



BOULIA SHIRE COUNCIL

ORDINARY MEETING

Agenda

Wednesday 17 September 2025





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Note: Councillor attendance via teleconference is deemed to be in attendance at the meeting with full voting rights (as per Council resolution 2015/4.9).

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Mr Shane Gray
Chief Executive Officer

Please note:

- *Some reports contained in this agenda make reference to 'confidential redacted' attachments. These attachments are not for public display as they are of a confidential nature and for Council use only and are therefore not included within the agenda.*
- *In some instances, due to unforeseen circumstances, the sequence of the Ordinary Meeting of Council on the meeting day may vary from the order of the agenda issued. The corresponding meeting minutes will follow the outline of the originally issued agenda, however the resolution numbers noted will be in accordance with the actual sequence of the meeting on the day.*

COMMONLY USED ACRONYMS

ALGA	Australian Local Government Association
BSC	Boulia Shire Council
CWRPMG	Central West Regional Pest Management Group
DDMG	District Disaster Management Group (Mt Isa)
DRFA	Disaster Recovery Funding Arrangements
DTMR/TMR	Department of Transport and Main Roads
IPWEA	Institute of Public Works Engineering Australia (NAMS.Plus)
LDMG	Local Disaster Management Group
LGAQ	Local Government Association of Queensland
LGMA	Local Government Managers Association
ManEX	Managers and Executive
NAMS.Plus	Asset Management System from IPWEA
OHDC	Outback Highway Development Council
ORRG	Outback Regional Road Group
ORRTG	Outback Regional Roads and Transport Group
OQTA	Outback Queensland Tourism Association
PPR	Project Proposal Report
QRA	Queensland Reconstruction Authority
QSNTS	Queensland South Native Title Services
QWRAP	Queensland Water Regional Alliance Program
R2R	Roads to Recovery
RAPAD	Central West Queensland Remote Area Planning and Development
RAPADWSA	RAPAD Water and Sewerage Alliance
REPA	Restoration of Essential Public Assets
RMPC	Roads Maintenance Performance Contract
TIDS	Transport Infrastructure Development Scheme
WQLGA	Western Queensland Local Government Association

RISK MANAGEMENT

Council's risk management process is based around the following principles:

Risk Identification: Identify and prioritise reasonably foreseeable risks associated with activities, using the agreed risk methodology.

Risk Evaluation: Evaluate those risks using the agreed Council criteria.

Risk Treatment/Mitigation: Develop mitigation plans for risk areas where the residual risk is greater than our tolerable risk levels.

The Risk Matrix below is used to assess the likelihood and consequence of any risk to Council, to then identify any necessary treatment actions. This matrix will also be used to assess any risk identified in Council's reports:

Likelihood	Consequence				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain 5 Is expected to occur at most times	Medium M - 5	High H - 10	High H - 15	Extreme E - 20	Extreme E - 25
Likely 4 Will probably occur at most times	Medium M - 4	Medium M - 8	High H - 12	High H - 16	Extreme E - 20
Possible 3 Might occur at some time	Low L - 3	Medium M - 6	Medium M - 9	High H - 12	High H - 15
Unlikely 2 Could occur at some time	Low L - 2	Low L - 4	Medium M - 6	Medium M - 8	High H - 10
Rare 1 May occur in rare circumstances	Low L - 1	Low L - 2	Medium M - 3	Medium M - 4	Medium M - 5

1 Meeting Opening with the Acknowledgement of Traditional Owners

The Mayor will acknowledge the traditional carers of the land on which Council meets, the 'Pitta Pitta' people, and pay Council's respects to the elders past and present.

The Mayor will also acknowledge past and present service personnel.

2 Present

Councillors: Councillor Eric (Rick) Britton
Councillor Sam Beauchamp
Councillor Jack Neilson
Councillor Jan Norton
Councillor Julie Woodhouse

Officers: Mr Shane Gray (Chief Executive Officer)
Mrs Kaylene Sloman (Director of Corporate & Financial Services)
Miss Lily Williams (Executive Assistant)

3 Apologies / Leave of Absence

This item on the agenda allows Council the opportunity to receive apologies/leave of absence from Councillors unable to attend the meeting.

4 Declaration of Interests

To help ensure openness, accountability and transparency, in accordance with the Local Government Act 2009, Councillors must declare if they have a Prescribed Conflict of Interest or a Declarable Conflict of Interest in a matter. All declarations of interest are managed in accordance with the Local Government Act 2009.

This section also allows Councillors the opportunity to lodge new or make an amendment to their annual register of interests.

5 Mayoral Minutes

This item on the agenda allows business which the Mayor wishes to have considered at the meeting introduced without notice.

6 Notice of Motion

This item on the agenda allows matters of which notice has been given by Councillors to be considered at the meeting.

7 Request to Address Council in a Public Forum

A member of the public may take part in the proceeding of a meeting only when invited to do so by the Chairperson.

In each local government meeting, time may be required to permit members of the public to address the local government on matters of public interest related to local government. The time allotted shall not exceed fifteen (15) minutes and no more than three (3) speakers shall be permitted to speak at one meeting. The right of any individual to address the local government during this period shall be at the absolute discretion of the local government.

If any address or comment is irrelevant, offensive, or unduly long, the Chairperson may require the person to cease making the submission or comment.

For any matter arising from such an address, the local government may take the following actions:

- refer the matter to a committee
- deal with the matter immediately
- place the matter on notice for discussion at a future meeting
- note the matter and take no further action.

Any person addressing the local government shall stand, and act and speak with decorum and frame any remarks in respectful and courteous language.

Any person who is considered by the local government or the Mayor to be unsuitably dressed may be directed by the Mayor or Chairperson to immediately withdraw from the meeting. Failure to comply with such a request may be considered an act of disorder.

8 Petitions

This item of the agenda allows a Councillor or Council Officer to present a petition to a meeting of the local government.

Where a petition is presented, no debate in relation to it will be allowed, and the only motion which may be moved is:

- that the petition be received
- received and referred to a committee or officer for consideration and a report to the Council, or
- not be received because it is deemed invalid.

9 Deputations

A deputation wishing to attend and address a meeting of the Council shall apply in writing to the CEO not less than seven (7) business days before the meeting.

The CEO, on receiving an application for a deputation, shall notify the Chairperson who will determine whether the deputation may be heard. The CEO will inform the deputation of the determination in writing. Where it has been determined the deputation will be heard, a convenient time will be arranged for that purpose, and an appropriate time period allowed (e.g. 15 minutes).

For deputations comprising three or more persons, only three persons shall be at liberty to address the Council meeting unless the Councillors at the meeting determine otherwise by resolution. A deputation shall be given adequate opportunity to explain the purpose of the deputation.

If a member of the deputation other than the appointed speakers interjects or attempts to address the Council meeting, the Chairperson may terminate the deputation.

The Chairperson may terminate an address by a person in a deputation at any time where:

- the Chairperson is satisfied that the purpose of the deputation has been sufficiently explained to the Councillors at the meeting
- the time period allowed for a deputation has expired, or
- the person uses insulting or offensive language or is derogatory towards Councillors or others.

The CEO is responsible for the deputation including that the appointed speaker/s are notified in writing of developments or future actions as appropriate.

10 Confirmation of Minutes from Previous Meetings

This item in the agenda enables previous minutes of Council meetings to be confirmed.



BOULIA SHIRE COUNCIL

Minutes of the ORDINARY MEETING of the Boulia Shire Council held on Friday 22 August 2025 commencing at 10:00 am

1 Meeting Opening with the Acknowledgement of Traditional Owners

Please note:

In some instances, due to unforeseen circumstances, the sequence of the Ordinary Meeting of Council on the meeting day may vary from the order of the agenda issued. The corresponding meeting minutes will follow the outline of the originally issued agenda, however the resolution numbers noted will be in accordance with the actual sequence of the meeting on the day.

The Mayor opened the meeting at 9.56 am.

The Mayor acknowledged the traditional carers of the land on which Council meets, the 'Pitta Pitta' people, and paid Council's respects to the elders past and present.

The Mayor also acknowledged past and present service personnel.

It has been noted that the Mayor has reminded all Councillors in regards to registration of interests and declaration of contact with or engagement of lobbyists.

2 Present

Councillors: Councillor Eric (Rick) Britton
Councillor Sam Beauchamp
Councillor Jack Neilson
Councillor Jan Norton
Councillor Julie Woodhouse

Officers: Mr Shane Gray (Chief Executive Officer)
Mrs Kaylene Sloman (Director of Corporate & Financial Services)
Mr Gordon Magann (Director of Works and Operations)
Miss Lily Williams (Executive Assistant)

3 Apologies / Leave of Absence

There were no apologies or leaves of absence for this meeting.

4 Declaration of Interests

There were no declarations of interest relevant to reports at this meeting.

5 Mayoral Minutes

There were no Mayoral Minutes to be noted at this meeting.

6 Notice of Motion

There were no notices of motions to be noted at this meeting.

7 Request to Address Council in a Public Forum

There were no requests to address the Council.

8 Petitions

There were no petitions presented to Council.

9 Deputations

There were no deputations to Council.

10 Confirmation of Minutes from Previous Meetings

Moved: Cr Norton

Seconded: Cr Neilson

That the minutes of the Ordinary Meeting held on 23rd July 2025 be accepted.

Resolution No.: 2025/08.1

Carried

11 Reports

11.1 Works and Operations

TITLE:	Director of Works and Operations July 2025 Report	DOC REF: 11.1.1
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PURPOSE:

To advise Council of relevant activities undertaken through the Works and Operations Directorate.

Moved: Cr Beauchamp

Seconded: Cr Woodhouse

That the A/Director Works and Operations Report for July 2025 be received for information.

Resolution No.: 2025/08.2

Carried

TITLE:	Works Manager - July 2025 Report	DOC REF: 11.1.2
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PURPOSE:

To inform Council of the current utilisation and activities of the Works Department in line with the Council works program for July 2025.

Moved: Cr Norton

Seconded: Cr Britton

That Council receive the Works Manager July 2025 Report for information.

Resolution No.: 2025/08.3

Carried

TITLE:	Rural Lands Protection Officer JULY 2025 Report	DOC REF: 11.1.3
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PURPOSE:

To advise Council on current activates relating to weed management, pest control, animal management and stock routes.

Moved: Cr Neilson

Seconded: Cr Britton

That Council receive the Rural Lands Protection Officer July 2025 Report for information.

Resolution No.: 2025/08.4

Carried

TITLE:	QRA Flood Damage Department July 2025	DOC REF: 11.1.4
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PURPOSE:

To inform Council of the current utilisation and activities of the Flood Damage Program for July 2025.

Moved: Cr Britton

Seconded: Cr Neilson

That the QRA Flood Damage Works Department July 2025 Report be received for information.

Resolution No.: 2025/08.5

Carried

11.2 Office of the Chief Executive

TITLE:	Chief Executive Officers Report July 2025	DOC REF: 11.2.1
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PURPOSE:

To advise Council of relevant activities undertaken through the office of the CEO.

Moved: Cr Neilson

Seconded: Cr Britton

That the CEO Report for July 2025 be received for information.

Resolution No.: 2025/08.6

Carried

TITLE:	Boulia Golf Club - Request for support	DOC REF: 11.2.2
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PURPOSE:

To present to Council a request for support made by the Boulia Golf Club.

Moved: *Cr Norton*

Seconded: *Cr Woodhouse*

That Council approve the Boulia Golf Club request for monetary support up to the value of \$2000 upon receiving the documented invoices for the purchase of materials to be able to construct a new driving range/practice net at the Boulia Golf Club facility.

Resolution No.: 2025/08.7

Carried

TITLE:	Motions for consideration at 2025 LGAQ Annual Conference	DOC REF: 11.2.3
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PURPOSE:

To seek Council's endorsement of two motions that have been drafted for submission at the 2025 LGAQ Annual Conference.

Moved: *Cr Neilson*

Seconded: *Cr Beauchamp*

That Council endorse the following motions:

- Motion 1: Expand Patient Travel Subsidy Scheme to better support patients from rural, remote and discrete Queensland communities
- Motion 2: Transfer of Regionally Significant Roads to State Government Responsibility.

to be submitted for consideration at the 2025 LGAQ Annual Conference.

Resolution No.: 2025/08.8

Carried

11.3 Corporate Services

TITLE:	Financial Report for July 2025	DOC REF: 11.3.1
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PURPOSE:

Financial Summary as at 31st July 2025.

Moved: *Cr Norton*

Seconded: *Cr Britton*

That the Financial Report for July 2025 be received for information.

Resolution No.: 2025/08.9

Carried

11.4 Economic and Community Development

TITLE:	Economic & Community Development Report – July 2025	DOC REF: 11.4.1
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PURPOSE:

To provide Council with an update on the activities associated with the Economic and Community Development roles.

Moved: *Cr Beauchamp*

Seconded: *Cr Britton*

That the Economic and Community Development Report for July 2025 be received for information.

Resolution No.: 2025/08.10

Carried

TITLE:	Min Min Encounter & Boulia Heritage Complex Report July 2025	DOC REF: 11.4.2
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PURPOSE:

To report on the day-to-day operations of the Min Min Encounter (MME) and Boulia Heritage Complex (BHC) and to promote tourism in the Shire and surrounding region.

Moved: *Cr Neilson*

Seconded: *Cr Britton*

That the Min Min Encounter & Boulia Heritage Complex Report for July 2025 be received for information.

Resolution No.: 2025/08.11

Carried

The meeting was adjourned for lunch at 12.15 pm.

The meeting resumed at 12.57 pm.

12 Closed Session

There were no Closed Session reports presented to Council.

13 Late Reports

There were two Late Reports presented to Council.

TITLE:	Director of Corporate & Financial Services July 2025	DOC REF: 13.1
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PURPOSE:

To advise Council of the activities of the Director of Corporate and Financial Services.

Moved: *Cr Neilson*

Seconded: *Cr Beauchamp*

That the Director of Corporate and Financial Services July 2025 report be received for information.

Resolution No.: 2025/08.12

Carried

Gordon Stumbris joined the meeting at 1.25 pm.

TITLE:	Action List Update June 2025	DOC REF: 11.2.2
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PURPOSE:

To present to Council an updated Action List.

Moved: *Cr Norton*

Seconded: *Cr Woodhouse*

That the Action List update for July 2025 be received for information.

Resolution No.: 2025/08.13

Carried

14 General Business

Community Hub Media Story - Councillor Woodhouse requested an update on the progress of the Community Hub Media Story. Councillor Woodhouse was advised that once everything for the Community Hub was more set-in place and in the next stage of planning the Media Story will be released.

Stage Two Min Min Encounter - Councillor Woodhouse requested an update for any new information on Stage two of the Min Min Encounter upgrades as mentioned in the last Annual Report. Councillor Woodhouse was advised that the project is still going to happen and will revisit the works during the revision of the Corporate Plan.

15 Meeting Closure

The Mayor closed the meeting at 2.05 pm.

16 Confirmed

Minutes to be confirmed at the next Ordinary Meeting of Council.

UNCONFIRMED

11 Reports

11.1 Works and Operations

TITLE:	Director of Works and Operations August 2025 Report	DOC REF: 11.1.1
REPORT BY:	Gordon Magann A/ Director Works and Operations	DATE: 14/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 6: Supporting local services and facilities

6.2 Supporting an active healthy community

6.2.1: Encourage and promote community wellbeing, including healthy and active lifestyles

6.2.2: Maintain a high level of life by providing facilities and resources that encourage a secure, interactive and progressive community lifestyle

6.2.3: Improve disability access to facilities in each community

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To advise Council of relevant activities undertaken through the Works and Operations Directorate.

CONTENT:

I am pleased to present my report for the September 2025 meeting.

Operations:

The Boulia Industrial sub-division has been reviewed to identify the works to complete the estate to a 'market presentable standard' including but not limited to the following activities:

- Removal of all precast sewage manhole components (cover, chambers etc.) and re-locate to the CPL yard for stock recording purposes;
- Removal of plant implements to the depot or CPL yard for inspection, recording and scheduling of any repairs;
- Removal and the disposing of dumped concrete waste product, as well as removal of excess gravel and soil stockpiles;
- Removal all other matter of debris to enable estate slashing and clear grass in and around the truck wash bay and overflow area;
- Level sites to their natural profile and trim 'Council' reserve to remove excess soil heights back to the lot boundaries, and
- Review the location of the 'dump point' signage.

Substantial works have been completed by the RMPC team who have taken a lead role in accomplishing the identified works.

An additional scope request has been forwarded to the RMPC Supervisor and Works Manager to review the 'open' swale construction leading to the Boulia to Mt Isa road for swale protection works.

Councillors have received an e-mail from the Director Works and Operations on the 25th August 2025 regarding the street naming for the industrial subdivision including layout options. Following a decision on the street names, signage will be ordered and installed along with subdivision allotment and service signage.

ERGON will be visiting the estate in September to inspect the electrical installation and service infrastructure including truncations to meet for compliance requirements, as well as the nominated locations for ERGON equipment. Following this inspection ERGON delegates will advise Council of their work program to install their equipment and energise the system.

Projects:

1. The progress of the residential subdivision ("Diamantina Street Residential Subdivision Stage 1") project has continued following survey work to document land features to inform the design documentation phase. In addition, enquiries have been made with GBA regarding the capacity and condition of downstream sewer operations.
2. Survey work has been completed to document the skate park features to inform the preparation of concept documentation and to seek Council input into their preferred roof style. Then, following a refined document process, sourcing activities will commence from organisations who have capability to complete a D&C project.
3. Shepard Services have mobilised to undertake road condition survey using the Road Asset Condition Assessment System (RACAS) system. This work will accurately record road condition to inform planning and budget development.

In addition, this information will provide Council with base level data to validate future flood damage claims with QRA, and to enable the planning of road and drainage maintenance programs.

4. Council construction crew completed additional works on 93F Diamantina Development Road (Dajarra to Mt Isa) Barkie section, generally four sections accomplished to re-establishing the road shoulder impaired by a deep shoulder drop off.

Some areas of the road pavement shoulder were substantially damaged by sharp scours in the road shoulders.

- 94.150 to 94.770 (620 meters completed both sides)
- 94.980 to 95.340 (360 metres completed both sides)
- 95.540 to 98.730 (3.190 kilometres completed both sides)
- Mt Guides 116.640 various sections from this chainage.

Week commencing 1st to 4th September 2025 inclusive has been scheduled to complete this campaign. Then, the week commencing 8th September 2025 has been set aside to plan for the next campaign being the re-establishment of the road shoulder to address edge breaks on the Boulia to Dajarra road at chainage 17.78 to 22.8.

5. ERGON has safely completed electrical supply works at the racecourse installing new pole and wires and transformer. The next phase of the project is the work to establish the 'consumer' electrical installation. The Contractor originally engaged to undertake the work has been contacted to coordinate the installation of the pre-paid items, being the new switchboard and metering panel for connection and energisation of the system.
6. A joint inspection of the Outback Way Stage 7 project was undertaken on the 25th August 2025 with the GBA engineering team to finalise the scope of work for the project. Additionally, early works package was identified and will be documented for completion to ensure the appointed contractor is able to safely access and source material resources for the project.

The next phase of the project will be the engagement of the Consultant to develop and release the RFT documentation following Council delegate review (CWO) prior to issuing to the market for competitive pricing.

7. A preliminary review of the current position of Quarry management has been initiated, and a separate briefing is proposed to inform Council of the proposed next phase of this project including standardisation for the identification and presentation of Sales Permit pit areas.
8. Following the TMR cycleway project inception meeting, survey work has been completed to establish road and footpath features. The activity informs the design documentation phase. The next stage of the project will include Councillor consultation to guide the cycleway layout for the use of both the nature strip and road pavement sections.
9. Council has received DTMR approval (**Project Number: 3730958**) under QRA funding to undertake urgent reconstruction of the flood damaged pavement section at the Bellview Floodplain. The CWO will lead the planning effort to undertake the permanent repair involving insitu stabilisation pavement works in consultation with the Works Manager and RCM Supervisor who will be responsible for the execution of the project.
10. The matter of grid ownership, maintenance management and replacement programming has been topical following the emergency repair of the grid at chainage 23.100 on the South Urandangi Road. It is proposed to bring this topic to Council in November to Workshop Council's position for the total asset management of grids, as well as the approach sections of roadway.

Town Services

1. To improve the aesthetics of the airport area, the fibre cable reels have been removed from the boundary fence of the water treatment plant area, and it is proposed to relocate the shipping container to another suitable location.
2. The Works Manager has been requested to program works to maintain and improve street and asset appearance, as well as to review street signage condition and re-establish line-marking.

Town Water Supply

1. Bore No 9 testing has continued to be sampled and analysed with testing information provided to the Regulator. It is anticipated that Bore 9 will be approved for use by the end of September.
2. Bore No 10 testing for Gross Alpha radiation has been completed and the Regulator has approved the re-commissioning of the bore supply.
3. Council's application to increase water extraction by 60ml/year is being finalised by GBA prior to seeking regulator approval, this will supplement the current extraction level.

September Planned Meetings/Events/Conferences/Training attended:

- RAPAD meetings
- RAPADWSA Technical Committee
- Central West Region Partnership Group (CWRPG) meeting
- Regional Waste Management Working Group (RWMWG) meeting

Future Events/Conferences/Training

Date	Activity	Attendees	Location
August 2025	No training recorded		

CONSULTATION: CEO and Council staff

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the A/Director Works and Operations Report for August 2025 be received for information.

ATTACHMENTS: Nil

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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TITLE:	Foreman Town Services and Utilities Report August 2025	DOC REF: 11.1.2
REPORT BY:	Ron Callope Foreman Town Services and Utilities	DATE: 08/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 6: Supporting local services and facilities

6.2: Support an active healthy community

6.2.1: Encourage and promote community wellbeing, including healthy and active lifestyles

6.2.2: Maintain a high quality of life by providing facilities and resources that encourage a secure, interactive and progressive community lifestyle

6.2.3: Improve disability access to facilities in each community

6.2.4: Facilitate health and medical service provision for Boulia and Urandangi

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To inform Council of the current utilisation and activities of the Town Department during the month of August.

CONTENT:

Parks and Gardens Maintenance and Operations.

During the month of August, the Parks and Gardens Crew worked hard across town in the warming weather to maintain the gardens. Mowing and maintenance occurred as usual, with a rising focus on watering additionally.

- Rubbish collection on regular planned days throughout the week.
- Gutter cleaning on Pituri Street to remove leaf matter.
- Regular mowing in the different areas of town.
- Watering mainly every second day to maintain green spaces.

Racecourse Arena and Grounds

It has been a busy month at the Racecourse Arena and Grounds, and the caretaker has been working hard to improve and maintain the area.

- Organic Certification: The caretaker has been working alongside depot administration to prepare for the upcoming annual organic audit. This is to maintain the organic status of the spelling yards and allow for organic producers to utilise the facilities. This involves having documentation and record-keeping up-to-date and ready for assessment.
- Grounds and Facilities Open for Private Events: The grounds and facilities were opened and made available for use while 2 private events were held in town during August, providing somewhere to stay for influx of visitors.
- New 200KVA Transformer Installation: The 100KVA was upgraded to a new 200KVA system and 3 new poles were installed internally.
- Mains Power Connected to Shed: Improvements were made to hard-wire mains power into the shed with a new safety box.

- Aussie Helpers Tank: The caretaker investigated what substance is stored in the Aussie Helpers Tank at the racecourse. It is a 'supa flo' liquid supplement mix, and we will now work on sourcing possible uses for this.
- Racehorses Spelled Overnight: We had racehorses spelled overnight at the grounds in the last few days of August. They were travelling to the upcoming races in Birdville and Bedourie.

Improvements and Repairs

Several repairs and improvements occurred across town throughout August.

- Skate Park Repairs and Reopening: We engaged a contractor to repair the Skate Park that has been closed since June. The repairs were completed, and the Skate reopened for use during August.
- CUC Hub New Double Gate: A new double gate was installed at the CUC Hub in town. Prior to this, there was no gateway for vehicles or lawn mowers to fit through.
- Pump Station Fence: A new fence was erected around the pump station on the Burke River to protect the power supply.

Town Water Supply

The town water supply operated with no major interruptions over August.

- We are waiting on test results to move No. 10 Bore online.

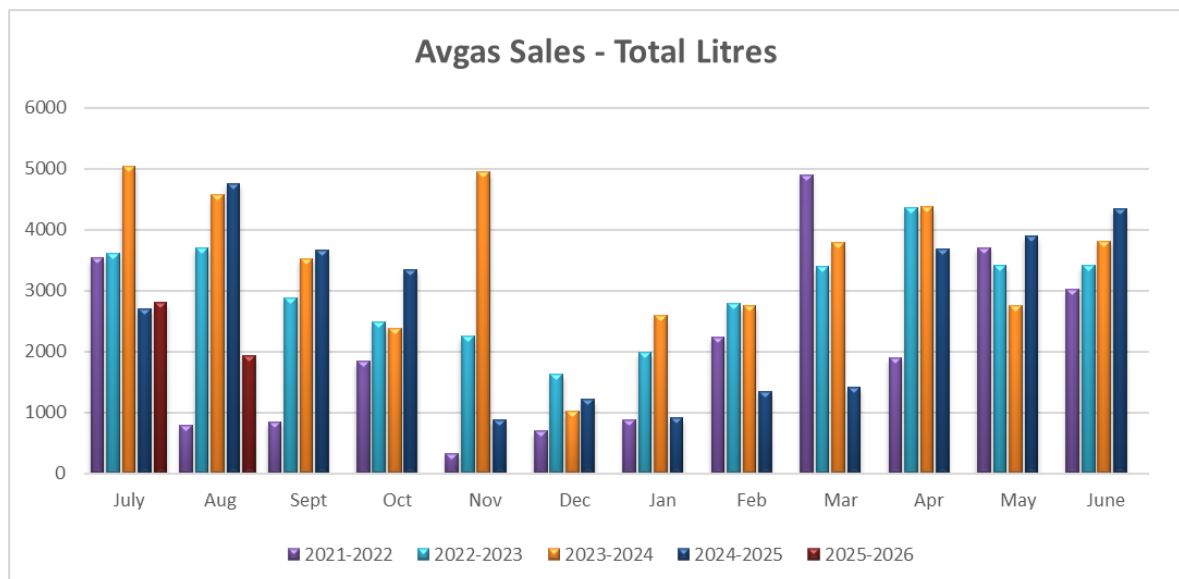
Town Sewage System

The town sewage system operated with no major interruptions over August.

Airport

The Boulia Airport operated as usual throughout August.

- 20 aircraft were refuelled, 2 of those being Jet A-1 fuel.
- There was on after-hours callout in August.
- Avgas Sales in Litres graph below:



Three Mile Campground

The visitors to the free Three Mile Campground have been respectful and cleaned up all rubbish.

Private Works, Concrete Batching and Equipment Hire

Works and hire throughout August were as follows:

- Concrete Batching: 5.6m³ concrete batched over August to install new electronic flood warning signs at several locations. Locations included; Valley Creek, Donohue Highway, Boulia/NT Border and Urandangi.
- Channel Country Open Golf Tournament: The annual Channel Country Golf Tournament was held in August and Boulia Shire Council organised and provided portable toilets, grader use/operation and mower hire as an In-Kind support of the event.

Local Shire Roads

Road closures throughout August 2025 remained at 0.

Aug 2025	Boulia/Dajarra	Dajarra/Mt Isa	Boulia/Winton	Boulia/Bedourie	Boulia/Qld Bord.
Open	0	0	0	0	0
Closed	0	0	0	0	0
Restricted	0	0	0	0	0

Aug 2025	Dangi Sth	Dangi Nth	Dangi Border	Toolebuc	Coorabulka	Slashes Ck	Springvale	Selwyn
Open	0	0	0	0	0	0	0	0
Closed	0	0	0	0	0	0	0	0
Restricted	0	0	0	0	0	0	0	0

CONSULTATION: NIL

GOVERNANCE IMPLICATIONS: All work completed within budget allocations.

RECOMMENDATION:

That Council receive the Foreman Town Services and Utilities August 2025 Report for information.

ATTACHMENTS: Nil

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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TITLE:	Foreman Roads, Construction and Maintenance Report for August 2025	DOC REF: 11.1.3
REPORT BY:	Jimmy Newman Foreman Roads, Construction and Maintenance	DATE: 08/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 2: Building and maintaining quality infrastructure

2.1: Well connected

2.1.1: Develop, manage and maintain Council controlled roads and airport infrastructure to sustain and improve connectivity and safety

2.1.2: Deliver quality roadwork on non-Council roads within quality assurance guidelines

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To inform Council of the current utilisation and activities of the Works Department in line with the Council works program for August 2025.

CONTENT:

Past Projects:

- The Road Construction Crew spent most of August camped in Mount Isa to complete heavy shoulder grading on the Dajarra to Mt Isa road.
- The crew has specifically chosen to work on the more severely damaged sections of the shoulders. This included sections that had steeper drop-offs from the bitumen and washouts.

Present Project:

- The crew is presently working on heavy shoulder grading on the Boulia to Dajarra Road (Barcaldine section). The same principles remain for this work, focusing on areas that present dangerous conditions for travellers.

Future Projects:

- Following this work, the plan is to work on the Bedourie Road. This will involve commencing stabilisation on bitumen sections that have been badly damaged and removed during the flood event at the beginning of the year.

Staff Training and Development

Boulia Shire Council strive to focus on the development of employees and their skills.

- 2 members of the crew commenced and completed training in 'Working in Proximity to Traffic' during August. This is incredibly valuable for the individuals themselves and the wider crew.

Plant and Equipment

All plant and equipment in the Road Construction Crew were maintained throughout August and presented no major issues or challenges.

Images of Work in August:



CONSULTATION:

Works Manager and TMR

GOVERNANCE IMPLICATIONS:

All work completed within guidelines and budget allocations.

RECOMMENDATION:

That Council receive the Foreman Roads, Construction and Maintenance August 2025 Report for information.

ATTACHMENTS: Nil

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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TITLE:	RLPO Monthly Report August 2025	DOC REF: 11.1.4
REPORT BY:	Graham Smerdon Rural Lands Protection Officer	DATE: 010/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 4: Caring for the environment
4.3: Sustainable

4.3.1: Ensure the region's sustainability through integrated weed and pest management practices

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To advise Council on current activates related to weed management, pest control, animal management and stock routes.

CONTENT:

RLPO:

The month was spent doing street patrols, slashing the industrial site, Corella removal from the town streets, this has worked to some assent with the numbers of the Corellas staying away and only a few coming back into town.
The Major Mitchells don't seem to worry about the scare cartridges and just fly from one spot to the next.

TOWN COMMON:

The feed on the common is holding up well.
There were a few head of stray cattle on the common the owner contacted me and has removed them.

PONY/CAMEL PADDOCKS:

I am waiting for work camp to return and talk to the man in charge about if they would like to replace the fence for the camel paddock along the road then once the water trough is moved to the paddock the camels can go back into their own paddock.
Pony paddock nothing has changed with it in the last month.

DOMESTIC ANIMAL CONTROL:

Numbers of stray's and roaming dogs have dropped with the continuation of the street patrols.

CWRPPG (TECHGROUP):

I was unable to attend the last teleconference the interim DWO Gordon Magann did attend.

WEED SPRAYING SHIRE ROADS:

I will be carrying out some weed spraying on some of the shire roads in the following months now that the new truck has the spray unit fitted on to it.

RMPC:

With the new truck all set up i will be weed spraying in the coming months.

GRAVEL/BURROW PITS:

Inspections of the pits will be carried this month and ongoing when needed.

STOCK ROUTE:

No enquires for travel permits have been received.

1080 BAITING:

I was contacted by Doug Allpass from DCQ, they had received some funding and had brought two PIGBAITTA Feed Bins and some of the PIGOUT Placebo Econo baits as well as some PIGOUT 1080 ECONO Baits.

I was asked if I would like to help them as they needed someone with a 1080 Authority and Deed Poll Book as they could buy the baits but not disturb them to the land holders.

We went out to the site on Roxborough Downs on the 26th of August 2025 and out to Headingly Station on the 27th of August 2025.

The bins were put in place and as they were being filled with Calf pellets the PIGOUT Placebo Baits were put in then more calf pellets then once all the bags of calf pellets were put the PIGOUT 1080 Baits were spread on top, and the lids were shut a motion active cameras at both sites, which will be monitored by the landholder and both Doug and myself will get the information on the number of pigs feeding and if there is a decrease in numbers showing that the baits are working.

If this trail proves to be a success DCQ will look at getting more feeders and setting them up on other properties that show an interest in trying this.

CONSULTATION:

NIL

GOVERNANCE IMPLICATIONS:

NIL

RECOMMENDATION:

That the RLPO report for August 2025 be accepted as presented for Information.

ATTACHMENTS:

Photos of the PIGOUT trails on Roxborough Downs and Headingly Station.

Reviewed by Director of Works and Operations	Mr Gordon Magaan
Approved by Chief Executive Officer	Mr Shane Gray



26/08/2025 13:11



26/08/2025 13:12



26/08/2025 13:19





27/08/2025 10:57

TITLE:	QRA Flood Damage Department August 2025	DOC REF: 11.1.5
REPORT BY:	Gordon Stumbris Consultant Works Overseer	DATE: 03/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 2: Building and maintaining quality infrastructure

2.1: Well connected

2.1.1: Develop, manage and maintain Council controlled roads and airport infrastructure to sustain and improve connectivity and safety

Key Priority 4: Caring for the environment

4.2: Resilient

4.2.1: Implement initiatives for flood mitigation and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To inform Council of the current utilisation and activities of the Flood Damage Program for August 2025.

CONTENT:

REPA Works – Kirrily – BoSC.0042.2324U.REC (Western Submission) \$5,667,317.91

- **Mixed Crew 1** have completed 10 days on Cravens Peak Road, while waiting for gravel to be crushed and hauled on the Donohue Highway. This work activity was heavy formation grading, first 8.06kms completed.
- **Harris A & B** work has now been completed on the Urandangi South Road, and crews have since commenced works onto Urandangi North Road, this road has a total of 66 defects of medium formation grading, water supply remains an issue.

REPA Works – Kirrily – BoSC.0038.2324U.REC (South Submission) \$1,091,734.44

- **Mixed Crew 2** still have 1 stint remaining on the south submission which will then close out this program. Work activities consist of gravel spreading and compaction along the following roads, slashes creek road, Warra Road plus final works on Springvale Road. completion photos will then be taken by us using a GO-PRO camera, then handed to GBA, for uploading into the MARS portal.

Future REPA Works

- Wirrilyerna Road – 9 Defects
- Cravens Peak Road – 162 Defects
- Urandangi Border Road – 55 Defects

Contractor Break up Date: 16th December 2025

Contractor Start Date: 13th January 2026

CONSULTATION:

GBA as project managers for Council QRA Flood Damage work

GK3 as project managers for Council QRA Betterment works

Morcom Surveyors – Gravel pits

GOVERNANCE IMPLICATIONS:

All work completed within QRA guidelines and budget allocations.

RECOMMENDATION:

That the QRA Flood Damage Works Department August 2025 Report be received for information.

ATTACHMENTS: Nil

Approved by Chief Executive Officer	Mr Shane Gray
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11.2 Office of the Chief Executive

TITLE:	Chief Executive Officers Report August 2025	DOC REF: 11.2.1
REPORT BY:	Shane Gray Chief Executive Officer	DATE: 09/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 5: Robust Governance

5.2: Accountability

5.2.4: Ensure transparency and accountability through integrated performance management reporting

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To advise Council of relevant activities undertaken through the office of the CEO.

CONTENT:

I am pleased to share my August report for the September 2025 meeting.

This month has consolidated work undertaken for the organisational review and health check, workforce and project planning, and staff engagement.

Council's external audit preparation and Audit and Risk Committee meetings have been a priority for Council executive and staff as part of our statutory reporting requirements.

- Staff payroll and training update
 - Council staff have been undertaking parallel time sheets as part of the transition to the new payroll testing. A comprehensive testing regime has been introduced to ensure compliance and accuracy as part of that transition.
- Department meeting on sales permits and ILUA's
 - Met with department staff to review existing agreements and current process with Sales permits, existing agreements, Council's current and future gravel needs.
 - Discussion around negotiations going forward following Council's planned works and gravel requirements identified.
- Outback Highway meeting with Mayor and committee
 - CEO and Mayor attending Teams meeting for Outback Way, update and preparation for the WA conference and representations to State and Federal representatives.
- Business Improvement meetings with Council's Works and Infrastructure.
 - DWO has commenced formulating planning and reporting process, to date construction and RMPC have scheduled next 4-6 weeks program in consultation with supervisors.
- Community Hub meetings with POD and Project Manager with (CEO, DCS, DWO, Mayor, Cr Beauchamp and Cr Norton).
 - Project update on the construction, estimates and contract procurement was presented by the Project Team.

- Boulia Community Hub meetings continue with progressing the project and updates from project manager, architects to understand delivery of the project and establish timelines.
- RMPC and TMR mobilisation planning session including meeting with TMR representatives.
 - Meeting with TMR representatives to better understand project status, Council use of technology such as Reflect. current and future defect and reporting including claims and acquittals.
- APA Northeast Australia introduction meeting
 - Initial meet and greet with representative to provide a brief overview of the project, following updates and site visit to meet with Council will be scheduled.
- Council project development with Gideon Town Planning, Hub, Subdivisions.
 - Follow up with Councils planner in relation to current status with industrial and residential subdivision, the Community Hub and other general discussion on planning matters with a view to completing projects.
- OORTG and RAPAD meetings
 - Regular meetings with RAPAD groups including Acting DWO, technical group reviewing projects, progress and funding opportunities.
- Country University Centre meet and greet in Boulia
 - Catch up in the CEO office to have a general discussion on success of the CUC and further opportunities to work collaboratively to utilise the facilities for education and training Council staff and community.
- Meeting with Pitta Pitta representatives
 - Met with representative for general rangers' program and suitable sites.
- CEO, DWO, DCS, Executive Assistant, Gravel Pits record keeping and reporting
 - Discussion around centralising documents and agreements including future gravel requirements within Council's records management process.
- CEO/DWO meeting and inspection at Sports Centre
 - Inspection and meeting at the facility and discussion with current leasee on pool and future opportunities.
- WQAC meeting at St George with Mayor and Deputy Mayor
 - Attended the conference, successful event with very good opportunity to meet with both state and federal ministers.
- Meeting with FRMP/QRA coordinators and DWO on flood study
 - Met with QRA to better understand Council's progress with flood studies and requirements to deliver the project.
- Organisation Health check with ADO and Co including update with Audit and Risk/Council
 - The overview of the report has been presented to Council and the Chairman of the Audit and Risk Committee, with the full report now with CEO to review and arrange workshop with Council and staff to deliver report.
- Updated LGAQ on Council motions for the LGAQ conference
 - Following the General meeting, worked with LGAQ to have the 2 motions included in the agenda for the LGAQ conference.

- Interview recruitment staff

Council staff and contractors are fully engaged to complete works within the required timeframes. In addition, meeting with departmental staff in relation to main roads projects, emergent works, flood damage, community infrastructure and shire roads are assisting in development of programs and future works.

Visitors remain positive around the presentation of the Town and Roads and the welcoming nature of our community.

Meetings/Events/Conferences/Training attended:

- WQAC Conference at St George with Mayor and Deputy Mayor
- RAPAD board meetings via Teams
- RAPAD Roads and Water groups Teams meeting - DWO and CEO
- Boulia Hub with DCS, CEO, DWO, Project Manager
- Internal Audit and Risk Committee special meeting/discussion
- LGMA CEO webinar
- Site visits
- Meetings with DWO, DCS
- Meetings with QRA, Flood study
- Site visits
- August general meeting
- Payroll transition updates

Future Events/Conferences/Training

Date	Activity	Attendees	Location/completed
October	LGAQ Conference	Mayor/Deputy Mayor/CEO	
September	Community Hub	CEO/DCS/DWO/Project Team	Teams
September	External audit	Auditors/CEO/DCS	
September	Rural and remote WHS and wellbeing	CEO	Teams
September	RAPAD Climate Alliance	RAPAD councils	Teams
September	Urandangi Site visit and roads inspection	Councillors/CEO/DWO	Shire Tour
September	LGMA conference	CEO	Brisbane

CONSULTATION: Councillors, staff and government representatives

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the CEO Report for August 2025 be received for information.

ATTACHMENTS: Nil

Chief Executive Officer	Mr Shane Gray
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TITLE:	Manager - People & Culture - August 2025	DOC REF: 11.2.2
REPORT BY:	Rebecka Britton Manager People and Culture	DATE: 5/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 3: Economic Development - A sustainable local economy

3.1: Facilitate employment and investment opportunities

3.1.1: Encourage a diverse supply of housing affordability and choices

3.1.2: Council owned housing is managed, is affordable, and which is suitable to meet demands

Key Priority 7: Valuing our greatest asset – people

7.1: An innovative culture

7.1.1: Adopt employment practices that develop and support a motivated and focused workforce

7.1.3: Ensure the workforce is adequately trained and staff have access to development programs and continually support Workplace, Health and Safety practices

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To provide Council with an update of the activities of the Manager – People & Culture for the month of August 2025.

CONTENT:

HOUSING

Occupancy

Houses Vacant – 24 Moonah

47 Pituri Units Vacant - #1 Vacant – Awaiting Assessment – major water leak

61 Moonah Units Vacant - #1 - awaiting maintenance

Breaches

Nil

Capital Upgrades

47 Pituri Street Front Entry Covers to be completed in August

Asset Management Plan

Shepherd Services have provided plan to Director of Corporate Services

New Residential Estate – Executive Staff Housing

Nil

HUMAN RESOURCES

Available Positions

- Records Officer
- Casual Positions (Organisation Wide)

Recent Engagements

- Casual Administration
- Director of Works & Operations – Contract until 31/12/2025

Resignations

- WHSA
- Finance Manager

Contract Engagements

- Temporary Finance Manager (Agency – until 30th August 2025)

LEARNING & DEVELOPMENT

PEOPLE & CULTURE - MISCELLANEOUS

- Policy Reviews – Study/Uniform/Housing

CONSULTATION: CEO – Shane Gray

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the Manager – People & Culture August 2025 report is received for information.

ATTACHMENTS: Nil

Reviewed and Approved Chief Executive Officer	Mr Shane Gray
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TITLE:	4th Quarter Operational Plan Review (April to June 2025) with Annual Comment	DOC REF: 11.2.3
REPORT BY:	Shane Gray Chief Executive Officer	DATE: 10/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 5: Robust Governance

5.2: Accountability

5.2.4: Ensure transparency and accountability through integrated performance management reporting

RISK MANAGEMENT:

The risk associated with the recommendations of the report have been assessed as Insignificant (Consequence) and Rare (Likelihood) giving an overall assessment as **Low L-1**.

PURPOSE:

To present the fourth quarter Operational Plan Review for April to June 2025.

CONTENT:

The fourth quarter review of the Operational Plan from April to June 2025 has been completed in accordance with Council's Corporate Plan goals and legislation:

Local Government Regulation 2012

Division 4 Annual operational plan Section 174

(3) The chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months

(5) A local government must discharge its responsibilities in a way that is consistent with its annual operational plan.

It reflects Council's position in relation to the Corporate Plan and progress towards goals Council aims to achieve and is attached for Council's review.

CONSULTATION: Director of Corporate & Financial Services

GOVERNANCE IMPLICATIONS:

Prepared in accordance with Local Government Regulation 2012

RECOMMENDATION:

1. That Council receive for information the fourth quarter Operational Plan review from April to June 2025 in relation to the adopted Operational Plan 2024-2025.
2. That the report be displayed on the Council website.

ATTACHMENTS:

1. Operational Plan with annual comment [11.2.3.1 - 41 pages]

Chief Executive Officer	Mr Shane Gray
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BOULIA SHIRE COUNCIL

ANNUAL REVIEW OPERATIONAL PLAN 2024-2025

Mayor Rick Britton

Deputy Mayor Councillor Jack Neilson

Councillor Sam Beauchamp, Councillor Jan Norton and Councillor Julie Woodhouse

Key Priority 1: Social License

Our Shire has a long and proud history. Changing times and often harsh conditions have necessitated a deep resilience. To continue to thrive, our communities need to be cohesive and strong, our people supportive and engaged, and our towns attractive and liveable.

1.1: Enhance sporting, recreational & cultural facilities and activities

1.1.1: Build a strong sense of community by supporting local events and organisations

Action Code	Action Name	Performance Measure	Progress	Annual Comment
1.1.1.1	Providing support to at least four (4) annual events that are important to the local community; with groups, utilising external grants where possible.	All RADF funds expended and acquittals and returns completed.	100%	The Council was successful in obtaining Queensland Regional Arts Development (RADF) funding for 2024-25 that was utilised to attract regional performances/events.
1.1.1.2	Not-for-profit groups provided with information and support to access and deliver grant funding to the community - Grant Guru.	All relevant grant information provided to groups via email.	100%	Emails on grant funding opportunities has been forwarded to community groups/committees. Grant funding information from Grant Guru is available to community on Council website.

1.2: Respecting our culture and heritage

1.2.1: To capture, preserve and promote the heritage and diverse cultures of our region

Action Code	Action Name	Performance Measure	Progress	Annual Comment
1.2.1.1	Promote the distribution of historical research and documentation to the community that can support the maintenance and management of heritage assets and inform the diverse community. This can inform activities during NAIDOC Week.	Documentary work completed with maintenance action plan in place.	100%	A number of initiatives have been pursued by staff at the Boulia Heritage Complex with regard to the collection and key assets such as the Stonehouse. An example has been the painting of a new mural. In 2024 NAIDOC Week was celebrated with the Boulia State School and supported by the participation of Aboriginal community members. Preparations for NAIDOC Week in July 2025 have included successes in attracting grant funding that will broaden the coverage of local heritage.

1.2.2: To actively work with all indigenous groups in the development of reconciliation pathways

Action Code	Action Name	Performance Measure	Progress	Annual Comment
1.2.2.3	To start the preparation of the draft Shire Reconciliation Action Plan in Jan 2026 with community consultation.	Stage 1 Reflect - to be started by March 2026.	0%	Work on this plan is not scheduled to commence until January 2026.

1.3: Boulia Shire to have active inclusive communities**1.3.1: Advocate for a range of services, programs and facilities to address disadvantage and foster inclusion**

Action Code	Action Name	Performance Measure	Progress	Annual Comment
1.3.1.1	Advocate for increased access to secondary school and university education in Boulia through Country Universities Centre.	Number of black spot internet locations achieved.	100%	Country University Centre has officially opened in Boulia with a local person engaged to be the Site Supervisor enabling access to onsite support for students. Students are using the facility.

1.3.2: Encourage volunteering and recognise volunteers who support events throughout the year

Action Code	Action Name	Performance Measure	Progress	Annual Comment
1.3.2.1	a. Support local community organisations in attracting volunteers through advertising and clarifying governance responsibilities. b. Acknowledge volunteers during Australia Day celebrations and other events.	Community events supported with advertising, in-kind support etc..	100%	a. Attraction of volunteers has been pursued with regard to the operation of Fire Brigade and SES. b. Volunteers were acknowledged at the 2025 Australia Day celebrations.

1.3.3: Build social capital through provision of accessible community infrastructure and programs

Action Code	Action Name	Performance Measure	Progress	Annual Comment
1.3.3.1	Physical infrastructure in parks, toilets is free from defects and meet WH&S standards. CapEx needs noted for budgets.	Parks are free from rubbish, broken equipment replaced/repaired and mowed as per levels of service schedule.	100%	Parks are regularly inspected, mowed and kept free from rubbish. Cleanliness of toilets is maintained to a high standard.
1.3.3.2	Provide support to community through the maintenance and management of community facilities and a framework for facilitating activities and events.	Community events such as ANZAC Day, Australia Day, NAIDOC etc are well organised and promoted.	100%	<p>Works to community facilities included improved facade to MME building to Herbert Street, major maintenance works to air-conditioning at Sports Hall, works to swimming pool across replacement of expansion joints, new filters and painting concourse, and new flooring and painting of the Library.</p> <p>Wide ranging events and activities are illustrated through:</p> <ul style="list-style-type: none"> - Holding of events to recognise Australia Day, ANZAC Day, Biggest Morning Tea for cancer research, Queensland Day and Remembrance Day. - Council delivering services including the Library and First Five Forever together with assisting community projects organised by Community Support Service. - Activities with the holding of a Domestic Violence walk, Walk for Daniel and supporting with on-tour children's programs.

Key Priority 2: Built Environment

Our built environment or infrastructure creates the building blocks for our future. Our access to clean water, reliable energy supplies, communication technology and public infrastructure is paramount to our standard of living. We will keep pace with demand by planning for the future. We will create green spaces and social infrastructure, manage expansion and provide essential services.

2.1: Fit for purpose - roads, airport infrastructure

2.1.1: Develop, manage and maintain Council controlled roads and airport infrastructure to sustain and improve connectivity and safety

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.1.1.1	Manage Boulia and Urandangi aerodromes ensuring all audits are completed and audit issues are actioned.	Airport inspections completed and remedial actions completed within required timeframes.	100%	Inspections undertaken and any necessary remedial actions completed.
2.1.1.2	Queensland Reconstruction Authority and Disaster Recovery Funding Arrangements (DRFA) Flood events are captured, completed and acquitted with 'value for money' principles.	Road information is collected and processed in line with program requirements. Flood work is completed within budget.	100%	Flood events were captured as soon as it was safe to do so. 'Value for Money' considerations are at the forefront of all projects and staff continuously seek betterment opportunities in order to help improve the quality of the road network.
2.1.1.3	Outback Way sealing program is being completed in line with budget allocation and works program.	Work has been completed to the agreed standard, within timelines and budget allocation.	100%	The Outback Way is being sealed at a progressively increasing rate, thanks to continued funding from Federal and State Government and the Council's budget allocation. The road network has only 70 klm left to seal on the QLD side.
2.1.1.4	List of funding submission for TIDS, R2R and TMR completed in line with Council priorities.	Projects are completed within guidelines and pass audit requirements.	100%	Funding submissions have been focused around allocating funds towards the re-sealing of the Donohue Highway, reseals of local roads and upgrades of footpaths. All projects are completed within guidelines and meet audit requirements.
2.1.1.5	Annual report on airport infrastructure and shire roads maintenance plan is completed with the focus on reducing ongoing maintenance in the future.	Shire roads are maintained within budget allocation and work is in line with annual works program.	100%	Shire roads works, where funded under flood damage, continues and is ongoing, with a review commissioned of our entire road network and other infrastructure to build a prioritised list for 2025-2026 operational planning.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.1.1.6	Maintenance and renewal of FM transmission sites completed. Contracts confirmed in place.	All sites operational.	100%	Ongoing maintenance of infrastructure to maintain levels of service.

2.1.2: Deliver quality outcomes on all roads (Shire and State) within quality assurance guidelines

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.1.2.1	RMPC road work data is recorded on REFLECT. Updated progress and outstanding items reported to Council monthly. Number of items remaining on list and number of items completed this quarter.	All work which is completed under contract is submitted to confirm work completed in a timely manner.	100%	All maintenance RMPC works have been proceeding well, with a focus of attention on capturing road data using REFLECT, including staff training.
2.1.2.2	Prioritisation of shire road network for maintenance programs allocated fairly across the shire. List of roads to be graded this quarter and number of klms to be completed.	Plans developed ready for funding submissions.	100%	Shire roads works, where funded under flood damage, continues and is ongoing, with a review commissioned of our entire road network and other infrastructure to update the prioritised list for 2025-2026 operational planning.

2.2: Sustainable - housing, buildings and community infrastructure

2.2.1: Provide sustainable and environmentally sound water, sewerage and waste services for the communities within the Shire

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.2.1.1	Number of collections completed for residential and commercial waste. Evidence of waste depot maintenance - car bodies removed etc.	All collection dates are completed within timeframe and annual review completed.	100%	Waste collection dates completed as scheduled, community notified of any changes in collection dates due to Public Holidays.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.2.1.2	Environmental Protection Agency guidelines are adhered to and actions are attended to within time frames. Number of issues raised (N=) Number of issues rectified (N=)	Information required to meet Council's obligations regarding Environmentally Relevant Activities and associated annuals returns/reporting are submitted.	100%	No issues have been reported or identified either internally or externally by the regulator.

2.2.2: Provide and maintain well planned community assets to meet the needs of our community

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.2.2.1	Buildings and all Council facilities meet regulatory requirements and WH&S standards. Inspections of power boxes and RCD's are completed annually.	Inspections by regulatory bodies and WH&S Officers meet pass rate. RCD annual inspections and report completed to CEO.	100%	Inspections completed as required.
2.2.2.2	All Council owned buildings and facilities are well maintained with building use monitored by the venue booking forms and income is generated where possible. Number of bookings this quarter.	Regular inspections conducted by supervisors meet level of service requirements.	100%	The Boulia Shire Hall is regularly used, with the Racecourse Reserve also being used for the annual Campdraft, Rodeo and Camel Race events. Booking income is generated where possible.
2.2.2.3	Maintain the grounds, fencing and buildings in existence at the Racecourse Reserve to meet racing requirements.	All facilities are maintained with limited interruptions to planned events	100%	All facilities are maintained so as to limit interruptions to planned events. A proposed 30 day venue pre-inspection is to be completed to assist the process.
2.2.2.4	Council housing is managed in accordance with tenancy requirements. Allocation of housing stock to applicants completed via the Housing Committee and reported to Council. Number of vacancies this quarter.	Housing stock is utilised for the best purpose with all applications progressing through Housing Committee.	100%	Vacancies are primarily due to outstanding maintenance requirements or unsuitable allocations. Nil external/non staff applicants have gone to the Housing Committee due to the lack of housing availability for staff/vacant positions.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.2.2.5	Provision of facilities and programs across such areas as library, sports, swimming pool and meeting spaces that meet the current and future needs of the community.	Library facility is suitable for all patrons access and is clean and usable.	100%	First Five Forever programs delivered twice weekly. Library hours were extended by an extra half day per week; while the internal building was renovated/repainted. A book club was trialled. Swimming pool opened for the summer season and addressed some water quality issues. Post season significant maintenance works were completed ready for next season. A number of pieces of gym equipment were replaced and the project room made fully operational. The Shire Hall was utilised for wide ranging meetings and events. The Sports Attendant introduced after school indoor activities. These will be reintroduced once recruitment is completed for the role.
2.2.2.6	Boulia and Urandangi Cemetery facilities are well maintained and grounds are aesthetically appealing.	Regular inspections conducted by supervisors meet level of service requirements.	100%	Regular inspections conducted by supervisors to meet level of service requirements.
2.2.2.7	That the bus is registered and well maintained to be able to be utilised for community functions and events.	Bus is able to be used when required.	100%	Bus had the annual inspections completed and has been utilised for events.

2.3: Well planned - land, open spaces and assets

2.3.1: Develop and implement a robust Asset Management Strategy to support effective long-term asset management

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.1.1	Asset Management Plans completed for all major asset classes, reviewed annually in December.	All Asset Management Plans completed for all major asset classes.	100%	These have been reviewed and updated as required.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.1.2	Develop the LEVELS OF SERVICE information data base to improve the relationship between the service level and cost so that future community consultation will be well informed of the options and associated cost.	Levels of Service developed of each asset class improving with maturity each year.	100%	Levels of Service were reviewed and were in alignment with practices.

2.3.2: Identified projects to be approved by Council and shelf ready projects created ready for future funding

Projects over \$100k must use the QTC PDF program.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.2.1	Progress the development of the Residential Subdivision (Stage 1). Current activities?	Survey plans completed ready for implementation if funding becomes available.	100%	Stage 1 of the Residential Subdivision is progressing with residential lots being configured (1 lot into 10).
2.3.2.2	Projects identified in Council's adopted long term plans be the subject of a rolling program of shovel ready feasibility studies that can be submitted to external funding bodies.	All potential projects have shelf ready funding applications completed.	100%	Several shelf ready projects on hold awaiting budget input. Gaol House project, Stonehouse restoration of walls.

2.3.3: Plan open spaces and recreational facilities and streetscapes to improve civic pride and aesthetic appeal

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.3.1	All street lights functional enabling the safe traversing of streets and the use of recreational facilities after dark. Percentage operational?	Audit on street lights conducted with reports to Ergon on faulty lights.	100%	Audit on street lights conducted with reports to Ergon on faulty lights - new LED lights installed.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.3.2	Town entrances, all parks and recreational areas are managed in a sustainable manner with mowing and slashing completed regularly. Trees and shrubs pruned or removed if dead or dangerous.	Visible appearance of town, parks and open spaces is well maintained. No dead trees on Council land. Positive comments from visitors and community.	100%	Mowing conducted regularly and the town area, parks and open spaces are well maintained.
2.3.3.3	New seasonal plantings of shrubs and annuals in identified gardens completed. Centre median strip shrubs trimmed and identify signage which needs to be repaired/replaced. Signage to be replaced.	All gardens are weed free and plantings have been done to peak during tourist season.	100%	Gardens maintained regularly and planting has been done to peak during tourist season.
2.3.3.4	Cemeteries to have site information recorded in the new IT Vision/Ready Tech system and new beam sections developed and allocated according to plan. Percentage complete?	All existing information loaded into the system and new additions recorded.	100%	Cemetery burials are updated in the database as they occur. Improvements project is yet to be started.

2.3.4: Facilitate land and infrastructure development that meets the needs of the community and fits with the financial constraints of Council, key stakeholders including State and Federal governments

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.4.1	Land titles held by Council to be reviewed and updated if necessary to enable future development.	All Council identified land for development has survey plans and shelf ready project costing ready to be implemented.	100%	In progress currently with the Department for a number of older blocks.
2.3.4.2	All projects over \$200k are to consider ongoing ownership costs of new capital works proposals in budget deliberation. This to be achieved by identifying the renewal and capital grade expansion components of all capital works projects and providing for the ongoing operational and maintenance requirements.	All projects to be approved by Council using the QTC Project Decision Framework tools.	100%	All projects over the \$200K threshold are being addressed as needed within the Capital/Maintenance space.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.4.3	All building applications are completed in a timely manner with the correct fees charged.	Check on the application fees charged through our supporting engineers to ensure they are correct and timely.	100%	Council uses an external contractor to review applications who delivers timely advice to Council. A process chart has been developed to ensure these are handled in a timely manner with the correct fees charged.

2.3.5: Ensure Town Planning Scheme accommodates appropriate land/zonings for future commercial/industrial establishment and growth

Action Code	Action Name	Performance Measure	Progress	Annual Comment
2.3.5.1	Town Planning Scheme is reviewed by Council annually with residential and industrial land subdivisions for future development.	Town Planning Scheme is endorsed by Council annually and if amended approved by the Minister and adopted by Council.	100%	Ongoing with changes being made with the near completion of the Industrial Estate and the progression of the Residential Estate.

Key Priority 3: Economic Development

Economic prosperity creates opportunity. Our economic strength fuels growth across our region and is responsive to opportunities, particularly in the tourism and the agricultural market. We will advocate for local businesses and work to diversify the local economy to include mining and exploration and take full advantage of the resources available to us. To do this we must work together as a community to identify, promote and activate new initiatives whilst protecting those lifestyle and community traits that we value

3.1: Facilitate housing and investment to support employment opportunities

3.1.1: Promote decentralisation and the opportunity to invest in community housing

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.1.1.1	Support activities within WQAC to improve housing availability and affordability in western Queensland in line with housing plans.	Attendance WQAC meetings and submissions to State Ministers.	100%	Planning report has been completed.

3.1.2: Council housing is sustainable and is suitable to meet demands

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.1.2.1	Housing stock is managed to ensure satisfactory standard is maintained. Sale of older homes to update housing stock and encourage home ownership. Budget allocation is sufficient to meet 10 yr housing forecast.	Housing stock meets Council demands.	100%	Re-development of Asset Management Plan to separate housing stock from other infrastructure assets was undertaken.

3.2: Advocate for the region through regional networks

3.2.1: Advocate for the Donohue Highway (as part of the Outback Way) to be designated a State Road

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.2.1.1	Lobby State Government for the Donohue Highway to become part of the State Road network.	Ongoing advocacy	100%	Continuing support from the Mayor in the political arena to push this project for the State Road.

3.2.2: Actively support networks and partnerships between local businesses, industry groups, relevant organisations and State and Federal government agencies

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.2.2.1	Report activities from Outback Regional Road Group (ORRTG) representing the importance of our shire roads and roads of regional significance.	Savings for Council achieved through involvement in this group.	100%	Ongoing activity with building and nurturing relationships within the ORRTG. Using the forum to raise concerns that are Boulia specific and get support from either other LGAs who been there and done that, or from counterparts at State level.
3.2.2.2	Update activities from working with RAPADWSA (Water Strategic Alliance).	Improved water infrastructure.	100%	Ongoing activity with building and nurturing relationships within the RAPADWSA. Due to this forum, we were able to submit our LGGSP funding application, and now reviewing on the way forward.
3.2.2.3	Update activities for the Remote Area Planning and Development Board (RAPAD) meetings.	Evidenced based outcomes resulting from the membership of the regional group.	100%	Ongoing support received from RAPAD.
3.2.2.4	Update activities from the Central West Regional Pest Management Group (CWRPMG).	Group is functional and has had success in the development of a workable plan.	95%	Council is actively involved in the CWRPMG.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.2.2.5	Updates from the Western Queensland Alliance of Councils.	Successful outcomes from motions developed by Council presented to WQLGA.	100%	Local Housing Action plans completed (22), representation and advocacy to the State Government to relieve pressure on the rental market and housing availability. Initiatives to secure funding from State (HIF) and Federal (HAF). The independent review of the Commonwealth Disaster Funding Arrangements. Local government Remuneration Commission with a review of Council's categories and levels.
3.2.2.6	Update activities of the Local Disaster Management Group (LDMG) group. Bi-annual meetings and exercises are conducted as required.	Activations are well executed and documented. Reports to the LDMG are completed. Field and desk top exercises are completed.	100%	Meetings occurred with events. LDMG Meeting to be convened before the next tourist season.

3.3: Innovate and explore opportunities

3.3.1: Identify economic opportunities and enablers for the Shire

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.3.1.1	Opportunities identified to generate increased local economic activity and employment.		100%	The Council has been successful in receiving grant funding of over \$10m from the Federal Government to redevelop the Community Hub in Boulia. This project has reached the stage of detailed design and planning. Council supported a major project being the Solar Farm at Selwyn Road by Ergon.

3.4: Promote tourism as an economic driver for the shire

3.4.1: All opportunities used to increase the shires exposure to the tourism market

Action Code	Action Name	Performance Measure	Progress	Annual Comment
3.4.1.1	Improve signage that identifies key facilities such as Sport & Aquatic centre, Min Min Encounter/VIC, and Stone House, together with Traditional Owner area boundaries.	Consultation with T/O groups on wording and location of signage. Installation of signs completed.	100%	A new entry arch has been erected at the crossing into Robinson Park from Herbert Street - with painting due in July 2025. The need for an entry sign has been identified for the Boulia Heritage Complex, that will include the opening hours. The entry gate to Swimming Pool from Burke Street includes opening hours. Meetings were held with representatives of Pitta Pitta during 2024/25 on the new signage - they are to provide advice on the content of each sign.
3.4.1.2	Maintain and improve the experience of tourism attractions by regular maintenance and updating of facilities.	Upgrading of existing infrastructure completed with program review to be completed when funding available.	100%	Annual Min Min Encounter maintenance program delivered by Xzibit in January 2025. Installation of touch screen technology showcasing regional and community attractions.
3.4.1.3	Promote attractions in Boulia to increase visitor numbers through partnerships with regional tourism such as Outback Queensland Tourism Association (OQTA) and caravan & camping shows.	Attendance of staff to trade shows and training opportunities.	100%	Tourism staff have been working closely with Outback Queensland Tourism Association (OQTA) and other stakeholders. This has ranged from work following the recent floods and advertising with an 'open for business' campaign, gaining higher VIC certification, utilising wide ranging advertising and improved signage at the Min Min Encounter.
3.4.1.4	Continued use of television and other media advertising across the Shire's tourist attractions.	All advertising and TV ads reviewed and renewed as necessary for value for money outcomes.	100%	A range of media advertising has been utilised, including: - Current television advertisement that is being successfully aired to wide audiences. - Magazine advertising achieved across a wide range of tourist publications. - Social media and website messaging has been developed and published.

Key Priority 4: Natural Environment

We are the guardians of our environment. Our shire is home to diverse, pristine and culturally sensitive environments. We have a duty of care to preserve and protect our shared environment so it continues to underpin our history, lifestyle and economy. We will encourage sustainable practices including green energy solutions and the responsible land management.

4.1: Well managed environmental resources which supports our future growth

4.1.1: Provide a safe and pleasant environment for families to live and work

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.1.1.1	Reduction in the incidence of mosquitoes and sandflies after flood events. Was fogging completed? If so, how many activities this quarter?	Fogging notification to residents. Fogging completed to the most effective schedule for reduction in pests	100%	Mosquito fogging was undertaken with a positive result.
4.1.1.2	Number of stray domestic animals within the township impounded and number housed.	Reports of stray domestic animals actioned within 4 hours.	90%	Where practical, animals are being rehomed. Street patrols have seen a decline in the numbers of dogs roaming the town streets.
4.1.1.3	Local laws are reviewed as required or annually.	Policies and Local Laws are up to date and relevant.	75%	A full review of the Local Laws is in progress. Policies are reviewed and updated as per due dates or if a major change has occurred that will affect the policy.

4.1.2: Facilitate land and infrastructure planning and development that meets the needs of the community

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.1.2.1	Cultural heritage clearances are sought during the planning process for construction activities. Number of cultural heritage inspections completed this quarter?	Number of projects which have cultural heritage clearances completed prior to any work done.	100%	All cultural heritage clearances have been performed prior to works commencing for all borrow pits.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.1.2.2	Vacant available land recorded for future housing. New residential and rural residential blocks developed as funding permits.	Plan of all vacant land available on the Magiq document management system.	100%	Land requirements and opportunities are considered in alignment with community planning and future infrastructure needs.

4.2: Resilient management plans which support the community in times of crisis

4.2.1: Implement initiatives for flood responses and to plan, prepare, respond, recover and build resilience from disasters for the communities of our region

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.2.1.1	Local SES group is supported by Council.	SES Group is supported during and after events by the use of Council equipment and staff if required. SES Management Plans are up to date.	100%	Training session attended by the local SES crew.

4.3: Sustainable practises are in place to be a good caretaker of our natural resources

4.3.1: Caretake environmental impact areas of pests, weeds, water resources, disasters and natural resources

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.3.1.1	Identification and management of pest animal and weed issues within the shire in accordance with the Bio-security Plan adopted by Council with reporting to be done back to CWRPMG quarterly.	Pest animal baiting occurs. Weed identification and notification process occurs. CWRPMG meetings are attended by RLPO.	90%	Ongoing pest control planning and delivery.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.3.1.2	Noxious pest weed control on Council managed land and Council road reserves is maintained, monitored and reported quarterly to Council within budget and grant funding allocation.	Limited incursions with action taken for invasive species.	90%	Noxious pest weed control is ongoing.
4.3.1.3	Bounties for wild dog and cat scalps and pig snouts are paid with a complete register of numbers reported and amounts paid by council. Numbers of scalps and snouts N=....., Percentage of budget paid YTD.	Take up of baiting program offers by the landholders. Bounty payments continue. Education information available on pest animals on the website/face to face.	90%	Bounties were paid out and reported.
4.3.1.4	Town Common is managed within the limits set and stock holders are encouraged to participate in any muster arranged by council. Weed control completed this quarter? Stock levels this quarter - as a percentage of carrying capacity .	Town Common Committee meets at least once per year. Stock which is not registered with a member will be impounded. Town Common muster is completed half yearly.	100%	Numbers have stayed around the same and the annual Council Muster will be held in late September/ early October.
4.3.1.5	Primary Stock Route bores are maintained as per Council's instructions. If appropriate funding applied for as needed. Other bores are maintained as funding allows. Number of primary stock route bores N=..... Other bores N=....	Stock Route bores are maintained in accordance with funding received.	100%	No travel permits have been issued and water facilities are in fair to good condition and working.
4.3.1.6	Support the local land-care groups to achieve pest and weed control in conjunction with Desert Channels Queensland.	Bi-annual meetings are attended to review progress.	90%	Meetings have been attended.

4.3.2: Ensure all activities conducted by Council meet with environmental guidelines and are sustainable

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.3.2.1	All facilities over which we are required to hold a Licence meet the Qld Health standards and Licence renewal is achieved.	Visitation and audit by Environmental Health Officer to review all of Council operated facilities and business operating in Boulia.	100%	Compliance has been maintained.
4.3.2.2	Leases over the Butcher Paddock and Cooridgee Laneway are managed in accordance with our lease requirements for stock holdings.	Leases are sub-leased with income generated to cover lease fees to Qld Gov and managed in accordance with those requirements - reviewed annually.	90%	Leases have been managed according to requirements.

4.3.3: Apply practical water conservation practices that ensure that the town retains a green look and feel

Action Code	Action Name	Performance Measure	Progress	Annual Comment
4.3.3.1	Watering of Council's parks and median strips is managed to suit the best water source.	Watering through drought periods is scheduled.	100%	Water management plans followed.
4.3.3.2	Actively monitor town water usage and quality and investigate a fair system cost recovery for water provision.	Water usage is controlled and charges are defensible.	100%	Water usage is monitored.

Key Priority 5: Governance

The decisions made by local government and community organisations change our lives. Decisions made by State and Federal Government affect how we operate. We want a greater say in the process and in the allocation of resources, especially in our local communities. We will ensure we have effective process, procedures and policies to positively change behaviours which are supported by the *Local Government Act 2009* to provide confidence to funding providers.

5.1: Ensure a high level of governance, accountability and compliance

5.1.1: Councillors and Staff have access to clear guidelines to assist in the delivery of accountabilities

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.1.1	Council policies are reviewed in accordance with Acts and Regulations and updated in a timely manner.	All policies are reviewed in accordance with the policy review register.	100%	Policies are reviewed and updated accordingly.
5.1.1.2	Provide elected members with training and professional development opportunities. Identify opportunities which will become available in the next quarter.	Policies are reviewed and made available to staff.	100%	Councillors have been provided with training opportunities.

5.1.2: Effective internal and external communication and records management

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.2.2	Provision of an accurate and comprehensive Records Management service for the Organisation as required under the <i>State Records Act 1998</i> .	Council's system is up to date with current upgrades and staff are trained in the use of the system.	100%	Information is recorded as it arrives to Council and is tasked to relevant Officers.

5.1.3: Adopt an integrated risk management approach

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.3.1	Review existing Enterprise Risk Management Framework and ensure that Operational, Financial, Reputational and Corporate Risks are identified and reported on through the Audit Committee. Date meeting held with Audit Committee.	Risk Management Framework is reviewed and developed further.	100%	Four Audit and Risk Management Committee Meetings were held during the 2024-2025 period.
5.1.3.2	Provision of reports to Workers Comp in relation to workplace injuries and other RTW matters. Number of reports completed this quarter?	Reports completed as required.	100%	Liaising with LGW regarding the staff member on Workcover - regular emails, regular meetings with staff member.

5.1.4: Contractor inductions, licences, tickets, certificates and qualifications are held and maintained reflective of the current contract arrangements, checked to ensure they are current

All contractor inductions can be conducted on-line and face-to-face. Record of inductions saved to Magiq.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.4.1	All items are checked annually at start up prior to work commencing and spot checked during the year. Inductions are recorded in a permanent register.	Annual check completed with three spot checks completed during the year. With contractors stood down pending delivery to the organisation of the necessary qualifications for re-instatement.	100%	Pre-Starts for plant and machinery conducted daily. Mechanical spot checks are conducted.

5.1.5: Workplace Health and Safety focus

The implementation and integration of workplace health and safety across the entire Boulia Shire workforce.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.5.1	WH&S responsibilities for CEO: • Provides support and sufficient resources for safety as required. What support has been provided this quarter?	Ensure budget allocation is reviewed each year in line with the requirements for us to remain compliant. Provide support to the WH&S to enable the role to be completed.	100%	Council is continuing to provide all necessary requirements to provide staff with a safe environment.
5.1.5.2	WH&S Responsibilities for Directors: • Provides support and sufficient resources for safety as required. • Establishes health and safety objectives aimed at continuous and sustainable improvement. What support has been provided?	All incidents are reported and followed up with staff and supervisors. Regular reports to Council on activities and safety results for Council staff and contractors.	100%	As a part of ManEx meeting held each week, the Management team reviewed any incidents and any changes that arose for Staff and Management to deal with.
5.1.5.3	WH&S responsibilities: • Investigates all incidents, accidents and near misses at the workplace, N=? • Monitors safe work practices and mentor relevant stakeholders. • Coordinates management action processes. • Regularly monitors management action processes within Council's electronic Work Health and Safety management system. • Develops and communicates key statistics in accordance with reporting timeframes.	All incidents are reported and followed up with staff and supervisors. Regular reports to Council on activities and safety results for Council staff and contractors.	100%	Staff training to be completed to assure all incidents are reported.
5.1.5.4	Review all flagged policies, procedures, work instructions, forms, safe operating procedures (SOP) and training tools. Number of SOP and policies reviewed this 1/4. N=.....	Staff who have allocated responsibility for specific actions review associated documents to ensure they are up to date.	100%	All policies are reviewed within time frames.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.5.5	Upload all reviewed documents under appropriate element numbers onto the Council's safety management system (including Magiq). * endorsed documents with changes are notified to staff via toolbox/email.	All endorsed documents are correctly loaded in Boulia Safe and hyper-links are active and working.	100%	Documents were being reviewed by the WH&S officer.
5.1.5.6	All training identified, completed and recorded for staff and contractors including verification of competency training. Number (N) of staff training programs completed. N=.....	A system is in place and is being used to effectively assist with the tracking of training and competencies.	100%	Specific training opportunities have been undertaken.
5.1.5.7	Review all emergency evacuation signage in place for all areas. Advise of total number of signs absent/damaged/replaced this quarter.	Emergency plans have been reviewed, are up to date and signage is complete in all areas of Council.	100%	All emergency exit doors signed - audits to ensure signs remain compliant.
5.1.5.8	Review the following procedures against requirements in preparation for consultation: high risk work method statements, risk/hazard management, compliance control, incident reporting and investigation.	All reviews are completed within agreed time frame.	100%	Reviewed as requested.
5.1.5.9	Reduce the impact of injury and illness by reviewing: Toolbox talks on WHS design, machine guarding, hire equipment, thermal radiation, pressure safety, confined spaces, excavation and trenching, manual handling and ergonomics, noise management, heat stress. List tasks undertaken this quarter.	All reviews are completed within agreed time frames.	100%	Toolbox training/awareness talks completed each quarter.
5.1.5.10	Review all SDS folders to ensure all SDS are dated within a 5 year of issue date. This can be completed through Chemwatch. List number of folders reviewed this quarter.	All areas of Council have been checked and none are out of date.	100%	Full review to be completed early in 2025.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.5.11	Ensure training has been completed for all staff who are in control of hazard substances that they are aware of segregation requirements and compatibility with chemicals and placarding requirements. List number of training sessions completed.	Training has been completed for all relevant staff.	100%	Training completed.
5.1.5.12	Update WH&S Strategic Plan for July 2024 to June 2026.	Draft document has been developed by staff and has had sufficient time to be reviewed for comment prior to adoption.	90%	WHS Strategic Plan progressing.
5.1.5.13	Annual reporting of lost time injury claims which should be less than 55% of all claims. Number (N) of claims this quarter. N=.....	Reporting to senior staff on progress or issues which will prevent this from occurring.	100%	Minimal lost time injury reported during the financial year.
5.1.5.14	Annual reporting of injuries - No increase in recorded injuries from the previous year. Number (N) of injuries this quarter? N=.....	No increase from previous year.	100%	No increase in reported injuries.
5.1.5.15	100% Completion of all Incident Report including investigations and implementation of any actions identified in the Investigation Report (include personal, members of the general public and plant incident reports). Number (N) of reports N=.....	All incident reports are recorded in I-Auditor and staff are competent in using the system.	100%	Incidents investigated and reported.
5.1.5.16	To achieve 80% compliance with the National Audit tool for Self-Insurers. Ongoing work completed to ensure continuous improvement. Actions completed this quarter?	Compliance audit completed by the regulators prior to the TMR Accreditation (usually 3 yrs). Independent audit completed annually.	100%	WHS Strategic Plan for 2024-2027 submitted to LGW. 76% pass rate this year.
5.1.5.17	Continual improvement of the hazard risk register through identification of new hazards/risk and control measures. Number of reviews completed this quarter? N=.....	Number of improvements made to the register.	90%	Hazard Audit ongoing.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.1.5.18	Support training and monitoring of use of Council's WH&S and I-Auditor programs. Complete ongoing audit of all Council work sites and new staff. Number of staff reviewed this quarter? N=.....	Hearing assessments for employees working in noisy environments completed. At least 80% compliance with the National Audit Tool. No breaches of WHS regulatory requirements.	75%	Hearing tests scheduled for August 2025.
5.1.5.19	Ensure compliance with the Organisation's Drug and Alcohol policy and ongoing best practice. Record of testing completed and results to be reported to Council. Number of tests conducted: outside workers/contractors/ office staff/Councillors. N=.....	Reports provided to Council and ManEx in relation to the testing conducted.	100%	Drug and Alcohol testing conducted.
5.1.5.20	Support supervisors to be able to integrate mental health and wellbeing activities into worksites. Number of initiatives completed this quarter. N=.....	This are to be supported through weekly toolbox articles.	100%	Ongoing awareness sessions.
5.1.5.21	Using the tools from WorkSafe Queensland - develop a safe workplace mentality by initiating a Boulia Shire Council safety award. Seek nomination from BSC for the external JLT/LGW WorkSafe awards. Awards to be presented at the Council meetings each quarter.	Team Safety award to be created and implemented.	50%	Initiatives undertaken to keep staff safe.
5.1.5.22	Actively manage WH&S Risk by reviewing the Risk Management Framework annually and identify third party or contractor groups to identify and manage risks. Sections reviewed this quarter?	Toolbox talks to include contractors and the framework and risks are reviewed as required.	100%	Risk management framework to be continually reviewed.

5.2: It is clearly evident in how Council does business

5.2.1: Council's financial activities are monitored and managed well

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.2.1.1	Monitoring of Council's financial activities will be done via: <ul style="list-style-type: none"> • Long Term Financial Plan (QTC model) used for sensitivity analysis which can deliver impact of financial decisions made by Council on current and future projects. • SurePact project solutions which will provide current income and expenditure and progress on Council's projects and contracts. • NextGen: Council's transparent procurement model for quotes/tenders etc. Reporting to be completed along with the quarterly budget reviews. 	Long Term Financial Plan developed in line with QTC format - reviewed.	80%	Long Term Financial Plan has been updated with 24/25 planned capital works. Tenders have been issued via NexGen where appropriate.
5.2.1.2	The SynergySoft/Altus business solution (IT) which supports Council is well supported and training is available to achieve best practice.	Continued rollout of modules with all staff trained and competent.	100%	Ongoing training and procedures are being developed as the system is upgraded. Staff training is done on the job mostly with TEAMS linkup. Any implementation of new systems will have an on-site component.
5.2.1.3	Council funds are invested in accordance with legislative provisions and the Organisation's adopted Investment Policy. This is reported monthly to Council.	Investments made in accordance with Investment Policy.	100%	Interest rates are reviewed monthly to ensure Council's investments are getting the best return.
5.2.1.4	Raise and recover Rates, Charges and other debtors on behalf of the functions of the Organisation and report on a monthly basis to Council.	Rates and Annual Charges levied by due date, user charges and other debtors raised and recovered effectively.	100%	Rates issued with a summary of outstanding amounts reported to Council monthly.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.2.1.6	The budget reviews, income and expenditure trends are to be completed quarterly and reported to the Council through SynergySoft/Altus and SurePact.	Operational Plan (including Budget) adopted by 30 June each year.	100%	Budgets are reviewed and reported quarterly.
5.2.1.7	Ensure insurance records are kept secure and retrievable if required.	100% of insurances reviewed and maintained annually.	100%	All policies are current and claims made were appropriate.

5.2.2: Maintain high standards of Corporate Governance through effective audits

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.2.2.1	Quarterly Audit Committee meetings are called to review Financials, Internal and External Audit and Risk reviews and ensure Council is performing in accordance with the Local Government regulations. Report delivered to Council xx / xx /xxxx	Quarterly Audit Committee meetings are held four times per year to review Audit Plans, Draft Financial Statements, previous audit management responses and actions.	100%	Four Audit and Risk Management Committee Meetings were held during the 2024-2025 period.
5.2.2.2	Internal and External Audits comments are recorded in Pulse software system and actioned.	Internal audit to be recorded on Pulse software for updating and permanent record.	100%	All audit comments are registered for both internal and external audit reports. This register is then reviewed by Audit Committee Chair and Committee.
5.2.2.3	Implementation of actions set out in the Internal Audit Committee Action Plan are progressed and reported to Council. Report done xx / xx / xxxx	Completion of all actions of the Internal Audit Committee Action Plan designated for completion in this financial year.	100%	Post all Audit and Risk Management meetings a copy of the minutes and the full agenda with all reports and action plans are tabled at the following Council meeting.

5.2.3: Financial accountability for new projects

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.2.3.1	All projects over \$200k submitted to Council for review, must include 'whole of life costings'.	All projects submitted have included whole of life costs, with PDF program used on projects over \$200K.	100%	Council has available a Project Management Framework.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.2.3.2	New projects undertaken are created and completed through SurePact.		100%	Input of all projects and grant applications into SurePact is a work in progress.
5.2.3.3	Procurement through Local Buy, VendorPanel and Next Gen to be reported for local content purchase 1/4ly to Council (using ARC Blue system).		100%	Data is available for review through the ARC Blue system with the Finance providing the updated material each quarter.

5.2.4: Transparency and accountability through management reporting

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.2.4.1	Provision of key financial information to ManEx and Council - changes reported by exception.	Provision of budget information to staff.	100%	Reported at ManEx via Director of Corporate & Financial Services.
5.2.4.2	Preparation and collation of the Annual Report document in conjunction with senior managers to ensure the important legislative requirements are met and the report is a sound representation of the Council's achievement during the year. Action to be within one month after signing of Annual Financial Statements. Completed xx / xx / xxx	Annual report prepared with input from all senior managers and submitted to Council within time frames.	100%	Annual Report has been adopted by Council and released to the community.
5.2.4.3	Discharge Council's statutory financial reporting obligations by using the financial checklist provided by the Local Government Department.	Statements submitted to the Office of Local Government by 31 October each year. Unqualified audit report.	100%	Checklist utilised during the preparation of the Financial Statements as well as monthly reconciliations.

5.3: Sustainability - our focus on value for money outcomes across the organisation

5.3.1: Council's offices, depots and business enterprises are operated under 'value for money' principles

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.3.1.1	Fees and charges reflect the industry norm and mark-up on goods is reflective of costs to Council for tourism operations.	Costs to visit our exhibition is reflective of other tourist attractions and minimal stock write off.	100%	New types of merchandise are constantly being sourced. Many of new products have raised the sales income for 2024/25.
5.3.1.2	Depot workshop - percentage of 'downtime' for Council plant and equipment - report submitted to the Plant Committee for review each quarter which includes the revenue and expense plant reports.	Limited downtime and minimal lost productivity.	100%	Full plant and equipment review is being undertaken for 2025/2026.

5.3.2: Optimise performance of Council business units using available technology

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.3.2.1	Closed Circuit Television network operations in the Shire are operational and checked on a regular basis with the contractor.	No breach of regulatory requirements in relation to operation of CCTV Operations	100%	Any issues that are identified are being addressed as required within the CCTV space.
5.3.2.2	Maintain and upgrade IT requirements and servers to ensure capacity is sufficient to meet business demands. Adequate licence renewals for current software. Bi-annual 3 Year Strategic ICT Plan reviews are carried out to ensure future solutions are fit for purpose and meeting the overall strategic direction of Council ICT systems and solutions.	All current software renewed on schedule.	100%	Licenses updated and renewed so there is no loss of productivity.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.3.2.3	Manage telephone and Ergon accounts and equipment and services to ensure we are not paying for unnecessary services. Actions which have been completed this quarter - reviews/cancellations. N=.....	Accounts paid, nil outages and plans are cost effective for Council.	100%	Ongoing.

5.3.3: Ensure the long-term financial sustainability of the Council through prudent financial management and budgeting

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.3.3.1	Council is in receipt of the annual budget documentation ready to be adopted each year before the 30th June.	Budget preparation is timely and involves Executive team and department heads with bids for funding received from departments for consideration by Council.	100%	Quarterly budget reviews completed with reviews done to encompass all operations at Council.
5.3.3.2	Monthly and quarterly financial reports to Council deliver information on variations to budget and enable decisions on long term financial impacts to be reviewed.	Work to complete budget commenced in Jan and two workshops held.	100%	Monthly and Quarterly Finance Reports are presented to Council for information.

5.3.4: Implement good practice in managing and maintaining our assets

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.3.4.1	The Plant Committee to complete reviews on plant usage making suggestion on turn over, purchase and replacement to achieve maximum value for money outcomes. This is to include risk assessments.	Plant purchases are within budget and plant is maintained within specified parameters to enable sound operations of the Council.	50%	Identified in June Plant Meeting to form part of the comprehensive review of plant and equipment to be completed in 2025/2026.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
5.3.4.2	Tourism attractions are managed sustainably through maintenance contracts; with future enhancements progressed as budgets permit.	Management and maintenance manuals completed by consultant.	100%	Min Min Encounter and Heritage Complex increasing visitation each year, reviews of each centre reported on to Council. Great sales revenue for 2024/25 at the Min Min Encounter. Maintenance visit by XZIBIT during January 2025 completed scheduled works.

Key Priority 6: Lifestyle and Community

Active, healthy lifestyles drive our success as a Shire. Health and wellbeing are building blocks for fulfilling lives. We will support smart lifestyle decisions to reduce the toll of preventable disease and increase our life spans. We understand the importance of open green spaces for recreation and social cohesion and support a work-life balance to remain connected with our colleagues, family and community.

6.1: Facilitate opportunities for community development

6.1.1: Facilitate health and medical service provision for Boulia and Urandangi

Action Code	Action Name	Performance Measure	Progress	Annual Comment
6.1.1.1	Involvement in regional health programs to improve the live-ability of Boulia Shire through the Healthy Outback Communities Program.	All meetings attended with reports completed back to Council.	100%	A joint Committee of health service providers and Council has been established to coordinate the delivery.

6.1.2: Assist local community groups and support local events

Action Code	Action Name	Performance Measure	Progress	Annual Comment
6.1.2.1	Support functions and other activities, that can encourage community engagement.	Council supports 'free to attend' functions where possible.	100%	Council supports free to attend art activities through the RADF program and assists whenever possible with other organisations events, through in-kind support.

6.1.3: Maintain a high quality of life by providing facilities and resources that encourage a secure, interactive and progressive community lifestyle

Action Code	Action Name	Performance Measure	Progress	Annual Comment
6.1.3.1	Sport & Aquatic Centre provides benefits to the community, through its range of facilities.	Facilities are open and usable for the public at least 95% of the year.	100%	Facility maintained and open for community use, with a short period of closure due to maintenance of the swimming pool.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
6.1.3.2	Continue to provide Australia Post services for as long as this is required to be provided by Council. Number of trained staff available including external relief. Number of days closed this 1/4.	Australia Post facility is operational with trained staff who are available.	100%	Ongoing service provided by Council.

Key Priority 7: Our Team - Our People

People are our greatest asset. Unleashing individual potential maximises personal, community and economic outcomes. We will encourage an inclusive community that supports the needs of business people, our staff, the young and the elderly and we will support the least advantaged including Aboriginal and Torres Strait Islander Queenslanders. We will encourage diversity, foster innovation and use the talents of all - we believe that nobody should be left behind.

7.1: An accountable and innovative culture

7.1.1: Support practices that develop a motivated and focused workforce

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.1.1.1	Provision of WH&S information and awareness to operational staff at the commencement of field work or changes to the workplace. Toolboxes completed N=	JLTA audit is completed and a pass is achieved by the group.	100%	Regular Toolbox meetings completed with Outdoor and Administration staff.
7.1.1.2	Deliver accurate and timely processing of the payroll and associated reporting requirements.	All payments to staff are delivered within time frames and without error.	100%	Ongoing.
7.1.1.3	Record, preserve and protect employee records for payroll and human resource management.	All employee records are up to date and secured electronically and have a backup paper file.	100%	Ongoing and reviewing compliance with the Records Management Act.
7.1.1.4	Recruitment and selection processes are transparent. Number of new recruits this quarter. Number of locals employed. Number of 'outsourced' staff.	The recruitment process is completed in a smooth and professional manner with documents provided that are up to date and relevant. All documentation is collected as required and saved electronically.	100%	With the change in CEO, the recruitment and retention processes will be reviewed in the 2025/2026 period.
7.1.1.5	Mayor and or panel to complete annual review of the CEO.	Chief Executive Officer review is reviewed against targets of Corporate and Operational Plans for progress. The Chief Executive Officer review is completed against the targets in the Corporate Plan and the Annual Operational Plan for progress.	100%	Review completed.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.1.1.6	CEO to complete performance reviews of senior staff DWO, DCS, ECDM including WH&S and Mgr P&C.	Performance reviews for the July-December period completed.	100%	All reviews completed.
7.1.1.7	Complete annual performance review of your employees for Works and Operations including WH&S compliance.	Reviews completed on anniversary.	100%	All reviews completed.
7.1.1.8	Complete performance reviews and feedback to staff in Economic and Community Development, that meet corporate timetable. These are to address WH&S compliance.	Reviews completed on anniversary.	100%	All reviews completed.
7.1.1.9	Complete performance reviews for your staff in Finance and Administration including WH&S compliance.	Reviews completed on anniversary.	100%	All reviews completed.

7.1.2: Keeping pace with technological changes in the workplace environment

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.1.2.1.	Encourage the staff to utilise the Go1 training package to support staff to further their development in Local Government by the use of progressive programs and resources.	Courses sourced for staff so they are competent in the use of the systems used by Council.	100%	Ongoing updates from HR regarding the availability of the GO1 Platform & its benefits in soft skill development. Integration of the information of the platform, login details into the HR induction undertaken with all new start employees.
7.1.2.2	Post Office training is up to date with compliance modules completed for all relevant staff. Overdue N=		100%	Training is done as scheduled on the Australia Post portal by full and casual employees before the due dates.
7.1.2.3	All compliance training is completed annually - Public Sector Ethics, Code of Conduct, Deed of Confidentiality and Public Interest Disclosure (PID).		100%	All new employees, full time, part time, casual and contract are all given a copy of the documents as a part of their onboarding process.

7.2: A great place to work

7.2.1: Collaboration with staff and Unions on the content of the workplace agreements

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.2.1.1	Certified Agreement Staff Committees are encouraged to be formed in all areas of the Council and to ensure employees have input into the group decisions.	Well balanced EBA supporting both staff and the Council sustainability.	100%	Nil comment.
7.2.1.2	Boulia Certified Agreement options are enacted within payroll from the agreement 2023-2026. Annually in July wage increase.	Regular reviews of conditions being paid to staff.	100%	EBA/CA increase as per Certified Agreement at the commencement of the first full pay period after 1/7/2025.

7.2.2: Develop and maintain a positive and future focused culture that demonstrates and supports Council's vision and values

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.2.2.1	All staff are aware of how to notify ideas/complaints/suggestions. N=... ideas/complaints, suggestions this ¼.	Records of suggestions/complaints/ issues to be kept. PID training to be part of training regime.	100%	Staff training is provided.
7.2.2.2	Assist the CEO in the development of a workforce strategy which includes an appropriate staff succession plan including training, attraction and retention.	Workforce Plan developed in conjunction with all staff.	100%	An organisational health check has been undertaken from July 2025 to incorporate work force planning and strategies.

7.2.3: Provide access to external support networks for emotional assistance

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.2.3.1	Continue to provide the Employee Assistance program and support the local RFDS visits. Report on number of requests provided to Council.	Quarterly reports on access to services received (no personal details) only the volume of access.	100%	Council supports going EAP.

7.2.4: Provide a safe, healthy working environment and be proactive in all Work Health Safety matters

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.2.4.1	The reporting of onsite and roadwork signage is correct and ensures safety of workers and the general public.	Signage is in line with the job management plan and TMR requirements	100%	Signage Audit completed at Waverly Creek Road works.
7.2.4.2	Develop a Noise Register and commence testing of all plant and equipment which includes any noisy work environments.	All plant and equipment is scheduled to be tested at least once per year and recorded in the noise register.	100%	Noise testing is completed on all machines once per year. Employee hearing testing scheduled for August 2025.
7.2.4.3	Monitor heat/humidity working conditions on road works when extreme weather is here. Number of tests and dates completed.	Fleet management system is used to monitor the productivity of the Council's fleet which is reported to the Plant Committee and ManEx.	100%	Heat bulb monitoring equipment is available for use by work crews and WH&S Officers when required. Testing conducted during periods of extreme heat.
7.2.4.4	Prepare for annual start up by reviewing training needs, booking trainers, complete an assessment sheet on awareness training, prepare PowerPoint delivery of WH&S.	All staff complete refresher inductions, complete necessary training and confirmation of requirements to work for Bouli shire such as licences and tickets.	100%	Training provided on return to work at start up.
7.2.4.5	Ensure I-Auditor tasks are set for Fire Safety drills for all permanent locations: Min Min Encounter, Library, Council Office, Depot, Sports and Aquatic Centre, Stonehouse.	I-Auditor scheduled tasks have been set up for all areas and reported back to ManEx.	100%	Fire Drills completed at Admin Office, Depot, Library, Min Min Centre.
7.2.4.6	Complete swimming pool audit using WH&S RLSSA Aquatic facility safety checklist annually prior to pool opening.	Audit of the checklist completion is done prior to pool opening/or primary use period.	100%	Inspection of Swimming Pool completed in April 2025.
7.2.4.7	All claims for compensation through LGW must be supported by a prior registered incident report in Safety Culture/Magiq.	Reporting of incidents through Safety Culture is documented through ManEx via the WH&S Officer.	100%	Ongoing.
7.2.4.8	Undertake Fire Warden training with staff using fire extinguishers. Action completed xx / xx / xxxx	Annual training and demonstrations have been completed.	100%	Completed at start up 2025.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.2.4.9	SWMS - any shortfalls identified to be updated in the risk management template.	All shortfalls recorded in the risk register and reviewed by ManEx.	100%	Ongoing reviews conducted in conjunction with Depot staff, Toolbox meeting used to conduct training and raise awareness of SWMS.
7.2.4.10	Undertake general inspections for overall safety and office lighting effectiveness.	Annual lighting survey completed.	100%	Lighting infrastructure reviewed.

7.3: Living our values

7.3.1: Be known for our excellent reputation and dedication service delivery

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.3.1.1	Full utilisation of our customer management system to enable confident staff able to attend to all customer enquiries and deal with priority situations.	Annual Re-fresher training on customer service as required.	100%	Regular customer service training.
7.3.1.2	Workplace Health and Safety - Staff continue to achieve minimum standards and reporting functions to achieve a safe workplace and TMR accreditation.	External audit obtains an above 70% pass mark.	100%	TMR Accreditation obtained.

7.4: Develop new employment opportunities

7.4.1: Partner with other organisations who can deliver training to improve prospects of future employment roles within Council

Action Code	Action Name	Performance Measure	Progress	Annual Comment
7.4.1.1	Liaise with training organisations who can provide trainees with support and encouragement. Research opportunities for training growth within the Council. Training opportunities this quarter.	All trainee positions offered and filled.	100%	Council is continually reviewing training opportunities.
7.4.1.2	Regular communication with Job Network provider to ensure the continued opportunity for trainees to work with the Council.	New opportunities identified when grant funding supports this.	100%	Council continually supports opportunities for trainees.

Key Priority 8: Leadership

Our Shire is well recognised and respected both in Queensland and the Federal arena and this is critical for the future growth of the region. We recognise the challenge population decline brings and will find ways to manage it and do what we can to reverse the trend. We will build on what already makes our shire and the surrounding regions great, including our exceptional people, local enterprise, and natural resources by developing our strategic focus and competitive advantage underpinned by strong regional partnerships.

8.1: Genuine community engagement

8.1.1: Develop and implement initiatives to encourage the community to become more informed and involved in issues that may affect them

Action Code	Action Name	Performance Measure	Progress	Annual Comment
8.1.1.1	Annual community meeting after following the end of year financial results are released in coordination with the Finance Manager.	Meeting held within 3 months after the final results are released.	100%	Community meeting held. Financials signed off and Annual Report printed.
8.1.1.2	Scheduled information is provided to the community through a range of publications/updating of website, Channel Country Chatter, e-mail blast, monthly hot spot and Facebook.	Verbal feedback, monitored visits through Facebook.	100%	Council utilises all forms of media to inform the community.
8.1.1.3	Council meeting dates listed on the website and in the Channel Country Chatter.	Council meeting dates notified and Business agenda and minutes loaded onto website.	100%	Meeting dates displayed on Council website and notice boards. 2025 dates were established by Council and community is notified of any changes in advance.

8.1.2: Manage and govern to ensure transparency and responsiveness to the needs and views of our communities in decision making practices

Action Code	Action Name	Performance Measure	Progress	Annual Comment
8.1.2.1	Council agendas are released for review 2 days prior to the meeting and agenda items are placed on the website within 2 business days after the meeting.	Monthly activity is available for viewing by the public on our website within 2 business days.	100%	Council meeting agendas are released within the required time frames.

Action Code	Action Name	Performance Measure	Progress	Annual Comment
8.1.2.2	Councillor contact information is available on the internet and is up to date. Provide Councillors with timely information and reports using the new Bigtincan program which allows policies, Annual Report, Corporate Plan and all agendas and minutes to be accessible 24/7.	Business Papers, Minutes, Councillor Correspondence and other Council documents sent within statutory time frames.	100%	Councillor contact information is available on the website and updated if and when required.
8.1.2.3	Ensure Council meetings acknowledge the traditional owners and are conducted in accordance with the regulatory provisions eg: Code of Meeting Practice and Code of Conduct and that Conflict of Interest/ Register of Interest forms are completed as required by Councillors.	No breaches Code of Meeting Practice or Code of Conduct.	100%	Completed verbally at the Council meeting and noted in the Council meeting minutes each month.

8.1.3: To represent and collectively make decisions to benefit the entire community

Action Code	Action Name	Performance Measure	Progress	Annual Comment
8.1.3.1	Twelve ordinary Council meetings are held each year with two special budget meetings and two planning session days.	All meetings attended by all Councillors.	100%	Council meetings for the 2025 period have been set and scheduled for all Councillor attendance. Apologies noted in the minutes if necessary.
8.1.3.2	Representation at all elected meeting groups supporting Boulia initiatives - Camel Races, School, Boulia Community Support, Rodeo, Campdraft etc.	Reports received from attendees at the meetings presented to Council for information.	100%	Support is provided by various Council members and staff for all local events. In-kind support is granted when requested.

11.3 Corporate Services

TITLE:	Director of Corporate & Financial Services August 2025	DOC REF: 11.3.1
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REPORT BY:	Kaylene Sloman Director of Corporate & Financial Services	DATE: 10/09/2025
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CORPORATE PLAN REFERENCE:

Key Priority 5: Robust Governance

5.1: Confidence

5.1.1: Manage Council's operations in an effective manner by clearly defining the functions, services, roles and responsibilities of Council

5.1.2: Effective internal and external communication and records management

Key Priority 5: Robust Governance

5.2: Accountability

5.2.1: Ensure Council's financial activities are monitored and well managed

Key Priority 5: Robust Governance

5.4: Sustainability

5.4.1: Council's offices, depots and business enterprises are operated under 'value for money' principles

5.4.3: Ensure the long-term financial sustainability of the Council through prudent financial management and budgeting

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To advise Council of the activities of the Director of Corporate and Financial Services.

CONTENT:

Local Laws Review

Council have engaged Peter Mann from Blackall-Tambo Regional Council to assist in review of our current Local Laws with consideration being given to changes in Acts, Regulations, and trends in Councils of similar region.

There has been a considerable delay in finalising the local laws review, to ensure that we get the best possible outcome at the workshop information has been sent out to the attendees to review and comment on in preparation.

Workshop will be run via Teams, 26th September 2025 with Peter Mann.

Prior to this workshop, Council's key personnel that work within the Local Laws with Councillors and Management will review the current and identify where changes are required or refinement, plus identify if any additional need to be added.

Altus Payroll Implementation Project

A team of 3 Officers (Staff) are working on this project with ReadyTech Consultants to implement a new payroll system that will allow a lot of efficiencies for the Council as well as giving the Employees the ease of electronically applying for leave and putting in timesheets.

ReadyTech project team are currently running parallel pay runs for comparison and to ensure all set up is complete. Work is ongoing in this area.

Further script testing is underway to ensure accuracy of the system and that the configurations are fully auditable.

ReadyTech Officer will be on-site approximately mid to end of September.

Sponsorship of Employee

Stage 1 of the process, application for Council to become a Sponsor with Home Affairs is currently being worked on, lodgement will follow shortly. Lodgement was made 31st May 2025. Has been approved for Council to be a sponsor.

Stage 2 assistance with the preparation and lodgement of the nomination application will begin once stage 1 application has been lodged. Due to timing, this was worked on at the same time as stage 1 and the application has been lodged on the 31st May 2025. Immigration have advised that Council's initial application has been received, and preliminary checking has been completed.

We are now awaiting final approval for the Sponsorship of the Employee has been approved. Have had no further updates.

Community Hub

Weekly updates are continuing for the project with our external project manager Adam Britton and the team from POD (Architects).

Contact has been getting made with several different suppliers, planners and other consulting teams to ensure compliancy.

As a part of this process, it has been identified where Council must procure with a federal safety accreditation business, this is possibly limiting the field.

Discussions are underway with the project team; legal advice sought for contracts as well as discussions with the funding provider.

Regulatory applications have been submitted for several different areas in preparation for the Hub build.

The initial Project Reference Group had its first meeting covering the project works to date.

Last project meeting the Architects had a number of building engineers attend to source further information on the building from the tenant's point of view / planned use of areas.

Working through the room data sheets that identify each power point, the IT communication points and basic layout of the rooms.

Antenna for IT communications, delivery and installation including connecting to the Administration office until decanting takes place is currently underway.

AICD Australian Institute Company Director's - LGAQ Course

I attended the 5-day training course with Councillor Jan Norton and Councillor Julie Woodhouse.

The training was attended also with other Councillor's, CEO's, Directors and Managers from other Council's across Queensland.

This training was very informative and thought provoking.

LGFP Forum – Local Government Finance Professionals

Attended the one-day forum in Brisbane.

Some areas the forum covered:

- Queensland Audit Office - insights into audit committees for local government by Sri Narasimhan
- Queensland Treasury Update – challenges and risks for financial sustainability by James Dickson, Michael Anthonisz also did an Economists update.
- Department of Local Government – Red tape reduction taskforce and regulation review by Jordan Watts

Staff Movements / Changes

Interviewed for Records Officer Role – offer has been put out.

Meetings & Training

I have attended the following meetings and training during June:

- We are Peak, Tender Contracts T2024-25.7, Joneil
- Boulia Community Hub Project Meeting, Adam Britton, Alison Stout (POD), Belinda Allwood (POD) – Teams
- TMR Monthly Meeting, Garth Kath, Patrick Curtain meeting
- Shepherd Services, AMP's Project closure – Nathan Woolley
- Financial Fraud Prevention – EFTsure – Daniel Browne
- TMR Cycle Grants – CNLGG inception meeting
- Organisational Health Check – Anthony Ottaway
- Audit and Risk Management Committee meeting
- LGFP (Local Government Finance Professionals) Monthly meeting.

Future Approved Travel

- 18th - 20th Nov – LGFP Conference - Cairns

CONSULTATION: Nil

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the Director of Corporate & Financial Services August 2025 report be received for information purposes.

ATTACHMENTS: Nil

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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TITLE:	Audit & Risk Management Committee Update April 2025	DOC REF: 11.3.2
REPORT BY:	Kaylene Sloman Director of Corporate & Financial Services	DATE: 10/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 5: Governance

5.2: It is clearly evident in how Council does business

5.2.1: Council's financial activities are monitored and managed well

5.2.2: Maintain high standards of Corporate Governance through effective audits

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To present Council with the Audit and Risk Management Meeting Minutes held on 24th April 2025.

CONTENT:

At the 24th April meeting, Committee Chair Michelle Reynolds

- Confirmation of minutes of the previous meeting 14th February 2025
- Queensland Audit Office Briefing
- External Audit register of issues
- External Audit strategy and plan draft
- Internal Audit Plan and scope of works for upcoming audit
- Internal Audit register of recommendations
- Internal Audit Three-year audit plan
- Financial Reporting update
- Budget timetable and milestones
- Asset Management and valuations
- Asset Indexation business paper
- Financial shell statements
- Budget review operational and capital
- Payroll software implementation
- Council's Risk register, management framework
- WHS update
- Operational Plan performance update
- Banking signatories update

Further detailed information can be found in the attached minutes and agenda reports.

CONSULTATION: Nil

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the Director of Corporate & Financial Services Audit and Risk Management Report for August 2025 be received for information.

ATTACHMENTS:

1. ARC Meeting Minutes 24 04 2025 v1 [**11.3.2.1** - 8 pages]
2. CONFIDENTIAL REDACTED - A& R M Committee Meeting Agenda 24042025 [**11.3.2.2** - 198 pages]

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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BOULIA SHIRE COUNCIL

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Audit and Risk Management Committee Minutes Acting CEO's Office / Teams Meeting 24/04/2025

1. MEETING OPENING:

Meeting opened at 9.30 am

1.2 In Attendance

Chairperson: Michelle Reynolds – Independent Member (Chair)
Members: Eric (Rick) Britton – Mayor and Council Member

Advisors: Internal Audit Representative – Tony Walsh – Walsh
Accounting (IAR)
External Audit – Liam Murphy – PKF
External Audit – Erik Manikan – PKF
Queensland Audit Office – Michael Claydon

Attending: Kaylene Sloman – Acting Chief Executive Officer (CEO) -
Secretariat
Rada Robey – Acting Director of Corporate and Financial
Services (DCFS)
Julie Woodhouse – Councillor - Observer

Apologies: Jack Nielson – Council Member
Rachel Stevens - Queensland Audit Office
Graeme Gillam – Finance Manager

1.3 Declaration of Interests:

- Nothing to declare

1.4 Minutes of the previous meeting:

- No changes
- Remove Councillor Julie Woodhouse as per #11.
- Remove highlight from #7

Michelle Reynolds moved the minutes, all confirmed to accept the minutes of the previous meeting.

Reviewed actions from previous meeting.

ACTION 1: Provide reconciliation of Fixed Asset Register and update of issues at next meeting.

FM advised the reconciliation was in progress.

ACTION 2: Update on Financial Statement preparation checklist to be provided at the next meeting including status of 2024/25 preparation.

FM advised this was provided.

ACTION 3: Auditors to circulate draft Audit Plan to ARC members for comment.

EA advised open for feedback.

ACTION 4: Auditors to circulate to ARC members, the final audit documentation for the LRCl and R2R acquittals when complete.

Michael Claydon advised that there are still residual questions for LRCl, should be closed out in 2 weeks – October 2025.

Erik confirming information and timing availability of personnel.

ACTION 5: A review of the recommendations and impacts for Council out of the QAO Water Report will be undertaken by Council with a report provided at the next ARC meeting noting key risks and financial impacts.

Taken as read.

ACTION 6: Present an updated Audit Plan for the balance of this three-year cycle at the next ARC meeting.

Part of agenda for this meeting.

ACTION 7: Present recommendation for close out of Internal Audit issues (this will likely be the August meeting given the timing of the audit work and the next ARC meeting date) and update the presentation of the Internal Audit Recommendations schedule in accordance with the improvements as discussed.

Part of agenda for this meeting.

ACTION 8: Update on the indexation revaluation process, including work undertaken to validate the rates used, to be presented at the next ARC meeting.

Part of agenda for this meeting.

ACTION 9: Reports on the key risks (Gravel Pits, Water Quality and Sustainability) to be provided at the next meeting.

Workplan to be submitted at August 2025 meeting.

ACTION 10: Update the August (Q3) meeting to include the Interim Management Letter.

2. EXTERNAL AUDIT:

2.1 QAO Brief

- The Audit Committee briefing paper was presented.

Questions were asked during this brief.

The QAO Brief was noted.

2.2 Register of External Audit Recommendations

In progress.

This was noted.

2.3 External Audit Strategy and Plan Draft

Taken as read.

Implementation of Payroll system

May go live before 30th June 2025
Significant event and preparation for audit team to cover
No historical data will be taken across to new system other than leave balances
Impacts in any major areas need to be reviewed
Testing aspect is critical
Awards
Data management

3. INTERNAL AUDIT:

3.1 Internal Audit Scope

This audit will be conducted next week in Boulia, Human Resources, noting Payroll controls has been pushed back due to new system coming online.

3.2 Internal Audit Register of Recommendations

No changes since last meeting.

3.3 Three Year Audit Plan

Taken as updated with Payroll pushed back to later in next financial year.

4. CLOSED MEETING WITH ADVISORS:

Not required

5. FINANCIAL REPORTING:

5.1 Management Financial Reporting Update

- Noted.

5.2 Budget timetable and milestones

- No changes since last meeting.

5.3 Asset Management and Valuations

- As per acting DCS recommendation no need for indexation for buildings and structures.

5.4 Asset Indexation Business Paper

- As per acting DCS recommendation no need for indexation for buildings and structures, business paper has been submitted for approval.

5.5 Financial Shell Statements

- Noted.

5.6 Budget Review Operational and Capital Budgets to 31st March 2025

- Noted.

5.7 Other Issues - Payroll Software Implementation Plan

- Update given and discussion on risks.
- Agreed the implementation needs to be done post 1st July.

ACTION 1: DCS to advise ReadyTech Implementation team of change to implementation dates as per Audit and Risk Management Committee decision.

6. COUNCIL RISK REPORTS:

6.1 Council Risk Register

- Taken as read.

6.2 Risk Management Framework

- Taken as read.
- Appetite statement – our Risk, no tolerance.

6.3 Fraud & Corruption Control Plan

Discussion only.

6.4 Cybersecurity and ICT matters

- Update given.

6.5 WH&S Update

- Update given.

6.6 Environmental Management & Issues update

- No concerns.

7. GOVERNANCE REPORTS:

7.1 Governance Report

- Update provided

8. CEO UPDATE:

8.1 Operational Plan Performance

- All areas on currently on track

8.2 People and Culture

- Vacant positions advertised.

8.3 Compliance Updates

- Nothing to note

8.4 Updates to Policies, Procedures or Directives

- Nothing to note

8.5 Updates to Plans and major Council Strategies

- Corporate Plan update has been delayed until appointment of new CEO

8.6 Banking Signatories Update

- Taken as read.

9. AUDIT AND RISK COMMITTEE MATTERS:

9.1 Review / endorsement of ToR and/or Policy

9.2 Closed meeting with the CEO

- Not required

10. GENERAL BUSINESS:

Nil

NEXT MEETING

21 August 2025	2 October 2025	Q1 2026
Online & in person	Online & in person	Online & in person
Draft Fin Stmt review Audit progress Interim Audit review Asset Mgt update People & Culture	Audit Close Out Endorse Fin Stmts Risk Mgt Framework/ Policy review ARC review ARC Workplan 2026	Budget Project Plan Internal Control Review Int Audit Plan update Asset Reval Schedule People & Culture

The meeting closed at 10:46am.

ACTION ITEMS:

Meeting Date	Action	Due Date	Assigned to	Status
14/2: 1	Provide reconciliation of Fixed Asset Register and update of issues at next meeting.	24 April 2025	Kaylene Sloman	COMPLETED
14/2: 2	Update on Financial Statement preparation checklist to be provided at the next meeting including status of 2024/25 preparation.	24 April 2025	Kaylene Sloman	COMPLETED
14/2: 3	Auditors to circulate draft Audit Plan to ARC members for comment.	20 March 2025	Erik Manikan	COMPLETED
14/2: 4	Auditors to circulate to ARC members, the final audit documentation for the LRCI and R2R acquittals when complete.	ASAP	Erik Manikan	COMPLETED
14/2: 5	A review of the recommendations and impacts for Council out of the QAO Water Report will be undertaken by Council with a report provided at the next ARC meeting noting key risks and financial impacts.	24 April 2025	CEO	COMPLETED
14/2: 6	Present an updated Audit Plan for the balance of this threeyear cycle at the next ARC meeting.	24 April 2025	Tony Walsh	COMPLETED
14/2: 7	Present recommendation for close out of Internal Audit issues (this will likely be the August meeting given the timing of the audit work and the next ARC meeting date) and update the presentation of the Internal Audit Recommendations schedule.	21 August 2025	Tony Walsh	
14/2: 8	Update on the indexation revaluation process, including work undertaken to validate the rates used, to be presented at the next ARC meeting.	24 April 2025	Kaylene Sloman	COMPLETED
14/2: 9	Reports on the key risks (Gravel Pits, Water Quality and Sustainability) to be provided at the next meeting.	24 April 2025	CEO	COMPLETED

Meeting Date	Action	Due Date	Assigned to	Status
14/2: 10	Update the August (Q3) meeting to include the Interim Management Letter.	28 Feb 2025	Lily Williams	COMPLETED
14/2: 11	Update the Meeting records to ensure it is clear about who the ARC members are and note additional Councillors and invitees as observers, advisors or attendees	14 Feb 2025	Lily Williams	COMPLETED
21/5:7:1	Advise ReadyTech Implementation team of change to implementation dates as per Audit and Risk Management Committee decision	24 April 2025	Kaylene Sloman	

TITLE:	Audit & Risk Management Committee Update August 2025	DOC REF: 11.3.3
REPORT BY:	Kaylene Sloman Director of Corporate & Financial Services	DATE: 10/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 5: Governance

5.2: It is clearly evident in how Council does business

5.2.1: Council's financial activities are monitored and managed well

5.2.2: Maintain high standards of Corporate Governance through effective audits

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To present Council with the Audit and Risk Management Special Meeting Minutes held on 29th August 2025.

CONTENT:

At the 29th August, 2025 meeting, Committee Chair Michelle Reynolds

- Introduction of new CEO, overview of initial observations
- Presentation – Council systems and operational review – Anthony Ottaway
- Internal Auditor update
- External Auditor update

Further detailed information can be found in the attached minutes and agenda reports.

CONSULTATION: Nil

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the Director of Corporate & Financial Services Audit and Risk Management Report for August 2025 be received for information.

ATTACHMENTS:

1. ARC Meeting Minutes 29 08 2025 [**11.3.3.1** - 6 pages]
2. CONFIDENTIAL REDACTED - 20250829 Special Meeting Agenda [**11.3.3.2** - 2 pages]
3. Boulia Shire Council - Changes to tomorrow's ARC meeting [**11.3.3.3** - 4 pages]

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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BOULIA SHIRE COUNCIL

Address all correspondence to:
Chief Executive Officer
18 Herbert Street, Boulia QLD 4829
ABN: 20 492 088 398

Email: admin@boulia.qld.gov.au
Tel: (07) 4746 3188

Audit and Risk Management Committee Minutes Shire Hall Zoom Room / Teams Meeting 29/08/2025

1. MEETING OPENING:

Meeting opened at 10:05 am

1.2 In Attendance

Chairperson:	Michelle Reynolds – Independent Member (Chair)
Members:	Eric (Rick) Britton – Mayor and Council Member Jack Nielson – Council Member
Advisors:	Internal Audit Representative – Tony Walsh – Walsh Accounting (IAR) External Audit – Erik Manikan - PKF Queensland Audit Office - Rachel Stevens
Attending:	Shane Gray - Chief Executive Officer (CEO) Anthony Ottaway – ADO & Co. Kaylene Sloman – Director of Corporate and Financial Services (DCFS) - Secretariat
Apologies:	Julie Woodhouse – Councillor - Observer Michael Claydon - Queensland Audit Office Tim Cronin - External Audit – PKF

2. Declaration of Interests:

- Nothing to declare

3. Introduction of New CEO & Overview of Initial Observations:

CEO gave brief overview and support for Tony Walsh meeting..

4. Presentation by Consultant on Council System and Operational Review:

Presentation was set aside for meeting of Committee only discussion after this meeting.

5. Internal Auditor Update:

Tony Walsh addressed the meeting.

- Since last meeting, completed **Human Resources Audit**
- Have reported to Council his recommendations
 - Framework and structure around payroll and human resources needs to be set
 - Allocation of work
 - Resourcing generally
 - High level HR reporting not being done
 - Work force planning required – this will form part of the review currently being done at Council with Anthony Ottaway
 - Silo's of information is kept in areas and not shared
 - Management reporting for HR to Council and Management needs to be put in place
 - Performance reviews and training plans
 - State of leave accruals for Annual Leave and Long Service Leave
- In terms of immediate Risks
 - Implementation of payroll system being delayed
- Review of outstanding audit issues
 - For the most part we were able to close off issues
 - General project management framework not being used across the organisation, we have requested this one not be closed off yet.

Shane Gray – advised:

- that the payroll implementation go live date has been paused, awaiting validation.
- Health check currently being done goes hand in hand with this.

Tony Walsh addressed the meeting:

- 3 year audit plan, the next to audits programmed for later in the year are:
 - Budget and financial reporting against budget
 - Cash management

Michelle Reynolds, addressed the meeting:

- The Committee may need to change the planned audit as per the 3 year program
- The Committee will advise Tony Walsh on the changed scopes

6. External Auditor Update:

Erik addressed the meeting:

- Team will be arriving in Mount Isa on Monday, should be in Boulia Monday lunchtime.
- 3 coming to site, 1 will be Tim Cronin, he will join a day later, balance of team will work remotely
- Management has been sent the current requests for site visit

Rachel addressed the meeting:

- QAO update will be done at next meeting

- Offered to take questions, no questions tabled

Erik addressed the meeting:

Tim Cronin is the new lead, will meet everyone as soon as he can.

7. Discussion: Risks Associate with matters raised in the updates:

Nil

8. Documentation of Key Risks and Mitigation Measures:

Nil

9. Planning for Process and System Improvements – Priority Setting:

Nil

10. Next Steps and Confirmation of Rescheduled Full ARC Meeting Date:

- Nil

11. General Business and Questions:

- Nil

12. Meeting Close:

10.20am

NEXT MEETING

TBA September 2025	2 October 2025	Q1 2026
Online & in person	Online & in person	Online & in person
Draft Fin Stmt review Audit progress Interim Audit review Asset Mgt update People & Culture	Audit Close Out Endorse Fin Stmts Risk Mgt Framework/ Policy review ARC review ARC Workplan 2026	Budget Project Plan Internal Control Review Int Audit Plan update Asset Reval Schedule People & Culture

ACTION ITEMS: CARRIED OVER TO NEXT MEETING

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14/2: 2	Update on Financial Statement preparation checklist to be provided at the next meeting including status of 2024/25 preparation.	24 April 2025	Kaylene Sloman	COMPLETED
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21/5:7:1	Advise ReadyTech Implementation team of change to implementation dates as per Audit and Risk Management Committee decision	24 April 2025	Kaylene Sloman	

From: Michelle Reynolds
Sent: Thu, 28 Aug 2025 00:58:17 +0000
To: Rick Britton; Jack Neilson
Cc: Shane Gray; Kaylene Sloman; Lily Williams; Tony Walsh; Liam Murphy; Frederick Manikan (PKF Brisbane Audit); Michael Claydon; Julie Woodhouse; Rachel Stevens
Subject: Boulia Shire Council - Changes to tomorrow's ARC meeting
Attachments: 20250829 Special Meeting Agenda.pdf

Dear Committee Members and Attendees

I wanted to provide an update regarding tomorrow's scheduled Audit & Risk Committee meeting.

There are some current challenges being faced by staff in finalising the full set of documents required under our Work Plan for tomorrow's meeting.

As such, I propose that we adjust the focus of tomorrow's meeting and reschedule the main meeting to a later date (in the next week or two).

Tomorrow's session will focus on:

- Hearing from our new CEO (his first meeting with us) and Anthony Ottaway, who is reviewing council operations and systems.
- Receiving an update from the Internal Auditor on recent audit outcomes
- Receiving an update from the External Auditor and QAO (noting that the auditors are on-site next week)
- Discussing the risks associated with matters raised in these updates
- Identifying and documenting key risks and mitigation measures arising from the CEO's initial review, the consultant's observations, and the internal audit findings.
- Outlining a path for improvement, including priorities for strengthening processes and systems to meet our transparency and compliance obligations.

This approach will allow us to address immediate risk and governance concerns while ensuring the main meeting, when rescheduled, can proceed with the full suite of required reports and documentation and with a focus on the improvement processes noted and discussed.

Thank you for your understanding and flexibility. I have attached a suggested agenda for tomorrow's special meeting – although given the topics we may move items as guided by the discussions.

We will confirm the new date for the full meeting as soon as possible.

Please let me know if you have any questions or additional items you would like included in tomorrow's discussion (noting that we will hold a full meeting in the coming weeks).

Kind regards
Michelle

Michelle Reynolds
Senior Accountant/Consultant

m: 0408 779 409

e: m.reynolds@genengsolutions.com.au

w: genengsolutions.com.au



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The GenEng Integrated Management System is certified under ISO 9001:2015, ISO 45001: 2018 and ISO 14001:2015

[Click here for email disclaimer](#)



BOULIA SHIRE COUNCIL

Address all correspondence to:
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ABN: 20 492 088 398

Email: admin@boulia.qld.gov.au
Tel: (07) 4746 3188

Special Meeting of the Audit & Risk Committee Agenda

Boulia Shire Hall & via Teams

29 August 2025

10:00am

INVITEES:

Chairperson:

Michelle Reynolds – Independent Member

Members:

Eric (Rick) Britton – Mayor & Council Member
Jack Nielson – Council Member

Advisors:

Internal Audit Representative – Tony Walsh – Walsh Accounting
External Audit – Liam Murphy, Erik Manikan - PKF
Queensland Audit Office - Rachel Stevens, Michael Claydon
ADO & Co Consultancy- Anthony Ottaway

Attending:

Shane Gray – Chief Executive Officer
Kaylene Sloman – Director of Corporate & Financial Services
Lily Williams - Secretariat

Apologies:

This adjusted meeting agenda is designed to address immediate governance and risk concerns, with a focus on operational insights and risk mitigation planning. The full ARC meeting will be rescheduled to allow for complete reporting in alignment with the Work Plan.

Agenda Items

1. Welcome and Opening Remarks – Chair
2. Declaration of Conflicts of Interest
3. Introduction of New CEO and Overview of Initial Observations
4. Presentation by Consultant on Council Systems and Operational Review
5. Internal Auditor Update
6. External Auditor Update
7. Discussion: Risks Associated with matters raised in the updates
8. Documentation of Key Risks and Mitigation Measures
9. Planning for Process and System Improvements – Priority Setting
10. Next Steps and Confirmation of Rescheduled Full ARC Meeting Date
11. General Business and Questions
12. Meeting Close



TITLE:	Financial Report for August 2025	DOC REF: 11.3.4
REPORT BY:	Graeme Gillam Finance Manager	DATE: 09/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 5: Robust Governance

5.2: Accountability

5.2.1: Ensure Council's financial activities are monitored and well managed

5.2.2: Maintain high standards of Corporate Governance through effective audits

5.2.3: Decisions on new or enhanced community assets or facilities are viewed with the future financial impact on Council`

5.2.4: Ensure transparency and accountability through integrated performance management reporting

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

Financial Summary as at 31st August 2025.

Cash Position:

The Cash Position determines the expected money the Council should have after every period.

	31-August-25	31-July-25
Cash at Hand	24,745,944	23,985,812
Net Cash Equivalent (Debtors-Creditors)	553,248	934,607
Total	\$25,299,192	\$24,920,419

Income

Total revenues to 31st August 2025 are \$3,501,685. This equates to approx. 13% of this year's budget.

Expenditure

Operating expenses to 31st August 2025 are \$2,346,954. This equates to approx. 8% of this year's budget.

Liquidity

CBA		\$354,900
Floats		\$1,105
Investments		
CBA At Call 4.35%	\$12,017,810	
QTC 4.40%	\$12,372,129	\$24,389,939
	Total	\$24,745,944

Additional Information on Cash Position:

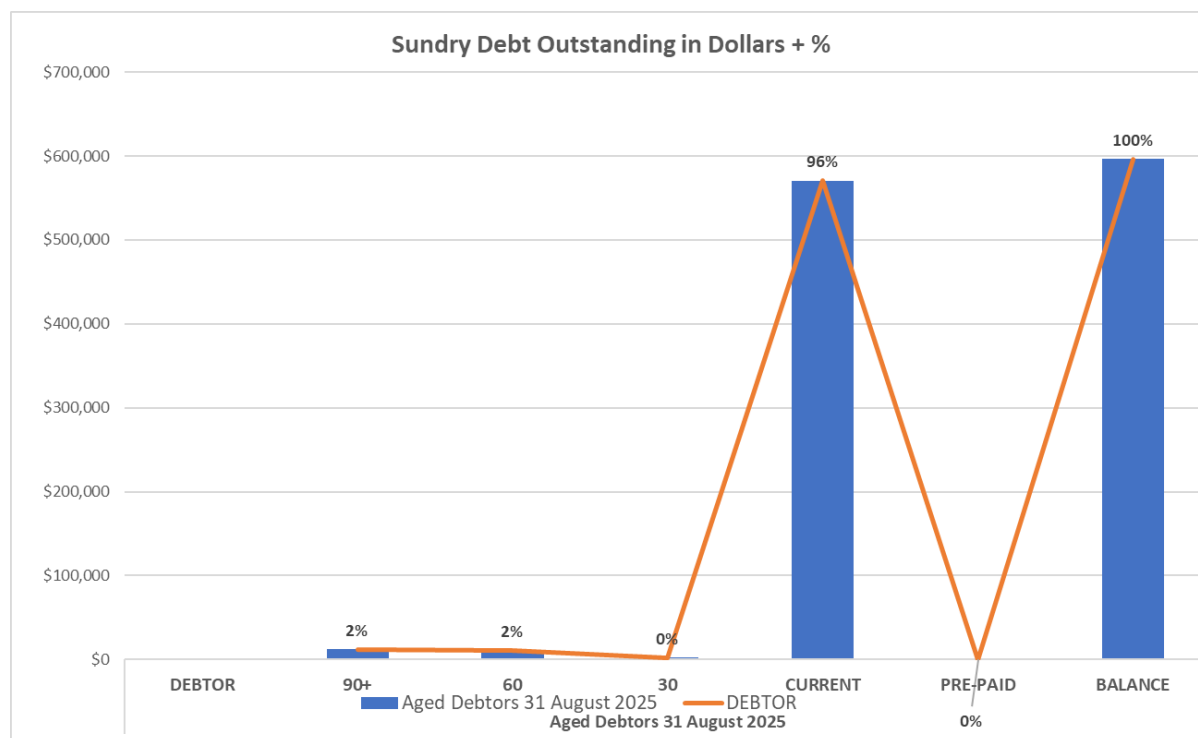
Cash Balances as at 31 August 2025		24,745,944
The following items need to be backed by cash		
Reserves 31st August		2,328,551
Funded Depreciation		
Depreciation accrued		816,667
Funded Employee Entitlements (Current and Non-Current)		(1,446,424)
Grant Funding (paid in Advance)		7,244,651
Working Capital Cash		1,500,000
Capital Grants		511,411
Operating Result for 2025/2026		643,321
Less Capital Expenditure 2025/2026		(1,755,950)
Backed by Cash		9,842,227
Cash unallocated as at 31 August 2025		14,903,718

Aged Debtors 31 August 2025

DEBTOR	90+	60	30	CURRENT	PRE-PAID	BALANCE
	\$ 12,144	\$ 11,023	\$ 2,298	\$ 570,737	\$0	\$ 596,202

90+ Days Outstanding

For this month, amounts greater than 90+ days total \$12,144, which constitute 2% of the total debtors. Payment arrangements are in place with all outstanding debtors.



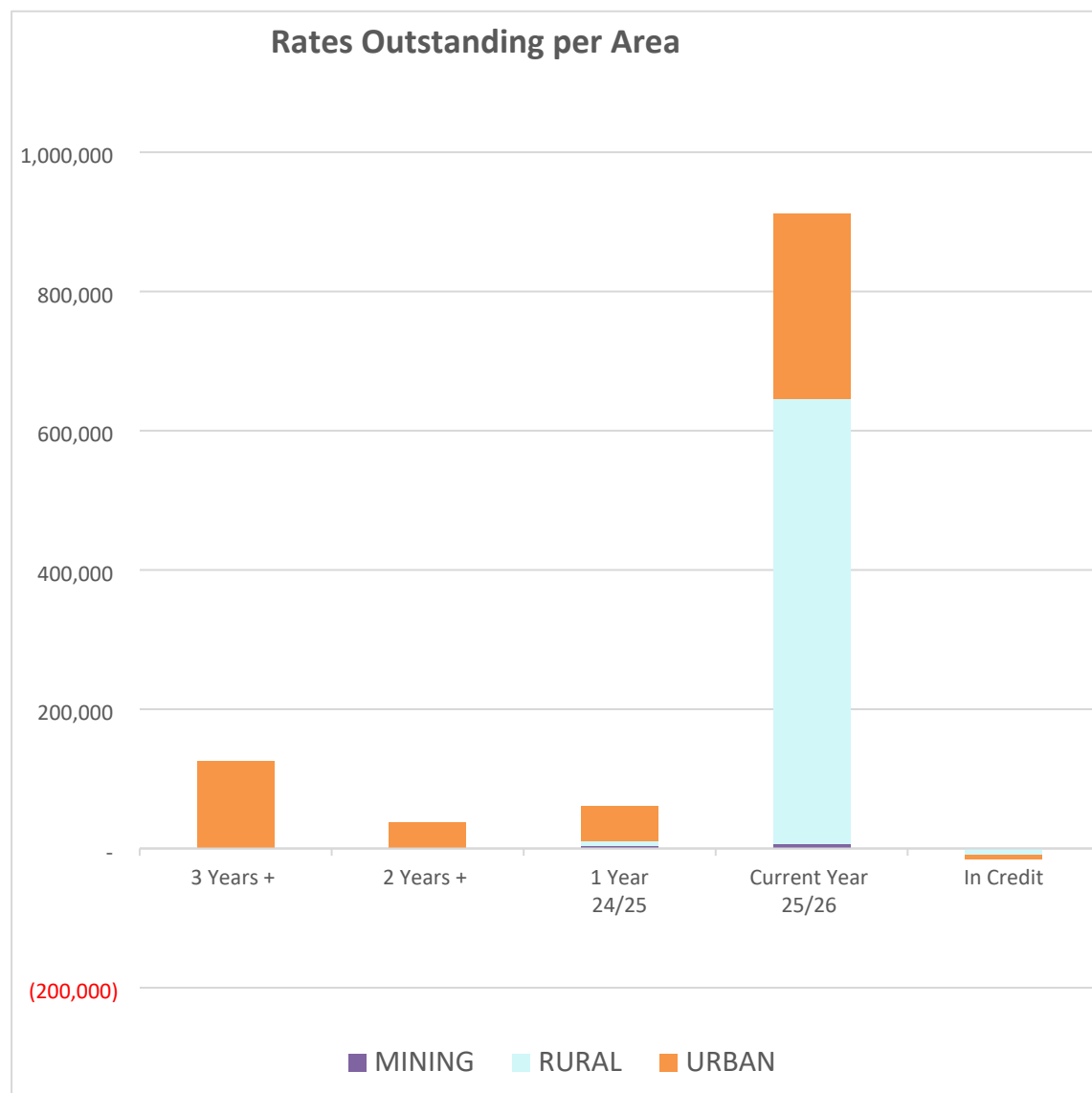
Creditors 31st August 2025

Total amount waiting for payment, not yet due is \$65,590

Rates 31st August 2025

Total outstanding \$332,612.

RATES	3 Years + \$	2 Years + \$	1 Year 23/24 \$	Current Year 24/25 \$	In Credit \$	Total Outstanding \$
URBAN	125,876	38,396	48,021	50,314	(6,939)	255,668
RURAL	-	-	9,263	79,890	(16,141)	73,012
MINING	-	-	112	3,820	-	3,932
ALL	125,876	38,396	57,395	134,025	(23,080)	332,612



CONSULTATION: Nil

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the Financial Report for August 2025 be received for information.

ATTACHMENTS:

1. FS Balance Sheets as at 31.08.25 [**11.3.4.1** - 1 page]
2. FS Cash Flow Statement 31.08.25 [**11.3.4.2** - 1 page]
3. FS Income Statement 31.08.25 [**11.3.4.3** - 1 page]
4. CONFIDENTIAL REDACTED - CONFIDENTIAL Income and Expenditure 31.08.25 [**11.3.4.4** - 3 pages]
5. CONFIDENTIAL REDACTED - Capital Budget 2025-2026 31-08-2025 [**11.3.4.5** - 4 pages]

Reviewed by Director of Corporate Services	Mrs Kaylene Sloman
Approved by Chief Executive Officer	Mr Shane Gray

BOULIA SHIRE COUNCIL**Balance Sheet****as at 31 August 2025***2025/2025 Actuals***Current Assets**

Cash and cash equivalents	24,745,944
Trade and other receivables	806,949
Inventories	547,670

Total Current Assets 26,100,563**Non-current Assets**

Property, plant and equipment	216,002,856
-------------------------------	-------------

Total Non-current Assets 216,002,856**TOTAL ASSETS** 242,103,418**Current Liabilities**

Trade and other payables	(253,701)
Borrowings	(96,295)
Provisions	(1,388,837)
Contract Liabilities	(1,017,280)

Total Current Liabilities (2,756,113)**Non-current Liabilities**

Borrowings	(1,007,834)
Provisions	(93,028)

Total Non-current Liabilities (1,100,861)**TOTAL LIABILITIES** (3,856,974)**NET COMMUNITY ASSETS** 238,246,444**Community Equity**

Asset revaluation reserve	104,746,798
Other reserves	2,328,551
Retained surplus	131,171,095

TOTAL COMMUNITY EQUITY 238,246,444

BOULIA SHIRE COUNCIL
Statement of Cash Flows
For the period ended 31 August 2025

	<i>2025/2026 Actuals</i>	<i>Original Budget 2025-26</i>
Cash Flows from Operating activities:		
Receipts from customers	975,964	5,726,000
Payments to suppliers and employees	(2,515,700)	(11,867,400)
	<u>(1,539,737)</u>	<u>(6,141,400)</u>
Interest received	92,872	715,000
Rental income	40,204	357,000
Non-capital grants and contributions	1,219,289	6,413,511
Borrowing costs	0	(36,000)
Net Cash Inflow (Outflow) from Operating Activities	<u>(187,373)</u>	<u>1,308,111</u>
Cash Flows from Investing activities:		
Payments for property, plant and equipment	(1,755,950)	(45,968,000)
Proceeds from sale of property, plant and equipment		
Grants, subsidies, contributions and donations	511,411	40,829,000
Net Cash Inflow (Outflow) from Investing activities	<u>(1,244,539)</u>	<u>(5,139,000)</u>
Cash Flows from Financing activities		
Proceeds from borrowings		2,000,000
Repayment of borrowings	0	(631,000)
Net Cash Inflow (Outflow) from Financing activities	<u>0</u>	<u>1,369,000</u>
Net Increase (Decrease) in Cash and Cash Equivalents held	<u>(1,431,913)</u>	<u>(2,461,889)</u>
Cash and Cash Equivalents at beginning of Reporting period	26,177,858	20,575,678
Cash and Cash Equivalents at end of Reporting period	<u><u>\$ 24,745,944</u></u>	<u><u>\$ 18,113,789</u></u>

BOULIA SHIRE COUNCIL
Income Statement
For the period ended 31 August 2025

	<i>2025/2026</i> <i>Actual</i>	<i>2025/2026</i> <i>Budget</i> <i>(Reviewed)</i>
Income		
Revenue		
Recurrent Revenue		
Net rate and utility charges	1,006,187	1,971,000
Fees and charges	90,645	240,000
Rental income	40,204	400,000
Interest received	92,872	820,000
Sales - contract and recoverable works	508,799	4,450,000
Other Income	52,111	130,000
Grants, subsidies, contributions and donations	1,219,289	7,600,000
Total Recurrent Revenue	<u>3,010,105</u>	<u>15,611,000</u>
Capital Revenue		
Grants, subsidies, contributions and donations	511,411	27,000,000
Sale of property, plant and equipment	-	-
Total Capital Revenue	<u>511,411</u>	<u>27,000,000</u>
Total Revenue	<u>3,521,516</u>	<u>42,611,000</u>
Total Income	<u>3,521,516</u>	<u>42,611,000</u>
Expenses		
Recurrent Expenses		
Employee benefits	(739,285)	(4,811,000)
Materials & Services	(1,627,500)	(28,145,000)
Finance Costs	0	(121,000)
Depreciation	0	(4,900,000)
Total Recurrent Expenses	<u>(2,366,784)</u>	<u>(37,977,000)</u>
Capital Expenses	-	-
Sale of property, plant and equipment	0	-
Total Expenses	<u>(2,366,784)</u>	<u>(37,977,000)</u>
Net Result Attributable to Council	<u><u>1,154,732</u></u>	<u><u>4,634,000</u></u>

11.4 Economic and Community Development

TITLE:	Economic & Community Development Report – August 2025	DOC REF: 11.4.1
REPORT BY:	Paul Bawden Economic & Community Development Manager	DATE: 8/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 1: A strong supportive community environment

1.1: Promotion of community events, services and facilities

1.1.1: Build a strong sense of community, capacity and pride by supporting partnerships

Key Priority 1: A strong supportive community environment

1.2: Respecting our culture and heritage, past, present and future

1.2.1: To preserve and promote the heritage and diverse cultures of our community

Key Priority 3: Economic Development - A sustainable local economy

3.4: Promote Boulia Shire and the RAPAD region as a region for tourism and development opportunities

3.4.1: All opportunities used to increase the shires exposure to the tourism market

Key Priority 6: Supporting local services and facilities

6.2: Support an active healthy community

6.2.1: Encourage and promote community wellbeing, including healthy and active lifestyles

Key Priority 7: Valuing our greatest asset – people

7.4: Tourism

7.4.1: Make Boulia the place on everyone's bucket list

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To provide Council with an update on the activities associated with the Economic and Community Development roles.

CONTENTS:

Tourism:

- MME Tourism Officer: With warmer weather at this time of the year Shire visitation has reduced.
- BHC Tourism Officer: The Centre has been receiving increased seasonal visitor activity across both independent travellers and bus groups.

Staff availability has improved with most of the flu across Boulia passing.

External Grants:

First Nations Sport & Recreation program: Investigations are well advanced with the Boulia Landcare Group on the provision of a presentation on bush management and the holding of a fishing competition in September.

This will be final activity under the State Government Sport & Recreation grant.

Queensland Remembers: Construction of the memorial artwork is complete and has been transported to Boulia ready for installation at the rotunda in the Herbert Street median for the 11 November unveiling.

An invitation has been forwarded to the State Government to confirm attendance of a representative to deliver the unveiling.

Performances and related activities at the Shire Hall:

A range of community activities have been undertaken/are being planned for the Shire Hall in the coming months including:

National Science Week: This was celebrated on 10 August with the support of University of Queensland, comprising contemporary scientific presentations, a quiz and sausage sizzle. Everyone enjoyed the evening.



Humphrey Tour: The performance by Humphrey Bear was held on 25 August and targeted the young and young at heart. With children from Boulia State School, presence of students from Dajarra State School and members of the community, the attendance exceeded 80, being the highest for some time.



Carnival: This innovative show has been scheduled for Thursday 11 September, targeted for a broad audience from children through to adults. It is described to comprise 'circus chaos and hoola hoop fun'. Following the performance the cast are to hold a workshop with the Boulia State School students.

It has been possible to arrange this UK event at no cost as the broader tour has been externally funded, and the cast seek to present to an isolated community.

CWA Spring Fair: This annual event will be held at the Shire Hall, opening at 10am Saturday 20 September.

Funny Mummies: The performance including comedy and cabaret has been rescheduled for Sunday 2 November.

Community Pool:

The pool opening schedule for the 2025-26 season is being finalised with the contractor. Due to staffing considerations, it is expected to be the same length as previously but will likely commence and conclude later than in recent years. A community notification will be circulated as soon as possible.

Community Sports Hall:

The air-conditioning is operating satisfactorily following maintenance earlier this year. Management arrangements are being reviewed to improve available sporting activities.

Minor Works:

Several minor projects are scheduled to be undertaken in September by the Work Camp, including painting of the recently erected Robinson Park entry arch and repairs to the tennis court fencing in Burke Street.

Library Activities:

Boulia Library Visitation:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2024	101	140	237	162	143	240	356	210	305	243	132	179
2025	94	168	189	205	105	217	486	197				

Hosted Red Nose Day: Organised morning tea at Library in partnership with Boulia Community Support – in recognition of Sudden Infant Death Syndrome (SIDS).

Planning Child Protection Week: Progressing with the Boulia Community Support staff for activities in September.

Support on Library Reporting: Work being completed on the RLQ Forward Plan - End of Year Report.

First 5 Forever: Children celebrated Book Week with a dress-up morning tea outside the library.
Prepared the September calendar.



First Nations Sports: Supported planning for the Fishing Competition in September.

Other activities: Coordinating the August / September Channel Country Chatter and planning the September school holiday program.

Consultation:

A range of consultation techniques have been pursued across the programs, including dialogue with community members, supporting committees and advertising local events.

Channel Country Chatter (CCC): Due to the impact of flu on staff availability a combined August-September document has been prepared.

GOVERNANCE IMPLICATIONS: Nil

RECOMMENDATION:

That the Economic and Community Development Report for August 2025 be received for information.

ATTACHMENTS: Nil

Reviewed and Approved by Chief Executive Officer	Mr Shane Gray
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TITLE:	Min Min Encounter & Boulia Heritage Complex Report August 2025	DOC REF: 11.4.2
REPORT BY:	Karen Savage Tourism Officer	DATE: 8/09/2025

CORPORATE PLAN REFERENCE:

Key Priority 1: A strong supportive community environment

1.2: Respecting our culture and heritage, past, present and future

1.2.1: To preserve and promote the heritage and diverse cultures of our community

1.2.2: To maintain, preserve, develop and provide access to our region's history

1.2.3: To promote the heritage, arts and cultures of our communities

Key Priority 6: Supporting local services and facilities

6.2: Support an active healthy community

6.2.2: Maintain a high quality of life by providing facilities and resources that encourage a secure, interactive, and progressive community lifestyle

RISK MANAGEMENT:

Information Report only - not applicable.

PURPOSE:

To report on the day-to-day operations of the Min Min Encounter (MME) and Boulia Heritage Complex (BHC) and to promote tourism in the Shire and surrounding region.

CONTENT:

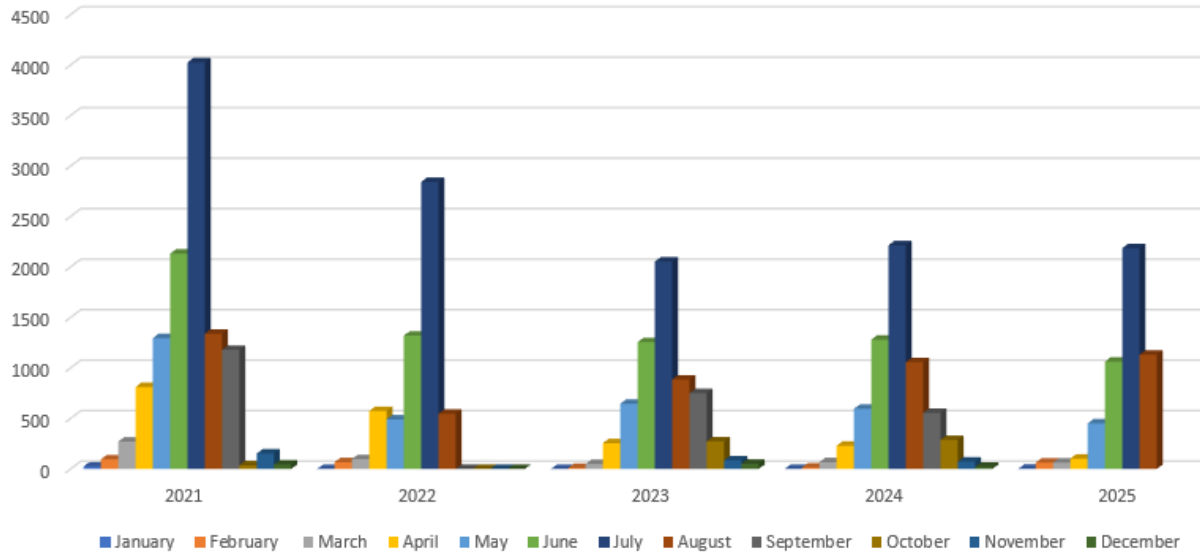
Monthly Activity Statistics: August 2025

Sales – tickets/merchandise	\$33,835.20
MME Total Visitor Stats	1131
MME Tickets	\$10,454
BHC Tickets	\$1,828.10
COMBO Tickets	\$8,279.10
Rezdy Online Bookings during the month (no payment taken)	0

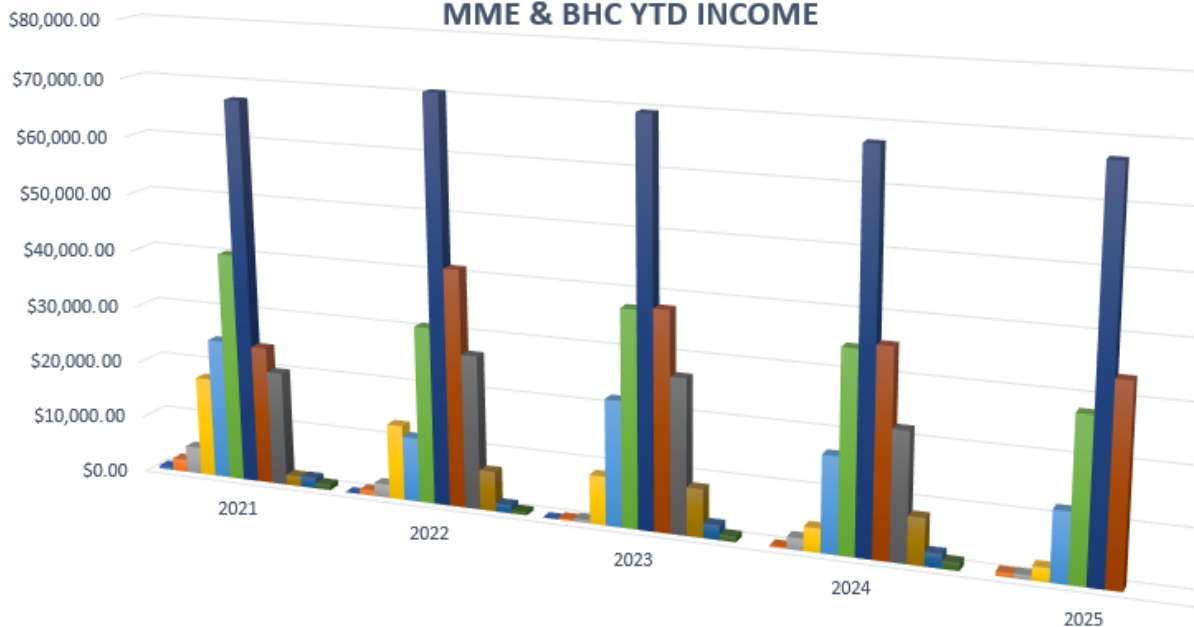
Social Media Statistics: August 2025

Social media pages	Reached
TripAdvisor Review	3 x Five-star reviews
Google Business Profile	275 profile views, 157 interactions, 53 website visits from the profile

MME & Heritage Complex Visitor Information



MME & BHC YTD INCOME



REPORT ON ACTIVITIES HELD FOR AUGUST:

Visitor Statistic Reporting:

- Explore Queensland Network survey to be completed on the 1st of each month.
- Outback Queensland (OQTA) monthly report emailed by the 10th of each month.

Visitor numbers this month exceeded last years numbers, however this trend was not carried through to income which was slightly lower than last year.

Group Bookings: Group bookings continued through the month of August with wonderful feedback from our tour groups.

Social media: Facebook posts reached 36,354 people this month with 938 interactions.

Explore Queensland Network: n/a

Merchandise: Merchandise continues to sell well and the percentage of our income from this has increased.

Boulia Heritage Complex: Numbers of visitors have increased, and income has increased 30% from August last year.

Min Min Encounter: Remains hugely popular although numbers show decline due to cost of living constraints. 5 star reviews have been left and many verbal recommendations are noted.

CONSULTATION: Nil

GOVERNANCE IMPLICATIONS: Nil

ADDITIONAL INFORMATION: Following Council's request for additional tabulated information an attachment has been added to this report and is expected to evolve over time.

RECOMMENDATION:

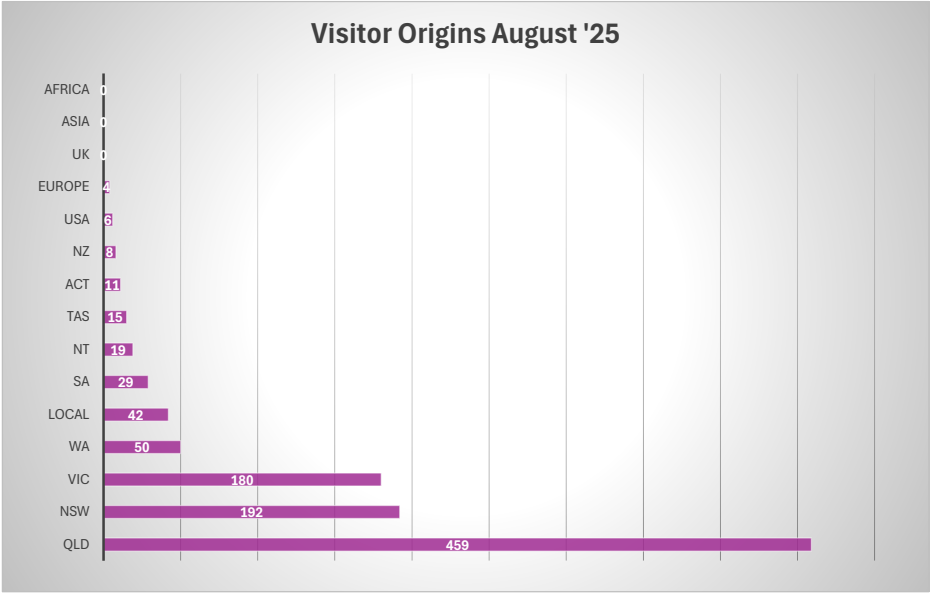
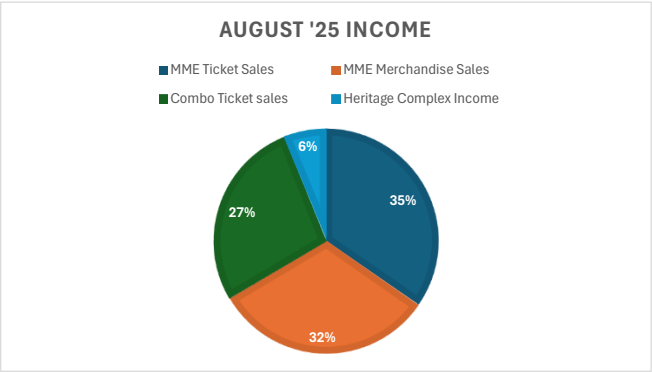
That the Min Min Encounter & Boulia Heritage Complex Report for August 2025 be received for information.

ATTACHMENTS:

1. Council Monthly Stats [**11.4.2.1** - 1 page]

Reviewed by Economic and Community Development Manager	Mr Paul Bawden
Approved by Chief Executive Officer	Mr Shane Gray

	JULY	AUGUST	SEP	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	MAY	JUNE
MME TOTAL VISITORS	2186	1131										
ENCOUNTER VISITORS	1051	533										
VISITOR INFORMATION	1135	598										
HERITAGE VISITORS	383	237										
TOTAL INCOME MME	\$67,110.95	\$33,835.20										
MME TICKET SALES	\$28,188.50	\$10,454										
MME MERCHANDISE SALES	\$21,157.84	\$9,611.50										
HERITAGE COMPLEX INCOME	\$2,227.81	\$1,828.10										
COMBO TICKET SALES	\$15,536.80	\$8,279.10										
VISITOR NUMBERS - LOCAL	17	42										
QLD	907	459										
NSW	546	192										
VIC	313	180										
SA	72	29										
WA	102	50										
NT	13	19										
TAS	65	15										
ACT	19	11										
NZ	22	8										
UK	2											
USA		6										
EUROPE	13	4										
ASIA												
AFRICA												



12 Closed Session

In accordance with the *Local Government Regulation 2012* (254J (3)), Closed Sessions of Council are not open to the public and may be closed for the following reasons:

- a) the appointment, discipline or dismissal of the chief executive officer;
- b) industrial matters affecting employees;
- c) the local government's budget;
- d) rating concessions;
- e) legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government;
- f) matters that may directly affect the health and safety of an individual or a group of individuals;
- g) negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government;
- h) negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967*;
- i) a matter the local government is required to keep confidential under a law of, or formal arrangement with, the Commonwealth or a State.
- j) an investigation report given to the local government under chapter 5A, part 3, division 5 of the *Local Government Act 2009*.

13 Late Reports

Nil

14 General Business

This item on the agenda allows Councillors to raises any other general business matters for discussion or future consideration.

15 Meeting Closure