



ANNUAL REPORT

1 July 2024 to 30 June 2025

WESTERN

DOWNS

REGIONAL COUNCIL

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Contact Details and Distribution

Contact Council

To contact Western Downs Regional Council, you can:

1. Phone our Customer Contact Team on **1300 COUNCIL** (1300 268 624) or 07 4679 4000 (interstate)
2. Visit in person at your local Customer Service Centre
3. Find us on Facebook, Twitter and Instagram
4. Email Council at info@wdrc.qld.gov.au
5. Write to us, addressing all correspondence to:

The Chief Executive Officer
Western Downs Regional Council
PO Box 551
DALBY QLD 4405

Customer Service Centre Locations

80-86 Heeney Street Chinchilla
30 Marble Street Dalby
22 George Street Jandowae
81 Murilla Street Miles (Dogwood Crossing)
19 Fry Street Tara
6 Henderson Road Wandoan

Distribution

Western Downs Regional Council's Annual Report is available in hard copy or electronic format.

Printed copies of the report may be obtained for a fee by writing to Western Downs Region Council, PO Box 551 DALBY QLD 4405, emailing info@wdrc.qld.gov.au or phoning 1300 268 624 (or 07 4679 4000 from interstate) during business hours.

Alternatively, you can download a copy for free from Council's website www.wdrc.qld.gov.au

About This Report

As well as being a legislative requirement for Local Government, Council's *2024-25 Annual Report* serves to keep our residents, ratepayers, business and industry, employees, community groups, and partnering government agencies, informed of our performance over the previous financial year.

This Annual Report focuses on Council's financial and operational performance for the 2024-25 financial year against the *Corporate Plan 2021 - 2026*, which establishes the strategic direction of Council's programs and initiatives into prioritised and measurable actions.

This was achieved by structuring the Corporate Plan around the following four strategic priority areas to create a clear link between Council's planned delivery and the needs and expectations of our local communities:

Strong Diverse Economy | Active Vibrant Community | Quality Lifestyle | Sustainable Organisation

Alignment to these four strategic priorities flows into Council budgets and operational plans, to ensure Council delivers against a shared vision for the Western Downs.

How to Read this Report

This Report is divided into five chapters designed to help you find the information you are looking for.

Chapter 1: Setting the Scene – includes a profile of the Western Downs region, Council's role within the community, and a Community Financial Report consisting of key points highlighting our financial performance.

Chapter 2: Your Councillors – includes a message from the Mayor, shows our Councillors and their portfolios, and responds to the statutory information required for Councillor Governance.

Chapter 3: Our Organisation – shows our organisational structure, includes a message from the Chief Executive Officer, and responds to the statutory information required for Corporate Governance.

Chapter 4: Reporting the Organisation's Performance – outlines our strategic direction, summarises our achievements toward meeting the objectives of the Corporate Plan, and provides an assessment of Council's overall performance by our Executive Leadership Team.

Chapter 5: Financial Reporting – includes our audited and certified General Purpose Financial Statements that detail Council's financial position for the year ending 30 June 2025.



CHAPTER 1:

SETTING THE SCENE

The Region

The Western Downs:

A region of opportunity and connection

The Western Downs is a diverse region at the forefront of a changing world. Its 38,000 square kilometres of pure possibility, where innovation, industry and lifestyle converge. For the more than 35,000 people who proudly call this region home, the Western Downs offers breathtaking natural landscapes, happy, inclusive communities, and abundant opportunities within two and a half hours from Brisbane.

Our core industries are built on the back of our thriving agricultural sector, paving the way for the diversified manufacturing, energy, intensive agricultural, and tourism sectors that underpin our strong economy. With an impressive investment pipeline of more than \$7.5 billion spanning various industries at different stages of development, the Western Downs is increasingly attractive to developers and investors.

Our rapidly expanding economic landscape is highlighted by a Gross Regional Product of \$5.28 billion in 2024.

Agriculture remains the region's leading employer and our primary export industry, contributing \$1.57 billion in exports during 2023/24 - a remarkable growth of 629% since 2018/19. Our livestock industry makes up 54.4% of this agricultural output with almost a quarter of the nation's feedlots operating right here on the Western Downs.

Nestled in the resource-rich heart of the Surat Basin, the Western Downs is proudly recognised as the 'Energy Capital of Queensland.' Our region powers more than two million Australian homes and businesses every single day, driving growth across five essential pillars of power production: coal, gas, wind, solar, and large-scale batteries. As we chart new paths in renewables, our reputation as a powerhouse of energy production grows stronger.

The Western Downs delights in its array of signature destination events, each celebrating the experiences and personalities that make our region truly special. From the ancient and majestic forests of the Bunya Mountains to the renowned Miles Historical Village Museum - one of Australia's finest - our region is filled with remarkable sights and attractions. This blend of remarkable lifestyle, vibrant events, and a flourishing economy creates an inviting environment for living, working, studying, and recreation.

Connectivity is central to the Western Downs experience. Three major arterial routes - Leichhardt, Moonie, and Warrego Highways - along with the West Moreton rail system, link us seamlessly to the rest of Australia. Aerodromes in Chinchilla, Dalby, Miles, Tara, Meandarra, and Moonie complement our transport network, while the Westlander train (operated



Regional Map

SCALE 0km 25km 50km 100km

by Queensland Rail Travel) connects us to Brisbane, Roma, and beyond. Our strategic location offers effortless access to national and international markets through the Port of Brisbane and Toowoomba Wellcamp Airport.

Our region thrives on the passion and dedication of its people. Community spirit runs deep in the Western Downs, reflected in our strong tradition of volunteerism - 19.5% of residents contributed time to a community group or service in the 2021 Census. Ask anyone what truly sets our region apart, and the answer rings clear: 'it's the people that make it'.

On the Western Downs, an active and fulfilling lifestyle awaits, complemented by modern, inclusive infrastructure and affordable living. Young families are drawn to the region's more affordable cost of living, with housing prices averaging \$382,500 in 2024 - markedly lower than the regional Queensland average of \$685,000. Renters enjoy a median weekly rent of \$380, compared to \$650 across regional Queensland, making the Western Downs accessible for all.



Families who choose to call the Western Downs home discover a wealth of educational opportunities, with high-performing public and private schools including Queensland's largest school farm, a proud feature of Dalby State High School. Tertiary education and academic support are more accessible than ever with the opening of a dedicated Country Universities Centre learning and study hub in Chinchilla in March 2025.

There's no such thing as peak hour traffic and the daily commute to work is short, ensuring the days are filled with more play and less rush. Here in the Western Downs, you'll find incredible recreational facilities - sparkling aquatic centres, skate parks, family-friendly playgrounds, and peaceful parks perfect for unwinding or catching up with friends.

Adventure is always on the agenda. Wander through the acclaimed Chinchilla Botanical Parkland, test your skills on the Bunya Mountain bike trails, or catch a film under the stars at the new outdoor cinema at Dalby's lively new community square. Our beautifully upgraded waterfront camping spots encourage locals and visitors to get out and explore our region's glorious climate.

The Western Downs is bursting with flavours; take a break from home-cooked meals and venture out to our buzzing cafes, stylish restaurants, eclectic bars, and roaming food trucks serving up everything from gourmet cheeses to wood-fired pizzas and aromatic curries.

When it comes to essential services, you're covered. Five hospitals, an outpatient clinic, and a growing network of allied health providers - including physiotherapists, chiropractors, and optometrists - ensure the wellbeing of our communities remains a priority.

Living in an agricultural heartland, fresh produce is at your fingertips - whether you're picking up farm-fresh goods at a local market or stocking up at town supermarkets. Love to shop? You'll discover chic boutiques showcasing designer labels and specialist retailers offering everything from plush homewares to farming essentials - all right here in the region.

Whether you're seeking new opportunities, genuine connections, or just a place to truly belong, the Western Downs invites you to experience a community where people and progress come together - and every day feels inspired.

The Role of Council

At Western Downs Regional Council, we take our role as the front-line level of government seriously. It is important to us that we remain the most accessible level of government in our local communities, and that the decisions made today, positively shape the region for the benefit of future generations.

We believe in and adhere to the following principles of local government:

- a) Transparent and effective processes and decision-making in the public interest;
- b) Sustainable development and management of assets and infrastructure, and delivery of effective services;
- c) Democratic representation, social inclusion, and meaningful community engagement;
- d) Good governance of, and by, local government; and
- e) Ethical and legal behaviours of councillors and local government employees

Council's Vision

A diverse region at the forefront of the changing world.

Council's Culture Statement

Here at Western Downs Regional Council - It's The People That Make It. We act as one, committed to empowering productive teams with our people enjoying high levels of personal job satisfaction.

Council's Values

As elected representatives and staff of Western Downs Regional Council, our behaviour reflects our values: Communication, Leadership, Respect, Balance, Teamwork and Accountability.

Council's Risk Appetite Statement

Council has a high appetite for initiatives where there is a good understanding of the risk, and there is confidence that the outcomes will lead to significant business improvements or service delivery.

Council's Strategic Priorities

The services, projects and initiatives that Council is committed to delivering are in response to the strategic priorities identified under the following four focus areas of delivery for the *Corporate Plan 2021 - 2026*:

A DIVERSE REGION AT THE FOREFRONT OF THE CHANGING WORLD

STRONG DIVERSE ECONOMY

PROGRESS

We aggressively attract business and investment opportunities

Our region is a recognised leader in agribusiness, energy and manufacturing

We deliver water security to enable future economic growth

We proactively advance our region as a tourism destination

Our businesses and industry actively live and buy local

ACTIVE VIBRANT COMMUNITY

PEOPLE

We are a happy, inclusive community, proud of where we live

Our people of diverse backgrounds and ages are united by social, cultural and sporting activities

Our parks, open spaces, and community facilities are alive with activities and connect our communities

We are a strong sustainable community supported by volunteers

We empower communities to develop local initiatives and events

QUALITY LIFESTYLE

PLACE

Our residents are provided with modern infrastructure and quality essential services across our region

Our recreational spaces and community facilities are attractive, safe and accessible

We invest in safe, well maintained road networks to connect our region and support economic activities

We attract families to live, work, prosper and play in our region

We take pride in our natural assets, environment and heritage

SUSTAINABLE ORGANISATION

PERFORMANCE

We are recognised as a financially intelligent and responsible Council

We focus on proactive, sustainable planning for the future

Our people are skilled and values-driven to make a real difference

Our agile and responsive business model enables us to align our capacity with service delivery

Our effective asset management ensures that we responsibly maintain our community assets

MEANINGFUL COMMUNICATIONS & COMMUNITY ENGAGEMENT

ADVOCACY - A REGIONAL VOICE

- To actively seek and foster strategic partnerships
- For a long term domestic and industrial water supply for our region
- For health and social services that ensure 'Whole of Life' care for our residents
- For a safe and well maintained state and federal road network
- For telecommunications and digital connectivity to support and advance our region

RISK APPETITE STATEMENT:

Council has a high appetite for initiatives where there is a good understanding of the risk, and there is confidence that the outcomes will lead to significant business improvements or service delivery

CORPORATE PLAN 2021-2026



Community Financial Report

This report summarises Council's financial position at 30 June 2025.

Council is committed to ensuring it is financially sustainable in the long-term while ensuring our region is affordable for our families to live, work, prosper, and play.

For 2024-25, Council has delivered on these commitments with its finances strengthened and ratepayers having to pay relatively low rates and utilities charges for the delivery of services.

This Community Financial Report consists of the following five key statements or elements

1. Statement of Comprehensive Income (Profit and Loss Statement);
2. Statement of Financial Position (Balance Sheet);
3. Statement of Changes in Equity (how Council's equity or net worth has grown from one year to the next);
4. Statement of Cash Flows (how Council has used and grown its cash); and
5. Financial Sustainability Measures (how we sustain Council's business financially).

Significant achievements for 2024-25 include:

1. Delivering an operating surplus of \$18,549,000 (recurrent revenue of \$206,190,000 less recurrent expenses of \$187,641,000); and
2. Completing capital works of \$119,326,000.

1. Statement of Comprehensive Income (Profit and Loss)

The Statement of Comprehensive Income details where Council received its money and how it spent this money delivering services to our region. The difference is Council's operating surplus which will be used at a point in time to deliver services.

Financial Summary 2024-25

Revenue and Expenditure - Recent Operating Surpluses \$'million

	2022-23	2023-24	2024-25
Recurrent Revenue	175.7	170.9	206.2
Recurrent Expenditure	155.3	169.9	187.6
Operating Surplus	20.4	1.0	18.6

Our operating surplus is the outcome which results from deducting our day-to-day expenditure, including depreciation of our property, plant and equipment, from our day-to-day revenue.

Revenue - where does our money come from?

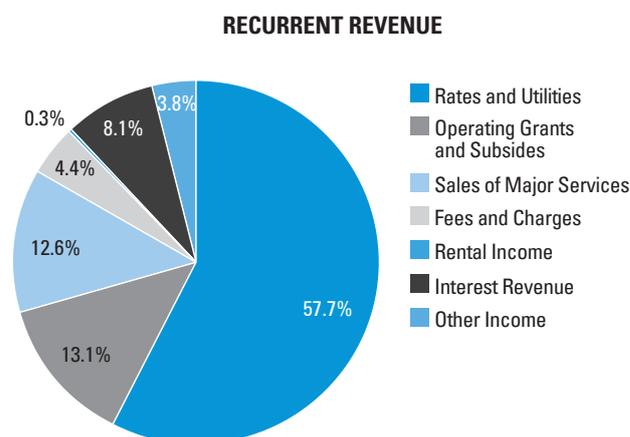
This year Council received \$266,020,000 in revenue which consisted of \$206,190,000 in recurrent revenue and \$59,830,000 in capital revenue.

Recurrent or day-to-day revenue of \$206,190,000 comprised:

- Rates and Utility Charges \$118,905,000;
- Operating Grants and Subsidies \$26,918,000;
- Sales of Major Services \$26,040,000, including sale of gravel from our quarry and gravel pits, revenue from the use of our saleyards, and revenue from contracts to maintain and upgrade Federal and State Government owned road networks;
- Fees and Charges \$8,956,000;
- Rental Income \$704,000;
- Interest Revenue \$16,771,000; and
- Other Income \$7,896,000.

In addition, we received Capital Grant Revenue of \$59,737,000 to assist in delivering capital projects. This consisted mainly of grants provided by the State and Federal Government and contributions from the resource sector.

The following graph shows the breakup of our recurrent revenue



Expenses - how was the money spent?

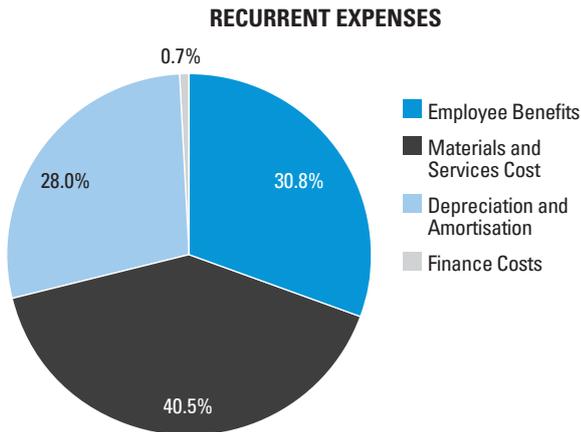
We incur both operating and capital expenditure in delivering services to our community.

Recurrent or day-to-day expenditure of \$187,641,000 comprised:

- Employee Benefits \$57,859,000;
- Materials and Services Cost \$75,990,000;
- Depreciation and Amortisation \$52,564,000; and
- Finance Costs \$1,228,000.

In addition, capital expenses totalled \$10,085,000 which mainly related to the write-off of assets where assets needed to be replaced earlier than expected.

The following graph shows the breakup of our recurrent expenditure:



2. Statement of Financial Position (Balance Sheet)

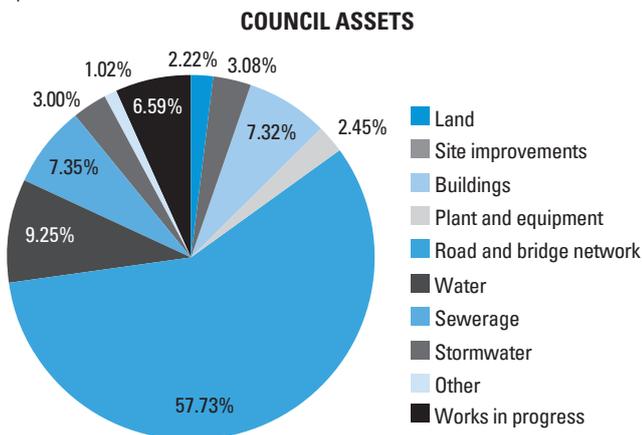
The Statement of Financial Position measures what we own (our assets) and what we owe (our liabilities), resulting in our net worth at the end of the financial year.

Assets - what do we own?

At 30 June 2025, Council's assets were valued at \$2,197,996,000 and comprised:

- Property, plant and equipment including intangibles \$1,905,673,000;
- Cash and cash investments \$254,493,000;
- Trade and other receivables \$29,362,000; and
- Inventories and contract assets \$8,468,000.

The breakdown of Council's property, plant, and equipment is graphically represented below:



Council's most significant asset is our road and bridge network which is valued at \$1,054,869,000. The region has over 7,500 kilometres of Council owned roads which is by far the largest in Queensland and the second largest local government road network in Australia.

Council uses this property, plant, and equipment to provide services to the community. Therefore, it is necessary that we maintain these assets to an appropriate standard. Based on valuations provided by independent valuers, the remaining lives as a percentage of these assets' useful lives average 64.2%. This indicates our assets are in very good condition. The percentages for Council's major assets classes are provided in the following table.

Major Asset Class	% of Useful Life Remaining
Buildings	62.0%
Road and Bridge Network	67.2%
Water	51.9%
Sewerage	63.3%



Liabilities- what do we owe?

At 30 June 2025, Council's liabilities total \$45,646,000. Our liabilities comprised:

- Trade and other payables \$16,310,000;
- Employee leave liabilities \$14,328,000;
- Provisions to restore Council's quarry, gravel pits, landfills and evaporation ponds \$9,440,000; and
- Contract and lease liabilities \$5,568,000.

Our Net Worth

Our net worth is \$2,152,350,000 which comprised assets of \$2,197,996,000 less liabilities of \$45,646,000.

3. Statement of Changes in Equity

The Statement of Changes in Equity measures the changes in our net worth and shows the movement in our retained earnings and asset revaluation surplus.

The increase in our net worth (i.e. Equity) of \$126,534,000 was due to a positive net result of \$68,294,000 (i.e. revenue of \$266,020,000 less expenditure of \$197,726,000) and an increase in the value of our assets of \$58,285,000.

4. Statement of Cash Flows

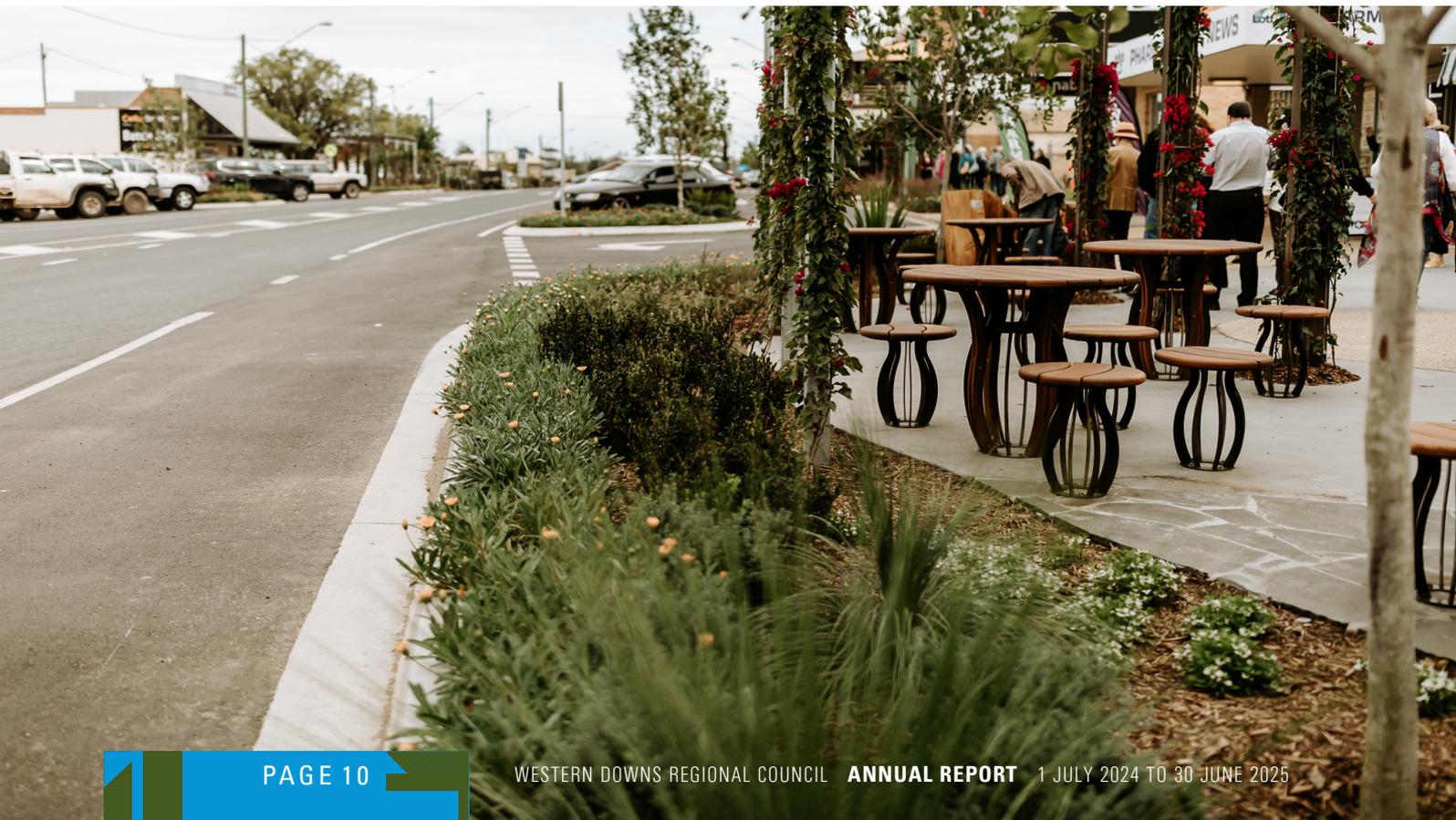
The Statement of Cash Flows shows all the activities undertaken during the year that impact our cash balances.

Our cash balances decreased by \$12,509,000 over the course of the year due to the expending of the grant funding received to restore Council assets damaged in the flood events experienced in prior years. Council's main source of cash is invested in the State Government Capital Guaranteed Queensland Treasury Corporation Cash Fund. The balance in this account on 30 June 2025 was \$125,406,000.

At 30 June 2025, Council had adequate unrestricted cash to meet 11.0 months of operating expenditure excluding depreciation without receiving any form of revenue and without having to borrow.

5. Financial Sustainability Measures - how strong is Council financially?

A local government is considered financially sustainable if it can maintain its financial capital (equity or net worth) and its infrastructure over the long-term. In forming a view of the local government's financial sustainability, several financial ratios are used.



Council's performance as at 30 June 2025 against these ratios is listed below.

Measure	Target	2025	5-Year Average	Narrative
Operating Performance (measure Council profitability)				
Operating Surplus Ratio	>0%	9.00%	6.38%	Results for the current and 5-year average have met the target.
Operating Cash Ratio	>0%	34.49%	33.35%	Results for the current and 5-year average have met the target.
Liquidity (measure the number of months Council can survive without having to raise any revenue or having to borrow)				
Unrestricted Cash Expense Cover Ratio	Greater than 4 months	11.0 months	N/A	Results exceed the target due to Council's strong cash position.
Asset Management (measure the extent we are sustaining our asset base)				
Asset Sustainability Ratio	>80%	200.75%	119.19%	Results for the current and 5-year average have met the target.
Asset Consumption Ratio	>60%	64.64%	65.88%	Results for the current and 5-year average have met the target.
Financial Capacity (measure the extent to which Council has control over its decision-making)				
Council-Controlled Revenue*	N/A	62.01%	65.70%	Results indicated consistent generation of operating revenue.
Population Growth*	N/A	0.31%	0.31%	Population growth is low but stable.

* Council-Controlled Revenue and Population Growth measures are reported for contextual purposes only and are not audited by the Queensland Audit Office.

The above table indicates that Council is operating on a financially sustainable basis and can adequately deliver the range of services it provides to the region.

CHAPTER 2:

YOUR COUNCILLORS



Mayor's Message

There has never been a better time to live, work, prosper, and play in the Western Downs.

As Mayor, I am proud to present this Annual Report, which reflects a year of remarkable progress, innovation, and community spirit across our region.

The Western Downs continues to prove its place as a regional powerhouse, going from strength to strength. Our success is no accident - it is the result of vision, hard work, and a shared commitment to building a region that is feeding, clothing, and powering the nation.

With a Gross Regional Product of \$5.28 billion, we contribute over 1% of Queensland's Gross State Product and nearly 6% of the state's Gross Agricultural Product, despite representing just 0.6% of the population. These figures speak volumes about the strength and resilience of our local industries.

Our economy is built on the solid foundations of our agriculture, intensive agriculture, energy, and manufacturing industries. These pillar industries continue to demonstrate the innovation and adaptability that define the Western Downs, and are supported by a community that embraces opportunity and works together to achieve shared success.

A key driver of our region's growth has been the spirit of coexistence and collaboration. Our communities, landholders, businesses, and large developers have consistently taken a big-picture approach, recognising that we are stronger together. Council's *Communities Partnering Framework*, which was adopted last financial year, lays out our principles for working together and being good neighbours. This year, we proudly announced the first recipients of our 'Great Neighbour' and 'Good Neighbour' badges - large developers who have embraced the ethos of the Communities Partnering Framework and have become a real part of the communities in which they operate.

This collaborative spirit is evident in the way our industries support one another. Energy developers power our manufacturers, who in turn drive our agricultural sectors. This interconnectedness fuels not only our economy but also the many organisations and businesses that contribute to the vibrancy of our communities.

A standout example of the way our core industries and industry groups are working together to maximise impact and build opportunity was the launch of the Queensland Manufacturing Institute's 'Shape Western Downs Energy Future' initiative. Delivered in partnership with Council and funded through the Regional Economic Futures Fund. This program is designed to connect our region's more than 120 manufacturing businesses with emerging opportunities in the renewable energy sector. Leveraging the region's prime location, reliable environmental conditions, and access to high-capacity transmission infrastructure, this initiative is helping local manufacturers position themselves for sustainable growth and long-term success.

Our region's reputation as a place of innovation and leadership was further cemented this year with the return of the highly regarded Accelerate Manufacturing Conference and the Young Entrepreneur Summit. These events showcase our position at the forefront of manufacturing innovation and inspire our youth to become the success stories of tomorrow. We also

celebrated the strength and diversity of our local business community and producers through events like the Indigenous Business Expo and Chef's Table, delivered in partnership with Toowoomba and Surat Basin Enterprise.

Liveability remains a cornerstone of the region's appeal. Our calendar of events continues to draw thousands of visitors from across the country, eager to experience the unique charm of the Western Downs. From the Big Skies Festival at the iconic Jimbour House to the delicious Chinchilla Melon Fest, the Words Out West Readers and Writers Festival, and the Regional Artists' Exhibition at Lapunyah Gallery, our arts and culture scene is thriving.

We also celebrated new additions to our public spaces, including stunning metal sculptures at Lake Broadwater created by acclaimed sculptor Fred Beel, with the designs inspired by local high school students. We unveiled the 'Big Blade' in Bell this year, a 67-metre-long wind turbine blade weighing over 22 tonnes, symbolising our proud status as The Energy Capital of Queensland and providing a unique opportunity for education as well as tourism.

Council remains committed to providing fit-for-purpose facilities that meet the needs of our growing and diverse communities. This year saw continued engagement on the Dalby Cultural Centre and Thomas Jack Park, with draft concept designs released in November. We also progressed the Chinchilla Aquatic Centre Masterplan, and celebrated the Dalby Regional Saleyards being recognised as one of the top three saleyards in Australia and a premier venue for cattle producers and buyers.

Community engagement is at the heart of everything we do. We know that the best outcomes are achieved when we work together with our residents. This year, we invited community input on amendments to the Western Downs Planning Scheme and the development of our new Regional Workforce Strategy. These conversations are essential to shaping a future that reflects the aspirations and needs of our people.

As we reflect on the past year, it is clear that the Western Downs is a region defined by strength, opportunity, and community spirit. The energy and character of our people, the outstanding liveability, and the innovation and determination of our businesses all combine to create a region with a bright and prosperous future.

I extend my heartfelt thanks to the dedicated staff of Western Downs Regional Council, whose efforts have been instrumental in our success. I am inspired by the journey ahead and look forward to continuing our work together to enhance the liveability, productivity, and capacity of our region.



Mayor Andrew Smith
Portfolio - Economic Advocacy and Investment Attraction

Phone: 4679 4004

Mobile: 0438 755 896

andrew.smith@wdrc.qld.gov.au



"There has never been a better time to live, work, prosper, and play in the Western Downs."

Experience Western Downs
It's the
Western Downs
Welcome to
The Big Blade

Located in the heart of the Western Downs, this unique energy experience is a must-see for anyone interested in renewable energy. The Big Blade is a 1:1 scale replica of a wind turbine blade, standing at an impressive 50 meters tall. It is a testament to the region's commitment to sustainable energy and its role in the Energy Capital of Queensland.

QR CODE
TRAIL
BELL STOP

Your Councillors

The Western Downs Regional Council local government area is represented by eight elected Councillors, and an elected Mayor who are responsible for the strategic direction of Council. There are no wards or divisions within the Western Downs Regional Council. Council elections are held every four years with the most recent election being held on 16 March 2024. For detailed information in relation to Councillor entitlements, remuneration packages, committee representation, and meeting attendance, please refer to the next section of this report containing Statutory Information.

Council appoints Councillors to identified portfolios. The portfolio system enables collaboration with community and stakeholders, supports the implementation of Council's strategic priorities aligned with the portfolio subject area, and creates opportunities for partnership and innovation.



Mayor Andrew Smith

Portfolio - Economic Advocacy and Investment Attraction
Phone: 4679 4004
Mobile: 0438 755 896
Email: andrew.smith@wdrc.qld.gov.au



Deputy Mayor Kylie Bourne

Portfolio - Planning and Environment
(Statutory Planning, Development and Compliance, Environment and Health, Waste and Rural Services)
Phone: 4679 4004
Mobile: 0467 171 225
Email: kylie.bourne@wdrc.qld.gov.au



Councillor Sophie Bougoure

Portfolio - Council Facilities (Aerodromes, Sporting Facilities, Showgrounds and Community Buildings)
Phone: 4679 4004
Mobile: 0429 838 332
Email: sophie.bougoure@wdrc.qld.gov.au



Councillor Sam Condon

Portfolio - Utilities (Water, Wastewater, and Gas)
Phone: 4679 4004
Mobile: 0474 734 237
Email: sam.condon@wdrc.qld.gov.au



Councillor Megan James

Portfolio - Business Strategy and Economic Development (Business Strategy and Planning (including Saleyards) and Economic Development)
Phone: 4679 4004
Mobile: 0419 946 575
Email: megan.james@wdrc.qld.gov.au



Councillor Kaye Maguire

Portfolio - Tourism and Recreational Spaces (Tourism Attraction, Major Events, Parks, Open Spaces, Gardens, and Cemeteries)
Phone: 4679 4004
Mobile: 0475 007 555
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Councillor George Moore

Portfolio - Corporate Governance and Finance (Finance, Governance, and Internal Audit)
Phone: 4679 4004
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Councillor Greg Olm

Portfolio - Works and Technical Services (Civil Works, Fleets, Quarries, Asset Management, and Design)
Phone: 4679 4004
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Email: greg.olm@wdrc.qld.gov.au



Councillor Peter Saxelby

Portfolio - Community and Cultural Development (Libraries, Community Development and Cultural Development)
Phone: 4679 4004
Mobile: 0475 007 554
Email: peter.saxelby@wdrc.qld.gov.au

Statutory Information - Councillor Governance

As the community's elected representatives, the Mayor and Councillors are responsible for the successful management of the Western Downs Regional Council local government area. To ensure Council's leadership is fair and equitable, and that decisions are made in the best interest for our region, Council is required to act in accordance with the *Local Government Act 2009*, *Local Government Regulation 2012*, and associated State and Federal legislation.

Council makes decisions at Ordinary Meetings of Council which are held each month. The ordinary meetings are held at regional locations on a rotational basis. Special Meetings of Council are called as required, with the only items of business conducted at these meetings being the business stated in the meeting notice.

Members of the public may attend Ordinary and Special meetings. Individuals or groups may address Council on a particular matter of public interest by deputation. Deputations may be arranged through the Office of the Chief Executive Officer.

Council may at times resolve to temporarily close a meeting under section 254J of the *Local Government Regulation 2012* to discuss a confidential matter, however all decisions about such matters are made in an open meeting.

Council meetings are carried out in accordance with relevant legislation and Council's meeting procedures.

The date, time, and location of all ordinary and special meetings are published at least annually and are available on Council's website, and all Customer Service Centres.

The agenda and related reports (excluding confidential items) for each meeting are publicly available by 5pm the next business day after the notice of meeting is given to each Councillor.

Minutes of all Council meetings are published on our website within the statutory ten days following the meeting.

A total of twelve (12) Ordinary meetings and one Special meeting were held from 1 July 2024 to 30 June 2025.

In accordance with section 186(1)(c) of the *Local Government Regulation 2012*, details of attendance of Councillors at Ordinary and Special Meetings during 2024-25 are provided below:

Summary of Meeting Attendance by Councillors - 1 July 2024 to 30 June 2025

Councillor	Ordinary Meeting Attended	Special Meeting Attended
Cr Sophie Bougoure	12	1
Cr Kylie Bourne (Deputy Mayor)	12	1
Cr Sam Condon	12	1
Cr Megan James	12	1
Cr Kaye Maguire	12	1
Cr George Moore	12	1
Cr Greg Olm	11	1
Cr Peter Saxelby	11	1
Cr Andrew Smith (Chairperson)	12	1

Pursuant to section 254K of the *Local Government Regulation 2012*, Councillors unable to attend meetings in person, where approved by the Chairperson or Chief Executive Officer to take part in the meeting by audio link or audio-visual link, are taken to be present at the meeting.

Councillor Briefings and Workshops

In addition to regular Council meetings, Councillor briefing sessions, and workshops are also held to inform Council of important issues. These sessions are not a decision-making forum and therefore allow detailed discussions to explore options and develop a better understanding of the issues.

Decisions of Council can only be made during actual Council meetings.

Councillor Remuneration and Expenses Reimbursement

The *Local Government Regulation 2012*, in section 186(1)(a) and (b) requires the annual report to detail the total remuneration, including superannuation contributions paid to each councillor for the financial year as well as expenses incurred in accordance with the *Councillor Expenses Reimbursement Policy*.

Councillor remuneration is determined by the Local Government Remuneration Commission on an annual basis.

The *Councillor Expenses Reimbursement Policy* ensures Councillors are provided a reasonable level of resources and equipment in order to carry out their official duties in an effective and efficient manner.

Councillor's Remuneration, Superannuation, Expenses Incurred, and Facilities provided 1 July 2024 to 30 June 2025.

Councillor	Remuneration	Superannuation	Expenses Incurred	Facilities Provided*
Cr Sophie Bougoure	\$78,741.63	\$9,449.09	\$7,572.27	\$18,622.51
Cr Kylie Bourne	\$92,637.87	\$11,116.52	\$22,978.54	\$18,622.51
Cr Sam Condon	\$78,741.63	\$9,449.09	\$4,874.71	\$18,622.51
Cr Megan James	\$78,741.63	\$9,449.09	\$13,196.33	\$18,622.51
Cr Kaye Maguire	\$78,741.63	\$9,449.09	\$7,882.43	\$18,622.51
Cr George Moore	\$78,741.63	\$9,449.09	\$8,590.12	\$18,622.51
Cr Greg Olm	\$78,741.63	\$9,449.09	\$4,166.20	\$18,622.51
Cr Peter Saxelby	\$78,741.63	\$9,449.09	\$1,816.30	\$18,622.51
Cr Andrew Smith	\$148,223.25	\$17,786.68	\$44,177.22	\$18,622.51

* Motor Vehicle

Particular Resolutions

Section 250(1) of the *Local Government Regulation 2012* requires Council to adopt an expenses reimbursement policy. Council made a resolution to amend the *Councillors Expenses Reimbursement Policy* at its Ordinary Meeting of Council on 19 September 2024 as below:

14.2 Corporate Services Report Review Councillor Expenses Reimbursement - Council Policy

The purpose of this report is to present the proposed *Councillor Expenses Reimbursement - Statutory Policy* for adoption as a result of a review of the *Councillor Expenses Reimbursement - Council Policy*.

COUNCIL RESOLUTION

Moved By Cr. K. A. Bourne

Seconded By Cr. M. J. James

That, pursuant to sections 250 and 251 of the *Local Government Regulation 2012*, Council resolves to:

- adopt the amended *Councillor Expenses Reimbursement - Statutory Policy* as per Attachment two; and
- ensure the policy is publicly available and published on Council's website as soon as practicable.

CARRIED (8 to 1)

Expenditure from Councillors Discretionary Funds

Western Downs Regional Council does not provide Councillors with discretionary funds.

Overseas Travel

One Councillor travelled overseas for Council business during the 2024-25 financial year.

Councillor: Kaye Maguire

Destination: Singapore

Purpose of Travel: Attend a Trade Mission in Singapore as part of Queensland Country Tourism. For training and networking with South-East Asia tourism markets along with operators and other professionals in the tourism industry to promote tourism in the Western Downs.

Cost: Nil cost to Council, trip was self-funded.

Complaints about Councillor Conduct and Performance

The roles, responsibilities, and obligations of Councillors are set in the *Local Government Act 2009*. Further, the *Code of Conduct for Councillors in Queensland* sets out the standard of behaviour expected of Councillors when carrying out their roles, responsibilities, and obligations as elected representatives of their communities.

The Office of Independent Assessor considers complaints against Councillors.

The *Local Government Regulation 2012*, in section 186 specifies the particulars of Councillors' conduct that must be contained in the annual report for a financial year as detailed below.

Number of Councillor Conduct Orders and Disciplinary Actions 1 July 2024 to 30 June 2025

Description	Number
Chairperson makes an order for unsuitable meeting conduct (section 150I(2) of <i>Local Government Act 2009</i>)	Nil
Councillors make an order for unsuitable meeting conduct of Chairperson (section 150IA(2)(b) of <i>Local Government Act 2009</i>)	Nil
Council order for disciplinary action against a Councillor for a conduct breach (section 150AH(1) of <i>Local Government Act 2009</i>)	Nil
Councillor Conduct Tribunal decision, order and recommendation about Councillor misconduct and connected conduct breach (section 150AR(1) of <i>Local Government Act 2009</i>)	Nil
Name of each Councillor to whom a decision, order or recommendation was made (sections 150I(2), 150IA(2)(b) or 150AR(1) of the <i>Local Government Act 2009</i>)	N/A
A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each Councillor	N/A
A summary of a decision, order or recommendation made for each Councillor	N/A

Conduct and Performance of Councillors 1 July 2024 to 30 June 2025

Description	Number
Complaints referred to the assessor by local government entities for the local government (section 150P(2)(a) of <i>Local Government Act 2009</i>)	2
Matters notified to the Crime and Corruption Commission (section 150P(3) of <i>Local Government Act 2009</i>)	Nil
Notices given to Assessor under section 150R(2) of the <i>Local Government Act 2009</i>	1
Notice given to Assessor under section 150S(2)(a) of <i>Local Government Act 2009</i>	Nil
Occasions information given under section 150AF(3)(a) of the <i>Local Government Act 2009</i>	Nil
Occasions local government asked another entity to investigate under Chapter 5A, part 3, division 5 of the <i>Local Government Act 2009</i> for the local government, the suspected conduct breach of a Councillor	Nil
Applications heard by Conduct Tribunal under chapter 5A, part 3, division 6 of the <i>Local Government Act 2009</i> about whether a Councillor engaged in misconduct or a conduct breach	Nil
Referral Notices given to local government from the assessor under section 150AC(1) of <i>Local Government Act 2009</i>	Nil
Total number of suspected conduct breaches	Nil
Total number of suspected conduct breaches for which an investigation not started or discontinued under section 150AEA of the <i>Local Government Act 2009</i>	Nil
Decisions by the local government under section 150AG(1) of the <i>Local Government Act 2009</i> whether or not Councillor engaged in a conduct breach	Nil
Matters not decided by the end of the financial year under section 150AG(1) of the <i>Local Government Act 2009</i>	Nil
Average time taken by the local government in making a decision under section 150AG(1) of the <i>Local Government Act 2009</i>	N/A

Council must keep and publish a *Councillor Conduct Register* that records orders made about unsuitable meeting conduct by a Councillor, decisions not to start, or to discontinue investigation of suspected conduct breaches, decisions about the suspected conduct breaches referred to Council, and decisions about whether or not a Councillor engaged in misconduct or a conduct breach made by the Councillor Conduct Tribunal. The *Councillor Conduct Register* is located on Council's website.

CHAPTER 3:

OUR ORGANISATION



Chief Executive Officer's Message

Each financial year presents a new opportunity for Western Downs Regional Council to build on its reputation as a region of choice to live, work, and prosper. As Chief Executive Officer, I'm proud to reflect on a year marked by steady progress, thoughtful planning, and a continued commitment to delivering quality services for our community.

As an organisation our standards are high, but our aspirations for the Western Downs are even higher. Guided by our Corporate Plan, we've remained focused on our strategic priorities and the long-term wellbeing of the Western Downs. This Annual Report measures our performance against those priorities and highlights the work we've done to support the region's strong, diverse economy, and vibrant communities.

"I'm confident that the work we've done in 2024/25 positions us well for a strong, dynamic future, cementing the region's position at the forefront of the changing world."

Our organisation continues to operate with financial discipline, maintaining a healthy cash and investment balance of \$253.5 million as of 30 June 2025, and retaining our position as one of the few debt-free local governments in Queensland. This financial strength allows us to invest confidently in the future - planning proactively and seizing opportunities to shape the future of the Western Downs.

We've taken deliberate steps this year to better understand the evolving needs of our region, investing time and resources into reviewing what our communities and economy will need in the years to come. We are laying

the groundwork for future decisions that are grounded in evidence and carefully balance opportunity with sustainability.

Strong, persistent advocacy remains a key focus for Western Downs Regional Council. Over the past twelve (12) months Council has continued to proactively engage with the State and Federal Governments to secure support for our region's most pressing needs: water security, a safe and well-maintained road network and digital connectivity.

A major milestone this year was the successful completion of Phase Two of our once-in-a-generation project to replace our corporate enterprise resource planning system. Phase Two saw updates including a new HR payroll system, electronic timesheets and digital asset management improvements. This process is about more than just upgrading our technology - it's about improving how we work, enhancing customer experience, and empowering and equipping our staff with new skills. Our in-house SMART Digital team, supported by staff from across the organisation, has shown what's possible when innovation and collaboration come together. Phase Three is now underway and is set to revolutionise how our community interacts with Council through a unified, customer-centric digital platform.

In March 2025, we hosted a sector-first Energy Industry Round Table, bringing together executives from both traditional and renewable energy companies to discuss shared challenges and opportunities. This event was a bold step forward in shaping the future of our region, helping to foster understanding, collaboration, and sustainable growth for both energy developers and our communities.

Another major achievement was the completion of our landmark flood recovery program, restoring roads damaged by consecutive flood events





in 2021 and 2022. This achievement is significant not only because of the scale of the work completed, but also because of the innovative, local-first way in which it was structured and implemented. An incredible 94% of the works were completed using local contractors and suppliers, ensuring that the economic benefits stayed within the Western Downs and endowing local businesses with valuable large-scale project experience. It's a powerful example of how practical planning and local partnerships can deliver real value.

In October, Council successfully transferred its community housing portfolio to Community Housing (Qld) Ltd, a specialist provider with the expertise to manage and potentially grow this vital service. This transition ensures continued access to quality housing for those most in need and reflects our commitment to sustainable, community-focused planning.

This year also saw our organisation recognised for excellence across multiple fronts. Our Works Manager - Maintenance, Sam Fitzgerald, was named Young Manager of the Year at the Local Government Managers Association (LGMA) Awards for Excellence. Our library services team earned their third Queensland Public Library Association (QPLA) award since 2021 for the Picture Western Downs initiative, which celebrates our region's rich cultural heritage. Council was also named Large Employer of the Year at the Queensland Training Awards Regional Finals for the fourth consecutive year, with trainee Courtney McConville receiving the Aboriginal and Torres Strait Islander Student of the Year award. These accolades reflect the passion, professionalism, and talent of our people.

We know that our success is built on the strength of our workforce. Our staff are the heart of our organisation, and we work together as One Team - that's why we continue to invest in professional development and training. As an organisation we endeavour to foster a culture where our people feel valued, supported, and safe. Over the past year, our focus on safety has delivered positive results, with 2024/25 seeing a reduction in reported injuries and time lost to injuries compared to the previous twelve (12) months. We remain committed to ensuring that every staff member returns home safely at the end of each day.

As we look ahead, I'm confident that the work we've done in 2024/25 positions us well for a strong, dynamic future, cementing the region's position at the forefront of the changing world. We've made meaningful progress and demonstrated our commitment to serving the Western Downs community with integrity and purpose over the past twelve (12) months. I look forward to continuing this work in the year ahead.



Jodie Taylor
Chief Executive Officer

Our Organisational Structure

In consultation with our communities, the elected Council sets the strategic direction of the organisation under the authority of the State Government via the *Local Government Act 2009*. Council's *Corporate Plan 2021 - 2026* is our long-term vision for the Western Downs.

The Chief Executive Officer and Executive Leadership Team are responsible for carrying out the decisions of Council as well as providing professional advice on how to best achieve identified priorities within allocated resources.

In consultation with Council, the Executive Leadership Team, and their staff develop annual operational plans and budgets aligned to the Corporate Plan. An assessment of progress against these plans is provided to Council each quarter via the operational plan review, and annually to the community via this annual report. This annual report accounts for the strategic priorities which were addressed in Council's *2024-25 Operational Plan*.

To ensure our organisation is effectively undertaking its responsibilities, internal audits are carried out to evaluate systems and processes, and to encourage a culture of continuous improvement. Overseeing internal audit activities, the Audit Committee provides an independent and external review of the corporate governance framework.

Western Downs Regional Council is structured into the following four divisions:

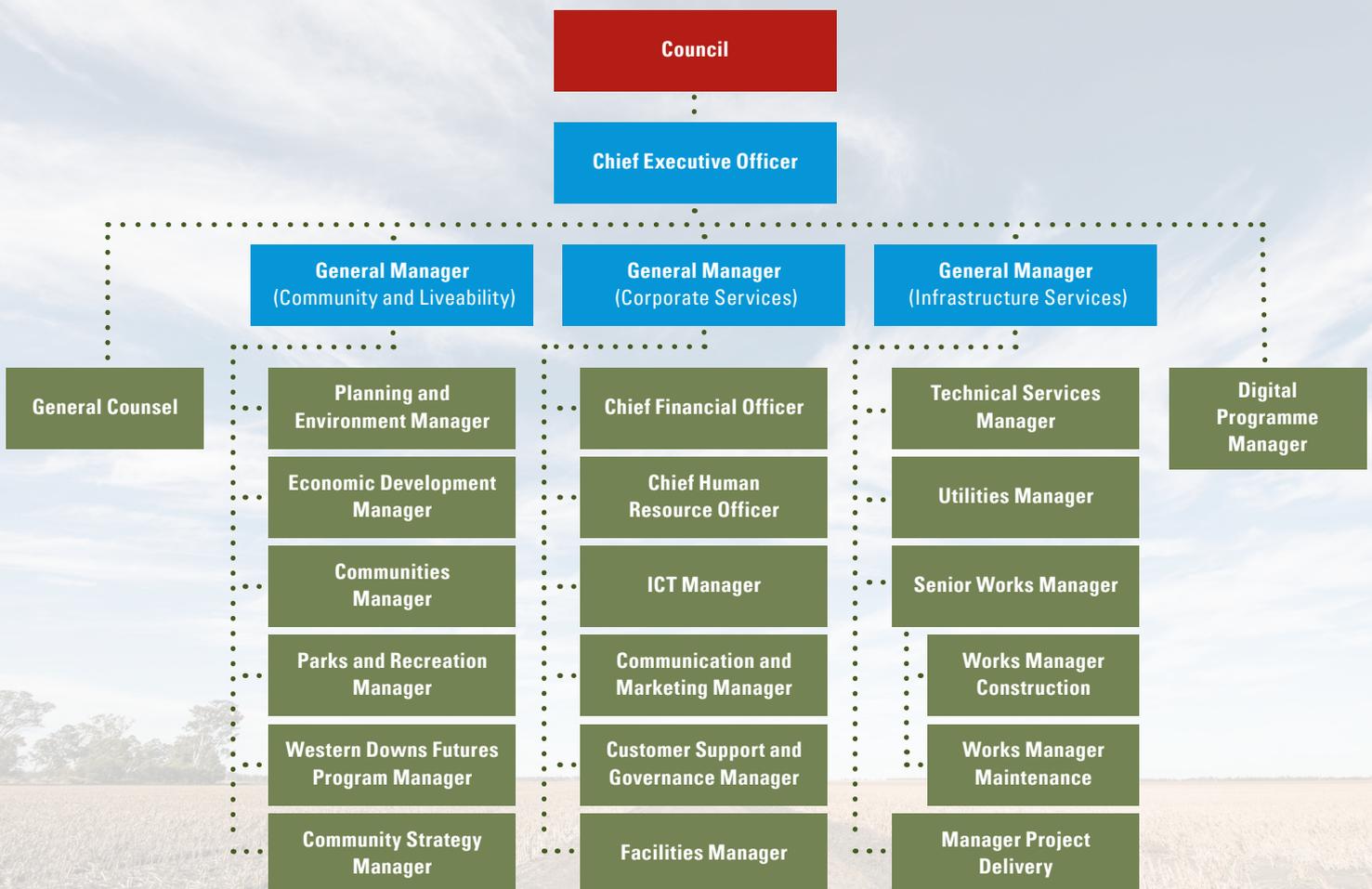
- Executive Services lead by the Chief Executive Officer
- Corporate Services lead by the General Manager (Corporate Services)
- Community and Liveability lead by the General Manager (Community and Liveability)
- Infrastructure Services lead by the General Manager (Infrastructure Services)

The executive leadership and senior leadership are responsible for the functions shown in the organisational chart. Their role is to assist Council in making timely and informed decisions, backed by trusted advice and supported by effective and inclusive governance.

As leaders of the organisation, the executive and senior leadership teams are responsible for ensuring their department service our region's local communities effectively and efficiently.

Each division is further segmented into functional departments, as shown below.

Western Downs Regional Council Organisational Structure as at 30 June 2025



Statutory Information - Corporate Governance

Significant Business Activity

Western Downs Regional Council conducted eight significant business activities during the 2024-25 financial year, as listed below.

- Commercial Works
- Waste Management
- Gas Supply
- Quarries
- Water (type 2 significant business activity)
- Sewerage (type 2 significant business activity)
- Dalby Regional Saleyards @ Western Downs
- Washdown Bays

The competitive neutrality principles have been applied to these significant business activities with relevant adjustments made as a result.

For a full list of business activities conducted by Council, refer to Chapter 5 of this report, see Note 23 'National Competition Policy' of the *Financial Statements*, on page 73.

Competitive Neutrality Complaints

No complaints were received during the 2024-25 financial year.

Identifying Beneficial Enterprises

During this reporting period Council did not conduct any beneficial enterprises. A beneficial enterprise is one that Council considers is directed to benefit, and can reasonably be expected to benefit, the whole or part of the local government.

Executive Team Remuneration

The Executive Leadership Team comprises of the roles of Chief Executive Officer, General Manager (Corporate Services), General Manager (Community and Liveability), and General Manager (Infrastructure Services).

Incumbents in these roles were engaged under performance-based maximum term contract arrangements. Gross remuneration packages for the 2024-25 financial year totalled \$1,390,532.21, including cash, leave loading, superannuation, and motor vehicle allowance, comprised of three remuneration packages within the range of \$300,000 - \$400,000, and one remuneration package within the range of \$400,000 - \$500,000.

Overseas Travel

No employee travelled overseas in an official capacity during the 2024-25 financial year.

Administration Action Complaints and Complaints Management Process

As part of Council's commitment to dealing fairly with administrative action complaints, all administrative action complaints are processed in accordance with Council's Complaints Management System which is supported by the *Complaints Management Policy* and associated standard work practice. This ensures objective reviews of complaint matters, and assessment of complaints prior to the complaint outcome being provided to the customer. Council ensures that customers are aware of their rights to access the internal review process, and to external third-party review mechanisms, should they remain dissatisfied with the outcome of their complaint.

Council applies the principles of the *Human Rights Act 2019* when assessing and dealing with complaint matters to ensure that Council is acting compatibly with human rights and gives proper consideration of human rights before making a decision.

Council is committed to maintaining a collaborative working relationship with the Queensland Ombudsman's Office and other external review agencies.

The Complaints Management Team is responsible for capturing and identifying complaints received by Council, either by phone, email or in writing, and for ensuring they are responded to within agreed timeframes. The team also facilitates continuous improvement through the organisation by engaging with departments to resolve complaints.

The *Complaints Management Policy* and standard work practice were reviewed during the 2024-25 financial year.

The number of administrative action complaints made to Council:	19*
The number of administrative action complaints resolved by Council under the complaint's management process:	19*
The number of administrative complaints not resolved by the local government under the complaint's management process:	Nil
The number of administrative action complaints not resolved that were made in a previous financial year:	Nil
The percentage of administrative action complaints resolved within agreed timeframes:	100%

* includes 5 internal reviews

Human Rights

Council has an adopted *Human Rights Policy* and is committed to protecting and promoting human rights by ensuring that human rights are considered when making decisions, interpreting and applying the law, developing policy, and providing services to our community. Council also recognises that it has an important role to play in complying with Queensland's *Human Rights Act 2019* through its actions, decisions, proposals and recommendations.

Under the *Human Rights Act 2019*, a person who believes that Council has breached their human rights obligations has the right to complain by raising a complaint directly with Council. Under section 65 of the *Human Rights Act 2019*, Council has forty-five (45) business days to respond, after which the individual can make a formal complaint to the Queensland Human Rights Commission if the complaint has not been responded to or the person is not satisfied with Council's response. During 2024-25 Council did not receive any human rights complaints.

Public Sector Ethics - Reporting

Council has a formal *Code of Conduct and Standards of Conduct* for staff which incorporates the ethics, principles, and obligations under the *Public Sector Ethics Act 1994*. Mandatory induction training for all new employees includes details on the requirements and obligations for all staff under the *Code of Conduct*. All new employees completed corporate induction training during 2024-25. Council continued to deliver education and awareness sessions to all employees on their ethical obligation as part of Council's commitment to the highest standards of public sector ethics.

Internal Audit

The internal audit function is established under section 105 of the *Local Government Act 2009*. It is an integral component of Council's corporate governance framework designed to add value to our business operations through continuous improvement. Internal audit is an independent function within the Council reporting to the Chief Executive Officer and the Audit Committee. The purpose of the internal audit function is to independently examine and evaluate Council processes and activities and provide assurance to Council, management, and the community. Council has contracted O'Connor Marsden and Associates to perform the internal audit function.

The scope of internal audit work to be performed each financial year is set out in the *Three-Year Strategic Internal Audit Plan*, endorsed by the Chief Executive Officer and the Audit Committee, and approved by Council. Audit and other activities undertaken during the 2024-25 financial year include:

- Major Fleet Procurement
- Council Vehicle Leases and Fuel Cards
- Business Review of Saleyards
- Community Owned and Operated Facilities
- Business Continuity

The Audit Committee

The Audit Committee comprised of two councillors and one independent member and operates under a *Terms of Reference* adopted by Council.

Audit Committee comprised of:

- Councillor George Moore (Chair)
- Councillor Andrew Smith (Member)
- Ms Mary Goodwin (Independent Member)

The primary objective of the Audit Committee is to assist Council and the Chief Executive Officer to fulfil their obligations in corporate governance and the oversight of financial management and reporting responsibilities imposed under sections 208 to 211 of the *Local Government Regulation 2012*. The Committee met three times during the financial year, examined the draft financial statements, and reviewed reports presented by internal audit and external audit.

Registers

The following registers were kept by Council during the reporting period:

- Local Laws Register (section 31 of *Local Government Act 2009*)
- Councillor Conduct Register (section 150DX-150DZ of *Local Government Act 2009*)
- Register of Cost Recovery Fees and Commercial Charges (section 98 of *Local Government Act 2009*)
- Asset Register (section 104 *Local Government Act 2009*)
- Delegations Registers (section 260 of *Local Government Act 2009*)
- Registers of Interests Councillors, Chief Executive Officer, Senior Executive Employees and related persons (section 201A, 201B and 201C of *Local Government Act 2009*; section 290 of *Local Government Regulation 2012*)
- Business Activity Register (section 56 of *Local Government Regulation 2012*)
- Register of Pre-Qualified Suppliers
- Register of Roads (section 74 of *Local Government Act 2009*)
- Environmentally Relevant Activities



- Registers under the *Plumbing and Drainage Regulations 2019*:
 - Permits and Inspection Certificates (section 112)
 - Testable backflow prevention devices (section 113)
 - Greywater use and onsite sewage facilities (section 114)
 - Show cause and enforcement notices (section 115)

Financial Accountability

The Financial Statements of Western Downs Regional Council for the period 1 July 2024 to 30 June 2025, as audited by the Auditor-General can be found in Chapter 5 of this report from page 36.

For the Current Year Financial Sustainability Statement as well as the Unaudited Long-Term Financial Sustainability Statement for 2024-25, please refer to the General-Purpose Financial Statements on pages 79 and 86 respectively.

The Auditor-General's audited reports about Financial Statements and the Current Year Financial Sustainability Statement can be found in Chapter 5 of this report on pages 76 and 81 respectively.

Community Financial Report

A simplified version of our financial performance for the period 1 July 2024 to 30 June 2025 as reported in our audited *Financial Statements* is provided in the Community Financial Report presented in Chapter 1 of this report, pages 8 to 11.

Grants to Community Groups

Donations and grants paid to community organisations for 2024-25 totalled \$344,590.

Rates Rebates and Concessions

During 2024-25 special charges totalling \$417,650 were levied with respect to the maintenance of roads related to quarries. In accordance

with Council policy, pensioner concessions of \$499,242 and community organisation concessions of \$488,679 were granted during the year.

Changes to Council Tenders

No invitations to change tenders under section 228(8) of the *Local Government Regulation 2012*, were made during the 2024-25 financial year.

Cooperation Between Local Governments

In accordance with section 190(1)(d) of the *Local Government Regulation 2012*, Council must include details of any services, facility or activity supplied by another local government (under an agreement for conducting a joint government activity), where special rates or charges were levied.

There were no such services provided by another local government in the 2024-25 financial year.

Council fosters regional cooperation on issues affecting local government. In support of this commitment, the Mayor, Councillors, Senior Executive Officers, and Council employees attend relevant conferences and events and meet with other local authorities and government agencies as part of their duties.

Particular Resolutions

Council made no resolution during the year under section 206(2) of the *Local Government Regulation 2012*, in relation to the value of Council non-current physical assets.

Overall Performance Assessment

In Chapter Four of this report, the Chief Executive Officer provides an informed assessment of Council's overall performance against the Corporate Plan and annual Operational Plan, following the summary of the organisation's performance outcomes, on pages 28 to 30.

CHAPTER 4:

REPORTING PERFORMANCE



Council's Strategic Direction

The Western Downs Regional Council's *Corporate Plan 2021 - 2026* sets out Council's vision through four strategic priorities. These priorities are underpinned by the key success drivers that Council has committed to achieve, and which guide our Operational Plan.

As Council is just one key stakeholder in the delivery of our communities' needs and expectations. The things Council is responsible for and contributes to, were identified and prioritised under each strategic priority areas. Then programs and deliverables in each priority area were identified to guide Council's operations for the term of the Corporate Plan.

Western Downs Regional Council is committed to delivering services, projects and initiatives in response to these strategic priorities.

Council aims to play a primary role in building confidence in our communities and securing opportunities for our region.

Advocacy: A Regional Voice

- To actively seek and foster strategic partnerships
- For a long term domestic and industrial water supply for our region
- For health and social services that ensure 'Whole of Life' care for our residents
- For a safe and well maintained state and federal road network
- For telecommunications and digital connectivity to support and advance our region

Measuring Our Success

Alignment to these four strategic priority areas and to our Vision, Values, Advocacy and Risk strategies flows into Council budgets and operational work priorities for each financial year which is measured quarterly.

This Annual Report provides our community and key stakeholders with a broad overview and assessment of our performance for the 2024-25 financial year against our *Corporate Plan 2021 - 2026* and the Chief Executive Officer's assessment of our progress. Highlights of important achievements under each strategic theme are detailed in the Performance Outcome Highlights.

A Diverse Region at the Forefront of the Changing World:

Strong Diverse Economy (Progress)

- We aggressively attract business and investment opportunities
- Our region is a recognised leader in agribusiness, energy and manufacturing
- We deliver water security to enable future economic growth
- We proactively advance our region as a tourism destination
- Our businesses and industry actively live and buy local

Active Vibrant Community (People)

- We are a happy, inclusive community, proud of where we live
- Our people of diverse backgrounds and ages are united by social, cultural and sporting activities
- Our parks, open spaces, and community facilities are alive with activities and connect our communities
- We are a strong sustainable community supported by volunteers
- We empower communities to develop local initiatives and events

Quality Lifestyle (Place)

- Our residents are provided with modern infrastructure and quality essential services across our region
- Our recreational spaces and community facilities are attractive, safe and accessible
- We invest in safe, well maintained road networks to connect our region and support economic activities
- We attract families to live, work, prosper and play in our region
- We take pride in our natural assets, environment and heritage

Sustainable Organisation (Performance)

- We are recognised as a financially intelligent and responsible Council
- We focus on proactive, sustainable planning for our future
- Our people are skilled and values-driven to make a real difference
- Our agile and responsive business model enables us to align our capacity with service delivery
- Our effective asset management ensures that we responsibly maintain our community assets

Performance Assessment

An informed assessment of how Council performed in the 2024-25 financial year against each of the strategic priorities expressed in the *Corporate Plan 2021 - 2026*, has been compiled by the Chief Executive Officer and is shown and detailed on the following pages.

Assessment Key

The following symbols indicate our progress at the end of the 2024-25 financial year:



ACHIEVED



SCHEDULED LATER IN CORPORATE PLAN CYCLE



NOT ACHIEVED

STRONG DIVERSE ECONOMY (Progress)

We aggressively attract business and investment opportunities

Our region is a recognised leader in agribusiness, energy and manufacturing

We deliver water security to enable future economic growth

We proactively advance our region as a tourism destination

Our businesses and industry actively live and buy local

Identify opportunities that facilitate new investment to the region (including in tourism).

Enable aggressive investment attraction to the region.



Investigations for the Western Downs Planning Scheme Amendment Three is progressed and thoroughly examined.



Identify and enable opportunities that facilitate industry leading trials or adoption of new innovation and technologies in the region.



Review water supply options to increase regional water security.



Water supply improvements progressed for economic growth in Dalby.



Enable and support growth of our tourism project across our region.



Enable business and industry to actively live and by local.



The Western Downs workforce is growing, optimised and fit for the future.



ACTIVE VIBRANT COMMUNITY (People)

We are a happy, inclusive community, proud of where we live

Our people of diverse backgrounds and ages are united by social, cultural and sporting activities

Our parks, open spaces, and community facilities are alive with activities and connect our communities

We are a strong sustainable community supported by volunteers

We empower communities to develop local initiatives and events

Progress the Dalby Cultural Centre project.



Ensure community groups have access to a single, user friendly web hosting platform to host public facing information, contact details, community events and other relevant data to a central point.



Our community is informed by proactive and timely communications and given the opportunity to have its say on issues that matter to it. (Community engagement satisfaction increased from 3.65 to 4.45 but did not reach the target of 5.5. Communication satisfaction increased from 4.07 to 4.58 but did not reach the target 5.5.)



A Council wide online based ticketing system for events and programs (NOTE: not for facilities bookings) to replace the various platforms used.) (no longer required due to change in major event space)



Community groups operated by volunteers using Council facilities (liaison and agreements) have access to a quality community database and calendar of events.



Strengthen our community organisations' future sustainability, in specific galleries and museums.



Engage creatively and through tactical literature with youth.



QUALITY LIFESTYLE (Place)

Our residents are provided with modern infrastructure and quality essential services across our region

Implementation of new cemetery operating model.



Our recreational spaces and community facilities are attractive, safe and accessible

Review council boat ramp operations at our regional recreational sites.



We invest in safe, well maintained road networks to connect our region and support economic activities

Council inspects and assesses the condition of underground stormwater assets.



We attract families to live, work, prosper and play in our region

Council is proactively focusing on maintaining and improving roadside drainage to protect our road assets and improve amenity to the surround community.



We take pride in our natural assets, environment and heritage

Deliver on the endorsed Local Housing Action Plan and enable residential development and diversity of stock in the Western Downs region.



Performance Assessment

SUSTAINABLE ORGANISATION (Performance)

We are recognised as a financially intelligent and responsible Council

We focus on proactive, sustainable planning for the future

Our people are skilled and values-driven to make a real difference

Our agile and responsive business model enables us to align our capacity with service delivery

Our effective asset management ensures that we responsibly maintain our community assets

Implementation of carbon reduction initiatives.



Build a modern suite of local laws aligned to community needs and expectations.



The *2025-26 Capital Works Program* is developed and presented to Council with a focus on one hundred (100) per cent delivery of the program.



Progress Council's digital program initiatives in accordance with adopted *Digital Roadmap 2022-2025*.



Service level planning focusses on sustainability.



Comprehensive service level review for Parks and Recreation.



Asset Management Plans are rewritten for all of Council's asset classes



ADVOCACY (A Regional Voice)

To actively seek and foster strategic partnerships

For a long term domestic and industrial water supply for our region

For a health and social services that ensure 'Whole of Life' care for our residents

For a safe and well maintained state and federal road network

For telecommunications and digital connectivity to support and advance our region

We actively advocate on issues that align to our long-term strategic objectives and vision for our region.



Performance Highlights

Active Vibrant Community

Over the past year, we've enthusiastically showcased our region's vibrant culture, breathtaking landscapes, and thriving communities. The Western Downs region is flourishing thanks to the energy and diversity of families and individuals from all walks of life - united by a shared passion for social, cultural, and educational pursuits.

Council championed the lifestyle, innovation, and opportunity of the Western Downs in a widely acclaimed video campaign 'Western Downs: 38,000kms of Pure Possibility' to celebrate our growing industries, breathtaking natural landscapes, and happy inclusive communities. We encouraged tourism by inviting locals and visitors to discover the unique spirit of Miles through a creative campaign aligned with the Queensland Top Tourism Towns Awards.

Tens of thousands of visitors flocked to our region to participate in our truly unique destination events last year, from punting on camel races at the 2024 Tara Festival of Camels and Culture or taking up skiing on watermelons at the 2025 Chinchilla Melon Festival, proudly supported by Council's Major Events Grants Program.

Council led the way in supporting a dynamic range of community events, creating unforgettable experiences across the spread of our towns and localities. From lively regional drive-in movies and pool parties to engaging seniors' and youth month festivities, Australia Day Awards, and our ninth Not Just for Laughs comedy road show, there's been much to celebrate. The 2024 Regional Artists' Exhibition marked its impressive 11th year, highlighting the incredible talents of our local creatives across a spectrum of traditional and contemporary mediums.

We immersed ourselves in the winter edition of *Regional Lifestyle Magazine*, celebrating our distinctive tourist attractions, interesting people,

iconic events, entrepreneurs, and some of the most wonderful agricultural stories that set our region apart. Supported by Council, this publication was received with great enthusiasm from far and wide.

Audiences were enchanted by world-class opera and captivating performances from renowned soloists and chamber musicians at the historic Jimbour House. The sun set on our final extraordinary four-day Big Skies Festival, featuring legendary Australian music artists, regional tours and boutique dining experiences, paving the way for exciting new events and future activations in the Western Downs.

Cultural growth is thriving. In June 2025, Council unveiled the latest attraction in our regional sculptural trail at Lake Broadwater featuring striking new metal sculptures inspired by sketches from Dalby State School and Our Lady of the Southern Cross College students. Art lovers were invited to step into the worlds of five Chinchilla artists through a new app-based virtual art exhibition and interactive meet-the-artist experience.

We reinforced our commitment to meaningful communication and community engagement through the delivery of a series of master plans for some of our region's most beloved parks and recreation areas. These plans lay the groundwork for future capital investment and guide future community investment to ensure these cherished spaces remain vibrant, sustainable, and welcoming for generations to come.

Additionally, Council established new community advisory and youth advisory panels to help guide the Thomas Jack Park Precinct project which includes a new library, cinema, art gallery, visitor information centre and parkland play experience.





Strong Diverse Economy

Council actively shaped a brighter future for the region in 2024-25 by diversifying our economy, innovative planning for the future, enhancing liveability, and investing in resilient infrastructure to support our agriculture, manufacturing, energy and intensive agriculture industries.

We championed the region's priorities at both State and Federal Government levels, advocating for water security and economic growth. Our commitment to regional progress also drove us to push for improved digital connectivity across regional Australia, increased Federal funding for the Warrego Highway and greater investment for safer State-managed roads.

On the home front, Council continued to drive growth with innovative water and road infrastructure projects that support economic development in our communities. Council continued to proactively progress our water supply strategy through the advancement of the Dalby Water Supply Upgrade Project. Preplanning commenced on essential future water capacity building projects for Condamine, Jandowae and Bell in Council's *10 Year Capital Works Plan*.

Council completed one of Queensland's largest flood recovery programs to restore extensive damage to the region's critical road infrastructure. Approved for \$167 million by the Queensland Reconstruction Authority, about 94% of the work was done by local suppliers and contractors. Covering approximately 2,600 kilometres, almost 60% of Council's unsealed gravel roads, the program used 1.5 million tonnes of local gravel. Through Council's commitment to utilising local resources, the project finished around \$50 million under the recognised funding.

In March 2025, we hosted a sector-first Energy Industry Round Table, bringing together executives from both traditional and renewable energy companies to discuss shared challenges and opportunities. This event was a bold step forward in shaping the future of our region, helping to foster understanding, collaboration, and sustainable growth for both energy developers and our communities.

We continued to support the region's thriving livestock industry through our Council owned and operated Dalby Regional Saleyards facility. In 2024-25, the saleyards handled 230,706 head, processing eighty (80) to one hundred (100) lots per hour, positioning it among the top three yards in the nation. Agriculture, including intensive farming, continues to be the region's largest employer and economic pillar. Council empowered local farmers and landowners through the delivery of several programs.

In January 2025, Council released an Expression of Interest for high-impact industrial land at Dalby-Apunyal Road to boost the region's economy and pave the way for new or expanded industry development opportunities. Council also adopted its Amendment 2.0 to the *Western Downs Planning Scheme* this year, offering a diverse range of business and planning enhancements aimed at welcoming industry, stimulating development, and reducing red tape.

To inspire new development and attract construction of new units, multicomplexes, and land subdivisions, Council continued to promote our Housing and Land Incentive to fuel growth across our thriving region.

Quality Lifestyle

In 2024-25, the Western Downs region witnessed the progression of a remarkable collection of legacy projects that will significantly enhance our local lifestyle and reinforce the region's identity as an attractive destination to live, work, play and prosper. Planning for future investment in aquatic centres, cultural centre facilities, showgrounds, and parklands was at the heart of developing major liveability projects last year. Each project was shaped by strong community collaboration, placing engagement and quality lifestyle at the forefront of our regional facility development.

Our dedication to listening and responding to community needs was reflected in the release of an early draft concept for a new Chinchilla Aquatic Centre in late 2024. Council continues to engage with a dedicated local stakeholder group to determine the final inclusions and detailed design for this exciting new aquatic facility.

Council also asked the Western Downs community to collaborate on the design of a new Dalby Cultural Centre featuring a new multipurpose cinema, library, art gallery and visitor information centre and a master plan for a range of new play and recreation offerings in the Thomas Jack Park Precinct. Draft plans for the cultural centre and parkland were shared with the public in October 2024.

Forward-thinking masterplans were developed for some of Council's much-loved regional showgrounds as a direct action from the *Western Downs Showgrounds Strategy 2023-2038*. In 2024, work began on

developing draft master plans for the Dalby and Tara Showgrounds to guide future capital investment by the community in these assets and to meet the changing needs of users now and into the future. The Dalby and Tara communities helped formulate the draft plans through a series of community drop-in sessions, neighbour input, and user group meetings.

In February 2025, Council entered into a new five-year partnership with Belgravia Leisure to oversee management of its six regional aquatic centres, aiming to further improve experiences at pools in Chinchilla, Dalby, Jandowae, Miles, Tara, and Wandoan. Recognising how much our communities value and rely on these aquatic facilities, Council reinforced its commitment to maintaining our pools and aquatic programs to a high standard through this updated management arrangement.

A new edition of *LIVE Western Downs Magazine*, created with Toowoomba and Surat Basin Enterprise and Council, highlighted the region's fabulous lifestyle, natural attractions, and vibrant culture. We also updated our visitor welcome guides covering the broader Chinchilla, Dalby, Jandowae, Miles, Tara, and Wandoan regions. These guides, available online and at Visitor Information Centres, provide information about local natural features, cultural sites, historical landmarks, entertainment, and leisure activities in and around these towns.

Our award-winning library services were cast into the spotlight once again, this time for excellence and innovation in heritage services, celebrating its historical image database initiative, the Picture Western Downs Collection.



Sustainable Organisation

Strongly guided by our corporate values of communication, leadership, respect, balance, teamwork, and accountability, in 2026, 'together, we made a real difference' driving real, positive cultural improvement across the organisation. As a Council, we did more than recognise that 'it's the people that make it' - we celebrated it! Council introduced a new culture statement to guide our cultural development: *'We act as one, committed to empowering productive teams, with our people enjoying high levels of job satisfaction.'* We encouraged cross department collaboration and strengthened internal relationships through by nurturing and encouraging strong, compassionate and effective leaders to continue our vital work in building a proactive workplace culture.

The organisation's dedication to employee development was recognised with its fourth Large Employer of the Year award at the Queensland Training Awards. Works Manager Sam Fitzgerald received the LGMA 2025 Young Manager of the Year for Leadership and Management Excellence, Warwick Taylor was named Team Member of the Year at the Institute of Public Works Engineering Australasia, Queensland and Northern Territory (IPWEA-QNT) Awards and Council secured second place in the Australasian Management Challenge among ten of the best Queensland councils.

This year, led by our SMART Digital team, the organisation successfully completed Phase Two of our enterprise resource planning project, introducing a new HR payroll system, implementation of electronic timesheets, and improved digital asset management. These technology upgrades have streamlined operations, enhanced customer service, and upskilled staff. Phase Three of this initiative also kicked off in 2024-25 and will deliver a unified, customer-focused digital platform for community interaction with Council.

Council commenced a three-year project to review its Local Laws to reduce red tape and do away with outdated regulatory frameworks and charges. During the first phase of this project in 2024-25, internal stakeholders

were invited to provide feedback to guide which laws will go to broad community engagement in late 2025 and early 2026.

Sustainable service delivery was the driving factor behind Council initiating transfer of fifty-two (52) Council-owned and maintained community housing dwellings to not-for-profit specialist community housing provider Community Housing (Qld) Ltd in October 2024. The transfer provides opportunity to grow the region's offering of affordable, quality community housing now and into the future, whilst also allowing Council to concentrate on the delivery of core services such as water, waste, roads and infrastructure.

Throughout 2024-25, Council maintained its position as one of Queensland's few debt-free Councils. Additionally, Council strategically secured over \$86.65 million in external funding through capital and operational grants and contributions to offset the cost of Council projects and initiatives.

Announced in September 2024, the Western Downs benefited from a \$500,000 investment into bushfire resilience in the wake of the catastrophic bushfires that ravaged the region in 2023. The funding is supporting an ongoing bushfire mitigation study to improve community disaster preparedness and resilience. Council further invested in the region's disaster preparedness and resilience through its Ready Together Day in 2024, encouraging residents to understand their risks and prepare household emergency plans.

Council also looked at innovative ways to reduce and reuse, using around 188,000 kilograms of recycled rubber (the equivalent of 24,200 passenger car tyres) as part of the bitumen mixture for its \$3.4 million Regional Bitumen Reseal Program. We also encouraged ratepayers to make the switch to e-notices for rates, water, and gas bills, providing a faster, more convenient, and environmentally friendly way to manage online payments.



CHAPTER 5:

FINANCIAL REPORTING



Western Downs Regional Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025



Western Downs Regional Council

General Purpose Financial Statements

for the year ended 30 June 2025

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Western Downs Regional Council

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3a	118,905	110,532
Fees and charges	3b	8,956	8,754
Sales revenue	3c	26,040	22,379
Grants, subsidies and contributions	3d(i)	26,918	5,106
Interest and distribution income received	4a	16,771	16,029
Other income	4b	7,896	7,178
Rental income		704	887
Total recurrent revenue		206,190	170,865
Capital income			
Grants, subsidies and contributions	3d(ii)	59,737	50,716
Capital income	5	93	174
Total capital income		59,830	50,890
Total income		266,020	221,755
Expenses			
Recurrent expenses			
Employee and councillor costs	6	57,859	55,027
Materials and services	7	75,990	65,293
Finance costs		1,228	544
Depreciation and amortisation:			
Depreciation of property, plant and equipment	12	52,440	48,759
- Intangible assets		10	21
- Right of use assets		114	196
Total recurrent expenses		187,641	169,840
Other expenses			
Capital Expenses	8	10,085	16,297
Total other expenses		10,085	16,297
Total expenses		197,726	186,137
Net Result		68,294	35,618
Other comprehensive income			
Amounts which will not be reclassified subsequently to the net result			
Increase in asset revaluation surplus	12	58,285	89,442
Total other comprehensive income for the year		58,285	89,442
Total comprehensive income for the year		126,579	125,060

The above statement should be read in conjunction with the accompanying notes and material accounting policies.

Western Downs Regional Council

Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	9	129,060	141,569
Receivables	10	29,362	22,970
Inventories		4,943	4,638
Contract assets	13	3,525	7,682
Total current assets		166,890	176,859
Non-current assets			
Right of use assets		80	194
Property, plant and equipment	12	1,904,409	1,787,759
Intangible assets		1,184	1,194
Other financial assets	11	125,433	114,125
Total non-current assets		2,031,106	1,903,272
Total Assets		2,197,996	2,080,131
Liabilities			
Current liabilities			
Payables	14	15,416	20,234
Contract liabilities	13	5,363	11,930
Lease liabilities		15	104
Provisions	15	14,995	13,495
Total current liabilities		35,789	45,763
Non-current liabilities			
Payables	14	894	1,757
Lease liabilities		190	196
Provisions	15	8,773	6,644
Total non-current liabilities		9,857	8,597
Total Liabilities		45,646	54,360
Net community assets		2,152,350	2,025,771
Community equity			
Asset revaluation surplus	16	1,003,362	945,077
Retained surplus		1,148,988	1,080,694
Total community equity		2,152,350	2,025,771

The above statement should be read in conjunction with the accompanying notes and material accounting policies.

Western Downs Regional Council

Statement of Changes in Equity

for the year ended 30 June 2025

	Notes	Asset revaluation surplus \$ '000	Retained surplus \$ '000	Total equity \$ '000
Balance as at 1 July 2024		945,077	1,080,694	2,025,771
Balance as at 1 July 2024		945,077	1,080,694	2,025,771
Net result		-	68,294	68,294
Other comprehensive income for the year				
- Increase in asset revaluation surplus	12	58,285	-	58,285
Other comprehensive income		58,285	-	58,285
Total comprehensive income for the year		58,285	68,294	126,579
Balance as at 30 June 2025		1,003,362	1,148,988	2,152,350
Balance as at 1 July 2023		855,635	1,045,076	1,900,711
Balance as at 1 July 2023		855,635	1,045,076	1,900,711
Net result		-	35,618	35,618
Other comprehensive income for the year				
- Increase in asset revaluation surplus	12	89,442	-	89,442
Other comprehensive income		89,442	-	89,442
Total comprehensive income for the year		89,442	35,618	125,060
Balance as at 30 June 2024		945,077	1,080,694	2,025,771

The above statement should be read in conjunction with the accompanying notes and material accounting policies.

Western Downs Regional Council

Statement of Cash Flows

for the year ended 30 June 2025

	Notes	2025 \$ '000	2024 \$ '000
Cash flows from operating activities			
Receipts from customers		164,727	151,231
Payments to suppliers and employees		(154,344)	(130,295)
		<u>10,383</u>	<u>20,936</u>
Receipts			
Interest and investment revenue received		6,805	10,458
Rental income		737	923
Non capital grants and contributions		31,151	6,497
Payments			
Finance costs		(966)	(389)
Net cash inflow from operating activities	20	<u>48,110</u>	<u>38,425</u>
Cash flows from investing activities			
Receipts			
Proceeds from sale of property, plant and equipment		1,477	2,157
Grants, subsidies, contributions and donations		55,383	18,901
Payments			
Payments for property, plant and equipment		(117,384)	(88,409)
Purchase of financial assets		-	(108,000)
Net cash outflow from investing activities		<u>(60,524)</u>	<u>(175,351)</u>
Cash flows from financing activities			
Payments			
Repayments made on leases (principal only)		(95)	(188)
Net cash outflow from financing activities		<u>(95)</u>	<u>(188)</u>
Net decrease in cash and cash equivalents held		<u>(12,509)</u>	<u>(137,114)</u>
plus: cash and cash equivalents - beginning of the financial year		141,569	278,683
Cash and cash equivalents at the end of the financial year	9	<u>129,060</u>	<u>141,569</u>

The above statement should be read in conjunction with the accompanying notes and material accounting policies.

(*) Comparative figures have been reclassified to conform to the current year's presentation.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Information about these financial statements

(a) Basis of preparation

Western Downs Regional Council is constituted under the Queensland *Local Government Act 2009* and is domiciled in Australia.

These general purpose financial statements are for the period 1 July 2024 to 30 June 2025. They are prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*.

Council is a not-for-profit entity for financial reporting purposes and the financial statements comply with Australian Accounting Standards and Interpretations as applicable to not-for-profit entities.

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

(b) New and revised Accounting Standards adopted during the year

Western Downs Regional Council adopted all standards which became mandatory for annual reporting periods effective from 1 July 2024. None of the standards had a material impact on reported position, performance and cash flows. The relevant standards for Council were:

- AASB 101 *Presentation of Financial Statements* (amended by AASB 2020-1, AASB 2020-6, AASB 2022-6, AASB 2023-3) relating to current / non-current classification of liabilities.
- AASB 13 *Fair Value Measurement* (amended by AASB 2022-10)

(c) Standards issued by the AASB not yet effective

The AASB has issued Australian Accounting Standards and Interpretations which are not mandatorily effective as at 30 June 2025. These standards have not been adopted by Council and will be included in the financial statements on their effective date. There are no standards that are not yet effective that are expected to have a material impact on the Council in future reporting periods.

(d) Estimates and Judgements

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

- Valuation and depreciation of Property, Plant & Equipment - Note 12
- Impairment of Property, Plant and Equipment - Note 8
- Provisions - Note 15
- Contingent Liabilities - Note 18
- Financial instruments and financial assets – Note 22
- Revenue recognition - Note 3

(e) Rounding and Comparatives

The financial statements are in Australian dollars and have been rounded to the nearest \$1,000 unless otherwise stated or, where that amount is \$500 or less, to zero, unless otherwise stated.

Comparative information is restated for reclassifications, errors and changes in accounting policies to be consistent with the current reporting period unless permitted otherwise by transition rules in a new Accounting Standard.

(f) Volunteer Services

Council utilises volunteer services in its Visitor Information Centres, Libraries, Art Galleries and Museum. Council pays for all incidental costs that relate to these volunteer services. These have not been included in the financial statements as these services would not have been purchased if they had not been donated.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Information about these financial statements (continued)

(g) Taxation

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

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2. Analysis of results by function

(a) Components of Council functions

Details relating to the Council's functions / activities as reported in Note 2(b) are as follows:

General operations

Efficient and effective delivery of services that maintain and improve the liveability of the community.

Commercial works

Undertake works for customers on a commercial basis. Typically the works will relate to Non-Council owned roads, water and sewerage infrastructure.

Waste management

Provide and maintain an environmentally sensitive waste collection and disposal service.

Water services

Manage Council's water supply systems to achieve a reliable, safe and cost effective water service.

Gas supply

Manage the gas network to achieve a reliable, safe and cost effective gas supply service.

Dalby Regional Saleyards

Manage the operations of the Dalby Regional Saleyards to deliver a safe and cost effective livestock selling facility.

Quarries

Operate Council's quarry and gravel pits to meet Council's needs and to sell at commercial rates to other customers.

Sewerage services

Manage the sewerage system to achieve a reliable, safe and cost effective and environmentally sensitive sewage disposal service.

Washdown bays

Provide and maintain an environmentally sensitive and cost effective vehicle washdown service.

Western Downs Regional Council Notes to the Financial Statements for the year ended 30 June 2025

Note 2. Analysis of results by function (continued)

(b) Income, expenses and assets attributed to Council functions

Functions	Gross program income			Gross program expenses			Net result from recurring operations		Total assets \$ '000		
	Recurring grants \$ '000	Recurring other \$ '000	Capital grants \$ '000	Capital other \$ '000	Total income \$ '000	Recurring \$ '000	Capital \$ '000	Total expenses \$ '000		Net result \$ '000	
2025											
General operations	26,918	120,753	57,719	93	205,483	(131,334)	(6,457)	(137,791)	16,337	67,692	1,825,941
Commercial works	-	12,676	-	-	12,676	(10,818)	-	(10,818)	1,858	1,858	-
Waste management	-	8,335	192	-	8,527	(10,634)	(3,041)	(13,675)	(2,299)	(5,148)	19,099
Water services	-	13,760	1,662	-	15,422	(16,137)	(197)	(16,334)	(2,377)	(912)	187,970
Gas supply	-	3,200	-	-	3,200	(1,843)	-	(1,843)	1,357	1,357	11,423
Dalby Regional Saleyards	-	3,977	-	-	3,977	(2,496)	(423)	(2,919)	1,481	1,058	14,015
Quarries	-	6,199	-	-	6,199	(6,621)	109	(6,512)	(422)	(313)	833
Sewerage services	-	9,501	164	-	9,665	(7,170)	(57)	(7,227)	2,331	2,438	136,225
Washdown bays	-	871	-	-	871	(588)	(19)	(607)	283	264	2,490
Total	26,918	179,272	59,737	93	266,020	(187,641)	(10,085)	(197,726)	18,549	68,294	2,197,996
2024											
General operations	4,435	111,172	50,156	174	165,937	(117,718)	(16,339)	(134,057)	(2,111)	31,880	1,710,616
Commercial works	671	9,068	-	-	9,739	(7,745)	-	(7,745)	1,994	1,994	1,849
Waste management	-	8,350	271	-	8,621	(9,321)	(47)	(9,368)	(971)	(747)	14,878
Water services	-	13,922	195	-	14,117	(15,735)	(29)	(15,764)	(1,813)	(1,647)	185,761
Gas supply	-	3,460	-	-	3,460	(2,010)	-	(2,010)	1,450	1,450	11,109
Dalby Regional Saleyards	-	3,248	-	-	3,248	(2,423)	(49)	(2,472)	825	776	12,439
Quarries	-	6,533	-	-	6,533	(7,931)	222	(7,709)	(1,398)	(1,176)	3,784
Sewerage services	-	9,257	94	-	9,351	(6,404)	(55)	(6,459)	2,853	2,892	138,548
Washdown bays	-	749	-	-	749	(553)	-	(553)	196	196	1,147
Total	5,106	165,759	50,716	174	221,755	(169,840)	(16,297)	(186,137)	1,025	35,618	2,080,131

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Revenue

	2025	2024
Notes	\$ '000	\$ '000
(a) Rates, levies and charges		
Rates, levies and utility charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period that they relate to.		
General and special rates	95,888	87,270
State and rural fire levy	214	282
Water	6,547	6,349
Water consumption, rental and sundries	6,246	6,583
Sewerage	9,870	9,641
Waste management	6,419	6,167
Total rates and utility charge revenue	125,184	116,292
Less: discounts	(5,780)	(5,271)
Less: pensioner remissions	(499)	(489)
Total rates, levies and charges	118,905	110,532

(b) Fees and charges

Revenue arising from fees and charges is recognised at the point in time when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers by the Council. Generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay on arrival, for example caravan parks. There is no material obligation for Council in relation to refunds or returns.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than the term of the licence.

Revenue from infringements is recognised on issue of infringement notice after applying the expected credit loss model relating to impairment of receivables for initial recognition of statutory receivables.

Waste disposal fees	1,996	2,139
Aerodrome fees	1,009	1,088
Water sales	1,288	1,330
Washdown bay fees	871	749
Building and development fees	954	705
Cemetery fees	533	521
Rates searches	333	322
Animal registration fees	283	315
Other fees and charges	1,689	1,585
Total fees and charges	8,956	8,754

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Revenue (continued)

(c) Sales revenue

Sale of goods revenue is recognised at the point in time when the customer obtains control of the goods. Revenue from services is recognised when the service is rendered.

Revenue from contracts and recoverable works generally comprises a recoupment of material costs together with an hourly charge for use of equipment and employees. Contract and recoverable works revenue and the associated costs are recognised by reference to the stage of completion of the contract activity based on costs incurred at the reporting date. Where consideration is received for the service in advance it is included as an amount received in advance in trade and other payables and is recognised as revenue in the period when the service is performed.

	Notes	2025 \$ '000	2024 \$ '000
Rendering of services			
Contract and recoverable works		12,686	9,159
Saleyard services		3,978	3,248
Total sale of services		<u>16,664</u>	<u>12,407</u>
Sale of goods			
Gas sales		3,177	3,439
Quarry sales		6,199	6,533
Total sale of goods		<u>9,376</u>	<u>9,972</u>
Total sales revenue		<u>26,040</u>	<u>22,379</u>

(d) Grants, subsidies, contributions and donations

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue is recognised when each performance obligation is satisfied.

Performance obligations vary in each agreement but mostly include the holding of events, construction or maintenance of assets or the completion of projects. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income under AASB 1058

Where Council receives an asset for significantly below fair value, the asset is recognised at fair value, and the related liability (or equity items) is recorded and income then is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Where Council receives funding under an enforceable contract to acquire or construct a specified item of property, plant and equipment which will be under Council's control on completion, revenue is recognised as and when the obligation to construct or purchase is completed. For construction projects, this is generally as the construction progresses in accordance with costs incurred.

Donations and contributions

Where assets are donated or purchased for significantly below fair value, the revenue is recognised when the asset is acquired and controlled by the Council. Donations and contributions are generally recognised on receipt of the asset since there are no enforceable performance obligations.

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Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Revenue (continued)

	Notes	2025 \$ '000	2024 \$ '000
(i) Operating			
General purpose grants *		22,352	731
State government subsidies and grants		3,208	2,725
Commonwealth government subsidies and grants		514	546
Contributions		844	1,104
Total recurrent grants, subsidies, contributions and donations		26,918	5,106

(*) General purpose grants increased in 2025 due to prepayment of 50% of the Financial Assistance Grant for 2025-2026 financial year.

(ii) Capital

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from third parties.

State government subsidies and grants	45,302	39,974
Commonwealth government subsidies and grants	6,446	7,148
Contributions	6,045	3,594
Assets contributed at fair value	1,944	-
Total capital grants, subsidies, contributions and donations	59,737	50,716

(iii) Timing of revenue recognition for grants, subsidies, contributions and donations

	2025		2024	
	Revenue recognised at a point in time \$ '000	Revenue recognised over time \$ '000	Revenue recognised at a point in time \$ '000	Revenue recognised over time \$ '000
Grants and subsidies	32,436	45,386	10,780	40,344
Contributions	8,833	-	4,698	-
	41,269	45,386	15,478	40,344

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. Interest and other income

	Notes	2025 \$ '000	2024 \$ '000
(a) Interest and distribution income received			
Interest received from bank and term deposits is accrued over the term of the investment.			
Distributions from other financial assets		9,965	5,571
Interest received from financial institutions		6,326	10,003
Interest received from other sources		243	272
Interest from overdue rates and utility charges		237	183
Total interest received		<u>16,771</u>	<u>16,029</u>

(b) Other income

Fair value gain on other financial assets		5,371	4,880
Other income		373	366
Ticket Sales		735	772
Reimbursement of expenditure		1,417	1,160
Total other income		<u>7,896</u>	<u>7,178</u>

Note 5. Capital income

(a) Gain on disposal of non-current assets

Proceeds from the disposal of property, plant and equipment		1,477	1,435
Less: carrying value of disposed property, plant and equipment	12	<u>(1,384)</u>	<u>(1,313)</u>
		93	122
Proceeds from disposal of land and improvements		-	652
Less: carrying value of disposed land and improvements	12	<u>-</u>	<u>(625)</u>
		-	27
Gain on disposal of non-current assets		<u>93</u>	<u>149</u>

(b) Non-current assets held for sale

Proceeds from the disposal		-	70
Less: carrying value of disposed assets		<u>-</u>	<u>(45)</u>
		-	25
Total capital income		<u>93</u>	<u>174</u>

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Employee and councillor costs

	Notes	2025 \$ '000	2024 \$ '000
Wages and salaries		44,995	43,631
Councillors' remuneration		750	745
Annual, sick and long service leave entitlements		10,877	9,933
Superannuation	19	6,261	5,209
		62,883	59,518
Other employee related expenses		1,642	1,321
		64,525	60,839
Less: capitalised employee expenses		(6,666)	(5,812)
Total Employee benefits		57,859	55,027

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

Note 7. Materials and services

Advertising	243	145
Audit of annual financial statements by the Auditor-General of Queensland	258	215
Diesel and fuel	3,665	3,974
Donations and grants paid	944	1,037
Insurance	2,154	1,904
Legal fees	475	282
Precept payment	578	512
Purchase of gas	1,175	1,226
Repairs and maintenance	18,976	12,934
Contractors, consultants and services	40,289	37,206
Subscriptions and registrations	784	616
Telecommunications	503	462
Utilities	3,353	2,571
Other materials and services	2,593	2,209
Total materials and services	75,990	65,293

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Capital expenses

	2025 \$ '000	2024 \$ '000
(a) Loss on impairment		
Non-current assets classified as held for sale	–	5,848
Total impairment losses	–	5,848
Impairment losses recognised in the Statement Of Comprehensive Income *	–	5,848

Key judgements and estimates

In assessing impairment, management estimates the recoverable amount of each asset, based on expected future cash flows and uses an interest rate to discount them. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate.

(*) 2024 Impairment relates to community housing assets being transferred to Community Housing Limited

(b) Provision for restoration of land

Discount rate adjustment to refuse rehabilitation provision	93	(165)
Discount rate adjustment to quarry rehabilitation liability	74	(353)
Increase in Rehabilitation Provision - Refuse	2,963	145
Decrease in Rehabilitation Provision - Quarry	(184)	(217)
	15	
	2,946	(590)

The discount rate adjustment to the rehabilitation liability was adjusted against capital expenses as there is no revaluation reserve for these restorations provisions.

(c) Other capital expenses

Loss on write-off of assets	7,139	11,039
	7,139	11,039
Total capital expenses	10,085	16,297

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Cash, cash equivalents and financial assets

	2025 \$ '000	2024 \$ '000
Cash and cash equivalents		
Cash at bank and on hand	3,654	2,373
Deposits at call	125,406	139,196
Balance per Statement of Financial Position	<u>129,060</u>	<u>141,569</u>
Balance per Statement of Cash Flows	<u>129,060</u>	<u>141,569</u>
Unrestricted cash		
Cash and cash equivalents	129,060	141,569
Less: externally imposed restrictions on cash	(6,354)	(12,735)
Unrestricted cash	<u>122,706</u>	<u>128,834</u>

Some of Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use.

These include:

(i) Externally imposed expenditure restrictions at the reporting date relate to the following cash assets:

Unspent government grants and subsidies	5,782	11,990
Unspent special rates	572	745
Total externally imposed restrictions on cash assets	<u>6,354</u>	<u>12,735</u>
Total unspent restricted cash	<u>6,354</u>	<u>12,735</u>

Trust Funds

In accordance with the *Local Government Act 2009 and Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from the sale of land for arrears in rates, deposits for the contracted sale of land, security deposits lodged to guarantee performance and unclaimed monies (e.g. wages). The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements since Council has no control over the assets.

Trust funds held for outside parties

Monies collected or held on behalf of other entities yet to be paid out to or on behalf of those entities	2,465	2,816
Security deposits	761	684
	<u>3,226</u>	<u>3,500</u>

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 10. Receivables

Settlement of receivables is required within 30 days after the invoice is issued.

Receivables are measured at amortised cost which approximates their fair value at the reporting date.

	2025 \$ '000	2024 \$ '000
Trade and other receivables		
Rates and charges	6,210	6,559
Sale of services, fees and charges	14,913	6,653
Gas utility	172	76
Infringements	303	268
Grant funding	-	40
Main roads	2,436	1,849
Resource sector	897	4,198
Gas charges not yet levied	594	628
GST recoverable	1,031	695
Prepayments	2,915	2,181
Total	29,471	23,147
less: Provision for impairment - receivables	(109)	(177)
Total current receivables	29,362	22,970

Accounting policies

Grouping

When Council has no reasonable expectation of recovering an amount owed by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Council has identified 7 distinctive groupings of its receivables: Rates and Charges, Grants, Main Roads, Gas, Statutory Charges, Resource Sector and Other Receivables and relevant judgements in relation to expected credit loss has been made for each for each group.

Rates and Charges: Council is empowered under the provisions of the Local Government Act 2009 to sell an owner's property to recover outstanding rates and charges debts. This results in immaterial Expected Credit Losses (ECL). As a general rule, Council does not impair rates and charges. Council will impair a specific category of rates and charges if arrears are deemed to be greater than the proceeds Council would likely receive from the sale of the respective property

Grants: payable by State and Commonwealth governments and their agencies. A credit enhancement exists as these payments are effectively government guaranteed and both the State and Commonwealth governments have high credit ratings. Accordingly, Council determines the level of credit risk exposure to be immaterial. Council does not calculate an Expected Credit Loss for this group.

Main Roads are construction and maintenance works which Council undertakes on behalf of the State Government. These projects are considered to have a low expected credit loss probability due to the high credit worthiness of the third party. Accordingly, Council determines the level of credit risk exposure to be immaterial.

Statutory Charges include infringement notices for penalty offences including failure to contain animals, failure to keep a property in a reasonable condition, failure to comply with conditions etc. Infringements have a high risk of loss with the expected loss being based on historical information and current receivables.

Gas Sales: These are outstanding balances in relation to the provision and delivery of gas to residential, commercial and industrial customers. Council recognises impairment on these sales based on historical analysis.

Resource Sector relates to funding agreed to be provided to improve or construct Council owned capital infrastructure (mostly roads) or works completed by Council for resource sector companies. Council has determined the level of credit risk to be immaterial based on the low risk associated with the other parties.

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Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 10. Receivables (continued)

Other Receivables: Council identifies other receivables as receivables which do not fall into any of the other six categories. Expected credit losses have been calculated using assessments on historical information and current market trends.

Note 11. Other financial assets

	Notes	2025 \$ '000	2024 \$ '000
Non-current			
QIC Investments		125,433	114,125
Total non-current other financial assets		125,433	114,125

Council carries its investments with Queensland Investment Corporation (QIC) at fair value through profit and loss (FVTPL) under AASB 9 *Financial Instruments*.

Council invests funds with QIC in both a Short-Term Income Fund and a Long-Term Diversified Fund. Council has elected to measure the investments at FVTPL based on the net asset value of the investment as provided by QIC Limited at the reporting date. The fair value hierarchy for these investments is level 2 due to the value being substantially based on inputs that are either directly or indirectly observable.

Western Downs Regional Council
Notes to the Financial Statements
for the year ended 30 June 2025
Note 12. Property, plant and equipment

Measurement basis Fair value category	Land		Site improvements		Buildings		Plant and equipment		Furniture and fittings		Road, footpaths and bridge network		Water infrastructure		Sewerage infrastructure		Stormwater infrastructure		Gas infrastructure		Heritage assets		Works in progress		Total	
	\$'000	Fair Value Level 2 & 3	\$'000	Fair Value Level 3	\$'000	Fair Value Level 2 & 3	\$'000	Cost	\$'000	Cost	\$'000	Fair Value Level 3	\$'000	Fair Value Level 3	\$'000	Fair Value Level 3	\$'000	Fair Value Level 3	\$'000	Fair Value Level 3	\$'000	Fair Value Level 3	\$'000	Cost		\$'000
Opening gross balance	39,675	—	92,824	—	206,457	86,261	497	1,508,241	304,282	210,669	78,547	18,909	14,431	117,816	2,678,609	—	—	—	—	—	—	—	—	—	—	—
Additions - new	—	—	—	—	—	(4,886)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Disposals	—	—	(2,190)	—	(1,724)	(770)	—	(11,339)	(809)	(1,079)	(81)	—	—	—	(4,886)	—	—	—	—	—	—	—	—	—	—	—
Write-offs	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Revaluation decrements to equity (ARS)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Revaluation increments to equity (ARS)	6,509	—	3,493	—	8,689	—	—	53,046	13,374	(2,206)	2,865	726	600	—	(2,206)	—	—	—	—	—	—	—	—	—	—	—
Work in progress transfers	258	—	7,377	—	3,799	10,286	—	20,751	2,270	1,576	407	—	49	(46,773)	—	—	—	—	—	—	—	—	—	—	—	—
Total gross value of property, plant and equipment	46,442	101,504	101,504	217,231	90,891	90,891	497	1,570,699	319,117	208,960	81,738	19,635	15,068	190,369	2,862,151	—	—	—	—	—	—	—	—	—	—	—
Opening accumulated depreciation and impairment	—	—	37,732	—	75,631	42,544	357	476,217	138,952	79,213	24,916	7,598	7,690	—	890,850	—	—	—	—	—	—	—	—	—	—	—
Depreciation expense	—	—	2,849	—	4,763	6,382	48	28,661	5,742	2,863	798	314	—	—	52,440	—	—	—	—	—	—	—	—	—	—	—
Depreciation on disposals	—	—	—	—	—	(3,502)	—	—	—	—	—	—	—	—	(3,502)	—	—	—	—	—	—	—	—	—	—	—
Depreciation on write-offs	—	—	(1,342)	—	(1,064)	(387)	—	(6,412)	(613)	(1,022)	(23)	—	(4)	—	(10,867)	—	—	—	—	—	—	—	—	—	—	—
Revaluation decrements to equity (ARS)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Revaluation increments to equity (ARS)	—	—	1,476	—	3,232	—	—	17,364	9,498	(4,298)	929	300	320	—	33,119	—	—	—	—	—	—	—	—	—	—	—
Total accumulated depreciation and impairment of property, plant and equipment	—	40,715	40,715	82,562	45,037	45,037	405	515,830	153,579	76,776	26,620	8,212	8,006	—	957,742	—	—	—	—	—	—	—	—	—	—	—
Total net book value of property, plant and equipment	46,442	60,789	60,789	134,669	45,854	45,854	92	1,054,869	165,538	132,184	55,118	11,423	7,062	190,369	1,904,409	—	—	—	—	—	—	—	—	—	—	—
Other information																										
Range of estimated useful life (years)	Not depreciated	5-150	5-150	10-120	3-60	3-60	5-10	10-200	10-150	10-180	60-150	10-100	10-100	10-100	depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated	Not depreciated
* Asset additions comprise																										
Asset renewals	—	—	—	—	—	—	—	—	—	—	—	—	—	—	99,574	—	—	—	—	—	—	—	—	—	—	—
Other additions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	19,752	—	—	—	—	—	—	—	—	—	—	—
Total asset additions	—	—	—	—	—	—	—	—	—	—	—	—	—	—	119,326	—	—	—	—	—	—	—	—	—	—	—

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Western Downs Regional Council
Notes to the Financial Statements
for the year ended 30 June 2025
Note 12. Property, plant and equipment (continued)

Measurement basis Fair value category	Land		Site improve- ments		Buildings		Plant and equipment		Furniture and fittings		Road, footpaths and bridge network		Water infrastructu- re		Sewerage infrastructu- re		Stormwater infrastructu- re		Gas infras- tructure		Heritage assets		Works in progress		Total	
	Fair Value Level 2 & 3	\$ '000	Fair Value Level 3	\$ '000	Fair Value Level 2 & 3	\$ '000	Cost	\$ '000	Fair Value Level 3	\$ '000	Cost	Fair Value Level 3	\$ '000	Fair Value Level 3	\$ '000	Fair Value Level 3	\$ '000	Fair Value Level 3	\$ '000	Fair Value Level 3	\$ '000	Fair Value Level 3	\$ '000	Cost		\$ '000
Opening gross balance	35,664		53,162		202,076		81,240		483		1,467,074		291,481		202,796		75,627		18,382		14,545		94,087		2,536,617	
Additions - new	-		-		-		-		-		-		-		-		-		-		-		88,334		88,334	
Disposals	(625)		(2,256)		(4,178)		(5,027)		-		(13,309)		(36)		(956)		(102)		-		(77)		-		(5,652)	
Write-offs	-		-		-		(51)		-		-		-		-		-		-		(37)		-		(20,965)	
Revaluation decrements to equity (ARS)	-		-		-		-		-		-		-		-		-		-		-		-		(37)	
Revaluation increments to equity (ARS)	4,812		27,882		2,806		-		-		32,073		10,237		7,485		2,459		512		(37)		-		88,266	
Work in progress transfers	201		14,036		13,413		10,099		14		22,403		2,600		1,344		563		15		-		(64,688)		-	
Transfers from/(to) held for sale category	(377)		-		(7,660)		-		-		-		-		-		-		-		-		-		(8,037)	
Adjustments and other transfers	-		-		-		-		-		-		-		-		-		-		-		83		83	
Total gross value of property, plant and equipment	39,675		92,824		206,457		86,261		497		1,508,241		304,282		210,669		78,547		18,909		14,431		117,816		2,678,609	
Opening accumulated depreciation and impairment	-		25,496		86,879		41,276		309		462,956		128,734		74,436		23,416		7,078		8,715		-		859,295	
Depreciation expense	-		2,076		4,647		4,995		48		27,515		5,578		2,818		765		317		-		-		48,759	
Depreciation on disposals	-		-		-		(3,713)		-		-		-		-		-		-		-		-		(3,713)	
Depreciation on write-offs	-		(406)		(1,196)		(14)		-		(7,307)		(18)		(905)		(35)		-		(46)		-		(9,927)	
Revaluation decrements to equity (ARS)	-		10,566		-		-		-		4,658		4,658		2,864		770		203		(979)		-		19,061	
Revaluation increments to equity (ARS)	-		-		(12,348)		-		-		(6,947)		-		-		-		-		(879)		-		(20,274)	
Transfers from/(to) held for sale category	-		-		(2,351)		-		-		-		-		-		-		-		-		-		(2,351)	
Total accumulated depreciation and impairment of property, plant and equipment	-		37,732		75,631		42,544		357		476,217		138,952		79,213		24,916		7,598		7,690		-		890,850	
Total net book value of property, plant and equipment	39,675		55,092		130,826		43,717		140		1,032,024		165,330		131,456		53,631		11,311		6,741		117,816		1,787,759	
Other information																										
Range of estimated useful life (years)	Not depreciated		5-150		10-120		3-60		5-10		10-200		10-150		10-180		60-150		10-100		10-100		10-100		Not depreciated	
*Asset additions comprise																										
Asset renewals	-		-		-		-		-		-		-		-		-		-		-		-		76,035	
Other additions	-		-		-		-		-		-		-		-		-		-		-		-		12,299	
Total asset additions	-		-		-		-		-		-		-		-		-		-		-		-		88,334	

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 12. Property, plant and equipment (continued)

(a) Recognition

The asset capitalisation thresholds for Council are:

	\$
Land	1
Site Improvements	5,000
Buildings	10,000
Plant and equipment	5,000
Furniture and fittings	5,000
Heritage assets	5,000
Road, footpath and bridge network	10,000
Water Infrastructure	10,000
Sewerage Infrastructure	10,000
Stormwater Infrastructure	10,000
Gas Infrastructure	10,000
Intangibles	10,000

Land under roads

Land under the roads and reserve land under the *Land Act 1994* or *Land Title Act 1994* is controlled by the Queensland State Government and not recognised in the Council financial statements.

(b) Measurement

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment loss.

(c) Depreciation

Land, works in progress, certain cultural and heritage assets and road formations are not depreciated.

Depreciation, where applicable, is calculated on a straight-line basis. Management believe that the straight-line basis appropriately reflects the pattern of consumption of all Council assets.

Key judgements and estimates

Management reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical or physical obsolescence that may change the utility of infrastructure assets.

(d) Valuation

Valuation Processes

Council compares the carrying amount of its property, plant and equipment on an annual basis compared to current fair value and makes the necessary adjustment where these are materially different. At least once every 3 years, Council performs a full comprehensive revaluation by engaging an external professionally qualified valuer.

In the intervening years, Council undertakes either:

- a management valuation using internal engineers and asset managers to assess the condition and cost assumptions associated with all infrastructure assets and an appropriate cost index for the region; or
- a 'desktop' valuation for land and improvements, buildings and major plant asset classes which involves management providing updated information to the valuer regarding additions, removals and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices which are applied to each of these asset classes.

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Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 12. Property, plant and equipment (continued)

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimated remaining useful life.

In accordance with AASB 13 fair value measurements are classified into three levels as follows:

Level 1 - fair value based on quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset or liability.

Level 3 - fair value based on unobservable inputs for the asset or liability.

(2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

Western Downs Regional Council

Notes to the Financial Statements for the year ended 30 June 2025

Note 12. Property, plant and equipment (continued)

(3) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair values using quoted market prices of identical assets (i.e. level 1 inputs) Council instead utilises a reasonable spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair value when using level 2 inputs is derived using level 2 market-based evidence which includes observable historical sales data for assets of a similar nature within the Western Downs Regional Council and adjacent areas.

The cost approach is used to determine fair value when using level 3 inputs. This method is based on determining the asset's Replacement Cost of an equivalent asset and then adjusting for the level of remaining service potential.

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)
Land (Level 2) 2025: \$12,011k 2024: \$10,327k	Market value	31/03/2024	Australis	<ul style="list-style-type: none"> Analysis of price movements in local property markets (reviewing recent market transactions), Analysis of median price data from publicly available sources. 	16.30%
Land (Level 3) 2025: \$34,431k 2024: \$29,347k	Current replacement cost	31/03/2024	Australis	<ul style="list-style-type: none"> Analysis of price movements in local property markets (reviewing recent market transactions), Analysis of median price data from publicly available sources. Adjustments based on zoning, land use, discussions with industry experts and professional opinion. 	16.30%
Site improvements (Level 3)	Current replacement cost	31/03/2024	Australis	<ul style="list-style-type: none"> Analysis of industry and sector indices. Review of price guides and quotes from market participants. Analysis of historical and current construction costs for new assets. 	3.78%

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Western Downs Regional Council Notes to the Financial Statements for the year ended 30 June 2025

Note 12. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)
Heritage Site Improvements (Level 3)	Current replacement cost	31/03/2024	Australis	<ul style="list-style-type: none"> • Analysis of industry and sector indices. • Review of price guides and quotes from market participants. • Analysis of historical and current construction costs for new assets. 	4.16%
Heritage Buildings (Level 3)	Current replacement Cost	31/03/2024	Australis	<ul style="list-style-type: none"> • Analysis of industry and sector indices. • Review of price guides and quotes from market participants. • Analysis of historical and current construction costs for new assets. 	4.16%
Market value buildings (Level 2) 2025: \$1,407k 2024: \$1,258k	Market value	31/03/2024	Australis	<ul style="list-style-type: none"> • Analysis of price movements in local property markets (reviewing recent market transactions). • Analysis of median price data from publicly available sources. 	15.85%
Specialised buildings (Level 3) 2025: \$133,262k 2024: \$129,568k	Current replacement cost	31/03/2024	Australis	<ul style="list-style-type: none"> • Analysis of industry and sector indices. • Review of price guides and quotes from market participants. • Analysis of historical and current construction costs for new assets. 	4.16%
Roads, bridges and footpaths network (Level 3)	Current replacement cost	31/03/2024	Shepherd Services	<ul style="list-style-type: none"> • Analysis of industry and sector indices. 	3.51%
Water and sewerage (Level 3)	Current replacement cost	31/03/2025	AVR Consulting	<ul style="list-style-type: none"> • Valuer's opinion of physical condition. • Contemporary construction cost data. • Cost guide unit rates such as Cordell's or Rawlinson's. • Regional loading indices. • Useful life and remaining life review. 	N/A

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Western Downs Regional Council
Notes to the Financial Statements
 for the year ended 30 June 2025

Note 12. Property, plant and equipment (continued)

Asset class and fair value hierarchy	Valuation approach	Last comprehensive valuation date	Valuer engaged	Key assumptions and estimates (related data sources)	Index applied (change in index recognised this year)
Stormwater and gas (Level 3)	Current replacement cost	31/03/2023	Australis	<ul style="list-style-type: none"> • Analysis of industry and sector indices. • Review of price guides and quotes from market participants. • Analysis of historical and current construction costs for new assets. 	3.64% (Stormwater) 3.84% (Gas)

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 13. Contract balances

	2025	2024
	\$ '000	\$ '000

(a) Contract assets

Contract assets	3,525	7,682
Total current contract assets	3,525	7,682

(b) Contract liabilities

Funds received upfront to construct Council controlled assets	5,363	11,930
Total current contract liabilities	5,363	11,930

Council's contract liabilities are a result of funding received to construct assets, such as roads and buildings, where at 30 June 2025 Council had not yet spent the funds. This includes funding programs such as the Disaster Recovery Funding Arrangements and other similar funding initiatives.

Revenue recognised that was included in the contract liability balance at the beginning of the year

Funds to construct Council controlled assets	10,867	28,927
Total revenue included in the contract liability	10,867	28,927

Satisfaction of contract liabilities

The contract liabilities in relation to capital grants relate to funding received prior to the work being performed since revenue is recognised as Council constructs the assets. Council expects to recognise the contract liability as income in the next year.

(c) Significant changes in contract balances

2021-22 saw a large number of natural disasters impact the Western Downs region and as a consequence Council received funding towards the end of the 2023 financial year for reconstruction works. This resulted in a large contract liabilities balance at 30 June 2023 and 30 June 2024 that Council has since earned as the work is completed throughout the 2024 and 2025 financial year.

Contract assets have decreased as Council has progressed its flood recovery works past the initial up front funding amount and is now eligible to submit progress claims as the works are completed to receive grant funding up to the approved submission amount.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 14. Payables

	Notes	2025 \$ '000	2024 \$ '000
Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.			
Creditors		1,875	1,562
Accrued expenses		7,407	11,413
Payments received in advance		3,873	4,953
Other *		2,261	2,306
Total current payables		15,416	20,234
Non-current			
Other		894	1,757
Total non-current payables		894	1,757

* Comparatives have been restated to combine nominal amounts relating to other entitlements, accrued wages and salaries and other payables into one category.

Note 15. Provisions

Long service leave

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee on-costs. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The provision is discounted using the Commonwealth Bond yield rates.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months, long service leave is classified as a current liability. Otherwise it is classified as non-current.

Refuse dump rehabilitation, aerodrome evaporation ponds, quarry and gravel pit rehabilitation

A provision is made for the cost of rehabilitating refuse dumps, aerodrome evaporation ponds, quarries and gravel pits where it is probable the Council will have an obligation to rehabilitate the sites when the use of the facilities is complete.

The provision for refuse and evaporation pond rehabilitation is calculated as the present value of anticipated future costs associated with the closure of the sites, decontamination and monitoring of historical residues and leaching on these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for dump sites is reviewed at least annually and updated based on the facts and circumstances available at the time.

The present value of the estimated cost of rehabilitating the refuse disposal site to a useable state at the end of its useful life is \$6,158,500 and is expected to occur over the years 2026 to 2041. During 2024/2025, an indepth review of the processes and products used for rehabilitating these sites occurred. During this review, it was found that Council was not receiving as much locally sourced material as assumed previously and therefore these costs were increased to reflect this finding. This change in costing has increase this provision significating in the 2024/2025 financial year.

Similarly, the present value of the estimated cost of rehabilitating the evaporation ponds to a useable state at the end of its useful life is \$633,998 and is expected to occur in 2028.

The provision for quarry and gravel pits rehabilitation represents the present value of the anticipated future costs associated with the closure of the quarries, refilling the basin, and reclamation and rehabilitation of these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the

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Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 15. Provisions (continued)

costs that will be incurred. The provision recognised for quarry and gravel pits rehabilitation is reviewed at least annually and updated based on the facts and circumstances available at the time.

The present value of the estimated cost of rehabilitating the quarry site to a useable state at the end of its useful life is \$1,350,068 and is expected to occur over the years 2032 to 2036.

Similarly, the present value of the estimated cost of rehabilitating the gravel pits to a useable state at the end of its useful life is \$1,296,623 and is expected to occur over the years 2026 to 2055.

	2025 \$ '000	2024 \$ '000
Notes		
Current		
Annual leave	4,844	4,682
Long service leave	7,552	7,612
Refuse rehabilitation	2,464	1,069
Gravel pit rehabilitation	135	132
Total current provisions	14,995	13,495
Non-current		
Long service leave	1,932	1,620
Evaporation pond rehabilitation	634	595
Quarry rehabilitation	1,350	1,281
Refuse rehabilitation	3,695	1,919
Gravel pit rehabilitation	1,162	1,229
Total non-current provisions	8,773	6,644

Details of movements in provisions

Long service leave

Balance at beginning of financial year	9,232	8,769
Additional provision	1,315	1,457
Amounts used	(1,063)	(994)
Balance at end of financial year	9,484	9,232

Quarry rehabilitation

Balance at beginning of financial year	1,281	1,462
Increase in provision due to unwinding of discount	56	43
Increase/(decrease) in provision due to change in discount rate	30	(201)
Increase/(decrease) in estimate of future cost	(17)	(23)
Balance at end of financial year	1,350	1,281

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 15. Provisions (continued)

	2025 \$ '000	2024 \$ '000
Refuse rehabilitation		
Balance at beginning of financial year	2,988	2,875
Increase in provision due to unwinding of discount	130	99
Increase/(decrease) in provision due to change in discount rate	81	(148)
Increase/(decrease) in provision due to change in restoration year	(25)	123
Increase/(decrease) in estimate of future cost	2,985	39
Balance at end of financial year	6,159	2,988
Gravel Pit rehabilitation		
Balance at beginning of financial year	1,361	1,656
Increase in provision due to unwinding of discount	59	51
Increase/(decrease) in provision due to change in discount rate	44	(152)
Increase/(decrease) in estimate of future cost	(167)	(194)
Balance at end of financial year	1,297	1,361
Evaporation Pond rehabilitation		
Balance at beginning of financial year	595	616
Increase in provision due to unwinding of discount	24	18
Increase/(decrease) in provision due to change in discount rate	12	(23)
Increase/(decrease) in estimate of future cost	3	(16)
Balance at end of financial year	634	595

Note 16. Asset revaluation surplus

The closing balance of the asset revaluation surplus comprises of the following asset categories:

	2025 \$ '000	2024 \$ '000
- Land	26,528	20,019
- Site improvements	27,037	25,019
- Buildings	69,964	64,499
- Plant and equipment	32	32
- Furniture and fittings	-	-
- Road, footpaths and bridge network	583,050	547,367
- Water infrastructure	130,174	126,296
- Sewerage infrastructure	95,907	93,815
- Stormwater infrastructure	62,193	60,258
- Gas infrastructure	6,851	6,426
- Heritage assets	1,626	1,346
Total	1,003,062	945,077

The asset revaluation surplus comprises revaluation movements on property, plant and equipment. Refer to Note 12.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 17. Commitments for expenditure

	2025 \$ '000	2024 \$ '000
(a) Contractual commitments		
Contractual commitments at end of financial year but not recognised in the financial statements are as follows:		
Garbage collection & waste and recycling centers	15,082	30,328
Council enterprise resource planning system	15,934	9,174
Aquatic centre management	7,186	4,545
Cleaning services (regionwide)	4,095	5,588
Saleyards	3,465	4,074
Other	21,612	29,675
	67,374	83,384
(b) Capital commitments (exclusive of GST)		
Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities:		
Property, plant and equipment		
Road, stormwater and bridge network	12,088	30,252
Buildings and Site Improvements	4,340	1,704
Water & Sewerage	17,035	1,861
Other	5,712	1,063
	39,175	34,880
Total capital commitments	39,175	34,880
	106,549	118,264
Total contractual and capital commitments	106,549	118,264
These expenditures are payable as follows:		
Within the next year	74,073	81,093
Later than one year and not later than 5 years	32,476	37,171
Total payable	106,549	118,264

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 18. Contingent liabilities

Details and estimates of maximum amounts of contingent liabilities are as follows:

Local Government Mutual

The Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2025 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Local Government Workcare

The Council is a member of the Queensland local government worker's compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided an indemnity towards a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. The Council's maximum exposure to the bank guarantee is \$1,065,967.14.

Pending Legal Matters

Council had one pending legal matter at 30 June 2025 that may result in a financial settlement being paid by Council. The potential liability is estimated to be \$185,000.

Note 19. Superannuation - regional defined benefit fund

Council contributes to the Brighter Super Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the Brighter Super trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the Local Government Act 2009. The scheme is managed by the Brighter Super trustee.

The scheme is a pooled defined benefit plan and it is not in accordance with the deed to allocate obligations, plan assets and costs at the council level.

Any amount by which the scheme is over or under funded may affect future contribution rate obligations, but has not been recognised as an asset or liability of the council.

Council may be liable to the scheme for a portion of another local governments' obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the Brighter Super trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed triennial actuarial assessment of the scheme as required under Superannuation Prudential Standard 160 was undertaken as at 1 July 2024. The actuary indicated that "At the valuation date of 1 July 2024, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The measure of vested benefits represents the value of benefit entitlements should all participating employees voluntarily exit the scheme. The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions. The next triennial actuarial review is not due until 1 July 2027.

The most significant risks that may result in Brighter Super increasing the contribution rate, on the advice of the actuary, are:

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

As Council has 13 employees by headcount that are members of the Scheme, any increase in contributions is likely to be minor.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 19. Superannuation - regional defined benefit fund (continued)

	Notes	2025 \$ '000	2024 \$ '000
Superannuation contributions made to the Regional Defined Benefits Fund		146	176
Other superannuation contributions for employees		6,115	5,033
Total superannuation contributions paid by Council for employees	6	6,261	5,209

Note 20. Reconciliation of operating result

	Notes	2025 \$ '000	2024 \$ '000
Net operating result from income statement		68,294	35,618
Non-cash items			
Depreciation and amortisation		52,564	48,976
Impairment of property, plant and equipment		-	5,848
Unwinding of discount rates on reinstatement provisions		270	211
Provision for restoration of land		2,946	(595)
Provision for employee benefits		1,477	1,922
		57,257	56,362
Investing and development activities			
Net (profit)/loss on disposal of assets		(93)	(174)
Loss on write-off of assets		7,139	11,039
Capital grants and contributions		(57,793)	(50,716)
Contributed Assets		(1,944)	-
Investment revenue		(11,308)	(6,125)
		(63,999)	(45,976)
Changes in operating assets and liabilities:			
(Increase)/decrease in receivables		(6,324)	(8,819)
Increase/(decrease) in provision for doubtful debts		(68)	(411)
(Increase)/decrease in inventories		(305)	175
Increase/(decrease) in payables		313	246
Increase/(decrease) in employee leave entitlements		(1,064)	(994)
Increase/(decrease) in other liabilities		(5,994)	2,224
		(13,442)	(7,579)
Net cash inflow from operating activities		48,110	38,425

(*) Comparative figures have been reclassified to conform to the current year's presentation.

Note 21. Events after the reporting period

There has not been any event that occurred after the end of the reporting period that has significantly affected, or may significantly affect, the current or future financial results of the Council.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 22. Financial instruments and financial risk management

(a) Financial assets and financial liabilities

Council has exposure to the following risks arising from financial instruments; (i) market risk, (ii) credit risk and (iii) liquidity risk.

Financial risk management

Risk Management Framework

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies.

Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of Council.

Council's audit committee oversees how management monitors compliance with the Council's risk management policies and procedures, and reviews the adequacy of the risk managements framework in relation to the risks faced by Council. Council's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes regular ad-hoc reviews of risk risk management controls and procedures, the results of which are reported to the audit committee.

Council does not enter into derivatives.

Credit risk

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State/Commonwealth bodies or financial institutions in Australia, in line with the requirements of the Statutory Bodies Financial Arrangements Act 1982. Council only invests in financial institutions that have an equivalent Standard and Poor's long term rating of A with a neutral outlook or better.

No collateral is held as security relating to the financial assets held by the Council.

The carrying amounts of financial assets at the end of the reporting period represent the maximum exposure to credit risk for the Council.

Cash and cash equivalents

The Council may be exposed to credit risk through its investments in the QTC Cash Fund. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC cash fund are capital guaranteed by the State of Queensland.

Other non-current financial assets

Council has invested in the QIC Short-Term Income Fund and Long-Term Diversified Fund. The fund is managed to a Strategic Asset Allocation portfolio which allocates investments in global equities, fixed interest financial instruments, a diverse range of asset classes and foreign currency. Council may be exposed to credit risk through this investment but, as QIC is highly rated and regulated, the risk of credit failure is considered very low despite it not being capital guaranteed.

Receivables

In the case of rates and some utility receivables, the Council has the power to sell the property to recover any defaulted amounts and therefore generally for rates debtors the credit risk is low. However, in certain instances, Council will create a doubtful debt provision for properties with overdue rates and charges, if analysis indicates the amount recoverable by way of sale is likely to be less than the rates and charges (including interest and legal costs) outstanding.

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 22. Financial instruments and financial risk management (continued)

In other cases, the Council assesses the credit risk before providing goods or services and applies normal business credit protection procedures to minimise the risk.

By the nature of the Council's operations, there is a geographical concentration of risk in the Council area. There is also a concentration of risk in the agricultural and resource sectors.

Council will, where it believes it to be appropriate, require collateral in respect of trade and other receivables.

The exposure to credit risk for trade receivables by type of counterparty was as follows:

	2025 \$ '000	2024 \$ '000
Rates and charges	6,210	6,559
Gas sales	172	76
Statutory charges	303	268
GST recoverable	1,031	695
Grant funding	-	40
Main roads	2,436	1,849
Resource sector	897	4,198
Sundry	14,913	6,653
Gas charges not yet levied	594	628
Total	26,556	20,966

Refer to Note 11 for further details.

When Council has no reasonable expectation of recovering an amount owned by a debtor, and has ceased enforcement activity, the debt is written-off by directly reducing the receivable against the loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Accounting for impairment losses is dependent upon the individual group of receivables subject to impairment. The loss allowance for grouped receivables reflects lifetime expected credit losses (ECL) and incorporates reasonable and supportable forward-looking information. Economic changes impacting debtors, and relevant industry data form part of the impairment assessment.

Liquidity risk

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Council's reputation.

Exposure to liquidity risk

Council is exposed to liquidity risk through its normal course of business.

The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits to cater for unexpected volatility in cash flows.

Council does not have an overdraft facility (2024: nil)

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 22. Financial instruments and financial risk management (continued)

	0 to 1 year \$ '000	1 to 5 years \$ '000	Over 5 years \$ '000	Total contractual cash flows* \$ '000	Carrying amount \$ '000
2025					
Trade and other payables	10,970	572	–	11,542	16,310
Lease liabilities	15	206	2	223	205
	<u>10,985</u>	<u>778</u>	<u>2</u>	<u>11,765</u>	<u>16,515</u>
2024					
Trade and other payables	14,536	745	–	15,281	20,234
Lease liabilities	104	220	2	326	300
	<u>14,640</u>	<u>965</u>	<u>2</u>	<u>15,607</u>	<u>20,534</u>

* The contractual cashflows above vary from the carrying amount as they exclude amounts received in advance.

The outflows in the above table are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated in the table.

Market risk

Market risk is the risk that changes in market indices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

Interest rate risk

The Council is exposed to interest rate risk through investments with Queensland Treasury.

The Council has access to a mix of variable and fixed rate funding options through QTC so that interest rate risk exposure can be minimised.

Sensitivity

Sensitivity to interest rate movements is shown for variable financial assets and liabilities based on the carrying amount at reporting date.

The Council does not account for any fixed-rate financial assets or financial liabilities at fair value through profit or loss, therefore a change in interest rates at the reporting date would not affect profit or loss.

The following interest rate sensitivity analysis depicts what effect a reasonably possible change in interest rates (assumed to be 1%) would have on the profit and equity, based on the carrying values at the end of the reporting period. The calculation assumes that the change in interest rates would be held constant over the period.

	Net carrying amount \$ '000	Net result		Equity	
		1% increase \$ '000	1% decrease \$ '000	1% increase \$ '000	1% decrease \$ '000
2025					
QTC cash fund	125,406	1,254	(1,254)	1,254	(1,254)
QIC Investments	125,433	1,254	(1,254)	1,254	(1,254)
Net	<u>250,839</u>	<u>2,508</u>	<u>(2,508)</u>	<u>2,508</u>	<u>(2,508)</u>
2024					
QTC cash fund	139,196	1,392	(1,392)	1,392	(1,392)
QIC Investments	114,125	1,141	(1,141)	1,141	(1,141)
Net	<u>253,321</u>	<u>2,533</u>	<u>(2,533)</u>	<u>2,533</u>	<u>(2,533)</u>

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 23. National competition policy

Business activities to which the code of competitive conduct is applied

Council applies the competitive code of conduct to the following activities:

- Commercial Works
- Waste Management
- Water Services
- Sewerage Services
- Gas Supply
- Quarries
- Washdown Bays
- Dalby Regional Saleyards

This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity. The CSO value is determined by Council, and represents an activities cost(s) which would not be incurred if the primary objective of the activities was to make a profit. The Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services or costs deemed to be CSO's by the Council.

The following activity statements are for activities subject to the competitive code of conduct:

	Commercial works \$'000	Waste management \$'000	Water services \$'000	Sewerage services \$'000
Revenue for services provided to the Council	-	321	1,068	360
Revenue for services provided to external clients	12,676	8336	13,763	9,499
Community service obligations	-	24	25	38
	<u>12,676</u>	<u>8,681</u>	<u>14,856</u>	<u>9,897</u>
Less: expenditure	12,191	10,915	17,700	8,256
Surplus/(Deficit)	<u>485</u>	<u>(2,234)</u>	<u>(2,844)</u>	<u>1,641</u>
	Gas supply \$'000	Quarries \$'000	Washdown bays \$'000	Dalby regional saleyards \$'000
Revenue for services provided to the Council	79	7,627	-	-
Revenue for services provided to external clients	3,199	207	871	3,978
Community service obligations	-	-	-	-
	<u>3,278</u>	<u>7,834</u>	<u>871</u>	<u>-</u>
Less: expenditure	2,094	6,841	699	2,700
Surplus	<u>1,184</u>	<u>993</u>	<u>172</u>	<u>1,278</u>

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 23. National competition policy (continued)

Activities

Description of CSO's provided to business activities:

Activities	CSO description	Actual \$'000
Water	<i>Council's contribution to pensioner concessions.</i>	25
Waste Management	Council's contribution to pensioner concessions.	24
Sewerage	Council's contribution to pensioner concessions.	38

Note 24. Transactions with related parties

Council has no interests in any subsidiaries.

(a) Associates

Council has no interests in any associates.

(b) Joint ventures

Council has no interests in any joint ventures.

(c) Key management personnel

Transactions with key management personnel

Council's key management personnel (KMP) includes the Mayor, Councillors, Chief Executive Officer and the Executive Leadership Team. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity.

	2025 \$ '000	2024 \$ '000
The compensation paid to key management personnel comprises:		
Short-term employee benefits	2,047	1,992
Post-employment benefits	220	216
Long-term benefits	40	89
Total	2,307	2,297

continued on next page ...

Page 37 of 49

Western Downs Regional Council

Notes to the Financial Statements

for the year ended 30 June 2025

Note 24. Transactions with related parties (continued)

(d) Other Related Parties

Transactions with other related parties

Other related parties include the close family members of KMP and any entities controlled or jointly controlled by KMP or their close family members.

Details of transactions between Council and other related parties are disclosed below:

	Amount of transactions during year \$ '000
2025	
Employee expenses for close family members of KMP	282
Purchase of materials and services from related parties of KMP	81
	363
2024	
Employee expenses for close family members of KMP	289
Purchase of materials and services from related parties of KMP	44
	333

All close family members of key management personnel were employed through an arm's length process. They are paid in accordance with the Award for the work they perform. The Council employs 688 staff of which only 3 are close family members of key management personnel.

Council purchased the following material and services from related parties of key management personnel. All purchases were at arm's length and were in the normal course of Council operations.

	2025 \$'000	2024 \$'000
Accommodation	36	-
Bus hire	5	3
Art/Australia Day Materials	2	2
Catering	-	10
Machinery parts	38	29
Total	81	44

(e) Transactions with related parties that have not been disclosed

Most of the entities and people that are related parties of Council live and operate within the Western Downs Region.

Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties.

Some examples include:

- Rates and utility charges
- Dog registrations
- Hire and use of Council facilities

Council has not included these types of transactions in its disclosure where they are made on the same terms and conditions available to the general public.

Western Downs Regional Council

General Purpose Financial Statements

for the year ended 30 June 2025

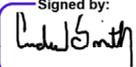
Management Certificate

for the year ended 30 June 2025

These General Purpose Financial Statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulations) and other prescribed requirements.

In accordance with Section 212(5) of the Regulation, we certify that:

- i. the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulations 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- ii. the General Purpose Financial Statements, as set out on pages 2 to 38, present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.

Signed by:

F001FG0204E64C0...
Cr Andrew Smith
Mayor
Date: 28-Oct-2025

DocuSigned by:

51G8E728BF634AA...
Jodie Taylor
Chief Executive Officer
Date: 28-Oct-2025

INDEPENDENT AUDITOR'S REPORT

To the councillors of Western Downs Regional Council

Report on the audit of the financial report

Opinion

I have audited the financial report of Western Downs Regional Council.

The financial report comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the certificate given by the Mayor and the Chief Executive Officer.

In my opinion, the financial report:

- a) gives a true and fair view of the council's financial position as at 30 June 2025, and of its financial performance for the year then ended; and
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

At the date of this auditor's report, the available other information in Western Down Regional Council's annual report for the year ended 30 June 2025 was the current year financial sustainability statement, current year financial sustainability statement - contextual ratios (unaudited) and unaudited long-term financial sustainability statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the financial report

The councillors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the councillors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The councillors are also responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the council or to otherwise cease operations of the council.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Report on other legal and regulatory requirements

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Local Government Act 2009*, and the *Local Government Regulation 2012*. The applicable requirements include those for keeping financial records that correctly record and explain the council's transactions and account balances to enable the preparation of a true and fair financial report.



David Adams
as delegate of the Auditor-General

30 October 2025

Queensland Audit Office
Brisbane

Western Downs Regional Council

General Purpose Financial Statements

for the year ended 30 June 2025

Current Year Financial Sustainability Statement

	Target Tier 4	Actual 2025	5 Yr Av. 2020-25
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Audited ratios

Council's performance at 30 June 2025 against key financial ratios and targets.

Liquidity

1. Unrestricted cash expense coverage ratio

Total cash and equivalents add current investments add available ongoing QTC working capital limit less externally restricted cash

$\frac{\text{Total operating expenditure less depreciation and amortisation less finance costs}}{\text{Total cash and equivalents add current investments add available ongoing QTC working capital limit less externally restricted cash}} \times 12$	>4 mths	11.0 months	19.0 months
--	---------	-------------	-------------

The unrestricted cash expense results have met the target.

Operating Performance

2. Operating surplus ratio

Operating result

$\frac{\text{Operating result}}{\text{Total operating revenue}}$	>0%	9.00%	6.38%
--	-----	-------	-------

The operating surplus ratio results for the 5-year average have met the target.

3. Operating cash ratio

Operating result add depreciation and amortisation add finance costs

$\frac{\text{Operating result add depreciation and amortisation add finance costs}}{\text{Total operating revenue}}$	>0%	34.49%	33.35%
--	-----	--------	--------

The operating cash ratio results for the 5-year average have met the target.

Asset management

4. Asset sustainability ratio

Capital expenditure on replacement of infrastructure assets (renewals)

$\frac{\text{Capital expenditure on replacement of infrastructure assets (renewals)}}{\text{Depreciation expenditure on infrastructure assets}}$	>80%	200.75%	119.19%
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The asset sustainability ratio results for the 5-year average have met the target.

5. Asset consumption ratio

Written down replacement cost of depreciable infrastructure assets

$\frac{\text{Written down replacement cost of depreciable infrastructure assets}}{\text{Current replacement cost of depreciable infrastructure assets}}$	>60%	64.64%	65.88%
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The asset consumption ratio results for the 5-year average have met the target.

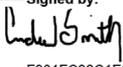
Note 1 - basis of preparation

The current year financial sustainability statement is prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guideline 2025. The amounts used to calculate the 6 reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

Western Downs Regional Council
General Purpose Financial Statements
for the year ended 30 June 2025
Certificate of Accuracy (audited ratios)

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability statement has been accurately calculated.

Signed by:

F901FC9201E64C9...
Cr Andrew Smith
Mayor
Date: 28-Oct-2025

DocuSigned by:

5108E728BF634AA...
Jodie Taylor
Chief Executive Officer
Date: 28-Oct-2025

INDEPENDENT AUDITOR'S REPORT

To the Councillors of Western Downs Regional Council

Report on the Current-Year Financial Sustainability Statement

Opinion

I have audited the accompanying current year financial sustainability statement of Western Downs Regional Council for the year ended 30 June 2025, comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with s.212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Western Downs Regional Council for the year ended 30 June 2025 has been accurately calculated.

Basis of opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2024 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

Other Information

The councillors are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025, but does not include the financial sustainability statement and our auditor's report thereon.

At the date of this auditor's report, the available other information in Western Down Regional Council's annual report for the year ended 30 June 2025 was the general-purpose financial statements, current-year financial sustainability statement - contextual ratios (unaudited), and the unaudited long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have formed a separate opinion on the general-purpose financial report.

In connection with my audit of the financial sustainability statement, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial sustainability statement and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the councillors for the current year financial sustainability statement

The councillors are responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The councillors responsibility also includes such internal control as the councillors determine is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the current year financial sustainability statement

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the council.

● *Queensland*
● ● **Audit Office**

Better public services

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



David Adams
as delegate of the Auditor-General

30 October 2025
Queensland Audit Office
Brisbane

Western Downs Regional Council

General Purpose Financial Statements

for the year ended 30 June 2025

Current Year Financial Sustainability Statement

	Target Tier 4	Actual 2025	5 Yr Av. 2020-25
Contextual ratios (unaudited)			
Financial Capacity			
1. Council controlled revenue			
Net rates, levies and charges add fees and charges	N/A	62.01%	65.70%
Total operating revenue			
Council controlled revenue results indicate consistent generation of operating revenue.			
2. Population growth			
Prior year estimated population	- 1	N/A	0.31%
Previous year estimated population			0.31%

Population growth results are low but stable.

The Population growth ratio has been calculated using prior year population data in accordance with the Guidance.

Note 1 - basis of preparation

The current year financial sustainability statement - Contextual Ratios is prepared in accordance with the requirements of the Local Government Regulation 2012 and the Financial Management (Sustainability) Guideline 2025. The amounts used to calculate the 3 reported measures are prepared on an accrual basis and are drawn from the council's audited general purpose financial statements for the year ended 30 June 2025.

Western Downs Regional Council

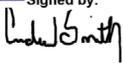
General Purpose Financial Statements

for the year ended 30 June 2025

Certificate of Accuracy (contextual ratios - unaudited)

This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current year financial sustainability statement has been accurately calculated.

Signed by:

F901FC32C1E64G9...
Cr Andrew Smith
Mayor
Date: 28-Oct-2025

DocuSigned by:

54C8E728BF634AA...
Jodie Taylor
Chief Executive Officer
Date: 28-Oct-2025

Western Downs Regional Council General Purpose Financial Statements for the year ended 30 June 2025 Unaudited Long Term Financial Sustainability Statement

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
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Measures of financial sustainability

Liquidity

1. Unrestricted cash expense coverage ratio

Total cash and equivalents add current investments add available ongoing QTC working capital limit less externally restricted cash

x 12

Total operating expenditure less depreciation and amortisation less finance costs

Additional Commentary

The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.

Operating Performance

2. Operating surplus ratio

Operating result

Total operating revenue

>0% **9.00%** 0.96% 2.01% 1.85% 1.38% 0.98% 0.32% 0.95% 1.61% 2.48% 4.86%

The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.

3. Operating cash ratio

Operating result add depreciation and amortisation add finance costs

Total operating revenue

>0% **34.49%** 29.50% 30.43% 30.18% 29.63% 29.20% 28.28% 28.73% 29.31% 30.00% 32.45%

The operating cash ratio is a measure of council's ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.

continued on next page ...

Western Downs Regional Council
General Purpose Financial Statements
 for the year ended 30 June 2025

Unaudited Long Term Financial Sustainability Statement (continued)

	Target 2025	Actual 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
			Forecast									
Asset Management												
4. Asset sustainability ratio												
Capital expenditure on replacement of infrastructure assets (renewals)	>80%	200.75%	77.57%	107.97%	99.18%	77.56%	74.07%	91.36%	99.68%	72.47%	101.30%	126.21%
Depreciation expenditure on infrastructure assets												
The asset sustainability ratio approximates the extent to which the infrastructure assets managed by a council are being replaced as they reach the end of their useful lives.												
5. Asset consumption ratio												
Written down replacement cost of depreciable infrastructure assets												
Current replacement cost of depreciable infrastructure assets	>60%	64.64%	69.11%	68.65%	69.93%	71.04%	71.30%	71.08%	71.19%	71.48%	71.30%	71.54%
The asset consumption ratio approximates the extent to which council's infrastructure assets have been consumed compared to what it would cost to build a new asset with the same benefit to the community.												
Financial Capacity												
6. Council controlled revenue												
Net rates, levies and charges add fees and charges												
Total operating revenue	N/A	62.01%	70.57%	71.62%	72.99%	73.28%	73.61%	73.64%	73.86%	73.95%	73.92%	73.97%
Council controlled revenue is an indicator of a council's financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.												
7. Population growth												
Prior year estimated population												
Previous year estimated population		0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%	0.31%
Population growth is a key driver of a council's operating income, service needs, and infrastructure requirements into the future.												

continued on next page ...

Western Downs Regional Council General Purpose Financial Statements for the year ended 30 June 2025

Western Downs Regional Council Financial Management Strategy

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

Western Downs Regional Council

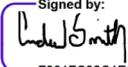
General Purpose Financial Statements

for the year ended 30 June 2025

Certificate of Accuracy - Long Term Financial Sustainability Statement

This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.

Signed by:

F901FC3201E6409...
Cr Andrew Smith
Mayor
Date: 28-Oct-2025

DocuSigned by:

51C8E728BF634AA...
Jodie Taylor
Chief Executive Officer
Date: 28-Oct-2025

