



GENERAL MEETING

21 April 2021

NOTICE OF MEETING

Date: 21 April 2021

Cr AL Martin
Cr BP Johnstone
Cr PJ Pullos
Cr LP Russell
Cr JH Scobie
Cr DA Hardie
Cr GK Schluter

Please find attached the Agenda for the General Meeting to be held at the Blackall-Tambo Regional Council Chambers in Blackall 21 April 2021 commencing at 8.30am.

A handwritten signature in blue ink, appearing to read 'DA Howard'.

DA Howard
Chief Executive Officer

CALENDAR OF EVENTS

April 2021

21 April 2021	Council Meeting – Blackall
23-24 April 2021	Tambo Stock Show
26 April 2021	Anzac Day Holiday

May 2021

3 May 2021	Labour Day
15-16 May 2021	Tambo Polocrosse
19 May 2021	Council Meeting – Tambo
21-23 May 2021	Tambo Campdraft
25 May 2021	Opera Queensland – Are you lonesome tonight – Blackall Woolscour
29 May 2021	Tambo Races

June 2021

5 June 2021	Local Artist Opening - Grassland Gallery
16 June 2021	Council Meeting - Blackall

July 2021

17 July 2021	Blackall Races
21 July 2021	Council Meeting – Tambo
31 July 2021	Tambo Races

August 2021

3-5 August 2021	Bush Council Convention - Barcaldine
18 August 2021	Council Meeting – Blackall

September 2021

11-12 September 2021	Tambo Central West Golf Championships
15 September 2021	Council Meeting – Tambo

October 2021

4 October 2021	Queen's Birthday
16 October 2021	Blackall Races
20 October 2021	Council Meeting – Blackall
25-27 October 2021	LGAQ Conference - Mackay

November 2021

2 November 2021	Melbourne Cup Holiday
17 November 2021	Council Meeting – Tambo

December 2021

15 December 2021	Council Meeting - Blackall
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Held at Blackall Council Chambers
On Wednesday 21 April 2021
Commencing at 8.30am

Order of Business

Blue items are hyperlinked

Leave of absence/Signing of Attendance Book

Apologies

Condolences:

- Leo Woltmann

Declarations of Conflicts of Interest

Deputations

- 11.30am - Robert Kronk & Luke Harriman

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**MINUTES OF THE GENERAL MEETING OF
BLACKALL-TAMBO REGIONAL COUNCIL
HELD AT THE TAMBO COUNCIL CHAMBERS
ON WEDNESDAY 17 MARCH 2021
AT 8.30AM**

PRESENT:

Councillors: Cr AL Martin (Mayor), Cr LP Russell (Deputy Mayor), Cr GK Schluter, Cr JH Scobie, Cr BP Johnstone, Cr DA Hardie.

OFFICERS:

Mr Des Howard, Chief Executive Officer, Mr Alastair Rutherford, Director of Finance Corporate and Community Services, Mr Garth Kath, Director of Works and Services, Mrs Andrea Saunders, Executive Assistant.

Leave of Absence

Cr Pullos has requested a leave of absence.

MOTION: **Moved: Cr DA Hardie** **Seconded: Cr GK Schluter**

“That a leave of absence be granted to Cr Pullos.”

Minute No. 01/03A/21

Carried 6/0

DECLARATIONS OF INTEREST:

Cr JH Scobie for item 4.1.6 – I, Councillor Scobie, inform the meeting that I have a prescribed conflict of interest in item 4.1.6 Blackall Social Riders – Request for In-Kind Support. The nature of my interest is as follows:

- My son was a recipient of the fundraising activity.

As a result of my conflict of interest, I will leave the meeting room while the matter is considered and voted on.

Cr BP Johnstone for 4.1.6 – I, Councillor Johnstone, inform the meeting that I have a declarable conflict of interest in item 4.1.6 Blackall Social Riders – Request for In-Kind Support. The nature of my interest is as follows:

- I am a co-convenor of the event.

As a result of my conflict of interest, I will leave the meeting room while the matter is considered and voted on.

Cr DA Hardie for item 4.1.8 – I, Councillor Hardie, inform the meeting that I have a prescribed conflict of interest in item 4.1.8 Barcoo Pastoral Society – Request for Assistance. The nature of my interest is as follows:

- My family are members of the society; and
- My family is involved in the organisational side of the society.

As a result of my conflict of interest, I will leave the meeting room while the matter is considered and voted on.

Cr DA Hardie for item 5.5 – I, Councillor Hardie, inform the meeting that I have a prescribed conflict of interest in item 5.5 Blackall Industrial Lots. The nature of my interest is as follows:

- I am a real estate agent and stand to make a profit should I be the agent for the available lots.

As a result of my conflict of interest, I will leave the meeting room while the matter is considered and voted on.

1.1 Confirmation of General Meeting Minutes

MOTION: **Moved: Cr JH Scobie** **Seconded: Cr DA Hardie**

“That the minutes of the General Meeting held on 17 February 2021 be taken as read and confirmed, and that the Mayor be authorised to sign same.”

Minute No. 02/03A/21

Carried 6/0

4.1.1 Financial Report for the Month of February

The Finance Report for February 2021 was presented to Council.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr JH Scobie**

“That Council receive the financial report for February 2021.”

Minute No. 03/03A/21

Carried 6/0

4.1.2 DFCCS Operations Report – February 2021

The Director of Finance Corporate and Community Services operations report for February 2021 is presented to Council. The report includes housing and administration, 60s and Better, community development program, Blackall aerodrome, libraries, visitor information centres, facility bookings, Tambo Multipurpose and Tambo Child Care Centre.

MOTION: Moved: Cr GK Schluter Seconded: Cr JH Scobie

“That Council receive the DFCCS Operations Report for February 2021.”

Minute No. 04/03A/21

Carried 6/0

4.1.3 Arts and Cultural Report – February 2021

The Arts and Cultural Report is provided to Council.

MOTION: Moved: Cr GK Schluter Seconded: Cr LP Russell

“That Council receive the Arts and Cultural Report for February 2021.”

Minute No. 05/03A/21

Carried 6/0

4.1.4 Environmental Health Officer’s Report

The Environmental Health Officer’s report is provided to Council.

MOTION: Moved: Cr DA Hardie Seconded: Cr BP Johnstone

“That Council receive the Environmental Health Officer’s report.

Minute No. 06/03A/21

Carried 6/0

4.1.5 Ranger Coordinator’s Report

The Ranger Coordinator’s report for February 2021 is provided to Council.

MOTION: Moved: Cr JH Scobie Seconded: Cr DA Hardie

“That Council receive the Ranger Coordinator’s report for February 2021.

Minute No. 07/03A/21

Carried 6/0

At this point, 9.08am, Cr Scobie and Cr Johnstone left the meeting.

4.1.6 Blackall Social Riders – Request for In-Kind Support

Blackall Social Riders have requested in-kind support for an event they are holding 13 March 2021.

MOTION: Moved: Cr LP Russell Seconded: Cr GK Schluter

“That Council endorse the actions of the DFCCS in approving this request for in-kind assistance.”

Minute No. 08/03A/21

Carried 4/0

At this point, 9.09am Cr Johnstone returned to the meeting.

4.1.7 Blackall Campdraft Association – Request for In-Kind Support

The Blackall Campdraft Association have requested in-kind support for an event they are holding 3rd & 4th April 2021.

MOTION: **Moved: Cr DA Hardie** **Seconded: Cr LP Russell**

“That Council approve the request for in-kind assistance for the Blackall Campdraft Association.”

Minute No. 09/03A/21

Carried 6/0

At this point 9.10am, Cr Hardie left the meeting.

At this point 9.12am, Cr Scobie returned to the meeting.

This matter, 4.1.8 Barcoo Pastoral Society – Request for Assistance was held over so Councillor officers could conduct further research.

At this point, 9.20am Cr Hardie returned to the meeting.

This matter, 4.1.8 Barcoo Pastoral Society – Request for Assistance was discussed after item 5.8.

At this point 10.06am, the Director of Finance Corporate and Community Services left the meeting.

At this point 10.07am, Cr Hardie left the meeting.

At this point 10.14am the DFCCS returned to the meeting.

4.1.8 Barcoo Pastoral Society – Request for Assistance

The Barcoo Pastoral Society is requesting assistance with a firework display at the end of the Blackall Show on 1 May 2021. The request is for \$3,000.

MOTION: **Moved: Cr AL Martin** **Seconded: Cr GK Schluter**

“That the matter be held over until the 21 April 2021 Council meeting pending further information.”

Minute No. 10/03A/21

Carried 5/0

At this point 10.18am Cr Hardie returned to the meeting

4.1.9 Internal Audit and Risk Management Committee

Minutes of the Internal Audit and Risk Management Committee meeting held Friday 5 March 2021.

MOTION: **Moved: Cr JH Scobie** **Seconded: Cr GK Schluter**

“That Council receive the Internal Audit and Risk Management Committee’s minutes.”

Minute No. 11/03A/21

Carried 6/0

4.1.10 Risk Management

The Risk Management documents have been updated and were approved by the Internal Audit and Risk Management Committee at their meeting Friday 5 March 2021.

MOTION: **Moved: Cr DA Hardie** **Seconded: Cr BP Johnstone**

“That Council adopt the Risk Management documents as follows:

- 1/. Risk Management Policy**
- 2/. Enterprise Risk Management Strategy**
- 3/. Risk Register.”**

Minute No. 12/03A/21

Carried 6/0

4.1.11 Fraud Control

The Fraud Control documents have been updated and were approved by the Internal Audit Risk and Management Committee at their meeting Friday 5 March 2021.

MOTION: **Moved: Cr DA Hardie** **Seconded: Cr JH Scobie**

“That Council adopt the Fraud Control documents:

- 1. Fraud Control Policy**
- 2. Fraud Control Plan**
- 3. Fraud Risk Assessment.”**

Minute No. 13/03A/21

Carried 6/0

4.2.1 Director of Works and Services Operations Report – February 2021

The Director of Works and Services report for February 2021 is presented to Council.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr GK Schluter**

“That Council receive the Director of Works and Services’ Operation Report for February 2021.”

Minute No. 14/03A/21

Carried 6/0

4.2.2 Work Health and Safety Report

The Work Health and Safety Report has been provided to Council.

MOTION: **Moved: Cr DA Hardie** **Seconded: Cr JH Scobie**

“That Council receive the Work Health and Safety Report for February 2021.”

Minute No. 15/03A/21

Carried 6/0

5.1 Blackall Saleyards Monthly Report

The Blackall Saleyards monthly report for February is presented to Council.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr GK Schluter**

“That Council receive the Blackall Saleyards monthly report for February 2021.”

Minute No. 16/03A/21

Carried 6/0

5.2 Planning and Development Report

The Planning and Development Report is presented to Council.

MOTION: **Moved: Cr LP Russell** **Seconded: Cr DA Hardie**

“That Council receive the Planning and Development Report for February 2021.”

Minute No. 17/03A/21

Carried 6/0

5.3 RAPAD Board Meeting Communiqué – 29 January 2021 & 23,24 February 2021

RAPAD held board meetings on 29 January 2021 and 23, 24 February 2021. The communiqué provides an outline of matters covered at the meetings.

MOTION: **Moved: Cr AL Martin** **Seconded: Cr LP Russell**

“That Council receive the RAPAD Board Meeting 29 January 2021 Communiqué and 23, 24 February 2021 Communiqué.”

Minute No. 18/03A/21

Carried 6/0

5.4 Rail Trail Feasibility Study

Expressions of Interest were called for the development of a Business Case and Strategic Implementation Plan for a Rail Trail from Yaraka to Blackall as part of the Barcoo Way Tourism Project Offering. Applications closed Friday, 26 February 2021 with four applications received.

MOTION: **Moved: Cr GK Schluter** **Seconded: Cr LP Russell**

“That Council award the development of a business case and strategic implementation for a Rail Trail from Yaraka to Blackall to the Tilma Group for \$49,525.00 as their proposal provides best value for money.”

Minute No. 19/03A/21

Carried 6/0

At this point, 9.52am, Cr Hardie declared a conflict of interest and left the meeting.

5.5 Blackall Industrial Lots

There is 1 lot at the Blackall Industrial Estate currently available with another lot pending a valuation.

MOTION: **Moved: Cr GK Schluter** **Seconded: Cr LP Russell**

“That Council receive the report and offer Lot 26 on SP 210376 for sale.”

Minute No. 20/03A/21

Carried 5/0

At this point, 9.55am, Cr Hardie returned to the meeting.

5.6 Local Disaster Management Group

The Blackall-Tambo Local Disaster Management Group (LDMG) held a meeting on Friday 5 March 2021. At the meeting, the revised Local Disaster Management Plan and COVID-19 Event Specific Recovery Plan were adopted.

MOTION: **Moved: Cr DA Hardie**

Seconded: Cr BP Johnstone

“That Council

- 1. Receive the minutes from the 5 March 2021 Local Disaster Management Group meeting; and**
- 2. Adopt the revised Local Disaster Management Plan, version 4.2; and**
- 3. Adopt the BTRC COVID-19 Event Specific Recovery Plan, version 2.”**

Minute No. 21/03A/21

Carried 6/0

5.7 Queensland Treasury Corporation Assistance

Queensland Treasury Corporation have offered assistance to Council through a Business Improvement Program.

MOTION: **Moved: Cr LP Russell**

Seconded: Cr DA Hardie

“That Council participate in the Business Improvement Program offered by Queensland Treasury Corporation.”

Minute No. 22/03A/21

Carried 6/0

5.8 Flood Classifications

Council representatives met with the Bureau of Meteorology regarding flood classifications for the Barcoo River in Blackall-Tambo.

MOTION: **Moved: Cr JH Scobie**

Seconded: Cr LP Russell

“That Council ratify the decision to adjust the flood classifications to the following:

- 3.5m Minor flood level – Bridge Deck (manual gauge)**
- 4m Moderate flood level – Bridge Deck (manual gauge)**
- 5.5m Major flood level – Bridge Deck (manual gauge).”**

Minute No. 23/03A/21

Carried 6/0

CLOSURE:

There being no further business to consider, the Mayor declared the Meeting closed at 10.19am.

CONFIRMATION OF MINUTES:

Confirmed by Council as a true and correct record at the General Meeting held on Wednesday 21 April 2021.

Signed.....Mayor

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Minute No.	Report Number	Subject	Resolution	Action By	Result
09/03A/21	4.1.7	Blackall Campdraft Association – Request for In-Kind Support	That Council approve the request for in-kind assistance for the Blackall Campdraft Association.	DFCCS	Completed
10/03A/21	4.1.8	Barcoo Pastoral Society – Request for Assistance	That the matter be held over until the 21 April 2021 Council meeting pending further information.	DFCCS	Report in April agenda.
12/03A/21	4.1.10	Risk Management	That Council adopt the Risk Management documents as follows: 1. Risk Management Policy 2. Enterprise Risk Management Strategy 3. Risk Register	DFCCS	The policies have been placed on the website and the register has been updated.
13/03A/21	4.1.11	Fraud Control	That Council adopt the Fraud Control documents: 1. Fraud Control Policy 2. Fraud Control Plan 3. Fraud Risk Assessment	DFCCS	The policies have been placed on the website and the register has been updated.
19/03A/21	5.4	Rail Trail Feasibility Study	That Council award the development of a business case and strategic implementation for a Rail Trail from Yaraka to Blackall to the Tilma Group for \$49,525.00 as their proposal provides best value for money.	CEO	Tilma Group have been engaged by Council to conduct the study.
20/03A/21	5.5	Blackall Industrial Lots	That Council receive the report and offer Lot 26 on SP210376 for sale.	CEO	Awaiting valuation of Lot 26 on SP210376.
21/03A/21	5.6	Local Disaster Management Group	That Council: 1. Receive the minutes from the 5 March 2021 Local Disaster Management Group meeting; and 2. Adopt the revised Local Disaster Management Plan, version 4.2; and	CEO	The Local Disaster Management Plan has been placed on the website.

			3. Adopt the BTRC COVID-19 Event Specific Recovery Plan, version 2.		
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BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.1

SUBJECT HEADING: Financial Report for the Month of March 2021

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Finance Report for March 2021 is presented to Council.

Officer's Recommendation: That Council receive the Financial Report for March 2021.

Background

The finance report for March 2021 is presented to Council.

Link to Corporate Plan

Governance

Outcome 4 – Financial

Consultation (internal/external)

CEO

Manager of Finance

Policy Implications

Nil

Budget and Resource Implications

Nil

FINANCE REPORT TO A MEETING OF THE BLACKALL-TAMBO REGIONAL COUNCIL HELD ON 21 APRIL 2021

Contents

- 1. Cash Position**
- 2. Monthly Cash Flow Estimate**
- 3. Comparative Data**
- 4. Capital Funding - budget V's actual**
- 5. Road Works - budget V's actual**
- 6. Rates Arrears Summary**
- 7. Capital Projects Detail**
- 8. Revenue and Expenditure Summary**

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL

HELD ON 21 APRIL 2021

1. Cash Position as at 31 March 2021

Cash at Bank

Operating Accounts \$ 1,772,662

Short Term Investments

Bank of Queensland - Term Deposits \$ 7,000,000

Queensland Treasury Corporation - Cash Fund \$ 7,500,000

\$ 16,272,662

The following items should be backed by cash and investments, plus any increases in the surplus of Debtors over Creditors and unspent grants.

Cash backed Current Liabilities (Employee Entitlements) \$ 2,486,409

Unspent Grants (QRA , W4Q, DCP & Other Capital Works) \$ 2,839,818

\$ 5,326,227

	<i>Debtors</i>	<i>Creditors</i>	
Balance of recoverable debtors - estimated creditors :	1,333,050	159,228	\$ 1,173,822

Plus cash surplus	16,272,662	5,326,227	\$ 10,946,435
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Working Capital **\$ 12,120,257**

2. Monthly Cashflow Estimate: April 2021

Receipts

Rates & Fees & Charges \$ 900,000

Debtors \$ 1,056,090

Grants/Subsidies/Loans QTC \$ -

Total \$ 1,956,090

Expenditure

Payroll \$ 720,000

Creditor Payments \$ 800,000

Loan Payments \$ -

Total \$ 1,520,000

Therefore cash is expected to increase by \$ 436,090 in the period.

3. Comparative Data:

	March 2021	March 2020
Cash position	16,272,662	18,437,412
Working capital	12,120,257	16,570,561
Rate arrears	135,978	136,352
Outstanding debtors	1,333,050	266,740
Current creditors	159,228	180,297
Total Loans	1,678,315	1,340,578

FINANCE REPORT TO A MEETING OF BLACKALL-TAMBO REGIONAL COUNCIL

HELD ON 21 APRIL 2021

4. Capital Works Summary: 1 July 2020 to 30 June 2021

	Budget	YTD Actual	% of Budget
Buildings & Other Structures	3,714,816	2,290,351	62%
Plant & Equipment	1,110,000	1,105,957	100%
Road Infrastructure	4,758,866	749,457	16%
Water Infrastructure	150,000	192,658	128%
Sewerage Infrastructure	350,000	375,433	107%
QTC Loan Redemption	95,800	71,969	75%
Total	10,179,482	4,785,825	47%

5. Road Works Expenditure : 1 July 2020 to 30 June 2021

	Budget	Expended YTD Actual	% of Budget Expended
Total Roads Expenditure	3,817,991	1,648,264	43%
1. Rural Roads Maintenance	1,000,000	112,616	11%
2. Town Streets Maintenance	300,000	310,893	104%
3. RMPC Works	2,517,991	1,224,755	49%

6. Rate Arrears Summary

Total Rates Outstanding Balance \$ **1,312,716**

Rates Outstanding Breakdown	Total	No. of Assessments
Current	\$ 1,176,738	1296
1 Year	\$ 59,152	26
2 Years	\$ 33,166	13
3 Years and over	\$ 43,660	8

BTRC 2020-21 CAPITAL EXPENDITURE PROJECTS		1/07/20 to 30/06/21		SOURCES OF FUNDING			
Particulars	Budget 2020-21	Expenditure YTD	% Expended	Capital Grants	Contributions	Loans	Council Contribution
BUILDINGS & OTHER STRUCTURES	3,714,816	2,290,351	62%	3,061,820	40,596	-	612,400
Blackall Indoor Cricket Facility (W4Q)	220,000	215,811	98%	220,000			
Tambo Swimming Pool Replaster and Paint (W4Q)	172,825	170,995	99%	172,825			
Tambo Dam Sprinkler System	15,000	2,963	20%				15,000
Blackall Depot Portable Generator	10,000	-	0%				10,000
Tambo TV Transmitters Replacements	32,000	-	0%				32,000
BTRC LGGSP Emergency Rural Signs	240,000	163,682	68%	144,000			96,000
Blackall Airport Fencing	218,800	1,800	1%	109,400			109,400
Tambo 'Truck Museum BOR - 2020/2021	504,900	10,455	2%	454,900			50,000
Fast Internet Project BOR - 2020/2021	400,000	121,353	30%	200,000			200,000
Blackall Saleyards Ramp	100,000	126,020	126%				100,000
Saleyards Pens Stage 1 & 2 COVID19	400,000	395,814	99%	400,000			
Blackall Magpies Clubhouse COVID19	190,596	190,596	100%	150,000	40,596		
Tambo Pool Shade & Disability Chair COVID19	70,000	9,207	13%	70,000			
Blackall Pool Shade Structure & Maint. COVID19	50,000	4,057	8%	50,000			
Waste Oil Collection Stations COVID19	40,000	41,121	103%	40,000			
Blackall Office Depot Toilets COVID19	30,000	-	0%	30,000			
Pathway to Health Extension COVID19	80,000	-	0%	80,000			
Elephant Palace COVID19	100,000	91,356	91%	100,000			
Tambo Weighbridge Upgrade COVID19	50,000	51,153	102%	50,000			
Backup Fuel Supply (DCP)	180,000	180,338	100%	180,000			
Banks Park Beautification (DCP)	80,000	58,897	74%	80,000			
Blackall Sign Western end (DCP)	60,000	30,898	51%	60,000			
Saleyards Canteen Upgrade (DCP)	120,000	122,384	102%	120,000			
Tambo Dam Lights (DCP & TTTT)	105,000	60,000	57%	105,000			
Western Sports Complex Upgrade (DCP)	100,000	95,756	96%	100,000			
Rain and River Level Gauges	145,695	145,695	100%	145,695			

BTRC 2020-21 CAPITAL EXPENDITURE PROJECTS		1/07/20 to 30/06/21		SOURCES OF FUNDING			
Particulars	Budget 2020-21	Expenditure YTD	% Expended	Capital Grants	Contributions	Loans	Council Contribution
PLANT & EQUIPMENT	1,110,000	1,105,957	100%	-	-	-	1,110,000
Plant Replacement - Net of purchases less disposals (includes committed orders less estimate disposal values)	1,110,000	1,105,957	100%				1,110,000
ROAD INFRASTRUCTURE	4,758,866	749,457	16%	3,758,866	-	-	1,000,000
New Hospital Rd Ch .26 - .50 R2R	109,569	109,569	100%	109,569			
Emmet Rd Reseal Ch 25.90-30.70, 31.90-37.10 R2R	310,101	310,101	100%	310,101			
Langlo Rd Reseal Ch 22.71 - 25.75 R2R	41,902	41,902	100%	41,902			
Mt Playfair Rd Reseal Ch .52 - 5.53km R2R	150,000	-	0%	150,000			
East West Rd Reseal Ch 16.43 - 17.43 R2R	30,000	-	0%	30,000			
Ward Rd Reseal Ch 30.97 - 56.19 R2R	170,000	-	0%	170,000			
Old Augathella Rd Reseal Ch .74 - 12.69 R2R	200,000	-	0%	200,000			
Avington Rd Reseal Ch 0 - 27.46 R2R	200,947	12,259	6%	200,947			
Reseals	800,000	-	0%				800,000
Heavy Bypass Stage 1 (Violet St) LRCI	808,346	275,626	34%	808,346			
Heavy Bypass Stage 2 (Salvia St) HVSP	950,000	-	0%	950,000			
Langlo Road Pave and seal TIDS	400,000	233,999	58%	200,000			200,000
Tambo Industrial Estate Rds Pave & Seal (LRCI)	588,001	-	0%	588,001			
WATER INFRASTRUCTURE	150,000	192,658	128%	150,000	-	-	-
Water Mains Replacements DCP & COVID19	150,000	192,658	128%	150,000			
SEWERAGE INFRASTRUCTURE	350,000	375,433	107%	350,000	-	-	-
Sewerage Renewals DCP & COVID19	350,000	375,433	107%	350,000			
LOAN REDEMPTION Qld Treasury Corporation	95,800	71,969	75%	-	-	-	95,800
Saleyards Upgrade - Current Balance \$ 1,297,336 Maturity June 2037 [Drawdown 16/05/2017 \$ 1,500,000]	58,400	43,637	75%				58,400
Tambo Bore - Current Balance \$ 381,141 Maturity June 2030 [Drawdown 15/06/2020 \$400,000]	37,400	28,332	76%				37,400
TOTAL CAPITAL PROGRAM 20-21	10,179,482	4,785,825	47%	7,320,686	40,596	-	2,818,200

(Accounts: 0100-0001-0000 to 5250-2000-0000. All report groups. 79% of year elapsed. To Level 2. Excludes committed costs)

Blackall-Tambo Regional Council (Budget for full year)

Financial Year Ending 2021

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		REVENUE			EXPENDITURE				
		30 Apr 2021 ACTUAL		AMENDED BUDGET	ORIGINAL BUDGET	30 Apr 2021 ACTUAL		AMENDED BUDGET	ORIGINAL BUDGET
1000-0001	ADMINISTRATION								
1000-0002	Administration	158,660.07	82%	193,800	197,600	2,784,832.30	77%	3,617,200	3,264,600
1100-0002	Finance	4,327,373.79	69%	6,292,300	6,807,500	879,431.78	468%	188,000	67,300
1200-0002	Oncosts	0.00	0%	0	0	(436,485.85)	33%	(1,340,300)	(1,385,400)
1300-0002	Stores/Purchasing	0.00	0%	0	0	50,902.39	73%	69,400	68,300
2000-0002	Corporate Governance	540.46	108%	500	0	483,309.32	67%	720,300	728,700
2100-0002	Business Activities	36,372.13	96%	38,000	37,000	31,297.38	68%	45,800	116,700
2150-0002	Saleyard Operations	1,032,524.18	74%	1,400,100	1,150,000	668,030.89	73%	911,600	632,000
2200-0002	Tambo Sawmill	8,400.00	7%	113,400	8,000	229,488.73	94%	244,400	71,000
2350-0002	Airports/Aerodromes	35,929.94	80%	45,000	149,000	201,968.70	78%	259,400	321,300
2450-0002	Tourism	55,380.47	97%	57,200	32,100	296,528.48	69%	431,000	331,500
2500-0002	Planning & Development	19,693.56	66%	30,000	30,000	59,720.98	96%	62,000	62,000
2580-0002	Economic & Community Develop	2,529,897.16	44%	5,689,800	3,645,300	268,813.27	56%	482,300	117,400
2600-0002	Environmental	63,426.60	79%	80,000	39,100	22,698.84	63%	36,000	14,500
3000-0002	Work Scheme and Community	13,057.44	85%	15,300	15,300	84,829.92	85%	100,000	128,100
3100-0002	Council Housing	93,315.00	78%	120,000	120,000	292,897.41	85%	343,600	377,200
3300-0002	Child Care Services	122,417.82	84%	146,600	170,000	258,457.29	79%	328,800	326,500
3350-0002	Sport and Recreation	109,065.77	97%	113,000	140,000	67,095.24	60%	111,000	119,600
3400-0002	Youth Services	9.64	---	0	18,000	101,426.56	88%	115,700	115,000
3410-0002	Sixties and Better	46,123.55	75%	61,400	57,700	41,226.70	61%	67,800	59,000
3415-0002	Tambo Multi-Purpose Centre	489,637.74	92%	531,700	490,500	446,219.74	83%	537,000	491,400
3445-0002	Disability	84,398.75	76%	111,500	64,000	41,018.32	68%	60,000	32,000
3460-0002	Neighbourhood Centre	263,951.93	87%	304,400	143,000	173,997.03	58%	300,900	162,500
3470-0002	Miscellaneous Care Services	0.00	0%	0	0	0.00	0%	2,000	2,000
3500-0002	Libraries, Education and Arts	6,859.41	62%	11,100	11,100	189,405.60	78%	242,000	213,400
3570-0002	Regional Arts Development Fund	97,309.36	102%	95,000	75,000	195,769.77	92%	212,000	240,000
3600-0002	Halls and Cultural Centres	3,031.82	76%	4,000	3,000	142,955.95	72%	199,900	248,000
3700-0002	Showgrounds & Sports Facilities	1,349.98	45%	3,000	3,000	457,337.34	74%	615,000	529,000
3740-0002	Funerals	61,841.29	82%	75,000	66,000	50,373.53	84%	60,000	55,000
3800-0002	Corporate Buildings	0.00	0%	0	0	83,026.58	98%	85,000	130,000
1000-0001	ADMINISTRATION	9,660,567.86	62%	15,532,100	13,472,200	8,166,574.19	90%	9,107,800	7,638,600
4000-0001	WORKS AND SERVICES								
4001-0002	Works Office and Depot	0.00	0%	0	0	2,092,281.14	72%	2,904,100	3,149,400
4100-0002	Town Street Maintenance	0.00	0%	0	0	317,723.08	89%	358,000	300,000
4200-0002	Rural Roads Maintenance	418,349.25	36%	1,167,700	1,219,900	161,036.29	34%	478,000	1,000,000
4500-0002	Recoverable Works	13,307,546.61	56%	23,806,500	11,550,000	10,690,607.94	53%	20,353,600	15,374,000
4550-0002	Plant Operations	2,483,981.56	74%	3,340,000	3,480,500	1,970,801.55	77%	2,561,400	2,912,200
4600-0002	SES - Disaster Mgmt	21,497.88	93%	23,000	17,000	178,051.06	91%	196,300	58,300
4700-0002	Cemeteries	2,807.70	56%	5,000	1,000	38,088.01	83%	46,000	106,000
4800-0002	Parks, Gardens and Reserves	0.00	0%	0	0	756,123.39	83%	915,000	1,051,500
4860-0002	Aquatic Centres	0.00	0%	0	0	347,173.96	77%	450,800	437,500
4900-0002	Animal Control	17,330.50	76%	22,800	16,100	66,887.88	82%	82,000	109,600
4950-0002	Stock Routes & Pest Mgmt	72,630.15	77%	94,000	126,000	252,296.27	81%	312,000	580,200

(Accounts: 0100-0001-0000 to 5250-2000-0000. All report groups. 79% of year elapsed. To Level 2. Excludes committed costs)

Blackall-Tambo Regional Council (Budget for full year)

Financial Year Ending 2021

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			REVENUE			EXPENDITURE		
			30 Apr 2021	AMENDED	ORIGINAL	30 Apr 2021	AMENDED	ORIGINAL
			ACTUAL	BUDGET	BUDGET	ACTUAL	BUDGET	BUDGET
5000-0002	Cleansing		318,482.59	100%	319,300	183,604.43	76%	240,700
5100-0002	Water Supply		840,063.53	99%	846,500	302,896.13	80%	378,300
5200-0002	Sewerage Services		726,258.30	100%	728,400	231,178.90	75%	310,000
			-----	-----	-----	-----	-----	-----
4000-0001	WORKS AND SERVICES		18,208,948.07	60%	30,353,200	17,588,750.03	59%	29,586,200
			=====	=====	=====	=====	=====	=====
TOTAL REVENUE AND EXPENDITURE			27,869,515.93	61%	45,885,300	25,755,324.22	67%	38,694,000

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.2

SUBJECT HEADING: DFCCS Operations Report – March 2021

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Director of Finance Corporate and Community Services operations report for March 2021 is presented to Council. The report includes housing and administration, youth program, community development program, Blackall aerodrome, libraries, visitor information centres, facility bookings, Tambo Multipurpose and Tambo Child Care Centre.

Officer's Recommendation: That Council receive the DFCCS Operations Report for March 2021.

Background

Tambo Housing and Administration

Building Maintenance

- Bench tops and splash backs for 29 Edward Street have now been installed. The tenant has moved in.
- Locks on the Tambo Child Care have been installed bringing the building up to regulatory standards.

Aged Housing

- Coolibah Village has a vacant one-bedroom unit which be will advertised after the unit is tidied up.
- Interconnected smoke alarms have been installed at 8 Mitchell Street and 9/26 Albert Street

Blackall Housing and Administration

Cultural Centre Maintenance

- Monthly fire alarm system inspection - complete
- Annual termite check - complete

Housing Maintenance

- Small maintenance carried out on various pensioner units and council houses.
- 2 buildings have become vacant – maintenance and cleaning to be done before these are advertised.

Community Development Report

- Blackall Woolscour Unite & Recover – Still awaiting Billboards, Sheep Yard Restoration to be completed expected end April 2021.
- 'Bluey & Bingo' secured for Better in Blackall Festival, live interactive experiences for children, as part of strategic plan for Connect4Children Blackall.
- Barcoo Jabber's 5 Week Boxing Sessions for Youth commenced, delivered by Central West Hospital Health Services & Youth Officer.
- 'The Secret Garden', Blackall Neighbourhood Centre Community Garden construction commenced.
- QLD Gov. Mental Health & Wellbeing Package Application completed (\$75,000).
- 'Are you Lonesome Tonight' Regional Tour 2021 Blackall Show confirmed, Tuesday 25th May at the Blackall Woolscour. CDO is working alongside the Blackall Woolscour to effectively deliver this community event.
- Worked with District Disaster Coordinator to complete BTRC Local Recovery Sub Plan, final adjustments being made to draft.

Blackall Library Report

Month	Loans 2019/20	Loans 2020/21	Visitors 2019/20	Visitors 2020/21	Requests 2019/20	Requests 2020/21	Members Added 2019/20	Members Added 2020/21
July	233	233	478	389		14		3
August	243	263	415	371		26		14
September	233	266	436	401		29		11
October	335	216	459	389		21		4
November	277	374	434	378		35		10
December	273	315	213	450		38		4
January	589	377	389	376	34	16		1
February	256	340	376	318	25	39	4	5
March	246	602	213	413	72	23	3	7
April	100		63		100			
May	211		126		51		1	
June	177		318		13		4	
Year to Date	2173	2986	3920	3485	295	241	12	59

Tambo Library and Tourist Report

	Loans 2019/20	Loans 2020/21	Visitors 2019/20	Visitors 2020/21	Requests 2019/20	Requests 2020/21	Members Added 2019/20	Members Added 2020/21
July	571	710	203	138	107	65	7	3
August	444	419	132	125	76	52	2	6
September	405	465	156	144	39	52	2	3
October	419	414	121	137	88	114	5	3
November	412	427	119	123	61	63	4	1
December	411	336	172	110	37	36	3	0
January	444	404	127	104	82	69	0	1
February	449	454	108	136	56	80	8	0
March	402	460	91	126	75	49	1	1
April	150		40		47		1	
May	294		81		96		6	
June	515		124		56		5	
Totals	4916	4089	1474	1143	820	580	44	18

	Visits 2019/20	Visits 2020/21
July	750	464
August	536	506
September	323	612
October	178	323
November	79	93
December	75	123
January	81	84
February	69	55
March	82	140
April	33	
May	0	
June	133	
Totals	2339	2400

Blackall Visitor Information Centre

Information on Blackall and the region is placed outside the library/VIC at close of day to ensure visitors have access to town and region information.

Ten information packs were requested by phone or email. During the month of March, phone calls were still being received requesting information on what venues were open in Blackall for the future tourist season.

Considering Covid-19 restrictions, the number of visitors and campers are up significantly compared to March last year. These are the highest recorded numbers in March since 2009.

Monthly Statistics:

Visitor Numbers to Blackall Tourist Information Centre

2019/2020	Visitor Numbers	2020/2021	Visitor Numbers
July	2,483	July	1,638
August	2,104	August	1,985
September	933	September	1,522
October	416	October	941
November	101	November	174
December	34	December	99
January	93	January	99
February	18	February	95
March	107	March	375
April	0	April	
May	5	May	
June	388	June	
Year to Date	6,682	Year to Date	6,928

Issue of Camping Permits

Month	Information Centre	Self - Registration	Total for Month 2020/21
July	198	139	337
August	230	131	361
September	140	262	402
October	81	166	247
November	4	31	35
December	3	15	18
January	5	11	16
February	10	10	20
March	44	62	106
April			
May			
June			
Year to Date	715	827	1542
2019/2020	1075	1954	3029

Camping Ground Fees		
Month	\$ Amount	2020/2021 YTD \$
July	\$3,370.00	\$3,370.00
August	\$3,618.00	\$6,988.00
September	\$4,318.00	\$11,306.00
October	\$2,472.00	\$13,483.00
November	\$350.00	\$13,833.00
December	\$185.00	\$14,018.00
January	\$160.00	\$14,178.00
February	\$200.00	\$14,378.00
March	\$1,066.00	\$15,444.00
April		
May		
June		

Year ending 2019/2020 \$24,232.00

Qantas Report

Month	Pax OFF	Pax ON	Total	YTD
July	0	0	0	0
August	12	15	27	27
September	74	58	132	159
October	85	106	191	350
November	72	59	131	481
December	79	61	140	621
January	63	53	116	737
February	41	42	83	720
March	60	48	108	928
April				
May				
June				
6 Monthly Average	66.67	61.5	128.17	128.17
YTD	486	442	928	928
Total for 2019/2020	1121	823	1944	1944

Tambo Multipurpose Centre

- The total number of clients seen for the month of March is:
Podiatry - 11 clients
Remedial Massage – 52 clients

Physiotherapy – 56 clients

- The centre has started the Kid's Fit program in Tambo with 65 children attending the three weeks that were left of term 1. The plan for term 2 is teaching the children how to play golf and touch football, this commences on the 19th of April.
- For the Kid's Fit program, we have purchased sporting equipment to enhance the new sporting opportunities being delivered to the community. Funding is being supplied from the sport and recreation budget.
- The centre is working with Rachael Sargood and the local community to organise a mini triathlon in September in conjunction with the Kid's Fit program.
- Aqua fitness has come to an end with the weather getting cooler, we will start up again in the warmer months.
- The centre has teamed up with Rachael Sargood to start the one-on-one exercise program, this will provide health education to the ageing community and make sure everyone is using the gym equipment safely.

Council Facility Bookings

Blackall	Memorial Hall		Cultural Centre		Showgrounds		Racecourse		Bus	
	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
July	10	11	1	4	9	4	1	0	1	0
August	9	11	4	11	3	4	1	0	1	12
September	2	11	5	12	1	9	1	0	2	8
October	1	2	1	11	1	11	1	2	2	3
November	2	0	9	16	2	0	2	2	5	7
December	3	3	4	8	3	3	0	0	0	1
January	0	0	2	1	2	2	0	1	1	0
February	11	3	8	10	0	1	0	1	4	4
March	7	7	4	3	1	6	0	0	3	5
April	0		0		0		0		0	
May	0		0		0		0		0	
June	8		2		0		0		0	
TOTAL	37	48	48	76	32	40	10	6	25	40

Council Facility Bookings

Tambo	Shire Hall		Racecourse		Western Sports		Bus	
	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
July	1	8	1	0	1	0	3	0
August	6	13	2	0	0	0	5	1
September	1	6	3	1	1	1	5	1
October	10	7	0	1	0	1	6	2
November	8	16	1	0	1	0	2	2
December	5	5	0	1	0	0	0	0
January	1	8	1	0	0	3	0	1
February	5	15	2	0	0	0	3	6

March	4	16	1	0	0	0	0	2
April	4		3		1		3	
May	5		2		1		5	
June	2		2		1		3	
TOTAL	47	94	18	3	6	5	40	15

Tambo Child Care Centre

Attendance	Month	YTD	Month	YTD
	2019-2020	2019-2020	2020-2021	2020-2021
July	194	194	207	207
August	205	399	214	421
September	139	538	110	531
October	172	710	303	834
November	171	881	261	1095
December	35	916	50	1145
January	41	957	22	1167
February	145	1102	180	1347
March	157	1259	193	1540
April	100	1359		
May	73	1432		
June	130	1562		

Finance	Month	YTD	Month	YTD
	Receipts	Receipts	Expenditure	Expenditure
	2020-2021	2020-2021	2020-2021	2020-2021
July	\$5,423.12	\$ 5,423.12	\$24,806.00	\$24,806.00
August	\$15,175.09	\$20,598.21	\$27,094.00	\$51,900.00
September	\$24,903.35	\$45,501.56	\$28,001.90	\$83,508.90
October	\$14,462.60	\$59,964.16	\$25,197.85	\$108,706.75
November	\$15,575.38	\$75,539.54	\$33,106.42	\$141,813.17
December	\$4,411.80	\$79,951.34	\$11,501.87	\$153,315.04
January	\$472.69	\$80,424.03	\$7,889.81	\$161,204.85
February	\$10,132.17	\$90,556.20	\$34,475.73	\$195,680.58
March	\$26,461.95	\$117,018.15	\$46,947.57	\$242,628.15
April				
May				
June				

Youth Program

- **Operational** – The Youth Officer has been providing activities online and deliveries for activities to youth's places.
- **Youth Centre** – Youth centre has opened in Blackall and Tambo doing inside and outside activities with COVID-19 restrictions in place.
- **Breakfast Club** – 4th, 11th, 18th and 25th
- **Blackall Dance – Red Ridge Program** – 1st, 8th, 15th, 22nd and 29th

- **Tambo Dance – Red Ridge Program** – 2nd, 9th 16th, 23rd and 30th
 - **Tambo Youth Group** – 3rd, 10th, 17th 24th and 31st
 - **Blackall Youth Group** – 4th, 11th, 18th 25th and 1st
 - **Tambo Cooking** – N/A
 - **Blackall Cooking** – N/A
 - **Barcoo Jabbers** – 11th, 25th and 29th
 - **Meetings** – 8th and 15th
 - **Youth Movie Night** – 26th
-

Link to Corporate Plan

Economic Development

Outcome 2 – Tourism

Vibrant Communities

Outcome 1 – Arts and culture

Outcome 2 – Health and wellbeing

Outcome 3 – Community Services

Outcome 4 – Youth

Governance

Outcome 5 – Customer service

Infrastructure

Outcome 2 – Airports

Outcome 5 – Council buildings

Consultation (internal/external)

Neighbourhood Centre Coordinator

Tambo Library and Tourism Officer

Community Development Officer

Customer Service Officers

Multi-Purpose Coordinator

Child Care Coordinator

Library Officer

Tourism Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.3

SUBJECT HEADING: Arts & Cultural Report – March 2021

Author and Officer's Title: Alastair Rutherford – Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Arts and Cultural report is provided to Council

Officer's Recommendation: That Council receive the Arts and Cultural Report for March 2021.

Background

- Regional Community Forum.
- Data AU meeting.
- Barcoo Way inception meeting with Tilma Group.
- Callus inception meeting.
- Tiny Towns meeting.
- OQTA TDO catch up.

Grassland Art Gallery:

Statistics: 318 visitors for Mar 2021 (201 in Mar 2020).

Facebook: 2001 followers

Current exhibition – 'Our Colourful Station Life' by Ruth Chaplain will opened on March 27th. Very successful exhibition with 19 of the 27 works sold to date.

Tourism:

Video – the videographers will be in region from May 23 to 29th. The essence of the content will be continuing the message of 'You're Invited' and leading into 'Stay Another Day'.

Tiny Towns Discovery

Matilda Way:

Matilda Way Facebook page has 7,164 followers.

Mar statistics:

Reach: 12,008

Post engagements: 2,539

Currently investigating the cost to have the Matilda Way video created by TEQ cut down for a TV advertisement to leverage some regional Council recovery funding from OQTA.

Barcoo Way:

Currently there are 7079 followers.

Mar statistics:

Reach: 2,285

Post engagements: 391

Desk top research for the Rail Trail study has commenced. Linda Tilma will be in region from May 31st – June 2nd to undertake stakeholder consultation. A list of stakeholders has been collated and provided to the consultants.

Visit Blackall-Tambo Information Facebook page has 4,045 followers. Page name has successfully been updated.

Mar Statistics:

Reach: 49,825

Post Engagements: 4,504

An paid advert has been running for 6 weeks and has helped the page following to grow by 2000.

Tambo Dam Lights Project:

Fabrication of the sculpture has commenced.

Community Benefit Grant Funding submission has been submitted.

Tambo Trucking Museum:

- Concept designs are being finalised by GBA.
- Project should go to tender by April 25.
- Signage erected.

Grants:

2019-20 Resilience and Risk Reduction Funding – EOI submitted for \$109,000 for a mobile kitchen.

RADF – annual application submitted for \$55,000.00.

Link to Corporate Plan

Economic Development

Outcome 2 – Tourism

Vibrant Communities

Outcome 1 – Arts and Culture

Consultation (internal/external)

Arts and Cultural Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.4

SUBJECT HEADING: Environmental Health Officer's Report

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Environmental Health Officer's report is provided to Council.

Officer's Recommendation: That Council receive the Environmental Health Officer's Report.

Background

Food premises

EHO consulted with a food business in regard to the amendment of a food safety program. Amendment has been accredited.

EHO received query from a Butcher shop in regards to the expansion of product portfolio, proposed supply of barbequed meats from a wood fired BBQ, EHO advised proponent in regard to the requirements under the *Food Act 2006*.

EHO consulted with food business operator in regard to the disposal of 'old vegetable cooking oil'.

EHO received query from a food business regarding the requirements for customer toilets, consulted with licensee and advised that number of toilets is stipulated in Building Code in conjunction with the Liquor Act.

A new food business license has been issued for a medium risk food operation in Blackall.

A food safety assessment at a medium risk food business has been carried out. Minor issues were raised with the licensee.

A food safety assessment at a medium risk food business has been carried out. A number of non-conformances were raised with the licensee.

An application for a new food business license has been received. License and premises have been assessed; the license was granted and issued.

An application for the commercial use of Council controlled area, for footpath dining, has been received. License has been assessed; the license was granted and issued.

Environmental Management/ Public Health

A permit for the commercial use of Council controlled area, the footpath, has been issued for a fund-raising activity for the Catholic School Blackall.

A permit for the commercial use of Council controlled area, the footpath, has been issued for a fund-raising activity for the RSL Blackall.

A permit for the commercial use of Council controlled area, the footpath, has been issued for a fund-raising activity for the Bowls Club Blackall.

EHO received a notification from the operator of the aquatic facility in Blackall regarding a breakdown of chlorination dispenser equipment, EHO consulted with Director of Works in regards, consented that chlorination to be applied manually until equipment fault was rectified.

COVID-19

Ongoing advice is provided to businesses in regard COVID-19.

Consultation (internal/external)

EHO consulted with Queensland Department of Health on a regular basis.

Link to Corporate Plan

Environment and Heritage

Outcome 4 – Waste Management

Consultation (internal/external)

Environmental Health Officer

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.5

SUBJECT HEADING: Ranger Coordinator's Report

Author and Officer's Title: Alastair Rutherford – Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Ranger Coordinator's report for March 2021 is provided to Council.

Officer's Recommendation: That Council receive the Ranger Coordinator's report for March 2021.

Background

Animal Control

Impounded 2 Dogs – claimed
Relocate snake from Tambo aerodrome toilet
3 call outs

Complaints

2 dog complaints – solved

Weed Control

General Weeds – Tambo airstrip, Tambo polocrosse, campdraft grounds, Tambo cemetery and racecourse, both Council depots, Tambo cricket ground
Florestina – Langlo & Ward roads, Tambo Common
Parthenium – Tambo industrial estate, Isisford & Avington Roads
Coral Cactus – Tambo Common
Prickly pear – Highway east of Tambo

Operational

Stock Route maintenance water facilities (fix overflow Manning, fence repairs Gum Holes)
Attend SRLOG & CWRPMG meetings in Barcaldine
Clean troughs Blackall to Tambo
Clean troughs Tambo Common & repair fence squares

Wild Dog Control

Scalps 2021 Blackall – 0, Tambo – 15
2020 Blackall – 40, Tambo – 2
Baiting 40kg Dog, 50kg Pig

Agistment

Gum Holes – 69hd (left)

Tambo Swan Hill – 62hd (left)
Blackall Swan Hill – 104hd (left)
Gillispie – 104hd (left)
Forrest Park – 102hd (left)
4 Mile – 72hd (left)
Malverton – 84hd (left)
Springsure Rd – 26hd
Orchards – 81hd

2 Drovers 4000hd

Link to Corporate Plan

Environment and Heritage
Outcome 3 – Pest Management

Consultation (internal/external)

Ranger Coordinator
DNRM

Policy Implications

NIL

Budget and Resource Implications

NIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.6

SUBJECT HEADING: Barcoo Beef Challenge – Request for Assistance

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Barcoo Beef Challenge has sought in-kind support for the for the event they held on 10 April 2021.

Officer's Recommendation: That Council endorse the action of the DFCCS in approving the request.

Background

The President of the Barcoo Beef Challenge has requested Council assistance for the event they are holding on 10 April 2021 by waiving of fees and charges for the hire of the Tambo Shire Hall and Council bus.

I have waived the fees for these items.

Link to Corporate Plan

Vibrant Communities
Outcome 1 – Arts & Culture

Consultation (internal/external)

Nil

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

Request for in-kind support \$500 – funds available

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.7

SUBJECT HEADING: **Central West Rugby League – Request for Assistance**

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Central West Rugby League have invited Blackall-Tambo Regional Council to become a sponsor of the Central West Junior Rugby League teams.

Officer's Recommendation: That Council consider the Central West Rugby League's request.

Background

Central West Rugby League (CWRL) is the governing body of Rugby League for the Central West Towns of Winton, Longreach, Ilfracombe, Barcaldine, Blackall and Alpha.

They aim to provide rugby league not only for Senior players but for our junior age groups as well (this year U7 to U17) and over the past few years cluster days for U6 to U13 with the U14 and U16 age groups travelling to the Central Highlands.

In recent years there has been a decline in population and CWRL are endeavouring to enter teams in the U15 and U17 age groups, with the possibility of including the U13 age group as well; in the Central Highlands Junior Rugby League competition.

This will give players in these age groups an opportunity to play rugby league on a regular basis, providing them with social interaction, physical activity, and mental wellbeing.

It will also provide a better opportunity for selection to representative rugby league teams.

The committee is now trying to raise sufficient funds to cover the costs of purchasing teamwear (polo shirt, hat, and water bottle) travel and bus hire.

Central West Rugby League would like to invite the Blackall Tambo Regional Council to become a Sponsor of the Central West Junior Rugby League Teams. They are requesting the amount of \$2500.

Link to Corporate Plan

Vibrant Communities

Outcome 1 – Arts & Culture

Consultation (internal/external)

Nil

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

\$2500.00

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.8

SUBJECT HEADING: Barcoo Pastoral Society – Request for Assistance

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Barcoo Pastoral Society have requested assistance for a firework display at the end of the Blackall Show, 1 May 2021. This matter was held over from the 17 March general meeting pending further information.

Officer's Recommendation: That Council consider the Barcoo Pastoral Society's request.

Background

The Barcoo Pastoral Society has requested \$3,000 for a firework display at the end of the Blackall Show on 1 May 2021. This request was held over from the 17 March meeting pending further information and their in-kind request being received.

Their in-kind request is costed at \$3,796 and is as follows:

Generator
Water Truck
QANTAS tent and large marquee
Table and chairs trailer
The multi-purpose building
Show grounds area including the oval
Portable cold room
Additional rubbish collection services

The Barcoo Pastoral Society received \$1,000 in February 2021 from Community Drought Funding – Events and Activities.

Link to Corporate Plan

Vibrant Communities
Outcome 1 – Arts & Culture

Consultation (internal/external)

Nil

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

Request is for \$3,000 – Community Donations account not fully spent.
Request for in-kind support – In-kind support account not fully spent.

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.9

SUBJECT HEADING: **Blackall Cultural Association – Request for Assistance**

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The Blackall Cultural Association are holding their annual art exhibition on 20 August 2021 and have requested financial support from Council.

Officer's Recommendation: That Council consider the Blackall Cultural Association's request.

Background

The Blackall Cultural Association are hosting their annual art exhibition commencing on 20 August 2021 with the art show opening for viewing until 26 August 2021.

The Association are seeking sponsorship support for the event.

The Art Exhibition is a popular event and provides a venue for many local artists to showcase and sell their work. Entry to the Art Show is free due to funding they receive from the Queensland Government Community Event and Activity Drought Fund.

Link to Corporate Plan

Vibrant Communities

Outcome 1 – Arts & Culture

Consultation (internal/external)

Nil

Policy Implications

Request for Council Assistance Under \$10,000.00

Budget and Resource Implications

Would fall into the 2021/2022 budget.

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.10

SUBJECT HEADING: RADF Minutes

Author and Officer's Title: Alastair Rutherford – Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The third round of the 2020-2021 RADF program closed for applications on March 26th and the Committee met on April 12th to assess the applications.

Officer's Recommendation: That Council receive the minutes from the RADF Committee's meeting on 12th April.

Background

Applications were invited for the 3rd round of funding for the 2020-2021 year with applications closing on March 26th.

Three submissions were received, and the Committee met on April 12th to assess the applications.

The Committee elected to approve two with feedback to be provided to the applicant of the unsuccessful submission.

Link to Corporate Plan

Vibrant Communities

Outcome 1 - Arts & Culture

Outcome 4 - Youth

Economic Development

Outcome 2 - Tourism

Consultation (internal/external)

RADF Committee were consulted.

Policy Implications

Nil

Budget and Resource Implications

\$4,345.00 – funds have been approved.

General Meeting RADF Meeting 12.04.2021 – via Skype.

Date: 12.04.21

Time: 4.00 pm

Present: Louise Martin, Ros Wood, Lindy Hardie (Chair), Alison Shaw (RLO) Pam Pullos, Wendy Just

Apologies: Kiralee Sanderson, Boyd Johnstone, Pip Fearon.

Motion: That the Apologies be accepted.

Moved: Pam

Seconded: Wendy

Minutes:

The minutes of the previous general meeting held on 8 Feb 2021 were circulated.

Motion: That the minutes be confirmed as a true and correct record of the meeting.

Moved: Louise

Seconded: Ros

Business arising from the Minutes:

- Annual application has been submitted.
- Robyn Adams – the further information requested was received. And as suggested by Robyn funds will be paid on acquittal. The copy of the Anzac Day video was corrupted a further copy has been requested.

Correspondence:

Inward - Email & written correspondence:

- AQ – notification annual application is due April 4th.
- Emails/letter from Robyn Adams.

Outward - Email & written correspondence:

- AQ –annual application was submitted.
- RD2 funding approval letters.
- Letters of support for Artour Touring Queensland Fund applications.

Motion: That the inward correspondence be received and the outward endorsed.

Moved: Alison

Seconded: Louise

Business arising from the Correspondence:

- Recently AQ is not funding some of Artour's applications to support Shows planned for the Western Touring Circuit. This is concerning as AQ holds the WTC out as a good model for touring and then are withdrawing their support. As a RADF Committee we need to monitor this closely with Artour and the other WTC members.

Financial Report:

Current Balance: \$12,222.94

Motion: That the financial report be received.

Moved: Alison

Seconded: Wendy

Business arising from the Financial Report:

- Owl & Pussycat touring show (2019-2020 WTC funds) was cancelled, and the funds have been returned to the program.
- These funds have been directed to support a tour, 'Weathering Well' with Jenny Woodward on May 21st in Blackall. CDO, Jamie Lee Prow will assist with the presentation of this tour.

Assessment of Applications:

Tambo Arts Council	<i>Furniture Restoration workshop in September 2021</i>
Red Ridge Interior Qld Ltd	<i>Magnificent Magpies Cheerleading Squad- 4-day Acro-Cheer dance tuition workshops for the youth of Blackall and Tambo with professional dance artist Ebonee Christopher</i>
Blackall Neighbourhood Centre	<i>'Sheep the Street'- Purchase of fiberglass sheep sculptures for decoration by community groups and installation as street art in Blackall and Tambo</i>

Motion: That the RADF committee approves the application received from the Tambo Arts Council Inc for the Furniture Restoration workshop for the amount of \$2,600.00

Moved: Ros

Seconded: Wendy

All in favour

Louise declared a conflict of interest and abstained from voting.

Motion: That the RADF committee approves the application received from Red Ridge Interior Qld Ltd to support a 4-day Acro-cheer dance workshop for the youth of Blackall and Tambo for the amount of \$1,745.00

Moved: Pam

Seconded: Wendy

All in favour

Motion: That the RADF committee doesn't approve the application received from the Blackall Neighbourhood Centre for the Street the Sheep project for the amount of \$4,330.00

Moved: Lou

Seconded: Pam

All in favour

The Committee provided the following feedback for the applicant to consider resubmitting:

- The application needs to evidence community support for the project.
- Ten community organisations are mentioned – the application needs to name the organisations and detail their involvement.
- The project appears to need to be planned and scoped further.
- The project needs to take into consideration other projects that are underway and how they will work together. (circus project).
- Concern about locating the sheep in the median strip was expressed.

General Business:

Annual application:

Council Strategic Initiatives:

- Western Tourism Circuit.
- Circus – the support/development of a project leveraging the consultation currently being undertaken around the Perry Bros Circus.
- Training - community grant writing training.

Tambo Dam Lights – project update.

QR Codes – 2021 strategic initiative is progressing, quotations for QR codes secured.

Locations are being collated. The QR codes will allow the attractions to be promoted as a free discovery tour of the towns.

Interactive PDF - RLO is arranging for the application forms to be formatted as interactive pdfs which can be downloaded from Council's website.

Next Round & Meeting:

Round 4: A quick response round will be called with the remaining funds (\$7,877).

Closure:

There being no further general business the meeting closed at 6.00pm.

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.11

SUBJECT HEADING: RADF Application – Tambo Arts Council

Author and Officer's Title: Alastair Rutherford – Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The third round of the 2020-2021 RADF program closed for applications on March 26th and the Committee recommended the application from the Tambo Arts Council be approved.

Officer's Recommendation: That Council endorse the RADF Committee's recommendation to approve the application from Tambo Arts Council for \$2,600.00.

Background

Applications were invited for the 3rd round of funding for the 2020-2021 year with applications closing on March 26th.

Three submissions were received, and the Committee elected to approve two with feedback to be provided to the applicant of the unsuccessful submission.

The Tambo Arts Council applied for funding of \$2,600.00 for furniture restoration workshop to be held in September.

Link to Corporate Plan

Vibrant Communities

Outcome 1 - Arts & Culture

Outcome 4 - Youth

Economic Development

Outcome 2 - Tourism

Consultation (internal/external)

RADF Committee were consulted.

Policy Implications

Nil

Budget and Resource Implications

\$2,600.00 – funded project.

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.12

SUBJECT HEADING: RADF Application – Red Ridge Interior Qld Ltd

Author and Officer's Title: Alastair Rutherford – Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: The third round of the 2020-2021 RADF program closed for applications on March 26th and the Committee recommended the application from Red Ridge Interior Qld Ltd be approved.

Officer's Recommendation: That Council endorse the RADF Committee's recommendation to approve the application from Red Ridge Interior Qld Ltd for \$1,745.00.

Background

Applications were invited for the 3rd round of funding for the 2020-2021 year with applications closing on March 26th.

Three submissions were received, and the Committee elected to approve two with feedback to be provided to the applicant of the unsuccessful submission.

Red Ridge Interior Qld Ltd applied for funding to support a 4-day Acro-cheer dance workshop for the youth of Blackall and Tambo.

Link to Corporate Plan

Vibrant Communities

Outcome 1 - Arts & Culture

Outcome 4 - Youth

Economic Development

Outcome 2 - Tourism

Consultation (internal/external)

RADF Committee were consulted.

Policy Implications

Nil

Budget and Resource Implications

\$1,745.00 – funded project.

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.1.13

SUBJECT HEADING: Information Technology Policies

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services

CLASSIFICATION: (if confidential)

Summary: During the completion of the Local Government Mutual (LGM) insurance return for 2021/2022 it was noted the Information Technology Security policies were not finalised. As this will influence Council's level of premiums these policies have been expedited and will be forwarded to LGM as soon as possible.

Officer's Recommendation: That Council adopt the Information Technology Security Policies as follows:

- (i) Information Technology Security Policy**
 - (ii) Incident Response Plan**
 - (iii) Data Breach Response Plan**
 - (iv) Disaster Recovery & Business Continuity Plan for ICT Services**
-

Background

These policies are required by our insurer Local Government Mutual in the annual return for 2021/2022.

Link to Corporate Plan

Governance

Consultation (internal/external)

Chief Executive Officer
Information Technology Officer
Manager of Finance

Policy Implications

Compliance with State Government Standards

Budget and Resource Implications

Nil



Blackall-Tambo Regional Council

Information Technology Security Policy

Policy Number: Stra 14	Effective Date: 21.04.2021
Version Number: One	Review Date: 21.04.2025
Policy Compiled by: Information Technology Officer	
Policy Approved by: Chief Executive Officer	

PURPOSE OF THE POLICY

This policy provides guidelines for the protection and use of information technology assets and resources within the business to ensure integrity, confidentiality and availability of data and assets.

SCOPE

This policy applies to all employees, councillors, contractors, consultants, and other personnel at the Council, including those workers affiliated with third parties who access the Council's computer networks. Throughout this policy, the word "employee" is hereafter used to collectively refer to all such individuals. The policy applies to all computer and data communication systems owned by or operated on behalf of the Council.

GENERAL POLICY

All information traveling over the Council's computer network is treated as a corporate asset unless specifically identified as property of a third party. The Council prohibits unauthorized access, disclosure, duplication, modification, diversion, destruction, loss, misuse, or theft of Council information. The Council shall also protect third party corporate confidential information and non-public personal information in the same manner as Council information.

RESPONSIBILITIES

An Information Systems Security Committee will be composed of CEO, Director of Finance, Corporate & Community Services, Director of Works, Manager of Finance, and IT Officer. At quarterly and ad hoc meetings, this committee will:

- a) periodically review the status of the Council's computer and network security
- b) as needed, review and monitor remedial work related to computer and network security incidents

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- c) authorize and later judge the results of major projects dealing with computer and network security
- d) approve new or modified information security policies, standards, guidelines, and procedures, and
- e) perform other high-level information security management activities.

The IT Officer is responsible for establishing, maintaining, implementing, administering, and interpreting organization-wide information systems security policies, standards, guidelines, and procedures. The IT Officer is also responsible for activities related to this policy. While responsibility for information systems security on a day-to-day basis is every employee's responsibility, specific guidance, direction, and authority for information systems security is centralized for all the Council by means of the IT Department. Accordingly, the IT Department will perform information systems risk assessments, prepare information systems security action plans, evaluate information security products, and perform other activities necessary to assure a secure information systems environment.

The IT Officer is responsible for conducting investigations into any alleged computer or network security compromises, incidents, or problems. All security compromises or potential security compromises must be reported to the IT Officer, Director of Finance, Corporate and Community Services and the Chief Executive Officer.

The System Administrators (IT Officers) are responsible for acting as information systems security coordinators. These individuals are responsible for establishing appropriate user privileges, monitoring access control logs, and performing similar security actions for the systems they administer. They are also responsible for reporting all suspicious computer and network-security-related activities to the Director of Finance, Corporate and Community Services and the Chief Executive Officer. Administrators also serve as local information security liaisons, implementing the requirements of this and other information systems security policies, standards, guidelines, and procedures.

Departmental Managers/Supervisors are responsible for ensuring that appropriate computer and communication system security measures are observed in their area. Users are responsible for complying with this and all other Council policies defining computer and network security measures.

PROCEDURES

PHYSICAL SECURITY

For all servers and other network assets, the area must be secured with adequate ventilation and appropriate access through digital lock.

It will be the responsibility of the IT Officers to ensure that this requirement is followed at all times. Any employee becoming aware of a breach to this security requirement is obliged to notify the IT Officers immediately.

All security and safety of all portable technology, such as notepads, tablets, mobile phones etc. will be the responsibility of the employee who has been issued with the notepads, mobile phones etc. Each employee is required to use passwords, patterns, or pins and to ensure the asset is always kept safely to protect the security of the asset issued to them.

In the event of loss or damage, IT Officer will assess the security measures undertaken to determine if the employee will be required to reimburse the business for the loss or damage.

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SYSTEM ACCESS CONTROL**END-USER PASSWORDS**

Users must choose passwords which are difficult-to-guess. This means that passwords must NOT be related to one's job or personal life. For example, a car license plate number, a spouse's name, or fragments of an address must not be used. This also means passwords must not be a word found in the dictionary or some other part of speech. For example, proper names, places, technical terms, and slang must not be used. Where such systems software facilities are available, users must be prevented from selecting easily guessed passwords.

Users can choose easily remembered passwords that are at the same time difficult for unauthorized parties to guess if they:

- a) string several words together (the resulting passwords are also known as "passphrases"),
- b) Must have at least one capital letter, one number and be at least 8 characters long,
- c) recommendation is to use symbols in place of common letters or numbers,
- d) create acronyms from words in a song, a poem, or another known sequence of words,

Users must not construct passwords that are identical or substantially similar to passwords they have previously employed. Where systems software facilities are available, users must be prevented from reusing previous passwords.

Passwords must not be stored in readable form in batch files, automatic log-in scripts, software macros, terminal function keys, in computers without access control, or in other locations where unauthorized persons might discover them.

Passwords must not be written down and left in a place where unauthorized persons might discover them. Aside from initial password assignment and password reset situations, if there is reason to believe that a password has been disclosed to someone other than the authorized user, the password must be immediately changed.

Regardless of the circumstances, passwords must never be shared or revealed to anyone else besides the authorized user. To do so exposes the authorized user to responsibility for actions that the other party takes with the disclosed password. If users need to share passwords, the user should use LastPass' Share Site Capabilities, this option allows for the site to be shared without exposing the password. The Share Site capability is also easily auditable by the systems administrator. This policy does not prevent the use of default passwords--typically used for new user-ID assignment or password reset situations--which are then immediately changed when the user next logs-onto the involved system.

All passwords must be immediately changed if they are suspected of being disclosed or known to have been disclosed to anyone besides the authorized user.

PASSWORD SYSTEM SET-UP

All computers permanently or intermittently connected to the Council's networks must have password access controls. Multi-user systems must employ user-IDs and passwords unique to each user, as well as user privilege restriction mechanisms. Network-connected single-user systems must employ hardware or software mechanisms that control system access and that includes a no-activity lock screen.

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Computer and communication system access control must be achieved via passwords that are unique to each individual user. Access control to files, applications, databases, computers, networks, and other system resources via shared passwords (also called "group passwords") is prohibited.

Wherever systems software permits, the display and printing of passwords must be masked, suppressed, or otherwise obscured such that unauthorized parties will not be able to observe or subsequently recover them.

Wherever systems software permits, the initial passwords issued to a new user by an IT Officer must be valid only for the new user's first on-line session. At that time, the user must be forced to choose another password. This same process applies to the resetting of passwords if a user forgets a password.

All vendor-supplied default passwords must be changed before any device (desktop, notebook, tablet, or smart phone) is used for the Council business. This policy applies to passwords associated with end-user user-IDs, as well as passwords associated with systems administrator and other privileged user-IDs.

To make guessing more difficult, passwords must also be at least seven characters long. To ensure that a compromised password is not misused on a long-term basis, passwords must also be changed every 28 days or at more frequent intervals and cannot be used more than once a year. In addition, where systems software permits, the number of consecutive attempts to enter an incorrect password must be strictly limited. After three (3) unsuccessful attempts to enter a password, the involved user-ID must be either suspended until reset by a system administrator, or temporarily disabled for no less than sixty (60) minutes.

Whenever system security has been compromised, or even if there is a convincing reason to believe that it has been compromised, the involved system administrator must immediately:

- a) reassign all relevant passwords, and
- b) force every password on the involved system to be changed at the time of the next log-in.

Whenever system security has been compromised, or even if there is a convincing reason to believe that it has been compromised, a trusted version of the operating system and all security-related software must be reloaded from trusted storage media or iso. The involved system(s) must then be rebooted. Similarly, all changes to user privileges taking effect since the time of suspected system compromise must be immediately reviewed by the systems administrator for unauthorized modifications.

LOG-IN/LOG-OFF PROCESS

All users must be positively identified prior to being able to use any multi-user computer. Positive identification for internal Council networks involves both a user-ID and a fixed password, both of which are unique to an individual user.

Positive identification for Remote Desktop involves the use of user-ID and fixed password, or other approved user authentication techniques.

Positive identification for users originating external real-time connections to the Council's systems or networks via public networks (like Internet), or any other external communications system must also involve user authentication techniques.

The log-in process for network-connected the Council's computer systems must simply ask the user to log-in, providing prompts as needed. Specific information about the organization, the computer

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operating system, the network configuration, or other internal matters must not be provided until a user has successfully provided both a valid user-ID and a valid password.

If there has been no activity on a desktop, notebook, or tablet for a certain period of time, the system must automatically return to lock screen and suspend the session. Re-establishment of the session must take place only after the user has provided a valid password. The recommended period of time is fifteen (15 minutes). An exception to this policy will be made in those cases where the immediate area surrounding a system is physically secured.

SYSTEM PRIVILEGES

LIMITING SYSTEM ACCESS

The computer system privileges of all users, systems, and independently operating programs (such as "agents") must be restricted based on the job function or need-to-know. This means that privileges must not be extended unless a legitimate business-oriented need for such privileges exists.

Default user file permissions must not automatically allow anyone on the system to read, write, or execute a file. Although users may reset permissions on a file-by-file basis, such permissive default file permissions are prohibited. Nonetheless, default file permissions granted to limited groups of people who have a bona fide need-to-know are allowed.

The Council's computer and communications systems must restrict access to the computers that users can reach over the Council's networks. These restrictions can be implemented via routers, gateways, and other network components. These restrictions must be used to, for example, control "passthrough"-where a user logging-into a certain computer then moves from that computer on to another.

PROCESS FOR GRANTING SYSTEM PRIVILEGES

Requests for new user-IDs and changed privileges must be in writing and approved by the user's manager before a system administrator fulfills these requests. To help establish accountability for events on the related systems, documents (perhaps in electronic form) reflecting these requests must be retained for a period of at least a year.

Individuals who are not the Council's employees must not be granted a user-ID or otherwise be given privileges to use the Council's computers or communications systems unless the advance written approval of a Director or CEO has first been obtained.

Privileges granted to users who are not Council employees must be granted for periods of 30-days or less. As needed, users who are not the Council's employees must have their privileges reauthorized by the sponsoring department head every 30 days.

Third party vendors must NOT be given Remote Desktop access to the Council's computers and/or networks unless the involved system administrator determines that they have a bona fide need. These privileges must be enabled only for the time period required to accomplish the approved tasks (such as remote maintenance). If a perpetual or long-term connection is required, then the connection must be established by approved extended user authentication methods (VPN).

All users wishing to use the Council's internal networks, or multi-user systems that are connected to the Council's internal networks, must sign the Accepted Use Policy prior to being issued a user-ID.

PROCESS FOR REVOKING SYSTEM ACCESS

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All user-IDs must automatically have the associated privileges revoked after employment termination. Management must promptly report all significant changes in worker duties or employment status to the system administrators responsible for user-IDs associated with the involved persons. For all terminations, Human Resources must also issue a notice of status change to all system administrators who might be responsible for a system on which the involved worker might have a user-ID.

ESTABLISHMENT OF ACCESS PATHS

Changes to the Council's internal networks include loading new software, changing network addresses, reconfiguring routers, and the like. Except for emergency situations, all changes to the Council's computer networks must be:

- a) documented in a work order request, and
- b) approved in advance by the IT Officer. Emergency changes to the Council's networks must only be made by persons who are authorized by the IT Department. This process prevents unexpected changes from inadvertently leading to denial of service, unauthorized disclosure of information, and other problems. This process applies not only to "employees" as defined in the Scope section of this policy, but also to vendor personnel.

All Council computers that intermittently or continuously connect to an internal or external network must employ password-based access controls. Multi-user computers must employ software which restricts access to the files of each user, which logs the activities of each user, and which has special privileges granted to a systems administrator. Single-user systems must employ access control software that includes user-ID/password control and an automatic lock screen that is invoked after a certain period of no keyboard (or other input device) activity. Portable computers and home computers which contain the Council's information are also covered by this policy, as are network devices such as gateways, routers, and bridges.

To stop unauthorized system access and related problems, all inter-processor commands from non-Council locations are prohibited unless a user or process has first properly logged in. An example of such commands is remotely initiated requests for a list of users currently logged in.

INFORMATION SECURITY

All relevant data to be backed up is either hosted on the servers as sensitive, valuable, or critical business data and all other data is on Office 365 (One Drive and SharePoint). The Council does not back-up desktops, notebooks, or tablets; users must use Microsoft OneDrive or SharePoint to save all data. Users should not save any data (documents, spreadsheets etc.), to the local drive of their device (desktop, notebook, or tablet).

It is the responsibility of the IT Officer to ensure that data back-ups are performed automatically every 4 hours and is kept in Microsoft Azure Storage blobs. This is accomplished using Veeam BaaS (backup as a service). The Veeam BaaS uses 3-2-1 methodology for backups of all data.

All technology that has internet access must have the ECS+ Secure software suite installed. This suite encompasses SentinelOne and ConnectWise security operations centre. It is the responsibility of the IT Officers to install all anti-virus software and ensure that this software remains up to date on all technology used by the business.

All information used within the business is to adhere to the privacy laws and the business's confidentiality requirements. Any employee breaching this will be referred to their Director for reprisal.

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TECHNOLOGY ACCESS

Every employee will be issued with a unique user login to access the business technology and will be required to set a password for access every 30 days.

Each password is to be at least eight characters long which includes the use of at least one capital letter and one number and is not to be shared with any employee within the business.

The IT Officer is responsible for the issuing of the unique user login and initial password for all employees.

Where an employee forgets the password then the IT Officer is authorised to reset the password. The employee will be required to be changed the temporary password when the employee logs in after reset.

The following table provides the authorisation of access:

Technology – Hardware/ Software	Roles authorised for access
Microsoft365/Active Directory	IT Officers'
PCS+	IT Officer and Finance Manager

POLICY REVIEW

This policy will be reviewed when any of the following occur:

- As required by legislation
- Other circumstances as determined by the Chief Executive Officer

Notwithstanding the above, this policy is to be reviewed at intervals of no more than four (4) years.

VERSION CONTROL

Version 1	New Document 21-04-21

RECORDS

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Blackall-Tambo **Regional Council**

Incident Response Plan

Policy Number: P30	Effective Date: 21.04.2021
Version Number: One	Review Date: 21.04.2025
Policy Compiled by: Information Technology Officer	
Policy Approved by: Chief Executive Officer	

PURPOSE OF THE POLICY

The purpose of this Incident Response Plan ("IRP") is to provide guidance on the appropriate steps to be taken and documented in the event of a possible security incident or data breach, from the time of suspected breach to post-incident response closure, so that all incidents are handled in a consistent manner and the exposure to the potentially breached party is limited. It also provides a methodology for collecting evidence in the event of criminal activity. Documentation of responsive actions taken in connection with any security incident or data breach, as well as documentation of the post-incident events and actions taken, is critical in making appropriate changes to business practices to improve the safeguarding and handling of Council Sensitive Information and Personally Identifiable Information (PII) (as with all privacy and security policies, protected information sets must be defined consistently throughout the organization).

APPLICABILITY

This IRP process applies to all employees, administrative consultants, contractors, temporary personnel, and the like who may experience or witness a security incident or possible data breach. After discovery, this process provides IT with a checklist or outline for responding so that steps or information related to the incident are not missed. The Council is committed to protecting our information and responding appropriately to a security incident or data breach.

SCOPE

Protection of our information and data is paramount. This IRP will provide a checklist for responding to a security incident or potential data breach. An incident can be intentional or unintentional, and this IRP could be implemented in response to many events having an adverse effect on the Council Network.

GUIDELINES

This IRP describes our safeguards to protect sensitive information, including PII. These safeguards are provided to:

- a) Protect the confidentiality, integrity and availability of data and the Council Network;
- b) Protect against a data breach that could result in harm or inconvenience to a client or user and meet any notification requirements;

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- c) Protect against anticipated threats or hazards to the security or integrity of sensitive information, including PII;
- d) Identify and assess the risks that may threaten PII;
- e) Conduct a reasonable investigation to determine the likelihood of information that has been or will be misused;
- f) Conduct a post-incident investigation to capture lessons learned;
- g) Develop written policies and procedures to manage and control these identified risks or vulnerabilities;
- h) Adjust the Information Security Program to reflect changes in technology, the sensitivity of data stored, and internal or external threats to information security.

The IRP will be tested annually to ensure all participants on the Incident Response Team (IRT) know their roles in the event of a true incident.

PROCESS

This section establishes suggested steps for responding to an incident and initiating the IRP. Each incident will present unique issues that will require resolution by the IRT.

INCIDENT RESPONSE PROCESS – INITIAL DISCOVERY

1. Anyone suspecting or noting a security incident, data breach or potential system compromise, or malicious activity contacts Information Security, the IRT or outside incident responder on the team [All referred to as "Information Security" in this document]
2. Determine if there has been a security incident, and the nature and seriousness of the incident, by considering the following questions and discussing them with Information Security, and document initial triage.
 - Does the system contain Council Sensitive Information or PII?
 - Is there a chance outside law enforcement may need to get involved?
 - Is there a requirement or desire to perform a forensics analysis of the system compromise?
 - If the answer is "yes" to any of these questions then immediately coordinate actions to be taken with IT and the Director of Finance, Corporate and Community Services, and apply the below as appropriate.
 - If the answer is "no" to all the questions, then apply the below as appropriate.
 - Do preliminary analysis - isolate the compromised system by disconnecting the network cable. If this is not feasible or desirable, Information Security can block access to the compromised system via the network.
3. Determine the security incident type - try to determine the cause of the malicious activity and the level of system privilege attained by the intruder and implement appropriate remedial measures.
4. If a system is compromised:
 - Disable any compromised accounts and terminate all processes owned by them.
 - Compile a list of IP addresses involved in the incident, including log entries if possible, and forward the data to Information Security.
 - Determine the users that need to change their passwords due to the compromise, as well as whether or not they have accounts on other systems using the same credentials and notify the IT administrators for those systems.

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Incident Response Plan

- Backup the local password file, if appropriate, so you can compare who has and who has not changed their passwords after notification.
- Notify Information Security if your system uses LDAP authentication to authenticate users.
- Notify the owners of the compromised accounts and reissue credentials. Consider the likelihood of the intruder having access to the compromised account email and utilize other contact methodology.
- Determine whether all affected users have established new user IDs and passwords.
- Rebuild the system, and verify that its network access should be re-established by contacting Information Security.
- Information Security should perform a network vulnerability scan of the system after it is unblocked to identify any unresolved security issues that might be used in future attacks against the system.

POST-INCIDENT LESSONS LEARNED

1. Hold a meeting of the IRT within 48 hours of completion of response.
2. Review chronology of the event.
3. Identify what went wrong and what went right. For instance, "encryption was used on the file server containing Council Confidential Information and PII."
4. Identify the threat or vulnerabilities that were exploited and determine whether it/they can be alleviated.
5. Review if all intrusion detection or prevention was in place, active and up to date.
6. Document "lessons learned" and assign appropriate updates to Information Security Program.

INCIDENT RESPONSE – BREACH NOTIFICATION

1. If a security incident is suspected to be a data privacy breach, immediately notify the IRT, including the Director of Finance, Corporate and Community Services and the Chief Executive Officer.
2. Determine what information was suspected to be breached, i.e., specific individuals' first and last names with a type of PII.
3. When appropriate, bring in an incident response expert or law enforcement to conduct an investigation. Identify the scope, time frame and source(s) of breach, type of breach, whether data encryption was used and for what, possible suspects (internal or external, authorized or unauthorized, employee or non-employee user).
4. Review for other compromised systems.
5. Monitor all systems for potential intrusions.
6. Determine the notification requirements (statutory or contractual) and address within the required timeframe.

COMPLIANCE

Violations of this policy may lead to the suspension or revocation of system privileges and/or disciplinary action up to and including termination of employment. We reserve the right to advise appropriate authorities of any violation of law.

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ACCOUNTABILITY

All users are accountable for reporting any suspected data breach of the Council Network to the IT Department.

Internal Audit is responsible for ensuring compliance with the Council Information Security Policy and the controls created to safeguard the Council Network.

IT responds to the incident, and analyses and collects the audit records and any logs, and redeploys new credentials to affected users after identification.

IT is responsible for maintaining updates to the Information Security Program post incident and at a minimum annually.

The Incident Response Team is responsible for documenting the types of personal information that may have been breached, provides guidance throughout the investigation on privacy issues, and assists in developing the communication plan to impacted individuals.

EXCEPTIONS

Any exceptions must be approved by the IT Department and Senior Management.

POLICY REVIEW

This policy will be reviewed when any of the following occur:

- a) As required by legislation
- b) Other circumstances as determined by the Chief Executive Officer

Notwithstanding the above, this policy is to be reviewed at intervals of no more than four (4) years.

VERSION CONTROL

Version 1	New Document 21-04-21

RECORDS

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Blackall-Tambo **Regional Council**

Data Breach Response Plan

Policy Number: P29	Effective Date: 21.04.2021
Version Number: One	Review Date: 21.04.2025
Policy Compiled by: Information Technology Officer	
Policy Approved by: Chief Executive Officer	

DATA BREACH RESPONSE PLAN

This data breach response plan (response plan) sets out procedures and clear lines of authority for BTRC staff in the event that the BTRC experiences a data breach (or suspects that a data breach has occurred).

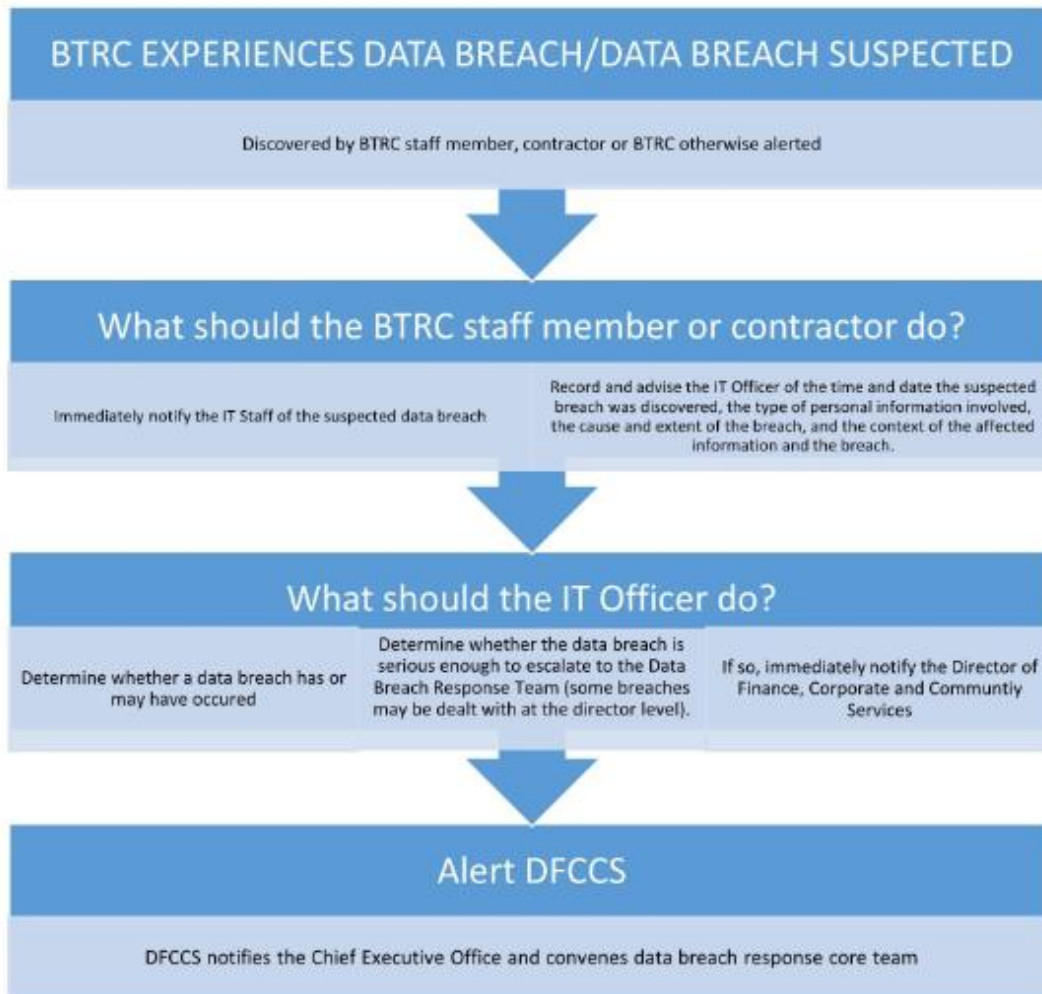
A data breach covered by the Information Privacy Act 2009 (QLD) (IP Act) occurs when personal information is lost or subjected to unauthorised access or disclosure. For good privacy practice purposes, this response plan also covers any instances of unauthorised use, modification or interference with personal information held by the BTRC. Data breaches can be caused or exacerbated by a variety of factors, affect different types of personal information, and give rise to a range of actual or potential harms to individuals and entities.

This response plan is intended to enable the BTRC to contain, assess and respond to data breaches quickly, to help mitigate potential harm to affected individuals and to comply with the IP Act scheme. Our actions in the first 24 hours after discovering a data breach are crucial to the success of our response.

The plan sets out contact details for the appropriate staff in the event of a data breach, clarifies the roles and responsibilities of staff, and documents processes to assist the BTRC to respond to a data breach.

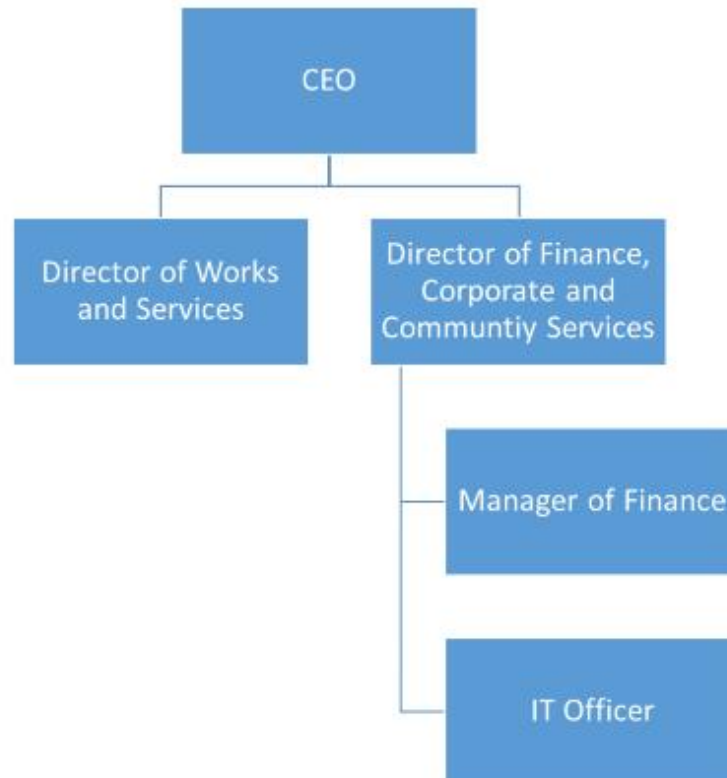
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DATA BREACH RESPONSE PROCESS



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DATA BREACH RESPONSE TEAM – MEMBERS



WHEN SHOULD A DATA BREACH BE ESCALATED TO THE DATA BREACH RESPONSE TEAM

Some data breaches may be comparatively minor, and able to be dealt with easily without action from the Data Breach Response Team (response team).

For example, a council employee may, as a result of human error, send an email containing personal information to the wrong recipient. Depending on the sensitivity of the contents of the email, if the email can be successfully recalled (only relates to internal emails), or if the council employee can contact the

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recipient and obtain an assurance that the recipient has deleted the email, it may be that there is no value in escalating the issue to the response team.

IT Officer should use their discretion in determining whether a data breach or suspected data breach requires escalation to the response team. In making that determination, IT Officer should consider the following questions,

- Are multiple individuals affected by the breach or suspected breach?
- Is there (or may there be) a real risk of serious harm to any of the affected individual(s)?
- Does the breach or suspected breach indicate a systemic problem in BTRC processes or procedures?
- Could there be media or stakeholder attention as a result of the breach or suspected breach?

If the answer to any of these questions is 'yes', then the Reporting Employee should attempt immediate verbal contact with the IT Officer, or if this is not possible, another primary response team member.

The checklist below sets out the steps that the response team will take in the event of a serious data breach.

If it is decided not to escalate a minor data breach or suspected data breach to the response team for further action, then an email should be sent to the Chief Executive Officer that contains the following information:

- Description of the breach or suspected breach
 - Action taken to address the breach or suspected breach
 - The outcome of the action, and
 - The reasons for their view that no further action is required
- Save a copy of that email in the following MAGIQ Documents Folder:
 - Data Breach Response – reports and investigation of data breaches

DATA BREACH RESPONSE PROCESS

There is no single method of responding to a data breach. Data breaches must be dealt with on a case-by-case basis, by undertaking an assessment of the risks involved, and using that risk assessment to decide the appropriate course of action. Depending on the nature of the breach, the response team may need to include additional staff or external experts, for example an IT specialist/data forensics expert.

There are four key steps to consider when responding to a breach or suspected breach.

STEP 1: Contain the breach

STEP 2: Assess the risks associated with the breach

STEP 3: Consider breach notification

STEP 4: Review the incident and take action to prevent future breaches

The response team should ideally undertake steps 1, 2 and 3 either simultaneously or in quick succession. At all times, the response team should consider whether remedial action can be taken to reduce any potential harm to individuals.

Depending on the breach, not all steps may be necessary, or some steps may be combined. In some cases, it may be appropriate to take additional steps that are specific to the nature of the breach.

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Following serious data breaches, the response team should conduct a post-breach review to assess the Council's response to the breach and the effectiveness of this plan and report the results of the review to the CEO. The post-breach review report should identify any weaknesses in this response plan and include recommendations for revisions or staff training as needed.

The response team should also consider the following documents where applicable:

BTRC Disaster Recovery & Business Continuity Plan

BTRC Incident Response Plan

TESTING THIS PLAN

Members of the response team should test plan with a hypothetical data breach annually to ensure that it is effective. As with the post-breach review following an actual data breach, the response team must report to the CEO on the outcome of the test and make any recommendations for improving the plan.

RECORDS MANAGEMENT

Documents created by the response team, including post-breach and testing reviews, should be saved in MAGIQ Documents Folder:

- Data Breach Response – reports and investigation of data breaches

BLACKALL-TAMBO REGIONAL COUNCIL'S DATA BREACH RESPONSE CHECKLIST

Step 1: Contain the breach

- Notify the Director of Finance, Corporate and Community Services, who may convene the data response team.
- Immediately contain the breach:
 - IT to implement the Incident Response Plan if necessary.
 - Contact Security Operations Centre (SOC) – PinnacleIT
- Consider whether team needs other expertise
- Inform the CEO, and Queensland Government Chief Information Office (QGClO), as soon as possible; provide ongoing updates on key developments.
- Ensure evidence is preserved that may be valuable in determining the cause of the breach or allowing the Council to take appropriate corrective action.
- Consider a communications or media strategy to manage public expectations.

Step 2: Assess the risks for individual associated with the breach

- Conduct initial investigation, and collect information about the breach promptly, including:
 - the date, time, duration, and location of the breach
 - the type of personal information involved in the breach
 - how the breach was discovered and by whom
 - the cause and extent of the breach
 - a list of the affected individuals, or possible affected individuals
 - the risk of serious harm to affected individuals
 - the risk of other harms.
- Determine whether the context of the information is important.
- Establish the cause and extent of the breach.
- Assess priorities and risks based on what is known.

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- Keep appropriate records of the suspected breach and actions of the response team, including the steps taken to rectify the situation and the decisions made.

Step 3: Consider breach notification

- Determine who needs to be made aware of the breach (internally, and potentially externally) at this preliminary stage.
- Determine whether and how to notify affected individuals. Does the breach trigger the requirements of the IP Act – is the breach likely to result in serious harm to any of the individuals to whom the information relates and the Council has not been able to prevent the likely risk of serious harm, the affected individuals should be notified. Prompt notification to individuals in these cases can help avoid or lessen the damage by enabling the individual to take steps to protect themselves.
- Consider whether others should be notified, including Office of the Information Commissioner QLD (OIC), Queensland Government Chief Information Office (QGCIIO), law enforcement or other agencies or organisations affected by the breach or can assist in containing the breach or assisting individuals affected by the breach.

Step 4: Review the incident and take action to prevent future breaches

- Fully investigate the cause of the breach.
- Implement a strategy to identify and address any weaknesses in data handling that contributed to the breach.
- Conduct a post-breach review and report to the CEO on outcomes and recommendations:
 - Update security (physical and technical) and response plan if necessary.
 - Make appropriate changes to policies and procedures if necessary.
 - Revise staff training practices if necessary.
 - Consider the option of an audit to ensure necessary outcomes are accomplished.

POLICY REVIEW

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Blackall-Tambo Regional Council

Disaster Recovery & Business Continuity Plan for ICT Services

Policy Number: P31	Effective Date: 21.04.2021
Version Number: One	Review Date: 21.04.2025
Policy Compiled by: Information Technology Officer	
Policy Approved by: Chief Executive Officer	

INTRODUCTION

A Business Continuity Plan for ICT Services was first introduced in 2021 following an audit recommendation. It is reviewed annually or following any major change to hardware or systems covered by the plan, to ensure it is always relevant and up to date.

Disasters are, fortunately, rare but when they do occur, they can have devastating consequences. Many services will quickly be brought to a standstill in the event of prolonged IT (Network, Device, or Etc.) failure. The vulnerability of the Council's services to the effects of an IT failure have increased markedly in recent years as more and more reliance has been placed on computerised systems to manage services. This is likely to continue in the coming years as IT systems are increasingly used as a means of generating efficiencies.

DEFINITIONS

For the purposes of this plan a Disaster is defined as loss or damage of part or all of the Council's IT Infrastructure, which would have a high or very high, business impact on the Council.

Disaster, as outlined in the above definition, includes:

- Total loss of one site, (i.e., due to fire damage)
- Loss or technical failure of one or more network/cloud servers
- Loss or technical failure of network infrastructure (i.e., router, switch, Telstra or JustISP-FSG comms connectivity)
- Extended loss of electrical power
- Failure of key software or cloud service

Key software or cloud services which are specifically referred to in this plan include:

- PCS+ - Financial System
- Assetic Cloud – Asset Management System
- Microsoft 365 – Office Apps, Email and Cloud Storage
- Azure – Microsoft's Cloud platform
- MAGIQ Documents

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HOW THE PLAN IS ACTIVATED

In the event that a disaster is identified by the IT Officer, the IT Department will be responsible for activating the plan and monitoring the progress of disaster recovery procedures, reporting to the Disaster Management Committee and undertaking any further action as necessary.

OVERVIEW OF IT INFRASTRUCTURE

The Blackall-Tambo Regional Council currently has eight sites that are connected to its corporate network (All sites except Blackall Office and Depot, use Layer-3 connectivity to connect corporate network). These sites are the Blackall Office, Blackall Depot, Blackall CNC, Tambo Office/Depot, Tambo Library, Tambo Childcare Centre, Tambo MPC, and Tambo Grasslands.

The corporate network at the Council comprises:

Blackall Admin Office/Depot (Telstra Network)

- 4 physical servers (3 Hyper-V Hosts, storage server)
- 8 virtual on-premises servers
- 5 Azure virtual machines
- 1 Cisco Router to Telstra via 50Mbps
- 2 Cisco Catalyst 3650 Switch
- 2 Cisco Catalyst 3850 48 UPOE – Managed Switch - Telstra Switch (Blackall Office & Depot)
- 1 Juniper Router
- 2 Mikrotik Switch (Blackall Office & Depot)
- 3 Cisco Meraki
- 2 Wi-Fi hotspots
- 36 Desktops/Notebooks/Tablets
- 25 TIPT Phones

Blackall CNC (JustISP/FSG Network)

- 1 Juniper Router
- 1 Mikrotik Switch
- 4 VoIP Desk phones
- 4 Desktops/Notebooks

Tambo Admin Office/Depot (JustISP/FSG Network)

- 1 Juniper Router
- 2 Mikrotik Switch
- 1 RODC Server
- 1 Cisco router
- 1 Cisco switch
- 2 Cisco Meraki
- 2 Wi-Fi hotspots
- 16 Desktops/Notebooks/Tablets

Tambo Library (JustISP/FSG Network)

- 1 Juniper Router
- 1 Mikrotik Switch
- 1 VoIP Desk phones

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- 1 Desktop connected to L3 JustISP-FSG
- 3 Desktops for Library Patrons on Guest Network

Tambo Childcare Centre (JustISP/FSG Network)

- 1 Juniper Router
- 1 Mikrotik Switch
- 1 VoIP Desk phones
- 1 Desktop connected to L3 JustISP-FSG

Tambo MPC (JustISP/FSG Network)

- 1 Juniper Router
- 1 Mikrotik Switch
- 5 VoIP Desk phones
- 5 Desktop connected to L3 JustISP-FSG
- 1 Notebook connected to L3 JustISP-FSG

Tambo Grasslands (JustISP/FSG Network)

- 1 Juniper Router
- 1 Mikrotik Switch
- 3 VoIP Desk phones
- 3 Desktops connected to L3 JustISP-FSG

A detailed network topology diagram shown in appendix A.

Server rooms at both the Blackall Admin Office and Depot are located on the ground floor, behind electronic locked doors, away from the entrances to the buildings from outside to minimise the risk of theft and flood. The rooms are also air conditioned to maintain temperatures suitable for the equipment located in them.

The other sites have locked wall mounted server cabinets, that are appropriately ventilated.

The Councils financial system, Practical Plus, is hosted on a Windows Server 2019 in Microsoft Azure. Access to the financial system is provided via Telstra Intranet using Azure Gateway Link. All Layer-3 connected sites have access to Practical Plus also.

Microsoft 365 E3 is used to provide email and hosted data services to all sites.

RISK ASSESSMENT AND BUSINESS IMPACT REVIEW

Likelihood	Severity	Negligible (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Rare (1)		Low	Low	Low	Low	Medium
Unlikely (2)		Low	Low	Medium	Medium	High
Possible (3)		Low	Medium	Medium	High	High
Likely (4)		Low	Medium	High	High	Very High
Almost Certain (5)		Medium	High	High	Very High	Very High
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PHYSICAL EQUIPMENT

Location	Network Element	Type of loss / damage	Likelihood	Severity	Business Impact	Precautions in place
Blackall Admin Office	Hyper-V Host and Virtual Machines (Hive01, Hive02)	Fire Theft Water Damage Vandalism Wind Accidental	1	1	Loss of a single Hyper-V, would result in downtime, till Veeam in Azure creates the affected virtual machines in Azure instead of on the Lost Host.	Hyper-V Host on-premises is back-up to Azure Cloud Services, if there is a loss, the affected hosts virtual machines are than created in Azure till Host is repaired or replaced.
		Hard Disk failure	3	1	No impact from loss of a single or two hard disk(s). The impact of the loss of more than two disks would be as described under Fire/Theft/etc above	Each Hyper-V Host is configured RAID 6, which has dual parity and can survive two concurrent disk failures. Equipment protected by Dell Pro Plus Warranty – next day delivery of replacement of failed disks
		Other Failure	3	1	Depending on the type of failure, worse case would be as described under Fire/Theft/etc above.	Equipment protected by Dell Pro Plus Warranty. In case of a software corruption, this is covered by Veeam-to-Veeam Azure restore.
		Data Breach	2	4	Ransomware attack, loss of Data or personal information	See Data Breach Response Plan Appendix B
		Power Failure (short term)	3	2	Environmental Power Failure would affect all Hyper-V hosts, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 1:10 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.

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Disaster Recovery & Business Continuity Plan for ICT Services

Azure Machines	Virtual	Fire Theft Water Damage Vandalism Wind Accidental	1	1	Due to Azure using Data Centres in three Australian locations and Disaster Recovery in a chosen recovery location out of country, this is really a negligible risk	Azure Data Centres have copies of Data in all three locations in Australia and a cross-region disaster recovery site.
			3	1	See above	See above
			3	1		
			2	4	Ransomware attack, loss of Data or personal information	See Data Breach Response Plan Appendix B
			2	1	Power Failure (short term)	see Power Failure (if local) from Hyper-V Hosts Network Element. For Power Failure (Azure) see above as described in Fire/Theft/etc.
Storage Server		Fire Theft Water Damage Vandalism Wind Accidental Hard Disk Failure	1	1	Unable to store data onsite	All Data stored on server is already backed up in Azure. Equipment protected by Dell Pro Plus Warranty.
			3	1	No impact from loss of a single or two hard disk(s). The impact of the loss of more than two disks would be as described under Fire/Theft/etc above	The Storage Server is configured RAID 6, which has dual parity and can survive two concurrent disk failures. Equipment protected by Dell Pro Plus Warranty – next day delivery of replacement of failed disks
			3	1		
			2	4	Ransomware attack, loss of Data or personal information	See Data Breach Response Plan Appendix B

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	Power Failure (short term)	3	2	Environmental Power Failure would affect the Storage Server, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 1:10 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
Cisco Router	Fire Theft Water Damage Vandalism Wind Accidental	1	1	Loss of access to internet via Telstra and all networked devices and other infrastructure connected via the affected Router.	Equipment protected by maintenance agreement with Telstra. Telstra have all configuration settings backed up. Telstra will replace router with new device as soon as possible.
	Technological Failure	2	2	As Above	The router has the ability to switch to LTE mode if we have power, but no wired network connection due to some other fault. It can run this way until failure has been remedied.
	Power Failure (short term)	3	2	Environmental Power Failure would affect the Telstra Managed Router, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
Cisco Catalyst 3850 48 UPOE – Managed Switch - Telstra	Fire Theft Water Damage Vandalism Wind	1	1	Loss of access to all networked devices and other infrastructure connected via the affected switch	Equipment protected by maintenance agreement with Telstra.

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	Cisco Catalyst	Fire Theft Water Damage Vandalism Wind	1	1	Loss of access to all networked devices and other infrastructure connected via the affected switch.	Sufficient spare capacity is maintained so that in the event of failure equipment can be connected via alternate switch.
		Technological Failure	2	2	As Above	As Above
		Power Failure (short term)	3	2	Environmental Power Failure would affect the Switch, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
	Juniper (Guest Network)	Fire Theft Water Damage Vandalism Wind	1	1	Loss of access to internet via JustISP/FSG and all networked devices and other infrastructure connected via the affected Router.	Equipment protected by maintenance agreement with JustISP/FSG. JustISP/FSG have all configuration settings backed up. JustISP/FSG will replace router with new device as soon as possible.
		Technological Failure	2	2	As Above	As Above
		Power Failure (short term)	3	2	Environmental Power Failure would affect the Switch, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.

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	Cambium Networks e410 Wi-Fi Access Point	Fire Theft Water Damage Vandalism Wind	1	1	Loss of Wi-Fi connectivity	
		Technological Failure	2	2	As above	
		Power Failure (short term)	3	2	Environmental Power Failure would affect the hot spot, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
	APC UPS & Battery Back-up	Fire Theft Water Damage Vandalism Wind	1	1	Connected equipment would no longer receive power and could then be connected directly to the mains supply to restart equipment so downtime in office hours would be limited to 10-15 minutes	Two UPSs independently supply power to separate redundant PSUs within each Hyper-V hosts. In the event of failure of either UPS there is no interruption to service. Comms equipment (switches, routers etc) are only supplied by a single UPS and daisy chained to the battery back-up, then would need to be connected to the mains in the event of a UPS failure.
		Hardware Failure	2	2	As above	As above
		Power Failure (short term)	3	2	Environmental Power Failure would affect all UPSs, in these situations, the back-up	Only need 2 minutes for back-up generator to start. The back-up generator is diesel.



Disaster Recovery & Business Continuity Plan for ICT Services

Tambo Admin & Depot Office	RODC Server				generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	with a long run time, between need refuels.
		Fire Theft Water Damage Vandalism Wind Accidental	1	1		
		Hard Failure Disk	3	1	No impact from loss of a single or two hard disk(s). The impact of the loss of more than two disks would be as described under Fire/Theft/etc above	The RODC Server is configured RAID 6, which has dual parity and can survive two concurrent disk failures. Equipment protected by Dell Pro Plus Warranty – next day delivery of replacement of failed disks
		Other Failure Power Failure (short term)	3	1 2	Environmental Power Failure would affect the RODC Server, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 30 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
		Fire Theft Water Damage Vandalism Wind	1	1	Loss of access to Internet via JustISP/FSG, L3 connectivity to Blackall and all networked devices and other infrastructure connected via the affected Router.	Equipment protected by maintenance agreement with JustISP/FSG. JustISP/FSG have all configuration settings backed up. JustISP/FSG will replace

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	Technological Failure	2	2	As Above	router with new device as soon as possible.
	Power Failure (short term)	3	2	Environmental Power Failure would affect the Router, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	As Above
Switch	Fire	1	1	Loss of access to L3 devices and other infrastructure connected via the affected switch.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
	Theft	1	1		Equipment protected by maintenance agreement with JustISP/FSG.
	Water Damage	1	1		JustISP/FSG have all configuration settings backed up. JustISP/FSG will replace router with new device as soon as possible.
	Vandalism	2	2	As Above	As Above
	Wind	2	2	As Above	As Above
	Technological Failure	3	2	Environmental Power Failure would affect the Switch, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
	Power Failure (short term)	3	2	Environmental Power Failure would affect the Switch, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	As Above
Cisco Router	Fire	1	1	This Telstra managed router is for the TIPT phone system, it allows Tambo to use same phone exchange, if this is lost,	
	Theft	1	1		
	Water Damage	1	1		
	Vandalism	1	1		
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	Wind				Tambo will have no TIPT phone systems	
	Technological Failure		2	2	As Above	
Cisco switch	Power Failure (short term)		3	2	Environmental Power Failure would affect the Router, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
	Fire Theft Water Damage Vandalism Wind		1	1	This Telstra managed router is for the TIPT phone system, it allows Tambo to use same phone exchange, if this is lost, Tambo will have no TIPT phone systems	
	Technological Failure		2	2	As Above	As Above
	Power Failure (short term)		3	2	Environmental Power Failure would affect the Switch, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
Meraki	Fire Theft Water Damage Vandalism Wind		1	1	Loss of Wi-Fi connectivity	

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	Technological Failure Power Failure (short term)		2	2	As above	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
			3	2	Environmental Power Failure would affect the hot spot, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	
		Fire Theft Water Damage Vandalism Wind	1	1	Loss of Wi-Fi connectivity	
	Technological Failure Power Failure (short term)		2	2	As above	
			3	2	Environmental Power Failure would affect the hot spot, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	UPS installed – approximately 45 minutes of back-up. Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
		Fire Theft Water Damage Vandalism Wind	1	1	Connected equipment would no longer receive power and could then be connected directly to the mains supply to restart equipment so downtime in office hours would be limited to 10-15 minutes	Two UPSs independently supply power to separate redundant PSUs within each Hyper-V hosts. In the event of failure of either UPS there is no interruption to service. Comms equipment (switches, routers etc) are only supplied by a single UPS and daisy chained to the battery back-up.

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All Layer 3 offsite locations	Router	Hardware Failure	2	2	As above	then would need to be connected to the mains in the event of a UPS failure.
		Power Failure (short term)	3	2	Environmental Power Failure would affect all UPSs, in these situations, the back-up generator kicks in within 2 minutes. The UPS and battery back-ups keep power going till generator kicks in.	As above
		Fire Theft Water Damage Vandalism Wind	1	1	Loss of access to Internet via JustISP/FSG, L3 connectivity to Blackall and all networked devices and other infrastructure connected via the affected Router.	Only need 2 minutes for back-up generator to start. The back-up generator is diesel, with a long run time, between need refuels.
	Switch	Technological Failure	2	2	As Above	Equipment protected by maintenance agreement with JustISP/FSG.
Power Failure (short term)		3	4	As Above	JustISP/FSG have all configuration settings backed up. JustISP/FSG will replace router with new device as soon as possible.	
		Fire Theft Water Damage Vandalism Wind	1	1	Loss of access to L3 connectivity and all networked devices and other infrastructure connected via the affected switch.	As Above
						UPS installed – approximately 20 minutes of back-up power.
						Equipment protected by maintenance agreement with JustISP/FSG.
						JustISP/FSG have all configuration settings backed up. JustISP/FSG will replace router with new device as soon as possible.

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	Technological Failure	2	2	As Above	As Above
	Power Failure (short term)	3	4	As Above	UPS installed – approximately 20 minutes of back-up power.

DISASTER RECOVERY PLAN

There are two distinct elements to this Plan. Disaster could consist of failure of a particular element of the IT infrastructure, for example, a server or switch. It may also be a Cyber-attack or additionally, a major disaster such as Fire or Flood could knock out an entire site, large part of a site which contains key systems.

The first table below details steps to be taken in the event of loss any individual key system. The second table then outlines procedures to be followed in the event of loss of an entire site or large part of a site which contains key systems.

Table showing procedures for recovery of individual network elements

Location	Network Element	Type of Loss / Damage	Recovery Procedures
Blackall Admin Office / Depot	Hyper-V Host and Virtual Machines (Hive01, Hive02)	Total Loss of a single Hyper-V Host	Purchase replacement server from Dell
		Hard Disk Failure	The affected Virtual Machines will be spun up on Azure, until Host is replaced. Identify failed hard drive – indicator on RAID controller Contact Dell to arrange shipment of replacement drive () IT staff to hot swap hard drive on arrival
		Other hardware failure	Troubleshoot hardware failure and identify fault Contact Dell to arrange shipment of replacement part
		Software failure	Use Veeam to restore most recent image to disk Restart system
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown server and wait for power restore. When power is restored, (or generator cuts over) restart server.
Storage Server		Total Loss	Purchase replacement server from Dell The data stored on this server is just an on-site backup of what is stored in Veeam in Azure
		Hard Disk Failure	Identify failed hard drive – indicator on RAID controller Contact Dell to arrange shipment of replacement drive () IT staff to hot swap hard drive on arrival

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	Cisco Router	Other hardware failure	Troubleshoot hardware failure and identify fault Contact Dell to arrange shipment of replacement part
		Software failure	Use Veeam to restore most recent image to disk Restart system
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown server and wait for power restore. When power is restored, (or generator cuts over) restart server.
	Cisco Catalyst 3850 48 UPOE – Managed Switch - Telstra	Total Loss	Contact Telstra for Replacement Telstra Technician will install replacement router
		Hardware failure	As Above
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
	Cisco Catalyst 3650	Total Loss	Re-connect devices from affected switch to alternative switches and restart. Order replacement switch and install. Re-distribute devices across available switches
		Hardware failure	As above
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
	Juniper Router (Guest Network)	Total Loss	Re-connect devices from affected switch to alternative switches and restart. Order replacement switch and install. Re-distribute devices across available switches
		Hardware failure	As above
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
		Total Loss	Contact JustISP/FSG for replacement Jamie Black or Harry Noble will install replacement router
		Hardware failure	As above
		Power failure	Ensure UPS is operating correctly.

Disaster Recovery & Business Continuity Plan for ICT Services

			If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
Switch (Guest Network)	Total Loss		Contact JustISPI/FSG for replacement Jamie Black or Harry Noble will install replacement switch
	Hardware failure		As above
	Power failure		Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore.
Meraki MR18 Wi-Fi Access Point	Total Loss		When power is restored, (or generator cuts over) restart system. Contact Telstra for Replacement Install, load configurations and test
	Hardware failure		As above
	Power failure		Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore.
Cambium Networks cnPilot e410 Wi-Fi Access Point	Total Loss		When power is restored, (or generator cuts over) restart system. Contact JustISPI/FSG for replacement Jamie Black or Harry Noble will install replacement Wi-Fi Hotspot
	Hardware failure		As above
	Power failure		Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore.
APC UPS & Battery Back-up	Total Loss		When power is restored, (or generator cuts over) restart system. Bypass UPS or Battery back-up to mains power, Will have no back-up, but generator. Contact Insight, Truist or Dell for replacement When replacement arrives have electrician install and turn off IT equipment and plug into new UPS or Battery Back-up, power up UPS, then restart IT equipment.
	Hardware failure		As Above
	Power failure		Ensure UPS is operating correctly. If generator does not cut over in 2 minutes. Call Electrician.
RODC Server	Total Loss		When power is restored, (or generator cuts over) restart system. Purchase replacement server from Dell



Tambo Admin Office Depot			This is a Read-Only Domain Controller; Network will run adequately without. It is for faster logins for Tambo.
		Hard Disk Failure	Identify failed hard drive – indicator on RAID controller. Contact Dell to arrange shipment of replacement drive () IT staff to hot swap hard drive on arrival
		Other hardware failure	Troubleshoot hardware failure and Identify fault. Contact Dell to arrange shipment of replacement part
		Software failure	Use Veeam to restore most recent image to disk. Restart system
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown server and wait for power restore. When power is restored, (or generator cuts over) restart server.
	Juniper Router	Total Loss	Contact JustISP/FSG for replacement Jamie Black or Harry Noble will install replacement router
		Hardware failure	As above
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
	Switch	Total Loss	Contact JustISP/FSG for replacement Jamie Black or Harry Noble will install replacement switch
		Hardware failure	As above
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
	Meraki MR18 Wi-Fi Access Point	Total Loss	Contact Telstra for Replacement Install, load configurations and test
		Hardware failure	As above
		Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
		Total Loss	Contact Telstra for Replacement



All Layer 3 offsite locations	Cisco Router (TIPT VoIP)	Cisco Router (TIPT VoIP)	Telstra Technician will install replacement router As Above
		Hardware failure Power failure	Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
	Cisco Catalyst 3650 (TIPT VoIP)	Total Loss	Re-connect devices from affected switch to alternative switches and restart. Order replacement switch and install. Re-distribute devices across available switches
		Hardware failure Power failure	As above Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore.
	APC UPS & Battery Back-up	Total Loss	When power is restored, (or generator cuts over) restart system. Bypass UPS or Battery back-up to mains power, Will have no back-up, but generator. Contact Insight, Truis or Dell for replacement When replacement arrives have electrician install and turn off IT equipment and plug into new UPS or Battery Back-up, power up UPS, then restart IT equipment.
		Hardware failure Power failure	As Above Ensure UPS is operating correctly. If generator does not cut over in 2 minutes. Call Electrician. When power is restored, (or generator cuts over) restart system.
	Juniper Router	Total Loss	Contact JustISP/FSG for replacement Jamie Black or Harry Noble will install replacement router
		Hardware failure Power failure	As above Ensure UPS is operating correctly. If generator does not cut over in 2 minutes shutdown system and wait for power restore.
	Switch	Total Loss	When power is restored, (or generator cuts over) restart system. Contact JustISP/FSG for replacement Jamie Black or Harry Noble will install replacement switch
		Hardware failure Power failure	As above Ensure UPS is operating correctly.

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		If generator does not cut over in 2 minutes shutdown system and wait for power restore. When power is restored, (or generator cuts over) restart system.
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Table showing procedures for recovery in case of loss of entire site or large part of a site which contains key systems.

Location	Type and extent of loss/damage	Recovery procedure	Persons responsible
Blackall Admin Office	Flood / Fire (Entire site)	Key software systems Practical Plus, Asselec, Microsoft 365 E3 are cloud based. MAGIQ is an on-premises VM, it would be spun up in Azure with last back-up. Telstra to re-route TIPT to mobiles. Replacement equipment, as per inventory, to be ordered at the first opportunity for installation as soon as suitable alternative accommodation becomes available.	IT Team / PinnacleIT IT Team / Telstra IT Team
	Flood / Fire (Localised to part of building containing server room)	Replacement equipment, as per inventory, to be ordered at the first opportunity for installation at alternative cabling position.	IT Team
	Flood / Fire (Entire site)	Replacement equipment, as per inventory, to be ordered at the first opportunity for installation as soon as suitable alternative accommodation becomes available.	IT Team / Telstra (TIPT) or JustISP-FSG
Tambo Admin Office / Depot	Flood / Fire (Localised to part of building containing server room)	Replacement equipment, as per inventory, to be ordered at the first opportunity for installation at alternative cabling position.	IT Team / Telstra (TIPT) or JustISP-FSG
	Flood / Fire (Entire site)	Replacement equipment, as per inventory, to be ordered at the first opportunity for installation as soon as suitable alternative accommodation becomes available.	IT Team / Telstra (TIPT) or JustISP-FSG
All Layer 3 Offsite locations	Flood / Fire (Entire site)	Replacement equipment, as per inventory, to be ordered at the first opportunity for installation as soon as suitable alternative accommodation becomes available.	IT Team / JustISP-FSG
	Flood / Fire (Localised to part of building)	Replacement equipment, as per inventory, to be ordered at the first opportunity for installation at alternative cabling position.	IT Team / JustISP-FSG



	containing server cabinet)		
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TESTING THE PLAN

It is essential that each of the various elements of this plan are tested to ensure that in the event of an actual disaster, systems can be recovered in line with this plan with a minimal interruption to users.

It will not be necessary to fully test the plan for all the virtual servers which currently make-up the BTRC network, because the recovery procedure is the same for each. However, it is considered important that each system which has a different procedure for recovery is tested. Therefore, following tests should be carried out:

- Recovery of one or more on-premises virtual servers from backup
- Recovery of one or more Azure virtual servers from backup
- Recovery of TIPT phone system
- Recovery of one of the physical hosts from
- Full Test of all the UPS and backup generators to ensure correct operation, and sufficient battery life of the UPS.

APPENDICES

Appendix A: Network topology diagram

POLICY REVIEW

This policy will be reviewed when any of the following occur:

- a) As required by legislation
- b) shortly after the installation of any new key IT infrastructure by the IT Officer. When installing any new infrastructure due regard must be given beforehand to any impact that the installation will have on this plan.
- c) Other circumstances as determined by the Chief Executive Officer

Notwithstanding the above, this policy is to be reviewed annually.

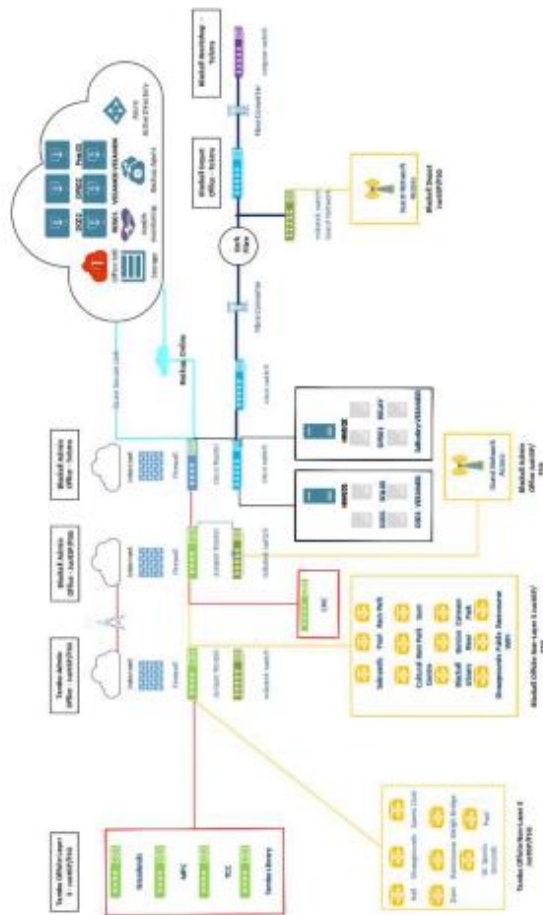
VERSION CONTROL

Version 1	New Document 21-04-21

RECORDS

When completed and approved, the original signed hard copy of the policy is filed in the Master File. Electronic copies are saved in the appropriately labelled folder in Magiq.

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BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.2.1

SUBJECT HEADING: Director of Works and Services' Operations Report – March 2021

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: The Director of Works and Services report for March 2021 is presented to Council.

Officer's Recommendation: That Council receive the Director of Works and Services' Operation Report for March 2021.

Background

Construction

- **Jericho Pave and Seal Stage 1-** All subgrade completed, base course carted in and completed. Possible sealing mid-April.
- **Jericho Pave and Seal Stage 2-** Formation of the detour commenced as plant becomes available from Stage 1.
- **Ward Road** - Cartage of gravel
- **Barcoo Bridge** – Cartage of gravel

Flood Damage Crews/Maintenance Grader Locations

- Ravensbourne Road light formation
- Jericho Road
- Langlo Road
- East West Road
- Ward Road
- Mount Playfair
- Malta Caldervale Rd

Maintenance Crews

- RMPC - Poisoning grass around guideposts and drainage structures
- RMPC - Surface correction with premix Blackall-Tambo Road
- RMPC – Slashing Blackall – Tambo, Isisford and Jericho Roads
- Emergent works – Emmet Road floodway repairs
- Rural Roads – Pothole patching, poisoning and slashing, signage.
- Reseal prep works - Avington and Terrick Roads, Isisford Road 2nd seal.

Monthly Statistics

Formation Grading – total km	157 km
Gravel re-sheeting – total meters	3.2km
Bitumen resealing works – total km	
Plant downtime that impacted production – total hours for month	0days
Number of customer requests received	9

Number of customer requests actioned	9
Average response time to customer request – hrs	Same day/next day
Premix used/Prime used	50tn/ 250ltrs
Emulsion/sand/stone	50ltrs/5m3

Water and Sewerage

Water Services

Number of interruptions to services	35
Number of customers impacted by the interruptions to services	
Water consumption total ML	17893
Number of customer requests received	17
Number of customer requests actioned	17
Average response time to customer requests – hrs	0-24hrs
Number of incidents	0
Lost Time Injury (LTI) resulting from incidents	0

Sewerage Services

Number of interruptions to services	3
Number of customers impacted by the interruptions to services	
Sewerage Treated total hours	
Number of customer requests received	3
Number of customer requests actioned	3
Average response time to customer request - hrs.	0-2hrs
Number of incidents	0
Lost Time Injury (LTI) resulting from incidents	0

Parks and Gardens

- Maintenance of council facilities, town streets, parks and gardens

Workshop/Fleet

- Preventative/Routine maintenance
- Minor breakdowns
- New Jetter arrived

Monthly Statistics

Number of plant items services	19
Number of plant breakdowns	4
Number of call outs	0
Hours downtime due to servicing	32
Hour's downtime due to breakdown	78
Hour's downtime due to parts availability	62
Number of incidents	0
Lost Time Injury (LTI) resulting from incidents	0

Maintenance and Repairs

Plant Number	Plant Description	DOM	Hrs Down	Breakdown Description
4103	Kubota	2020	42	Replace windscreen after rock rebounded of front tyre.
1101	Scraper	2010	12	Replaced idler adjuster wheels.
1201	RM500	2012	3.5	Oil pressure fault. Manually checked oil pressure, tested ok. Requires

				further investigation to find electrical fault.
4213	Kubota mower	2017	20.5	Replaced radiator and thermostat.
		Total	78	

Link to Corporate Plan

Infrastructure

Outcome 1 – Roads

Outcome 3 – Water and sewerage systems

Environment and Heritage

Outcome 3 – Pest Management

Outcome 4 – Waste Management

Consultation (internal/external)

CEO

DWS

Works Supervisors

Parks & Garden Supervisors

Water Supervisors

Sewerage Supervisor

Fleet Manager

Ranger

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.2.2

SUBJECT HEADING: Work Health and Safety Report

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: The Work Health and Safety Report has been provided to Council.

Officer's Recommendation: That Council receive the Work Health and Safety Report for March 2021.

Background

INCIDENTS

- There have been two incidents, but neither were injuries.
- No Department Reportable Incident to WHS Qld

FIRST AID INCIDENTS

- N/A

INVESTIGATIONS

- 1 ongoing investigation

TOOLBOX TALKS

- There has been 0 toolbox talks for the month.

HAZARD INSPECTIONS

- Hazard inspections are ongoing.

IMPROVEMENTS

- The Work Health & Safety Management System is working on closure of actions from the Corrective Actions Register.
- The BTRC-Safe Management System is in the process of being updated with all documents being reviewed and the whole site being made as user friendly as possible.

NOTICES

- Prohibition; none
- Improvement notices; none

Operational Information:

Safety Management Plans for TMR works:

- There have been no WHS Management Plans presented for TMR works.

Inductions: Up to and including 31.3.2021

- Employees: 4
- Contractors: 5

- WORK camp: 0

General

- Chemwatch continuing to be implemented with more updates this month.

Immunisations

- 3 new immunisations are continuing (Hepatitis)

Training

- N/A
-

Link to Corporate Plan

Governance

Outcome 1 - Workforce

Consultation (internal/external)

Work Health and Safety Advisor

Policy Implications

Work Health & Safety Policy

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.2.3

SUBJECT HEADING: Supply, Cart, Heat and Spray Bituminous Products – Blackall-Jericho Road

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: Tenders were requested for the supply, cart, heat and spray bituminous products from 8 tenderers for the Blackall-Jericho Road.

Officer's Recommendation: That Council accept the tender from Road Surfaces Group for \$225,423.04 excluding GST as they are a proven supplier and the tender provides best value for money.

Background

On behalf of Council, GBA called for tenders for the supply, cart, heat and spray bituminous products for the Blackall-Jericho Road. Invitations were sent to 8 tenderers.

Tenders closed at 2.00pm on 8 March 2021 with 2 responses received.

Road Surfaces Group Pty Ltd	\$225,423.04 ex GST
Colas Queensland Pty Ltd	\$286,238.71 ex GST

GBA assessed the tenders and recommended that Road Surfaces Group be awarded the tender. An excerpt of the letter of recommendation from GBA is included below.

BLACKALL TAMBO REGIONAL COUNCIL

SUPPLY, CART, HEAT AND SPRAY BITUMINOUS PRODUCTS: BLACKALL-JERICO ROAD

LETTER OF RECOMMENDATION

On the 8 February 2021, tender documents for the "Supply, Cart, Heat and Spray Bituminous Products: Blackall-Jericho Road" were emailed to eight (8) tenderers (see enclosed Tender Mailing List).

At the close of tenders (2:00pm, 8th March 2021), two (2) submissions were received from:

1. Road Surfaces Group Pty Ltd
 2. Colas Queensland Pty Ltd
-

Link to Corporate Plan

Infrastructure

Outcome 1 - Roads

Consultation (internal/external)

CEO

DWS

GBA

Policy Implications

Nil

Budget and Resource Implications

\$225,423.04 excluding GST – TMR recoverable works

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.2.4

SUBJECT HEADING: Supply, Cart, Heat and Spray Bituminous Products – Blackall-Jericho Road (Yalleroi Realignment)

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: Tenders were requested for the supply, cart, heat and spray bituminous products from 9 tenderers for the Yalleroi realignment.

Officer's Recommendation: That Council accept the tender from Road Surfaces Group for \$207,758.04 excluding GST as they are a proven supplier and the tender provides best value for money.

Background

On behalf of Council, GBA called for tenders for the supply, cart, heat and spray bituminous products from 9 tenderers for the Blackall-Jericho Road Yalleroi Realignment.

Tender closed on 29 March 2021 with 2 responses received.

Road Surfaces Group	\$207,758.04 ex GST
RPQ Mackay Pty Ltd	\$225,924.04 ex GST

GBA assessed the tenders and recommended that Road Surfaces Group be awarded the tender. An excerpt of the letter of recommendation from GBA is included below.

**BLACKALL TAMBO REGIONAL COUNCIL
SUPPLY, CART, HEAT AND SPRAY BITUMINOUS PRODUCTS: BLACKALL-JERICH0 ROAD
(YALLEROI REALIGNMENT)
LETTER OF RECOMMENDATION**

On the 25 February 2021, tender documents for the "Supply, Cart, Heat and Spray Bituminous Products: Blackall-Jericho Road (Yalleroi Realignment)" were emailed to nine (9) tenderers (see enclosed Tender Mailing List).

At the close of tenders (2:00pm, 29th March 2021), two (2) submissions were received from:

1. Road Surfaces Group Pty Ltd
 2. RPQ Mackay Pty Ltd
-

Link to Corporate Plan

Infrastructure

Outcome 1 – Roads

Consultation (internal/external)

CEO

DWS

GBA

Policy Implications

Nil

Budget and Resource Implications

\$207,758.04 excluding GST – TMR recoverable works

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.2.5

SUBJECT HEADING: Barcoo River Bridge Concrete Works

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: Tenders were requested for the concrete works from 17 tenderers.

Officer's Recommendation: That Council accept the tender from Mick Sutton Concreting Pty Ltd for \$459,630.00 excluding GST as it was the only tender received, meets TMR specifications and is within the budget.

Background

On behalf of Council, GBA called for tenders for the Barcoo River Bridge concrete works from 17 tenderers.

Tenders closed on 29 March 2021 with 1 response received from Mick Sutton Concreting Pty Ltd.

GBA assessed the tender and have provided a letter of recommendation. An excerpt of the letter of recommendation from GBA is included below.

**BLACKALL TAMBO REGIONAL COUNCIL
BARCOO RIVER BRIDGE CONCRETE WORKS
LETTER OF RECOMMENDATION**

On 3 March 2021, tender documents for the "Barcoo River Bridge Concrete Works" were emailed to ten (10) tenderers (see enclosed Tender Mailing List). The tender documents were requested by seven (7) tenderers through the tender advertisement (see enclosed Tender Mailing List).

At the close of tenders (2:00pm, 29 March 2021), zero (0) submissions were received.

At 2:05pm, 29 March 2021, a late submission was received from:

1. Mick Sutton Concreting Pty Ltd
-

Link to Corporate Plan

Infrastructure

Outcome 1 – Roads

Consultation (internal/external)

CEO

DWS

GBA

Policy Implications

Nil

Budget and Resource Implications

\$459,630.00 excluding GST – TMR recoverable works

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 4.2.6

SUBJECT HEADING: Supply, Cart, Heat and Spray Bituminous Products – Reseal Work

Author and Officer's Title: Garth Kath, Director of Works and Services

CLASSIFICATION: (if confidential)

Summary: Tenders were requested for the supply, cart, heat and spray bituminous products from 9 tenderers for reseal works.

Officer's Recommendation: That Council accept the tender from Road Surfaces Group for \$321,070.08 excluding GST as it was the only tender received, they are a proven supplier and the tender is within the budget.

Background

On behalf of Council, GBA called for tenders for the supply, cart, heat and spray bituminous products from 9 tenderers for the reseal works.

Tenders closed on 6 April 2021 with 1 response received from:

Road Surfaces Group Pty Ltd

GBA assessed the tender and have provided a letter of recommendation. An excerpt of the letter of recommendation from GBA is included below.

**BLACKALL TAMBO REGIONAL COUNCIL
RESEAL WORKS – SUPPLY, CART, HEAT AND SPRAY BITUMINUS PRODUCTS
LETTER OF RECOMMENDATION**

On the 8th of March 2021, tender documents for the "Reseal Works – Supply, Cart, Heat and Spray Bituminous Products" were emailed to seven (7) tenderers (see enclosed Tender Mailing List). The tender documents were requested by two (2) tenderers through the tender advertisement (see enclosed Tender Mailing List).

At the close of tenders (2:00pm, 6 April 2021), one (1) submission was received from:

1. Road Surfaces Group Pty Ltd
-

Link to Corporate Plan

Infrastructure

Outcome 1 - Roads

Consultation (internal/external)

CEO

DWS

GBA

Policy Implications

Nil

Budget and Resource Implications

\$321,070.08 excluding GST

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 5.1

SUBJECT HEADING: Blackall Saleyards Monthly Report

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Blackall Saleyards monthly report for March is presented to Council.

Officer's Recommendation: That Council receive the Blackall Saleyards monthly report for March 2021.

Background

SALES	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD	2019/20 Totals
Spelling Cattle	5749	5452	1759	5492	5433	4525	265	4889	10554				44118	70240
Spelling Sheep	-	-	-	-	-	-	-	-	-				-	-----
Prime & Store Sales	13683	8308	4856	7821	6270	-	-	1083	2868				44889	59581
Weaner & Store Sales	4336	4446	2076	5361	4656	-	-	3729	1536				26140	39554
Private Weigh (Same Day)	3932	1621	1413	858	1329	2529	319	590	1682				14273	22722
Private Weigh (Over-night)	3348	640	685	1698	808	1339	78	343	2844				11783	28693
Private Scan	-	-	-	-	-	-	-	-	-				-	432
Bull Sales	-	-	59	160	-	-	-	-	87				306	291
TOTALS 2020/21	31048	20467	10848	21390	18496	8393	662	10634	19571				141509	
TOTALS 2019/20	13118	24421	18297	13241	12576	5822	2213	8918	25288	28619	34823	34177	221513	

Link to Corporate Plan

Economic Development

Outcome 1 – Business investment

Outcome 2 – Tourism

Outcome 3 - Employment

Consultation (internal/external)

CEO

Saleyards Manager

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021
Item No: 5.2
SUBJECT HEADING: Planning and Development Report
Author and Officer's Title: Des Howard, Chief Executive Officer
CLASSIFICATION: (if confidential)

Summary: The Planning and Development Report is presented to Council

Officer's Recommendation: That Council receive the Planning and Development Report for March 2021.

Background

This information report provides a monthly update on the planning services that Council provides to support planning and development activity across the local government area.

1. DEVELOPMENT ASSESSMENT

Two new development applications were lodged during March. There are currently no applications under assessment that were lodged in previous months.

1.1	Council reference:	DA 23-2020-2021
	Application:	Development Application seeking a Development Permit for Reconfiguring a Lot (Boundary Realignment)
	Street address:	Langlo Road, Scrubby Creek
	Property description:	Lots 1 and 2 on GW25
	Day application was made:	29 March 2021
	Category of assessment:	Code Assessment
	Public notification required:	No
	Applicant:	David Elmes
	Status:	Confirmation Stage

The development application seeks to realign the common boundary between the two lots forming the subject site. The purpose of the boundary realignment is to reflect new fencing work that has been completed between the two properties. The existing and proposed lot sizes are shown below.

Lot	Existing	Proposed
Lot 1	5,734.8ha	6,265.24ha
Lot 2	5,252.01ha	4,721.57ha

The application is currently being reviewed to ensure it contains all information required for a properly made development application. Where information has not been provided, Council can issue an Action Notice to request the missing information. Council will otherwise issue a Confirmation Notice, which confirms receipt of the development application.

1.2	Council reference:	DA 22-2020-2021
	Application:	Change Application (Other Change) – Development Permit for a Material Change of Use for Residential Activity – Building Accommodation
	Street address:	Coronation Drive, Blackall
	Property description:	Lot 1 on SP318666
	Day application was made:	22 March 2021
	Category of assessment:	Impact Assessment
	Public notification required:	Yes
	Applicant:	Churches of Christ in Queensland
	Status:	Referral and Information Request Stage

Council has received a change application in relation to an existing retirement and residential care facility at Coronation Drive, Blackall. The existing facility operates pursuant to a development approval issued on 6 August 2003 by the (then) Blackall Shire Council which provided a Development Permit for a Material Change of Use for Residential Activity – Building Accommodation.

The change application seeks to change the existing approval to allow for the extension of the existing facility through the inclusion of the following aspects:

- Incorporate works approved under subsequent extension and subdivision approvals;
- New 10 bed extension located on the western side of existing building;
- New generator located to adjoining the existing carpark;
- Addition of new pedestrian path;
- Enclosure of existing veranda to expand lounge/dining room area;
- Replacement of existing rainwater tank with three new tanks located on northern boundary; and
- Reconfiguration of existing internal areas behind existing kitchen area.

The change application has been deemed to involve an “other change” as defined, meaning the change application will be subject to assessment as if it were the original development application (that resulted in the existing approval), with the proposed changes.

Council issued a Confirmation Notice for the application on 7 April 2021, which confirms receipt of the application. Council is now proceeding with an assessment of the application to determine if further information is required. If this is the case, a formal Information Request will be made to the Applicant. The application also triggers referral to the State Assessment and Referral Agency (SARA) for state transport corridor matters. The Applicant has referred the application to SARA.

2. GENERAL PLANNING SERVICES, ENQUIRIES AND ADVICE

2.1 CUSTOMER REQUESTS

The following customer requests have been received and responded to over the past month:

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
Late 2020	Local resident	Council is currently in the process of undertaking compliance action against a resident in Blackall for the carrying out of assessable development without	Open

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		<p>the necessary development permit. Specifically, the resident constructed and is residing in a dwelling (presenting as a shed) without a Development Permit for Material Change of Use being obtained. Council determined the resident required this development approval under both the now superseded planning scheme (under which it was constructed) and under the current planning scheme (which now applies to the dwelling).</p> <p>Council issued to the resident a Show Cause Notice on 25 March 2021. The Show Cause Notice may require the resident to do (among other things):</p> <ul style="list-style-type: none"> • Stop carrying out the development (i.e. cease using the shed) • Demolish or remove the development. • Restore the premises to its condition immediately prior to the development occurring. • Lodge a development application seeking a development approval for the dwelling under the current planning scheme (primarily having regard to the flood hazard overlay). <p>Council provided to 7 May 2021 for the resident to provide written representation. The resident's solicitor responded requesting an extension to 14 May 2021, which we understand Council agreed to.</p>	
17/03/2021	Local business owner	<p>The customer contacted Council to seek advice regarding the expansion of an existing restaurant in Blackall to provide evening meals and be licensed. Council provided a copy of the existing approval for the use, which was reviewed. It was identified that the proposal may contravene the existing conditions of approval and it was recommended that, where required, a change application be made to Council to seek any relevant conditions be changed. Advice was also provided to the customer as to the application and assessment process for a change application.</p>	Closed
23/03/2021	Land owner	<p>The customer sought advice regarding the development of vacant land in Blackall with two sheds for storage and metal fabrication purposes. The customer advised that the delivery of the sheds would likely be staged.</p> <p>Written advice was provided to the customer identifying that as the proposal involves the establishment of a new land use on the site, it would constitute a Material Change of Use. Depending on</p>	Closed

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
		the nature of the land uses, the development could constitute one or more of the defined uses of Warehouse (for storage aspects), Low Impact Industry (for manufacturing aspects) or Hardware and Trade Supplies (for any on-site sales aspects). Each of these uses are categorised as Assessable Development subject to Code Assessment by the planning scheme, meaning a development application would need to be made to Council to seek a development Permit for a Material Change of Use (a planning approval). This application could include multiple land uses and be staged as proposed by the customer. The customer was provided with a summary of relevant application requirements.	
23/03/2021	Land owner	The customer sought advice in relation to reconfiguring an existing property in Blackall. Written advice was provided to the customer explaining the relevant designations of the land under the planning scheme (zoning, overlays), outlining the minimum lot size and identifying the category of development and assessment provisions for the site. Reconfiguring a Lot is categorised as Assessable Development that is subject to Code Assessment on the land, meaning a development application is required to be made to seek a Development Permit for Reconfiguring a Lot. Advice was also provided on development application requirements.	Closed
29/03/2021	Local business owner	The customer sought advice about the establishment of a business involving the making and restoration of furniture on a site in the Open Space and Recreation Zone in Blackall. The proposal also includes the sale of up to four cars from the site. Initial telephone advice was provided to the customer advising that the proposal would require "planning approval" (i.e. Development Permit for Material Change of Use), but further discussions would need to be had with Council officers to confirm whether it is something that is likely to be supported given the zoning of the land. There is a question whether the land is actually valued open space and recreation given its historical use as a shop (understood to previously house "Big Red"). Reel Planning to follow up Council on this matter and provide written advice to the customer from there.	Open
PLANNING AND DEVELOPMENT CERTIFICATES			
Date received	Customer details	Type	Status
Nil			

PLANNING ENQUIRIES			
Date received	Customer Details	Details of Enquiry	Status
SURVEY PLAN APPROVALS			
Nil			

Link to Corporate Plan

Economic Development

Outcome 4 – Land development

Consultation (internal/external)

CEO

Rates Officer

Town Planners

Policy Implications

Nil

Budget and Resource Implications

Nil

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 5.3

SUBJECT HEADING: Blackall Tambo – Birthplace of Australian Circus

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Red Ridge engaged consultants to compile a concept plan to promote Blackall Tambo as the home of circus in Australia.

Recommendation: That Council receive the draft Blackall Tambo – birthplace of Australian circus document.

Background

Red Ridge engaged consultants to compile a circus concept plan to promote Blackall and Tambo as the home of circus in Australia.

The document provides prospective ideas and initiatives to grow local tourism diversity and tourist numbers in the region through unique facilities and events derived from the circus theme.

Robert Kronk and Luke Harriman prepared the document for Red Ridge and will make a presentation to Council.

Link to Corporate Plan

Environment and Heritage
Outcome 3 – Pest Management

Consultation (internal/external)

CEO
Director of Finance Corporate and Community Services
Wild-Dog Committee

Policy Implications

Nil

Budget and Resource Implications

\$16,667.00

Blackall Tambo - birthplace of Australian circus

Australian circus – born on the banks of the Barcoo.

Prepared by Robert Kronk and Luke Harriman for Red Ridge Interior Qld Ltd.

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Global Demand	Error! Bookmark not defined.

BACKGROUND

The aim of this cultural tourism project is to help develop the Blackall Tambo region's profile as a unique and vibrant destination by consolidating the region's existing arts and cultural reputation; and by establishing Blackall Tambo as the home of circus in Australia - a community with a rich history and a vibrant future.

Coupled with the recent growth in Outback tourism there is a unique and timely opportunity to grow the local tourism product mix and to diversify and grow tourist numbers.

"Arts tourism tends to align with travelling further, staying longer, and spending more." Source Australia Council for the Arts – Domestic Arts Tourism Research Report

Benefits will include:

- Increasing local economic activity by:
 - Increasing overnight visitor stays;
 - Increasing visitor spend in the community;
 - Increasing demand for local products and services.
- Increasing Blackall Tambo's profile.
- Celebrating the region's unique identity.
- Supporting/fostering community connections.
- Professionalising and consolidating existing offerings.
- Increasing direct and indirect employment across Blackall Tambo.
- Diversifying and strengthening the local economy.
- The potential to help stabilise and increase the local population.

Red Ridge have engaged debate productions to develop an arts and cultural tourism project concept that explores and leverages the history of the Perry Brothers Circus and its significance to Blackall Tambo Region and the Outback Queensland more broadly.

This project is to encompass a variety of approaches that contribute to new arts and cultural tourism initiatives to be developed and delivered by a variety of stakeholders.

Artforms include:

- Performance
- Public art
- Digital applications
- Projection mapping and digital storytelling

Stories connected to either the Perry Bros. Circus or people's memory of circus in general have been captured and explored with a view to linking these with community groups who can leverage these stories into activations across the region.

The concept development will provide the foundation for tourism development and establish parameters for future economic development and employment opportunities.

The Blackall Tambo Region has an impressive array of existing tourism offers for visitors so this project aims to complement rather than supplant these. There is potential for this project to play a leading role in local tourism activities so other smaller undertakings will benefit through association.

Consultations and conversations within the Blackall Tambo community and without demonstrate a high level engagement with the story of circus in Blackall Tambo; the story of the Perry Brothers Circus; and the story of circus in Australia more generally.

Respondents positively identified the circus story as a link that connected the Blackall and Tambo communities.

Respondents connected positively to:

- The nostalgia of traditional touring circuses and circus history; and
- The vibrancy of Australia's contemporary circus.

Formal and informal feedback identified the circus story as a unique point of difference for Blackall and Tambo.

"It's really interesting. There's nothing like it. There's lots of attractions for stockmen and dinosaurs but this is unique." – respondent.

Consultations within and outside the communities identified a number of key stories. Some were specific elements of the Perry Bros history and others were more general experiences that came up over and over again.

These stories have informed the development of this project and the specific initiatives outlined in this document. A summary of these stories have been provided in Appendix B.

Project Proposal

Blackall Tambo - the birthplace of Australian circus

Australian circus was born on the banks of the Barcoo. Circus took the Barcoo to the world and brought the world back to the Barcoo.

The story of circus in Blackall and Tambo is a genuine and unique 'hook' - a unique selling point. It has deep connections to local history and the local community.

Aims

- Build strong, clear, unique local identity based on the circus story.
- Create links between Blackall Tambo and the current circus industry.
- Develop local skills to deliver cultural tourism outcomes.
- Develop local circus skills (building into school curricula etc).
- Develop opportunities for public and private investment.

Approach

This is a multifaceted project intended to deliver outcomes on various levels. The consultations were approached through the following three separate but connected lenses:

Community

The residents, businesses and community groups based in Blackall and Tambo must feel connected and invested in this outcome. Opportunities to leverage the Circus story into existing community-based activities will happen over time.

Arts

Circus is a vital and vibrant part of Australia's arts and cultural landscape and, as such this project needs to connect with this industry in a meaningful way. There are endless opportunities for circus skill development, performances, residencies, and exchanges if the current circus sector is engaged at the heart of this project.

Tourism

This project will contribute to the economic and social prosperity of the region by; attracting visitors, increasing the length of their stay; attracting investment; and stimulating the local economy.



The stories that bring it all together

A collection of headline stories were identified during the research and community consultation phases of this project.

These stories are significant because they create a narrative framework that holds the whole Blackall Tambo/Perry Bros/Circus story together. They provide a 'way in' for locals and visitors to tap into the nostalgia and exoticism of the circus and to link this to the Blackall Tambo region and its history.

As narrative hooks they link the past, present and future by engaging with broader Australian history, and contemporary/current circus. They transform the circus story into a living history, help the viewer appreciate the extraordinariness of the achievements and the relevance to today's activities.

Many wild and interesting anecdotes about Blackall Tambo and life on the road in a traditional touring circus emerged. It is beyond the scope of this project to explore these in detail.

These stories emerged over and over in conversations, responses, and feedback indicating their value in framing the project.

- The Perry family swap a pub in the scrub for a bullock train.
- Perry Bros Circus' first performance in Tambo.
- Running away to join the circus.
- The Barcoo links Blackall and Tambo... and the Perry Brothers Circus.
- Explorers and pioneers.
- Circus horses.
- Stumbling across a circus in the bush.
- Exotic animals escaping.
- Global demand.

See appendix B for more detail on these stories.

Outcomes

- Create a significant cultural tourism destination
- Create significant cultural tourism events
- Create an all-year round events, activations and projects
- Coordinate tourism offerings

Implementation

Initial actions to implement the proposed initiatives is included below. The priority ratings are based on the following:

IMMEDIATE - to commence as soon as practicable

HIGH - within first 12 months

MEDIUM - 1 - 3 years

LOW - 4 years onward

All resources suggested are estimates only and subject to relevant planning processes.

Challenges

Accommodation

It was broadly acknowledged that the limited number and range of accommodation providers was a major issue – particularly in Blackall. This lack of accommodation was seen by the community as a serious impediment to the growth of tourism in the region.

The Elephant In The Room

In the consultations, numerous groups expressed concerns about the community being perceived as 'glorifying' the use of animals for entertainment. While modern circus has moved away from exotic animals, many people still associate circus with the spectacle of lions, tigers, and elephants.

In large part, the modern circus has confronted and dealt with this issue. In the same way, this project does not propose to glorify or ignore this part of circus history. They are important stories to tell and recognise the significance of people seeing these animals in a time when communities were far less connected with the rest of the world, unlike today.

The key is to focus on the human connection and cultural contribution of circus to Australian history whilst acknowledging the animal story.

Modern technological advances afford us new and exciting ways to share these stories, like holographic projection, augmented/virtual reality and more.

Volunteerism

Due to the size of the Blackall and Tambo communities, there is an overwhelming reliance of volunteers to create and maintain the social and cultural infrastructure of the community. It is clear that local volunteers have made an enormous contribution and are dedicated, engaged, and passionate about their organisations and communities.

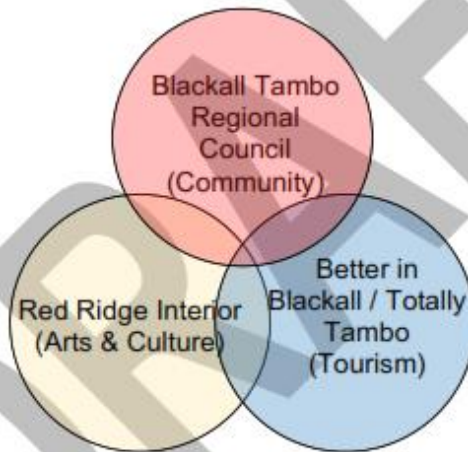
However, many reported feeling overcommitted, experiencing high levels of fatigue and had reached their capacity both from a time and skill perspective. While there was great enthusiasm regarding this new tourism initiative, there was an equal amount of trepidation about taking on new work, or being expected to drive the outcomes of this project.

Leadership

Patchwork versus scattergun – there is a lot of interest in this project and numerous stakeholders. The inherent risk is that without leadership and centralised coordination the project will be fragmented and diluted.

Consultation suggested this is part of the existing issue with the current tourism mix in both towns where stakeholders are not coordinating efforts enough to achieve shared benefits. This leads to wasting limited resources and duplication. It is a scattergun approach where people are pulling in different directions despite having common goals.

A skilled, experienced professional is required to take responsibility of coordinating and leading this project but they should be supported by a steering group with representatives of the main project stakeholders. Given the various industry lenses this project is working through, this group should represent the arts, community and tourism stakeholders.



INITIATIVES

CREATE A SIGNIFICANT CULTURAL TOURISM DESTINATION

Outback Circus Centre and Performance Precinct

A nationally significant circus discovery centre and performance precinct positioned in Blackall will create a unique destination for tourists and a living asset for the local community.



The Centre will celebrate the contribution of circus to current Australian culture, explore the significance of early travelling circus companies, and connect with the contemporary circus sector. It provides a dynamic and engaging platform to explore the pioneer entertainment in the early days of colonial Australia, the wonder and amazement it brought to rural and remote communities, and grapple with the hardship and realities of early circus companies.

Using a combination of existing buildings and exploring a potentially NEW bespoke cultural facility will define a precinct that maximises its location in the main street to generate flow-on economic benefit for the local community.

The precinct should include multiple experiences and activities co-located to create a critical mass rather than spreading out. This

location will provide the most benefit to other businesses in the main street and provide vital infrastructure for events and festivals connected to this project.

Within the Outback Circus Centre issues such as the involvement and treatment of animals can be appropriately addressed while understanding how modern circus has continued to evolve, adapt and respond to new audience expectations.

Most importantly the Outback Circus Centre will illustrate Blackall and Tambo's historical contribution and ongoing connection to Australian Circus through the story of the Perry Bros. Circus.

Circus is a dynamic ever-evolving artform, it takes the best other forms have to offer to create performances that connect with



and wow audiences. The Outback Circus Centre should do the same. It is not a 'dusty museum' but a living, vital space that celebrates the history of Australian circus and the history of Blackall Tambo while imagining (and creating) the future.

The Outback Circus Centre will be a magnet for children, families, circus lovers and the circus community. Carefully fostered relationships and partnerships with modern circus practitioners will make it an important gathering point for industry festivals, events and collaborations.

Far West children saw their first elephant at Perry Brothers' circus yesterday. Some of those on the right could scarcely believe their eyes.

Implementation

Action	Priority/ Timeline	Resources required
The Outback Circus Centre		
Commission feasibility study to explore: <ul style="list-style-type: none"> • Business model • Cost estimates • Market demand • Operational impacts • Location • Design needs • Risks 	HIGH	Cash investment (potentially \$20-\$30K).
Research and collation of stories, artefacts and linkages to help shape the curatorial approach.	HIGH	Cash investment (potential funding application to support Blackall Historical Society to commit time and resources to undertake this work).
Develop relationships with potential industry partners eg. State Library, Queensland Museum, Queensland Performing Arts Centre Museum, Australian Circus & Physical Theatre Association, Tourism partners etc	HIGH	A project lead – with dedicated time/resources to develop relationships.

CREATE SIGNIFICANT CULTURAL TOURISM EVENTS

Bring the Circus Back Outback

Traditional touring circuses still travel across Australia performing in large tents with a company of performers and support crew. Many of these circuses no longer consider it financially viable to travel inland to smaller regional communities – relying on larger town centres to attract the audiences needed to cover the significant cost of touring such large companies.

Re-establishing Tambo and Blackall on these touring circuits will send an important signal about the significance of circus to these communities. Geographically the audience catchment size is much larger than many coastal towns. Visiting the big top in Tambo or Blackall is also a powerful potential magnet for destination tourism which would further increase audience sizes.



It is likely these circus companies will require some form of subsidy/incentive to travel inland until market demand can be developed. This could take numerous forms including cash investment, subsidised travel costs, or an underwriting of box office return.

Simple infrastructure in Blackall and Tambo which makes it easier, more economical and efficient, for circus companies to set up and stay for longer periods of time should also be investigated. This could include pad-infrastructure, access to power, dump points and basic amenities. These facilities should be dual purpose by providing additional/better resourced free camp sites when the circus is not in town.

Barcoo Big Top Circus Festival

Circus is spectacle, excitement and performance. A new circus festival is the natural way to showcase the best of Australian circus and what better place to do it than by the banks of the Barcoo, the birthplace of Australian Circus.

The curated biennial festival will combine small and large tent shows, pop up venues, and a Grand Parade down the main street. It will become a nationally significant event that is as important for the Circus sector as the audiences who travel into the region for it.

Locating the festival in Blackall and closing/part-closing the main street to make space for venues and activations will make it easy for people to walk between venues and encourage more incidental sales at existing businesses.

The festival creates a platform for new circus productions to be premiered in Blackall before starting their national and possibly international touring lives.

As a gathering of Australia's finest circus companies, the festival will be a highly anticipated meeting place to reconnect with each other, share skills and present new work. Circus artists are often highly itinerant and it's rare to have the chance to gather in this way.

The festival program will include professional companies, young local performers and various other street and physical performances. Food and festivities will create a vibrant atmosphere that encourage people to stay a night or more, and various workshops and stalls will make sure that people can take a little part of the experience home with them.

Festival accommodation can incorporate themed glamping tents (Little Big Tops) to supplement existing availability and extend visitor stays.



Youth circus residencies

There are two potential models that would benefit the overall outcomes of this project. This is to have a Winter Circus Camp or a National Winter Circus School. It's possible that these could happen separately or concurrently as they will attract slightly different participants.

Winter Circus Camp

Blackall and Tambo host young people from across Queensland to come together and learn new circus skills whilst being deeply immersed in the Outback experience.

This school holiday program provides an opportunity to bring children and young people from the coast to Outback Queensland, as well as an opportunity for children/young people from Western communities to get together.

Professional Circus trainers will teach a range of circus skills over a week culminating in a performance for the local community and for the participants' families.

National Winter Circus School

Youth Circus companies are scattered across Australia and despite experiencing many of the same challenges, they are rarely able to meet in the same place to exchange information, skills and discuss the issues of the day.

Furthermore, the young people training and performing with these companies have limited opportunities to collaborate with one another.

A regular national winter circus school provides a time and space to bring these companies and young people in a creative intensive. Local young people will benefit from participating and sharing in the workshops and performances.

Additionally, local families and young people can act as hosts to visiting participants to ensure a genuine exchange of experiences.

Examples of youth circuses to approach include:

- Cirkidz Inc (SA)
- Flying Fruit Fly circus (NSW/VIC)
- Spaghetti Circus (NSW)
- Westside Circus (VIC)
- Flipside Circus (QLD)
- CircusWA (WA)

Blackall Saleyards

The impressive Blackall Saleyards is already becoming a significant tourist attraction. The multi-million dollar facility includes a 'centre ring' with an 'audience grandstand' that is well suited to other forms of performance.

The Saleyards should be considered as a venue for the premiere of new site-specific work tied to either the Winter School or the Festival.



Implementation

Action	Priority/Timeline	Resources required
Bring the Circus Back Outback		
Identify suitable traditional circus companies (preferably with genuine connection to Perry Bros) and host a familiarisation visit to Blackall and Tambo	IMMEDIATE	Project Lead time. Contribution to travel costs for visiting circus managers.
Investigate potential subsidies/incentives to ensure Blackall and Tambo remain the western-most region on the current circuit.	HIGH	To be determined in consultation with circus managers.
Identify suitable locations to accommodate circus tent etc and investigate appropriate pad infrastructure to facilitate quick and efficient set up.	IMMEDIATE	Project Lead time. Basic feasibility study by internal staff.

Barcoo Big Top Circus Festival		
Identify and engage management team including: <ul style="list-style-type: none"> - Festival Curator from circus industry - Festival Producer - Marketing Professional 	HIGH	Professional fees / wages for the management team. May include existing staff from stakeholder organisations.
Develop festival business plan outlining: <ul style="list-style-type: none"> - Budget - Date and timeline - Outcomes - Locations - Potential sponsors / partners - Potential program 	HIGH	Project Lead working in partnership with the management team.
Secure budget for inaugural festival	HIGH	Project Lead time to develop funding applications and budget bids.
Youth Circus Residencies		
Host online discussion with potential participating youth circus companies to identify: <ul style="list-style-type: none"> - Dates - Format - Outcomes - Costs - Responsibilities 	HIGH	Subsidizing of travel costs. Potential RADF project.
Liaise with local school principals to determine curriculum links and local opportunities.	HIGH	Project team time.
Blackall Saleyards		
Investigate simple lighting and sound options to support performances.	MEDIUM	Pending recommendation from technical specialist.

CREATE AN ALL-YEAR ROUND EVENTS, ACTIVATIONS AND PROJECTS

Placemaking and regional identity projects

Using the themes, stories, and figures of circus and building on the connection with the Perry Bros Circus as inspiration, a program of placemaking activities will embed the region's connection to Australian circus and provide year-round touch points for visitors and locals.

Banks Park Playground Upgrade

An upgrade of the Banks Park playground with circus themed equipment and play apparatus would convert the park into a family oriented destination in its own right and be a welcome stop over for tourists travelling with children.

Banks Park is ideal because it's already home to Jumbo the elephant donated by Mr Robert Perry and unveiled in January 2021. The park's central location and proximity to the main street allows opportunity to leverage increased sales by making it easier to stay longer.



Apparatus should aim to be colourful, interactive, and dynamic. If possible, an element with 'Juggling' water jets would set the park aside from other playgrounds in regional towns.

The following is an example from Civitan Smiles Park at Kiroli, West Monroe, Los Angeles USA.



Public Art

Over the coming years, new public artworks should be commissioned that connect with the circus theme. They should be performative/ playful interactions that encourage climbing and exploring or have the ability to change depending on the perspective of the viewer (see anamorphic sculptures of French artist, Matthieu Robert-Ortis).

Works that include lighting, holographic projection and video elements should also be prioritized in order to encourage visitors to stay in town longer to see them.

Blackall and Tambo already have an existing series of exceptional public artworks. Formalising a public art trail and promoting it through the visitor information centre and tourism websites would ensure visitors add this experience to their itineraries.

Tambo Dam

Existing plans to activate Tambo Dam with a projection based public artwork should include the capacity to present a circus-themed work in the future.

Theming and signage

A series of subtle signage and theming elements throughout Blackall and Tambo would further embed the circus theme across the region.

Local stores should be encouraged to sell products with catchy names associated with circus and/or the Perry Bros, for example, the Perry Perry Chicken Burger or Big Top pie.



Playful **street signs** could be positioned around the town centres and visitors encouraged to discover them all. It could be a mini walking trail that could complement the existing public art across the two towns.

This playful approach to small elements around town will help visitors associate Blackall and Tambo as playful, cheeky and unexpected places to visit - just like going to the circus!

Memorials

Additional didactic signage will help memorialise certain locations and spaces based on their connection to the Perry Bros

Circus story. For example, a plaque on the banks of the Barcoo river at the site of the first performance of the Perry Bros.

Local and visitors interested in history and heritage will be able to seek out these locations and learn more about this important contribution to Australian culture.



Community Cultural Development and Community-led initiatives

Local groups and organisations indicated their support for integrating circus themes into existing activities. This was preferable to starting a series of new initiatives given the prevalent feeling of volunteer fatigue.

Short term activities could include:

Blackall Cultural Association and Tambo Arts Council	Circus-related artist residency and workshop programs
Blackall State School	Circus added to History and Social Sciences (HASS) and sport curriculum.
The Blackall Show (Barcoo Pastoral Society)	Circus workshops for young people Activities like Circus Wagon pull Circus Strongman/woman competition Entertainment in mini circus tent
Barcoo Race Club	Perry Bros Cup
Better in Blackall Festival	Circus performance and workshop program within festival
Western Touring Circuit	Inclusion of at least one circus show each year to be presented by participating regions.

The success of these activities relies on a centralised and coordinated approach. Whilst local groups and organisations should feel absolutely welcome to instigate new ideas that support and connect with the circus theme, it's important that this information is shared and compliments other activities.

Implementation

Action	Priority/Timeline	Resources required
Banks Park Playground Upgrade and Street Signage		
<ul style="list-style-type: none"> - Work with BTRC Works and Services Directorate to develop appropriate design concepts and deliver project. - Capital project funding to be secured through funds like Works 4 Queensland, Building Our Regions, or Building Better Regions programs 	MEDIUM	Design & Construction budget

Public Art Program		
- Liaise with Tambo Dam artist and consider technical requirements to include circus-themed work in the future.	IMMEDIATE	Use existing resources
- In partnership with Blackall Historical Society identify historical significant locations connected back to Perry Bros Circus story.	IMMEDIATE	Use existing resources
- In partnership with community organisations and artists, identify appropriate locations, spaces, and surfaces	HIGH	Project Lead time
- Call for submissions from interested artists ensuring criteria relate to circus themes by encouraging performative/ playful works and holographic/ light/ video projections in main street shop windows and other highly visible surfaces/facades.	MED - HIGH	Min 5 new works delivered by 2025 Budget dependent on submission.
Community Cultural Development and Community Led Projects		
- Project lead to develop a shared event calendar to capture all events and activities. - Support made available to groups and organisations to shape and deliver activities.	IMMEDIATE	Use existing resources

COORDINATE TOURISM OFFERINGS

Tourism Development

The Blackall Tambo Region has an impressive array of existing offers for tourists and visitors so this project aims to complement rather than supplant these. The feedback from all consultation participants was clear that success was only possible by coordinating the tourism and marketing activities of all these activities under one centralised approach. This requires an existing organisation to be appropriately resourced to undertake the responsibility of tourism development on behalf of the region.

It's also vital that this role operates in synergy with larger tourism bodies like Outback Queensland Tourism Association (OQTA) to access industry support and expanded markets.

A Tourism Development role will be the Project Lead for this project and must be undertaken by experienced specialist staff capable of developing and delivering strategic marketing activities, providing business to business support, and information dissemination. Given the significant contribution of volunteer run, not for profit organisations, they must also be very capable community engagement professionals.

OQTA supports similar roles in other regions and will be able to provide more detail position descriptions that align with industry expectations.

Encouraging private investment

Private investment that leverages from the Perry Bros Circus story and the region's connection to Australia Circus is a sign of confidence from the tourism market. The shortage of accommodation options in both Blackall and Tambo will continue to challenge any efforts to increase visitor stay and make neighbouring regional centres like Barcaldine, Longreach and Charleville more viable options for travellers.

There are some more obvious entrepreneurial activities that should be encouraged and supported if possible.

For example:

Little big top glamping tents - Themed accommodation that is simple and cheap to establish using either tents or circus wagons to provide a unique circus experience. Initially these may be introduced during festival time to support the spike in visitor numbers but could remain viable permanent options once the Outback Circus Centre is established.

The following is similar accommodation near New York, USA that uses pioneer wagons for similar effect.



Roscoe Campsite Park – Old-Fashioned Covered Wagon Camping Park
<https://roscoecampsite.com/>

Prince of Wales Hotel - a refurbishment of this mainstreet hotel, along with a rebrand into the Northampton Hotel would emulate the original pub owned by James Perry before he traded it for a bullock team to begin Perry Bros Circus.

This particular hotel has a significant parcel of land behind it and an old cinema next door. These elements could be pulled together to create something quite significant including accommodation, information centre, and other themed hospitality that celebrates the birthplace of Australian Circus.

The Occidental Hotel in Ballina was also purchased by the Perry Family in 1924 under the leadership of Mary Ellen Perry suggesting that hotels as well as circus were part of the Perry DNA. The Occidental Hotel has since been demolished.

Guided circus trail - the stock route was once the main road between Blackall and Tambo. It was halfway between the two towns alongside the stock route that the Northampton Hotel was located before James Perry swapped it for a Bullock Train to kick start the Perry Bros Circus in 1889.

The stock route is reminiscent of time when it took a little longer to get from A to B. They are also iconically Outback Australia but rarely explored by visitors and travellers.

A guided journey along the stock route between Blackall and Tambo would be an interesting experience that encourages them to slow down and spend more time getting to know the country and the stories.

Further conversations are required with tourism operators like Outback Aussie Tours in Longreach to determine how this could be established and made commercially viable.

Circus Brand and Marketing Development

The story of Blackall and Tambo's connection to circus and the significance of the Perry Bros contribution to outback entertainment is a 'hidden' treasure. Until Mr Robert Perry donated the sculpture of Jumbo the Elephant at the beginning of 2021 the region had little understanding of the story of the Perry Bros circus and the impact they've had on the modern circus industry.

A branding and marketing strategy is required to begin telling this story, both locally and across Australia. The initiatives and outcomes proposed in this document will only be impactful if the appropriate messages, channels and tactics are defined and implemented in the marketplace.

A marketing strategy will address how to position this story and project to leverage economic and social outcomes for Blackall Tambo region. It must be aligned with but separate to the broader Tourism strategy for the region. It will outline effective means to promote, position and sell this connection to circus using a variety of mechanisms, including industry ambassadors, influencers, digital tactics, tourism markets, and much more.

Working closely with marketing professionals a circus brand will be defined that can be used and built upon through each project, initiative and activity that connects back to the circus story. This addresses the potential risk of scattergun activities that dilute efforts and distract people rather than feel part of a coordinated community effort.

Implementation

Action	Priority/Timeline	Resources required
Tourism Development		
Tourism Development role established	IMMEDIATE	1 FTE minimum
Blackall Tambo Region tourism marketing strategy to be developed	HIGH	Potentially outsourced to consultants dependent on skills and experience of

		Tourism Development role
Centralised booking, sales and information services to be developed in partnership with Visitor Information Centre	HIGH	New software package - costs covered through booking fees.
Consultation with local tourism providers and community groups to establish event calendar and coordinate project outcomes.	HIGH	2 - 3 meetings per year initially.
Encouraging private investment		
Project Lead to identify and approach potential investors and industry partners.	MEDIUM	Use existing resources
Circus Brand and Marketing Development		
A marketing strategy is developed that defines, brand, markets, key messages, channels and KPIs specifically for the Circus project. This project could be delivered by the same consultants/agency that develops the Tourism Strategy so the two plans are linked.	HIGH	Potentially outsourced to consultants dependent on skills and experience of Tourism Development role

APPENDIX A - SCOPE AND STRATEGIC ANALYSIS

Project Scope

Red Ridge have engaged debate productions to develop an arts and cultural tourism project concept that explores and leverages the history of the Perry Brothers Circus and its significance to Blackall Tambo Region and the Outback Queensland more broadly.

This project is to encompass a variety of approaches that contribute to new arts and cultural tourism initiatives to be developed and delivered by a variety of stakeholders.

Artforms could include:

- Performance
- Public art
- Digital applications
- Projection mapping and digital storytelling

Stories connected to either the Perry Bros. Circus or people's memory of circus in general are to be captured and explored with a view to linking these with community groups who can leverage these stories into activations across the region.

The concept development will provide the foundation for tourism development and establish parameters for future economic development and employment opportunities.

The Blackall Tambo Region has an impressive array of existing tourism offers for visitors so this project aims to complement rather than supplant these. There is potential for this project to play a leading role in local tourism activities so other smaller undertakings will benefit through association.

Timeframe

Projects must be visionary but practical in order to be implemented over the next 3 to 5 years

Initiatives included in the concept should be collaborative and encourage community engagement, local business growth.

Deliverables

Presentation of a Draft Report – including storylines, product development and tourism assets.

Final Report containing:

- An executive summary
- Table of contents

- The main body - incorporating a minimum of 15 stories suitable for
- tourism asset deliverable by community
- Recommendations – both short term and strategic long term
- Key Actions and Implementation Plan

Methodology

The following approaches were used to gather information and feedback regarding this project and the proposed initiatives

- Desktop research
- Face to face interviews and conversations - 47 formal and 25 informal meetings, interviews and discussions
- Straw poll via social media with RV community
- Presentation and feedback from Better in Blackall's Tourism Symposium on 6 February 2021

Consultations

Formal interviews were held with the following groups and organisations:

- Red Ridge;
- Blackall Tambo Regional Council;
- Blackall Historical Society;
- Better in Blackall;
- Blackall Cultural Association;
- Barcoo Pastoral Society
- Outback Tourism Queensland;
- Race Club;
- Five local Blackall, Tambo businesses.

A further 25 informal interviews/conversations were conducted during the consultants time in Blackall and Tambo.

Strategic Alignment

A review of documents and publications from key organisations and industry bodies was undertaken to ensure the concept plan and initiatives are relevant, timely and would align with the broader objectives of these bodies within the region.

Outback Destination Tourism Plan 2017 - 2020 - Outback Queensland Tourism Association (OQTA)

OQTA are in the process of renewing their strategic plan and the new version is not yet available. The existing plan has the following strategic goals:

- Authentic and engaging Australian Outback experiences
- Leveraging existing calendar of events to create a call to action
- Extend average length of stay and number of activities
- Increase Outback Queensland's share of the family camping market, targeting young families with appealing new family-friendly activities.
- Attract new visitors through education and adventure experiences

Corporate Plan 2020 - 2025 - Blackall Tambo Regional Council

This project intersects with a number of Council's Corporate goals including the following:

ECONOMIC DEVELOPMENT

Outcome 2.1 - Tourism - Foster a sustainable tourism industry that delivers economic outcomes for the community.

Outcome 2.2 - Increased tourism visitation and duration of stay in the council area.

Outcome 3 - Employment - Encourage regional employment growth and opportunities.

VIBRANT COMMUNITIES

Outcome 1 - Arts and Culture - Continue to grow our region as the premier arts and cultural hub of western queensland.

ENVIRONMENT & HERITAGE

Outcome 2 - Historical Heritage - Preservation of our past.

Creative Together: A 10-year Roadmap for arts, culture and creativity in Queensland - Arts Queensland, Queensland Government

At the core of Creative Together is a strong and sustainable sector in Queensland, which can adapt to meet audience demand, embrace innovative delivery models, attract investors and build financial sustainability. With a strong sector, we will renew and transform Queensland and deliver on the following priorities:

- Elevate First Nations arts
- Activate Queensland's local places and global digital spaces
- Drive social change across the state
- Strengthen Queensland communities

- Share our stories and celebrate our storytellers.

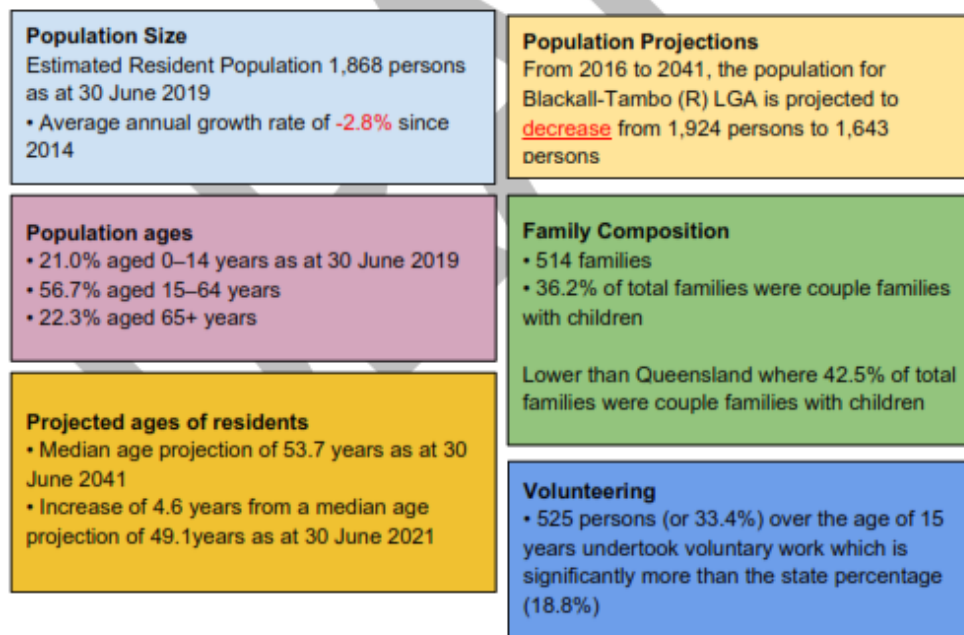
COVID-19 Recovery Plan - Remote Area Planning and Development Board (RAPAD)

RAPAD released this recovery plan highlighting regional initiatives that create the economic foundations to make these economies and communities even stronger . This included:

- Getting communities back to work
- Creating new and protecting jobs
- Supporting local businesses
- Reconnecting communities
- Rebuilding regions based on traditional and emerging strengths
- Investing in vital local infrastructure

Situational Analysis in Blackall Tambo Region

Regional Snapshot Highlights



Provided by Queensland Government Statistician's Office

Key Tourism Highlights

RAPAD - CWQ tourism data collection and analysis

By Stafford Strategy

- Arts and culture drive overnight stays
- Total visitors to Blackall Tambo in 2019 = 67,015
- 48% of visitors travel to the region on holiday
- Over 65% of visitors are overnight visitors from elsewhere in Queensland
- Average spend
 - Domestic day visitors = \$80 per person per trip
 - Domestic overnight = \$740 per person per trip
 - International overnight = \$620 per person per trip

Domestic Arts Tourism Research Report - Australia Council for the Arts

This research highlights the potential for the arts to support and drive domestic tourism in Australia and for Australian artists and arts organisations to build their audience reach. It contributes to the evidence about the critical role of arts and creativity to the wellbeing and success of our nation.

Key relevant findings:

- Arts tourism tends to align with travelling further, staying longer, and spending more.
- Domestic arts tourism has increased more than overall domestic tourism since 2009. Australians are taking an increasing number of arts daytrips and overnight trips each year.
- In 2018, Australians took 13.4 million overnight trips within Australia that included an arts activity ('overnight arts trips'), 13% of all overnight trips taken.
- A higher proportion of tourists are engaging with the arts on overnight trips (13%) compared to daytrips (6%).
- Festivals make up a quarter of arts engagement on overnight stopovers in Queensland 24% of all arts activities undertaken in Queensland on overnight stopovers in 2018 were festivals

SWOT Analysis

Strengths

- Proud region with active and engaged community organisations/groups
- Rich history with living connections
- Great reputation for arts and culture
- Existing cultural infrastructure including public art, galleries, cultural centres etc.
- Strong regional identity
- A range of good tourism products and event offerings already

Weaknesses

- Limited accommodation, food, and dining options
- Direct transport links (eg rail)
- Volunteers and community groups are stretched
- Lack of specialist marketing and tourism industry development skills
- Challenging to get tourists to stay longer and overnight
- Loss of business results in significant impact on remaining economy
- Lack of evening activity and drawcards
- Inconsistent responses to tourist needs (eg opening times of pool, shops, web presence)
- Lack of centralised and consistent information point
- Locals have been doing it tough with drought, reduction in services, economic contraction

Opportunities

- COVID-19 has seen a growth in domestic tourism particularly to regional communities
- Potential of existing tourism products
- Authentic and unique connection with Perry Bros Circus story
- Linking with and leveraging other major investment and infrastructure projects

Threats

- Proximity to other larger communities with more tourism products
- COVID-19 and other global trends/impacts
- Continued decrease in local population projected
- Reduction in services based in local communities (Health, banking, etc)
- Existing perception of Blackall and Tambo being short-stop towns

Existing Tourism Product Mix

The following attractions and tourism products are listed on Blackall Tambo Regional Council website.

- Blackall Aquatic Centre;
- Tambo Teddies;
- Blackall Woolscour;
- Ram Park;
- Labor Federation Memorial;
- Ben's Chicken Racing;
- 'Flo' the Fire Engine;
- Wild 'n' Woolly;
- Tambo Aquatic Centre;
- Blackall Golf Course;
- Tambo Golf Course;
- Blackall Saleyards;
- Banks Park;
- Memorial Park;
- Salvator Rosa National Park;
- The Lost Art;
- Qantas Crash Memorial;
- EE Parr Park;
- Blackall Sculpture Trail;
- Wilderness Way;
- Pioneer Bore;
- Fossilised Tree Stump;
- Masonic Lodge;
- Major Mitchell Memorial;
- Blackall Cemetery;
- Wishing Well at McLean Place;
- Bushman's Artisan Gallery (under refurbishment);
- Mr and Mrs Behan's buggy display;
- Idalia National Park;
- Jack Howe Memorial;
- The Black Stump;
- Tambo Heritage Precinct;
- Grassland Art Gallery;
- Coolibah Walk;
- Tambo Dam;
- The People's Sign.

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 5.4

SUBJECT HEADING: Wild-Dog Sub Committee Meeting

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: The Wild Dog Sub Committee held a meeting on Tuesday 30 March 2021

Recommendation: That Council receive the minutes from the Wild Dog Sub Committee meeting held 30 March 2021 and endorse the recommendations of the committee to fund the applications totalling \$16,667.00 as follows:

Applicant	Amount
Lilydale Wild Dog Syndicate	\$1,600.00
Terrick Terrick Dog Netting Trust	\$3,766.75
Mt Enniskillen Wild Dog Syndicate	\$3,766.75
Goonadee Syndicate	\$3,766.75
Eastwood Wild Dog Syndicate	\$3,766.75

Background

The Blackall-Tambo Wild-Dog Sub Committee held a meeting on Tuesday 30 March 2021 to allocate funding totalling \$16,667.00. Funding application forms had been sent to all syndicates with applications received from 5.

A copy of the minutes is attached to this report.

Link to Corporate Plan

Environment and Heritage
Outcome 3 – Pest Management

Consultation (internal/external)

CEO
Director of Finance Corporate and Community Services
Wild-Dog Sub Committee

Policy Implications

Nil

Budget and Resource Implications

\$16,667.00

**MINUTES OF THE
W-DOG SUB-COMMITTEE MEETING
TUESDAY 30th MARCH 2021
COMMENCING AT 3:00PM**

COMMENCEMENT:

The meeting commenced at 3.14pm in the Blackall Boardroom. No Members requested video conferencing from Tambo.

ATTENDANCE:

Ian Macdonald	-	Chair / Eastwood Wild Dog Syndicate
Phillip Walker	-	Woodbine Wild Dog Syndicate
Bruce Alexander	-	Terrick Terrick Dog Netting Trust
Tony Hauff	-	Eastwood Wild Dog Syndicate
Alastair Rutherford	-	Council Representative
Chloe Barnfield	-	Minute taker

APOLOGIES:

Anne Sprague
Barry Mayne
Nina Mayne
Scott Bredhauer

CONFIRMATION OF MINUTES:

- That the minutes from the previous meeting held on Friday 21st August 2020 be confirmed as a true and accurate record of the proceedings.

Moved: Phillip Walker

2nd: Bruce Alexander

GENERAL BUSINESS:

Welcome:

- Discussion started by Phillip Walker of having to start up a new account to get money, having issues surrounding creating a new account etc. Questioned if there is any way to get around it. Council can't help as council accounts are public and have to stay separate from the syndicate. Council is happy to hold funds until account is created, syndicate to inform Council.
- 5 applications were received
- Next round of baiting to be 6th and 7th May
- Cr Lindsay Russell spoke to helicopter pilots – they aren't getting as many dogs and are happy to continue with the money they were allocated last round

ACTION ITEMS:

Tony Hauff said it was good to see the breakdown of scalps obtained last round of funding and could help to break up funding properly. This would allow a fair allocation of money based on previous numbers in the syndicates.

Breakdown included should be similar to that included by Eastwood, include number of dogs, property, and claimant.

Motion moved that next round of applications to include a breakdown of scalps claimed in the previous round.

Moved: Tony Hauff

2nd: Bruce Alexander

Bruce Alexander mentioned that if funding was to be allocated as above, it would make more sense for funding to be moved back into one single round, save the committee having to meet twice and redistribute funds.

Discussion that this was created so any leftover funds could be reallocated between syndicates and help minimise unspent funding.

Noted that this matter should be voted on by a larger number of people than those currently present.

Motion that matter to be held over until the next Committee Meeting

Moved: Bruce Alexander

2nd: Tony Hauff

Lilydale Wild Dog Syndicate

- All forms complete
- Application is for baiting (approx. 400kg bait meat)
- No previous rounds of funding
- Delay in transfer of funding due to setting up a bank account. To advise council when account is organised.

Start date of project to be Monday 6th April 2021

End date of project to be Tuesday 15th June 2021

Acquittal due date to be Friday 25th June 2021 (outcome report to be in)

Requested: \$1,600.00

Recommended: \$1,600 – BTRC Wild Dog Model (1/3 of remaining funding evenly split between 4 syndicates)

Motion moved to allocate \$1,600.00 from the BTRC W-Dog Model to the Lilydale Wild Dog Syndicate, with the funding to be used for baiting.

All in favour

Carried

Terrick Terrick Dog Netting Trust

- All forms complete
- Application is for trapping, shooting, scalps and education/training.
- All previous rounds of funding successfully acquitted

Start date of project to be Monday 6th April 2021

End date of project to be Tuesday 15th June 2021

Acquittal due date to be Friday 25th June 2021 (outcome report to be in)

Due to time constraints education activities will be cancelled until next financial

Requested: \$10,000.00

Recommended: \$3,766.75 – BTRC Wild Dog Model (1/3 of remaining funding evenly split between 4 syndicates)

Motion moved to allocate \$3,766.75 from the BTRC Wild Dog Model to the Terrick Terrick Dog Netting Trust for trapping, shooting, and scalps.

All in favour

Carried

Mt Enniskillen Wild Dog Syndicate

- All forms complete
- Application is for shooting, trapping, scalps, equipment, training and baiting
- All previous rounds of funding successfully acquitted

Start date of project to be Monday 6th April 2021

End date of project to be Tuesday 15th June 2021

Acquittal due date to be Friday 25th June 2021 (outcome report to be in)

Money is not available for purchase of equipment.

Requested: \$7,000.00

Recommended: \$3,766.75 – BTRC Wild Dog Model (1/3 of remaining funding evenly split between 4 syndicates)

Motion moved to allocate \$3,766.75 from the BTRC W-Dog Model to the Mt Enniskillen Wild Dog Syndicate, with the funding to be used for trapping, shooting, scalps, baiting, training, and professional development.

All in favour

Carried

Goonadee Syndicate

- All forms complete
- Application is for ground baiting and scalps
- All previous rounds of funding successfully acquitted

Start date of project to be Monday 6th April 2021

End date of project to be Tuesday 15th June 2021

Acquittal due date to be Friday 25th June 2021 (outcome report to be in)

Requested: \$10,000

Recommended: \$3,766.75 – BTRC Wild Dog Model (1/3 of remaining funding evenly split between 4 syndicates)

Motion moved to allocate \$3,766.75 from the BTRC W-Dog Model to the Goonadee Wild Dog Syndicate to go towards ground baiting and scalp payments.

All in favour

Carried

Eastwood Wild Dog Syndicate

- All forms complete
- Application is for trapping, shooting and scalps
- All previous rounds of funding successfully acquitted

Start date of project to be Monday 6th April 2021

End date of project to be Tuesday 15th June 2021

Acquittal due date to be Friday 25th June 2021 (outcome report to be in)

Requested: \$10,000

Recommended: \$3,766.75 – BTRC Wild Dog Model (1/3 of remaining funding evenly split between 4 syndicates)

Motion moved to allocate \$3,766.75 from the BTRC W-Dog Model to the Eastwood Wild Dog Syndicate to go towards ground baiting and scalp payments.

All in favour

Carried

Other

- \$16,667 has been allocated
- Round 2 of funding to start 6th April 2021 and ending 15th June 2021 and acquittals due 25th June 2021

CLOSURE:

There being no further business, the meeting closed at 4:34 pm.



.....
Chairperson

30/03/2021

.....
Date

BLACKALL-TAMBO REGIONAL COUNCIL

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OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 5.5

SUBJECT HEADING: Tambo Town Common Laneway - Feral Fence

Author and Officer's Title: Des Howard, Chief Executive Officer

CLASSIFICATION: (if confidential)

Summary: Council has received correspondence from a landowner who wishes to gate the northern end of a laneway on the Tambo Town Common as he has property each side of the laneway.

Recommendation: That Council consider the request to fence the northern end of the lane on the Tambo Common.

Background

A landowner has written to Council seeking permission to fence the northern end, with a gate opening, of a laneway on the Tambo Town Common. The landowner has properties surrounding each side of the laneway and fencing the northern end would save the expense of netting both sides with feral fencing, a total length of 4.4kms.

A map showing the laneway is attached to this report.

Link to Corporate Plan

Nil

Consultation (internal/external)

CEO

Ranger Coordinator

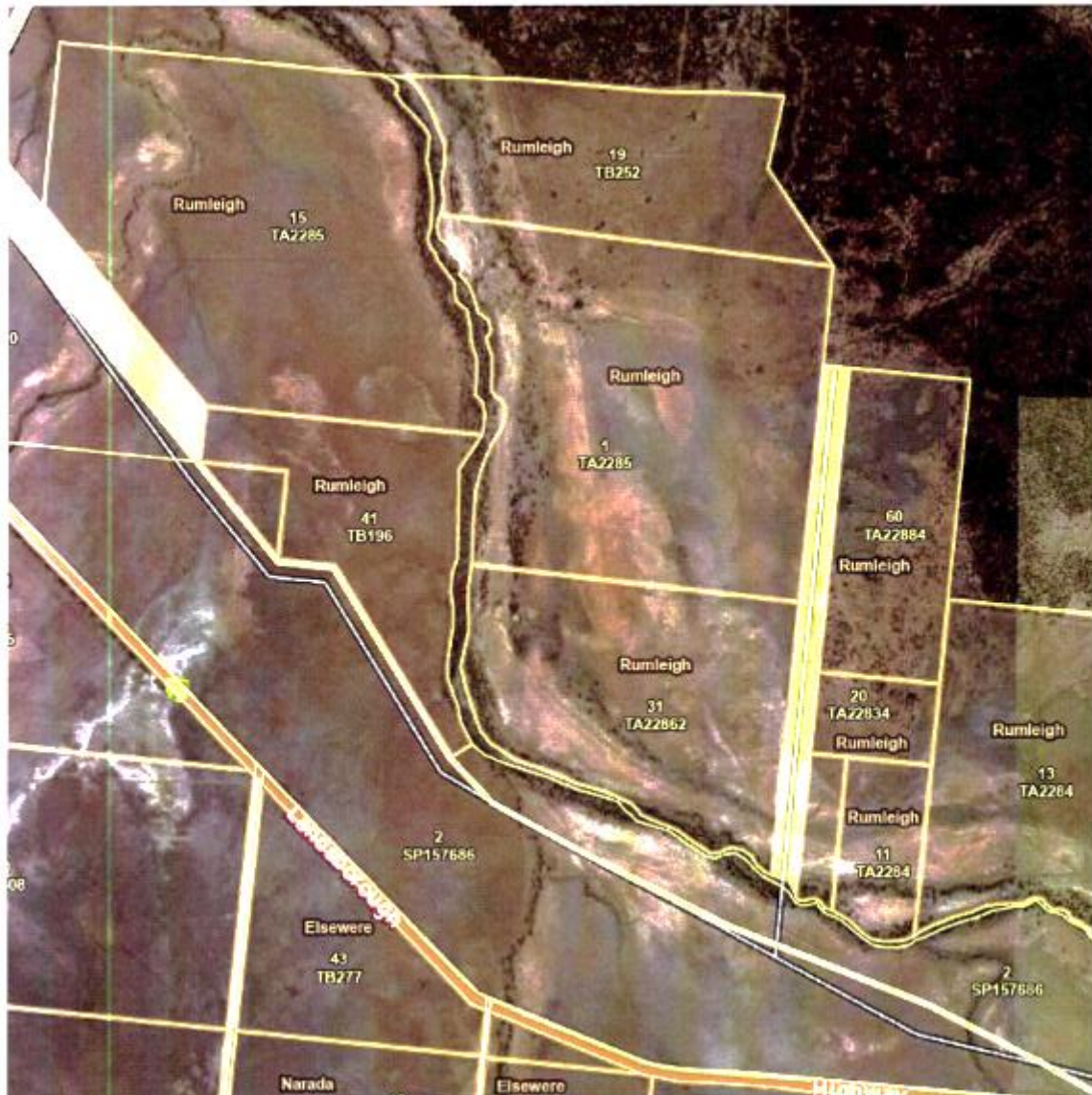
Tambo Town Common Chair

Policy Implications

Nil

Budget and Resource Implications

Nil



OFFICER REPORTS

COUNCIL MEETING DATE: 21 April 2021

Item No: 6.1

SUBJECT HEADING: Amended Budget 2021

Author and Officer's Title: Alastair Rutherford, Director of Finance Corporate and Community Services.

CLASSIFICATION: (if confidential)

Summary: Under S170 (3) of the Local Government Regulation 2012, the local government may, by resolution, amend the budget for a financial year at any time before the end of the financial year. The 2021 Budget has been amended to provide an overview of Council's financial position at 30 June 2021.

Recommendation: That Council:

1. That Council adopts the amended budget for 2020/2021 financial year as presented; and
 2. That there be no change to the general rate that was set in the original 2020/2021 budget on 19 June 2020; and
 3. That the minimum general rates remain the same as those set in the original 2020/2021 budget on 19 June 2020; and
 4. That the sewerage charges remain the same as those set in the original 2020/2021 budget on 19 June 2020; and
 5. That the water charges remain the same as those set in the original 2020/2021 budget on 19 June 2020; and
 6. That the waste collection and disposal charge remains the same as those set in the original 2020/2021 budget on 19 June 2020; and
 7. That Council keep the interest rate at fifteen percent (15%) during the discount period on general rates levied by Council for the 2020/2021 financial year; and
 8. That interest at the percentage rate of 9.83% per annum be unchanged by the Council for the 2020/2021 financial year for rates and charges not paid by the due date for discount; and
 9. That aged pensioners having a Commonwealth Government Concession Card be granted a remission of the general rate and services charges up to a maximum of \$340.00 per annum for the 2020/2021 financial year under the same criteria as the State Government Pensioner Remission Scheme; and
 10. That the Revenue Policy as presented be adopted; and
 11. That the Revenue Statement as presented be adopted; and
 12. That the amended ten-year Financial Forecast as presented be received; and
 13. That the amended budgeted income statement for the year ending 30 June 2021 as presented be adopted; and
 14. That the amended budget balance sheet for the year ending 30 June 2021 as presented be adopted; and
 15. That the amended budgeted statement for changes in equity for the year ending 30 June 2021 as presented be adopted; and
 16. That the amended budgeted statement of cash flows for the year ending 30 June 2021 as presented be adopted.
-

Background

Under S170 (3) of the *Local Government Regulation 2012*, a local government may, by resolution, amend the budget for a financial year at any time before the end of the financial year.

The budget has been amended to provide an overview of Council's position at 30 June 2021.

1/. Projected revenue has increased by \$14.1M to \$45.9M due mainly to increases in flood damage receipts and TMR contracts.

2/. Projected expenditure has increased by \$4.8M to \$38.7M due mainly to increases in flood damage and TMR expenditure.

3/. The surplus revenue as per the Income Statement is \$7.2M - these funds are applied to funding capital expenditure in the Balance Sheet.

4/. Capital projects have increased to \$9.7M from \$7.3M due to COVID W4Q projects, and other projects commenced during the year such as the fast internet project and the Heavy By-Pass Road.

5/. It is projected that the cash balance at the 30 June 2021 will be \$13.6M a reduction from 30 June 2020 of \$3.6M.

Link to Corporate Plan

Governance

Outcome 4 - Financial

Consultation (internal/external)

Chief Executive Officer

Director of Finance, Corporate and Community Services

Director of Works and Services

Manager of Finance

Policy Implications

Nil

Budget and Resource Implications

Nil



Blackall-Tambo Regional Council

Revenue Policy

Policy Number: Stat 6	Effective Date:
Version Number: Thirteen	Review Date:
Policy Compiled by: Chief Executive Officer	
Policy Approved by: Chief Executive Officer	

OBJECTIVE

The purpose of this revenue policy is to set out the principles which will be used by Council during 2020/21 for:

- a) The making of rates and charges
- b) The levying of rates
- c) The recovery of rates and charges
- d) Concessions for rates and charges
- e) Cost recovery fees and charges

LEGAL REQUIREMENT

Section 193 of the *Local Government Regulation 2012* states that a Local Government must prepare a Revenue Policy each financial year.

The Revenue Policy must state

- a) The principles the Local Government intends to apply in the financial year for:-
 - a. Levying Rates and Charges
 - b. Granting concessions for Rates and Charges
 - c. Recovering overdue Rates and Charges
 - d. Cost recovery methods
- b) If the Local Government intends to grant concessions-the purpose of the concessions
- c) The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development

The Local Government must review the Revenue Policy annually, and in sufficient time before the start of the financial year to allow an annual budget that is consistent with the Revenue Policy to be adopted for the financial year.

The Local Government may amend its Revenue Policy at any time before the end of the financial year

SCOPE

This policy is to be used by Council when developing the revenue statement and setting the rates and charges for the 2020/21 financial year.

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STATEMENT**Principles used for the making of rates and charges**

In general, Council will be guided by the principle of user pays in the making of rates and charges so as to minimise the impact of rating on the efficiency and sustainability of the local economy.

Council will also have regard to the principles of:

- Constraints (seasonal, economic and other) on Councils rating base and the ability to access funding sources other than rates and charges;
- Transparency in the making of rates and charges;
- Having in place a rating regime that is simple and inexpensive to administer;
- Responsibility in achieving the objectives, actions and strategies in Councils Corporate and Operational Plans
- Equity by taking account of the different capacity of land to generate income within the local community, and the burden the use of the land imposes on Council services;
- Maintaining Council service levels and asset management at acceptable standards
- Flexibility to take account of changes in the local economy;
- The level of commitment to the maintenance and upgrade of Council's infrastructure and services, while continuing to contribute to local employment.
- Meeting the needs and expectations of the general community.

Principles used for the levying of rates

In levying rates Council will apply the principles of:

- Making clear what is Council's and each ratepayers' responsibility to the rating system;
- Making the levying system simple and inexpensive to administer;
- Timing the levy of rates to take into account the cash flow cycle of Council;
- Timing of the levy of rates to take into account the financial cycle of local economic activity, in order to assist smooth running of the local economy;
- Adjusting the way general rates are charged in response to large fluctuations in valuations combined with economic and seasonal factors affecting major local industries; and
- Equity through flexible payment arrangements for ratepayers with a lower capacity to pay.

Principles used for the recovery of rates and charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers. It will be guided by the principles of:

- Transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations;
- Making the processes used by Council to recover outstanding rates and charges clear, simple to administer and cost effective;
- Capacity to pay in determining appropriate arrangements for different sectors of the community;
- Equity by having regard to providing the same treatment for ratepayers with similar circumstances; and

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- Flexibility by responding where necessary to changes in the local economy.

Principles for considering concessions for rates and charges

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

- Equity by having regard to the different levels of capacity to pay within the local community;
- The same treatment for ratepayers with similar circumstances;
- Transparency by making clear the requirements necessary to receive concessions; and
- Flexibility to allow Council to respond to local economic issues.

The State Government provides a concession to pensioners on part towards their payment of rates. Council may provide a matching concession to eligible pensioners for rates to ease the burden of cost of living.

Council will also consider a concession of whole or part of the general rate levied on organisations or entities that meet the criteria detailed in *Part 10, Section 120 (1) of the Local Government Regulation 2012*. This is to provide material support for their good work in supporting the community.

Principles for cost recovery fees and charges

When developing cost recovery fees and charges Council will be guided by the principles of:

- Financial sustainability;
- Equity by having regard to the different levels of capacity to pay within the local community;
- The same treatment for all community members;
- Transparency by making clear the rationale for the fees; and
- Flexibility to allow Council to respond to local economic issues.

Developer contributions

While it is expected that developers will contribute to new physical and social infrastructure when they commence a new development, the amount of their contribution and how much of the infrastructure they fund may vary. This will depend on many factors and will be assessed for each development. However, the processes used in determining the contribution will be transparent and fair.

NEXT REVIEW

June 2021

CHANGES SINCE LAST REVISION

Updated Policy to reflect current procedures

RECORDS

When completed and approved the original, signed hard copy of the policy is filed in the Master File.

Electronic copies are saved in the appropriately labelled folder in Magiq.

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Revenue Statement

2020-2021

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INTRODUCTION

Blackall-Tambo Regional Council, with an area of 30,489 km². The major towns in the region are Blackall and Tambo. The Council shares borders with Central Highlands, Barcaldine, Longreach, Quilpie and Murweh Council areas. The region is predominantly Mitchell grass downs country with the Barcoo River which forms part of the Lake Eyre Basin running through the council area, commencing east of Tambo and joining the Alice River north west of Blackall

The areas rural sector has transformed from predominantly sheep/wool production to now include cattle production and also other livestock such as goats. Expansion of rural industries includes the Tambo Teddies, increasing cutting of fodder and some small cropping alternatives. The rural sector has also ventured into the tourism market with a number of farm stay opportunities.

The number of visitors, including tourists with caravans and motor homes, to the region is increasing every year. These visitors have an impact on Council roads, public conveniences, camping areas and the provision of tourist information services.

This Revenue Statement is a requirement of S104 (5) (a) of the *Local Government Act 2009* and S169/S172 of the *Local Government Regulation 2012*.

PURPOSE

The purpose of this Revenue Statement is:

- To enunciate the methods used to achieve Council's objectives set out in the Revenue Policy;
- To explain material matters that guide the development and implementation of revenue practices within the Council; and
- To comply in all respects with legislative requirements.

LEGISLATIVE REQUIREMENTS FOR REVENUE STATEMENT

In outlining its Revenue Statement, the Council will adhere to specific legislative requirements for the content of the Revenue Statement.

The Revenue Statement must comply with the following requirements of the *Local Government Act 2009*:-

104 (5) *The system of financial management established by a local government must include.*

- (a) *the following financial planning documents prepared for the local government;*
 - (i) *A 5 year corporate plan that incorporates community engagement;*
 - (ii) *a long-term asset management plan;*
 - (iii) *a long-term financial forecast;*
 - (iv) *an annual budget including revenue statement;*
 - (v) *an annual operational plan; and*

The Revenue Statement must also comply with the following requirements of the *Local Government Regulation 2012*:

Chapter 5 (Section 169) of the *Local Government Regulation 2012* requires that the budget includes a revenue statement:

- (2) *the budget must also include-*
 - (a) *A long-term financial forecast; and*
 - (b) *a revenue statement; and*
 - (c) *a revenue policy*

Chapter 5 (Section 172) of the *Local Government Regulation 2012* requires that the following matters be included in the revenue statement:

- (1) *The revenue statement for a local government must state-*
 - (a) *If the local government levies differential general rates-*
 - (i) *The rating categories for rateable land in the local government area; and*
 - (ii) *A description of each rating category; and*
 - (b) *If the local government levies special rates or charges for a joint government activity—a summary of the terms of the joint government activity; and*
 - (c) *If the local government fixes a cost-recovery fee—the criteria used to decide the amount of the cost-recovery fee; and*
 - (d) *If the local government conducts a business activity on a commercial basis—the criteria used to decide the amount of the charges for the activity's goods and services.*
- (2) *Also, the revenue statement for a financial year must include the following information for the financial year:*
 - (a) *An outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of—*
 - (i) *The rates and charges to be levied in the financial year; and*
 - (ii) *The concessions for rates and charges to be granted in the financial year*
 - (b) *Whether the local government has made a resolution limiting an increase of rates and charges*

REVENUE RAISING MEASURES

Council has a revenue budget of approximately \$35.8 million for the 2020-2021 financial year. Revenue in the 2020-2021 budget is comprised of rates and charges imposed by the Council, Commonwealth and State Government grants and subsidies for operational work and capital projects, developer contributions for operational work and capital projects, recoverable works reimbursement, fees and charges, and other miscellaneous income.

Council's estimated revenue for the forthcoming year is set at a level which:

- Considers Council's Corporate Objectives; and
- Considers the current economic climate; and
- Considers the services which are to be provided to the community; and
- Is considered fair and equitable.

Rate increases for the majority of residents of the Blackall-Tambo Regional Council will not exceed 2%.

DIFFERENTIAL GENERAL RATES

Differential General Rates are levied to contribute toward the provision of all local government services excluding sewerage collection and disposal, water supply, treatment, distribution and associated environmental impact from refuse collection and disposal and provided that any shortfalls in funds for the excluded services may also be covered by the differential general rates.

The rationale for the differing categories is to recognise the different levels of facilities and services provided to the differing classes of land and the occupiers of these classes of land. A greater variety of services are provided within Urban areas however services for Rural Land may be at an increased cost on a per premises basis due to the long distances involved with provision of these services. Rural Residential Land being generally located in the vicinity of Urban areas and having a higher population density than Rural land places a higher demand on urban facilities along with higher expectations of services.

The basis for applying differential general rate is:

- The site value or unimproved capital valuation (UCV) as determined by Department of Environment and Resource Management, and
- the land use code (LUC) and
- assessment land area; and
- Zoning from the Council Planning Scheme; and

This approach provides the best available equitable basis of distributing the differential rating burden within the Urban, Rural, Commercial and Industrial categories incorporating the aspect of area of land utilised by the ratepayer.

MINIMUM DIFFERENTIAL GENERAL RATES

Minimum general rates are applied to each category to recognise that there is a base level of services applicable to each rateable parcel of land within each category.

A subjective measure of this level is used to determine the minimum rate for each category of differential general rate.

In determining if a minimum differential general rate is to be applied, the applicable rate in the \$ for the category is to be applied to the DERM valuation of the rateable property and the result of the calculation is to be compared to the applicable minimum rate for that category. The effective rate charged will be the higher of the two amounts.

Differential General rates will be levied for the Blackall-Tambo Regional Council in the following ways:

RESIDENTIAL CATEGORIES

The following differential rating categories and criteria apply for the 2020-2021 financial year:

Differential Category	Description	Criteria
1	Residential	All land in the Parish of Blackall and Tambo, which is not otherwise categorised, to which the following primary land use codes apply: 01 & 02 – Vacant, Single Unit Dwelling 03 – Multi unit dwelling (flats) 04 & 05 – Large Home site-vac, Large Home site-dwelling 06 – Outbuildings 07-09 – Guest house/private hotel, Building Units, Group Title 21 – Residential Institutions (Non-Medical Care) 72 – Section 25 Valuation 86 – Horses 94-95 – Vacant Rural Land, Reservoir, dam, bores

COMMERCIAL AND INDUSTRIAL CATEGORIES

The following differential rating categories and criteria apply for the 2020-2021 financial year:

Differential Category	Description	Criteria
8	Town CBD	All land zoned or partially zoned commercial in the Planning Scheme or being used for commercial purposes fronting Shamrock Street between Violet Street and Hawthorn Street in the Town of Blackall, with a Site Value of equal to or less than \$35,000 and excluding land solely used for residential purposes and excluding rate assessment 10347-10000-000. The level of services provided for this category is generally of a higher standard than those provided for the other rating categories.
10	Blackall CBD > \$35,000 Site Value	All land zoned or partially zoned commercial in the Planning Scheme or being used for commercial purposes fronting Shamrock Street between Violet Street and Hawthorne Street in the Town of Blackall, with a Site Value greater than \$35,000 and excluding land solely used for residential purposes and excluding rate assessment 10347-10000-000. The level of services provided for this category is generally of a higher standard than those provided for the other rating categories.
11	Commercial & Community	All land, in the Parish of Blackall and Tambo, which is not otherwise categorised, to which the following primary land use codes apply or should apply: 10 – 27 – Retail Business/Comm (Excluding 21-Res Ins (non-medical)) 41 – 59 – Special Uses (excluding 49 – Caravan Park) 96 – 99 – General Uses
14	Communication Sites	All land, which is not otherwise categorised, to which the following primary land use code apply or should apply: 91 – Transformers

Differential Category	Description	Criteria
15	Industrial	All land, in the Parish of Blackall and Tambo, which is not otherwise categorised, to which the following primary land use codes apply or should apply: 01 - Vacant 28 - 37 - Transport & Storage, Industrial, Service Station, Oil Depot, Noxious/Offensive Industry 40 - Extractive

RURAL CATEGORIES

The following differential rating categories and criteria apply for the 2020-2021 financial year:

Differential Category	Description	Criteria
21	Rural Properties	All land, that is zoned rural, which is not otherwise categorised which the following primary land use codes apply: 01 & 02 - Vacant, Single Unit Dwelling 04 & 05 - Large Home site-vac, Large Home site-dwg 06 - Outbuilding, 37 - Abattoir 60 - 71 - Sheep Grazing, Cattle Grazing, Dairy Cattle, Oil seed 73 - 90 - Agricultural, Other Rural Uses 93 - 95 - Peanuts, Vacant Rural Land, Reservoir, dam, bores
23	Town Rural	All land, in the Parish of Blackall, which is not otherwise categorised, is zoned rural, is equal to or greater than 100 Ha but less than 500 Ha in size, has an unimproved capital value of equal to or greater than \$100,000 and to which the following primary land use codes apply: 01 & 02 - Vacant, Single Unit Dwelling 04 & 05 - Large Home site-vac, Large Home site-dwg 06 - Outbuilding 60 - 71 - Sheep Grazing, Cattle Grazing, Dairy Cattle, Oil seed 73 - 90 - Agricultural, Other Rural Uses 93 - 95 Peanuts, Vacant Rural Land, Reservoir, dam, bores

The following differential rating categories and criteria apply for the 2020/2021 financial year:

LEVY OF DIFFERENTIAL RATES

In accordance with Sections 92 and 94 of the *Local Government Act 2009* and Section 172(1) of the *Local Government Regulation 2012*, Blackall Tambo Regional Council will make and levy differential general rates on rateable land. Further, Council considers that there should be a minimum charge for all rate categories. The following general rates will be made and levied for the categories as listed:

Category	Description	Rate in Dollar	Minimal Rate
1	Residential	0.02525	\$675
8	Town CBD	0.07378	\$727
10	Blackall CBD > \$35,000 Valuation	0.1039	\$727

Category	Description	Rate in Dollar	Minimal Rate
11	Commercial & Community	0.04157	\$727
14	Communication Sites	0.06236	\$727
15	Industrial	0.02078	\$727
21	Rural Properties	0.009042	\$727
23	Town Rural	0.006755	\$727

UTILITY CHARGES

Council operates the following undertakings, which will be funded by a utility charge for each service provided:

- Cleansing Service
- Sewerage Schemes
- Water Supply Schemes

SEWERAGE SCHEMES

A system of full cost recovery will apply to the sewer scheme, comprising an access charge to cover the fixed items within the sewer scheme, such as capital expenditure, interest and redemption, and an operating charge based on pedestals and covering ongoing maintenance and operation of the schemes.

Sewerage charges will be levied on each rateable property, both vacant and occupied, that Council has or is able to provide with sewer / Common Effluent Disposal (CED) services, as identified by the Sewer Area Town Maps in the Appendices.

The sewer scheme charges shall be:

Sewerage Charge	Description	Charge
Blackall Sewerage Connected Charge	Charge applied to a single unit dwelling, each unit of a multi-unit dwelling and for the 1 st pedestal in all non-residential allotments.	\$581.00
Tambo Community Effluent Processing – Connected Charge	Charge applied to a single unit dwelling, each unit of a multi-unit dwelling and for the 1 st pedestal in all non-residential allotments.	\$581.00
Sewerage Access Charge	Charge applied to each parcel of land in the sewer area and is within 100 meters of a sewer main and is capable of being connected to the sewerage system and does not attract a Sewerage Connected Charge.	\$437.00
Additional (non-residential) Pedestal Charge - Blackall	After the Sewerage Connected Charge, the Charge applied to each additional non-residential pedestal (including urinal cistern) that is connected to the sewer scheme.	\$270.00
Additional (non-residential) Pedestal Charge - Tambo	After the Sewerage Connected Charge, the Charge applied to each additional non-residential pedestal (including urinal cistern) that is connected to the sewer scheme.	\$125.00

WATER SUPPLY SCHEMES

The water charges will be set to recover all of the costs associated with the provision of water services provided by Council in the financial year. These costs include depreciation, ongoing operation and maintenance of the water system, including any amount allocated to the water reserve for future infrastructure projects.

Council has implemented a common set of water charges across the council area. These charges entitle the consumer to an unspecified amount of water as council has been unable to introduce town water meters due to issues associated with the bore water supply. The charges shall be:

Water Charge	Description	Proposed Charge
Water Connected Charge	Charge will apply to all domestic residential dwellings, connected vacant land and religious building within the town water network.	\$581.00
Water Access Charge	Charge will apply to all un-connected parcels of land within 100 metres of a water main in the town water network.	\$398.00
Water Other Connected Charge	Charge applies to all other water connections not described above. This charge is based on the existing water unit structure and is further detailed in the tables below.	\$97.00
Water – Excess Water	Charge applied for excess water used on land outside of the water area	\$0.95 per Kilolitre

BLACKALL

For the Blackall Area, the "Water Other Connected Charge" is based on the classes listed below.

Where water meters have been installed outside the Water Area, they shall be read and recorded quarterly and invoiced annually if the consumer exceeds their annual water allocation they will be charged at the excess water rate per kilolitre.

Class	Class of occupancy	Units
Rateable Land		
2	Multi-unit residential dwellings:	
	a) for the first flat, room or unit	6
	b) for each additional flat, room or unit	4
3	Private residences (where any form of business or activity, or calling or occupation not associated generally with private residence is carried) Business premises (combined with private residence, quarters or sleeping accommodation)	10
4	Business premises including shops, banks, offices, professional rooms, storage depot, shed, with no provision for residence quarters or sleeping accommodation:	
	a) for the first tenancy	8
	b) for each additional tenancy not being one listed hereunder	4
5	Cafes, Butchers, Bakers, Delicatessen, Fish Shops	11

	Garages, Service Stations, Motor Spirit and Fuel Storage Depots, Car or Vehicle Yards, Workshops, Blacksmith, Welding Works and Panel Beating	
6	Picture Theatre	8
7	Cordial factories and Ice works	25
8	Dry Cleaning and Laundries	18
9	Market gardens (including the growing of fruit and vegetables)	20
10	Licensed Clubs including: Bowling Club, Tennis Club, Golf Club, Memorial and Sports Club	12
11	Caravan park	34
12	Hotels, Hotel-Motels or Motels:	
	a) Manager, proprietor or caretakers residence or quarters, bar, kitchen, dining room and lounge	9
	b) For the first 20 (or part thereof) bedrooms or rooms used in conjunction with the conduct of the Hotel or Hotel-Motel, not being rooms or part of the premises leased or let for separate occupation	20
	c) For each bedroom or room in excess of 20 as set out in paragraph b) above	1
	d) For each tenancy available for separate occupancy and not listed above	4
13	Stables - For each horse stall, feed room, or storage room in a stable	1 (min 6)

Non Rateable Land

16	Police court house, police station, schools, Fire brigade	12
17	QAS centre	15
18	Any other building or structure not specifically classified Vacant land where water is connected	9

Special Uses inside the Water Area

19	Retirement Village Units (each)	4
20	Council Water Depot, sewerage pumping station 1½" service to fire hydrant (Lot 4 SP157692)	6
21	Public toilet block – Short Street	12
22	2" service to Convent School (Lot 12,13,15 & 16 B1388 and Lot1-2 B13830)	30
23	Council parks and gardens	50
24	Blackall Hospital (Res 29/ Lot 189 on B13811) Showgrounds Complex (Res 51/Lot 3856 SP289784) Aquatic Centre (Lot 141 SP152742) Blackall Nursing Home	106
25	Blackall State School 50 mm service Blackall State School Child Care Centre	100 12

Land outside the Water Area

26	Land outside the water area, connected, metered and an allocation of 2400kl	6
27	Land outside the water area, connected, metered and an allocation of 4800kl	12
28	Land outside the water area, connected, metered and an allocation of 9200kl	24
29	Lot 2 RP619451 (10832-00000) BTRC Aerodrome – commercial	9
30	Lot 2 SP297055 (10771-60000) BTRC Sewerage Treatment Plant Lot 186 TB283 (10909-00000) BTRC Cemetery – commercial	6
31	Lot 4 SP175951 (10876-00000) Blackall Race Course	28

32	Lot 145 TB247 (10896-00000) BTRC Saleyards	100
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TAMBO

The Tambo water area "Water Other Connected Charge" is based on a scale of charges related to general land use categories e.g., commercial, sporting bodies, etc. The charges will apply to all consumers who are connected to the Tambo water scheme and are shown below.

Class	Class of occupancy	Units
Rateable Land		
51	Business	9
52	Business with attached Residence	9
53	Business with other business within building	9
54	Council Area Activities	9
55	Depot/Workshops	9
56	Historical/Museums	9
57	Industrial Estate	9
58	Service Stations	9
59	Tambo Food Market	9
60	Caravan Parks	12
61	Hotels	27
62	Motels	30
Non Rateable Land		
63	Police Station/Court House	12
64	Aged Care Housing	18
65	Hospital/Health Centres	18
66	Parks & Gardens	18
67	Racecourse	18
68	Sports Grounds	18
69	Pool	36
70	School	36
Land outside the Water Area		
71	Land outside the water area, connected, metered and an allocation of 2400kl	6
72	Land outside the water area, connected, metered and an allocation of 4800kl	12
73	Land outside the water area, connected, metered and an allocation of 9200kl	24

WASTE/CLEANSING/GARBAGE/REFUSE COLLECTION & DISPOSAL CHARGES

Council makes and levies utility charges for the provision of waste management services, which are calculated to recover the full cost of providing the service. The purpose of the waste management charging system is to fund the collection, operations and maintenance of the waste collection service performed within the Blackall-Tambo Regional Council waste collection areas. The objectives of the Waste Collection charging system are:

- Cover the costs associated with the collection of waste within collection area; and
- To distribute costs equitably, where practical, by ensuring that individual customers contribute towards the cost of the service.

Council will levy a waste collection and disposal charges on the owner of each residential land or structure within the waste collection area, regardless of whether ratepayers choose to use the service provided by Council. Where there is more than one (1) structure capable of separate occupation, a charge shall be made for each structure. The residential charge shall be on the basis of one 240 litre wheelie bin service per week. Where an additional service is requested, the resident will be charged a second Charge and so on for further additional services.

For non-residential land, waste services will be reviewed on an individual basis by Council's Environmental Health Officer. The standard charge for non-residential properties shall be one 240 litre wheelie bin service per week, regardless of whether ratepayer choose to use the service provided by Council. Where an additional service is requested by the ratepayer or determined by council, the ratepayer will be charged a second Charge and so on for further additional services.

Collection Charges	Charge
Residential Waste Collection & Disposal Charge	\$234.00 per unit
Non-Residential Waste Collection & Disposal Charge	\$234.00 per unit

The annual waste charge will be set by resolution of Council when adopting its annual budget. As the charge is an annual charge, credits cannot be allowed for periods of time when the premises are unoccupied.

REBATES AND CONCESSIONS

REMISSION FOR OCCUPANCY/OWNERSHIP BY PENSIONERS

A Council Pensioner Rate Remission on general rates and service charges will be provided to eligible pensioners. Eligibility guidelines for the Council Pensioner Rate Remission are as per the State Pensioner Rate Subsidy Scheme. The amount of the Pensioner Rates Remission will be up to a maximum of \$340.00 per year and will be set by the Council at its annual Budget Meeting.

The Council will be issuing rates notice on a 6 monthly basis, for the period 1st July to 31st December and 1 January to 30th June.

DISCOUNT FOR PROMPT PAYMENT

It is the policy of the Council that one (1) discount period will apply for each rate moiety. The discount period will commence on the date of notice and extend for a period of no less than 30 days.

In accordance with Section 104 of the *Local Government Regulation 2012*, the following Discount rates were adopted by the Council at its 2020 – 2021 Budget Meeting:

Rate/Charge	Discount Rate Applicable
General Rates (including Minimum General Rates);	15%
Water Charges incl. Access and Water Consumption Charges	0%
Sewerage Charges	0%
Waste Management Charges	0%
State Fire Service Levy	0%
Interest on rates and charges arrears	0%

Payments received by the Council or its appointed agents prior to close of business on the due date specified on the Rate Notice for each levy will attract the percentage discount specified above.

For clarification purposes, a payment of the full net levy amount, which is either receipted by the Council or one of its appointed agents prior close of business on the due date specified on the Rate Notice, will attract the discount specified.

Also for clarification purposes, a payment of the full net levy amount, which is deposited by electronic means to the Council's bank account or its appointed agents prior to close of business (i.e. the payment has been credited to the Council's bank account or received by its appointed agents by close of business) on the due date specified on the Rate Notice, will attract the discount specified.

Discount will not be allowed on payments received after the close of business on the due date applicable to each levy unless the Council is satisfied that payment was not made by the close of business on the due date because of circumstances for which the Council was responsible. The Council will not grant discount where a payment was lodged before the close of business on the due date but the transfer of the funds into the Council's financial institution or agent was not received by the close of business on the due date due to a delay by the payer's financial institution or their agent.

Discount disallowed on the first moiety is not eligible for allowance even if payment is made by the close of business on the specified due date of the second moiety.

No discount will be allowed if, after payment of current rates/charges, overdue rates remain on the land.

INTEREST ON OVERDUE RATES

Pursuant to the provision of Section 132 & 133 of the *Local Government Regulation 2012* and to promote prompt payment of rates and charges, Council will charge interest on all overdue rates and charges, including special rates, at the maximum rate provided for by Local Government Regulation.

For the 2020-2021 financial year, any outstanding balances at the close of the discount period will incur interest at the rate of 9.83% per annum compounding daily.

PAYMENT OF OVERDUE RATE BY INSTALMENTS

To assist ratepayers in meeting their rate responsibilities, Council may accept applications for payment of overdue rates and utility charges by instalments from property owners who can demonstrate a genuine financial hardship. Each application will be assessed on its merits.

Interest will continue to be charged on overdue rates and utility charges which are subject to an instalment payment plan. The applicant must comply with the terms of the instalment plan agreed to, as default will result in Council requiring immediate full payment of future instalments.

PRO RATA RATES AND CHARGES

In respect of any rates that are applicable in respect to part only of the year, the amount payable in respect thereof shall be assessed and charged on a pro-rate basis, with the pro-rata rate or charge to be included in the next rate notice issue.

CONCESSIONS FROM GENERAL RATES

Council will, upon written application, consider the remission of whole or part of the general rate levied upon entities or organisations who meet the criteria detailed in Section 120 of the *Local Government Regulation 2012*, however Council may still decide not to grant the remission depending on the merits of each application.

COST RECOVERY FEES

Section 97 of the *Local Government Act, 2009* empowers the Council to fix, by local law or resolution, a fee for any of the following:

- (a) an application for, or the issue of an approval, consent, licence, permission, registration or other authority under a local government Act;
- (b) recording a change of ownership of land;
- (c) giving information kept under a local government Act;
- (d) seizing property or animals under a local government Act;
- (e) the performance of another responsibility imposed on the local government under Building Act or the Plumbing and Drainage Act.

Such regulatory fee must not be more than the cost of providing the service or taking the action for which the fee is charged. Section 98 of the *Local Government Act 2009* states that the local government must keep

a Register of its cost recovery fees and information about the fee must be recorded in the Council's Register of Regulatory Fees.

COMMERCIAL CHARGES

Section 262(3)(c) of the Local Government Act, 2009 provides the Council, with powers to charge for services and facilities it supplies other than a service or facility for which a regulatory fee may be fixed. Such commercial charges are for transactions where the Council is prepared to provide a service and the other party to the transaction can choose whether or not to avail itself of the service. The making of commercial charges may be delegated by the Council (recorded in the Delegations Register). Commercial Charges are subject to the Goods and Services Tax.

Such charges may be reviewed by the Council at any time and will be recorded with the Register Regulatory Fees as a listing of Commercial Charges. The nature, level and standard of the entitlement, facility or service is considered by the Council in the setting of commercial charges. Central to deliberations on these matters is the Council's community service obligation and the principle of social equity.

The principle of "user pays" is considered only where the provision of a service, entitlement or facility may be in direct competition with private enterprise.

DEVELOPER CONTRIBUTIONS

Physical and social infrastructure costs for new development will ideally be funded by charges (developer contributions) for that development. The unexpended balance of developer contributions shall be appropriated to a constrained works reserve at the close of each financial year.

Such constrained works reserve shall indicate the nature of the works to be undertaken using the developer contribution.

A developer contribution shall be expended only on works for which the contribution was made.

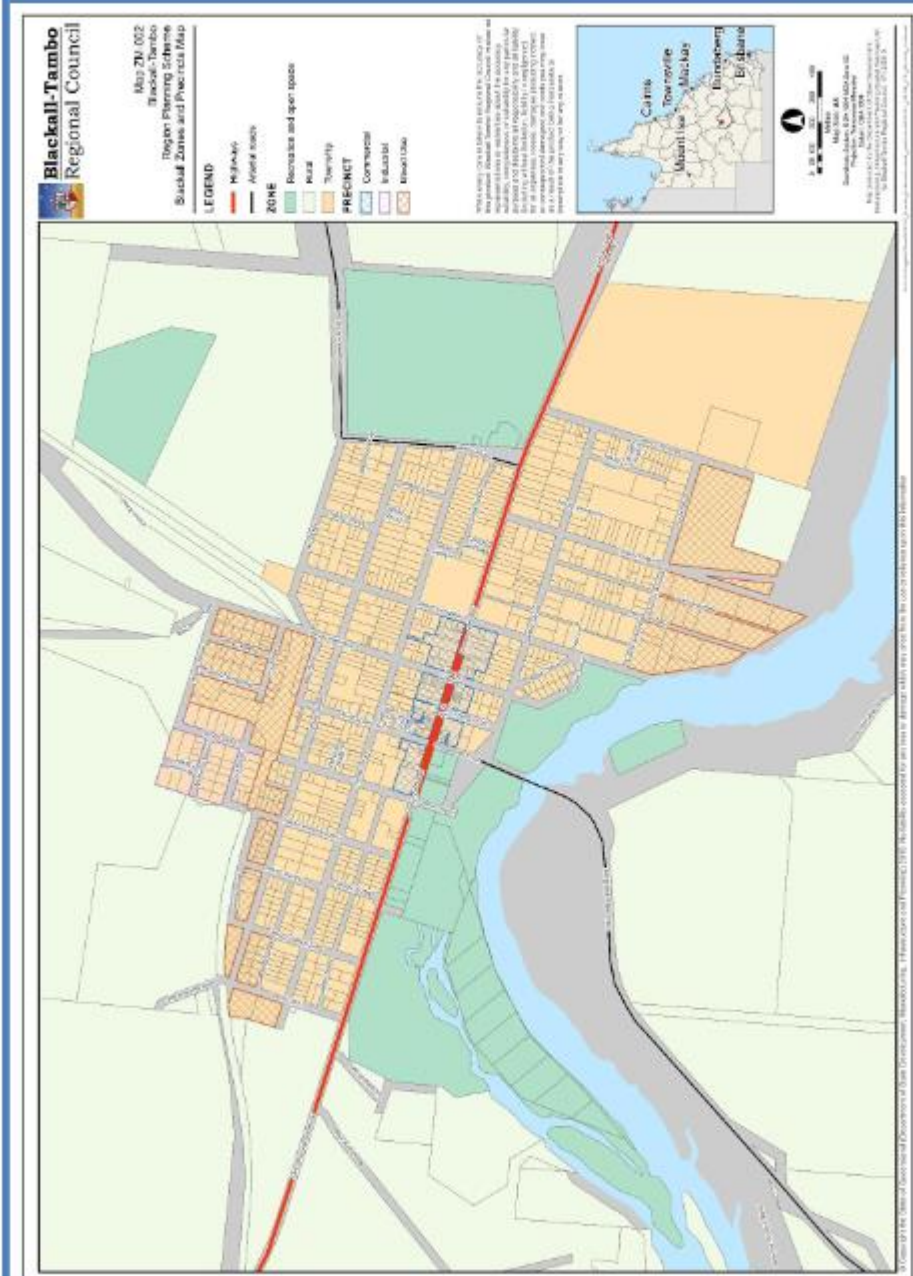
OPERATING CAPABILITY

The Council will endeavour to utilise all available resources and funds to provide and maintain facilities and services to its ratepayers as effectively and efficiently as possible, as well as providing reserve funds for future capital works.

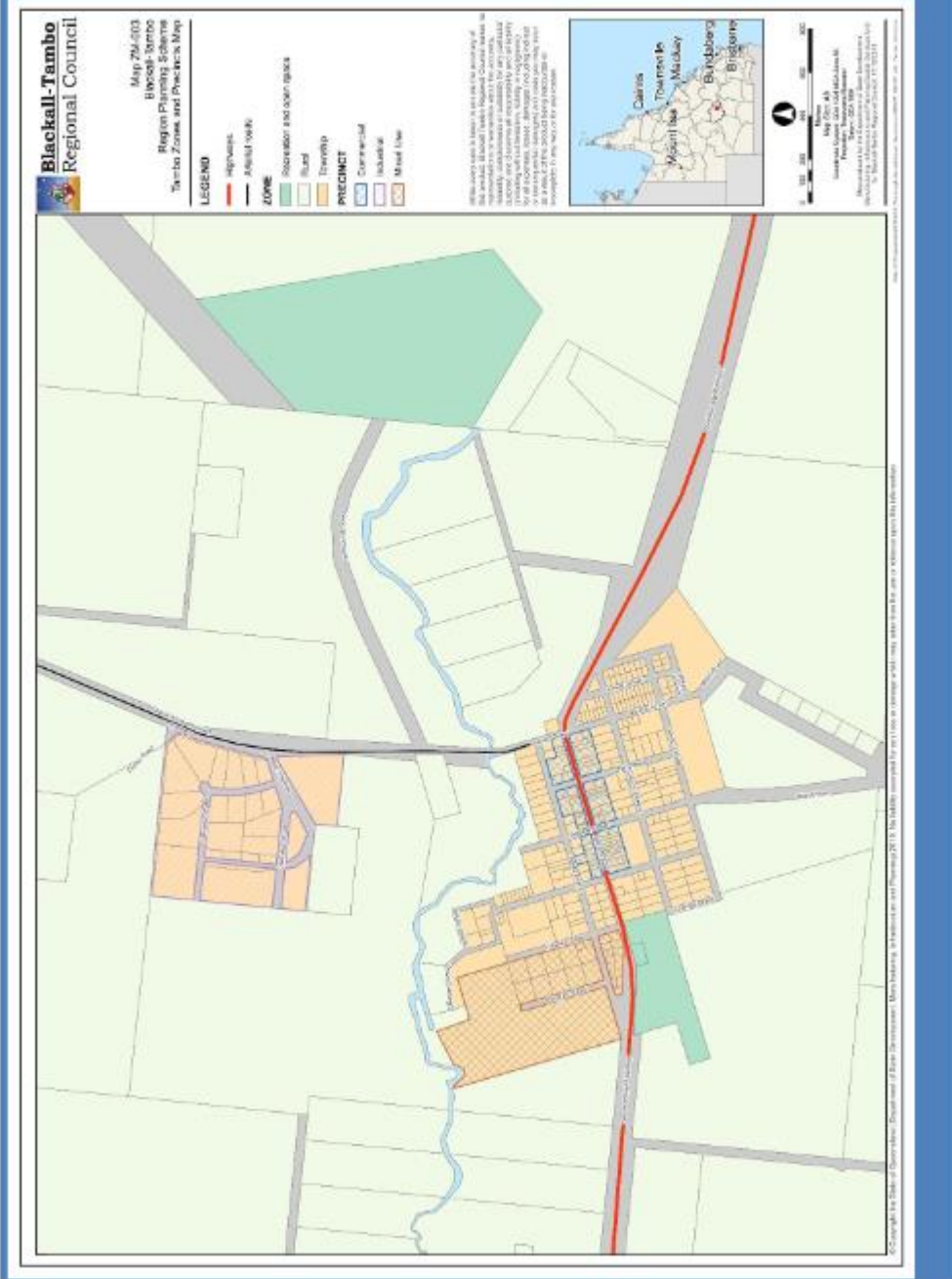
ASSET DEPRECIATION

The Council aims to fully fund the depreciation of its assets this financial year.

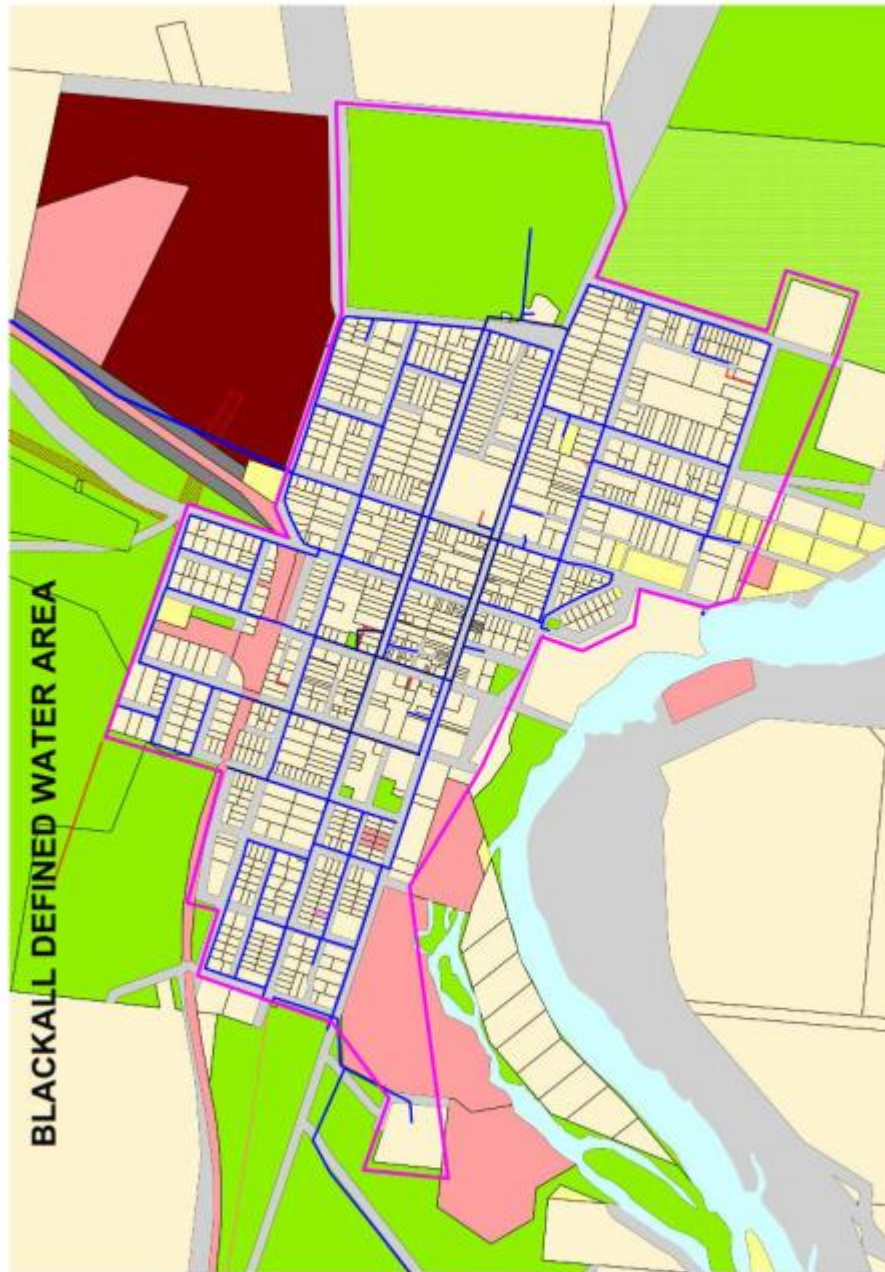
APPENDIX A – BLACKALL PLANNING SCHEME



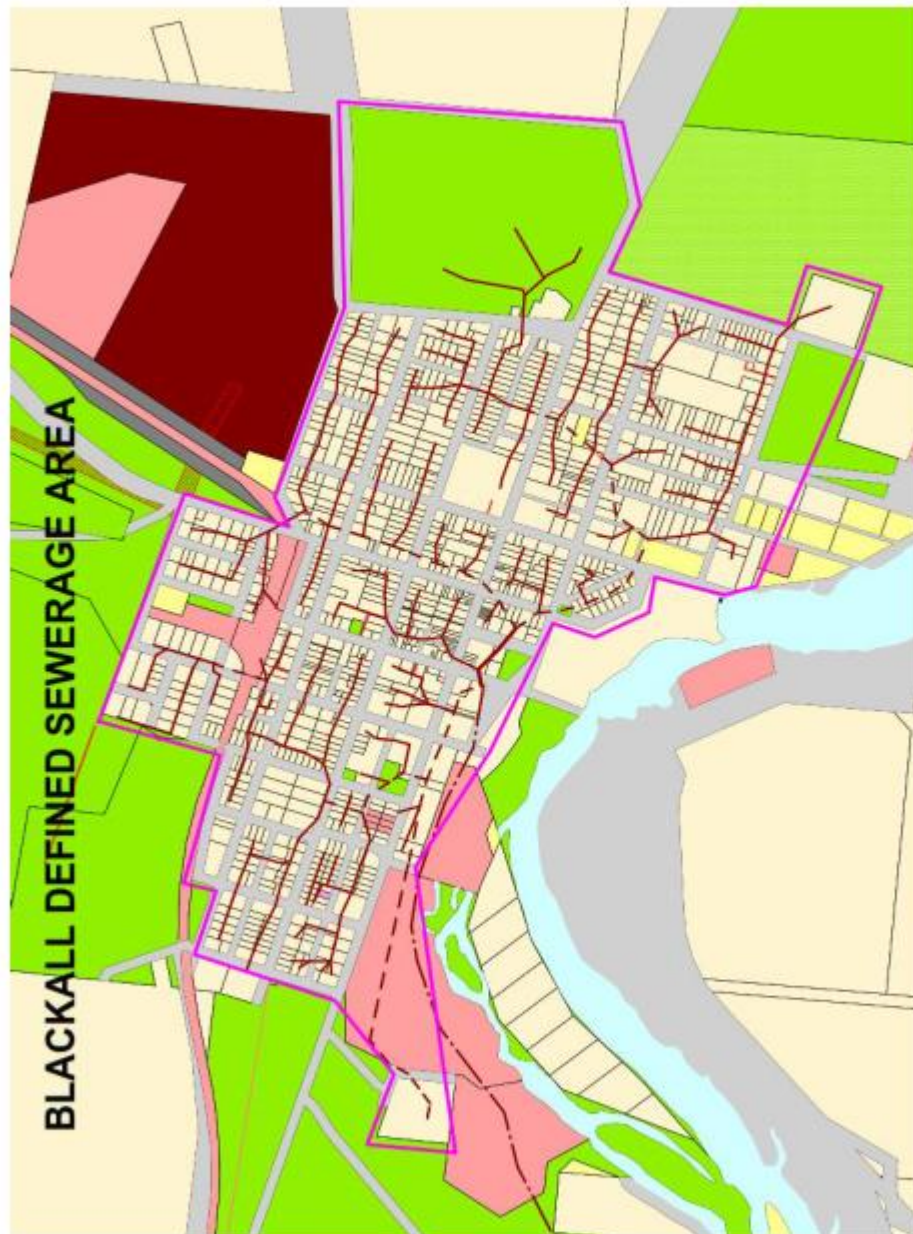
APPENDIX B – TAMBO Planning Scheme



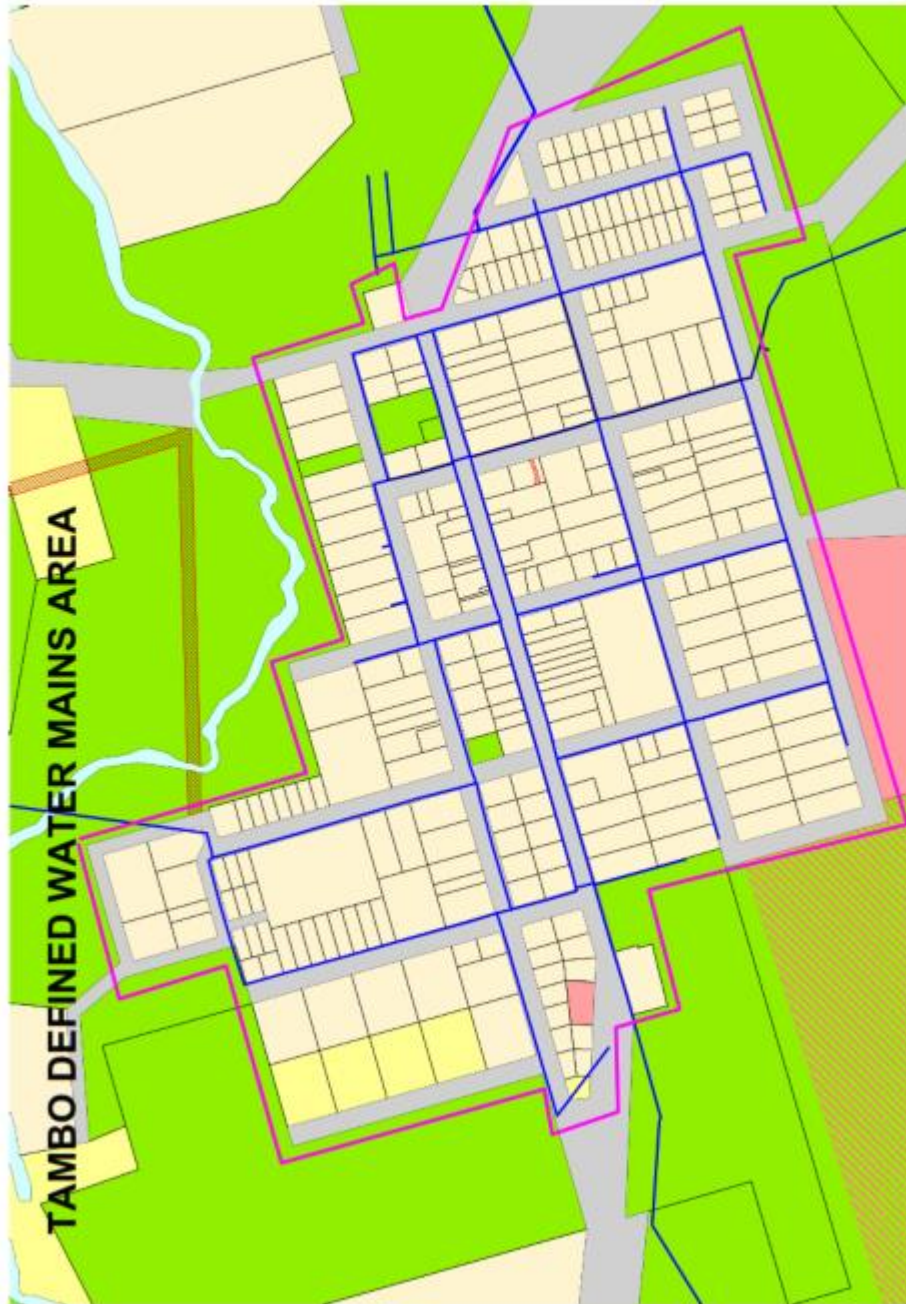
APPENDIX C – DEFINED WATER AREA – BLACKALL



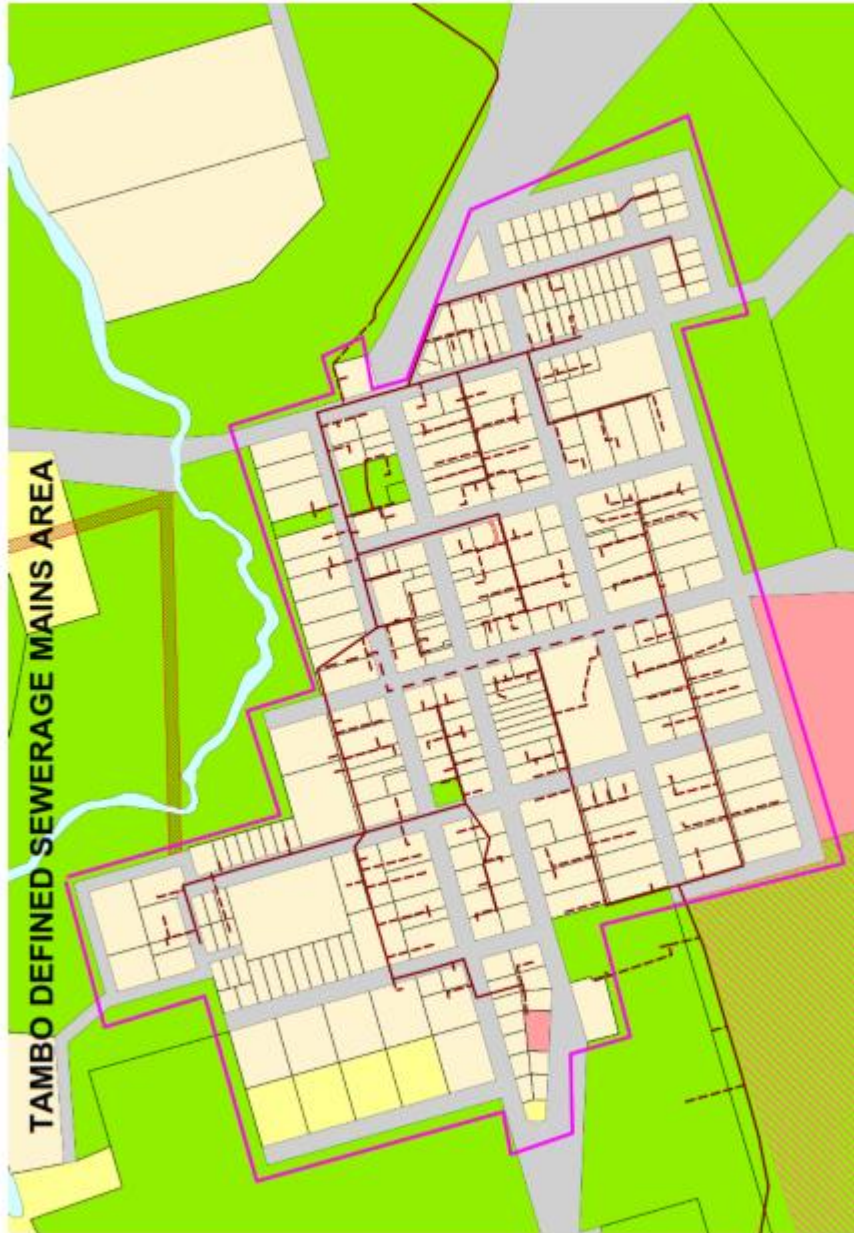
APPENDIX D – DEFINED SEWERAGE AREA – BLACKALL



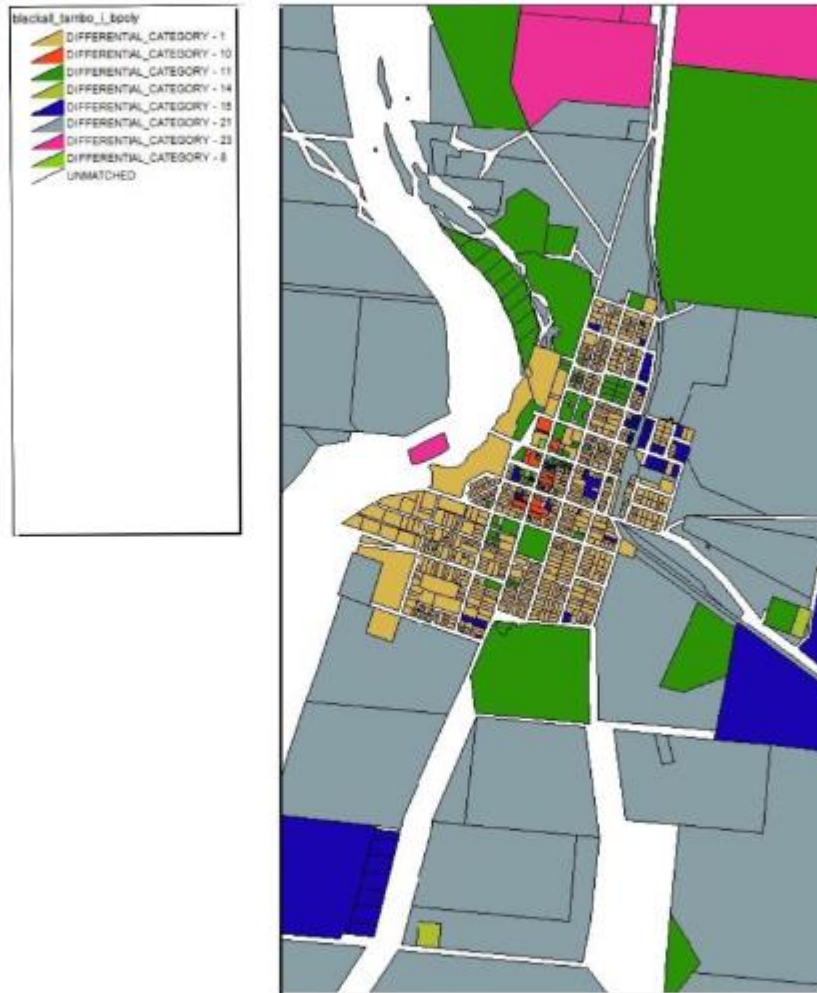
APPENDIX E – DEFINED WATER AREA – TAMBO



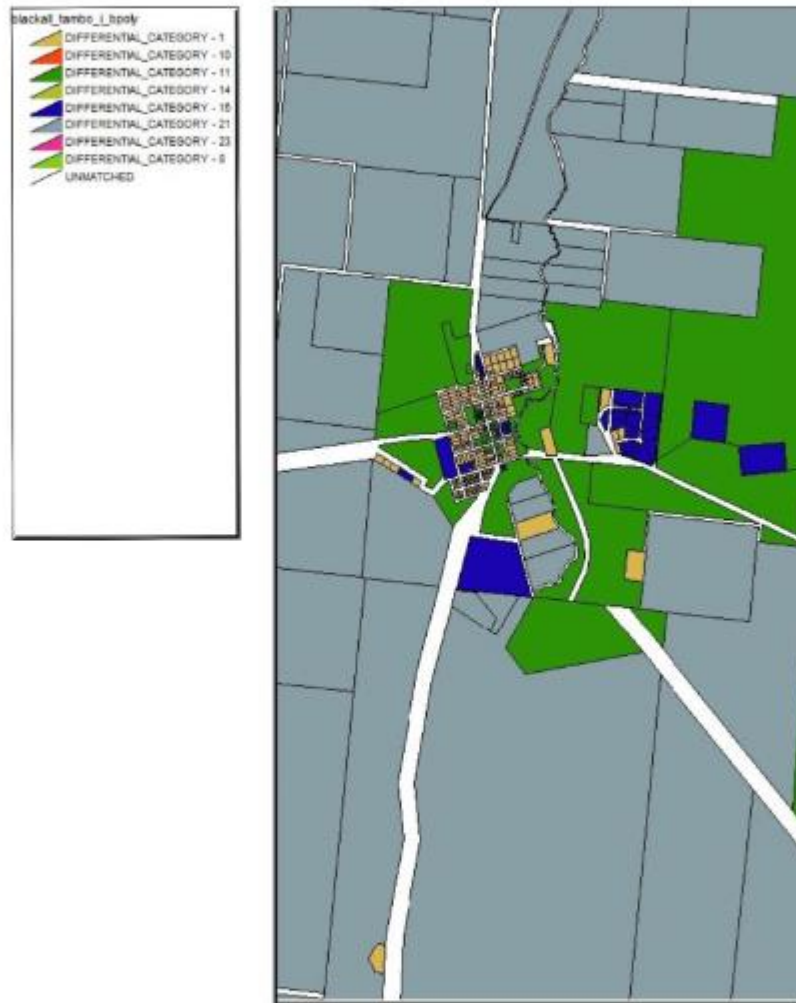
APPENDIX F – DEFINED SEWERAGE AREA – TAMBO



APPENDIX G – DIFFERENTIAL RATING CATEGORIES - BLACKALL



APPENDIX H – DIFFERENTIAL RATING CATEGORIES – TAMBO



Percentage increase in the original budget Rates and Utility Charges 2020/2021

<u>GL</u>		Budget 2019/2020	Budget 2020/2021
1105-1000	General Rates - Rural	2,908,200	2,966,200
1110-1000	General Rates - Urban	539,200	551,200
1115-1000	General Rates - Commercial	145,000	148,400
1120-1000	General Rates - Industrial	15,800	16,900
5005-1000	Cleansing Rates	310,000	316,400
5105-1000	Water Rates	816,000	829,900
5205-1000	Sewerage Rates	707,400	719,900
Totals		5,441,600	5,548,900
Percentage Increase		2.0%	

BLACKALL-TAMBO REGIONAL COUNCIL

Amended Budgeted Income Statement

For the year ended 30 June 2021

	Amended <u>20/21 Budget</u> (\$'000)	Amended <u>21/22 Budget</u> (\$'000)	Amended <u>22/23 Budget</u> (\$'000)
1. Income			
1.1 Revenue			
1.1.1 Recurrent revenue			
Gross rate and utility charges	5,549	5,680	5,794
Less Discounts, Rebates and Remissions	-599	-611	-623
Net rate and utility charges	4,950	5,049	5,150
Fees and charges	1,845	1,882	1,920
Interest received	154	155	160
Rental Income	165	168	172
Sales - contract and recoverable works	11,829	9,000	9,000
Other recurrent income	289	290	290
Grants, subsidies, contributions, donations	16,524	13,000	13,500
Contributions from Developers	0	0	0
Total recurrent revenue	35,756	29,544	30,191
1.1.2 Capital revenue			
Grants, subsidies, contributions, donations	6,890	5,000	5,000
Profit on disposal of non-current assets	20	20	20
Total income	42,666	34,544	35,191
2. Expenses			
2.1 Recurrent expenses			
Employee benefits	9,100	9,282	9,468
Materials and services	21,480	14,979	15,480
Finance costs	105	106	106
Depreciation and amortisation	4,689	4,800	4,900
Total recurrent expenses	35,374	29,167	29,954
Operating deficit	382	377	238
Capital Expenditure			
Loss on sale of non-current assets	133	133	133
Total expenses	35,507	29,167	29,954
Net result attributable to council	7,159	5,377	5,238

BLACKALL-TAMBO REGIONAL COUNCIL

Amended Budgeted Balance Sheet

For the year ended 30 June 2021

	<u>Amended</u> <u>20/21 Budget</u> (\$'000)	<u>Amended</u> <u>21/22 Budget</u> (\$'000)	<u>Amended</u> <u>22/23 Budget</u> (\$'000)
Current Assets			
Cash and cash equivalents	13,557	14,500	15,000
Trade and other receivables	200	400	400
Inventories	140	140	140
Total current assets	13,897	15,040	15,540
Non-current Assets			
Property, plant and equipment	283,205	286,681	291,318
Capital works in progress	600	650	650
Total non-current assets	283,805	287,331	291,968
TOTAL ASSETS	297,702	302,371	307,508
Current Liabilities			
Trade and other payables	752	140	140
Employee benefits	2,800	2,800	2,800
Interest bearing liabilities	96	101	104
Total current liabilities	3,648	3,041	3,044
Non-current Liabilities			
Interest bearing liabilities	1,530	1,429	1,325
Other non-current liabilities	550	550	550
Total non-current liabilities	2,080	1,979	1,875
TOTAL LIABILITIES	5,728	5,020	4,919
NET COMMUNITY ASSETS	291,974	297,351	302,589
Community Equity			
Asset revaluation reserve	176,896	176,896	176,896
Retained surplus/(deficiency)	115,078	120,455	125,693
TOTAL COMMUNITY EQUITY	291,974	297,351	302,589

BLACKALL-TAMBO REGIONAL COUNCIL

Amended Budgeted Statement of Cash Flows

For the year ended 30 June 2021

	Amended Budget 20/21 (\$'000)	Amended Budget 21/22 (\$'000)	Amended Budget 22/23 (\$'000)
Cash flows from operating activities:			
Receipts from customers	18,933	14,326	14,711
Payments to suppliers and employees	-36,329	-25,379	-26,713
	-17,396	-11,053	-12,002
Interest received	154	155	160
Borrowing costs	-105	-106	-106
Rental income	165	168	172
Non-capital Grants, subsidies, contributions and donations	16,524	13,000	13,500
Net cash inflow (outflow) from operating activities	-658	2,164	1,724
Cash flows from investing activities:			
Payments for property, plant and equipment	-9,634	-6,000	-6,000
Capital Grants, subsidies, contributions and donations	6,890	5,000	5,000
Loss on sale of PPE	-113	-120	-120
Net cash inflow (outflow) from investing activities	-2,857	-1,120	-1,120
Cash flows from financing activities			
Repayment of borrowings			
QTC Loan Blackall Saleyards	-58	-63	-65
QTC Loan Tambo Bore	-38	-38	-39
Net cash inflow (outflow) from financing activities	-96	-101	-104
Net increase (decrease) in cash held	-3,611	943	500
Cash at beginning of reporting period	17,168	13,557	14,500
Cash at end of reporting period	13,557	14,500	15,000

Amended Budgeted Statement of Changes in Equity

For the year ended 30 June 2021

Opening balance

Revaluations of Infrastructure Assets

Transferred to income statement on sale

Transfer to Share Capital

Net income recognised directly in equity

Surplus for the period

Total recognised income and expense

Transfers to and from reserves

Transfers to general reserves

Transfers from general reserves

Total transfers to and from reserves

Closing balance

Explanations of the Differences between the Original and the Amended Budgets

	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Difference</u>	<u>Explanations</u>
<u>ADMINISTRATION EXPENDITURE</u>				
<u>Administration</u>	3,264,600	3,617,200	352,600	EBA costs understated IT Budget reduced Asset Mgmt Fees reduced Legal expenses increased Operating expenses increased HR Expenses increased
				370K 90K 51K 50K 52K 10K
<u>Finance</u>	67,300	188,000	120,700	Loss on Vehicle Disposal increased Rates on Council Properties reduction
				133K 9K
<u>Corporate Governance</u>	728,700	720,300	-8,400	Minor adjustments
<u>Business Activities</u>	116,700	45,800	-70,900	Depreciation reduced
				70K
<u>Saleyard operations</u>	632,000	911,600	279,600	Maintenance increased Labour increased - weekly sales
				100k 179K
<u>Tambo Sawmill</u>	71,000	244,400	173,400	Recycling Exp - fully recoverable
				179K
<u>Airports / Aerodromes</u>	321,300	259,400	-61,900	Reduced activity - COVID
				62k
<u>Tourism</u>	331,500	431,000	99,500	Barcoo rail trail - fully recoverable EBA effect and use of Casuals
				25K 55K

<u>Economic Development</u>	117,400	482,300	364,900	Point to Point Internet increased Rural Reach Internet increased Wool Resurgence Study Reduction in wages	121K 200K 99K 52K
<u>Environmental</u>	14,500	36,000	21,500	Increase funded by increased fees	56K
<u>Work Scheme</u>	128,100	100,000	-28,100	Reduction in costs	28K
<u>Council Housing</u>	377,200	343,600	-33,600	Increase in maintenance Reduction in wages	11K 44K
<u>Child Care</u>	326,500	328,800	2,300	Increase wages Reduction maintenance	22K 19K
<u>Sport and Recreation</u>	119,600	111,000	-8,600	Reduction wages Increase operational	53K 41K
<u>Tambo MPC</u>	491,400	537,000	45,600	Increase in CDC expenses - recoverable	45K
<u>Disability</u>	32,000	60,000	28,000	Recoverable	28K
<u>Neighbourhood Centre</u>	162,500	300,900	138,400	Community Drought Funds	132K
<u>Libraries Education & Arts</u>	213,400	242,000	28,600	Painting Living Arts centre Reduction maintenance	35K 6k
<u>RADF & Grants</u>	240,000	212,000	-28,000	Arts Qld Play Sponsorship reduction	20K 48K
<u>Halls and Cultural Centre</u>	248,000	199,900	-48,100	Reduction in maintenance	48K
<u>Showgrounds</u>	529,000	615,000	86,000	Increase in wages	42K

<u>Corporate Buildings</u>	130,000	85,000	-45,000	Increase in depreciation	44K
				Maintenance reduced	45K
<u>WORKS AND SERVICES EXPENDITURE</u>					
<u>Wks Office and Depot</u>	3,149,400	2,904,100	-245,300	Reduction wages	107K
				Operating expenses reduced	40K
				Depreciation reduced	99K
<u>Town Streets</u>	300,000	358,000	58,000	Increase in maintenance	58K
<u>Rural Roads Maintenance</u>	1,000,000	478,000	-522,000	Reduction in maintenance	522K
<u>Recoverable Works</u>	15,374,000	20,353,600	4,979,600	Additional TMR Contracts and Flood D	5M
<u>Plant Operations</u>	2,912,200	2,561,400	-350,800	Reduction wages	246K
				Reduction consumables	40K
				Reduction depreciation	170K
				Increase in operation expenses	100K
<u>Disaster Mgmt</u>	58,300	196,300	138,000	Pandemic expenses	161K
				Reduction in wages	22K
<u>Cemeteries</u>	106,000	46,000	-60,000	Reduction in maintenance	60K
<u>Parks and Gardens</u>	1,051,500	915,000	-136,500	Reduction in maintenance	145K
				Public toilets maintenance increase	20K
				Reduction depreciation	11K

<u>Aquatic Centres</u>	437,500	450,800	13,300	Increase depreciation	12K
<u>Animal Control</u>	109,600	82,000	-27,600	Reduction in wages	40K
				Increase in local laws budget	15K
<u>Stock Routes Pest Mgmt</u>	580,200	312,000	-268,200	Reduction in wages	166K
				Reduction Precept Wild Dogs	80K
				Reduction Town Common Mgmt	24K
<u>Cleansing</u>	257,000	240,700	-16,300	Increase in tips maintenance	15K
				Reduction in maintenance	31K
				W4Q COVID funds used	
<u>Water Supply</u>	514,400	378,300	-136,100	Reduction in maintenance W4Q COVID	99K
				Interest reduction on QTC loan	43K
				Increase depreciation	6K
<u>Sewerage Services</u>	373,700	310,000	-63,700	Reduction in maintenance W4Q COVID	63K
			4,770,900		

Explanations of the Differences between the Original and the Amended Budgets

	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Difference</u>	<u>Explanations</u>
<u>ADMINISTRATION REVENUE</u>				
<u>Administration</u>	197,600	193,800	-3,800	Minor adjustments 4K
<u>Finance</u>	6,807,500	6,292,300	-515,200	Interest received reduced 26K Financial Assistance Grant reduced 174K Loss on NCAs reduced 330K
<u>Saleyard operations</u>	1,150,000	1,400,000	250,000	Under budgeted originally 250K
<u>Airports / Aerodromes</u>	149,000	45,000	-104,000	Affect of COVID19 104K
<u>Tourism</u>	32,100	57,200	25,100	Barcoo Rail Trail Grant 25K
<u>Economic Development</u>	3,645,300	5,689,800	2,044,500	Increase in Grants 2044k
<u>Environmental</u>	39,100	80,000	40,900	Increase in wash down fees 41K
<u>Tambo MPC</u>	490,500	531,700	41,200	Increase in Community Direct Care Fees 41K
<u>Disability</u>	64,000	111,500	47,500	Increase in fees 47K
<u>Neighbourhood Centre</u>	143,000	304,400	161,400	Community Drought funds 161K
<u>RADF & Grants</u>	75,000	95,000	20,000	Arts Qld Play \$20,000 20K

<u>Funerals</u>	66,000	75,000	11,000	11K
<u>WORKS AND SERVICES REVENUE</u>				
<u>Recoverable Works</u>	11,550,000	23,806,500	12,256,500	12.3M
<u>Plant Operations</u>	3,480,500	3,340,000	-140,500	140K
			14,134,600	
				Increase TMR Contracts and Flood Dam
				Reduction Plant use recoveries \$150,000
				Increase in Federal Diesel Rebate \$7,500

**BLACKALL-TAMBO
REGIONAL COUNCIL**

Budgeted Income Statement

	20-21 Budget	21-22 Forecast	22/23 Forecast	23/24 Forecast	24/25 Forecast	25/26 Forecast	26/27 Forecast	27/28 Forecast	28/29 Forecast	29/30 Forecast
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
1. Income										
1.1 Revenue										
1.1.1 Recurrent revenue										
Gross rate and utility charges	5549.00	5650.00	5794.00	5910.00	6026.00	6148.00	6270.00	6395.00	6522.00	6652.00
Less Discounts, Rebates and Remissions	(599.00)	(611.00)	(623.00)	(635.00)	(646.00)	(660.00)	(673.00)	(686.00)	(699.00)	(712.00)
Net rate and utility charges	4950.00	5069.00	5171.00	5275.00	5380.00	5488.00	5597.00	5709.00	5823.00	5940.00
Fees and charges	1645.00	1652.00	1620.00	1955.00	1987.00	2036.00	2076.00	2117.00	2159.00	2202.00
Interest received	154.00	155.00	160.00	163.00	166.00	169.00	172.00	175.00	178.00	181.00
Rental income	165.00	168.00	172.00	175.00	178.00	181.00	184.00	187.00	190.00	193.00
Sales - contract and recoverable works	11629.00	9000.00	9000.00	9180.00	9363.00	9550.00	9741.00	9935.00	10133.00	10335.00
Other recurrent income	289.00	290.00	290.00	295.00	300.00	306.00	312.00	318.00	324.00	330.00
Grants, subsidies, contributions, donations	16524.00	13000.00	13500.00	13770.00	14045.00	14325.00	14612.00	14904.00	15203.00	15507.00
Contributions from Developers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total recurrent revenue	35756.00	29564.00	30213.00	30816.00	31429.00	32055.00	32694.90	33345.00	34010.00	34688.00
1.1.2 Capital revenue										
Grants, subsidies, contributions, donations	6690.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00	5000.00
Profit on disposal of non-current assets	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Total Income	42646.00	34564.00	35213.00	35816.00	36429.00	37055.00	37694.90	38345.00	39010.00	39688.00
2. Expenses										
2.1 Recurrent expenses										
Employee benefits	(9100.00)	(9202.00)	(9400.00)	(9567.00)	(9756.00)	(9953.00)	(10152.00)	(10355.00)	(10562.00)	(10773.00)
Materials and services	(21480.00)	(14979.00)	(15480.00)	(15769.00)	(16104.00)	(16426.00)	(16754.00)	(17089.00)	(17430.00)	(17776.00)
Finance costs	(105.00)	(106.00)	(106.00)	(108.00)	(110.00)	(112.00)	(114.00)	(116.00)	(118.00)	(120.00)
Depreciation and amortisation	(4609.00)	(4600.00)	(4900.00)	(4900.00)	(4900.00)	(4900.00)	(4900.00)	(4900.00)	(4900.00)	(4900.00)
Total recurrent expenses	(35374.00)	(29167.00)	(29954.00)	(30364.00)	(30872.00)	(31391.00)	(31920.00)	(32460.00)	(33010.00)	(33571.00)
Operating deficit	382.00	397.00	259.00	452.00	557.00	664.00	774.00	885.00	1000.00	1117.00
2.2 Capital expenses										
Loss on sale of non-current assets	(133.00)	(133.00)	(133.00)	(133.00)	(133.00)	(133.00)	(133.00)	(133.00)	(133.00)	(133.00)
Total expenses	(35507.00)	(29300.00)	(30087.00)	(30497.00)	(31005.00)	(31524.00)	(32053.00)	(32593.00)	(33143.00)	(33704.00)
Net result attributable to council	7139.00	5264.00	5126.00	5319.00	5424.00	5531.00	5641.00	5752.00	5867.00	5984.00

BLACKALL-TAMBO REGIONAL COUNCIL

Budgeted Balance Sheet

	<u>20/21 Budget</u>	<u>21/22</u>	<u>22/23</u>	<u>23/24</u>	<u>24/25</u>	<u>25/26</u>	<u>26/27</u>	<u>27/28</u>	<u>28/29</u>	<u>29/30</u>
	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Current Assets										
Cash and cash equivalents	13,557	14,500	15,000	15,200	15,400	15,600	15,800	16,000	16,200	16,400
Trade and other receivables	200	400	400	400	400	400	400	400	400	400
Inventories	140	140	140	140	140	140	140	140	140	140
Total current assets	13,897	15,040	15,540	15,740	15,940	16,140	16,340	16,540	16,740	16,940
Non-current Assets										
Property, plant and equipment	283,205	286,681	291,318	292,000	294,000	296,000	298,000	300,000	302,000	304,000
Capital works in progress	600	650	650	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total non-current assets	283,805	287,331	291,968	293,000	295,000	297,000	299,000	301,000	303,000	305,000
TOTAL ASSETS	297,702	302,371	307,508	308,740	310,940	313,140	315,340	317,540	319,740	321,940
Current Liabilities										
Trade and other payables	752	140	140	300	300	300	300	300	300	300
Employee benefits	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800	2,800
Interest bearing liabilities	96	101	104	107	109	112	116	119	122	126
Total current liabilities	3,648	3,041	3,044	3,207	3,209	3,212	3,216	3,219	3,222	3,226
Non-current Liabilities										
Interest bearing liabilities	1,530	1,429	1,325	1,216	1,106	992	876	755	632	548
Other non-current liabilities	550	550	550	550	550	550	550	550	550	550
Total non-current liabilities	2,080	1,979	1,875	1,766	1,656	1,542	1,426	1,305	1,182	1,098
TOTAL LIABILITIES	5,728	5,020	4,919	4,973	4,865	4,754	4,642	4,524	4,404	4,324
NET COMMUNITY ASSETS	291,974	297,351	302,589	303,767	306,075	308,386	310,698	313,016	315,336	317,616
Community Equity										
Asset revaluation reserve	176,896	176,896	176,896	176,896	176,896	176,896	176,896	176,896	176,896	176,896
Retained surplus/(deficiency)	115,078	120,455	125,693	126,871	129,179	131,490	133,802	136,120	138,440	140,720
TOTAL COMMUNITY EQUITY	291,974	297,351	302,589	303,767	306,075	308,386	310,698	313,016	315,336	317,616

BLACKALL-TAMBO REGIONAL COUNCIL

Key Financial Sustainability Ratios		Budget Year	Forecast years									
		Target	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
Measures of Financial Sustainability												
Operating Surplus Ratio		0% to 10%	1%	1%	1%	1%	2%	2%	2%	3%	3%	3%
Net Financial Liabilities Ratio		<60%	-23%	-34%	-35%	-35%	-35%	-30%	-30%	-30%	-30%	-30%
Asset Sustainability Ratio		>90%	177%	97%	97%	97%	97%	97%	97%	97%	97%	97%