 70-71, 73-74, 76-84, 88, 93-94 and as identified by the CEO.
E1 – Rural (Other) – 20 hectares or more	Land used for rural purposes, other than land included in category C or D, with an area of 20 hectares or greater.	Land with land use codes 70-71, 73-74, 76-84, 88, 93-94 and as identified by the CEO.
F – Sugar Milling	Land used, or intended to be used, for the purposes of sugar milling, including land used in connection or in association with sugar milling.	Land identified by the CEO.
G1 – Water (less than 10 hectares)	Land used, or intended to be used, for the extraction, storage, delivery, transport or drainage of water, with an area of less than 10 hectares.	Land with land use code 95 and as identified by the CEO.
G2 – Water (10 hectares or more)	Land used, or intended to be used, for the extraction, storage, delivery, transport or drainage of water, with an area of 10 hectares or greater.	Land with land use code 95 and as identified by the CEO.

Category	Description	Identification
H1 – Solar Farms – 40MW – 90MW	Land used, or intended to be used, in whole or in part, for the purposes of a solar farm, with an approved output capacity not lower than 40MW but equal to or less than 90MW.	Land with land use code 91 and as identified by the CEO.
H2 – Solar Farms – 91MW – 250MW	Land used, or intended to be used, in whole or in part, for the purposes of a solar farm, with an approved output capacity not lower than 91MW but equal to or less than 250MW.	Land with land use code 91 and as identified by the CEO.
H3 – Solar Farms – >250MW	Land used, or intended to be used, in whole or in part, for the purposes of a solar farm, with an approved output capacity greater than 250MW.	Land with land use code 91 and as identified by the CEO.
H4 – Electricity and Telecommunications Infrastructure	Land used, or intended to be used, in whole or in part, for the purposes of transformers, electricity substations, communication facilities and telephone exchanges.	Land with land use code 91 and as identified by the CEO.
I – Other	Land not otherwise categorised.	Land identified by the CEO.

The land use codes referred to under the “Identification” column in the table above, are those land use codes used by the Department of Resources to classify land within the Shire boundaries during the period of the valuation which becomes effective for rating purposes from 1 July 2023.

Council delegates its power, under section 81(4) of the *Local Government Regulation 2012*, to identify the rating category to which each parcel of rateable land within the Shire belongs to the Chief Executive Officer.

### C. DIFFERENTIAL GENERAL RATES AND MINIMUM GENERAL RATES

In accordance with section 77 and section 80 of the *Local Government Regulation 2012*, the differential general rate and minimum general rate for each differential rating category is set out in following table.

Category	Rate (Cents) in the Dollar	Minimum General Rate
A – Residential	1.902	\$1,179
A1 – Rural Residential	1.649	\$1,179
A2 – Multi Unit Dwellings <2 Flats	1.854	\$1,533
A3 – Multi Unit Dwellings 3-4 Flats	1.973	\$2,300
A4 – Multi Unit Dwellings 5-7 Flats	1.867	\$3,833
A5 – Multi Unit Dwellings >7 Flats	2.027	\$6,132
B – Commercial and Industrial	2.053	\$1,415
B1 – Shopping Centre	3.110	\$37,404

Category	Rate (Cents) in the Dollar	Minimum General Rate
B2 – Shopping Complex	2.611	\$10,400
C – Grazing and Livestock	1.449	\$1,415
D – Sugar Cane	3.423	\$1,415
E – Rural (Other) less than 20 hectares	2.098	\$1,415
E1 – Rural (Other) 20 hectares or more	3.423	\$1,415
F – Sugar Milling	31.181	\$187,018
G1 – Water (less than 10 hectares)	20.538	\$1,415
G2 – Water (10 hectares or more)	21.602	\$10,899
H1 – Solar Farms (40MW–90MW)	3.363	\$44,580
H2 – Solar Farms (91MW–250MW)	3.363	\$78,015
H3 – Solar Farms (>250MW)	3.363	\$111,232
H4 – Electricity and Telecommunications Infrastructure	3.561	\$1,769
I – Other	1.902	\$1,179

#### D. LIMITATION OF INCREASE IN RATES LEVIED

For the 2023/24 financial year Council will not be passing any resolution, pursuant to section 116 of the *Local Government Regulation 2012*, to limit the increase in general rates.

## E. REBATES AND CONCESSIONS

### a) Rate Concession – Pensioner Rebate

For the 2023/24 financial year, Council has determined that, in accordance with chapter 4, part 10 of the *Local Government Regulation 2012*, it shall grant rating concessions for eligible pensioners with respect to a property which is the principal place of residence of the eligible pensioner.

#### *Eligibility*

The concession shall only be granted with respect to a property which is owned solely by eligible pensioner/s and where the property is the principal place of residence of the eligible pensioner/s.

An eligible pensioner is one who is in receipt of a full pension/allowance, who produces a Queensland Pensioner Concession Card issued by Centrelink or Department of Veterans' Affairs or a Veteran Gold Card – Repatriation Health Card For All Conditions issued by Department of Veterans' Affairs.

This rebate shall also extend to:

- War Widows who are the holders of a Veteran Gold Card;
- Eligible pensioners who occupy a dwelling in respect to which a life tenancy has been granted by way of Will and providing there is no provision in the Will which relieves the life tenant of the obligation to pay the rates and charges; and
- Eligible pensioners who reside in an institution caring for the aged, including hospitals, or are in family care providing the property is not occupied on a paid tenancy basis.

The pensioner rebate is to be calculated as half the sum of the relevant General Rates, up to the maximum rebate set at **\$380** to all persons that meet the eligibility criteria.

Council may, in its discretion, consider any case on its merits where special circumstances apply; and allow such rebate as it sees fit up to the maximum remission.

Applications for rate concessions by qualifying applicants who own relevant properties on 1 July 2023 are to be dealt with in the following manner:

- for existing eligible pensioners, the details currently held continue to be used for annual verification with Centrelink/Department of Veterans' Affairs;
- for new eligible Pensioners, an initial application is required to be made; and
- for pensioners requesting a rebate due to special circumstances, an annual application is required to be made.

The amount of pension payable at time of the verification from Centrelink/Department of Veterans' Affairs will determine the eligibility for the Council rebate.

Any rebate granted pursuant to this section is only applicable for the period of time that the eligible pensioner is the owner of the property and all requirements set out above remain fulfilled. If the principal place of residence is disposed of during the financial year, a supplementary rate notice will be issued to the new owner of the property representing the proportionate share of the remission from date of sale to 30 June next.

#### *State Government Subsidy*

For the year ending 30 June 2024, an approved pensioner as defined in guidelines for the State Government's Pensioner Rate Subsidy Scheme shall be entitled to a State Government subsidy equivalent to 20 per cent of the cost of rates and charges levied, excluding any amount in excess of \$1,000 per annum levied. The maximum entitlement is **\$200**.

b) Concessions for Not for Profit Community Organisations

For each financial year rebates (i.e. donations) equivalent to 45% of the sum of the relevant sewerage charges in respect of second and subsequent pedestals and/or urinals at premises or land used for private schools, churches, welfare and youth organisations, sporting purposes and public halls, excluding premises licensed under the *Liquor Act 1992* will be made to the relevant community organisations, on the basis that they are entities whose objects do not include making a profit, immediately upon payment in full of all levied rates and charges, together with any overdue rates and charges, if applicable. Council may, at its discretion, consider any case on its merits where special circumstances apply and make such rebates (i.e. donations) as Council considers appropriate.

c) Hardship

As outlined in Council's Rates and Charges Hardship Policy, ratepayers may apply for a concession on the grounds of hardship, in accordance with the requirements of sections 119 to 126 of the *Local Government Regulation 2012*.

## F. WASTE MANAGEMENT UTILITY CHARGE

In accordance with section 94(1)(b)(ii) of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council shall levy utility charges for waste management to fund:

- a) Refuse collection and disposal services;
- b) The operation of waste management facilities, including landfills and transfer stations; and
- c) Other waste management services and programmes provided by Council.

The waste management utility charges shall be levied and administered consistent with the Waste Management Policy.

### **Designated Areas**

In accordance with Local Law No 8 (Waste Management) 2018, the Council has resolved to designate areas within which the Council may conduct general waste or green waste collection. The designated area is shown in Schedule 1 – Maps 1-5 attached.

There are two (2) designated areas which differentiate the level of mobile bin service provided to premises located within the areas.

### **Mobile Bin Service**

The mobile bin service for the Shire that is delivered to domestic premises and commercial premises comprises the following mobile bins and collection frequency:

- a) Domestic Premises within Designated Area A
  - i. A 140 litre mobile bin with a red lid for domestic waste and collected weekly.\*
  - ii. A 240 litre mobile bin with a yellow lid for recyclable waste (excluding green waste) and collected fortnightly.
  - iii. A 240 litre mobile bin with a lime green lid for green waste and collected fortnightly.

The above service is referred to as a **3 bin domestic service**.

b) Domestic Premises within Designated Area B

- i. A 140 litre mobile bin with a red lid for domestic waste and collected weekly.\*
- ii. A 240 litre mobile bin with a yellow lid for recyclable waste (excluding green waste) and collected fortnightly.

The above service is referred to as a **2 bin domestic service**.

- c) Commercial Premises within Designated Areas A and B
- i. A 240 litre mobile bin with a red lid for commercial waste and collected weekly.
  - ii. A 240 litre mobile bin with a yellow lid for recyclable waste (excluding green waste) and collected fortnightly.

The above service is referred to as a **2 bin commercial service**.

- d) Multi-Residential Premises including Duplexes within Designated Areas A and B

These premises will be charged with either a 2 bin domestic service\* or a 3 bin domestic service\*, regardless of their location, in accordance with the Waste Management Policy.

### **Waste Management Charges**

The following waste service utility charges shall apply in the defined service area:

140L 2 Bin Domestic Service	<b>\$445</b>
240L 2 Bin Domestic Service*	<b>\$560</b>
140L 3 Bin Domestic Service	<b>\$507</b>
240L 3 Bin Domestic Service*	<b>\$622</b>
240L 2 Bin Commercial Service	<b>\$537</b>
240L 3 Bin Commercial Service*	<b>\$599</b>
Additional 140L Domestic Waste Bin	<b>\$363</b>
Additional 240L Domestic Waste Bin	<b>\$478</b>
Additional 240L Commercial Waste Bin	<b>\$431</b>
Additional Domestic Recycle Waste Bin	<b>\$ 82</b>
Additional Commercial Recycle Waste Bin	<b>\$106</b>
Additional Green Waste Bin	<b>\$ 62</b>

\*Residents of domestic premises and multi-residential premises may request to change to the 240 litre mobile bin with a red lid. The larger mobile bin will incur a higher annual charge. Commercial premises owners may request an additional 240 litre mobile bin (either red lid or yellow lid). The additional bin will incur a higher annual charge.

### **Waste Access Charge**

In accordance with section 94(1)(b)(ii) of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council shall levy a charge on each rateable property without an existing refuse service in Category A (Residential), Category A1 (Rural Residential), Category A2 (Multi Unit Dwellings <2 Flats), Category A3 (Multi Unit Dwellings 3-4 Flats), Category A4 (Multi Unit Dwellings 5-7 Flats), Category A5 (Multi Unit Dwellings >7 Flats), Category C (Grazing and Livestock), Category D (Sugar Cane), Category E (Rural (Other) less than 20 hectares) and Category E1 (Rural (Other) 20 hectares or more) for access to free sorted domestic dumping at Landfill and Transfer Stations. For the 2023/24 financial year, the amount of the charge shall be **\$25**.

### **Waste Legacy Landfill Charge**

In accordance with section 94(1)(b)(ii) of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council shall levy a charge on every parcel of rateable land in the Shire to fund expenditure and projects that assist in remediating or reducing the environmental and human health risks associated with former landfill sites located in the Shire, including further detailed assessment of sites if required. For the 2023/24 financial year, the amount of the charge shall be **\$20**.



## G. SEWERAGE UTILITY CHARGE

In accordance with section 94(1)(b)(ii) of the *Local Government Act 2009* and section 99 of the *Local Government Regulation 2012*, Council shall levy a sewerage charge on each rateable property, both vacant and occupied, that Council has or is able to provide with sewerage services.

A charge is set, subject to the provisions hereunder, and referred to as classes of buildings in accordance with the National Construction Code 2022 Building Code of Australia Volume Two, for each pedestal in residential dwellings and residential lots under the *Body Corporate and Community Management Act 1997*, or other community title acts that are connected to Council's sewerage system. Where sewerage services are provided to the common property of sewerage scheme land within the meaning of the *Body Corporate and Community Management Act 1997*, the Body Corporate shall be levied a charge on each pedestal.

a) The Sewerage Area shall consist of:-

All land situated in the Shire of Burdekin that Council is prepared to sewer. A parcel of land shall be deemed to be within a sewerage area if Council is prepared to sewer any part of the land.

Such charges shall be levied to defray the cost of constructing sewerage including the payment of interest on, and redemption of, the instalments into a sinking fund, in respect of any loan money borrowed for or in respect of such function and the cost of operating, maintaining and managing sewerage.

The charges shall also apply in respect of any land or any structure, building or place on land that is not rateable under section 93 of the *Local Government Act 2009*.

In this subsection reference is made to classes of buildings. Buildings and portions of buildings shall be classified in accordance with the National Construction Code 2022 Building Code of Australia Volume Two –

### Class 1 buildings

A Class 1 building includes one or more of the following sub-classifications:

- (1) Class 1a is one or more buildings, which together form a single dwelling including the following:
  - (a) A detached house.
  - (b) One of a group of two or more attached dwellings, each being a building, separated by a *fire-resisting* wall, including a row house, terrace house, town house or villa unit.
- (2) Class 1b is one or more buildings which together constitute—
  - (a) a boarding house, guest house, hostel or the like that—
    - (i) would ordinarily accommodate not more than 12 people; and
    - (ii) have a total area of all floors not more than 300 m<sup>2</sup> (measured Over the enclosing walls of the building or buildings); or
  - (b) four or more single dwellings located on one allotment and used for short-term holiday accommodation

### Class 2 buildings

- (1) A Class 2 building is a building containing two or more *sole-occupancy units*.
- (2) Each *sole-occupancy Unit* in a Class 2 building is a separate dwelling.

### Class 3 buildings

A Class 3 Building is a residential building providing long-term or transient accommodation for a number of unrelated persons, including the following:

- (1) A boarding house, guest house, hostel, lodging house or backpacker accommodation.
- (2) A residential part of a hotel or motel.
- (3) A residential part of a *school*.
- (4) Accommodation for the aged, children, or people with disability.
- (5) A residential part of a *health-care building* which accommodates members of staff.
- (6) A residential part of a *detention centre*.
- (7) A *Residential care building*

**Class 4 buildings**

Class 4 is a dwelling in a Class 5, 6, 7, 8 or 9 building.

**Class 5 buildings**

A Class 5 building is an office building used for professional or commercial purposes.

**Class,6 buildings**

A Class 6 Building is a shop or other building used for the sale of goods by retail or the supply of services direct to the public, including—

- (1) an eating room, café, restaurant, milk or soft-drink bar; or
- (2) a dining room, bar area that is not an *assembly building*, shop or kiosk part of a hotel or motel; or
- (3) a hairdresser's or barber's shop, public laundry, or undertaker's establishment; or
- (4) a market or sale room, showroom, or *Service station*

**Class 7 buildings**

A Class 7 building is a storage-type building that includes one or more of the following sub-classifications:

- (1) Class 7a — a *carpark*.
- (2) Class 7b — a building that is used for storage, or display of goods or produce for sale by wholesale.

**Class 8 buildings**

A Class 8 building is a process-type building that includes the following:

- (1) A laboratory.
- (2) A Building in which the production, assembling, altering, repairing, packing, finishing, or cleaning of goods or produce for sale takes place.

**Class 9 buildings**

A Class 9 building is a building of a public nature that includes one or more of the following sub-classifications:

- (1) Class 9a — a *health-care building* including any parts of the building set aside as laboratories, and includes a *health-care building* used as a *residential care building*.
- (2) Class 9b — an *assembly Building* including a trade workshop or laboratory in a primary or secondary *school*.
- (3) Class 9c — a *residential Care building*.

**Class 10 buildings and structures**

A Class 10 building includes one or more of the following sub-classifications:

- (1) Class 10a is a non-habitable building including a *private garage*, carport, shed or the like.
- (2) Class 10b Is a structure that is a fence, mast, antenna, retaining wall or free-standing wall or *swimming pool* or the like.
- (3) Class 10c is a *private Bushfire shelter*.

**Multiple classifications**

A Building (or part of a building) may be designed, constructed or adapted for multiple purposes and have more than one classification.

- b) The charges in the Sewerage Area shall be:-

A charge of **\$600** shall be made where sewerage is provided for a full year to Class 1a or Class 4 buildings and portion of buildings and to a single dwelling unit of a Class 2 building. This charge shall apply subject to Clause (c) hereunder. In respect of each and every parcel of vacant land separately valued for rating purposes, a charge of **\$600** for a full year shall be made.

A charge of **\$600** shall be made where sewerage is provided for a full year to a Lot contained in a *Body Corporate and Community Management Act 1997* or another community title acts. This charge shall apply subject to Clause (c) hereunder. This charge shall be payable from the date of registration of the community titles scheme and shall be payable by the owner.

A **pro rata charge** based on **\$600** per annum shall apply in respect of any parcel of land to which sewerage supply is or is not connected and which becomes separately valued during the financial year or to which the Chief Executive Officer deems shall be separately valued during the financial year. Such charge is to take effect from the date of possession or date of effect of valuation, whichever is the earlier.

A **pro rata charge** based on **\$600** per annum shall apply in respect of any parcel of land to which sewerage supply is connected.

- c) Two (2) or more water closet pans installed at Class 1a or Class 4 buildings or portions of buildings and to a single dwelling unit of a Class 2 building shall be permitted without the imposition of charges other than those in Clause (b).
- d) A charge of **\$600** shall be made for each water closet pan and/or each 1,800 mm of urinal or part thereof (as defined by the Australian Standards) connected, proposed to be connected or required to be connected (in accordance with the minimum number/s of water closet pans and/or urinals specified in the National Construction Code of Australia) at Classes 1b, 3, 5, 6, 7, 8 and 9 buildings, or portions of buildings, where sewerage is available for a full year or on a pro rata basis according to the proportion of the year for which sewerage is available. In this sub-clause, the charge of **\$600** shall also apply in respect of three (3) wall urinals or part thereof.
- e) Notwithstanding the above, a charge of **\$600** shall be made for the first three (3) and a charge of **\$360** for subsequent water closet pans and/or each 1,800 mm of urinal and/or part thereof (as defined by the Australian Standards) connected, proposed to be connected or required to be connected (in accordance with the minimum number/s of water closet pans and/or urinals specified in the "National Construction Code of Australia") at premises listed in the **Schedule** below, or as Council may determine by resolution.

#### Schedule

*Motels, Hotels, Taverns, Accommodation Units, Aged Care/Institutions, Caravan Parks, Service Stations, Non-Government Offices (includes combined workshops, warehouses), Shops, Restaurants, Drive-In Theatres, Factory, Foundry, Private Day Care Centres, Sporting Bodies with permanent liquor licences, Ayr Anzac Club – RSL Premises*

- f) A charge of **\$600** shall be made in respect of each separately valued parcel of land on which any building and portions of buildings are erected, and not being chargeable as hereinbefore set out.
- g) Within the Sewerage Area, for premises that pump septic tank effluent to the sewer system, an annual charge equivalent to 80% of the standard sewerage charge of **\$600** which equates to **\$480** shall apply. Provided that approval of Council is received to dispose of the effluent as aforesaid. Provided also that Council shall apply an infrastructure contribution charge to be set as a General Charge by resolution of Council.
- h) Sewerage charges to be levied on sporting and other organisations (including the Burdekin Race Club, Home Hill) located outside the sewerage areas where these organisations provide their own pumping facilities and sewer line for the conveyance of sewage from their premises into Council's Sewerage System be based on one-third (to the next) of the sum of the number of water closet pans plus each 1,800 mm of urinal installed for use at the premises at the rate of **\$600** per water closet pan.

## H. WATER UTILITY CHARGE

- a) In accordance with section 94(1)(b)(ii) of the *Local Government Act 2009* and section 99 and section 101 of the *Local Government Regulation 2012*, Council has resolved to charge a utility charge for the provision of water services.
- b) The charge shall be levied as a two-part charge with the following components -
  - i. an access charge levied irrespective of the volume of water used; and
  - ii. a consumption charge calculated according to the metered volume of water used.
- c) The charge shall be levied on every parcel of rateable land within the water area. The water area consists of all land to which Council is prepared to supply water including the Ayr/Brandon, Home Hill, Mt. Kelly and Giru Water Supply Schemes and the Airdmillan, Klondyke, Colevale, Groper Creek, Alva, Piralko and Sutcliffe Estate Water Supply Extensions ("**the Water Area**").
- d) A parcel of land shall be deemed to be within a water area if Council is prepared to supply water to any part of the land.

### Access Charge

- e) For the 2023/24 financial year, an access charge of **\$510** shall be levied on all land within the Water Area.

### Consumption Charge

- f) A consumption charge shall apply for each kilolitre consumed as registered by a meter installed by Council in respect of water consumed. For any rates assessment with more than one (1) meter, consumption charges shall be calculated individually on the basis of water consumption of each meter. No summing of consumption for that rates assessment will occur.
- g) For the 2023/24 financial year, the following charges shall apply:
  - i. for water supplied by Council's Giru Water Supply Scheme to properties included in rating category F – Sugar Milling: **\$2.90** per 1,000 litres; and
  - ii. for water supplied to all other properties from any of Council's water supply schemes:
    - water usage up to and including 1,000,000 litres - **\$0.45** per 1,000 litres; and
    - water usage above 1,000,000 litres - **\$1.80** per 1,000 litres.
- h) The charge for consumption shall be payable in addition to the minimum access charge.
- i) For premises containing lots under the *Body Corporate and Community Management Act 1997* or another community title acts, where each Lot and Common Property is capable of separate measurement of water, consumption charges shall be calculated from the individual water meters serving each lot and common property.
- j) For premises containing Lots under the *Body Corporate and Community Management Act 1997* or another community title Act, where each Lot and Common Property is not capable of separate measurement of water, consumption charges shall be calculated from the property primary water meter and charged to the lots proportional to the lot entitlement schedule for the Community Title unless an agreement between the Body Corporate and Council has been entered into pursuant to section 196(4) of the *Body Corporate and Community Management Act 1997*. Each such lot shall attract water consumption charges in accordance with Clause (f) above.
- k) In respect of fire hose reel services, all existing services are to have meters fitted retrospectively where practicable. All such services will be then capable of being measured in respect of their water consumption and Council will levy a consumption charge for each kilolitre consumed. Dedicated fire mains are to be installed with no meter and they are not intended to be metered for consumption. Where a fire hose reel is connected off a dedicated fire main, a combination meter is to be installed and the consumption measurement is to be taken from the low flow (fire hose reel) meter only.

### Other Matters

- l) Water meters are read twice per year in October/November (half year reading) and May/June (end of year reading).
- m) In accordance with section 102(2) of the *Local Government Regulation 2012*, a meter shall be taken to have been read on a day which starts two (2) weeks before, and ends two (2) weeks after, the date the meter is actually read.

## I. ENVIRONMENTAL SEPARATE CHARGE

- a) In accordance with section 94(1)(b)(iii) of the *Local Government Act 2009* and section 103 of the *Local Government Regulation 2012*, Council shall levy a separate charge on every parcel of rateable land within the Shire to fund projects that have an environmental benefit to the Burdekin community, including but not limited to the following environmental improvement and natural resource conservation, preservation or enhancement initiatives:
  - i. Rehabilitation, care or maintenance of the natural environment in areas including aquatic weed management; wetland management; herbicide subsidy; and management of local biosecurity matters such as declared pest animals and weeds.
  - ii. Preservation or remediation of environmentally important areas.
  - iii. Acquisition of land that has particular environmental value.
  - iv. Promotion and encouragement of sustainable practices such as energy efficiency and waste minimisation.
- b) For the 2023/24 financial year, the amount of the charge shall be **\$10**.

## J. MOUNT KELLY RURAL FIRE BRIGADE SPECIAL CHARGE

- a) In accordance with section 94(1)(b)(i) of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, Council will levy a special charge on land within the area marked on plan number RF2009 (as annexed hereto) to fund the ongoing provision and maintenance of rural fire fighting equipment for the rural fire brigades that operate in the Mount Kelly area ("**the Service**").
- b) The land the subject of the special charge specially benefits from the provision of the Service, because this land is not otherwise serviced by urban fire fighting brigades.
- c) For the 2023/24 financial year, the amount of the charge shall be **\$15**.
- d) The overall plan for the special charge is as follows -
  - i. The special charge is levied to fund the cost of providing rural fire fighting services to properties in the Mount Kelly area.
  - ii. The rateable land to which the special charge applies is every parcel of rateable land shown on plan number RF2009 (as annexed hereto).
  - iii. The estimated cost of carrying out the overall plan is \$2,280.
  - iv. The time for carrying out the overall plan is twelve (12) months ending 30 June 2024.

## K. SCOTT RURAL FIRE BRIGADE SPECIAL CHARGE

- a) In accordance with section 94(1)(b)(i) of the *Local Government Act 2009* and section 94 of the *Local Government Regulation 2012* and section 128A of the *Fire and Emergency Services Act 1990*, Council will levy a special charge on land within the area marked on plan number RF0425 (as annexed hereto) to fund the ongoing provision and maintenance of rural fire fighting equipment for the rural fire brigades that operate in the Scott area ("**the Service**").
- b) The land the subject of the special charge specially benefits from the provision of the Service, because this land is not otherwise serviced by urban fire fighting brigades.

- c) For the 2023/24 financial year, the amount of the charge shall be **\$50**.
- d) The overall plan for the special charge is as follows -
- i. The special charge is levied to fund the cost of providing rural fire fighting services to properties in the Scott area.
  - ii. The rateable land to which the special charge applies is every parcel of rateable land shown on plan number RF0425 (as annexed hereto).
  - iii. The estimated cost of carrying out the overall plan is \$4,400
  - iv. The time for carrying out the overall plan is twelve (12) months ending 30 June 2024.

#### **L. TIME WITHIN WHICH RATES MUST BE PAID**

Rates and charges must be paid by the due date, with the due date being thirty-one (31) days after the rate notices have been issued.

#### **M. OVERDUE RATES AND CHARGES**

Rates and charges will become overdue if not paid by the due date.

#### **N. INTEREST ON RATES AND CHARGES**

It is Council's policy to ensure that the interests of ratepayers are protected by discouraging the avoidance of responsibility for payment of rates and charges when due. To this end, Council will impose interest on rates and charges from the day they become overdue.

The rate of interest to be charged on overdue rates and charges shall be 11% compound interest charged on daily rests.

Pursuant to section 125 of the *Local Government Regulations 2012*, the amount of premium for Council agreeing to enter into arrangements to defer the payment of rates and charges is the amount equivalent to the amount of interest that would have been raised if the arrangement had not been entered into.

#### **O. PAYMENTS IN ADVANCE**

Council will accept payments in advance of the levy of the rates and charges, by lump sum or by instalments. Interest is not payable on any credit balances held.

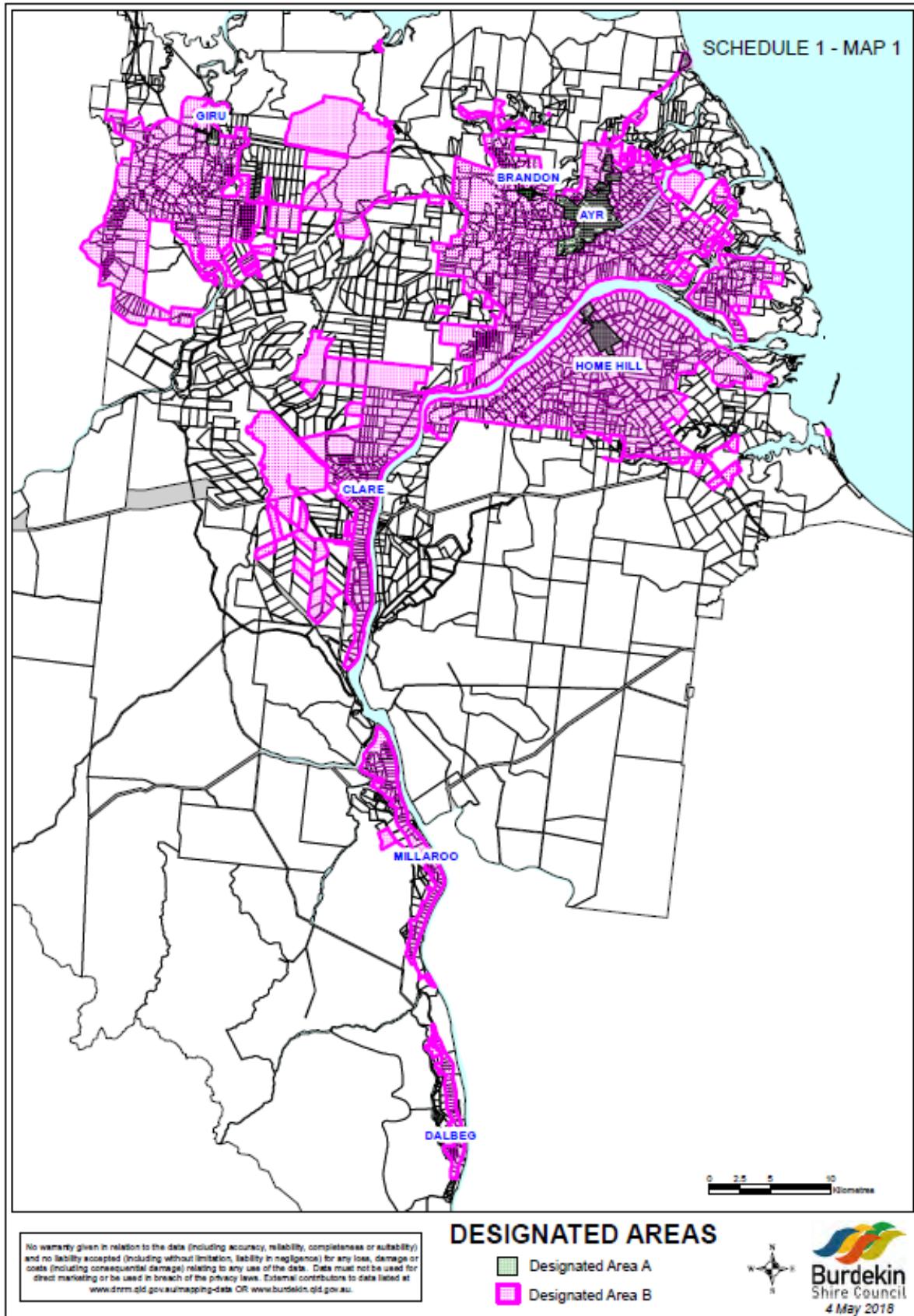
#### **P. REGULATORY, COST RECOVERY, COMMERCIAL AND OTHER FEES**

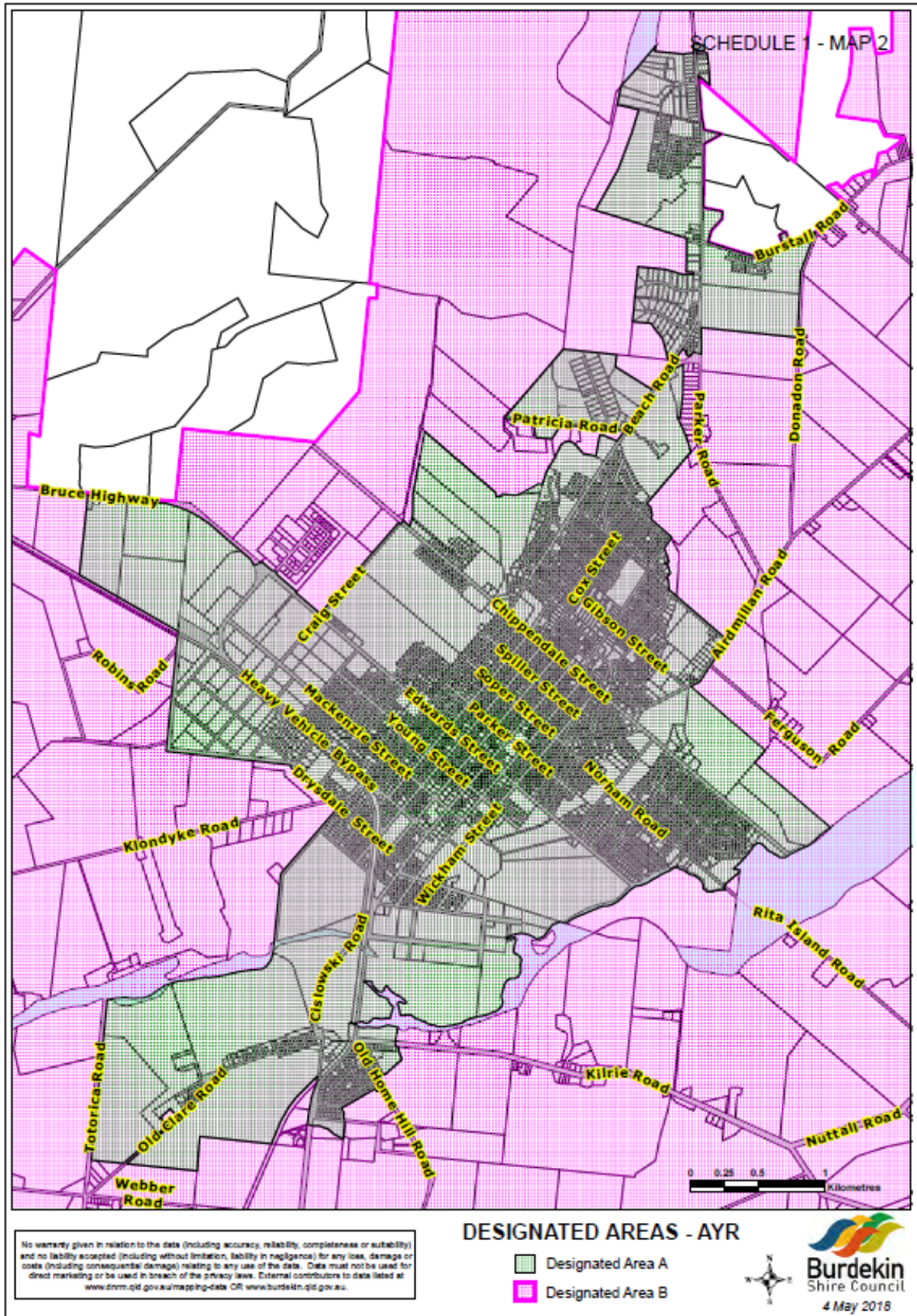
Council shall by resolution fix regulatory fees for services and facilities including but not limited to, an application for, or the issue of, an approval, consent, licence, permission, registration or other authority under a local government act. Such charges will generally be contained in the Register of Regulatory Fees as adopted by Council from time to time in the Fees and Charges schedule.

The regulatory and cost recovery fees shall be no more than the cost to the local government of providing the service or taking the action for which the fee is charged.

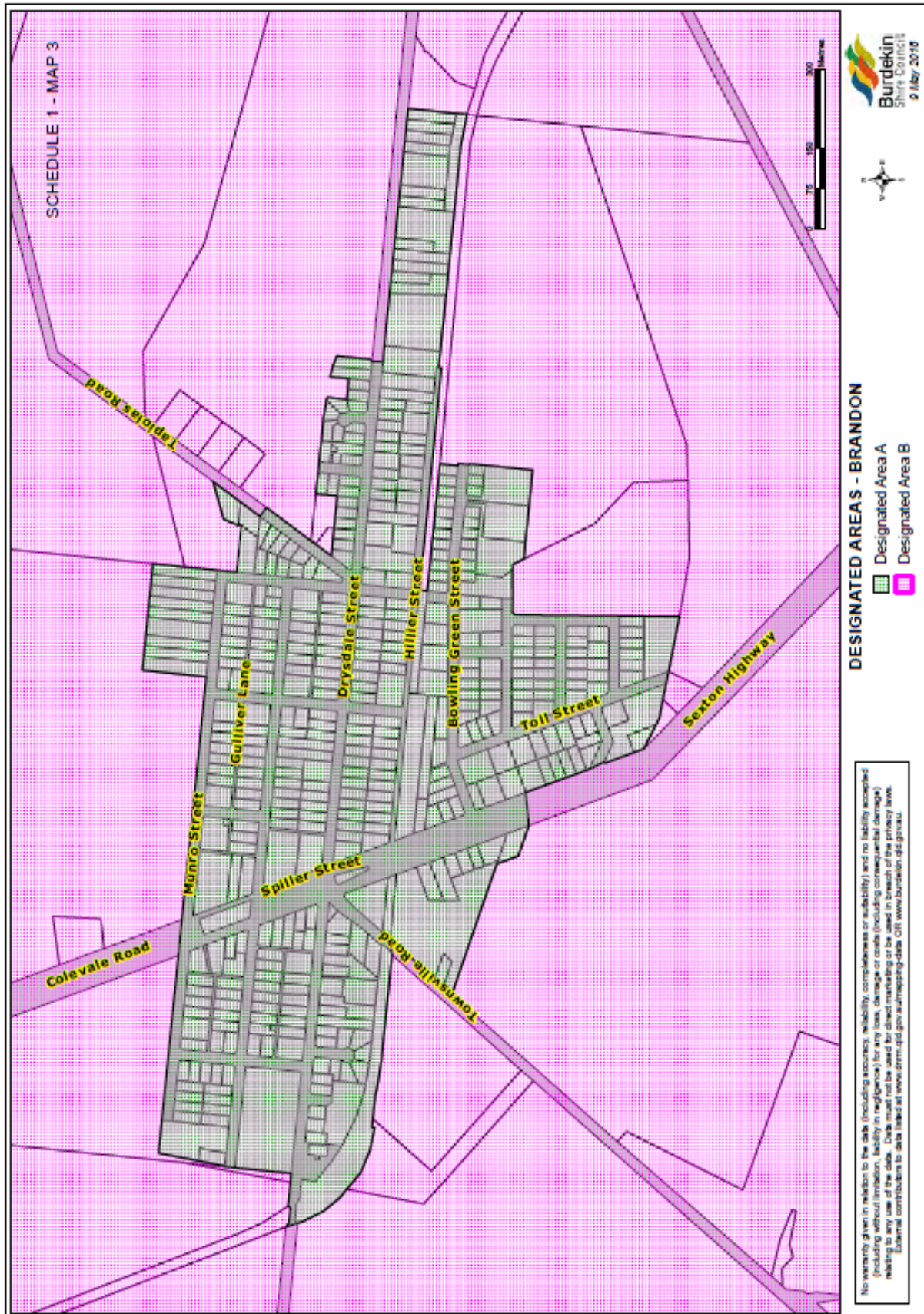
In accordance with Council's general corporate and contractual powers under the *Local Government Act 2009*, Council shall by resolution fix a fee for the commercial or other voluntary supply and acquisition of goods and services.

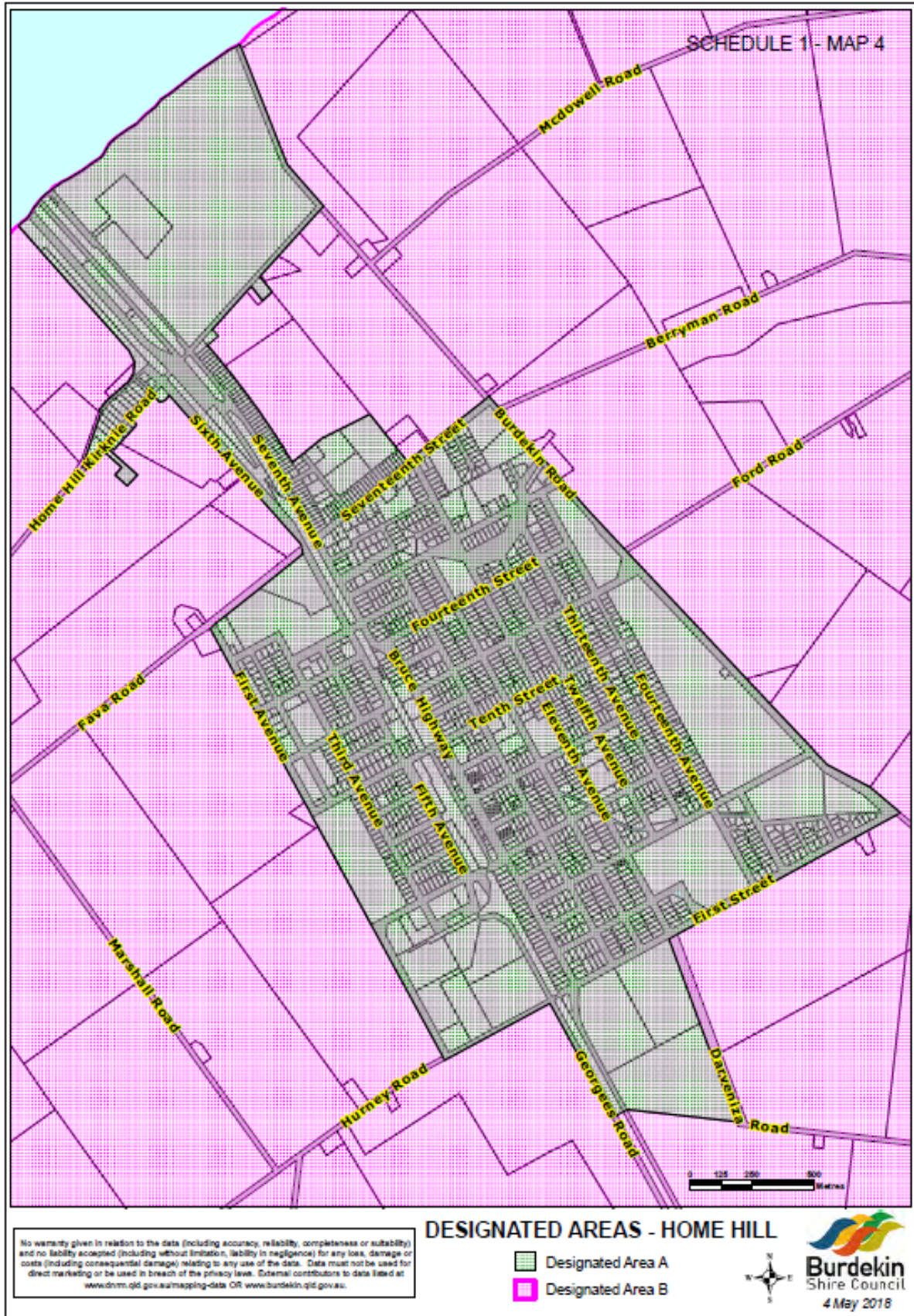
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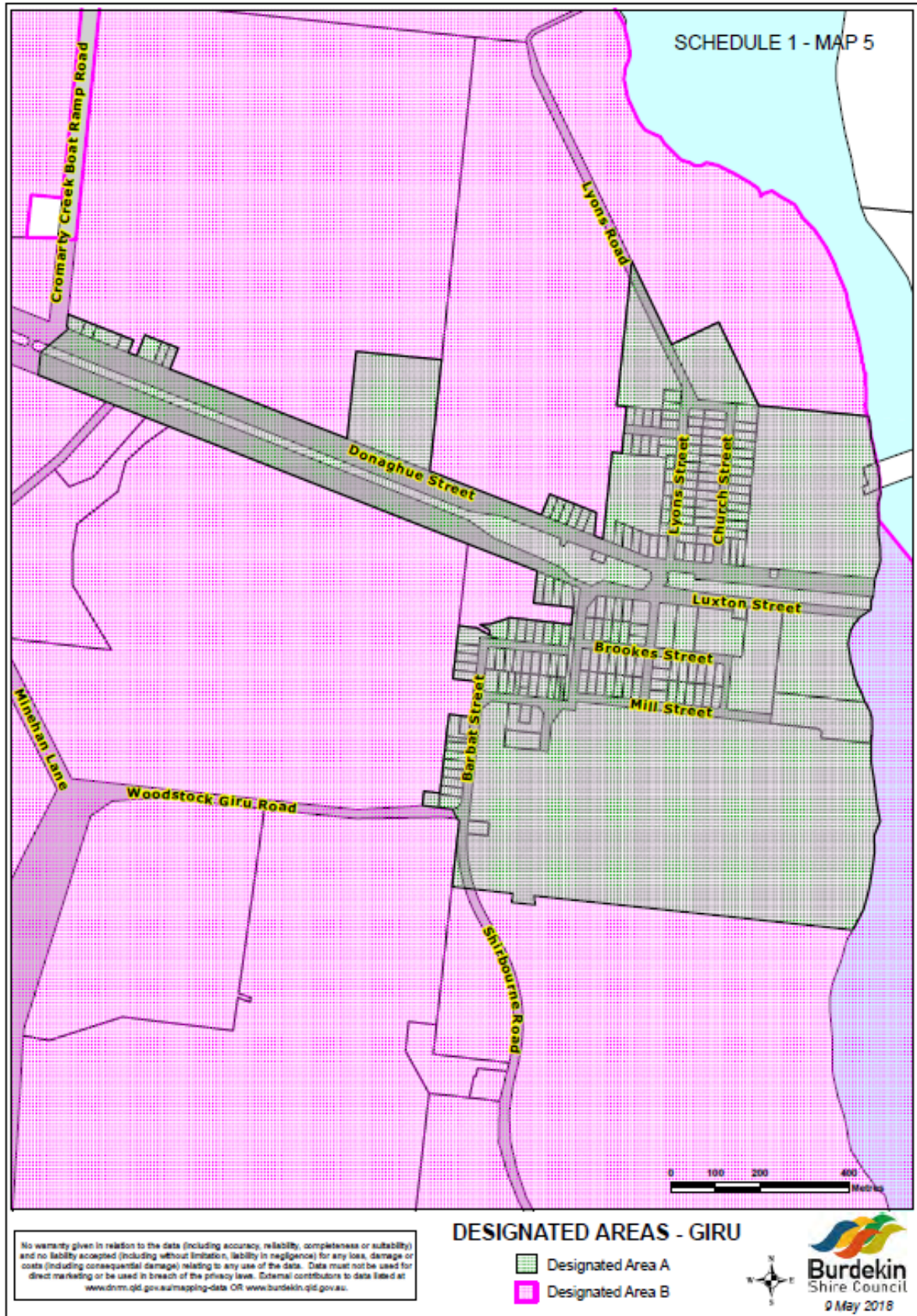


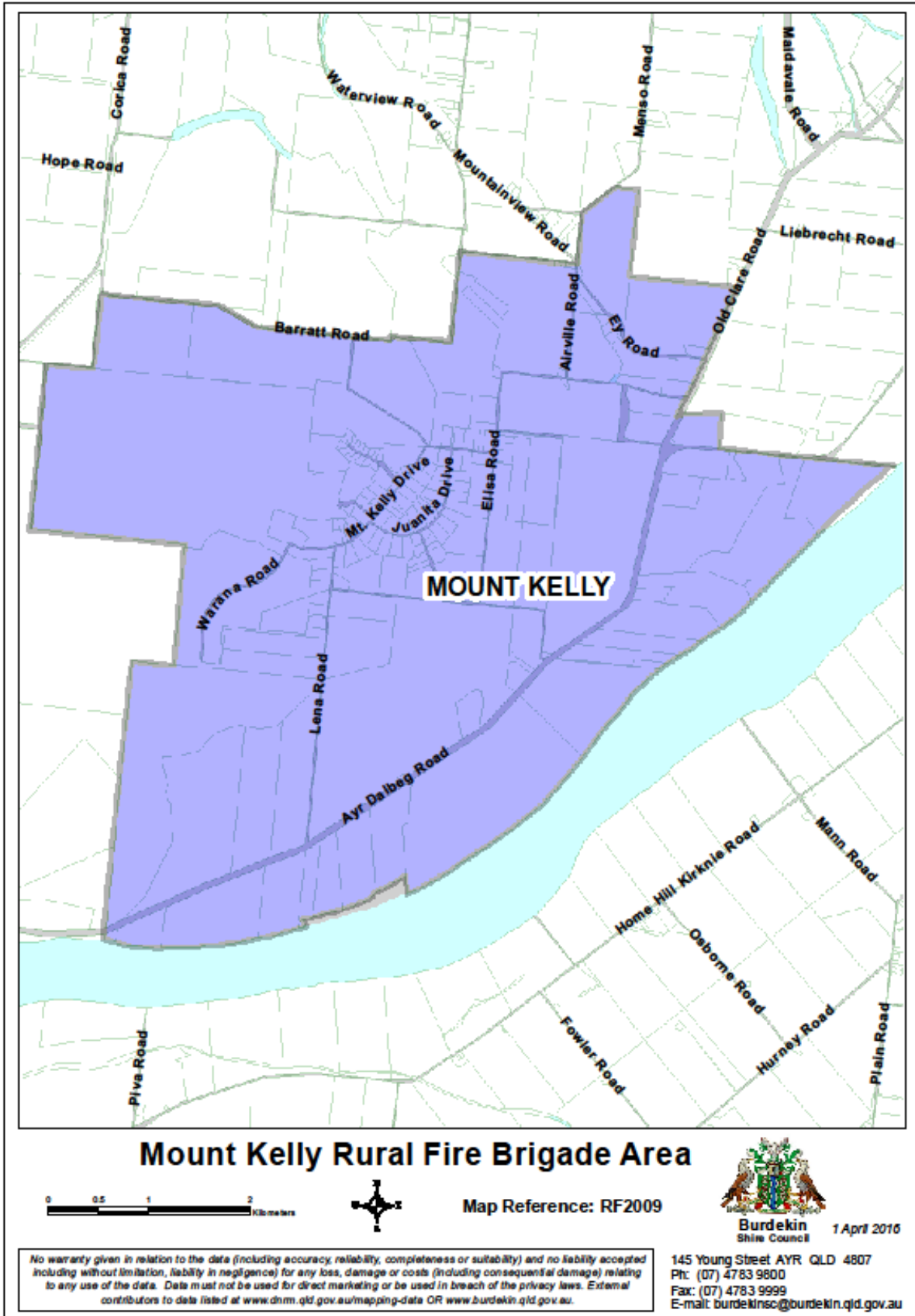


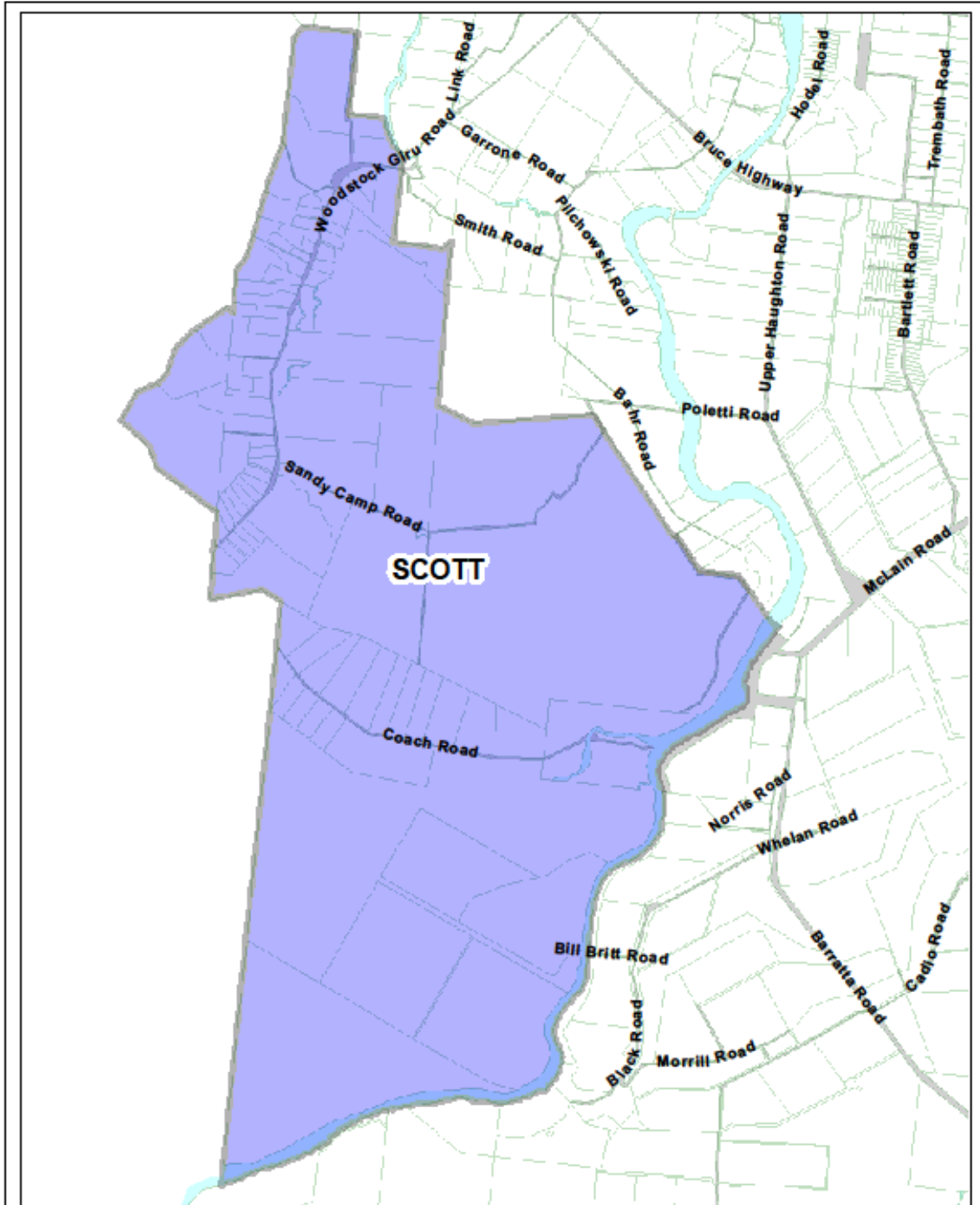












**Scott Rural Fire Brigade Area**



Map Reference: RF0425



**Burdekin**  
Shire Council 1 April 2016

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# Rates and Charges Recovery Policy 2023/24

Policy Type	Corporate
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Revenue Coordinator
Effective Date	1 July 2023

## Purpose

The management and recovery of outstanding revenue is an important aspect of Council's financial management function. Council requires payment of rates and charges within a specified time period and will pursue the collection of overdue rates and charges diligently. Non-payment of rates or charges places an unfair burden on ratepayers who meet their legal obligations in full.

When pursuing the collection of overdue rates or charges Council will have due concern for any financial hardship faced by ratepayers and will allow appropriate time to pay overdue rates where financial difficulty is identified.

The Rates and Charges Recovery Policy (The Policy) guides the administration process to be used in the collection of overdue rates or charges. This may include Periodic Payment Plans and various recovery actions including the Sale of Land in accordance with legislative requirements.

## Scope

The Policy provides scope for recovery procedures and applies to all ratepayers of Burdekin Shire Council.

## Exceptions

Nil

## Principles

The Policy is guided by the following principles:

- Debt Recovery – Council aims to ensure effective control over debts owed to Council, including overdue rates, charges and interest and to establish debt management procedures for the efficient collection of receivables and the recovery of outstanding debts including deferment and alternative payment arrangements;
- Transparency – by making clear the obligations of ratepayers and the processes used by Council in assisting it to meet its financial obligations;
- Simplicity – making the processes used to recover overdue rates and charges clear, simple to administer and cost effective;
- Capacity to pay – in determining appropriate arrangements for ratepayers; and
- Equity – by treating all ratepayers in similar circumstances in the same way.

## Objective

The policy's objective is to:

- Ensure monies owed to Council are recovered in a timely, efficient and effective manner in order to finance Council's operations and ensure effective cash flow management.

- Ensure, when recovering outstanding rates and charges, Council makes it clear to ratepayers their obligations and the processes used by Council to assist them meet those obligations.
- Provide processes that will enable early intervention with ratepayers to reduce Council's ratepayer debt.

## Policy Statement

### Initial Recovery Action

Where rates and/or charges become overdue, Council will take the following recovery action on amounts greater than \$20:

1. Ten (10) to fifteen (15) days after the due date of the rates and charges, property owners will be issued with an *Overdue Notice* with twenty-one (21) days to respond.
2. Should the ratepayer not make full payment or come to an acceptable alternative and the overdue amount is in excess of \$500 the property will be referred to Council's debt collection agency with no further notice to the ratepayer.

### Advanced Recovery Action

Where overdue rates and/or charges have been referred to Council's debt collection agency, an initial letter of demand will be issued, direct contact undertaken and other debt collection activities taken in order to secure payment of the debt. At this stage it will still be possible for ratepayers to enter into a payment plan which is determined on a case-by-case basis. Once the files are sent to Council's collection agency, all contact and plans made are to be dealt with by Council's debt collection agency.

Legal action is seen as a last resort to enforce collection and may be undertaken if the ratepayer fails to adhere to the approved payment plan or fails to respond to the contact made by Council's debt collection agency.

All recoverable costs, as part of all debt recovery processes, will be passed on to the ratepayer.

### Sale of Land

Where some or all of the overdue rates and charges remain overdue for at least three (3) years, Council by resolution, may decide to proceed to Sale of Land in accordance with Chapter 4, Part 12, Division 3, Section 140(2), of the *Local Government Regulation 2012*.

Periodically a review will be undertaken to select properties that have rates and charges remaining overdue for at least three (3) years. A report shall be presented to Council to request a resolution to proceed to the Sale of Land process for the selected properties.

As soon as practicable after the resolution, a Notice of Intention to Sell detailing arrears, land and terms of the resolution must be issued to all parties who have an interest in the land.

For the procedures for Sale of Land process refer to the *Local Government Regulation 2012*, Subdivision 2, Selling land for overdue rates or charges.

The *Local Government Act 2009* provides capacity for Council to take sale of land action to recover rates or charges arrears outstanding for periods less than three (3) years in certain circumstances. This policy does not preclude such action being taken.

## Periodic Payment Plans

Council will allow landowners who are unable to pay their rates by the due date to enter into an approved payment plan to make periodic payments in arrears following the levy of the rates and charges. Council will only accept periodic payment plan applications received in writing.

Council has not made a resolution to allow ratepayers to pay by instalments under section 129 of the *Local Government Regulation 2012*. Section 125(3) of the *Local Government Regulation 2012* allows Council to defer payment of rates under nominated conditions. The Regulation permits Council to require payment of an additional charge as a condition of the deferral.

Council will allow a deferral of rates to those ratepayers who enter into an approved payment plan. A condition of the deferral will be that the ratepayer will pay an additional amount equivalent to the interest that would have been applied, should the deferral not have been approved, charged in the same manner as interest.

At any stage prior to the property being referred to Council's debt collection agency, with the exception of properties that have proceeded to sale of land following Council resolution, Council will accept applications for periodic payment plans on the approved form or as detailed in acceptable written or electronic form.

Council will accept periodic payment plans where payments are made at least on a monthly basis and will clear the outstanding balance by 30 June within the same financial year. Council may accept but will not encourage periodic payment plans, at the discretion of the Revenue Coordinator or the Manager of Financial and Administrative Services, that fall outside the 30 June timeframe where there are extenuating circumstances and where the outstanding balance will be cleared prior to the due date of the next rate levy. Consideration will be given to whether the applicants have adhered to previous payment plans.

Payment plans with terms greater than those outlined above or where at least a minimum monthly payment is not possible, may be approved in cases of extenuating circumstances with consideration. Approval is to be given by the Revenue Coordinator or Manager of Financial and Administrative Services.

Council will not agree to a periodic payment plan where the term for repayment of outstanding rates and charges does not extinguish the debt in a reasonable time.

Where a Periodic Payment Plan meets the criteria set by Council and is approved, written acceptance of the plan will be provided to the ratepayer(s). This correspondence will also advise that the outstanding account may be referred to Council's debt collection agency if the approved plan is not adhered to.

Periodic Payment Plans are to be reviewed on a regular basis to confirm ratepayer compliance.

## Periodic Payment Plan Default

Where payments have not been received in accordance with the approved payment plan, the ratepayer(s) will be advised in writing that the payment plan is in default and the account may be referred to Council's debt collection agency with no further notice to the ratepayer.

A payment plan may be reinstated when the arrears are brought up to date. A periodic payment plan may be renegotiated where the ratepayer(s) have demonstrated substantial compliance with the original plan.

## Application for Rates Relief on the Grounds of Hardship

Ratepayers may apply for rate relief with an application on the basis of hardship supported by relevant documentation as outlined in the Rates and Charges Hardship Policy.



## Risk Management

The policy supports Council's strong commitment to transparency, accountability and adherence to the financial management function.

The policy mitigates the risk to ratepayers who are unable to pay rates and charges within the specified time period of acquiring a level of unachievable debt.

The policy mitigates the risk of an unfair burden to ratepayers who make payment of rates and charges within the specified time period and meet their legal obligations in full.

The policy ensures fair and equal treatment for all ratepayers and details steps Council will take to ensure payment of rates and charges.

## Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

## Definitions and Abbreviations

Refer to the dictionary schedules contained in the *Local Government Act 2009* and the *Local Government Regulation 2012*.

## Related Documents

Document Title
Revenue Policy 2023/24
Revenue Statement 2023/24
Rates and Charges Hardship Policy 2023/24
Application to Pay Rates by Periodic Payments 2023/24

## Document History and Version Control

Title of Document	Rates and Charges Recovery Policy 2023/24
Document Reference Number	FIN-POL-008 Rev 1
Review Schedule	12 months
Council Meeting Date	27 June 2023
Council Resolution Number	

# Rates and Charges Hardship Policy 2023/24

Policy Type	Corporate
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Revenue Coordinator
Effective Date	1 July 2023

## Purpose

To detail the manner in which Council will provide relief to ratepayers who are unable to pay their rates and charges due to genuine financial difficulties or hardship.

## Scope

The policy applies to all ratepayers with overdue rates and charges levied by Council who are experiencing genuine financial hardship.

## Exceptions

Nil

## Principles

The policy is guided by the following principles:

- Transparency – clear obligations of ratepayers and documented processes taken by Council to assist ratepayers to meet their financial obligations;
- Consistency and equity – provide equal treatment to all ratepayers;
- Fairness – ensure there is no significant shift in responsibility for revenue raising to other ratepayers;
- Flexibility – ability to respond where necessary to changes in the local economy.

## Objective

This policy's objective is to:

- Provide where possible support and assistance to ratepayers who are suffering genuine financial hardship due to circumstances beyond the normal frustration and trials experienced by other similar ratepayers from time to time. This hardship may occur as a result of illness, death of a partner or other sudden and unexpected circumstances.
- Provide an administrative process to determine applications quickly.
- Promote the image of Council as both efficient and fair.

## Policy Statement

Financial hardship relief provided under this policy does not forgo Council's normal debt recovery action, including Council's ability to sell land for arrears of rates.

Any ratepayer who cannot pay their rates or charges for reason of financial hardship can apply to Council for assistance at any time. Each individual case will be considered on its merits.

Applicants will only be considered to be eligible for a rate concession on the grounds of financial hardship upon complying with the following criteria:

- The applicant does not have reasonable assets external to the land upon which the application for relief on the grounds of hardship applies to;
- Payment of rates by the applicant would cause financial hardship within the next twelve (12) months; and
- The property is the property owner's principal place of residence.

In addition to this criteria, applications by a single party where there is a perceived threat to their health and/or safety because of domestic violence, will be considered.

An application for hardship relief on a property must be made by completing the form shown in Appendix 1.

A determination under this policy will be assessed against financial data provided by the applicant. Supporting documentation may include but is not limited to:

- A completed and signed statement of financial position (Appendix 2);
- Copy of most recent pay slip, government benefit statement(s) or work cover statement;
- Copy of the most recent mortgage statement or rental receipt;
- Copy of the most recent other creditor statements (e.g. credit card or personal loan);
- Medical practitioner or health professional letter (if applicable);
- Copies of recent bank statements for all accounts;
- Letter confirming financial hardship from a recognised financial counsellor or financial planner (if applicable); and
- Any other supporting documents considered relevant in supporting the request.

Applications that do not have sufficient information will be returned to the applicant for further information. Should sufficient information not be provided, or information cannot be substantiated, the application will not be considered.

All applications for hardship relief will be reviewed and final approval given by the Chief Executive Officer or an authorised delegate.

Council will consider all matters under this policy confidentially.

The criteria for assessment will be, but is not limited to, the following:

- Income from all sources.
- Living expenses.
- The applicant must occupy the rateable property as their sole and principal place of residence and must not own any other property either within or outside the Council area.

Consideration should be given to whether the ratepayer could meet the rate liability by rescheduling commitments or by selling non-essential assets such as (but not limited to) non-residential caravans, holiday or investment properties, luxury cars, boats or other investments.

If the assessment of Council is that the restoration of a ratepayer's financial situation over the medium to long term is unlikely, the application for a concession will not be approved. The ratepayer will be provided with a short period of deferral up to six months to make other financial arrangements, after which other debt recovery actions must be implemented.

Ratepayers who meet the criteria may be offered assistance by one or more of the following:

- An agreed payment plan outside the current debt recovery action.
- Subject to satisfactory completion of an agreed payment plan, reimbursement of 50% of interest charges accruing between the date of commencement of agreed payment plan and completion of the agreed payment plan.

Ratepayers who do not meet the criteria for hardship relief under this policy may be afforded an agreed payment plan outside the current debt recovery action.

Any payment plan negotiated or concession applied must take into account the ratepayer’s capacity to pay and allow for the plan to be renegotiated if there is a demonstrable change in circumstances.

Consideration will be given to whether the applicants have adhered to previous payment plans or whether they have a record of regular payments.

For any agreed payment plan the debt must be cleared in full by the end of the payment plan, including new charges accrued during the plan. Payments must be made on at least a monthly basis.

In the event that a payment plan is not maintained within the agreed terms, the ratepayer will be offered an opportunity to make a revised payment plan. Failure to make and maintain an appropriate payment plan will result in an escalation of recovery actions. Payment plans and adherence to these must ensure that no arrears extend beyond a two year timeframe.

Two consecutive failures to make payment as per the agreed plan will result in the plan being terminated and full payment of the amount outstanding due immediately.

## Risk Management

The policy supports Council’s strong commitment to transparency, consistency, equity and flexibility and promotes the image of Council as both efficient and fair.

The policy mitigates the risk of relief being provided to ratepayers who are unable to pay their rates and charges but not experiencing genuine financial difficulties or hardship.

The policy provides a detailed administrative process to Council employees to ensure applications are processed efficiently and accurately.

## Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

## Definitions and Abbreviations

<b>Application Form</b>	means Council’s Hardship Application Form for the purpose of applying for assistance under this policy.
<b>Council</b>	means Burdekin Shire Council.
<b>Financial Hardship</b>	means when a ratepayer is unable to meet basic requirements (including food, clothing, medicine, accommodation and children’s education).

## Related Documents

Document Title
Revenue Policy 2023/24
Revenue Statement 2023/24
Application for Rates Relief on the Grounds of Hardship
Statement of Financial Position

## Document History and Version Control

<b>Title of Document</b>	Rates and Charges Hardship Policy 2023/24
<b>Document Reference Number</b>	FIN-POL-0006 Rev 4
<b>Review Schedule</b>	12 months
<b>Council Meeting Date</b>	27 June 2023
<b>Council Resolution Number</b>	



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 enquiries@burdekin.qld.gov.au

# Application for Rates Relief on the Grounds of Hardship

**Information Privacy Act 2009** Burdekin Shire Council is collecting the information you supply on this form in accordance with the *Local Government Act 2009* for the purpose of considering your application. Your information will not be disclosed to a third party without your consent unless required or authorised by law.

## Applicant Details

<b>Property Number:</b>			
<b>Given Name/s:</b>		<b>Surname:</b>	
<b>Postal Address:</b>			
<b>Residential Address:</b>			
<b>Contact number/s:</b>			
<b>Date financial difficulty commenced:</b>			
<b>Date financial difficulty expected to cease:</b>			
<b>Grounds for Application:</b> (attach separate sheet with more information if required)			

## Required Documentation

In the case of an application for rate relief on the grounds of hardship, the documentation (copies only) outlined in the checklist needs to be included with the application, as well as the details of the applicant's registered accountant or tax agent. The documentation shall be assessed by the Chief Executive Officer or delegated officer.

<b>Accountant or Tax Agent Details:</b>		
<b>Documentation Checklist:</b> Please ensure the following documentation is attached and returned with this application.	<input type="checkbox"/>	A completed and signed statement of financial position.
	<input type="checkbox"/>	Copy of most recent pay slip, government benefit statement(s) or work cover statement.
	<input type="checkbox"/>	Copy of most recent mortgage statement or rental receipt.
	<input type="checkbox"/>	Copy of most recent other creditor statements (e.g. credit card or personal loan).
	<input type="checkbox"/>	Medical practitioner or health professional letter (if applicable).
	<input type="checkbox"/>	Copies of recent bank statements for <b>all</b> accounts.
	<input type="checkbox"/>	Letter confirming financial hardship from a recognised financial counsellor or financial planner (if applicable).
	<input type="checkbox"/>	Any other supporting documents considered relevant in supporting the request.



# Application for Rates Relief on the Grounds of Hardship

## Acknowledgement

The applicant acknowledges the information provided is being collected and recorded for the purposes of resolving the account.

The applicant acknowledges the right of the Chief Executive Officer, or delegated officer, to hold further discussions with the applicant and with the applicant's approval, the applicant's accountant, financial counsellor and/or tax agent to assist in providing any report to Council. The applicant may incur professional costs from accountants/tax agents through any investigations carried out by the CEO.

Information provided with this application will be held on a confidential basis.

If the applicant is in receipt of benefits through CENTRELINK, Council will be entitled to check on the eligibility of the applicant for assistance by this Government Agency.

## Declaration

I, \_\_\_\_\_ do solemnly and sincerely declare that the information set forth herein has been truthfully and correctly supplied by me, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the *Oaths Act 1867*.

<b>Property Owner:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /

Please ensure any additional property owners sign

<b>Name:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /
<b>Email:</b>		<b>Phone:</b>	

<b>Name:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /
<b>Email:</b>		<b>Phone:</b>	

<b>Name:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /
<b>Email:</b>		<b>Phone:</b>	



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## Statement of Financial Position

**Information Privacy Act 2009** Burdekin Shire Council is collecting the information you supply on this form in accordance with the *Local Government Act 2009* for the purpose of considering your application. Your information will not be disclosed to a third party without your consent unless required or authorised by law.

<b>Name:</b>		<b>Property Number:</b>	
<b>Property Address:</b>		<b>Postcode:</b>	
<b>Phone:</b>	<b>Home:</b>	<b>Mobile:</b>	
	<b>Work:</b>		
<b>Email:</b>			
<b>Date of Birth:</b>		<b>Licence Number:</b>	
<b>Are you employed?</b>	YES / NO	<b>Occupation:</b>	
<b>Employment Status:</b>	Full Time	Part Time	Casual
<b>Employer's Name:</b>			
<b>Employer's Address:</b>			
If not employed, please advise when you expect to return to work, or if you receive benefits please indicate type:			
Full name, address and contact phone number of a relative not living at your address:			
<b>Name:</b>	<b>Phone Number:</b>		
<b>Address:</b>			
<b>MONTHLY EXPENSES</b>	<b>AMOUNT</b>	<b>MONTHLY EXPENSES</b>	<b>AMOUNT</b>
Mortgage / Rent / Board	\$	Rates (water / council)	\$
Gas / Electricity	\$	Home Insurance	\$
Food	\$	Health/Life Insurance	\$
Telephone/Internet	\$	Personal Loan Repayments	\$
Goods & Household Items	\$	Medical Expenses	\$
School/Childcare	\$	Leisure/Entertainment	\$
Clothing	\$	Other	\$
Petrol	\$		
Car Expenses	\$	<b>TOTAL EXPENSES</b>	\$
<b>OUTSTANDING DEBTS</b>	<b>AMOUNT</b>	<b>OUTSTANDING DEBTS</b>	<b>AMOUNT</b>
Chattel Mortgage	\$	Other	\$
Credit Card/s	\$	Other	\$
Personal Loan/s	\$		
Other	\$	<b>TOTAL DEBTS</b>	\$





# Statement of Financial Position

ASSETS		
List your Assets	WORTH	BALANCE OWING
House, Flat/Unit, Property		
Additional: House, Flat/Unit, Property		
Motor Vehicle (Reg No: _____)		
Caravan / Boat		
Shareholdings/Investments		
Other		
<b>TOTAL</b>	<b>\$</b>	<b>\$</b>
INCOME	AMOUNT	
Wages (Week / Fortnight / Month)	\$	
Pension / Benefit	\$	
Workers Compensation	\$	
Superannuation	\$	
Board/Other (Week / Fortnight / Month)	\$	
Allowances, e.g. Child	\$	
Other:	\$	
<b>TOTAL</b>	<b>\$</b>	

I confirm this is a true and accurate reflection of my current financial position. Further, I acknowledge that \_\_\_\_\_ is outstanding on my account and I will update Burdekin Shire Council on any changes to my financial circumstances. I acknowledge the information provided is being collected and recorded for the purposes of resolving my account.

<b>Property Owner:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /

Please ensure any additional property owners sign:

<b>Name:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /
<b>Email:</b>		<b>Phone:</b>	

<b>Name:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /
<b>Email:</b>		<b>Phone:</b>	

<b>Name:</b>			
<b>Signature:</b>		<b>Date:</b>	/ /
<b>Email:</b>		<b>Phone:</b>	

# Debt Policy

Policy Type	Statutory
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Financial Accountant Systems
Effective Date	1 July 2023

## Purpose

The objective of this policy is to ensure the sound management of Council's existing and future debt.

## Scope

This policy applies to borrowings for capital works by Burdekin Shire Council.

## Policy Statement

All external borrowing shall be obtained through the Queensland Treasury Corporation and Council shall continue to use the full range of Queensland Treasury Corporation's fund management services in order to enhance Council's loan/redemption procedures.

Council aims to finance capital works and new assets to the greatest extent possible from revenue, grants and subsidies or any specific reserves primarily established to fund capital works.

Council will not use long-term debt to finance operating activities or recurrent expenditure.

Council will always be mindful of the additional cost incurred by the community when assets are acquired through borrowings, which increases the cost of providing capital infrastructure.

The repayment period for new and existing borrowings will be set at 10 years or less except in the case of borrowings for major long-life infrastructure assets where a repayment period will be determined on an individual basis.

Council will review the level of debt to ensure its relevant financial sustainability indicators do not exceed the minimum limits recommended by the Queensland Treasury Corporation.

Detailed capital works and asset acquisition programs for the next 10 years together with the 10 year financial model will provide the basis for determination of funding options.

### Planned Borrowings

There are no planned borrowings in 2023/24 or during the next 9 financial years.

### Existing Borrowings

Council has no existing borrowings.

## Risk Management

The policy supports Council's strong commitment to transparency, accountability and adherence to the governance framework.

The policy mitigates the risk of inappropriate borrowings and protects Council's Financial Sustainability.

## Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

*Statutory Bodies Financial Arrangements Act 1982*

*Statutory Bodies Financial Arrangements Regulation 2007*

## Document History and Version Control

<b>Title of Document</b>	Debt Policy
<b>Document Reference Number</b>	FIN-POL-0009 Rev 2
<b>Review Schedule</b>	12 months
<b>Council Meeting Date</b>	27 June 2023
<b>Council Resolution Number</b>	

# Investment Policy

Policy Type	Statutory
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Financial Accountant Systems
Effective Date	1 July 2023

## Purpose

This policy provides guidance and a framework for the prudent and appropriate investment of surplus funds controlled by Council that are not required for operational or capital purposes in the short to medium term.

## Scope

This policy applies to Council officers involved in the investment of surplus funds in accordance with Council's investment objectives and risk philosophy.

## Objectives

To maximise investment returns with agreed risk parameters and statutory constraints while meeting Burdekin Shire Council liquidity requirements.

Maintain a diversified portfolio of investments to manage interest rate risk, liquidity risk and credit risk.

Maintain the value of capital invested.

## Policy Statement

Council is required to prepare an Investment Policy under section 191 of the *Local Government Regulation 2012* and section 104(5)(c) of the *Local Government Act 2009*.

Council aims to maximise investment returns on all surplus cash within agreed risk parameters. Capital preservation and liquidity management are the key consideration when entering into investment transactions.

Council is committed to:

- Investing only in investments as authorised under current legislation;
- Investing only with approved institutions;
- Investing to facilitate diversification and minimise portfolio risk;
- Investing to facilitate working capital requirements; and
- Maintaining documentary evidence of investments.

Overall the amount invested with individual institutions should not exceed the following percentage as outlined in the below table:

Long Term Rating (Standards & Poors)	Short Term Rating (Standards & Poors)	Investment Limit
AAA to AA-	A1+	30%
A+ to A	A1	20%
A- to BBB	A2	10%
QTC Cash Management Fund	No Limit	No Limit

## Qualifying Local Financial Institutions (QLFI)

In order to qualify for investment, local institutions must meet the following criteria:

- Provide a benefit to the local community, outside of standard financial institution services; and
- Be able to provide competitive term deposit rates that rival those able to be obtained from rated institutions.

Investment limits relative to their ratings will apply.

Council's Qualifying Local Financial Institutions include:

- Queensland Country Bank, and
- Bendigo Bank

## Authorised Institutions

Only those institutions identified as suitable under the Category 1 Investment Powers conferred by the *Statutory Bodies Financial Arrangements Act 1982* S44(1) and listed on the APRA website as Authorised Deposit Taking Institutions (ADIs).

## Term to Maturity

The term of maturity of any Council investment may range from 'At Call' to 1 year.

## Quotations

With the exception of monies held with QTC, at least 3 quotations shall be sought from authorised institutions whenever an investment is proposed. The best quote will be assessed based on the objectives detailed above.

While having regard to the above, Council is a local community service organisation and at times will invest in QLFI's to ensure their continued support of and presence in the local community. These investments will not be subject to competitive quoting but must still provide a reasonable return to Council.

## Principles

"Fair value" means receiving an appropriate, or fair return for the risk inherent in the investment and is based on four key considerations:

- Credit rating of the institution;
- Amount of the investment;
- Term of the investment; and
- Interest rate offered.

## Procedures

Council is at all times to have in place appropriate internal controls to prevent the fraudulent use of public money. The following internal controls are required to be in place:

- A person is to be identified as the responsible officer for the investment function;
- All investments are to be authorised by the Chief Executive Officer or nominated delegate;
- Confirmation advices from the financial institution are to be attached to the Investment Authorisation Form providing evidence that the investment is in the name of Burdekin Shire Council; and
- A person other than the responsible officer is to perform the bank reconciliation at the end of each month.

## Risk Management

The policy supports Council's strong commitment to transparency, accountability, and adherence to the governance framework.

The policy mitigates the risk of inappropriate investments and protects Council's Financial Sustainability.

## Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

*Statutory Bodies Financial Arrangements Act 1982*

*Statutory Bodies Financial Arrangements Regulation 2019*

## Associated Documents

Council must keep records that show it has invested in the way most appropriate in all circumstances and retain documentary evidence of the investment.

## Definitions and Abbreviations

Unless otherwise indicated, all terms used in this policy are to have the meaning outlined in:

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- *Statutory Bodies Financial Arrangements Act 1982*
- *Statutory Bodies Financial Arrangements Regulation 2019*

## Document History and Version Control

Title of Document	Investment Policy
Document Reference Number	FIN-POL-0007 Rev 2
Review Schedule	12 months
Council Meeting Date	27 June 2023
Council Resolution Number	

# Procurement Policy 2023/24

Policy Type	Statutory
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Manager Financial and Administrative Services
Effective Date	1 July 2023

## Purpose

The purpose of this policy is to regulate and guide all Council procurement and contracting activities to be carried out in compliance with the *Local Government Act 2009* (the “Act”) and the *Local Government Regulation 2012* (the “Regulation”).

## Scope

This policy applies when entering into contracts for the carrying out of work by others; or, the supply of goods or services; or, the disposal of non-current assets but not the making of a contract of employment.

## Objectives

The objectives of this policy are to achieve advantageous procurement outcomes by:

- promoting value for money with probity and accountability; and
- advancing Council’s economic, social and environmental policies; and
- providing reasonable opportunity for competitive local businesses that comply with relevant legislation to supply to Council; and
- promoting compliance with relevant legislation.

## Guidelines

This policy is to be read in conjunction with the Procurement Guidelines. Councillors and Council officers must comply with the Procurement Guidelines in all purchasing and disposal activities.

## Principles

Councillors and Council officers must have regard to the following **sound contracting principles** in all purchasing and disposal activities in accordance with the Act Section 104.

### Value for money

Council must harness its purchasing power to achieve the best value for money. The concept of value for money is not restricted to price alone. The value for money assessment must include consideration of:

- contribution to the advancement of Council’s priorities; and
- fitness for purpose, quality, services and support; and
- whole-of-life costs including costs of acquiring, using, maintaining and disposal; and
- internal administration costs; and
- technical compliance issues; and
- risk exposure; and
- the value of any associated environmental benefits.

## Open and effective competition

Purchasing and disposal should be open and result in effective competition in the provision of goods and services and disposal of assets. Council must give fair and equitable consideration to all prospective suppliers or purchasers.

## The development of competitive local business and industry

Council encourages the development of competitive local businesses within its local government area.

Where price, performance, quality, suitability and other evaluation criteria are comparable, the following areas may be considered in evaluating offers:

- creation of local employment opportunities;
- more readily available servicing support;
- more convenient communications for contract management;
- economic growth within the local area;
- benefit to Council of associated local commercial transaction.

## Environmental protection

Council promotes environmental protection through its procurement procedures and will:

- promote the purchase of environmentally friendly goods and services that satisfy value for money criteria; and
- foster the development of products and processes of low environmental and climatic impact; and
- provide an example to business, industry and the community by promoting the use of environmentally friendly goods and services; and
- encourage environmentally responsible activities.

## Ethical behaviour and fair dealing

Councillors and Council officers involved in contracting activities for purchasing and disposal are to behave with impartiality, fairness, independence, openness, integrity, and professionalism in their discussions and negotiations with suppliers or purchasers and their representatives. Councillors and Council officers shall identify and manage conflicts of interest in accordance with the Procurement Guidelines.

## Policy Statement

### Responsibility of Councillors and Council officers

Councillors and Council officers shall comply with Procurement Guidelines when planning purchasing and disposal activities, and in particular in the development of evaluation criteria, specifications and terms and conditions. It is the responsibility of Councillors and Council officers involved in the procurement and contracting process to understand the meaning and intent of this policy and the Procurement Guidelines.

Substantial or repeated non-compliance with this policy or the Procurement Guidelines by Council officers will be subject to disciplinary procedures as stated in the Enterprise Bargaining Agreement or in the case of Contract employees as per the Contract of Employment and Councillors will be subject to the Code of Conduct for Councillors.

### Contractual Arrangement Under \$15,000

For purchases **under \$50, excluding GST**, for day-to-day minor expenses, payment may be made out of petty cash or by purchase card except where defined otherwise by the policy.



For purchases **over \$50 and under \$2,000, excluding GST**, at least one verbal quotation is required and may be made by purchase card subject to procedural limitations.

For purchases from **\$2,000 to under \$5,000, excluding GST**, a minimum of two verbal quotations are required and details notated on the purchase order in the financial system.

For purchases from **\$5,000 to under \$15,000, excluding GST**, a minimum of two written quotations are required and details attached to the purchase order in the financial system.

These requirements are subject to the exceptions paragraph in this policy.

Purchases shall be made by purchase orders except where defined otherwise in this policy.

### Medium-Sized Contractual Arrangement – Quotes Needed First

These arrangements are for purchases from a supplier that it is expected to be worth **over \$15,000 but less than \$200,000 excluding GST**.

The **expected value** of a contractual arrangement with a supplier for a financial year is the total expected value of all of the Council's contracts, in the financial year, with the supplier for goods and services of a similar type.

These purchases are governed by the Regulation Sections 224, 225 and Division 3 of Chapter 6 Contracting.

Generally, the following applies:

- Council cannot enter into a medium-sized contract unless Council first invites written quotes for the contract.
- The invitation must be to at least three persons who Council considers can meet Council's requirements, at competitive prices. Council may decide not to accept any of the quotes it receives.
- However, if Council does decide to accept a quote, Council must accept the quote most advantageous to it having regard to the sound contracting principles.

These requirements are subject to the exceptions paragraph in this policy.

Records of quotes must be attached to the Purchase Order in the financial system.

Purchases shall be made by purchase orders except where defined otherwise in this policy.

### Large-sized Contractual Arrangements – Tenders Needed First

These arrangements are for purchases from a supplier that it is expected to be worth \$200,000 or more excluding GST.

The **expected value** of a contractual arrangement with a supplier for a financial year is the total expected value of all of the Council's contracts, in the financial year, with the supplier for goods and services of a similar type.

These purchases are governed by the Regulation Sections 224, 226, 228 and Division 3 of Chapter 6 Contracting.

Generally, the following applies:

- Council must either invite written tenders under the Regulation Sections 226 and 228 or invite expressions of interest decided by Council resolution under Section 228(3) before considering whether to invite written tenders under Section 228(6)(b).

The invitation for tenders or expressions of interest must:

- be published on the Council's website for at least 21 days; and
- be made by an advertisement in a newspaper that circulates generally in the local government area of Council; and
- allow written tenders or expressions of interest to be given to Council while the invitation is published on the website.

These requirements are subject to the exceptions paragraph in this policy. Records of tenders must be kept on file in the ECM Records system.

Purchases shall be made by purchase orders or certified progress certificates whichever is more efficient and effective relevant to the contract arrangement details such as contract term.

## Exceptions

The Regulation Chapter 6 Contracting, Part 3 Default contracting procedures at Division 3 (Sections 229-235) identifies exceptions for medium-sized and large-sized contracts. If one of the exceptions applies, Council may enter into:

- a medium-sized contract without first inviting written quotes; or
- a large-sized contract without first inviting written tenders.

The exceptions are summarized as follows:

- Section 230 – If quote or tender consideration plan prepared
- Section 231 – For contractor on approved contractor list
- Section 232 – Register of pre-qualified suppliers
- Section 233 – For a preferred supplier arrangement
- Section 234 – For LGA arrangement\*
- Section 235 – Other exceptions
  - resolution on sole supplier
  - specialized or confidential nature of services
  - genuine emergency exists
  - purchase of goods at auction
  - purchase of second-hand goods
  - an arrangement with a government agency.

\* A range of **LGA arrangements** are put in place by LGAQ Ltd and Local Buy.

When assessing the most effective and advantageous method of obtaining goods and/or services, Councillors and Council officers should consider the administrative and price costs to Council of seeking tenders or quotations independently, and the reduction of these costs which can be achieved by use of LGAQ Ltd and Local Buy arrangements.

## Valuable Non-Current Asset Contract – Tenders or Auction Needed

A valuable non-current asset contract is a contract for the **disposal of a valuable non-current asset**.

A valuable non-current asset is:

- land; or
- another non-current asset that has an apparent value that is equal to or more than the limit set by Council.

The **apparent value** limits for disposal of valuable non-current assets set by Council in compliance with the Regulation Section 224 (8) are:

- for plant or equipment - \$5,000; and
- for another type of non-current asset - \$10,000

Regulation Section 227 provides that Council cannot enter into a valuable non-current asset contract unless it first:

- invites written tenders for the contract under the Regulation Section 228; or
- offers the non-current asset for sale by auction.

This requirement is subject to the Regulation Section 236 Exceptions for valuable non-current asset contracts.

**Disposal of a less than valuable Council asset or goods** is to be authorised by the appropriate Director.

The method used for the disposal of less than valuable non-current assets is to maximise the return to Council. The accepted means of disposal under this category may include, but not limited to:

- External quotation - 2 quotes required; or
- Public auction or tender; or
- Disposal to a community organisation; or
- Disposal to a government agency; or
- Sale to second hand dealer.

## Publishing Details of Particular Contracts

The Regulation Section 237 requires that, Council must as soon as practicable after entering a contract worth \$200,000 or more exclusive of GST:

- publish the relevant details of the contract on the Council's website; and
- display the relevant details of the contract in a conspicuous place in the Council's public office for a period of at least 12 months.

**Relevant details** of a contract means:

- the person with whom the Council has entered into the contract;
- the value of the contract;
- the purpose of the contract.

## Delegations

The Council delegates to the **Chief Executive Officer** (CEO), in accordance with the Act Section 257 Delegation of Local Government Powers and the Regulation Section 238 Entering into a contract under delegation, the power to make, amend or discharge a contract for the Council as follows and the CEO may delegate this power under the Act Section 259:

1. The delegate may make, amend or discharge a contract (the *contractual action*) for the local government if:
  - the local government's expenditure, because of the contractual action, has been provided for in the approved annual budget for:
    - the financial year when the contractual action is taken; or
    - the financial year in which the delegation is made, if the expenditure is within the limits stated in the resolution making the delegation; or
  - the contractual action has been taken because of genuine emergency or hardship.
2. The delegate may take the contractual action in the same way as an individual.

3. This section does not affect another law that requires:
  - an approval, consent or permission to be obtained; or
  - a procedure to be complied with for taking the contractual action.

Only Council officers listed in the **Financial Delegations Register** are entitled to authorise purchase orders, and then only in accordance with their financial delegation limits. By authorising a purchase order, all officers are confirming that they have taken full notice and will comply with all of the requirements of this policy.

## Specialty Purchasing

Certain goods and services shall be purchased by officers with experience and expertise in that particular area. The use and type of certain goods and services may be subject to legislation and/or codes of practice or other external influences that have a bearing on the type of goods or services purchased.

There is a benefit to Council and its employees in having those officers responsible for sourcing and purchasing such goods and services.

The **Specialty Purchasing Register** lists the type of goods and services and the associated officers responsible for purchasing same.

## Goods or Services Exempt from Issue of Purchase Order

Certain goods and services by their nature do not require a purchase order to be prepared to effect their payment. These goods and services require the preparation of a voucher only authorised by the appropriate officer with sufficient financial delegation to authorise payment.

There is an efficiency benefit to Council and its employees in following this course of action. The **Register of Goods and Services Exempt from Issue of Purchase Orders** identifies the type of goods and services pertaining to this section.

## Effective & Efficient Purchasing Processes

Councillors and Council officers will undertake purchasing activities in the most effective and efficient manner to minimise administrative costs associated with purchasing by:

- seeking opportunities to streamline purchasing processes;
- utilising technological advancements and electronic commerce applications, supported by appropriate controls aimed at reducing the administrative costs associated with purchasing;
- adopting a clear and consistent approach to its purchasing activities including the use of standard documents and contracts;
- seeking continuous improvement of purchasing practices by maintaining a program of training and professional development for staff.

## Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

## Definitions and Abbreviations

<b>Contract</b>	is an agreement between two or more parties, especially one that is written and enforceable by law e.g. petty cash receipt, purchase card receipt, purchase order, formal contract document.
<b>Contracting activities</b>	are activities for the making of a contract for: <ul style="list-style-type: none"> <li>• the carrying out of work; or</li> <li>• the supply of goods or services; or</li> <li>• the disposal of non-current assets but</li> <li>• not for a contact of employment with a local government employee.</li> </ul>
<b>Expected value</b>	of a contractual arrangement with a supplier for a financial year is the total expected value of all the Council's contracts in the financial year with the supplier for goods and services of a similar type.
<b>Medium-sized contractual arrangement</b>	is a contractual arrangement with a supplier that is expected to be worth, exclusive of GST, \$15,000 or more but less than \$200,000 in a financial year.
<b>Large-sized contractual arrangement</b>	is a contractual arrangement with a supplier that is expected to be worth, exclusive of GST, \$200,000 or more in a financial year.

## Related Documents

Document Title
Procurement Guideline
Code of Conduct for Workers
Code of Conduct for Councillors

## Document History and Version Control

<b>Title of Document</b>	Procurement Policy 2023/24
<b>Document Reference Number</b>	FIN-POL-0017 Rev 3
<b>Review Schedule</b>	12 months
<b>Council Meeting Date</b>	27 June 2023
<b>Council Resolution Number</b>	

# Revenue Policy 2023/24

Policy Type	Statutory
Function	Financial Management
Policy Owner	Manager Financial and Administrative Services
Policy Contact	Manager Financial and Administrative Services
Effective Date	11 April 2023

## Purpose

The Revenue Policy identifies the principles that Council intends to apply in the preparation and adoption of the 2023/2024 budget.

## Scope

This policy will identify the principles Council intends to apply for:

- levying rates and charges;
- granting concessions for rates and charges;
- recovering overdue rates and charges; and
- cost-recovery methods.

The policy also addresses:

- the purpose for concessions; and
- the extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

## Policy Statement

Principles used for levying rates and charges

In levying rates and charges Council will apply the principles of:

- **Clarity** – making clear Council's and each ratepayer's responsibility to the rating regime;
- **Simplicity** – making the levying system simple and inexpensive to administer; and
- **Equity** – through flexible payment arrangements for ratepayers with a lower capacity to pay.

Making rates and charges

In making rates and charges, Council will raise an amount of revenue appropriate to maintain and improve assets and provide services to the Shire as a whole. In deciding how that revenue is raised, Council will take into account the following factors:

- the rateable value of land, including valuation relativities among land, and the rates that would be payable if only one general rate was adopted; and
- the level of services provided to that land and the cost of providing the services compared to the rate burden that would apply under a single general rate; and
- the use of the land in so far as it relates to the extent of utilisation of Council services; and
- the relative economic value of different land uses within the Shire; and

- location and access to services; and
- with an extensive road network, particularly in rural areas of the Shire and demands on Council to upgrade the standard of roads for harvesting, transportation of rural products, processing and services associated with the sugar, grazing, horticulture and aquaculture industries, Council considers those areas benefiting from access to improved road and infrastructure standards should contribute appropriately to Council's revenue base to maintain the high level of road services expected; and
- at the same time, Council acknowledges and again has taken into account that improved services including but not limited to: recreation and sporting, swimming pools, community, cultural, library, welfare services, public halls, environmental health services and amenities, parks and playgrounds, cemeteries, Council's public buildings, Council's economic development initiatives, improvements and development work in Council's principal towns are local government services that should be met by the whole community.

## Valuations and General Rates

Council is of the opinion that a system of differential general rating will achieve a fairer and more equitable distribution of the rating burden, rather than if only one general rate was adopted. A differential general rate system will exhibit the following features:

- Flexible – so that Council can adapt its rating system to the economic circumstances of the community's rateable properties as a whole and/or the circumstances of particular sectors;
- Equitable – in relation to the benefits rateable properties receive from expenditure of rates;
- Simple and easily understood;
- Economical to administer, relative to the revenue derived; and
- Ensures that similar rateable properties are treated in a like manner.

In determining the rating burden to be shared by the differential rating categories, Council acknowledges the following:

- New valuations issued from time to time may produce a shift in relativities between the various differential rating categories in respect of their share of the rating burden;
- New valuations may also lead to shifts in relativities between properties within the differential rating categories;
- New valuations issued from time to time may also result in a differential rating category contributing less of the rating burden than in the preceding year.

Council proposes to continue to levy differential general rates to ensure that the rate burden is distributed in a fair and equitable way. Council will continue to gather data to further consider and refine this process.

## Minimum General Rates

Council considers that each property in the Shire benefits to some extent from the facilities and services provided by Council, including the governance costs in administering the Shire. Such expenditure is limited to that funded by the general rate.

Therefore, minimum general rates are made and levied to recover the costs of such services and facilities.

## Charges

In general, Council will be guided by the 'user pays' principle in the making of charges to minimise the impact of rating within the local economy.

Council will have regard to the principles of:

- **Transparency** – in the making of charges;
- **Simplicity** – having in place a charging regime that is simple and inexpensive to administer;
- **Flexibility** – to take into account local economic conditions; and
- **Full cost recovery** – of associated expenses, including a reasonable return on capital.

Council will charge for water services under a two-part consumption based pricing policy. The outcomes of this form of water supply demand management are aimed at community benefit from:

- Establishment of a charging system more closely aligned to the principles of user pays;
- Reduced water consumption resulting in:
  - reduced operational costs;
  - deferment of future augmentation works for water treatment plants and delivery systems; and
  - an improved environmental balance of ground water reserves for future generations.

Council will eliminate any concessions for any section of the community in respect of consumption based charging.

### Special Charges

When providing services or undertaking activities that can reasonably be seen to benefit only a part of the rate base, Council considers it advantageous to recover those costs from those properties. To facilitate this principle, special charges are used to recover the costs for these services or activities.

### Separate Charges

Council acknowledges that there are various service provisions and infrastructure that the cost recovery of would seem to be unfair if made in accordance with property valuation and are more closely aligned with the concept of equal benefit per property. As a consequence, separate charges are used so that each property in the Shire, regardless of size, pays the same amount towards cost recovery. Separate charges are used to recover costs for these service provisions or infrastructure.

### Interest

Council ensures that the interests of ratepayers in general are protected by charging interest, under the *Local Government Regulation 2012*, on rates and utility charges that remain overdue immediately after the due date for payment on the rate notice.

### Principles used for granting rebates and concessions

In considering the application of concessions, Council will be guided by the principles of:

- **Equity** – by having regard to the different levels of capacity to pay among the lands of the local community;
- **Consistency** – in treatment for ratepayers receiving concessional rating; and
- **Transparency** – by making clear the requirements necessary to receive concessions.



In accordance with the above principles, Council has developed procedures in respect of the Pensioner Rebate rate concession for pensioners.

Council accepts that certain classes of pensioners have contributed rates over a period of time and/or are restricted by a fixed income and should be afforded a concession in respect of rates and charges.

Council also recognises that there are organisations which operate for the general benefit of the community with limited financial resources including private schools, churches, welfare, youth organisations and sporting organisations. Such organisations may receive a donation based on their sewerage charges.

Notwithstanding the above, individual cases will arise and Council has the discretion to consider each case on its merits.

### Principles used for recovery of unpaid rates and charges

Council will exercise its rate recovery powers in order to treat all ratepayers equitably. It will be guided by the principles of:

- **Transparency** – by making clear the obligations of ratepayers and the processes used by Council in assisting it to meet its financial obligations;
- **Simplicity** – making the processes used to recover overdue rates and charges clear, simple to administer and cost effective;
- **Capacity to pay** – in determining appropriate arrangements for ratepayers; and
- **Equity** – by treating all ratepayers in similar circumstances in the same way.

### Principles used for cost-recovery methods

Council recognises the validity of fully imposing the user pays principle for its cost-recovery fees, unless the imposition of the fee is contrary to its express social, economic, environment and other corporate goals. This is considered to be the most equitable and effective revenue approach and is founded on the basis that the Shire's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.

However, in setting its cost-recovery fees, Council will be cognizant of the requirement that such a fee must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

### Funding of infrastructure for new development

Mechanisms for the planning and funding of infrastructure for urban growth are contained within the *Planning Act 2016* (PA).

The statutory framework enables Council to fund the establishment cost of trunk infrastructure associated with those trunk infrastructure networks covered by Council's infrastructure planning instruments. This is achieved through the levying of charges for development infrastructure on development.

Pursuant to the provisions of the PA, and Council's relevant planning instruments, developers are required to pay costs associated with the following:

- Any increased demand upon the available capacity of existing trunk infrastructure due to any new development; and/or
- Any additional trunk infrastructure required due to any new development; and
- Where appropriate, a contribution towards social infrastructure changes required to cater for the increase or changes in population caused by new development.

## Procedures

Procedures arising from this policy are contained in Council's Revenue Statement for 2023/2024.

## Risk Management

As a statutory policy, this policy helps to mitigate the risk of non-compliance with legislation. Further, the policy enhances Council's position to realise the benefits of transparency, consistency, equity and flexibility and promotes the image of Council as both efficient and fair.

Applying a differential general rating system mitigates the risks of an unfair distribution of the rating burden which would be caused if only one general rate was applied.

By defining the principles to be applied for the recovery of unpaid rates, the policy mitigates the risk to ratepayers of acquiring a level of unachievable debt in cases where they are unable to pay rates and charges within the specified time period.

By granting rebates and concessions for eligible ratepayers, the policy mitigates the risk of inequity regarding the different levels of capacity to pay among the community.

## Legislation

The *Local Government Act 2009* and *Local Government Regulation 2012* require Council to review its revenue policy annually and in sufficient time to allow an annual budget that is consistent with the revenue policy to be adopted for the next financial year.

## Definitions and Abbreviations

Refer to dictionary schedules located in the *Local Government Act 2009* and *Local Government Regulation 2012*.

## Document History and Version Control

<b>Title of Document</b>	Revenue Policy 2023/24
<b>Document Reference Number</b>	FIN-POL-0019 Rev 4.02
<b>Review Schedule</b>	12 months
<b>Council Meeting Date</b>	11 April 2023
<b>Council Resolution Number</b>	1746583

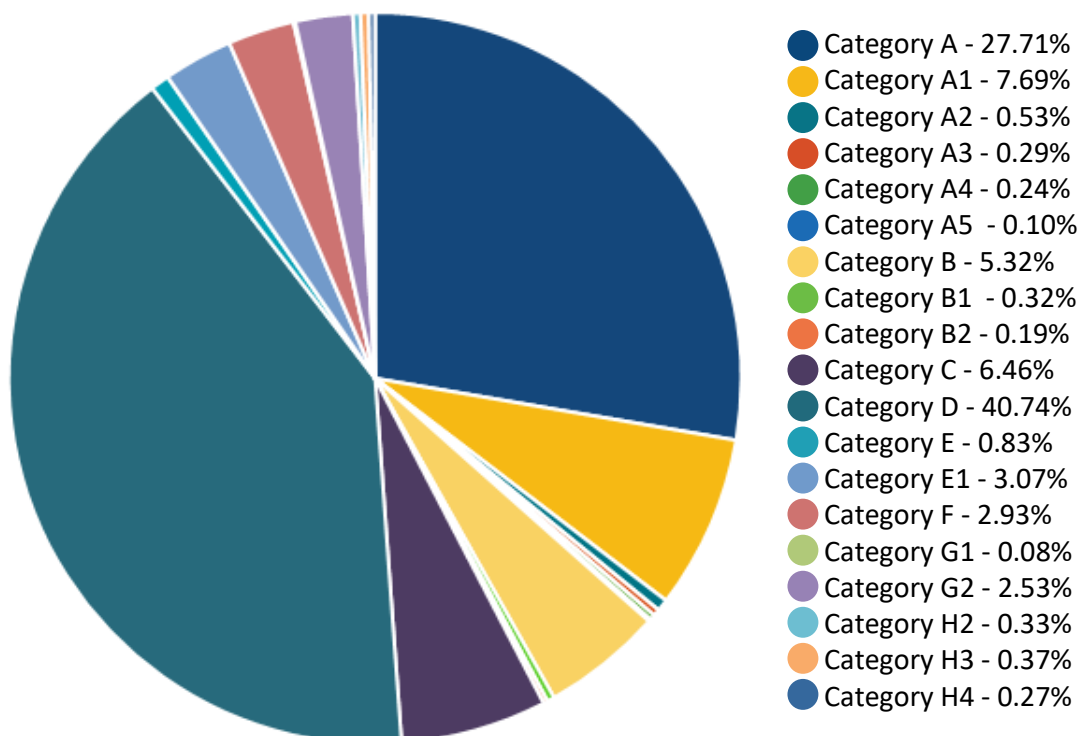
# Rates and Charges at a Glance

	2022/23	2023/24
<b>General Rate (Cents in the Dollar)</b>		
Category A - Residential	1.949	1.902
Category A1 - Rural Residential	1.694	1.649
Category A2 - Multi Unit Dwellings <2 Flats	1.949	1.854
Category A3 - Multi Unit Dwellings 3-4 Flats	1.949	1.973
Category A4 - Multi Unit Dwellings 5-7 Flats	1.949	1.867
Category A5 - Multi Unit Dwellings >7 Flats	1.949	2.027
Category B - Commercial & Industrial	2.032	2.053
Category B1 - Shopping Centre	2.990	3.110
Category B2 Shopping Complex	2.511	2.611
Category C - Grazing & Livestock	1.518	1.449
Category D - Sugar Cane	3.810	3.423
Category E - Rural (Other) - less than 20 hectares	2.168	2.098
Category E1 - Rural (Other) - 20 hectares or more	3.810	3.423
Category F - Sugar Milling	29.982	31.181
Category G1 - Water (less than 10 hectares)	19.748	20.538
Category G2 - Water (10 hectares or more)	22.728	21.602
Category H1 - Solar Farms - 40MW - 90MW	3.234	3.363
Category H2 - Solar Farms - 91MW - 250MW	3.234	3.363
Category H3 - Solar Farms > 250MW	3.234	3.363
Category H4 - Electricity and Telecommunications Infrastructure	3.502	3.561
Category I - Other	1.949	1.902
<b>Minimum General Rate</b>		
Category A - Residential	\$1,134	\$1,179
Category A1 - Rural Residential	\$1,134	\$1,179
Category A2 - Multi Unit Dwellings <2 Flats	\$1,474	\$1,533
Category A3 - Multi Unit Dwellings 3-4 Flats	\$2,211	\$2,300
Category A4 - Multi Unit Dwellings 5-7 Flats	\$3,685	\$3,833
Category A5 - Multi Unit Dwellings >7 Flats	\$5,896	\$6,132
Category B - Commercial & Industrial	\$1,247	\$1,415
Category B1 - Shopping Centre	\$35,965	\$37,404
Category B2 Shopping Complex	\$10,000	\$10,400
Category C - Grazing & Livestock	\$1,247	\$1,415
Category D - Sugar Cane	\$1,247	\$1,415
Category E - Rural (Other) - less than 20 hectares	\$1,247	\$1,415
Category E1 - Rural (Other) - 20 hectares or more	\$1,247	\$1,415
Category F - Sugar Milling	\$179,825	\$187,018
Category G1 - Water (less than 10 hectares)	\$1,247	\$1,415
Category G2 - Water (10 hectares or more)	\$10,480	\$10,899
Category H1 - Solar Farms - 40MW - 90MW	\$42,866	\$44,580
Category H2 - Solar Farms - 91MW - 250MW	\$75,015	\$78,015
Category H3 - Solar Farms > 250MW	\$106,954	\$111,232
Category H4 - Electricity and Telecommunications Infrastructure	\$1,700	\$1,769
Category I - Other	\$1,134	\$1,179
<b>Waste Service Charges</b>		
140L 2 Bin Domestic Service	\$428	\$445
240L 2 Bin Domestic Service*	\$539	\$560
140L 3 Bin Domestic Service	\$488	\$507
240L 3 Bin Domestic Service*	\$599	\$622
240L 2 Bin Commercial Service	\$516	\$537
240L 3 Bin Commercial Service*	\$576	\$599
Additional 140L Domestic Waste Bin	\$349	\$363
Additional 240L Domestic Waste Bin	\$460	\$478
Additional 240L Commercial Waste Bin	\$414	\$431
Additional Domestic Recycle Waste Bin	\$79	\$82
Additional Commercial Recycle Waste Bin	\$102	\$106
Additional Green Waste Bin	\$60	\$62

*\*Residents of domestic premises and multi-residential premises may request to change to the 240 litre mobile bin with a red lid. The larger mobile bin will incur a higher annual charge. Commercial premises owners may request an additional 240 litre mobile bin (either red lid or yellow lid). The additional bin will incur a higher annual charge.*

<b>Waste Access Charge</b>	\$25	\$25
<b>Waste Legacy Landfill Charge</b>	\$20	\$20
<b>Sewerage Charge</b>	\$577	\$600
<b>Subsequent Water Closet Charges (where applicable)</b>	\$317	\$360
<b>Pump Septic Tank Effluent to Sewer System</b>	\$404	\$480
<b>Water Access Charge</b>	\$492	\$510
<b>Water Consumption Charge (cents per 1,000L)</b>		
Giru Water Supply Scheme - Category F - Sugar Milling	\$2.70	\$2.90
All other properties from any of Council's Water Supply Schemes		
For usage up to 1,000,000 litres	\$0.40	\$0.45
For usage above 1,000,000 litres	\$1.60	\$1.80
<b>Environment Separate Charge</b>	\$10	\$10
<b>Aquatic Facilities Separate Charge</b>	\$30	\$0
<b>Mount Kelly Rural Fire Brigade Special Charge</b>	\$15	\$15
<b>Scott Rural Fire Brigade Special Charge</b>	\$50	\$50
<b>Due Date for Payment</b>	31 Days	31 Days
<b>Interest Charged on Overdue Rates</b>	8.00%	11.00%
<b>State Government Pensioner Subsidy (Maximum)</b>	\$200	\$200
<b>Council Pensioner Rebate (Maximum)</b>	\$380	\$380

## General Rate Revenue Comparison by Category



## 2023/24 Council Budget ‘builds on a strong foundation’

Burdekin Shire Council in adopting its 2023/24 Budget builds on strong foundations with allocations of \$40.5 million for capital initiatives and \$59.8 million for operational activities.

Mayor Lyn McLaughlin said she was pleased to present the Budget which includes a modest 4% rate rise, demonstrating consideration for the cost-of-living pressures faced by residents and local businesses.

“Council is committed to living within its means and has managed to restrict the rate rise to well below inflation and the LGAQ’s Council Cost index of 6.9%,” Cr McLaughlin said.

“In a further sign of Council’s commitment to sound financial management, I am pleased to announce the removal of the \$30 per property Aquatic Facility Charge for the 2023/24 year.”

Highlights of the Budget include:

• Roadworks and Reseals and Drainage	\$12 million
• Ayr/Brandon Wastewater Treatment Plant Macro Algal Earthworks and Facility Construction	\$6.5 million
• Ayr Industrial Estate Development	\$3.2 million
• Landfill and Transfer Station Upgrades	\$680,000
• Ayr Showgrounds Main Hall Refurbishment	\$350,000
• Cultural Venue Upgrades	\$329,500
• Home Hill Pool Upgrades	\$295,000
• Burdekin Cascades Caravan Park Upgrades	\$150,000
• Home Hill Comfort Stop Refurbishment	\$105,000

“Building on a strong foundation, the Budget reflects Council’s commitment to residents and dedication to developing the Burdekin as a place to live, work, play, visit and invest,” said Cr McLaughlin.

Recognising the importance of external funding sources, Council will continue working with the State and Federal Government to secure grants which will assist in relieving some financial pressures.

**To access the Burdekin Shire Council 2023/24 Budget document, visit [bit.ly/BDKBudget](https://bit.ly/BDKBudget)**

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## Burdekin Shire Council Allocates \$38.3 Million for roads and drainage projects

The Burdekin Shire Council announced today a total of \$38.3 million has been allocated to improve roads and drainage, water and wastewater networks, and other infrastructure improvements as part of its 2023/24 Budget.

Burdekin Shire Council Mayor Lyn McLaughlin said Council will be largely investing in Roads and Drainage infrastructure around the shire.

“The \$38.3 million investment will be dedicated to a range of projects, including road designs, renewals, and drainage construction projects across the Shire, carefully selected to address key areas of improvement and cater to the evolving needs of the community,” Cr McLaughlin said.

The 2023/24 Budget includes the following infrastructure projects:

Water projects include:

- \$460,000 for expansion of the Ayr Industrial Estate water supply infrastructure
- \$350,000 to complete the Mount Kelly water main renewal
- First year of a \$200,000 per annum fire hydrant replacement and renewal program
- \$120,000 to complete the water supply disinfection dosing equipment upgrades

Wastewater project include:

- Close to \$7 million to complete the Macro Algal Sewage Treatment Facility at the Ayr/Brandon Sewage Treatment Plant
- \$800,000 for expansion of the Ayr Industrial Estate sewerage infrastructure
- \$250,000 to refurbish Trickle Filter at the Ayr/Brandon Sewage Treatment Plant
- \$120,000 to replace two Sewage Pump Station switchboards at the Ayr Industrial Estate

Roads/Drainage Construction projects include:

- \$950,000 for the Jerona Causeway reconstruction (subject to NDRA funding being approved)
- \$880,000 for the Barratta Road reconstruction
- \$870,000 for roadworks construction at the Ayr Industrial Estate
- \$630,000 for drainage expansion at the Ayr Industrial Estate

Road Design projects include:

- \$80,000 towards the Upper Haughton Road design
- \$60,000 for the heavy vehicle bypass reconstruction
- \$45,000 for the reconstruction of Colevale Road
- \$30,000 for the reconstruction of Toll Road

Design and Construct projects include:

- \$550,000 for the new roundabout at Soper and Graham Street intersection
- \$200,000 for the reconstruction of sections of kerb and damaged road at the existing Ayr Industrial Estate

Cr McLaughlin said the significant investment in road and drainage networks, water and wastewater resources, and infrastructure improvements would lay the groundwork for a prosperous future and further build on strong foundations.

**To access the Burdekin Shire Council 2023/24 Budget document, visit [bit.ly/BDKBudget](https://bit.ly/BDKBudget)**

## Budget Promotes Economic Growth

The Burdekin Shire Council 2023/24 Budget continues to deliver key initiatives of the Burdekin Economic Development Strategy 2020-2025.

Mayor Lyn McLaughlin said through strategic partnerships and funding opportunities, Council aimed to empower businesses to leverage digital technology effectively and promote research and development activities within the region.

“In 2023/24 Council will continue to build on the strong foundations to support local business with \$22,500 allocated to continued funding of the partnership with Smart Precinct NQ,” Cr McLaughlin said.

“Smart Hub supports local businesses assisting in navigating the digital landscape with resources, training, and mentorship to thrive.

“Simultaneously, the Council actively promotes funding opportunities, collaborates with relevant agencies to facilitate information and presents the Burdekin Business Breakfast Series.

“This year’s Budget allocation will build upon the achievements of the previous year, where 29 local businesses actively participated in these initiatives.”

During 2023/24 Council will continue to deliver on its commitment to growing the local Tourism industry.

Cr McLaughlin said a review of the Tourism Strategy is planned to be undertaken, with new strategic tourism development activities to be considered following the review.

“Burdekin Shire Council’s tourism strategy is designed to promote the region’s unique attractions, enhance visitor experiences, and stimulate economic growth through tourism which focuses on leveraging the Burdekin as a place to live, work, play, visit and invest.”

In a further sign of Council’s support to the visitor economy Council remains committed to promoting the Burdekin region and highlighting its unique attractions to increase awareness and capture the interest of potential visitors.

**To access the Burdekin Shire Council 2023/24 Budget document, visit [bit.ly/BDKBudget](https://bit.ly/BDKBudget)**

## Budget paves the way for a vibrant and thriving community

Burdekin Shire Council has allocated funds in the 2023/24 Budget to implement a range of community focused initiatives demonstrating its commitment to building a vibrant and thriving community.

Burdekin Shire Council Mayor Lyn McLaughlin said the Budget funded a range of projects aimed to improve liveability and community well-being.

“Council has allocated \$70,000 to complete a detailed design for a youth zone in Anzac Park, as foreshadowed in the Anzac Park Masterplan, which aims to strengthen connectivity between the Burdekin Aquatic Centre and other recreational elements in the park,” Cr McLaughlin said.

“This proactive approach ensures the youth zone is fully planned and ‘shovel ready’ so Council can take advantage of future State and Federal Government grant opportunities to fund construction.”

Parks and recreation facilities throughout the Shire are due to receive an upgrade with following initiatives funded:

- \$295,000 to refurbish ablutions, shade sail and fencing replacement at the Home Hill Pool
- \$80,000 for new all abilities play equipment at Ayr Anzac Park
- \$75,000 to replace the BBQ Shelter at Brolga Park, Giru
- \$60,000 for footpath lighting at the Home Hill Memorial Park
- \$50,000 for Shade Sail Replacements

“I am pleased to announce Council has increased funds for the highly successful Community Grants Program from \$38,000 to \$50,000 in 2023/24, in addition to \$33,000 in-kind support.

“The Program has been an outstanding success over the years, providing support to local community and sporting organisations.”

Cr McLaughlin confirmed the Budget provided funds for continuation of life-long learning activities at Burdekin Libraries.

“The First 5 Forever program provides activities for children and families, focussing on early literacy, language development, and a love for reading and is set to continue in 2023/24,” she said.

“Council is also looking forward to rolling out a new digital literacy program through the libraries, in a bid to assist residents of all ages to navigate the ever-evolving digital world.”

A total of \$350,000 has been allocated to refurbish the Ayr Showgrounds Hall, while \$100,000 has been set aside to complete Burdekin Theatre Upgrade Stage 2 design work next year, with construction works to be completed when external funding is secured.

“The Burdekin Memorial Hall will receive \$38,500 to replace chairs and tables, improve access and enhance fire safety.” Cr McLaughlin said.

**To access the Burdekin Shire Council 2023/24 Budget document, visit [bit.ly/BDKBudget](https://bit.ly/BDKBudget)**



## Council Budget funds sustainable environmental program

Burdekin Shire Council's 2023/24 Budget funds a sustainable environmental program through ongoing initiatives.

"To ensure Council meets its environmental obligations, \$680,000 has been allocated to current and legacy landfill sites and transfer stations," Burdekin Shire Mayor Lyn McLaughlin said.

"Out of this amount, \$250,000 has been designated for the creation and implementation of drainage infrastructure to mitigate stormwater effects on the Kirknie Landfill sites and \$200,000 allocated to carry out remediation projects aimed at addressing potential environmental and human health hazards associated with legacy landfill sites.

"The 2023/24 Budget allocated an additional \$25,000 for aerial spraying for vector control which allows Council to continue its interest in public health in reducing the impact of salt marsh mosquitoes.

"State Government Funding has also allowed for Council to continue with the illegal dumping prevention strategy by implementing measures to educate the community, enforce regulations, and provide proper waste management infrastructure.

"These strategies aim to discourage illegal dumping and ensure responsible waste disposal practices.

"Council adopted the Dune Management Strategy which aims to undertake crucial restoration activities in the Wunjunga/Beachmount."

Council is committed to safeguarding environmentally sensitive areas and has partnered with NQ Dry Tropics to deliver the \$85,000 Dune Restoration Project, with \$75,000 funding from Local Government Association of Queensland (LGAQ) for the Coastal Hazard Adaption Program (QCoast<sub>2100</sub>), to carry out activities such as planting native vegetation, erosion control measures, and habitat restoration for native wildlife.

"The Council's Environmental Levy Program continues to promote sustainable practices in areas such as energy efficiency, waste minimisation, and water efficiency by allocating funds to projects that benefit both the environment and the local community," Cr McLaughlin said.

"The funds generated through the levy can be utilised by community organisations for the preservation or remediation of environmentally important areas."

**To access the Burdekin Shire Council 2023/24 Budget document, visit [bit.ly/BDKBudget](https://bit.ly/BDKBudget)**

BUILDING ON A STRONG FOUNDATION - BUILDING ON A STRONG FOUNDATION - BUILDING ON

## CONTACT COUNCIL

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**Burdekin**  
Shire Council