

Quarterly Progress Report

Q3 January 2023 – March 2023



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Chief Executive Officer



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DISCLAIMERS

UNAUDITED FINANCIAL RESULTS: The financial statements contained within this document are unaudited and, while prepared with due care, may ultimately differ to the final audited financial statements within council's annual report. Any figures included in this report are indicative only, are subject to revision and are not to be taken as a definitive representation of council's financial performance. Audited financial results will not be retrospectively updated into this report and all figures contained within are static at the time of the reports preparation.

FORWARD LOOKING STATEMENTS: This document and any related attachments could contain forward looking statements or future oriented financial information. Where applicable, these statements are provided to allow the public to understand management and staff beliefs and/or opinions on future events or possible outcomes.

These statements are not guarantees or promises of future performance and undue reliance should not be placed on them. Forward looking statements involve unknown risks and other uncertainties, which may cause actual performance and financial results to differ materially from those expressed or implied in such forward-looking statements.

While these statements are based on what management and staff believe to be reasonable assumptions, there can be no assurances that forward looking statements will prove to be accurate as future events could differ materially from those anticipated. The reader is cautioned not to place undue reliance on any such forward looking statements contained within this document.

DATA SNAPSHOT: All data points contained within this report have been prepared with due care, are accurate to the best of the preparing party's knowledge and are to be considered a snapshot at the time of preparation. Due to the changing nature of the underlying data, for some points, future calculations applying the same parameters could yield different results to that portrayed in this snapshot. Where a difference is identified, the most recent figure should prevail. From time to time, council may restate data when parameters change.

All data should be read in conjunction with accompanying notes. Additionally, the reader is cautioned that the content is snapshotted at the time of preparation and is subject to change without notice.

1 EXECUTIVE SUMMARY

This report is developed shortly after the conclusion of each quarter to provide an update on council's progress, performance and operational outcomes. It comprises of several service measures, project status updates and financial measures. The report is broken down by business unit and each manager, in conjunction with their teams, have provided commentary on highlights, notable events, project progress and financial performance (Unaudited).

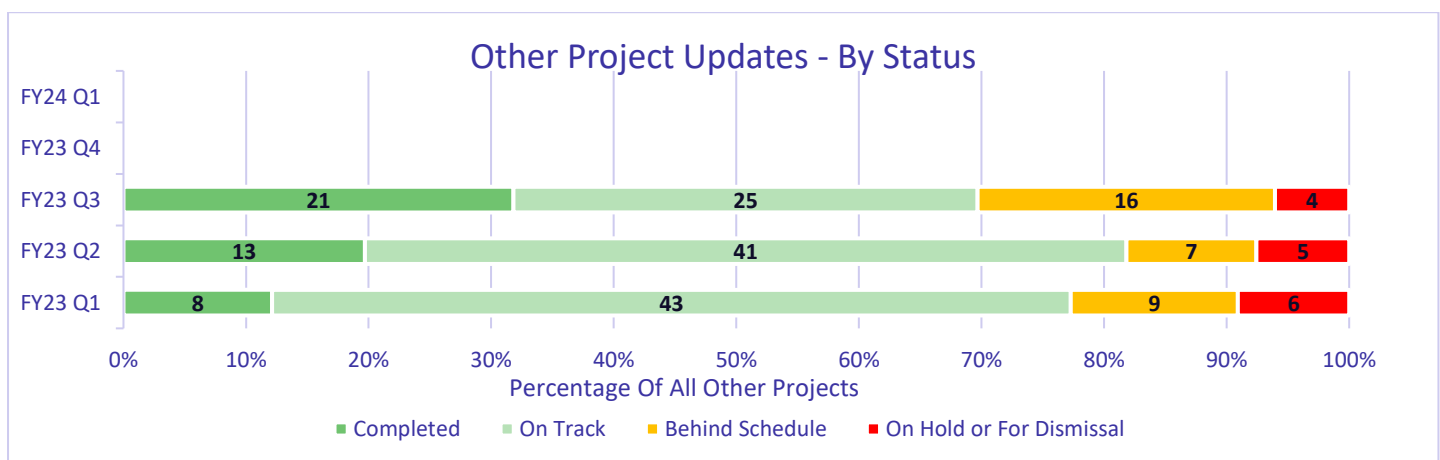
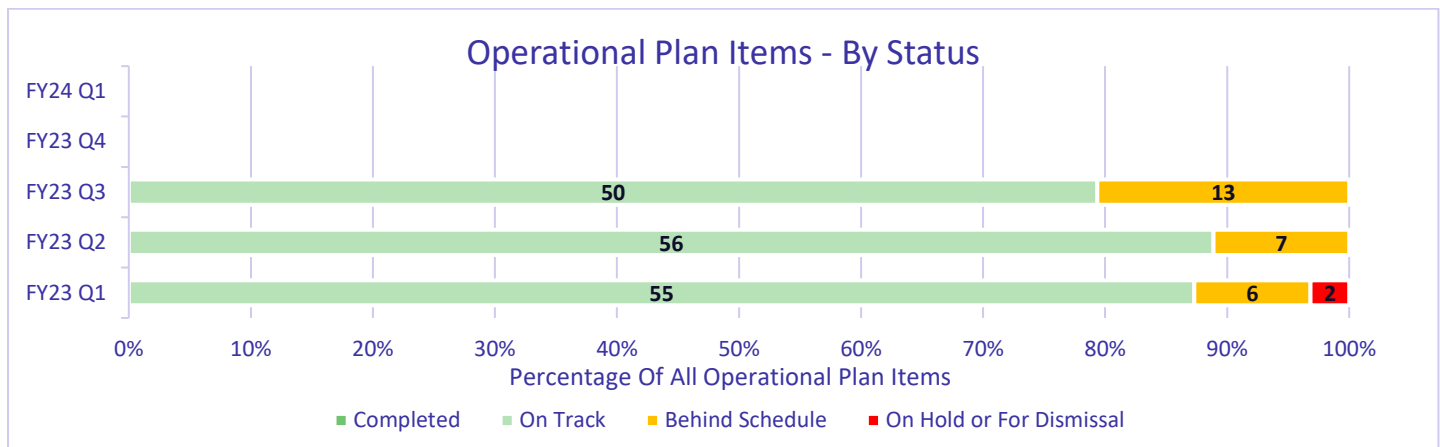
Of the collective 63 activities detailed in councils operational plan for this financial year, 79% (50) of the activities are considered on track in line with their expected timelines. Councils target is to have 80% of all operational plan activities on track or completed and, with 79% of our current listing falling within these parameters, Council is currently just below target.

Notably, human resourcing constraints are placing pressure on some areas of the organisation and, in turn, several timelines have been impacted. While every effort is made to alleviate these constraints in a timely manner, it is possible that some items may need to carry over to FY24.

An organisational summary has been included below with high level analysis of the organisations overall results completed by the executive management team.

1.1 PROJECT MEASURES

1.1.1 CHARTS



1.1.2 OBSERVATIONS

- 79% (50) of operational plan activities are on track for delivery or continuation throughout the quarter.
 - 1 Item that was previously behind schedule has now recovered ground, moving to on track.
 - 11% (7) of items previously on track have now fallen behind schedule, with most attributed to human resourcing challenges coupled with competing priorities.
 - Significant human resourcing challenges within the Assets, Facilities and Fleet area have resulted in an additional 2 items falling behind schedule, with 60% (3) of operational plan items in this area (5) now behind schedule.
 - A collective 4 items fell behind schedule in both the Office of the CEO (2) and Community Engagement (2) areas due to key staff vacancies in the respective teams.
- FY23 Q3 saw the completion and close out of a further 8 “other” projects with 7 of the 8 being in the Civil Works area.
- 1 “other” project that were previously on hold has now recommenced and is considered on track.
- 9 “other” projects moved from being on track to behind schedule
 - 6 of these “other” projects are in the Assets, Facilities and Fleet space and are subject to the significant human resourcing constraints previously noted.
- 6% (4) of “other” projects are considered ‘On Hold or for Dismissal’
 - 1 project is on hold pending new funding sources (Biggenden Streetscape Upgrade).
 - 2 projects are yet to commence.
 - 1 project is pending a funding decision (grant or other).

2 OFFICE OF THE CEO

2.1 OFFICE OF THE CEO

2.1.1 STRATEGIC PROJECTS

2.1.1.1 Highlights

Strategic projects continued the development and refinement of several strategic documents during the quarter with the key documents being the community engagement framework suite, comprising of a policy and supporting templates. The developed framework underwent community engagement during the period and, following some enhancements in response to feedback, was endorsed at Council's March general meeting.

While integration of this important suite is still to come, the adoption of these documents represents a significant step forward in this space.

2.1.1.2 Challenges

A vacancy in the strategic projects team has slowed progress on some elements of strategic project deliverables. The executive team assumed many of these duties, albeit in a somewhat limited manner, to progress some vital elements in this space. Recruitment for this key role is currently in progress.

2.1.2 GOVERNANCE, POLICY & RISK

2.1.2.1 Highlights

During the quarter Governance has focused on training and educating a number of employees about information privacy and information security. The *Information Privacy Act 2009* recognises the importance of protecting the personal information of individuals. It creates a right for individuals to access and amend their own personal information and provides rules for how Council must handle one's personal information.

2.1.2.2 Challenges

The community entrusts Council with their personal information. To maintain this trust, Council must handle personal information appropriately and safeguard it. This includes protecting personal information against loss, unauthorised access and other misuse as set out in the *Information Privacy Act 2009*.

The inadvertent or deliberate disclosure of personal information can have serious consequences for the individual whose privacy was breached, Council, if storing the information, and the employee or contractor who disclosed the information.

Council must ensure its employees are aware of their obligations when it comes to protecting personal information.

2.1.3 RESEARCH & ANALYSIS

2.1.3.1 Highlights

Research and analysis continued several ongoing bodies of work during the quarter with the most notable being the development and refinement of a continuous improvement program. The structured program brings recommendations from a number of different sources into the same place and applies agile/lean methodologies to prioritise and manage the overall pipeline.

While still under development, the team is confident that the structured continuous improvement program will facilitate positive progress throughout the organisation, resulting in improved efficiencies, greater controls and better outcomes for the community.

2.1.4 MEASURES

2.1.4.1 Workflow Measures

Workflow Measures - Office of the CEO – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of policies and/or administration directives formally approved and consequently brought into effect ¹	7	4	5		
Number of documented procedures formally approved and consequently brought into effect ¹	2	1	8		
Number of documented processes (work instructions) formally approved and consequently brought into effect ¹	0	0	0		
Number of councillor requests actioned or otherwise closed requiring no further action	108	88	44		
Number of internal Media support tickets actioned	387	313	213		
Number of Local Disaster Management Group (LDMG) meetings	3	3	1		
Number of District Disaster Management Group (DDMG) meetings	0	1	0		
Number of Local Disaster Management Group (LDMG) stand-ups	1	1	0		

Notes on results:

- Council maintains 15 Statutory Polices i.e a mandatory requirement under a Local Government Act to adopt by resolution – Currency 100%
- Final state process documentation (work instructions) are to be developed as part of close out steps in the LEAN process reviews. Neither review has progressed to this stage during the quarter. Refer to below update.

2.1.5 OPERATIONAL PLAN UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Continue LEAN process reviews across the organisation, pursuing appropriate continuous improvement opportunities as they arise and in keeping with available budgets.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Lean process improvement activities continued during the quarter. The current focus remains on stores and procurement. Following completion of an all staff survey related to current stores operations, stakeholder engagement around a potential way forward remains ongoing.

Progress has unfortunately been inhibited by known dependencies and competing priorities.

It is hoped that a fit for purpose future model can be developed in the coming months, giving regard to feedback received and observed bottlenecks.

**Continue development of a service catalogue for Council, defining sustainable and consistent levels of service across the region.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Councils service catalogue was expedited during the quarter with working documents created for many of Councils key services. While these working documents require significant refinement they provide a robust starting point, with most of the structural considerations now established.

Over the coming months, subject matter experts will look to progressively refine the working documents into a more usable reflection of subservices and activities delivered. Work will continue into Q4 and beyond as needed.

**Finalise development of a Community Engagement Framework and Strategy to ensure appropriate, timely, relevant liaison with community and other stakeholders.**

The draft community engagement framework and policy successfully underwent public exhibition during the quarter. Following engagement, several amendments were made, with the revised documents being tabled at Council's March general meeting along with a summary of community feedback on the matter.

Council adopted the revised community consultation and engagement policy and noted the revised framework document as presented. Consequently, the policy was brought into effect and both documents will guide council officers on engagement matters going forward.

Integration of the framework is intended to commence in the coming quarter, ensuring officers are familiar with the requirements of the framework and the value of the framework is maximised.

**Maintain risk registers to support Councillors and the organisation to discharge duties and address key organisational risks.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Further work has continued into FY23 to manage risk and embed a culture of robust risk management.

During the quarter, council officers continued to add risks identified across the wider organisation into SkyTrust - A software platform to support the management and monitoring of both strategic and operational risks.

**Consult with relevant parties on Indigenous Land Use Agreements.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

During FY22 Council formally connected with Queensland South Native Title Services (QSNTS) and a number of representatives of the Wakka Wakka people, with the intent of establishing communication channels and closer working relationships.

The first meeting of the above group was held in Q1 FY23.

There are a number of Native Title claims over land within the North Burnett Council region that remain before the Courts for determination. Further work will be undertaken with regard to Indigenous Land Use Agreements (ILUA) in FY23.

**Ensure continued quality assurance and oversight of external funding applications and projects is provided.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Council continued to actively monitor for government and commercial grant opportunities and undertake proactive grants management to complement essential services, as well as bespoke and value added Council activities.



Support Councillors with a well-documented, targeted advocacy strategy.

Corporate Plan Link *Prosperous Future – To Ensure Economic Growth for Future Generations*

Predominantly, advocacy has related to Federal Assistance Grants and improving Council's allocation. A strategy document is currently under development however, due to a key staff vacancy in the strategic projects space, progress is not as advanced as was first hoped.

With this vacancy now filled, work is expected to continue into Q4, with a view to have a preliminary draft completed within the quarter.



In partnership with relevant agencies, provide economic development support for the community.

Corporate Plan Link *Prosperous Future – To Ensure Economic Growth for Future Generations*

Predominantly delivered via Council's partnership with Burnett Inland Economic Development Organisation (BIEDO). The terms of this arrangement are currently under negotiation.



Leverage promotional opportunities for #VisitNorthBurnett and promote the region's tourism product through appropriate channels.

Corporate Plan Link *Prosperous Future – To Ensure Economic Growth for Future Generations*

Ongoing publicity maintained during the quarter with around 1 post per week via all available Visit North Burnett social media pages.



Support SES and explore sustainable models for future collaboration.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing liaison and support occurs for SES personnel, plant, equipment, activity program, review and improvement.

2.1.6 OTHER PROJECT UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Procurement of Software to manage Delegations and Authorised Person Powers

Procurement complete. Data has been added comprising of approximately 4000 local government powers. Training in the use of the software will commence April 2023.



Biggenden Streetscape Upgrade

This project has been placed on hold following the Australian Government's announcement that the Building Better Regions Fund (BBRF) will be discontinued and that round 6 applications will not proceed. Council was initially seeking \$2,751,420 from the BBRF (Round 6) with a Council co-contribution commitment of \$687,855.

Until alternate funding can be sourced, this project will remain on hold. While the Australian government has committed to establishing a new 'Growing Regions Program,' exact guidelines and eligibility criteria are yet to be released.

FY23 budget reallocated during December 2022 quarterly budget review – Project is dependent on grant funding

2.1.7 FINANCIALS

2.1.7.1 Divisional statement (Unaudited)

Note	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	102	101	1	41	31	10
Fees and charges	-	-	-	-	1	(1)
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	140	41	99	330	42	289
Total recurrent revenue	242	142	100	371	74	298
Capital revenue						
Grants, subsidies, contributions and donations	4	-	4	-	-	-
Total Capital Income	4	-	4	-	-	-
Interest received	-	-	-	-	-	-
Other income	-	-	-	-	-	-
Total Income	246	142	104	371	74	298
Expenses						
Recurrent expenses						
Employee benefits	1,094	1,147	53	1,061	1,101	39
Materials and services	628	741	113	516	809	293
Finance costs	-	-	-	-	-	-
Depreciation expense	185	111	(74)	170	111	(59)
Total	1,907	1,999	92	1,747	2,021	273
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	1,907	1,999	92	1,747	2,021	273
Net result	(1,661)	(1,857)	196	(1,376)	(1,947)	571

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2.1.7.2 Financial Commentary

The Office of the CEO net result for the nine (9) months ended 31 March 2023 was (\$1,661,000) as compared to the budget of (\$1,857,000). This represents a favourable variance of \$196,000 or 10.55%.

This is represented by a favourable variance respectively for total income of \$104,000, employee benefits of \$53,000, and materials and services of \$113,000 offset by an unfavourable variance for depreciation of (\$74,000), as compared to forecasts.

3 CORPORATE & COMMUNITY

3.1 INFORMATION MANAGEMENT

3.1.1 INFORMATION, COMMUNICATIONS & TECHNOLOGY

3.1.1.1 Highlights

Network upgrades

Staff and contractors have undertaken a number of extensions and repairs across the corporate wireless network recently. The upgraded network has now reached the main distribution tower in Eidsvold, with only one final hop to upgrade before staff can make use of the better service.

Upgrades and repairs have also been undertaken between Mt Perry and Biggenden to significantly improve service into the Council offices in that town. Network speeds will reach up to 6 times faster than the existing NBN-based service downstream, and a staggering 30 times faster upstream.

Server upgrades

Towards the end of the quarter, the ICT team have begun the rollout of new core and branch servers. These servers feature faster processors and more storage to allow us to grow our capabilities well into the future. More storage on branch servers means we can distribute large datasets across the network for lightning fast access no matter where a staff member is located.

Computer replacements

The 2022/23 computer replacements rollout has been finalised with a new batch of staff primarily located in Mundubbera and Mt Perry being moved to the laptop-first model. This model, together with improvements in our VPN service, mean that staff can work from virtually anywhere.

3.1.2 RECORDS

3.1.2.1 Highlights

The Records team is now back to a full capacity team of 2 full time and 2 part time staff. In the last quarter, there has been continued progress on writing internal records procedures for reference and training of new staff. Monthly internal NBRC-Ed training has started for all staff on Magiq Documents and Records Management Procedures.

There has been a major focus on the review of over 53 boxes for destruction. This will be the first destruction in several years. There has included a tidy up of the Records archives room to use space more effectively.

There has been broad internal stakeholder consultation for the restructure of internal 'Workspace' folders in Magiq Documents.

A presentation 'Record Keeping for Mayors and Councillors' was provided at the councillor workshop on March 3, 2023.

Records Management staff have been accessing training on Right to Information and Information Privacy Decision Making training with the Office of the Information Commissioner.

3.1.3 MEASURES

3.1.3.1 Workflow Measures

Workflow Measures – Information Management – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of internal ICT support tickets actioned	458	419	476		
Number of internal Records support tickets actioned	344	391	460		
Number of new records added to council's Electronic Document and Records Management System (EDRMS)	691	761	5,261*		
Number of records destroyed in line with (and as required by) retention and disposal schedules	0	0	0		

* Review of calculation process identified documents of certain types were excluded previously.

Notes on results:

Three internet outages occurred during this period. Two were due to an internet provider technical issue. The other was due to a Microsoft 365 system issue.

Two outages were approximately 45minutes in duration, while the second provider issue resulted in limited bandwidth for approximately three hours.

3.1.4 OPERATIONAL PLAN UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Continue development of an appropriate ICT strategy to guide Council ICT decision making, promoting uniformity and consistency, with a longer term, organisation wide outlook.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Strategy has been approved. Acquiring appropriate imagery so it can be stylised in line with the Corporate Plan.



Ensure best practice records management through continuous improvement and incremental change, as appropriate.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A business as usual (BAU) activity. A strategic review has been completed and a budget request has been submitted for the 2023/24 financial year to implement identified change opportunities. Monthly training through NBRC ED for all administration staff has been implemented. There has also been continued progress with writing of internal records procedures.



Continue to support the organisation with effective first point of contact support and back of house ICT operations, proactively minimising potential downtime, maintaining ICT infrastructure and taking steps to protect against information or infrastructure threats.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A business as usual (BAU) activity. The computer replacement program has been completed along with the planned upgrades to the managed wide area network services. Upgrades to the backup network are in progress.

**Operate the remaining Eidsvold TV retransmission tower until early 2023 whilst planning for decommission pursuant to council resolution.**Corporate Plan Link *Sustainable Communities – To retain Population and Attract Investment*

The decommission of the equipment at Eidsvold has been postponed as per Council resolution 2023/16

That Council resolves to amend the resolution 2021/42 of 28 April 2021, item 7.1, bullet point 3 – to read as follows:

1. To decommission all digital television retransmission equipment at the Eidsvold tower with a view to effecting shutdown on the following date - 30 June 2023.
2. Should retransmission equipment fail at any time prior to 30 June 2023 that renders the retransmission inoperable, then retransmission shutdown will be from the date of the failure.

**Continue to manage CCTV operations in key Council areas for community safety and asset security.**Corporate Plan Link *Sustainable Communities – To retain Population and Attract Investment*

A business as usual (BAU) function. Policies and procedures are being developed to include upgrading of aging systems, identifying and prioritising installation locations, and developing an appropriate maintenance program.

3.1.5 OTHER PROJECT UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal

**Online Payments**

Council's software provider continues to have difficulty importing the payment transaction files from NAB. They have again referred the issue to their development team to rectify.

**Core Servers (Gayndah)**

Physical installation of servers is underway.

**Branch Servers (Biggenden, Eidsvold, Mt Perry, Monto, Mundubbera)**

Servers have arrived and have had their firmware updated. Initial configuration has been applied. Physical installation of servers has begun.

**PC Laptop Replacement (MUN,PER)**

Computer replacements have been completed.

**Wireless WAN (EID Hackwood) (Cania – Monto & Mt. Archers – Gayndah)**

Equipment has been installed for the Eidsvold/Hawkwood and Mt Perry/Biggenden Links.

Equipment for the Cania/Monto and Archers/Mt Gayndah links has been ordered.

**Digitisation**

The process and related procedures have been drafted. Review by industry expert to be undertaken.

**SAN Storage**

Request for Quotation (RFQ) has been issued and quotes have been received. Decision on successful quote to be made.

**CCTV**

Existing CCTV systems have been audited and a scoping document is being finalised.

3.1.6 FINANCIALS

3.1.6.1 Divisional statement (Unaudited)

	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
Note	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	-	-	-	-	-	-
Total recurrent revenue	-	-	-	-	-	-
Capital revenue						
Grants, subsidies, contributions and donations	-	-	-	-	-	-
Total Capital Income	-	-	-	-	-	-
Interest received	-	-	-	-	-	-
Other income	1	-	1	-	-	-
Total Income	1	-	1	-	-	-
Expenses						
Recurrent expenses						
Employee benefits	432	448	16	291	486	195
Materials and services	626	1,151	525	817	949	133
Finance costs	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	-
Total	1,058	1,599	541	1,108	1,435	328
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	1,058	1,599	541	1,108	1,435	328
Net result	(1,057)	(1,599)	542	(1,108)	(1,435)	(328)

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3.1.6.2 Financial Commentary

Information, Management net result for the nine (9) months ended 31 March 2023 was (\$1,057,000) as compared to the budget of (\$1,599,000). This represents a favourable variance of \$542,000 or 33.90%.

Expenditure is favourable to budget as payment plans have been put in place to spread the cost over the year, as compared to incurring all up front as forecast.

3.2 FINANCIAL SERVICES

3.2.1 FINANCE

3.2.1.1 Highlights

Council has concluded the sale of land for overdue rates and charges which commenced in February 2022. Properties which had been sold at the two (2) public auctions held in Gayndah town hall on 6 September 2022, and in the Mt. Perry town hall on 29 November 2022 have been settled. Properties which remained unsold have been sold by negotiation, with two (2) remaining properties being acquired by Council.

General rates as at 31 March 2023 was \$11,324,734 which is favourable to budget by \$62,387. Discounts take-up for 2022-2023 year-to-date is 88.89% compared to the discount take-up in the 2021-2022 year of 89.03%.

Interest received on investments of \$652,000 is higher than the budget as of 31st March 2023 of \$198,000, representing a favourable variance of \$454,000. This is due to the improved investment interest rate environment as the official cash rate has increased.

Annual general insurance cost for 2022-2023 was \$1,153,060, which represents an 8.27% increase on 2021-2022.

Council has progressed work on enabling the sale of the allotments at the Mundubbera subdivision. Council has settled the sale of properties which are in excess of Council needs. This includes Stuart Street, Monto and 9 Augusta Street, Mt. Perry

3.2.1.2 Challenges

Recruitment to fill current vacancies within the Financial Services Team.

3.2.2 PROCUREMENT

3.2.2.1 Highlights

Council has completed the introduction of the Local Government Association of Queensland (LGAQ) procurement software (NexGen) which incorporates Vendor Panel and Arc Blue. This will assist Council to provide tools to aid staff in procurement and prompt users with the steps required to conform with the Procurement Policy of Council. Arc Blue will enable detailed analysis of Council's procurement in a graphical presentation. Such analysis will reflect levels of local purchases, and a breakdown of expenditure categories. As part of this project, Council has implemented the advanced contract management module within Vendor Panel, which will assist Council to ensure compliance within respective Contracts by documenting insurances and workplace, health and safety (WHS) records.

Council has commenced the tender process for rubbish collection services, and the procurement of a contractor to prepare the construction designs to recap the landfill sites.

3.2.2.2 Challenges

Management is continuing to review the procedures required in development of a centre-led procurement strategy. Management is also investigating the internal audit recommendations of developing a centre-led procurement model.

3.2.3 MEASURES

3.2.3.1 Workflow Measures

Workflow Measures – Financial Services – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of internal Finance support tickets actioned	537	458	453		
Number of creditor accounts having received at least one payment in the period	462	466	434		
Number of all purchase orders raised (created) within the period ²	2153	2043	1933		
Number of purchase orders raised (created) with local suppliers within the period ^{2 3}	1039	961	959		
Number of purchase orders raised (created) by the finance or procurement teams within the period ²	286	257	321		

Notes on results:

There were 458 finance support tickets actioned in Q2 with 79% being actioned within five (5) business days.

3.2.4 OPERATIONAL PLAN UPDATE

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Identify and assess continuous improvement opportunities as well as any potential additional controls to enhance council's financial system practises.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

The introduction of quarterly performance reporting has led to improvements in financial reporting related to Council's operations. Council has reviewed the December 2022 Quarterly Budget Review and made changes to the operational budget as recommended.



Ensure effective and efficient procurement, stores and purchasing practices, pursuing continuous improvement opportunities and/ or additional controls, where appropriate.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A review has been completed of Procurement. An implementation program to improve stores and purchasing practices is continuing. This includes analysis of providing a centre-led procurement model and further scoping surrounding potential stores enhancements.



Continue leases and contracts implementation, maintenance, and review, to efficiently provide Council owned facilities and land for community groups and commercial entities and meet public sector governance standards.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Review and updating of leases have continued, for Council owned facilities and land, with community groups and/or commercial entity tenants.

3.2.5 OTHER PROJECT UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Financial Reporting Review

Council has successfully implemented its annual reporting software provided by LG Solutions. This has enabled improvements in the preparation of the annual financial statements and will assist in improving Council's maturity in this task as identified in the financial reporting review.



Strategic Procurement Processes

In Q3, Council has commenced the tender for Facilities to determine the pre-qualified suppliers of facilities contractor services. In addition, preparations for the tender for the kerbside rubbish collection service as well as the construction and design of landfill capping has commenced.

3.2.6 FINANCIALS

3.2.6.1 Divisional statement (Unaudited)

	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
	Note	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000 Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges		10,792	10,735	57	9,720	9,810 (90)
Fees and charges		65	37	28	103	36 67
Sales Revenue		-	-	-	-	-
Grants, subsidies, contributions and donations		1,072	1,082	(10)	3,659	3,246 413
Total recurrent revenue		11,929	11,854	75	13,482	13,092 390
Capital revenue						
Grants, subsidies, contributions and donations		-	-	-	-	-
Total Capital Income		-	-	-	-	-
Interest received		652	198	454	114	217 (104)
Other income		44	130	(86)	110	127 (18)
Total Income		12,625	12,182	443	13,706	13,436 268
Expenses						
Recurrent expenses						
Employee benefits		1,148	1,232	84	1,036	996 (39)
Materials and services		1,431	950	(481)	1,359	1,111 (248)
Finance costs		34	31	(3)	32	31 (1)
Depreciation expense		19	111	92	105	111 7
Total		2,632	2,324	(308)	2,532	2,249 (281)
Capital Expenses						
Loss on disposal of non-current assets		-	-	-	294	- (294)
Provision for landfill and quarry restoration		-	-	-	-	-
Total		-	-	-	294	- (294)
Total expenses		2,632	2,324	(308)	2,826	2,249 (575)
Net result		9,993	9,858	135	10,880	11,187 (307)

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3.2.6.2 Financial Commentary

Financial services net result for the nine (9) months ended 31 March 2023 was \$9,993,000 as compared to the budget of \$9,858,000. This represents a favourable variance of \$135,000 or 1.37%.

This is represented by a favourable variance respectively for total income of \$443,000, employee benefits of \$84,000 and depreciation of \$92,000 offset by an unfavourable variance in materials and services of (\$481,000) and finance costs of (\$3,000), as compared to forecasts.

Total income has increased due to an increase in interest received which is \$454,000 above forecasts. Interest received is higher than anticipated mainly due to increased interest rates on our Queensland Treasury Corporation (QTC) cash funds, moving from an annual rate of 0.76% to 3.95%.

3.3 COMMUNITY ENGAGEMENT

3.3.1 CUSTOMER SERVICE & LIBRARIES

3.3.1.1 Highlights

The Customer Service and Libraries (CSL) team continues to work towards streamlining our service delivery, focusing on Council's core business functions. Our Contact Centre is meeting targets and will focus on continuous improvement to process to increase first point resolution.

CSL staff attended a cemeteries training day at Mt Perry recently. This training targeted a number of improvements in Council's cemetery processes, which included workflow adjustments, application form updates and CSL staff cemetery procedural updates.

3.3.1.2 Challenges

The CSL section previously restructured, with a loss of long term CSL Officers from the team. This created a gap in knowledge within this team.

A substantial recruitment process was undertaken to ensure sites were appropriately staffed. Our team now consists of multiple new members, with a strong customer experience ethos, starting their local government careers. Sufficient time for training and access to accurate resources and information will be critical in ensuring we can continue to deliver an efficient, effective and positive customer experience to all.

Additionally, casual staff members commenced during Q3 and are being trained in customer service and libraries, contact centre (where applicable) and staffing duties at the Reginald Murray Williams Australian Bush Learning Centre in a temporary, non-ongoing capacity.

Recruitment and retention of suitable staff is an ongoing challenge.

3.3.2 COMMUNITY DEVELOPMENT

3.3.2.1 Highlights

Officers successfully delivered our first Regional Australia Day celebration in Eidsvold on the 26 January 2023, with more than 400 people in attendance. The day commenced with a BBQ breakfast, following by the official Awards and Citizenship ceremony, including an inspiring address from our Australia Day Ambassador, Rowena Dionysius. An overview of the event and official photographs are available online at www.northburnett.qld.gov.au/australia-day-2023

The Communities team have partnered with various organisations to deliver workshops or programs in the region. This included

- Partnership with Monto Neighbourhood Centre to offer our first Monto Safer Internet Day.
- Continued partnership with Ascend Learning to deliver Science and Robotics workshops in the region.
- Partnered with a range of organisations to deliver the Regional Australia Day Event in Eidsvold including the Lions Club of Eidsvold, Eidsvold Horse and Pony Club, Eidsvold QCWA and the Eidsvold State School.

Additionally, the team have established a First 5 Forever program group to deliver Storytime and outreach programs. This is a small team consisting of our Library Programming Officer and Communities Officer, as well as two Customer Service and Library Officers. Internal cross training continued with three additional officers throughout the quarter, building capacity and mitigating program delivery risks. Customer Service

and Library Officers and are also eagerly awaiting formal training to be offered in 2023 by State Library of Queensland (SLQ).

Furthermore, in August each year, Public Libraries are required to complete a range of reports for State Library of Queensland (SLQ). State Library use this data and information to determine if we are meeting our Service Level Obligations and Library standards. On the 9 February 2023 Council was notified that we have met our obligations for FY22. This is a significant achievement considering the challenges faced over the past two years with COVID and the Service Delivery Review implementation phase.

3.3.2.2 Challenges

The Communities team is a small but dedicated team covering a broad range of functions. The team have continued to experience staffing challenges in Q3, FY23 due to unplanned extended leave periods by multiple team members. Consequently, some activities have been impacted including delaying the release of the Community event/project and Major Event grant and attendance at Human, Social and Economic Disaster Recovery support group meetings has been limited. Staffing challenges are likely to continue in Q4, FY23

3.3.3 REGINALD MURRAY WILLIAMS CENTRE

3.3.3.1 Highlights

The Reginald Murray Williams Australian Bush Learning Centre continually hosts art exhibitions throughout the year. During Q3 the centre hosted Amanda Wager's 'Understanding Fine Arts Through the Eyes of a Uni Student' exhibition from 02/01/2023 to 28/02/2023. The centre also hosted Sue Robinson's 'Visual Language' exhibition from 01/03/2023 to 30/04/2023.

During Q3 the Centre recognised 12 months of its new operating hours.

3.3.3.2 Challenges

In Q1, Council invited expressions of interest for the sale or lease of the Reginald Murray Williams Australian Bush Learning Centre. The expressions of interest received were not accepted and the long-term future of the Centre is yet to be determined by Council.

The uncertainty of the Centre creates challenges for long term planning, staff arrangements and promotion. A significant reduction in patronage has occurred, which can be partly attributed to COVID and, more prominently, reduced social media presence and online activity. A clear direction and adequate staffing of the centre is required to improve performance of this site.

3.3.4 MEASURES

3.3.4.1 Workflow Measures

Workflow Measures – Community Engagement – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of phone interactions via customer contact centre	4201	3202	3733		
Number of calls received by afterhours service	58	157	58		
Number of customers visiting Biggenden Customer Service & Library (CSL) centre ⁴	1232	814	998		
Number of customers visiting Gayndah Customer Service & Library (CSL) centre ⁴	3179	2220	2500		
Number of customers visiting Mundubbera Customer Service & Library (CSL) centre ⁴	3539	2181	1802		
Number of customers visiting Eidsvold Customer Service & Library (CSL) centre ⁴	1670	939	878		
Number of customers visiting Monto Customer Service & Library (CSL) centre ⁴	3405	3075	3059		
Number of customers visiting Mt Perry Customer Service & Library (CSL) centre ⁵	505	374	484		
Number of customer interactions via Biggenden Customer Service & Library (CSL) centre	737	475	395		
Number of customer interactions via Gayndah Customer Service & Library (CSL) centre	1995	1072	1596		
Number of customer interactions via Mundubbera Customer Service & Library (CSL) centre	705	484	732		
Number of customer interactions via Eidsvold Customer Service & Library (CSL) centre	416	426	401		
Number of customer interactions via Monto Customer Service & Library (CSL) centre	1948	1597	1949		
Number of customer interactions via Mt Perry Customer Service & Library (CSL) centre	420	287	376		
Number of visitors to the Reginald Murray Williams Centre	1697	616	467		
Number of campers staying at the Reginald Murray Williams Campgrounds	243	42	20		
Number of total library borrowings (physical items) ⁶	7521	6890	6639		
Number of total eResource borrowings (electronic items) ⁷	1448	1488	TBA		
Number of First 5 Forever (F5F) sessions conducted (Library sessions only)	0	38	72		
Number of attendees at First 5 Forever (F5F) sessions (Library sessions only)	0	140	203		
Number of Library Program sessions conducted (excluding F5F Library sessions)	21	8	2		
Number of attendees at Library Programs (excluding F5F Library sessions)	379	87	4		

Notes on results:

- Q3 afterhours calls decreased primarily due to the previous influx of calls during the Christmas closure period and disaster events in Q2.
- Q1 & Q3 are rating periods, therefore customer interactions and visitors to the Customer Service & Library (CSL) centres are typically higher than those in Q2 & Q4.
- Number of customers visiting Mundubbera Customer Service & Library (CSL) centre includes Council and Library customers as well as customers visiting the Mundubbera Art Gallery.
- Borrowing of physical library items decreased from Q1 to Q2 and Q3. This is a common trend due to Christmas closure and holiday period.
- eResource Data for Q1 and Q2 are similar, however, usage is different. Q1 had 1242 of downloaded items (e.g. eBooks) plus 206 views in Ancestry whilst Q2 had 1487 downloads and 1 login to Ancestry.
- eResource Data for Q3 is not available at the time of drafting the report.
- First 5 Forever (F5F) Storytime recommenced in all Libraries from 31 October 2023. F5F data only includes children attending sessions and excludes caregivers/adults.
- Programming figures in Q1 are higher than Q2 and Q3 due to School Holiday Science and Robotics workshops, which attract strong engagement by primary school aged children. In addition, Q3 programming for non-storytime sessions is low due to the Communities team focusing on Australia Day.

3.3.5 OPERATIONAL PLAN UPDATE

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal

**Continue development of a Libraries Strategy.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Libraries strategy research and drafting has commenced, however, work on the strategy stalled in Q3 2023 due to staffing challenges in the Communities team and the delivery of our first Regional Australia Day celebration.

**Implement a revised customer experience charter.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A review of the customer experience charter has commenced, however, work has stalled in Q3 due to staffing challenges and a key staff vacancy.

**Deliver the North Burnett Transport Service as per TransLink contract.**

Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

A business as usual (BAU) function. The Transport service is being delivered in keeping with contractual requirements.

On Tuesday, 8 November 2022, the North Burnett Transport Service (NBTS) had our annual Operator Accreditation Audit with the Department of Transport and Main Roads. Official correspondence dated 21 December 2023 informed NBTS that all aspects of the audit had passed and our operating processes and records are maintained to a standard that meets the requirements of the Transport Operations (Passenger Transport) Act 1994.

The first replacement bus for the North Burnett Transport Service (Toyota Coaster to replace Mitsubishi Rosa) was ordered in Q2, FY23. It is expected that the Toyota Coaster will arrive by the end of FY23.

**Deliver library services as per State Library of Queensland Service Agreement, including First Five Forever Programming.**

Corporate Plan Link Sustainable Communities – To Retain Population and Attract Investment

A business as usual (BAU) function.

In August each year, Queensland Public Libraries are required to complete a range of reports and metrics for State Library of Queensland (SLQ). State Library use this data and information to determine if a Library Service is meeting Public Library Standards and Service Level Obligations. On the 9 February 2023 Council was notified that we have met our obligations for FY21/22.

Library programming has continued with a range of events including First Five Forever outreach sessions (e.g. Kindy and School visits) and Safer Internet Day in Monto. First Five Forever Storytime sessions continued at each library. The Mundubbera program continues to have strong engagement with 10-14 children attending each session.

**Deliver key regional community events of Australia Day and Youth Week and support other community events in line with Council policy, budget and available resources.**

Corporate Plan Link Sustainable Communities – To Retain Population and Attract Investment

A business as usual (BAU) function.

The Communities team successfully delivered our first Regional Australia Day celebration in Eidsvold on the 26 January 2023, with more than 400 people in attendance. An overview of the event and official photographs are available online at northburnett.qld.gov.au/australia-day-2023. The 2023 Australia Day Community Events grant acquittal is due to be completed in Q4, 2022/23.

Youth Week planning has commenced and promoted via media channels. The Monto and Eidsvold events will be supported by the Monto Neighbourhood centre.

**Continue capacity building exercises with local community groups to ensure best practice project management, access to external funding, collaborations with other groups and projects that align with endorsed Council strategies.**

Corporate Plan Link Sustainable Communities – To Retain Population and Attract Investment

The Communities team are continuing to explore partnership opportunities and in discussions with a consultant to deliver grants capacity building workshops specific to Arts and Cultural and sporting grants.

A range of community groups applied for funding in the latest Gambling Community Benefit Fund super round and one group applied for funding in the first round of the Minor Infrastructure Program. The Communities team worked with groups to understand their project scope and coordinated letters of support prior to the funding round closing.

**Continue to work with the community to maintain and deliver museum and art gallery facility programs across the region.**

Corporate Plan Link Sustainable Communities – To Retain Population and Attract Investment

Ongoing support provided for Mundubbera Art Gallery. Support extended to Reginald Murray Williams Australian Bush Learning Centre Gallery to display rolling exhibitions throughout the year. Ongoing meetings and support provided to Gallery groups across the region.

**Deliver responsible and effective community grants that support sustainable community events and projects across the region.**Corporate Plan Link [Sustainable Communities – To Retain Population and Attract Investment](#)

In-kind support applications continue to be assessed on a regular basis.

Community grants (Major events, small events and projects) release has been delayed due to resourcing within the Communities team.

The Communities team have been in contact with RSL Subgroups and Service groups across the region to discuss ANZAC Day commemorative services and the various ways Council can support their service planning.

**Deliver Mundubbera and Eidsvold community gym services whilst investigating longer term, sustainable delivery options.**Corporate Plan Link [Sustainable Communities – To Retain Population and Attract Investment](#)

Both Gyms are operating and with stable membership base between FY 22-21 and FY 22-23.

A review on gym viability (e.g. financial) is planned with an aim to complete the review by end of 2023.

**Deliver streetscape funding program in keeping with endorsed policy.**Corporate Plan Link [Prosperous Future – To Ensure Economic Growth for Future Generations](#)

The Communities team continue to support the Streetscape funding program, targeted at local businesses, in lieu of an economic development team. A small volume of applications continue to be submitted for this program.

**Operate the Reginald Murray Williams Australian Bush Learning Centre whilst investigating long term sustainable delivery options.**Corporate Plan Link [Prosperous Future – To Ensure Economic Growth for Future Generations](#)

Reginald Murray Williams Australian Bush Learning Centre has been staffed and continues to trade. Centre services are currently delivered with fixed term / casual staff. An Expression of Interest for sale or lease of the facility was completed in May 2022. A formal tender process is planned for 2023.

3.3.6 OTHER PROJECT UPDATES

Key:



Completed

In Progress –
On TrackIn Progress –
Behind ScheduleOn Hold or For
Dismissal**Disaster Recovery Human Social and Economic subgroup leadership and coordination**

Post two events impacting the North Burnett Council region – Ex Tropical Cyclone Seth – Flooding event and SE Qld Rainfall and Flooding, the communities team led and coordinated stakeholders to facilitate recovery support to impacted residents.

In Q3 FY23, Human Social and Economic Recovery subgroup meetings continued with key stakeholders focused on discussing funding opportunities and potential projects that build capacity and resilience across our communities.

3.3.7 FINANCIALS

3.3.7.1 Divisional statement (Unaudited)

	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
Note	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	-	-	-	-	-	-
Fees and charges	16	18	(2)	12	22	(10)
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	75	41	34	67	23	44
Total recurrent revenue	91	59	32	79	45	34
Capital revenue						
Grants, subsidies, contributions and donations	-	-	-	-	-	-
Total Capital Income	-	-	-	-	-	-
Interest received	-	-	-	-	-	-
Other income	426	434	(8)	419	443	(24)
Total Income	517	493	24	498	488	10
Expenses						
Recurrent expenses						
Employee benefits	1,311	1,402	91	1,316	1,287	(29)
Materials and services	539	596	57	552	1,042	489
Finance costs	-	-	-	-	-	-
Depreciation expense	161	148	(13)	146	148	2
Total	2,011	2,146	135	2,014	2,477	462
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	2,011	2,146	135	2,014	2,477	462
Net result	(1,494)	(1,653)	159	(1,516)	(1,989)	472

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3.3.7.2 Financial Commentary

Community Engagement net result for the nine (9) months ended 31 March 2023 was (\$1,494,000) as compared to the budget of (\$1,653,000). This represents a favourable variance of \$159,000 or 9.62%.

This is represented by a favourable variance respectively for total income of \$24,000, employee benefits of \$91,000, and materials and services of \$57,000 offset by a minor unfavourable variance for depreciation of (\$13,000).

3.4 PEOPLE & PERFORMANCE

3.4.1 HUMAN RESOURCES

3.4.1.1 Highlights

During Q3 FY23, a total of fifteen (15) new employees have been welcomed into the organisation.

Council's Trainee and Apprentice Program for 2023 has seen the successful appointment and commencement of five (5) Trainee's across the region in Q3 FY23. This program is a significant component of Council's workforce planning initiative, and is funded under the State Government's Skilling Queenslanders for Work – First Start Program.

3.4.1.2 Challenges

Skilled candidate and housing shortages: The candidate market continues to remain very competitive, adding an extra pressure to attracting skilled candidates to the organisation. The real-estate market (both rentals and sales) has continued to remain very tight across the region, posing not only an additional degree of complexity to the already challenging recruitment process, but has also resulted in an unprecedented increase in housing insecurity concerns raised from within the existing workforce.

Enterprise Bargaining Agreement (EBA) negotiations continued throughout the quarter. Following the impeded progress with negotiations experienced in Q2 FY23, Council applied through the Queensland Industrial Relations Commission (the Commission), to engage with all parties via conciliation. Conciliation was held over two (2) consecutive days in the North Burnett with progress made. Negotiations are scheduled to continue in Q4 FY23.

3.4.2 PAYROLL

3.4.2.1 Highlights

During the third quarter, the vacant position of Payroll Unit Leader was filled following a lengthy recruitment process. The Payroll Team have successfully completed all pays throughout the quarter with minimal issues while managing the challenges outlined below.

3.4.2.2 Challenges

Above average volume of work related to the onboarding of 15 new employees and the departure of 10 employees.

During this time the team have also been working with our business software provider and the ATO to implement Phase 2 of Single Touch Payroll Reporting.

3.4.3 WORKPLACE HEALTH & SAFETY

3.4.3.1 Highlights

The WHS Team continued to undertake worksite inspections to assess compliance with Council's Work Health and Safety requirements which resulted in an over 90% compliance rating. Increased monitoring and support offered to contractors (knowledge of legislative compliance) is recognised as a contributing factor for the increase, in addition to the WHS Team being resourced at full capacity.

Council has now implemented the Work Health and Safety Skytrust system across all business units within Council. Workers across Council can now visually access all Corrective Actions assigned to them in the Skytrust system. The dashboard functionality allows users to identify the status and trends for WHS nonconformances and risks.

Council continues to review, modify and implement revised WHS system documents this quarter with the release of new WHS procedures, and revised suite of Safe Work Method Statements for the whole organisation. These documents ensure workers are compliant with legislative requirements and inducted to the changes using Councils Online Learning Management System 'NBRC Ed' or via Toolbox Talks. The document revision has increased with the new advisors within the WHS Team.

Scheduled inspections undertaken by staff of Council controlled worksites across the region resulted in seeing an increase rate of WHS compliance this quarter.

3.4.3.2 Challenges

The introduction of the new psychological health and safety changes requires reconsideration of the management of risks within Council as a whole and in the individual work/ service areas. WHS is working with individual managers to identify hazards within their areas of responsibility and to assess the risks and develop controls in consultation with their teams. This exercise is challenging as no coordinated WHS Service Delivery Risk Assessments have been undertaken previously. The current process is time consuming due to the complexity of the organisation as a multi-disciplinary deliverer of prescribed Council services.

Revision/ gap analysis of the Safety Management System, in preparation for the LGW Workcover external audit, has been a significant focus for the WHS Team. The external audit will require the time of internal resources and will continue to be a priority in Q4.

Revision of the current Safety Management System's requires significant consultation to ensure the workers are contributing to the development of appropriate safety systems. This consultation process has increased the revision timeframes due to multiple work sites and work groups, and meeting workers needs regarding provision of information. e.g., field based workers usually require hard copy documentation and most often prefer face to face interactions.

3.4.4 TRAINING & DEVELOPMENT

3.4.4.1 Highlights

The WHS Team continues to work with external training suppliers to deliver training in compliance with its legislative requirements and internal work group needs. The migration of the training records (e.g. qualifications, High Risk Work Licences, Statements of Attainment) into the WHS Skytrust system allows for workers and supervisors to monitor training currency and plan for future training. This ensures the currency of the high-risk training is maintained.

The WHS Team is consulting with the internal stakeholders to identify and revise WHS Compliance Training required for individual high-risk activities undertaken by Council workers. The review has identified the minimum standards for compliance training required by position. This information will be used to ensure workers have appropriate training for their work activities.

The WHS Team coordinated the external training for Working at Heights and multiple internal training sessions for works to attain their Verification of Competency for plant operations and Emergency Evacuation, with further training scheduled for Q4.

3.4.5 MEASURES

3.4.5.1 Workflow Measures

Workflow Measures – People & Performance – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of internal HR support tickets actioned	593	875	743		
Number of WHS inspections completed	104	98	121		
Worker initiated hazard reports assessed	30	56	11		
Number of job applications received	101	110	156		
Number of advertised staff vacancies as at the end of the period	20	24	14		

Notes on results:

- The People & Performance Team actioned 743 tickets for the quarter, with 87% being completed within 10 business days.

3.4.6 OPERATIONAL PLAN UPDATE

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Implement continuous improvement workplace health and safety opportunities as they arise and adhere to legislative requirements.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing reviews and updates of key WHS management system documentation (in consultation with workers and management) remained on track. Worksite inspections continued to show improvements in WHS compliance for work/ projects undertaken by both employees and contractors.



Deliver a supervisor development program to up-skill staff in supervisory positions and facilitate career progression pathways.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Staff have attended various conferences, seminars and workshops to network and extend their LG knowledge. There have been opportunities for employees to act in higher level positions when there are vacancies and/ or additional project work has been identified, providing employees with on-the-job training and experience. Training and pathway opportunities are an ongoing priority as a part of the People & Performance strategy.



Support Council with professional recruitment, training and development, industrial relations as well as trainee programs advice and procedures.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

During Q3 FY23, People and Performance have continued to deliver recruitment services across the organisation. A total of 15 new employees were welcomed into the organisation during the quarter. Council's Trainee and Apprentice Program has continued to progress, with Council being successful in appointing 5 new trainees in the work areas of Water and Wastewater, Civil Works, Works and Corporate and Community. Enterprise Bargaining negotiations continue with substantial progress achieved this quarter, continuing into Q4.

3.4.7 OTHER PROJECT UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



WHS Management Strategic Plan

The 3-year WHS Strategic Plan for Council’s Work Health and Safety Management System was finalised by the Executive Leadership Team this quarter, with formal endorsement and implementation set for Q4.

3.4.8 FINANCIALS

3.4.8.1 Divisional statement (Unaudited)

	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
Note	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	67	90	(23)	55	-	55
Total recurrent revenue	67	90	(23)	55	-	55
Capital revenue						
Grants, subsidies, contributions and donations	-	-	-	-	-	-
Total Capital Income	-	-	-	-	-	-
Interest received	-	-	-	-	-	-
Other income	-	-	-	-	-	-
Total Income	67	90	(23)	55	-	55
Expenses						
Recurrent expenses						
Employee benefits	483	552	69	736	524	(211)
Materials and services	334	345	11	267	293	26
Finance costs	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	-
Total	817	897	80	1,003	817	(185)
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	817	897	80	1,003	817	(185)
Net result	(750)	(807)	57	(948)	(817)	(130)

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3.4.8.2 Financial Commentary

People and Performance net result for the nine (9) months ended 31 March 2023 was (\$750,000) as compared to the budget of (\$807,000). This represents a favourable variance of \$57,000 or 7.06% when compared to forecast.

This is represented by a favourable variance respectively for employee benefits of \$69,000 and materials and services of \$11,000, offset by an unfavourable variance for total income of (\$23,000).

Expenditure is favourable to forecasted budget, as there is still sourcing of resources to be undertaken to complete workplace health and safety corrective actions and updating procedures and processes.

3.5 PLANNING & ENVIRONMENT

3.5.1 ENVIRONMENTAL HEALTH

3.5.1.1 Highlights

During the quarter, Council:

- Continued to maintain a working partnership with state government agencies in the response, surveillance and education regarding Japanese Encephalitis
- Participated in the Rapid Surveillance of Vector Presence Program.
- Received funding for a staged project to review and update Council's Flying Fox Management Plan – funding received under Local Government Flying-fox Roost Management Grants Program Round 4
- Established an NBRC representative on the Koala Recovery Team Community Advisory Committee
- Continued our working partnership with state government agencies relating to waste compliance
- Participated in education and training hosted by Local Government Illegal Dumping Partnership Program focusing on camera surveillance
- Continued the Mundubbera Landfill Expansion Project – funding received under the 2022-2024 Local Government Grants and Subsidies Program.

3.5.1.2 Challenges

During the quarter, some challenges included:

- Ongoing non-compliance relating to illegal dumping
- Education relating to environmental compliance
- Resource constraints

3.5.2 COMPLIANCE/LOCAL LAWS

3.5.2.1 Highlights

- Local Laws review progressed, with revised drafts presented at Council's March workshop.
- Council staff participated in the regional compliance conference held in Biloela.
- Continued to progress the review of procedures for:
 - dog management,
 - dangerous dogs, and
 - registration renewals.
- Three (3) Land Protection Officers undertook training in "Applying poison baits for vertebrate pest control in rural and environmental landscapes" (1080 licence). Post course work still to be completed to obtain tickets.
- African Swine Fever Day in Kingaroy was attended by some team members on 15th February.
 - Prevention and Preparedness Grant submitted with South Burnett Regional Council.
- Halting the March down the Burnett River – 'A cross-jurisdictional approach for the management of Rubber vine and Hymenachne in the Burnett Catchment Project' wrapped up in December, with reporting completed in March.
- Tendering completed for impounded vehicles, with majority of vehicles sold and removed from depot.

3.5.2.2 Challenges

- Resources to cover entire Local Government Area (LGA) remain a challenge, impacting on capacity to deal with issues such as dog attacks in a timely manner.
- The increasing number of calls received in relation to nuisance dogs and overgrown allotments.
- The ability for compliance officers to follow up on compliance notices is limited by resources, travel times and other tasks.
- Limited resource availability to manage afterhours call outs.
- Procedure around the management of afterhours calls related to wondering livestock needs to be reviewed.
- Community education around biosecurity remains challenging.
- Dog registration database requires full review to assist in yearly dog registration renewal program.

3.5.3 DEVELOPMENT SERVICES

3.5.3.1 Highlights

This quarter:

- Continued to work with the Infrastructure Team and with NBRC's town planning consultant to develop guidance material for historical lots in towns such as Mt Perry.
- Council staff met with stakeholders in Mundubbera to discuss latest changes to planning requirements for rural workers accommodation.
- Council submitted their comments on the Draft Wide Bay Burnett Regional Plan with the Queensland Government.
- Council officers attended the latest meetings organised by the Coordinator Generals Office in regard to the proposed Mt Rawden Pumped Hydro facility.

3.5.3.2 Challenges

- Awaiting further discussions on the finalisation of the Wide Bay Burnett Regional Plan to inform further planning in the North Burnett.
- Revised timing required for the delayed the NBRC Planning scheme review, to be developed in response to the release of the Wide Bay Burnett Regional Plan.

3.5.4 MEASURES

3.5.4.1 Workflow Measures

Workflow Measures – Planning & Environment – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of licenced food businesses as at the end of the period	86	86	88		
Number of Higher Risk Licence businesses as at the end of the period (personal appearance)	1	1	1		
Number of food business inspections completed	9	6	59		
Number of community food event notices received	15	30	34		
Number of staff attending external sustainability education events	2	0	5		
Tonnes of waste discarded into landfill site	1214	1140	1061		
Number of environmental authority (EA) compliance inspections completed by council	24	22	15		
Number of community event bins emptied (not fixed services) ⁸	280	167	157		
Number of applications received for new kerbside bin collection services	16	27	27		
Number of Illegal dumping investigations initiated	0	13	30		
Number of Illegal dumping compliance notices issued	0	0	0		
Number of Illegal dumping clean ups completed by Council	0	7	14		
Number of mosquito investigations commenced	0	3	1		
Number of mosquito traps serviced	30	60	100		
Number of mosquito treatments undertaken (public land and council facilities only)	1	0	0		
Number of environmental nuisance complaints received	20	16	11		
Number of swimming pool public health assessments completed (council pools only)	0	0	3		
Number of approval to burn applications received	4	11	0		
Number of active flying fox roosts as at the end of the period ⁹	1	1	3		
Number of noncompliance notices issued (local laws)	31	79	28		
Number of animals impounded	29	17	29		
Number of animals seized	0	4	0		
Number of local law permits assessed	8	1	17		
Number of infringement notices issued (Local Laws)	1	6	6		
Number of show cause and enforcement notices issued (building, planning and plumbing)	2	6	1		
Number of building applications received for assessment (EX Private certifier lodgements)	23	30	23		
Number of private certifier building approval lodgements received	19	20	22		

Number of planning applications received for assessment	14	21	18		
Number of plumbing applications received for assessment	15	12	13		
Number of pre lodgement meetings held – In person & online	6	5	8		
Number of pre lodgement advice(s) given regarding potential planning applications (Written advice)	27	38	17		

Notes on results:

Business as usual result

3.5.5 OPERATIONAL PLAN UPDATE

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



[Mundubbera Landfill Expansion] Conduct tender process and award construction contract by 31 March 2023 with a view to deliver the required infrastructure by 30 June 2024.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Technical specification has been finalised. Consultant to finalise contractual documentation for tender process. Documentation to be received by Council in mid April 2023.



Undertake building and plumbing approval, inspection and compliance services, as required.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Council's Building and Development team assess and make recommendations in regard to applications or seek assistance from a specialist planning consultant as required. Plumbing inspections and compliance is undertaken by an external consultant on an as needs basis.



Fit for purpose local laws are maintained and enforced as appropriate.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

The Local Laws review continues with final feedback received from internal stakeholders on draft amendments.

The Local Laws and associated report being prepared for Council review, prior to State government review and public consultation.



Operate waste collection and resource recovery operations in accordance with adopted strategies and legislation.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

The kerbside waste collection is provided by an external service provider that is also contracted to service waste transfer station bulk waste movement to the centralised landfill. Contractors are engaged to manage the operation and legislative compliance of Council's regional landfill being the Mundubbera Waste Facility.

**Undertake natural resource management advice and education including regional weeds management, land protection and washdown bay operations, in keeping with budget allocations and available resources.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Council has four Land Protection Officers (LPO's) operating throughout the local government area conducting inspections of stock routes and addressing invasive weed and wandering livestock reports. The LPO's also conduct 1080 baiting programs and roadside spraying programs while also meeting with regulatory agencies to understand current and impending biosecurity issues.

Operation of existing wash bay facilities is currently being reviewed.

**Ensure safe communities through environmental health monitoring, permit provision and education.**

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Council Environmental Health Officers (EHO's) continue to monitor environmental issues – including public health advice in conjunction with Qld Health and conduct food licencing inspections, monitor pool water quality, investigate illegal dumping sites and assess vegetation burn requests. The team works with external regulatory agencies to update the community as appropriate.

**Upgrade the Mt Perry waste transfer station to ensure personnel and visitor safety.**

Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Council has allocated funds in the FY23 budget to address access to the site and improve waste disposal practices for users. Council plan to undertake assessment over the coming months. Resource restrictions have resulted in delays to this project.

**Work with Wide Bay Region of Councils to develop a regional waste management plan, investigating options for waste diversion, reuse and recycling programs.**

Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Council received the Draft regional waste management plan (RWMP) in late February for comment. Council will be advised on the draft document at a workshop in early April, with comments due on 21 April.

**Consider the development of amendments to the planning scheme following the release of the Wide Bay Burnett Regional Plan.**

Corporate Plan Link *Prosperous Future – To Ensure Economic Growth for Future Generations*

The Draft Wide Bay Burnett Regional Plan (Draft WBBRP) content is likely to have a relatively minor impacts on the progression of the North Burnett Regional Council Planning Scheme review. However, it does include some mapping which is relevant to the North Burnett.

Council is currently awaiting the finalisation of the WBB Regional Plan and associated mapping to ensure alignment between the regional plan and the NBRC Planning Scheme.

**Assess planning applications in keeping with state and local instruments and timeframes.**

Corporate Plan Link *Prosperous Future – To Ensure Economic Growth for Future Generations*

A business as usual (BAU) function. Applications are assessed in keeping with the legislative and time requirements.

3.5.6 OTHER PROJECT UPDATES

Key:



Completed

In Progress –
On TrackIn Progress –
Behind ScheduleOn Hold or For
Dismissal**Gayndah Animal Pound Upgrade**

This project has been completed.

**Eidsvold Waste Management Facility Office and Fencing**

The new site office has been installed at the facility and fencing works are targeted to commence in April.

**Gayndah Waste Management Facility Fencing**

Works 90% complete.

**Monto Waste Management Facility Fencing**

Fencing to commence upon completion of fencing works at Eidsvold facility. Works expected to be completed in August 2023.

**Mundubbera Waste Management Facility Fencing**

Works completed December 2022.

**Mundubbera Landfill, Regional Expansion**

Technical specification has been finalised. Consultant to finalise contractual documentation for tender process. Documentation to be received by Council in mid April 2023.

**Mt Perry Landfill Transfer Station**

Council has allocated funds in the 22/23 budget to address access to the site and improve waste disposal practices for users.

Council undertaking an assessment of environmental and workplace safety factors before works can proceed.

3.5.7 FINANCIALS

3.5.7.1 Divisional statement (Unaudited)

	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
Note	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	3,348	3,492	(144)	2,980	2,264	715
Fees and charges	422	352	70	346	214	131
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	-	-	-	(98)	-	(98)
Total recurrent revenue	3,770	3,844	(74)	3,228	2,478	748
Capital revenue						
Grants, subsidies, contributions and donations	234	-	234	-	-	-
Total Capital Income	234	-	234	-	-	-
Interest received	27	15	11	31	15	16
Other income	408	288	120	436	286	150
Total Income	4,439	4,147	291	3,695	2,779	914
Expenses						
Recurrent expenses						
Employee benefits	1,196	1,396	200	1,154	1,221	67
Materials and services	2,217	1,920	(297)	1,878	2,407	528
Finance costs	-	-	-	-	75	75
Depreciation expense	173	146	(27)	131	185	54
Total	3,586	3,462	(124)	3,163	3,888	724
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	3,586	3,462	(124)	3,163	3,888	724
Net result	853	685	167	532	(1,109)	1,638

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3.5.7.2 Financial Commentary

Planning and Environment net result for the nine (9) months ended 31 March 2023 was \$853,000 as compared to the budget of \$685,000.

This is represented by a favourable variance respectively for total income of \$291,000 and employee benefits of \$200,000, offset by a minor unfavourable variance for depreciation of (\$27,000) and materials and services of (\$297,000).

4 WORKS

4.1 WATER & WASTEWATER

4.1.1 WATER & WASTEWATER

4.1.1.1 Highlights

NBRC hosted the quarterly meeting of the Wide Bay Burnett Urban Water Alliance (WBBUWA) in March with member representatives travelling from Cherbourg, South Burnett, Gympie, Bundaberg, and Fraser Coast to attend, most overnighing in Biggenden to engage in discussions around industry issues and opportunities for WBBUWA into the future. Representatives from LGAQ and qldwater were also in attendance with the Queensland Water Supply Regulator also dialling into the meeting. Visitors were given a tour of the construction site for the Biggenden Water Treatment Plant and Raw Water Reservoir replacement as well as the Biggenden Sewage Treatment Plant. North Burnett was nominated as chair of WBBUWA and Cherbourg as the Deputy Chair and were elected unopposed to the positions for the next two years. North Burnett was confirmed as the host for the 2023 Water and Wastewater Operators' Forum in a date to be set in October of this year.

Construction is now well underway on the Biggenden Water Treatment Plant Replacement and New Raw Water Reservoir Project. Construction of stage 1 of the Mulgildie Dedicated Pumping Main was completed as the first part of the Drinking Water Safety and Reliability Program funded under Building Our Regions.

4.1.1.2 Challenges

Council is dealing with ongoing issues meeting the licence conditions for Total Dissolved Salts (TDS) in sewage effluent releases, caused by the nature of soils in the region. Biggenden catchment has particularly high levels of salts and non-compliance has been almost continuous at Biggenden Sewage Treatment Plant as far back as Council has been maintaining records. Rainfall in particular parts of the Mundubbera and Gayndah catchments saw the issue extend to these two Sewage Treatment Plants in March as well, with higher than licence condition levels for conductivity. Whilst the issues are expected to dissipate fairly quickly in the Mundubbera and Gayndah plants, the Regulator has requested Council take action to rectify the non-conformances at Biggenden. Raw water taken from the environment in Biggenden is often already above salt content allowed to be released under the licence conditions. A pre-lodgement meeting has therefore been requested with Department of Environment and Science senior staff to negotiate a variation to the licence conditions to raise the licence levels to match the actual conditions in the catchment.

In 2022 a maximum safe level for total trihalomethanes (THMs) of 250 mg/L was introduced into the Australian Drinking Water Guidelines, which provides the basis for regulation of the drinking water supplies in Queensland. It should be noted that this level relates to extended periods of exposure and is not a hazard over short terms. THMs are formed when organic matter is exposed to chlorine over extended periods of time. In February, heavy rains in parts of the Mundubbera catchment picked up very large quantities of organics (leaf litter etc.) on their way down the catchment. Low water use meant that the chlorinated water remained in our network for many days, and this led to elevated THM readings of 270 mg/L. Council is taking the opportunity to trial various treatment technologies at the Mundubbera WTP as suggested in recent studied co-funded with South Burnett Regional Council into managing THMs in our source waters during rain events.

4.1.2 MEASURES

4.1.2.1 Workflow Measures

Workflow Measures – Water & Wastewater – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of Water & Wastewater related service requests determined and responded to, with any identified work either scheduled or completed	131	145	203		
Number of water main breaks repaired	11	17	13		
Number of sewer main breaks and chokes repaired	3	1	3		
Number of afterhours callouts	11	16	9		

Notes on results:

This quarter saw a normal business as usual result.

4.1.3 OPERATIONAL PLAN UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Continue replacement repair or upgrade to the Biggenden Water Treatment Plant, having regard to risk management and funding availability. (BBRF Funded)

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Site works well advanced with clearing and removal of redundant structures complete. Construction of reservoir pad completed and reservoir construction about to commence. Backwash Pond 1 construction completed and underground pipework construction advancing. Main risks are around design lagging behind schedule affecting reporting and funding milestones.



Meet regulated drinking water standards in keeping with budget allocation and available resources.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A business as usual (BAU) function for the operational team. Reported one (1) drinking water related incident. This detection of THMs is discussed elsewhere.



Deliver effective wastewater services.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A business as usual (BAU) function for the operational team. Maintaining ongoing compliance in relation to environmentally contributed salts is compromising efforts to meet effluent licence levels are discussed elsewhere.

4.1.4 OTHER PROJECT UPDATES

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Regional Drinking Water Safety and Reliability Project (BOR Funding Application)

Signing of funding agreement is expected Q4 (originally planned for August '22). Project start has moved to 20 February 2023 and completion will now be delayed as a result; the second half of the project will roll over into 23/24 Financial Year. Stage I of the Mulgildie Dedicated Pumping Main Project has been completed as part of this overall BoR funded project.

Part of FY23 budget reallocated during December 2022 during quarterly budget review – Project carried over to FY24 (Grant has been approved)



Pump Station Well Lid Upgrade Program

Materials purchased this year will be installed next year to maximise efficiencies. No anomalies to report.



Asset Condition Inspection Program

Challenges in recruiting suitable staff. Sewer Inspection program will now be carried out as capital works in following Financial Years. NBRC staff have been trained in the new leak detection equipment. Staff have surveyed Mundubbera and Eidsvold finding no infrastructure leaks and confirming good asset condition of networks, contrary to consultant's reports used for valuations. Work currently continuing in Monto, Mulgildie and Mt Perry areas.



Sewerage Emergent Capital Works Program

No anomalies to report.



Water Emergent Capital Works Program

No anomalies to report.



Sewage Pump Station Gantry Refurbishment Program

Ongoing. Plan to rectify Gayndah SPS following recent Pump Station confined space entry incident. Gantry at Monto Water Treatment Plant has been upgraded and certified. No anomalies to report.

**Switchboard Upgrade Program**

No anomalies to report.

**Biggenden Water Treatment Plant (WTP) Upgrade**

Construction progressing well. Design lagging behind schedule.

FY23 budget revised during December 2022 quarterly budget review – Project carried over to FY24

4.1.5 FINANCIALS

4.1.5.1 Divisional statement (Unaudited)

Note	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	5,291	5,628	(337)	5,109	5,315	(205)
Fees and charges	57	42	15	75	22	53
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	-	-	-	-	-	-
Total recurrent revenue	5,348	5,670	(322)	5,184	5,337	(152)
Capital revenue						
Grants, subsidies, contributions and donations	52	-	52	539	-	539
Total Capital Income	52	-	52	539	-	539
Interest received	31	59	(28)	50	38	13
Other income	10	14	(4)	14	9	5
Total Income	5,441	5,743	(302)	5,787	5,384	405
Expenses						
Recurrent expenses						
Employee benefits	1,207	1,335	128	998	1,286	288
Materials and services	1,828	1,963	135	1,619	1,682	62
Finance costs	26	31	5	29	31	2
Depreciation expense	1,677	1,612	(65)	1,495	1,044	(451)
Total	4,738	4,941	203	4,141	4,043	(99)
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	4,738	4,941	203	4,141	4,043	(99)
Net result	703	802	(99)	1,646	1,341	306

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4.1.5.2 Financial Commentary

Water and Wastewater net result for the nine (9) months ended 31 March 2023 was \$703,000 as compared to the budget of \$802,000. This represents an un-favourable variance of \$99,000 or 12.34% when compared to forecast. This result has been affected by lower than forecast water consumption charges as per the meter reading of December 2022. This is due to seasonal conditions and having a higher level of rainfall year-to-date.

This is represented by an unfavourable variance respectively for total income of (\$302,000), and depreciation of (\$65,000) offset by a favourable variance for employee benefits of \$128,000, and materials and services of \$135,000 and finance costs of \$5,000.

Two unfilled positions have resulted in lower-than-expected wage expenses overall.

Some capital project budgets are underspent due to delays outside of Council's control.

Some operational budgets are under pressure due to increased availability of staff to do work that had been previously deferred due to low workforce fill rates.

4.2 CIVIL WORKS

4.2.1 CIVIL CONSTRUCTION & MAINTENANCE

4.2.1.1 Highlights

This quarter, Council's Civil crews have been focused on delivering Capital Projects across the region. These projects include Glencoe Road formation and drainage upgrade, Abercorn Road floodway replacement, and numerous re-sheeting projects across the unsealed road network totalling more than 20km.

The Queensland Reconstruction Authority (QRA) also advised Council officers that the application for betterment on the Bon Accord Bridge was successful, allowing officers to progress with the project to deliver a more resilient structure for the residents and broader community.

4.2.1.2 Challenges

As per the previous two quarters, the ongoing shortage of key personnel in vacant positions continues to strain Works staff due to role compression. As a result, recruitment continues with limited success to critical positions through both internal or external advertisement.

4.2.2 PARKS & OPEN SPACES

4.2.2.1 Highlights

The Parks and Open Spaces team were busy ensuring the sanitation and restocking of public facilities over the school and public holidays for the start of 2023. This continual task keeps each town busy, especially over the holiday period when tourist travel increases. The main Australia Day event for 2023 was held in Eidsvold, for which the parks team assisted in town beautification and event day preparation.

Meetings were held with management to discuss the purchase of new mowers in each town to upgrade the aging plant, and the regional cemetery numbering program commenced at the Mundubbera cemetery. Staff received service awards for employment with Council and completed forklift competencies towards the end of the quarter. In addition, leading hands participated in Safe Work Method Statements (SWMS) renewal training and chemical register audits.

Airfield Inspections, playground inspections and mowing schedules were carried out as per schedules, and the entire parks team met for the year's first meeting.

4.2.2.2 Challenges

Nature has always been challenging for the parks and open spaces team, especially regarding excavations and burials. For example, when rain has fallen overnight, the park's teams in Monto and Biggenden have had to attend to excavated plots the morning of internments to ensure that families have one less worry for an already emotional day.

4.2.3 MEASURES

4.2.3.1 Workflow Measures

Workflow Measures – Civil Works – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of Civil Works related service requests determined and responded to, with any identified work either scheduled or completed	768	624	593		
Number of Parks & Open Spaces related service requests determined and responded to, with any identified work either scheduled or completed	79	94	91		
KM of gravel resheeting completed ¹⁰	18	0	21.5		
KM of sealed roads resealed (Spray seal only)	0	1	32		
KM of unsealed roads graded – Zone 1 ¹⁰	83	25	0		
KM of unsealed roads graded – Zone 2 ¹⁰	103	83	15		
KM of unsealed roads graded – Zone 3 ¹⁰	118	27	0		
KM of unsealed roads graded – Zone 4 ¹⁰	47	20	50		
KM of unsealed roads graded – Zone 5 ¹⁰	112	86	118		
KM of unsealed roads graded – Zone 6 ¹⁰	120	52	0		
KM of unsealed roads graded – Zone 7 ¹⁰	258	180	291		
KM of unsealed roads graded – Zone 8 ¹⁰	140	147	112		
KM of unsealed roads graded – Region Total ¹⁰	981	620	586		
Hours spent grading unsealed roads (Machine hours) – Zone 1	242	57	0		
Hours spent grading unsealed roads (Machine hours) – Zone 2	264	128	23		
Hours spent grading unsealed roads (Machine hours) – Zone 3	262	76	0		
Hours spent grading unsealed roads (Machine hours) – Zone 4	200	63	147		
Hours spent grading unsealed roads (Machine hours) – Zone 5	262	117	329		
Hours spent grading unsealed roads (Machine hours) – Zone 6	196	50	0		
Hours spent grading unsealed roads (Machine hours) – Zone 7	212	286	175		
Hours spent grading unsealed roads (Machine hours) – Zone 8	261	259	216		
Hours spent grading unsealed roads (Machine hours) – Region Total	1899	1036	890		

Notes on results:

- Operational grading numbers are lower than normal due to staff & machine allocation to capital works projects in the northern region (resheeting & reseal prep works). Our current systems do not allow data to be collected for works outside of our operational programs.
- Zone 6 has been made redundant due to operator vacancy. Zone 6 will now be incorporated into zone 7.

4.2.4 OPERATIONAL PLAN UPDATE

Key:



Completed

In Progress –
On TrackIn Progress –
Behind ScheduleOn Hold or For
Dismissal

Deliver a capital works program (including Queensland Government Road Maintenance Contracts) that meets budget, facilitates the planned maintenance identified in applicable asset management plans and is in keeping with long term financial forecasts.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

A business as usual (BAU) function for the Works team. Currently, the budget is insufficient to cover the needs of the entire network. Recommend additional budget allocation for next fiscal year to cover the ever-increasing costs in the sector.



Commence Council's Asset Management Policy review and develop a contemporary Asset Management Framework enabling development of appropriate and consistent asset management plans. Review at end of year and prepare actions for following year.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Review of road register underway with recommendations to Councillor Workshop late Q4.



Cemeteries scheduled maintenance is undertaken in keeping with budget allocations and available resources.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing maintenance is a business-as-usual (BAU) function for the Works team. Work is undertaken according to a planned schedule.



Undertake urban street maintenance in keeping with budget allocations and available resources.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing business as usual (BAU) activity.



Undertake rural roads maintenance in keeping with budget addressing network needs in a timely manner, whilst also maintaining roadside vegetation and drainage.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing business as usual (BAU) activity however the budget constraints make maintaining a suitable road network challenging. Recommend a detailed review and increase in line with service level expectations.



Undertake rural addressing consistently pursuant to the policy.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing business as usual (BAU) activity. No anomalies to report currently.



Undertake bridge maintenance in keeping with budget allocations and available resources.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing business as usual (BAU) activity. No anomalies to report currently.

**Provide urban street lighting across the region as appropriate.**Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Ongoing business as usual (BAU) activity. No anomalies to report currently.

**Prepare for and enact disaster management plans, when and as required.**Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Plans implemented during FY22 after significant rain and flooding events. Council remains ready to enact disaster management plans as required.

**Continue to ensure safe operation of Council controlled airports across the region.**Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Ongoing maintenance is a business-as-usual (BAU) function for the Works team. Work and inspections are undertaken according to a planned schedule and the CASA standards.

Several key improvements were made to Aerodromes in FY22, including animal-proof fencing upgrades on four of the region's aerodromes.

**Continue to maintain showgrounds that are Council's responsibility while engaging with key user groups on the most effective long term sustainable model for operation.**Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Ongoing maintenance is a business-as-usual (BAU) function for the Works team. Further work is required across departments to assist with transition to a sustainable model.

**Provide welcoming parks, recreation areas and public conveniences that are well maintained, having regard to policies, budget allocations and available resources.**Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Ongoing business as usual (BAU) activity. No anomalies to report currently.

**Manage Council operated gravel pits safely and within legislated requirements.**Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

Review undertaken; details to be provided at a April Councillor Workshop. Council's operational team are moving away from Council operated pits and transitioning to Commercially sourced gravel.

4.2.5 OTHER PROJECT UPDATES

Key:



Completed

In Progress –
On TrackIn Progress –
Behind ScheduleOn Hold or For
Dismissal**Gravel Pit Rehab - Preliminary Project**

Complete and on budget.

**Gravel Pit Rehab and Closure Program (Works for Queensland)**

Complete and on budget.

**Bridge Refurb Program - Staatz Bridge (Works for Queensland)**

Complete and on budget.

**Eidsvold Airport Fencing**

Complete and under budget.

**Gayndah Airport Fencing**

Complete and under budget.

**Monto Airport Fencing**

Complete and under budget.

**Mundubbera Airport Fencing**

Complete and under budget.

**Gayndah Number 2 Cemetery Upgrade**

Complete and on budget.

**Mundubbera Number 2 Cemetery Upgrade**

Original scope requires additional review.

**Works Dept Engineering Design (Capital Improvements)**

Designs complete, progressing with project delivery.

**Depot/Stores Upgrades**

Project complete realising significant improvements to the Mundubbera depot operations.

**Remote Rural Roads Upgrade Pilot Program**

On hold awaiting successful funding approval.

FY23 budget reallocated during December 2022 quarterly budget review – Project carried over to FY24 (Project is dependent on grant funding)

**Gravel Resheets 2022-2023**

In progress - No anomalies to report currently.

**Footpath/Kerb & Channel Program - Mt Perry Stair Restoration**

Design complete, Disability Discrimination Act compliance issues require resolution.

**Footpath/Kerb & Channel Program - Footpath Replacement Bauer St Mundubbera**

Complete and under budget.

**Roads Clearing for North Burnett HV Network - Glencoe Road**

In progress, scheduled for completion in April - No anomalies to report currently.

**Reseal Program - Rural Roads**

In progress, scheduled for completion in April - No anomalies to report currently.

**TIDS - Berries Road**

Complete and under budget.

**TIDS - Bon Accord-Wetheron Rd**

Project is now a Queensland Reconstruction Authority (QRA) funded betterment project. Contract admin is appointed and tender for delivery is in progress.

**TIDS - Abercorn Rd (2021/22)**

In progress, scheduled for completion in April - No anomalies to report currently.

**TIDS - Hawkwood Rd**

In progress, scheduled for completion in June - No anomalies to report currently.

**LRCIP 3 - Level 2 Bridge Maintenance Program**

Complete and on budget.

**LRCIP Footpath Program - Biggenden**

Complete and on budget.

**LRCIP Footpath Program - Eidsvold**

Complete and on budget.

4.2.6 FINANCIALS

4.2.6.1 Divisional statement (Unaudited)

Note	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	-	-	-	-	-	-
Fees and charges	211	150	61	214	127	87
Sales Revenue	2,081	2,082	(1)	3,180	2,135	1,045
Grants, subsidies, contributions and donations	2,150	1,616	534	1,093	2,072	(979)
Total recurrent revenue	4,442	3,848	594	4,487	4,334	153
Capital revenue						
Grants, subsidies, contributions and donations	855	854	1	2,368	583	1,785
Total Capital Income	855	854	1	2,368	583	1,785
Interest received	-	-	-	-	-	-
Other income	-	-	-	-	-	-
Total Income	5,297	4,702	595	6,855	4,917	1,938
Expenses						
Recurrent expenses						
Employee benefits	3,058	3,163	105	3,357	3,770	414
Materials and services	4,487	2,440	(2,047)	7,503	3,866	(3,637)
Finance costs	22	25	3	24	25	2
Depreciation expense	7,640	7,292	(348)	7,250	6,251	(999)
Total	15,207	12,920	(2,287)	18,134	13,912	(4,220)
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	15,207	12,920	(2,287)	18,134	13,912	(4,220)
Net result	(9,910)	(8,218)	(1,692)	(11,279)	(8,995)	(2,282)

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4.2.6.2 Financial Commentary

Civil Works net result for the nine (9) months ended 31 March 2023 was (\$9,910,000) as compared to the budget of (\$8,218,000). This represents an unfavourable variance of (\$1,692,000) or 20.59% when compared to forecast.

This is represented by an unfavourable variance respectively for depreciation of (\$348,000) and materials and services of (\$2,047,000), offset by a favourable variance in total income of \$595,000, employee benefits of \$105,000, and finance costs of \$3,000.

The increase in materials and services costs are primarily associated with the Roadworks Performance Contract (RPC) and Road Maintenance Performance Contract (RMPC) works received being higher than budget forecasts, due to emergent works. There has also been \$1,000,000 incurred for grading and maintenance of rural roads funded through the Local Roads and Community Infrastructure Program and \$450,000 from Roads to Recovery program.

Depreciation has increased due to comprehensive review done as part of the asset revaluation for roads, bridges and drainage completed as at 30th June 2022.

4.3 ASSETS, FACILITIES & FLEET

4.3.1 ASSET MANAGEMENT

4.3.1.1 Highlights

Re-established FY23 Work in Progress reporting framework and developed spreadsheets to allow capital projects to be effectively completed.

In collaboration with the Financial Service team and an external contractor, work has commenced to bring across completed capital projects into Council's asset registers.

In collaboration with water team, reconciling actual assets with mapped assets and ensuring system alignment for water meters.

A review of the road register has commenced to ensure roads are classified correctly and confirm Council is the responsible party for road maintenance. In conjunction with flood damage reconciliation works, Council is also identifying and adjusting anomalies between actual road alignments and mapped road alignments.

4.3.1.2 Challenges

Resourcing continues to be a challenge, with increased reliance on contractors to support officers. A recently employed business administration trainee has taken up additional responsibilities including dial before you dig enquiries.

4.3.2 FLEET MANAGEMENT

4.3.2.1 Highlights

Progress continues to be made with the fleet replacement program. Progress also continued with updating of the fuel distribution system and fleet management system.

4.3.2.2 Challenges

Delays in the supply chain are continuing to impact operations.

There has been a significant turnover in the fleet management team, and Council will take the opportunity to review the operating environment.

The workshop continues to operate under its optimal resourcing target, with continued recruitment processes failing to identify suitable candidates. Alternate resourcing models will need to be explored to ensure plant availability remains high.

4.3.3 FACILITIES

4.3.3.1 Highlights

Clear direction has been provided on the future of the Monto Administration building. This will allow officers to carry out structural repairs and identify longer term building maintenance programs for the building and surrounds.

Work has commenced on optimising the facilities ticketing system to ensure urgent works are appropriately prioritised.

4.3.3.2 Challenges

There has been a significant turnover in the facilities management team, which will allow Council to review how community and Council facilities are managed, with the aim of increasing customer service and reducing service costs.

4.3.4 MEASURES

4.3.4.1 Workflow Measures

Workflow Measures - Assets, Facilities & Fleet – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of internal Facilities support tickets actioned	202	196	157		
Number of Internal Fleet support tickets actioned	502	415	316		
Number of fleet services or other related fleet maintenance completed (by both internal and external providers)	60	96	TBC		
Number of Facilities related community requests determined and responded to with any identified work either scheduled or completed.	122	107	189		
Total number of fleet items as at end of the period ¹¹	709	487	506		

Notes on results:

Seeing a gradual reduction in fleet tickets as fleet replacement program is implemented.

4.3.5 OPERATIONAL PLAN UPDATE

Key:  Completed  In Progress – On Track  In Progress – Behind Schedule  On Hold or For Dismissal



Work towards delivering fit for purpose fleet management and maintenance.

Corporate Plan Link *Essential Service Delivery – Getting the Basics Right*

Quotes have been sought for a new fleet management system to provide for improved maintenance activities. Greater engagement has been occurring with end users to ensure fleet remains fit for purpose and reflects operational requirements.



Maintain Council owned community facilities and sporting fields to a safe standard for the use and enjoyment of community, having regard to policies, budget allocations and available resources.

Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

A review of the facilities service function has identified areas for improvement to allow a shift from more expensive reactive maintenance to lower cost preventative maintenance. This will be a three year journey from Q4 2023.



Continue to operate and/or have agreements in place for the effective operation of Council owned caravan and recreation parks, whilst investigating the most effective delivery mechanism going forward.

Corporate Plan Link *Sustainable Communities – To Retain Population and Attract Investment*

A review of agreements has identified areas for improvement, which has delayed the engagement of new caretakers for the Mingo Crossing facility.

Procurement activities commenced to engage an industry expert to carry out a review of Council's caravan park services.

**Provide Council housing as required.**

Corporate Plan Link Sustainable Communities – To Retain Population and Attract Investment

A business as usual (BAU) function. Shortage in the region's rental market has identified the need for additional Council housing in key centres to improve attraction and retention rates.



Operate community swimming pools within contractual agreements, having regard to policies, budget allocation, available resources and asset condition. Build on the condition assessment work that has been undertaken to date and conduct a full condition assessment of all five pools to guide future budget considerations.

Corporate Plan Link Sustainable Communities – To Retain Population and Attract Investment

The Monto swimming pool was subject to an early season close due to continued issues with mechanical equipment. This will require further investigations by pool treatment specialists.

4.3.6 OTHER PROJECT UPDATES

Key: Completed In Progress – On Track In Progress – Behind Schedule On Hold or For Dismissal

**Upgrade Mundubbera Mezzanine (WH&S)**

A shelf design is required.

**Plant Replacement Program**

Plant replacement program has commenced, however is behind in schedule.

**Monto Administration Building**

Council resolved to fund the structural repairs required to permit occupancy. Due to the value of the works to be undertaken an open tender process is required. Staffing shortages in the facilities team may further delay the project.

**LRCIP 3 - Community Halls Roof Replacement**

Condition inspections on the rooves of six halls has been completed and informed a high level scope of works. Further detailed investigations are required prior to commencing procurement activities.

**Regional Pools Renewal Program LRCIP3**

Further investigations are required at one and possibly two swimming pools. This works will be scheduled following closure of the swimming pool.

**Swimming Pool Upgrades – GPR Inspection**

Not yet commenced. Will develop a scope of works to be activated at the close of season.

**Asbestos Removal Program - 10 Year (Years 1 & 2)**

No works have occurred on this project this quarter.

**Elevating Work Platform (Mobile Fleet) (WH&S)**

No works have occurred on this project this quarter.

**Replacement of Fuel Bowsers and Diesel Tanks (WH&S)**

A procurement process was followed, which returned prices in excess of budget. The scope of works will need to be reviewed to identify opportunities for savings.

**Washdown Bay Upgrade**

A plan to address the public washdown bays has been prepared and funding is being sought. Preliminary investigations have occurred into the scope of works required for the internal washdown facilities.

**Fleet Management Information System (FMIS)**

Procurement activities have commenced.

**Plant Replacement Program – 2020-2021**

Business as usual function. Program has been completed.

**Plant Replacement Program – 2021-2022**

Business as usual function. Program has commenced.

4.3.7 FINANCIALS

4.3.7.1 Divisional statement (Unaudited)

	Financial Year To Date					
	Current FYTD			Previous FYTD (PCP)		
Note	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue						
Recurrent revenue						
Rates, levies and charges	-	-	-	-	-	-
Fees and charges	520	349	171	424	448	(24)
Sales Revenue	-	-	-	-	-	-
Grants, subsidies, contributions and donations	51	126	(75)	112	113	(1)
Total recurrent revenue	571	475	96	536	561	(25)
Capital revenue						
Grants, subsidies, contributions and donations	580	371	209	112	-	112
Total Capital Income	580	371	209	112	-	112
Interest received	-	-	-	-	-	-
Other income	106	122	(16)	159	127	32
Total Income	1,257	968	289	807	688	119
Expenses						
Recurrent expenses						
Employee benefits	1,042	1,120	79	978	1,172	194
Materials and services	665	240	(425)	36	(1,347)	(1,383)
Finance costs	-	3	3	1	3	2
Depreciation expense	2,287	2,071	(217)	2,076	2,184	108
Total	3,994	3,434	(560)	3,091	2,012	(1,079)
Capital Expenses						
Loss on disposal of non-current assets	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-
Total	-	-	-	-	-	-
Total expenses	3,994	3,434	(560)	3,091	2,012	(1,079)
Net result	(2,737)	(2,466)	(271)	(2,284)	(1,324)	(960)

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4.3.7.2 Financial Commentary

Assets, Facilities and Fleet net result for the nine (9) months ended 31 March 2023 was (\$2,737,000) as compared to the budget of (\$2,466,000). This represents an unfavourable variance of (\$271,000) or 11.01% when compared to forecast.

This is represented by an unfavourable variance respectively for material and services of (\$425,000) and depreciation of (\$217,000), offset by a favourable variance of total income of \$289,000, employee benefits of \$79,000 and finance costs of \$3,000.

Assets, Facilities and Fleet have recorded a gain on sale of for the disposal of non-current assets which led to a favourable net result variance in comparison to budget for the nine months ended 31st March 2023.

5 APPENDICES

5.1 APPENDIX 1 – AMALGAMATED OPERATIONAL PLAN UPDATE

ESSENTIAL SERVICE DELIVERY - GETTING THE BASICS RIGHT

ID#	Service	Outcome	Action	End Date	Comments
1	Workplace Health and Safety	Improve Council's safety culture and provide effective, modern workplace health and safety systems to ensure that staff safety and wellbeing.	Implement continuous improvement workplace health and safety opportunities as they arise and adhere to legislative requirements.	Ongoing	Ongoing reviews and updates of key WHS management system documentation (in consultation with workers and management) remained on track. Worksite inspections continued to show improvements in WHS compliance for work/ projects undertaken by both employees and contractors.
2	Financial Services	Ongoing professional financial services for Council, including timely financial reporting adhering to QTC requirements and Australian accounting standards.	Identify and assess continuous improvement opportunities as well as any potential additional controls to enhance council's financial system practises.	Ongoing	The introduction of quarterly performance reporting has led to improvements in financial reporting related to Council's operations. Council has reviewed the December 2022 Quarterly Budget Review and made changes to the operational budget as recommended.
3	Waste Management	A new landfill cell and supporting infrastructure at Mundubbera waste management facility.	Conduct tender process and award construction contract by 31 March 2023 with a view to deliver the required infrastructure by 30 June 2024.	30/06/2024	Technical specification has been finalised. Consultant to finalise contractual documentation for tender process. Documentation to be received by Council in mid April 2023.
4	Information and Communications Technology	Provide fit for purpose Information and Communication Technology (ICT) Council services including hardware, software and telecommunications, for efficient and effective services provision.	Continue development of an appropriate ICT strategy to guide Council ICT decision making, promoting uniformity and consistency, with a longer term, organisation wide outlook.	30/06/2023	Strategy has been approved. Acquiring appropriate imagery so it can be stylised in line with the Corporate Plan.
5	Libraries	The vision for Council Libraries considers State Library of Queensland contract obligations including literacy for all.	Continue development of a Libraries Strategy.	30/06/2023	Libraries strategy research and drafting has commenced, however, work on the strategy stalled in Q3 2023 due to staffing challenges in the Communities team and the delivery of our first Regional Australia Day celebration.
6	Human Resources Management	Internal capacity is progressively developed, providing skilled staff with appropriate career progression paths.	Deliver a supervisor development program to up-skill staff in supervisory positions and facilitate career progression pathways.	30/06/2023	Staff have attended various conferences, seminars and workshops to network and extend their LG knowledge. There have been opportunities for employees to act in higher level positions when there are vacancies and/ or additional project work has been identified, providing employees with on-the-job training and experience. Training and pathway opportunities are an ongoing priority as a part of the People & Performance strategy.

ESSENTIAL SERVICE DELIVERY - GETTING THE BASICS RIGHT

ID#	Service	Outcome	Action	End Date	Comments
7	Continuous Improvement	Progressive review of business processes with evidence based continuous improvements and incremental change pursued where appropriate, enhancing Council's essential services delivery.	Continue LEAN process reviews across the organisation, pursuing appropriate continuous improvement opportunities as they arise and in keeping with available budgets.	Ongoing	Lean process improvement activities continued during the quarter. The current focus remains on stores and procurement. Following completion of an all staff survey related to current stores operations, stakeholder engagement around a potential way forward remains ongoing. Progress has unfortunately been inhibited by known dependencies and competing priorities. It is hoped that a fit for purpose future model can be developed in the coming months, giving regard to feedback received and observed bottlenecks.
8	Capital Projects	Council controlled essential infrastructure is maintained and/or replaced in keeping with available budgets and asset management plans, particularly roads, urban water, waste water and waste infrastructure.	Deliver a capital works program (including Queensland Government Road Maintenance Contracts) that meets budget, facilitates the planned maintenance identified in applicable asset management plans and is in keeping with long term financial forecasts.	30/06/2023	A business as usual (BAU) function for the Works team. Currently, the budget is insufficient to cover the needs of the entire network. Recommend additional budget allocation for next fiscal year to cover the ever-increasing costs in the sector.
9	Urban Water Delivery	A continuous supply of water is provided for the community, in serviced areas, which meets Australian Drinking Water Guidelines Health Standards.	Continue replacement, repair or upgrade to the Biggenden Water Treatment Plant, having regard to risk management and funding availability.	30/06/2023	Site works well advanced with clearing and removal of redundant structures complete. Construction of reservoir pad completed and reservoir construction about to commence. Backwash Pond 1 construction completed and underground pipework construction advancing. Main risks are around design lagging behind schedule affecting reporting and funding milestones.
10	Asset Management	Council maintains an effective and consistent approach to the delivery of asset management plans, activities and priorities, consistent with community expectations and available financial resources.	Commence Council's Asset Management Policy review and develop a contemporary Asset Management Framework enabling development of appropriate and consistent asset management plans. Review at end of year and prepare actions for following year.	31/12/2023	Review of road register underway with recommendations to Councillor Workshop late Q4.
11	Continuous Improvement	Sustainable service levels are endorsed by Council and clear for staff and the community to ensure a consistent level of service and appropriate customer service standards.	Continue development of a service catalogue for Council, defining sustainable and consistent levels of service across the region.	Ongoing	Councils service catalogue was expedited during the quarter with working documents created for many of Councils key services. While these working documents require significant refinement they provide a robust starting point, with most of the structural considerations now established. Over the coming months, subject matter experts will look to progressively refine the working documents into a more usable reflection of subservices and activities delivered. Work will continue into Q4 and beyond as needed.

ESSENTIAL SERVICE DELIVERY - GETTING THE BASICS RIGHT

ID#	Service	Outcome	Action	End Date	Comments
12	Media, Communications and Engagement	A connected community that is involved in transparent decision making activities.	Finalise development of a Community Engagement Framework and Strategy to ensure appropriate, timely, relevant liaison with community and other stakeholders.	31/12/2022	<p>The draft community engagement framework and policy successfully underwent public exhibition during the quarter. Following engagement, several amendments were made, with the revised documents being tabled at Council's March general meeting along with a summary of community feedback on the matter.</p> <p>Council adopted the revised community consultation and engagement policy and noted the revised framework document as presented. Consequently, the policy was brought into effect and both documents will guide council officers on engagement matters going forward.</p>
13	Governance	Council's risks are managed and evidence-based decision making is supported by best practice governance.	Maintain risk registers to support Councillors and the organisation to discharge duties and address key organisational risks.	Ongoing	<p>Further work has continued into FY23 to manage risk and embed a culture of robust risk management.</p> <p>During the quarter, council officers continued to add risks identified across the wider organisation into SkyTrust - A software platform to support the management and monitoring of both strategic and operational risks.</p>
14	Indigenous Land Use Agreements	Indigenous Land Use Agreement determinations are correctly enacted in the region.	Consult with relevant parties on Indigenous Land Use Agreements.	Ongoing	<p>During FY22 Council formally connected with Queensland South Native Title Services (QSNTS) and a number of representatives of the Wakka Wakka people, with the intent of establishing communication channels and closer working relationships.</p> <p>The first meeting of the above group was held in Q1 FY23.</p> <p>There are a number of Native Title claims over land within the North Burnett Council region that remain before the Courts for determination. Further work will be undertaken with regard to Indigenous Land Use Agreements (ILUA) in FY23.</p>
15	Governance	Council utilises external funding for maximum benefit of projects that align to corporate plan priorities.	Ensure continued quality assurance and oversight of external funding applications and projects is provided.	Ongoing	<p>Council continued to actively monitor for government and commercial grant opportunities and undertake proactive grants management to complement essential services, as well as bespoke and value added Council activities.</p>
16	Human Resources Management	Staff are supported with professional human resource services.	Support Council with professional recruitment, training and development, industrial relations as well as trainee programs advice and procedures.	Ongoing	<p>During Q3 FY23, People and Performance have continued to deliver recruitment services across the organisation. A total of 15 new employees were welcomed into the organisation during the quarter. Council's Trainee and Apprentice Program has continued to progress, with Council being successful in appointing 5 new trainees in the work areas of Water and Wastewater, Civil Works, Works and Corporate and Community. Enterprise Bargaining negotiations continue with substantial progress achieved this quarter, continuing into Q4.</p>
17	Records Management	Council records are managed in keeping with best practice, as well as Public Records Act and other legislative requirements.	Ensure best practice records management through continuous improvement and incremental change, as appropriate.	Ongoing	<p>A business as usual (BAU) activity. A strategic review has been completed and a budget request has been submitted for the 2023/24 financial year to implement identified change opportunities. Monthly training through NBRC ED for all administration staff has been implemented. There has also been continued progress with writing of internal records procedures.</p>

ESSENTIAL SERVICE DELIVERY - GETTING THE BASICS RIGHT

ID#	Service	Outcome	Action	End Date	Comments
18	Procurement, Stores and Purchasing	Procurement is undertaken in keeping with endorsed policy, supporting local business where possible.	Ensure effective and efficient procurement, stores and purchasing practices, pursuing continuous improvement opportunities and/or additional controls, where appropriate.	Ongoing	A review has been completed of Procurement. An implementation program to improve stores and purchasing practices is continuing. This includes analysis of providing a centre-led procurement model and further scoping surrounding potential stores enhancements.
19	Information and Communications Technology	Council has access to and maintains technical ICT support, enabling end users to continue day to day activities with minimal interruptions or downtime.	Continue to support the organisation with effective first point of contact support and back of house ICT operations, proactively minimising potential downtime, maintaining ICT infrastructure and taking steps to protect against information or infrastructure threats.	Ongoing	A business as usual (BAU) activity. The computer replacement program has been completed along with the planned upgrades to the managed wide area network services. Upgrades to the backup network are in progress.
20	Building and Plumbing Inspection Services	Building and plumbing inspections services are offered to fill a gap in service delivery and ensure compliance with guidelines where required.	Undertake building and plumbing approval, inspection and compliance services, as required.	Ongoing	Council's Building and Development team assess and make recommendations in regard to applications or seek assistance from a specialist planning consultant as required. Plumbing inspections and compliance is undertaken by an external consultant on an as needs basis.
21	Local Laws Education and Compliance	Local laws are effectively enacted for the benefit of community.	Fit for purpose local laws are maintained and enforced as appropriate.	Ongoing	The Local Laws review continues with final feedback received from internal stakeholders on draft amendments. The Local Laws and associated report being prepared for Council review, prior to State government review and public consultation.
22	Waste Collection	Waste and Resource Recovery are managed in keeping with State legislation and policies.	Operate waste collection and resource recovery operations in accordance with adopted strategies and legislation.	Ongoing	The kerbside waste collection is provided by an external service provider that is also contracted to service waste transfer station bulk waste movement to the centralised landfill. Contractors are engaged to manage the operation and legislative compliance of Council's regional landfill being the Mundubbera Waste Facility.
23	Emergency Management	Local SES services can effectively support the region in times of need.	Support SES and explore sustainable models for future collaboration.	Ongoing	Ongoing liaison and support occurs for SES personnel, plant, equipment, activity program, review and improvement.
24	Cemeteries	Provide well maintained and compliant cemeteries.	Cemeteries scheduled maintenance is undertaken in keeping with budget allocations and available resources.	Ongoing	Ongoing maintenance is a business-as-usual (BAU) function for the Works team. Work is undertaken according to a planned schedule.
25	Urban Street Maintenance	Maintain a fit for purpose urban street network.	Undertake urban street maintenance in keeping with budget allocations and available resources.	Ongoing	Ongoing business as usual (BAU) activity.
26	Rural Roads Maintenance	Rural roads provide connection across the region.	Undertake rural roads maintenance in keeping with budget addressing network needs in a timely manner, whilst also maintaining roadside vegetation and drainage.	Ongoing	Ongoing business as usual (BAU) activity however the budget constraints make maintaining a suitable road network challenging. Recommend a detailed review and increase in line with service level expectations.
27	Rural Addressing	Rural addressing is processed consistently in keeping with policy.	Undertake rural addressing consistently pursuant to the policy.	Ongoing	Ongoing business as usual (BAU) activity. No anomalies to report currently.
28	Bridges Maintenance	Bridges are safe and appropriate to road requirements.	Undertake bridge maintenance in keeping with budget allocations and available resources.	Ongoing	Ongoing business as usual (BAU) activity. No anomalies to report currently.

ESSENTIAL SERVICE DELIVERY - GETTING THE BASICS RIGHT

ID#	Service	Outcome	Action	End Date	Comments
29	Fleet	Safe and fit for purpose fleet is maintained by the organisation.	Work towards delivering fit for purpose fleet management and maintenance.	Ongoing	Quotes have been sought for a new fleet management system to provide for improved maintenance activities. Greater engagement has been occurring with end users to ensure fleet remains fit for purpose and reflects operational requirements.
30	Urban Water Delivery	A continuous supply of water is provided to the community, in serviced areas, which meets Australian Drinking Water Guidelines Health Standards.	Meet regulated drinking water standards in keeping with budget allocation and available resources.	Ongoing	A business as usual (BAU) function for the operational team. Reported one (1) drinking water related incident. This detection of THMs is discussed elsewhere.
31	Essential Service Delivery	Wastewater is treated in keeping with reportable requirements.	Deliver effective wastewater services.	Ongoing	A business as usual (BAU) function for the operational team. Maintaining ongoing compliance in relation to environmentally contributed salts is compromising efforts to meet effluent licence levels are discussed elsewhere.
32	Leasing and Contracts Management	Agreements to be in place with consistent or exclusive users of Council owned land or facilities, ensuring best operation of those facilities.	Continue leases and contracts implementation, maintenance and review, to efficiently provide Council owned facilities and land for community groups and commercial entities and meet public sector governance standards.	Ongoing	Review and updating of leases have continued, for Council owned facilities and land, with community groups and/or commercial entity tenants.
33	Natural Resources Management	The region's natural resources are managed for future generations.	Undertake natural resource management advice and education including regional weeds management, land protection and washdown bay operations, in keeping with budget allocations and available resources.	Ongoing	Council has four Land Protection Officers (LPO's) operating throughout the local government area conducting inspections of stock routes and addressing invasive weed and wandering livestock reports. The LPO's also conduct 1080 baiting programs and roadside spraying programs while also meeting with regulatory agencies to understand current and impending biosecurity issues. Operation of existing wash bay facilities is currently being reviewed.
34	Environmental Health	Community and businesses are monitored and supported to ensure safe public environments.	Ensure safe communities through environmental health monitoring, permit provision and education.	Ongoing	Council Environmental Health Officers (EHO's) continue to monitor environmental issues - including public health advice in conjunction with Qld Health and conduct food licencing inspections, monitor pool water quality, investigate illegal dumping sites and assess vegetation burn requests. The team works with external regulatory agencies to update the community as appropriate.
35	Public Lighting	Street lighting is installed and operated for community safety and Council controlled asset security.	Provide urban street lighting across the region as appropriate.	Ongoing	Ongoing business as usual (BAU) activity. No anomalies to report currently.
36	Customer Service	Customer service standards are clearly defined for council staff, setting targets to strive toward when interacting with the public, and are available to the public via our website.	Implement a revised customer experience charter.	30/06/2023	A review of the customer experience charter has commenced, however, work has stalled in Q3 due to staffing challenges and a key staff vacancy.

SUSTAINABLE COMMUNITIES - TO RETAIN POPULATION AND ATTRACT INVESTMENT

ID#	Service	Outcome	Action	End Date	Comments
37	North Burnett Transport Service	North Burnett Transport Service continues to deliver service excellence and public transport options for residents and travellers.	Deliver the North Burnett Transport Service as per TransLink contract.	Ongoing	<p>A business as usual (BAU) function. The Transport service is being delivered in keeping with contractual requirements.</p> <p>On Tuesday, 8 November 2022, the North Burnett Transport Service (NBTS) had our annual Operator Accreditation Audit with the Department of Transport and Main Roads. Official correspondence dated 21 December 2023 informed NBTS that all aspects of the audit had passed and our operating processes and records are maintained to a standard that meets the requirements of the Transport Operations (Passenger Transport) Act 1994.</p> <p>The first replacement bus for the North Burnett Transport Service (Toyota Coaster to replace Mitsubishi Rosa) was ordered in Q2, FY23. It is expected that the Toyota Coaster will arrive by the end of FY23.</p>
38	Libraries	Library services and programming delivered for the community that upholds State Library of Queensland service contract obligations and consistency across the region.	Deliver library services as per State Library of Queensland Service Agreement, including First Five Forever Programming.	Ongoing	<p>A business as usual (BAU) function.</p> <p>In August each year, Queensland Public Libraries are required to complete a range of reports and metrics for State Library of Queensland (SLQ). State Library use this data and information to determine if a Library Service is meeting Public Library Standards and Service Level Obligations. On the 9 February 2023 Council was notified that we have met our obligations for FY21/22.</p> <p>Library programming has continued with a range of events including First Five Forever outreach sessions (e.g. Kindy and School visits) and Safer Internet Day in Monto. First Five Forever Storytime sessions continued at each library. The Mundubbera program continues to have strong engagement with 10-14 children attending each session.</p>
39	Community Events	Key Council events are delivered effectively across the region and community events are promoted and successful.	Deliver key regional community events of Australia Day and Youth Week and support other community events in line with Council policy, budget and available resources.	Ongoing	<p>A business as usual (BAU) function.</p> <p>The Communities team successfully delivered our first Regional Australia Day celebration in Eidsvold on the 26 January 2023, with more than 400 people in attendance. An overview of the event and official photographs are available online at northburnett.qld.gov.au/australia-day-2023. The 2023 Australia Day Community Events grant acquittal is due to be completed in Q4, 2022/23.</p> <p>Youth Week planning has commenced and promoted via media channels. The Monto and Eidsvold events will be supported by the Monto Neighbourhood centre.</p>

SUSTAINABLE COMMUNITIES - TO RETAIN POPULATION AND ATTRACT INVESTMENT

ID#	Service	Outcome	Action	End Date	Comments
40	Community Development	Local community groups can effectively operate, completing key projects and programs for the community's benefit.	Continue capacity building exercises with local community groups to ensure best practice project management, access to external funding, collaborations with other groups and projects that align with endorsed Council strategies.	Ongoing	<p>The Communities team are continuing to explore partnership opportunities and in discussions with a consultant to deliver grants capacity building workshops specific to Arts and Cultural and sporting grants.</p> <p>A range of community groups applied for funding in the latest Gambling Community Benefit Fund super round and one group applied for funding in the first round of the Minor Infrastructure Program. The Communities team worked with groups to understand their project scope and coordinated letters of support prior to the funding round closing.</p>
41	Museums, Historical Societies and Art Galleries	Museums, historical societies and art galleries are supported to ensure rich cultural precincts.	Continue to work with the community to maintain and deliver museum and art gallery facility programs across the region.	Ongoing	<p>Ongoing support provided for Mundubbera Art Gallery. Support extended to Reginald Murray Williams Australian Bush Learning Centre Gallery to display rolling exhibitions throughout the year. Ongoing meetings and support provided to Gallery groups across the region.</p>
42	Community Grants	Community grants budget is effectively delivered in line with endorsed policy to enrich community events and projects.	Deliver responsible and effective community grants that support sustainable community events and projects across the region.	Ongoing	<p>In-kind support applications continue to be assessed on a regular basis.</p> <p>Community grants (Major events, small events and projects) release has been delayed due to resourcing within the Communities team.</p> <p>The Communities team have been in contact with RSL Subgroups and Service groups across the region to discuss ANZAC Day commemorative services and the various ways Council can support their service planning.</p>
43	Community Gyms	Council operated community gyms deliver an appropriate level of service for the community.	Deliver Mundubbera and Eidsvold community gym services whilst investigating longer term, sustainable delivery options.	Ongoing	<p>Both Gyms are operating and with stable membership base between FY 22-21 and FY 22-23.</p> <p>A review on gym viability (e.g. financial) is planned with an aim to complete the review by end of 2023.</p>
44	TV Retransmission Towers	Digital television services are delivered in keeping with Council resolution.	Operate the remaining Eidsvold TV retransmission tower until early 2023 whilst planning for decommission pursuant to council resolution.	31/01/2023	<p>The decommission of the equipment at Eidsvold has been postponed as per Council resolution 2023/16</p> <p>That Council resolves to amend the resolution 2021/42 of 28 April 2021, item 7.1, bullet point 3 – to read as follows:</p> <ol style="list-style-type: none"> 1. To decommission all digital television retransmission equipment at the Eidsvold tower with a view to effecting shutdown on the following date - 30 June 2023. 2. Should retransmission equipment fail at any time prior to 30 June 2023 that renders the retransmission inoperable, then retransmission shutdown will be from the date of the failure.
45	Public Security - CCTV	In the public interest, authorities can access CCTV footage.	Continue to manage CCTV operations in key Council areas for community safety and asset security.	Ongoing	<p>A business as usual (BAU) function. Policies and procedures are being developed to include upgrading of aging systems, identifying and prioritising installation locations, and developing an appropriate maintenance program.</p>

SUSTAINABLE COMMUNITIES - TO RETAIN POPULATION AND ATTRACT INVESTMENT

ID#	Service	Outcome	Action	End Date	Comments
46	Disaster Management	The region is prepared for disaster.	Prepare for and enact disaster management plans, when and as required.	Ongoing	Plans implemented during FY22 after significant rain and flooding events. Council remains ready to enact disaster management plans as required.
47	Community Buildings and Facilities	Community facilities are well maintained and utilised.	Maintain Council owned community facilities and sporting fields to a safe standard for the use and enjoyment of community, having regard to policies, budget allocations and available resources.	Ongoing	A review of the facilities service function has identified areas for improvement to allow a shift from more expensive reactive maintenance to lower cost preventative maintenance. This will be a three year journey from Q4 2023.
48	Waste Management	The region's waste transfer stations are maintained in a safe, usable manner.	Upgrade the Mt Perry waste transfer station to ensure personnel and visitor safety.	30/06/2023	Council has allocated funds in the FY23 budget to address access to the site and improve waste disposal practices for users. Council plan to undertake assessment over the coming months. Resource restrictions have resulted in delays to this project.
49	Waste Management	Better waste management practices are planned with a path to follow in conjunction with other councils.	Work with Wide Bay Region of Councils to develop a regional waste management plan, investigating options for waste diversion, reuse and recycling programs.	30/12/2022	Council received the Draft regional waste management plan (RWMP) in late February for comment. Council will be advised on the draft document at a workshop in early April, with comments due on 21 April.
50	Caravans and Recreation Parks	Council owned Caravan and Recreation Parks are operated to support visitors.	Continue to operate and/or have agreements in place for the effective operation of Council owned caravan and recreation parks, whilst investigating the most effective delivery mechanism going forward.	Ongoing	A review of agreements has identified areas for improvement, which has delayed the engagement of new caretakers for the Mingo Crossing facility. Procurement activities commenced to engage an industry expert to carry out a review of Council's caravan park services.
51	Council Housing	Council housing is maintained to provide accommodation for staff in a region of low rental availability.	Provide Council housing as required.	Ongoing	A business as usual (BAU) function. Shortage in the region's rental market has identified the need for additional Council housing in key centres to improve attraction and retention rates.
52	Aerodromes	Airports are operated to support emergency services, commercial flights and recreation.	Continue to ensure safe operation of council controlled airports across the region.	Ongoing	Ongoing maintenance is a business-as-usual (BAU) function for the Works team. Work and inspections are undertaken according to a planned schedule and the CASA standards. Several key improvements were made to Aerodromes in FY22, including animal-proof fencing upgrades on four of the region's aerodromes.
53	Showgrounds	Showgrounds are operated to support user groups events and operations.	Continue to maintain showgrounds that are Council's responsibility while engaging with key user groups on the most effective long term sustainable model for operation.	Ongoing	Ongoing maintenance is a business-as-usual (BAU) function for the Works team. Further work is required across departments to assist with transition to a sustainable model.
54	Public Amenities	Parks, recreation areas and public conveniences are offered to the community.	Provide welcoming parks, recreation areas and public conveniences that are well maintained, having regard to policies, budget allocations and available resources.	Ongoing	Ongoing business as usual (BAU) activity. No anomalies to report currently.
55	Quarries and Gravel Pits	Council operated quarries and gravel pits provide appropriate material for civil works.	Manage Council operated gravel pits safely and within legislated requirements.	Ongoing	Review undertaken; details to be provided at a April Councillor Workshop. Council's operational team are moving away from Council operated pits and transitioning to Commercially sourced gravel.

SUSTAINABLE COMMUNITIES - TO RETAIN POPULATION AND ATTRACT INVESTMENT

ID#	Service	Outcome	Action	End Date	Comments
56	Community Pools	Community swimming pools provide recreational opportunities for the community and support the core skill development of learning to swim.	Operate community swimming pools within contractual agreements, having regard to policies, budget allocation, available resources and asset condition. Build on the condition assessment work that has been undertaken to date and conduct a full condition assessment of all five pools to guide future budget considerations.	30/06/2023	The Monto swimming pool was subject to an early season close due to continued issues with mechanical equipment. This will require further investigations by pool treatment specialists.

PROSPEROUS FUTURE - TO ENSURE ECONOMIC GROWTH FOR FUTURE GENERATIONS

ID#	Service	Outcome	Action	End Date	Closing Comments
57	Planning and Development Services	Develop and align planning instruments with state legislation and strategies to promote region wide development.	Consider the development of amendments to the planning scheme following the release of the Wide Bay Burnett Regional Plan	Ongoing	The Draft Wide Bay Burnett Regional Plan (Draft WBBRP) content is likely to have a relatively minor impacts on the progression of the North Burnett Regional Council Planning Scheme review. However, it does include some mapping which is relevant to the North Burnett. Council is currently awaiting the finalisation of the WBB Regional Plan and associated mapping to ensure alignment between the regional plan and the NBRC Planning Scheme.
58	Elected Members	Advocacy campaigns are planned and effectively delivered for maximum impact.	Support Councillors with a well-documented, targeted advocacy strategy.	Ongoing	Predominantly, advocacy has related to Federal Assistance Grants and improving Council's allocation. A strategy document is currently under development however, due to a key staff vacancy in the strategic projects space, progress is not as advanced as was first hoped. With this vacancy now filled, work is expected to continue into Q4, with a view to have a preliminary draft completed within the quarter.
59	Planning and Development Services	Planning and development applications are effectively assessed and supported in a timely manner.	Assess planning applications in keeping with state and local instruments and timeframes.	Ongoing	A business as usual (BAU) function. Applications are assessed in keeping with the legislative and time requirements.
60	Economic Development	Small business is supported and local contractors are upskilled to access opportunities.	In partnership with relevant agencies, provide economic development support for the community.	Ongoing	Predominantly delivered via Council's partnership with Burnett Inland Economic Development Organisation (BIEO). The terms of this arrangement are currently under negotiation.
61	Economic Development	Incentives are provided to businesses willing to ensure attractive appearances for their shop fronts.	Deliver streetscape funding program in keeping with endorsed policy.	Ongoing	The Communities team continue to support the Streetscape funding program, targeted at local businesses, in lieu of an economic development team. A small volume of applications continue to be submitted for this program.
62	Media, Communications and Engagement	The naturally beautiful North Burnett is promoted for visitors and potential visitors.	Leverage promotional opportunities for #VisitNorthBurnett and promote the region's tourism product through appropriate channels.	Ongoing	Ongoing publicity maintained during the quarter with around 1 post per week via all available Visit North Burnett social media pages.
63	Reginald Murray Williams Australian Bush Learning Centre	The Reginald Murray Williams Australian Bush Learning Centre is operated in the most effective manner.	Operate the Reginald Murray Williams Australian Bush Learning Centre whilst investigating long term sustainable delivery options.	Ongoing	Reginald Murray Williams Australian Bush Learning Centre has been staffed and continues to trade. Centre services are currently delivered with fixed term / casual staff. An Expression of Interest for sale or lease of the facility was completed in May 2022. A formal tender process is planned for 2023.

5.2 APPENDIX 2 – AMALGAMATED OTHER PROJECT UPDATES

	Project Title	FY23 Budget*	FY23 YTD + Commitments	Remaining Budget**	Latest Update
Office of the CEO					
✓	Procurement of Software to manage Delegations and Authorised Person Powers	\$13,159	\$13,159	\$0	Procurement complete. Data has been added comprising of approximately 4000 local government powers. Training in the use of the software will commence April 2023.
✗	Biggenden Streetscape Upgrade	\$0	\$0	\$0	<p>This project has been placed on hold following the Australian Government's announcement that the Building Better Regions Fund (BBRF) will be discontinued and that round 6 applications will not proceed. Council was initially seeking \$2,751,420 from the BBRF (Round 6) with a Council co-contribution commitment of \$687,855.</p> <p>Until alternate funding can be sourced, this project will remain on hold. While the Australian government has committed to establishing a new 'Growing Regions Program,' exact guidelines and eligibility criteria are yet to be released.</p> <p>FY23 budget reallocated during December 2022 quarterly budget review – Project is dependent on grant funding</p>
Information Management					
⚠	Online Payments	-		-	Council's software provider continues to have difficulty importing the payment transaction files from NAB. They have again referred the issue to their development team to rectify.
⚠	Core Servers (Gayndah)	-	-	-	Physical installation of servers is underway.
✓	Branch Servers (Biggenden, Eidsvold, Mt Perry, Monto, Mundubbera)	\$54,000	\$48,410	\$5,590	Servers have arrived and have had their firmware updated. Initial configuration has been applied. Physical installation of servers has begun.
✓	PC Laptop Replacement (MUN,PER)	\$83,600	\$76,267	\$7,333	Computer replacements have been completed.
✓	Wireless WAN (EID Hackwood) (Cania – Monto & Mt. Archers – Gayndah)	\$44,000	\$43,561	\$439	<p>Equipment has been installed for the Eidsvold/Hawkwood and Mt Perry/Biggenden Links.</p> <p>Equipment for the Cania/Monto and Archers/Mt Gayndah links has been ordered.</p>
⚠	Digitisation	-	-	-	The process and related procedures have been drafted. Review by industry expert to be undertaken.
✓	SAN Storage	\$100,000	\$0	\$100,000	Request for Quotation (RFQ) has been issued and quotes have been received. Decision on successful quote to be made.
✓	CCTV	\$100,000	\$0	\$100,000	Existing CCTV systems have been audited and a scoping document is being finalised.
Financial Services					
✓	Financial Reporting Review	-	-	-	Council has successfully implemented its annual reporting software provided by LG Solutions. This has enabled improvements in the preparation of the annual financial statements and will assist in improving Council's maturity in this task as identified in the financial reporting review.

COURAGEOUS LEADERSHIP
COMMUNITY EMPOWERMENT
CONTINUOUS IMPROVEMENT

	Project Title	FY23 Budget*	FY23 YTD + Commitments	Remaining Budget**	Latest Update
✓	Strategic Procurement Processes	\$22,000	\$22,000	-	In Q3, Council has commenced the tender for Facilities to determine the pre-qualified suppliers of facilities contractor services. In addition, preparations for the tender for the kerbside rubbish collection service as well as the construction and design of landfill capping has commenced.
Community Engagement					
✓	Disaster Recovery Human Social and Economic subgroup leadership and coordination	-	-	-	<p>Post two events impacting the North Burnett Council region – Ex Tropical Cyclone Seth – Flooding event and SE Qld Rainfall and Flooding, the communities team led and coordinated stakeholders to facilitate recovery support to impacted residents.</p> <p>In Q3 FY23, Human Social and Economic Recovery subgroup meetings continued with key stakeholders focused on discussing funding opportunities and potential projects that build capacity and resilience across our communities.</p>
People & Performance					
✓	WHS Management Strategic Plan	-		-	The 3-year WHS Strategic Plan for Council's Work Health and Safety Management System was finalised by the Executive Leadership Team this quarter, with formal endorsement and implementation set for Q4.
Planning & Environment					
✓	Gayndah Animal Pound Upgrade	\$0	\$0	\$0	This project has been completed.
✓	Eidsvold Waste Management Facility Office and Fencing	\$25,000	\$23,410	\$1,590	The new site office has been installed at the facility and fencing works are targeted to commence in April.
✓	Gayndah Waste Management Facility Fencing	\$30,196	\$44,278	(\$14,082)	Works 90% complete.
✓	Monto Waste Management Facility Fencing	\$23,369	\$25,746	(\$2,377)	Fencing to commence upon completion of fencing works at Eidsvold facility. Works expected to be completed in August 2023.
✓	Mundubbera Waste Management Facility Fencing	\$48,691	\$60,009	(\$11,318)	Works completed December 2022.
⚠	Mundubbera Landfill, Regional Expansion	\$3,718,945	\$154,084	\$3,564,861	Technical specification has been finalised. Consultant to finalise contractual documentation for tender process. Documentation to be received by Council in mid April 2023.
⚠	Mt Perry Landfill Transfer Station	\$200,000	\$0	\$200,000	Council has allocated funds in the 22/23 budget to address access to the site and improve waste disposal practices for users. Council undertaking an assessment of environmental and workplace safety factors before works can proceed.
Water & Wastewater					
⚠	Regional Drinking Water Safety and Reliability Project (BOR Funding Application)	\$1,263,500	\$0	\$1,263,500	<p>Signing of funding agreement is expected Q4 (originally planned for August '22). Project start has moved to 20 February 2023 and completion will now be delayed as a result; the second half of the project will roll over into 23/24 Financial Year. Stage I of the Mulgildie Dedicated Pumping Main Project has been completed as part of this overall BoR funded project.</p> <p>Part of FY23 budget reallocated during December 2022 during quarterly budget review – Project carried over to FY24 (Grant has been approved)</p>
✓	Pump Station Well Lid Upgrade Program	\$30,000	\$6,990	\$23,010	Materials purchased this year will be installed next year to maximise efficiencies. No anomalies to report.

COURAGEOUS LEADERSHIP
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CONTINUOUS IMPROVEMENT

	Project Title	FY23 Budget*	FY23 YTD + Commitments	Remaining Budget**	Latest Update
⚠	Asset Condition Inspection Program	-	-	-	Challenges in recruiting suitable staff. Sewer Inspection program will now be carried out as capital works in following Financial Years. NBRC staff have been trained in the new leak detection equipment. Staff have surveyed Mundubbera and Eidsvold finding no infrastructure leaks and confirming good asset condition of networks, contrary to consultant's reports used for valuations. Work currently continuing in Monto, Mulgildie and Mt Perry areas.
✓	Sewerage Emergent Capital Works Program	\$80,000	\$42,180	\$37,820	No anomalies to report.
✓	Water Emergent Capital Works Program	\$120,000	\$105,541	\$14,459	No anomalies to report.
✓	Sewage Pump Station Gantry Refurbishment Program	\$120,000	\$30,385	\$89,615	Ongoing. Plan to rectify Gayndah SPS following recent Pump Station confined space entry incident. Gantry at Monto Water Treatment Plant has been upgraded and certified. No anomalies to report.
✓	Switchboard Upgrade Program	\$40,000	\$0	\$40,000	No anomalies to report.
✓	Biggenden Water Treatment Plant (WTP) Upgrade	\$1,812,444	\$1,229,700	\$582,744	Construction progressing well. Design lagging behind schedule. FY23 budget revised during December 2022 quarterly budget review – Project carried over to FY24
Civil Works					
✓	Gravel Pit Rehab - Preliminary Project	\$200,000	\$202,353	(\$2,353)	Complete and on budget.
✓	Gravel Pit Rehab and Closure Program (Works for Queensland)	\$142,760	\$142,760	\$0	Complete and on budget.
✓	Bridge Refurb Program - Staatz Bridge (Works for Queensland)	\$86,425	\$87,973	(\$1,548)	Complete and on budget.
✓	Eidsvold Airport Fencing	\$388,098	\$256,882	\$131,216	Complete and under budget.
✓	Gayndah Airport Fencing	\$3,623	\$3,623	\$0	Complete and under budget.
✓	Monto Airport Fencing	\$9,132	\$9,132	\$0	Complete and under budget.
✓	Mundubbera Airport Fencing	\$3,501	\$3,501	\$0	Complete and under budget.
✓	Gayndah Number 2 Cemetery Upgrade	\$84,250	\$84,837	(\$587)	Complete and on budget.
⚠	Mundubbera Number 2 Cemetery Upgrade	\$144,652	\$9,749	\$134,903	Original scope requires additional review.
✓	Works Dept Engineering Design (Capital Improvements)	\$289,199	\$246,659	\$42,540	Designs complete, progressing with project delivery.
✓	Depot/Stores Upgrades	\$150,000	\$173,906	(\$23,906)	Project complete realising significant improvements to the Mundubbera depot operations.
–	Remote Rural Roads Upgrade Pilot Program	\$0	\$0	\$0	On hold awaiting successful funding approval. FY23 budget reallocated during December 2022 quarterly budget review – Project carried over to FY24 (Project is dependent on grant funding)
✓	Gravel Re-sheets 2022-2023	\$1,875,724	\$1,156,064	\$719,660	In progress - No anomalies to report currently.
⚠	Footpath/Kerb & Channel Program - Mt Perry Stair Restoration	\$30,000	\$6,728	\$23,272	Design complete, Disability Discrimination Act compliance issues require resolution.

COURAGEOUS LEADERSHIP
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CONTINUOUS IMPROVEMENT

	Project Title	FY23 Budget*	FY23 YTD + Commitments	Remaining Budget**	Latest Update
✓	Footpath/Kerb & Channel Program - Footpath Replacement Bauer St Mundubbera	\$70,000	\$58,556	\$11,444	Complete and under budget.
✓	Footpath/Kerb & Channel Program - Footpath Replacement Russel St Mundubbera	\$100,000	\$0	\$100,000	New Project – Added during quarterly budget review – December 2022
✓	Roads Clearing for North Burnett HV Network - Glencoe Road	\$971,322	\$622,575	\$348,747	In progress, scheduled for completion in April - No anomalies to report currently.
✓	Reseal Program - Rural Roads	\$1,688,024	\$1,711,028	(\$23,004)	In progress, scheduled for completion in April - No anomalies to report currently.
✓	TIDS - Berries Road	\$644,169	\$553,585	\$90,584	Complete and under budget.
✓	TIDS - Bon Accord-Wetheron Rd	\$350,358	\$0	\$350,358	Project is now a Queensland Reconstruction Authority (QRA) funded betterment project. Contract admin is appointed and tender for delivery is in progress.
✓	TIDS - Abercorn Rd (2021/22)	\$1,380,874	\$1,902,650	(\$521,776)	In progress, scheduled for completion in April - No anomalies to report currently.
✓	TIDS - Hawkwood Rd	\$573,359	\$301,512	\$271,847	In progress, scheduled for completion in June - No anomalies to report currently.
✓	TIDS – Abercorn Road (Road Safety Audit)	\$194,579	\$0	\$194,579	New Project – Added during quarterly budget review – December 2022
✓	TIDS – Hawkwood Road (Road Safety Audit)	\$194,579	\$0	\$194,579	New Project – Added during quarterly budget review – December 2022
✓	Wuruma Dam Bridge Refurbishments – 25t Load Limited	\$400,000	\$0	\$400,000	New Project – Added during quarterly budget review – December 2022
✓	Grosvenor Bridge Refurbishments- 15t Load Limited	\$370,000	\$0	\$370,000	New Project – Added during quarterly budget review – December 2022
✓	Disaster Recovery Betterment Rain Event Feb 2022	\$2,794,923	\$0	\$2,794,923	New Project – Added during quarterly budget review – December 2022
✓	Disaster Recovery REPA Rain Event Feb 2022	\$3,152,656	\$87,141	\$3,065,515	New Project – Added during quarterly budget review – December 2022
✓	LRCIP 3 - Level 2 Bridge Maintenance Program	\$882,876	\$890,144	(\$7,268)	Complete and on budget.
✓	LRCIP Footpath Program - Biggenden	\$78,391	\$78,391	\$0	Complete and on budget.
✓	LRCIP Footpath Program - Eidsvold	\$121,352	\$137,341	(\$15,989)	Complete and on budget.
Assets, Facilities & Fleet					
⚠	Upgrade Mundubbera Mezzanine (WH&S)	\$25,000	\$0	\$25,000	A shelf design is required.
✓	Plant Replacement Program – 2020-2021	\$127,000	\$126,131	\$869	Business as usual function. Program has been completed.
✓	Plant Replacement Program – 2021-2022	\$1,853,826	\$1,687,450	\$166,376	Business as usual function. Program has commenced.
⚠	Plant Replacement Program – 2022-2023	\$2,972,000	\$1,023,077	\$1,948,923	Plant replacement program has commenced, however is behind in schedule.
⚠	Monto Administration Building	\$249,723	\$23,687	\$226,036	Council resolved to fund the structural repairs required to permit occupancy. Due to the value of the works to be undertaken an open tender process is required. Staffing shortages in the facilities team may further delay the project.
⚠	LRCIP 3 - Community Halls Roof Replacement	\$300,000	\$3,268	\$296,732	Condition inspections on the rooves of six halls has been completed and informed a high level scope of works. Further detailed investigations are required prior to commencing procurement activities.

COURAGEOUS LEADERSHIP
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CONTINUOUS IMPROVEMENT

	Project Title	FY23 Budget*	FY23 YTD + Commitments	Remaining Budget**	Latest Update
⚠	Regional Pools Renewal Program LRCIP3	\$200,000	\$0	\$200,000	Further investigations are required at one and possibly two swimming pools. This works will be scheduled following closure of the swimming pool.
➖	Swimming Pool Upgrades – GPR Inspection	\$140,000	\$60,503	\$79,497	Not yet commenced. Will develop a scope of works to be activated at the close of season.
⚠	Asbestos Removal Program - 10 Year (Years 1 & 2)	\$208,394	\$104,308	\$104,086	No works have occurred on this project this quarter.
➖	Elevating Work Platform (Mobile Fleet) (WH&S)	\$20,000	\$0	\$20,000	No works have occurred on this project this quarter.
⚠	Replacement of Fuel Bowsers and Diesel Tanks (WH&S)	\$350,000	\$45,986	\$304,014	A procurement process was followed, which returned prices in excess of budget. The scope of works will need to be reviewed to identify opportunities for savings.
✅	Washdown Bay Upgrade	\$300,000	\$0	\$300,000	A plan to address the public washdown bays has been prepared and funding is being sought. Preliminary investigations have occurred into the scope of works required for the internal washdown facilities.
✅	Fleet Management Information System (FMIS)	\$80,000	\$0	\$80,000	Procurement activities have commenced.

* Budgets may vary from period to period due to quarterly budget reviews or approved project variations.

** Remaining budget is based on allocated budget less incurred expenses and provisioned commitments. Some commitments may not proceed and could subsequently be cancelled, as such, the remaining budget may both increase and decrease over time. This considered, any negative figures within the remaining budget column could be reflective of commitments pending cancelation and may not necessarily indicate an overspend.

5.3 APPENDIX 4 – AMALGAMATED WORKFLOW MEASURES

Workflow Measures – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Office of the CEO					
Number of policies and/or administration directives formally approved and consequently brought into effect ¹	7	4	5		
Number of documented procedures formally approved and consequently brought into effect ¹	2	1	8		
Number of documented processes (work instructions) formally approved and consequently brought into effect ¹	0	0	0		
Number of councillor requests actioned or otherwise closed requiring no further action	108	88	44		
Number of internal Media support tickets actioned	387	313	213		
Number of Local Disaster Management Group (LDMG) meetings	3	3	1		
Number of District Disaster Management Group (DDMG) meetings	0	1	0		
Number of Local Disaster Management Group (LDMG) stand-ups	1	1	0		
Information Management					
Number of internal ICT support tickets actioned	458	419	476		
Number of internal Records support tickets actioned	344	391	460		
Number of new records added to council's Electronic Document and Records Management System (EDRMS)	691	761	5261		
Number of records destroyed in line with (and as required by) retention and disposal schedules	0	0	0		
Financial Services					
Number of internal Finance support tickets actioned	537	458	453		
Number of creditor accounts having received at least one payment in the period	462	466	434		
Number of all purchase orders raised (created) within the period ²	2153	2043	1933		
Number of purchase orders raised (created) with local suppliers within the period ^{2,3}	1039	961	959		
Number of purchase orders raised (created) by the finance or procurement teams within the period ²	286	257	321		
Community Engagement					
Number of phone interactions via customer contact centre	4201	3202	3733		
Number of calls received by afterhours service	58	157	58		
Number of customers visiting Biggenden Customer Service & Library (CSL) centre ⁴	1232	814	998		
Number of customers visiting Gayndah Customer Service & Library (CSL) centre ⁴	3179	2220	2500		
Number of customers visiting Mundubbera Customer Service & Library (CSL) centre ⁴	3539	2181	1802		
Number of customers visiting Eidsvold Customer Service & Library (CSL) centre ⁴	1670	939	878		
Number of customers visiting Monto Customer Service & Library (CSL) centre ⁴	3405	3075	3059		

Workflow Measures – QOQ to End of Reporting Quarter

Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of customers visiting Mt Perry Customer Service & Library (CSL) centre ⁵	505	374	484		
Number of customer interactions via Biggenden Customer Service & Library (CSL) centre	737	475	395		
Number of customer interactions via Gayndah Customer Service & Library (CSL) centre	1995	1072	1596		
Number of customer interactions via Mundubbera Customer Service & Library (CSL) centre	705	484	732		
Number of customer interactions via Eidsvold Customer Service & Library (CSL) centre	416	426	401		
Number of customer interactions via Monto Customer Service & Library (CSL) centre	1948	1597	1949		
Number of customer interactions via Mt Perry Customer Service & Library (CSL) centre	420	287	376		
Number of visitors to the Reginald Murray Williams Centre	1697	616	467		
Number of campers staying at the Reginald Murray Williams Campgrounds	243	42	20		
Number of total library borrowings (physical items) ⁶	7521	6890	6639		
Number of total eResource borrowings (electronic items) ⁷	1448	1488	TBA		
Number of First 5 Forever (F5F) sessions conducted (Library sessions only)	0	38	72		
Number of attendees at First 5 Forever (F5F) sessions (Library sessions only)	0	140	203		
Number of Library Program sessions conducted (excluding F5F Library sessions)	21	8	2		
Number of attendees at Library Programs (excluding F5F Library sessions)	379	87	4		
People & Performance					
Number of internal HR support tickets actioned	593	875	743		
Number of WHS inspections completed	104	98	120		
Worker initiated hazard reports assessed	30	56	11		
Number of job applications received	101	110	156		
Number of advertised staff vacancies as at the end of the period	20	24	14		
Planning & Environment					
Number of licenced food businesses as at the end of the period	86	86	88		
Number of Higher Risk Licence businesses as at the end of the period (personal appearance)	1	1	1		
Number of food business inspections completed	9	6	59		
Number of community food event notices received	15	30	34		
Number of staff attending external sustainability education events	2	0	5		
Tonnes of waste discarded into landfill site	1214	1140	1061		
Number of environmental authority (EA) compliance inspections completed by council	24	22	15		

Workflow Measures – QOQ to End of Reporting Quarter					
Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Number of community event bins emptied (not fixed services) ⁸	280	167	157		
Number of applications received for new kerbside bin collection services	16	27	27		
Number of Illegal dumping investigations initiated	0	13	30		
Number of Illegal dumping compliance notices issued	0	0	0		
Number of Illegal dumping clean ups completed by Council	0	7	14		
Number of mosquito investigations commenced	0	3	1		
Number of mosquito traps serviced	30	60	100		
Number of mosquito treatments undertaken (public land and council facilities only)	1	0	0		
Number of environmental nuisance complaints received	20	16	11		
Number of swimming pool public health assessments completed (council pools only)	0	0	3		
Number of approval to burn applications received	4	11	0		
Number of active flying fox roosts as at the end of the period ⁹	1	1	3		
Number of noncompliance notices issued (local laws)	31	79	28		
Number of animals impounded	29	17	29		
Number of animals seized	0	4	0		
Number of local law permits assessed	8	1	17		
Number of infringement notices issued (Local Laws)	1	6	6		
Number of show cause and enforcement notices issued (building, planning and plumbing)	2	6	1		
Number of building applications received for assessment (EX Private certifier lodgements)	23	30	23		
Number of private certifier building approval lodgements received	19	20	22		
Number of planning applications received for assessment	14	21	18		
Number of plumbing applications received for assessment	15	12	13		
Number of pre lodgement meetings held – In person & online	6	5	8		
Number of pre lodgement advice(s) given regarding potential planning applications (Written advice)	27	38	17		

Workflow Measures – QOQ to End of Reporting Quarter

Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Water & Wastewater					
Number of Water & Wastewater related service requests determined and responded to, with any identified work either scheduled or completed	131	145	203		
Number of afterhours callouts	11	17	13		
Number of water main brakes repaired	3	1	3		
Number of sewer main breaks and chokes repaired	11	16	9		
Civil Works					
Number of Civil Works related service requests determined and responded to, with any identified work either scheduled or completed	768	624	593		
Number of Parks & Open Spaces related service requests determined and responded to, with any identified work either scheduled or completed	79	94	91		
KM of gravel resheeting completed ¹⁰	18	0	21.5		
KM of sealed roads resealed (Spray seal only)	0	1	32		
KM of unsealed roads graded – Zone 1 ¹⁰	83	25	0		
KM of unsealed roads graded – Zone 2 ¹⁰	103	83	15		
KM of unsealed roads graded – Zone 3 ¹⁰	118	27	0		
KM of unsealed roads graded – Zone 4 ¹⁰	47	20	50		
KM of unsealed roads graded – Zone 5 ¹⁰	112	86	118		
KM of unsealed roads graded – Zone 6 ¹⁰	120	52	0		
KM of unsealed roads graded – Zone 7 ¹⁰	258	180	291		
KM of unsealed roads graded – Zone 8 ¹⁰	140	147	112		
KM of unsealed roads graded – Region Total ¹⁰	981	620	586		
Hours spent grading unsealed roads (Machine hours) – Zone 1	242	57	0		
Hours spent grading unsealed roads (Machine hours) – Zone 2	264	128	23		
Hours spent grading unsealed roads (Machine hours) – Zone 3	262	76	0		
Hours spent grading unsealed roads (Machine hours) – Zone 4	200	63	147		
Hours spent grading unsealed roads (Machine hours) – Zone 5	262	117	329		
Hours spent grading unsealed roads (Machine hours) – Zone 6	196	50	0		
Hours spent grading unsealed roads (Machine hours) – Zone 7	212	286	175		
Hours spent grading unsealed roads (Machine hours) – Zone 8	261	259	216		
Hours spent grading unsealed roads (Machine hours) – Region Total	1899	1036	890		

Workflow Measures – QOQ to End of Reporting Quarter

Measure	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4	FY24 Q1
Assets, Facilities & Fleet					
Number of internal Facilities support tickets actioned	202	196	157		
Number of internal Fleet support tickets actioned	502	415	316		
Number of fleet services or other related fleet maintenance completed (by both internal and external providers)	60	96	TBC		
Number of Facilities related community requests determined and responded to with any identified work either scheduled or completed.	122	107	189		
Total number of fleet items as at end of the period ¹¹	709	489	506		

5.4 APPENDIX 5 – AMALGAMATED SECTIONAL FINANCIAL DOCUMENTS

	OFFICE OF THE CEO	CORPORATE & COMMUNITY					WORKS			NORTH BURNETT REGIONAL COUNCIL (UNAUDITED)					
	Office of the CEO	ICT & Records	Financial Services	Community Engagement	People & Performance	Planning & Environment	Water & Wastewater	Civil Works	Assets, Facilities & Fleet	Current FYTD			Previous FYTD (PCP)		
	Note	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000	FYTD Actual \$'000	FYTD Budget \$'000	FYTD Variance \$'000
Revenue															
Recurrent revenue															
Rates, levies and charges	102	-	10,792	-	-	3,348	5,291	-	-	19,533	19,956	(423)	17,850	18,252	(402)
Fees and charges	-	-	65	16	-	422	57	211	520	1,291	948	343	1,173	892	281
Sales Revenue	-	-	-	-	-	-	-	2,081	-	2,081	2,082	(1)	4,269	2,141	2,128
Grants, subsidies, contributions and donations	140	-	1,072	75	67	-	-	2,150	51	3,555	2,996	559	5,359	5,188	171
Total recurrent revenue	242	-	11,929	91	67	3,770	5,348	4,442	571	26,460	25,982	478	28,651	26,473	2,178
Capital revenue															
Grants, subsidies, contributions and donations	4	-	-	-	-	234	52	855	580	1,725	1,225	500	2,970	2,970	-
Total Capital Income	4	-	-	-	-	234	52	855	580	1,725	1,225	500	2,970	2,970	-
Interest received	-	-	652	-	-	27	31	-	-	710	272	438	195	263	(68)
Other income	-	1	44	426	-	408	10	-	106	995	988	7	1,167	1,017	150
Total Income	246	1	12,625	517	67	4,439	5,441	5,297	1,257	29,890	28,467	1,423	32,983	30,723	2,260
Expenses															
Recurrent expenses															
Employee benefits	1,094	432	1,148	1,311	483	1,196	1,207	3,058	1,042	10,971	11,795	(824)	10,902	10,993	(91)
Materials and services	628	626	1,431	539	334	2,217	1,828	4,487	665	12,755	10,345	2,410	13,089	10,893	2,196
Finance costs	-	-	34	-	-	-	26	22	-	82	90	(8)	85	85	-
Depreciation expense	185	-	19	161	-	173	1,677	7,640	2,287	12,142	11,491	651	10,733	10,236	497
Total	1,907	1,058	2,632	2,011	817	3,586	4,738	15,207	3,994	35,950	33,721	2,229	34,809	32,207	2,602
Capital Expenses															
Loss on disposal of non-current assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provision for landfill and quarry restoration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	1,907	1,058	2,632	2,011	817	3,586	4,738	15,207	3,994	35,950	33,721	2,229	34,809	32,207	2,602
Net result	(1,661)	(1,057)	9,993	(1,494)	(750)	853	703	(9,910)	(2,737)	(6,060)	(5,254)	(806)	(1,826)	(1,484)	(342)

DISCLAIMER: The financial statements contained within this document are unaudited and, while prepared with due care, may ultimately differ to the final audited financial statements within council's annual report. Any figures included in this report are indicative only, are subject to revision and are not to be taken as a definitive representation of council's financial performance. Audited financial results will not be retrospectively updated into this report and all figures contained within are static at the time of the reports preparation.

5.5 APPENDIX 6 – NOTES TO THE FINANCIAL STATEMENTS

Key highlights as at the end of March 2023 include:

- Rates, Levies and Charges recorded in March 2023 totalling \$19.533m, are slightly lower than budget year-to-date figure of \$19,956m, resulting in a \$423,000 or 2 per cent variance. Discounts take-up for 2022-2023 year-to-date is 88.09% compared to the discount take-up in the 2021-2022 year of 89.03%. The lower than budget figure relates to a lower water consumption billing per the meter readings completed in December 2022. This lower billing compared to forecast totalling \$220,328 is due to heavier rainfalls received this year-to-date.
- Rates, levies, and charges revenue is below budget by \$422,968. *Natural Resource Management Levy* is higher than budget by \$34,650 and *General Rates* are higher than budget by \$10,432. Whereas, *Water Consumption* has decreased to budget by \$220,328, *Waste Management* has decreased to budget by \$110,996, *Sewerage* has decreased by \$63,332 to budget, *Water* has decreased to budget by \$61,197, *Other Levies* - including Local Disaster Management Levy is lower than budget by \$10,787 and *Discounts* have decreased to budget by \$1,410.
- Fees and Charges have increased to budget in February by \$343,773 due to additional *Building and Development Fees* of \$76,886, *Other Fees and Charges* have increased by \$112,034 mainly due to aviation fuel sales and rates search fees, *Caravan Park Takings* are above budget by \$166,828 mainly due to increases at Mt Perry but also Eidsvold & Mingo Crossing, *Trade Waste & Recycling* revenue has increased by \$76,933 which is mainly relating to the Mundubbera and includes slight increases in Biggenden and Gayndah waste facilities, *Water and Sewer Fees* have increased by \$15,018. Whereas *Licences and Registrations* have decreased to budget by \$80,759. *Community Service Fees* are below budget by \$23,167.
- Interest received is higher than anticipated mainly due to increased interest rates on our Queensland Treasury Corporation (QTC) cash funds, moving from an annual rate of 0.76% to 3.95%.
- Other Income is above budget by \$62,368 as *Waste - Regionwide Income* being above budget by \$8,062, which mainly relates to income for road litter signage and wheelie bin hire, *Lands Protection revenue* is above budget by \$50,975 due to a Rubber Vine & Hymenachne Project and *State Waste Levy* is above budget by 18,435, which is a timing issue & will align by end of financial year. Whereas *Bus Revenue* is below budget by \$4,946, *Reginald Murray Williams Centre* is below budget by \$3,605, *Stock Route Permits Revenue* is below budget by \$8,960 mainly due to the favourable weather conditions & increasing grass supplies; other varying small amounts make up the difference.
- Recurrent Grants, subsidies, contributions, and donations is above budget by \$559,259, which relates to the receipt of \$100,000 from the State under the Department of Transport & Main Roads Walking Local Grants program to improve walking access in Council and operational grant funding for road works of \$450,000.
- Rental Income has decreased from budget by \$55,123, which relates to Council rental facilities being below budget by \$35,838 and Council housing being below budget by \$19,285. The reduction has arisen as properties are sold to previous lessee's and some leases are not being renewed.
- Sales revenue is on par with budget.
- Capital Revenue includes gain on sale for the disposal of non-current assets.
- Employee Benefits – The decrease in employee benefits relates to the current level of vacancies, as compared to budget, from a forecast figure of \$11.795m to \$10.971m; with a \$824,147 and 7 per cent variance.
- Materials and Services – The increase in Materials & Services costs to \$12.754m from budgeted \$10.345m (variance of \$2.409m, equivalent to 23 per cent) relate to additional recoverable works

which were above budget. This increase in expenditure will be offset by an increase in income over budget. This increase related predominantly to:

1. Roadworks Performance Contract (RPC) Costs – Materials & Services over the forecasted expenditure by \$455,596, and
2. Road Maintenance Performance Contract (RMPC) Cost – Materials & Services over the forecasted expenditure by \$509,162.

Additional materials and services relate to the grant funding program through the Local Roads and Community Infrastructure Program for grading and maintenance of rural roads.

- Depreciation is above the forecast budget of \$11,795m, at \$12,144m (resulting in a \$652,300 variance and 6 per cent difference), due to the application of the revaluation for roads, bridges and drainage as at 30 June 2022.
- The expense coverage ratio has been included as recommended by the Queensland Audit Office as a good indicator of a Council's short-term liquidity. A target range is between three (3) and six (6) months. The ratio needs to be monitored as cost control measures would need to increase to maintain the ratio at acceptable levels. The ratio currently is at a good cash management level of four (4) months, within the target range. This has been calculated allowing for externally restricted funds such as unspent capital government grants and subsidies of \$2,342,000, landfill management levy of \$6,650,124, and state government prepaid waste management levy of \$1,314,085.
- The current ratio is a liquidity ratio that measures an organisation's ability to pay short-term obligations, or those due within one (1) year. A current ratio above 1 is considered a minimum. It is anticipated that the current ratio will decrease in the latter half of the year as Council draws down on the operational assistance grants received. Council's current ratio, at 31 March 2023 is 3.03:1.

5.6 APPENDIX 7 – PERFORMANCE AND VOLUME MEASURE NOTES

5.6.1 GENERAL NOTES

- Unless otherwise specified, all references to business days are calculated assuming a standard Monday to Friday work week and **do not** cater for public holidays.

5.6.2 ITEM NOTES

1. This extends to initial development, amendments or currency reviews that effectively set (new documents) or extend (existing documents) the currency period of the document. The specified documentation is considered approved when it receives final approval from the required approving authority and is subsequently brought into effect.
2. Figure includes Purchase Orders (PO's) created in councils purchase order system within the quarter and may include orders not yet submitted for approval and orders that were subsequently cancelled. Resubmission for subsequent approval/s are not included in this figure.
3. Local suppliers are those that have nominated a primary address with a postcode equal to 4621, 4625, 4626, 4627, 4630 or 4671 as of the end of the quarter. As some of these postcodes overlap with other regions, there is a chance that some suppliers included in this figure are outside of the North Burnett Regional Council area.
4. This data is provided as an indication only, is based on door counter information and is intended to portray customer traffic through a centre. Figure assumes two door opens equates to the entry and exit of one customer with the provided figures reflective of this assumption. Figures could be over or understated due to customer behaviour (E.G. repeated entries and exits by one customer and/or children in a single visit, multiple customers entering or exiting in the same door open, False opens, etc.) as well as staff entries or exits.
5. Mt Perry statistics are not subject to door count assumptions. Due to low customer traffic volumes in Mt Perry, Customer Service & Libraries staff record traffic manually.
6. Library loan data includes all physical items borrowed as well as renewals. Loan data reflects the total number of individual items loaned during the period, not customer transactions. It is recommended that this data is read in-conjunction with Customer Service and Library interaction statistics.
7. eResource data is provided by State Library of Queensland and includes the following transactions: eBook loans, eAudiobook loans and electronic service download, Ancestry access, and electronic magazines. Data is not available immediately following the quarters end and, as such, the measure will always be one quarter behind. This is outside of council's control.
8. This extends to bins provided by council, in a temporary capacity, to support community events. Where a bin is emptied multiple times during its dispatched period, this will be counted as multiple bin empties.
9. This extends only to those roosts that fall within the urban flying fox management area and are known to council.
10. As this figure is drawn from live accomplishment data, results may not reconcile to data seeming to cover the same time period due to ongoing amendments, additions and removals in the underlying data. As such, this measure is considered a snapshot as at the time of preparation, may not be repeatable and, while it should be relatively close, ultimately may not reconcile with other similar data points.
11. Figure does not include small plant items below the capitalisation threshold.