



Etheridge  
Shire Council

# 2017-18

ANNUAL REPORT

*... "Unearth Etheridge  
to create a future beyond Rates, Roads & Rubbish"...*



Peace Monument - Georgetown

# Acknowledgements

....*"We respectfully acknowledge the Ewamian People – the traditional custodians of this land where we meet and we pay our respects to the Ewamian People especially the Elders past and present and acknowledge their traditional customs and laws and recognise their continuing connection to this Country. We look forward to a long and continuing relationship with the Ewamian People and value any opportunities in strengthening and partnership through collaboration by respecting their country"...*

....*"We acknowledge the many volunteers within our community who so generously give their own time and energy to enrich the lives of those around them and make our Shire a great place to live and visit"...*

....*"We acknowledge the many staff within the Etheridge Shire Council who routinely go above and beyond the roles they were employed to do for the benefit of our community and organisation helping us to continue to improve each and every year"...*

Mayor & Councillors  
Etheridge Shire Council



Student Hostel - Georgetown

# Welcome to Etheridge Shire Council's Annual Report for 2017 | 2018

**welcome** to Etheridge Shire Council's 2017/2018 Annual Report. This report provides a comprehensive and transparent account of Council's performance and achievements for the past financial year (1 July 2017 to 30 June 2018).

This Annual Report is part of Council's commitment to open transparent and accountable governance. It informs Council, Ratepayers, Community Members and other Stakeholders of the achievements and challenges of the past financial year and provides key information required under the Local Government Act 2009 and other relevant legislation.

**copies** of the 2017/2018 Annual Report and Council's Audited Financial Statements are available free of charge electronically on Council's website at [www.etheridge.qld.gov.au](http://www.etheridge.qld.gov.au)

**feedback** Etheridge Shire Council aims to make this Annual Report transparent and easy to read. Council welcomes your feedback and suggestions for improvement.

If you have comments you wish to share, please direct them to council's Director of Corporate & Community Services by phoning 07 4079 9007 or emailing [info@etheridge.qld.gov.au](mailto:info@etheridge.qld.gov.au)

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Cumberland Dam

# Our Road Map



## our Mission

*striving for excellence in planning and building a smart economy focused on long term prosperity, underpinned by education, industry and infrastructure*

## our Vision

*a balanced community with robust economic and environmental assets which supports our youth and the wellbeing of our citizens*

## our Guiding Principles

- Long term time frame in decision making;*
- Leadership style of governance with a finger on the community pulse;*
- Fairness; Equity;*
- Transparency;*
- Accountability;*
- Sustainability;*
- Community service orientation;*
- Prudent fiscal management;*
- Generation of employment;*
- Accessibility;*
- Dynamic & adaptable;*
- Successful business enterprise;*
- Responsiveness to current economic conditions & community needs*



Etheridge Shire Council – Administration Building  
Georgetown

# Our Road Map



## *Our Corporate Vision...*

*The Corporate Plan is the key strategic business plan for the Council. It provides a focused framework for Council to plan and undertake its business and service delivery over the period of the plan, having regard to various issues, which may have been identified during the planning process, including community engagement.*

*In the plan, Council sets out:*

**What** it would like to achieve over the period of the plan - Outcomes; and

**How** it intends going about achieving those outcomes - Strategies.

## **Our Council's Top 7 Strategic Priorities**

**Community and Lifestyle:** *To provide accessible lifestyle choices through the provision of recreational and public facilities and services that will enhance community health, happiness and connections.*

**Economic Development:** *To stimulate investment for existing and new industries creating a sustainable, diverse economy that is regionally significant.*

**Environmental Sustainability:** *To ensure environmental assets and ecosystem services are available for future generations.*

**Strategic Planning:** *To ensure the aspirations and safety of our community will be achieved through collaborative planning and action.*

**Infrastructure Services:** *To ensure that service delivery and infrastructure is rolled out, maintenance and improvement underpins a healthy and growing economy and a comfortable lifestyle in the gulf region.*

**Commercial Services:** *To ensure that substantial income is awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.*

**Organisational Excellence & Governance:** *To ensure that we deliver excellence as an organisation, embracing exceptional customer service, valuing staff and promoting ethical standards of practice supported by clear policies and strategies.*



# Fast Facts...

Council acknowledges the **Ewamian** People as the Traditional Owners of most of the land and waters within the Etheridge Shire

The **Tagalaka** and the **Gugu Badhun** Peoples also claim a connection to a portion of the Etheridge Shire.

**819** people

Area **39,323 km<sup>2</sup>**

**2.3%** of the total area of Queensland

**734mm** average rainfall per year

**1** world class mineral collection

Managed **1** student hostel

Managed **1** childcare centre

Had a budget of **\$28.897** million

**\$181.854** million in assets

**269** water connections

**1,781** km of roads

and **476** floodways and culverts

**597** rateable properties

Maintained **3.94** hectares of parks and

**6,685** hectares of reserve land

**186** tonnes of waste collected

Managed **5** aerodromes

Managed **4** landfill sites



Community Town Hall - Georgetown

# Snapshot of Etheridge Shire

The Etheridge Shire covers an area of 39,323.8 square kilometres, and is located in the Gulf-Savannah area of far-north Queensland, approximately 400 kilometres south-west of Cairns.

The Etheridge Shire has a very diverse economy, with agricultural, beef cattle, mining (gold, copper, zinc & lead) and tourism, with new industries being developed within the renewable energy sector within the Shire.

The Shire will soon be home to the largest renewable energy project in Australia and the third largest in the world. The Shire is very accessible via road and air and we have a diversity of experiences for those visiting, living and investing in the Shire.

Towns in the Shire are Georgetown, Mt Surprise, and Einasleigh & Forsayth which have a combined urban area of 31.51km<sup>2</sup>.

The Shire's estimated resident population as at 30<sup>th</sup> June 2016 was 819 persons with an average annual growth rate of -2.5% over the past five years with an average annual growth rate of -0.6% over the past ten years.

## Population by age

- 18.4% aged 0-14 years as at 30<sup>th</sup> June 2016
- 61.9% aged 15-64 years
- 19.7% aged 65+ years





Viewing Platform at Cumberland Chimney - Georgetown

# Snapshot of Etheridge Shire

Etheridge Shire is large in area (39,332km<sup>2</sup>), low in population and situated in a region reliant predominantly on extensive cattle production. The ABS classifies the entire shire as 'Very Remote'. Georgetown, the main urban centre in Etheridge Shire, is a 400 km road journey from Cairns, and almost 2,000 km from Brisbane. At June, 2016 the Shire's population was 819 persons; down from 929 in June, 2011.

Statistically the shire faces high disadvantage. On a Statistical Local Area (SLA) basis, compared nationally using the 2016 SEIFA Index, Etheridge ranks in the 3rd decile and 30th percentile of disadvantage. This means people living in Etheridge Shire face greater relative disadvantage than people living in 70% of other local areas throughout Australia.

Etheridge has an old and ageing population, with an average age of 45 years compared to 38 nationally (2016 census). 54.1% of the Shire's residents are males.

Etheridge Shire has more one person households (41.7%) than nationally (24.4%). It is home to more Indigenous residents (5.5%) than nationally (2.8%). The median weekly household income in Etheridge is just \$865, compared to \$1,438 nationally. 38.2% of households earn less than \$650/week compared to 20% nationally. (2016 census)

2011 census numbers show more than a third (37.7%) of Etheridge residents were employed in farming. While the cattle industry is currently experiencing a prosperous period, Etheridge Shire's farmers and residents had struggled with drought for four consecutive seasons until rain in the 2016/2017 wet season. In February 2016 unemployment was at 3.6%, it currently stands at 6.5%.



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<sup>1</sup> NIEIR - National Institute of Economic and Industry Research (NIEIR)  
<sup>2</sup> ABS - Australian Bureau of Statistics  
<sup>3</sup> ERP - Estimated Resident Population (ERP)

# Settlement History

European settlement dates from the 1860s, with land used mainly for sheep and cattle grazing. Population was minimal until the 1870s when gold mining commenced, with the townships of Georgetown and Forsayth established then.

Considerable growth took place during the late 1800s due to gold mining. The township of Einasleigh was established in 1900, largely due to copper mining, with growth in this township through to the 1920s when mining waned.

The township of Mount Surprise was established in 1910, as a railway line was constructed between Forsayth and the Chillagoe smelters. As mining declined during the early 1900s, grazing became the dominant industry, although there was renewed mining activity in and around Forsayth from the 1980s.

The population of the Shire was relatively stable from the 1940s to the 1960s, at less than 900 people, and then increased to about 1,000 people in 1971. The population was relatively stable during the 1970s and 1980s, before rising to about 1,400 in 1991. The population then fluctuated slightly, rising to about 1,500 in 2011, and then declining to about 821 people in 2017.

# Estimated Resident Population (ERP)

## Etheridge (S) LGA

- ERP of 807 persons as at 30 June 2017
- Average annual growth rate of -2.1% over five years
- Average annual growth rate of -1.1% over ten years

*As at 30 June 2017, the estimated resident population for Etheridge (s) LGA was*

# 807 persons

## Queensland

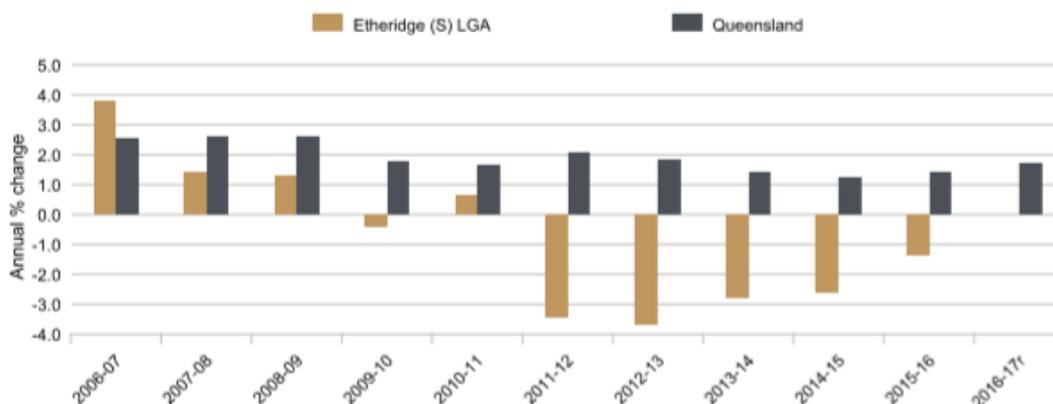
- ERP of 4,929,152 persons as at 30 June 2017
- Average annual growth rate of 1.5% over five years
- Average annual growth rate of 1.8% over ten years

Table No.1  
Estimated resident population

LGA / State	As at 30 June			Average annual growth rate	
	2007	2012	2017r	2007-2017r	2012-2017r
	— number —			— % —	
Etheridge (S)	902	897	807	-1.1	-2.1
Queensland	4,111,018	4,568,687	4,929,152	1.8	1.5

Source: ABS 3218.0, Regional Population Growth, Australia, various editions

Table No.2  
Estimated resident population growth



Source: ABS 3218.0, Regional Population Growth, Australia, various editions

# Population by age and sex

The estimated resident population (ERP) figure is the official population estimate. For sub-state geographies, ERP figures are updated annually using a model which includes administrative data that indicate population change, such as registered births and deaths, dwelling approvals, Medicare enrolments and electoral enrolments. Data are updated annually with a release approximately 12 months after the reporting period. The next planned update is in October 2018.

## Etheridge (S) LGA

- 18.3% aged 0–14 years as at 30 June 2016
- 62.3% aged 15–64 years
- 19.3% aged 65+ years

## Queensland

- 19.7% aged 0–14 years as at 30 June 2016
- 65.6% aged 15–64 years
- 14.7% aged 65+ years

**As at 30 June 2016, the proportion of the estimated resident population aged 65 years and over for Etheridge (S) LGA was**

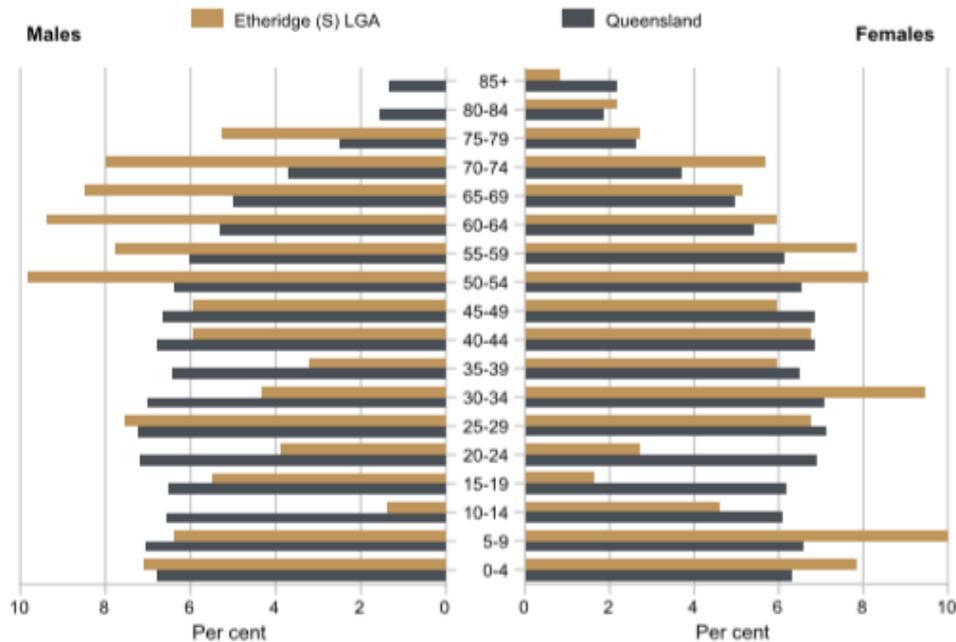
**19.3%**

Table No.3  
Estimated resident population by age, Etheridge (S) LGA and Queensland, 30 June 2016

LGA / State	Age group									
	0–14		15–24		25–44		45–64		65+	
	number	%	number	%	number	%	number	%	number	%
Etheridge (S)	148	18.3	57	7.1	199	24.7	247	30.6	156	19.3
Queensland	954,419	19.7	648,778	13.4	1,333,767	27.5	1,194,963	24.7	713,225	14.7

Source: ABS 3235.0, Population by Age and Sex, Regions of Australia

Table No.4  
Estimated resident population by age and sex, Etheridge (S) LGA and Queensland, 30 June 2016



Source: ABS 3235.0, Population by Age and Sex, Regions of Australia

# Population Projections

The 2015 edition of the Queensland Government population projections are generated by applying assumptions regarding future trends in the components of population change (fertility, mortality and migration) and the latest planning and development intelligence available. Data are based on the medium series and are updated twice every five years. The next planned update is in July 2018.

## Etheridge (S) LGA

- Population projected to be 862 persons as at 30 June 2036
- Decrease of 0.3% per year over 25 years

## Queensland

- Population projected to be 6,763,153 persons as at 30 June 2036
- Increase of 1.7% per year over 25 years

*From 2011 to 2036, the population for Etheridge (S) LGA is projected to decrease from*

**929 persons to 862 persons**

Table No.5  
Projected population, Etheridge (S) LGA and Queensland

LGA / State	As at 30 June						Average annual growth rate
	2011 <sup>(a)</sup>	2016	2021	2026	2031	2036	2011–2036
	— number —						%
Etheridge (S)	929	895	875	871	866	862	-0.3
Queensland	4,476,778	4,853,048	5,250,292	5,730,062	6,240,546	6,763,153	1.7

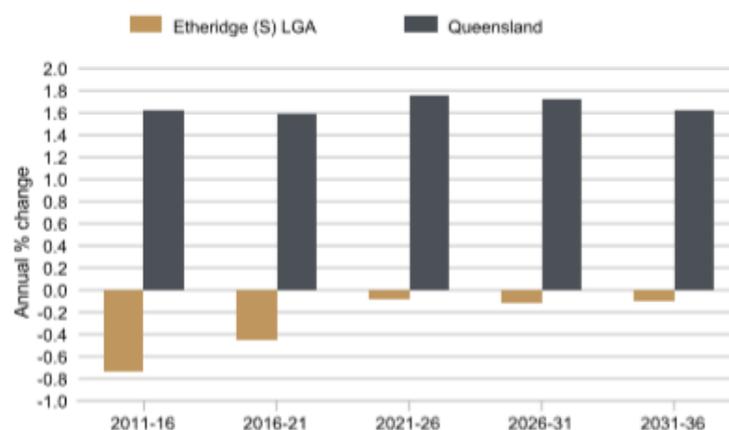
Refer to explanatory notes for additional information.

(a) 2011 data are estimated resident population (ERP).

For more detailed data on the Queensland Government population projections, please refer to the Queensland Government Statistician's Office website at <http://www.qgso.qld.gov.au/subjects/demography/population-projections/index.php>

Source: Queensland Government Population Projections, 2015 edition (medium series)

Table No.6  
Projected population change, Etheridge (S) LGA and Queensland



Source: Queensland Government Population Projections, 2015 edition (medium series)

## Total Personal Income

Total personal income has been derived from the 2016 Census of Population and Housing question 'What is the total of all wages/salaries, government benefits, pensions, allowances and other income a person usually receives?'. Median total personal income estimates have been calculated by the ABS. The variable is based on persons aged 15 years and over by place of usual residence.

### Etheridge (S) LGA

- Median total personal income of \$27,092 per year

### Queensland

- Median total personal income of \$34,320 per year

*The median total personal income in Etheridge (S) LGA was*

**\$27,092  
per year**

Table No.7

Total personal income, Etheridge (S) LGA and Queensland

LGA / State	Less than \$20,800 per year		\$20,800 to \$51,999 per year		\$52,000 to \$103,999 per year		\$104,000 or more per year		Total <sup>(a)</sup> number	Median (\$/year)
	number	%	number	%	number	%	number	%		
Etheridge (S)	194	29.8	244	37.5	93	14.3	39	6.0	651	27,092
Queensland	1,074,683	28.4	1,249,382	33.0	841,717	22.2	269,288	7.1	3,790,497	34,320

Refer to explanatory notes for additional information.

(a) Includes personal income not stated.

Source: ABS, Census of Population and Housing, 2016, General Community Profile - G02 and G17

## Total Family Income

Total family income is the sum of the total personal incomes of each family member present in the household on 2016 Census Night. Family income only applies to classifiable families in occupied private dwellings. Low-income families have been defined as families in occupied private dwellings whose family income was less than \$650 per week or less than \$33,800 per year. Median total family income estimates have been calculated by the ABS

### Etheridge (S) LGA

- 27 low-income families (14.8%)
- Median total family income of \$61,984 per year

### Queensland

- 115,233 low-income families (9.4%)
- Median total family income of \$86,372 per year

*The median total family income in Etheridge (S) LGA was*

**\$61,984  
per year**

Table No.8

Total family income <sup>(a)</sup>, Etheridge (S) LGA and Queensland

LGA / State	Less than \$33,800 per year		\$33,800 to \$77,999 per year		\$78,000 to \$155,999 per year		\$156,000 or more per year		Total <sup>(b)</sup> number	Median (\$/year)
	number	%	number	%	number	%	number	%		
Etheridge (S)	27	14.8	61	33.3	42	23.0	6	3.3	183	61,984
Queensland	115,233	9.4	377,889	30.9	408,072	33.4	186,810	15.3	1,221,148	86,372

Refer to explanatory notes for additional information.

(a) Includes same-sex couple families. Excludes 'Lone person', 'Group', 'Visitors only' and 'Other non-classifiable' households. Excludes overseas visitors.

(b) Includes partially stated and not stated income responses.

Source: ABS, Census of Population and Housing, 2016, General Community Profile - G02 and G28

# Unemployment and Labour Force

Estimates of unemployment and labour force are produced by the Australian Government Department of Employment. The estimates are calculated by utilising administrative data such as Centrelink Newstart and Youth Allowance (Other) recipients as well as ABS labour force estimates. Data are updated quarterly with a release approximately 3 months after the reporting period. The next planned update is in September 2018.

## Etheridge (S) LGA

- 24 unemployed persons in March quarter 2018
- Unemployment rate of 5.9%

## Queensland

- 156,975 unemployed persons in March quarter 2018
- Unemployment rate of 6.0%

The unemployment rate in Etheridge (S) LGA at March quarter 2018 was

**5.9%**

Table No.9

Unemployment and labour force <sup>(a)</sup>, Etheridge (S) LGA and Queensland, March quarter 2018

LGA / State	Unemployed — number —	Labour force	Unemployment rate %
Etheridge (S)	24	404	5.9
Queensland	156,975	2,602,760	6.0

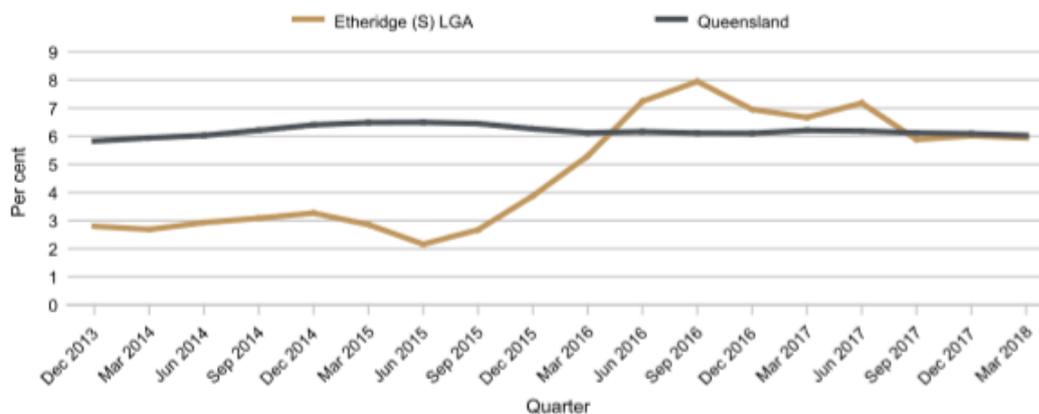
Refer to explanatory notes for additional information.

(a) Based on a 4-quarter smoothed series.

Source: Australian Government Department of Jobs and Small Business, *Small Area Labour Markets Australia*, various editions

Table No.10

Unemployment rate <sup>(a)</sup>, Etheridge (S) LGA and Queensland



(a) Based on a 4-quarter smoothed series.

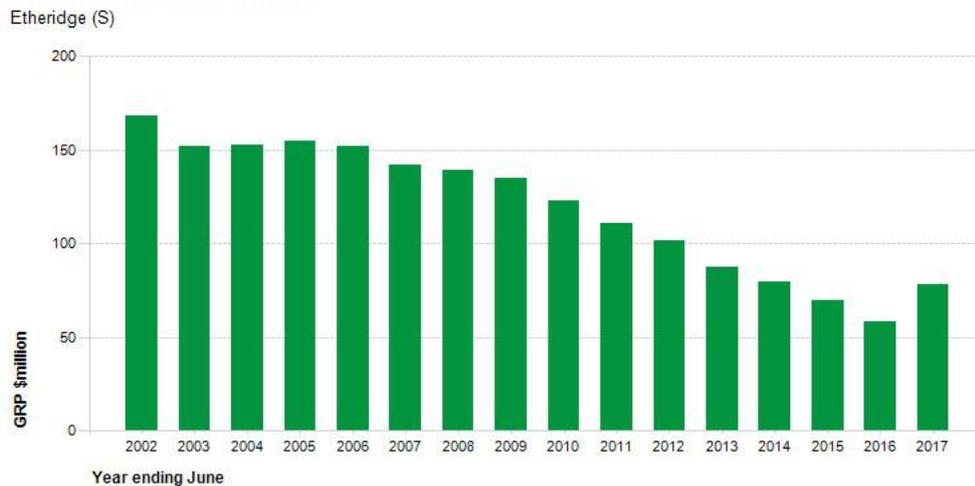
Source: Australian Government Department of Jobs and Small Business, *Small Area Labour Markets Australia*, various editions

# Gross Regional Product

The Gross Regional Product of an area is the equivalent of Gross Domestic Product, but for a smaller area. It is the amount of the nation's wealth which is generated by businesses, organisations and individuals working in the area. This dataset is derived from the National Economics microsimulation model, and is a broad indicator of the growth or decline of the local economy over time. Data are presented for each year back to 2002.

Table No.11  
Gross Regional Product

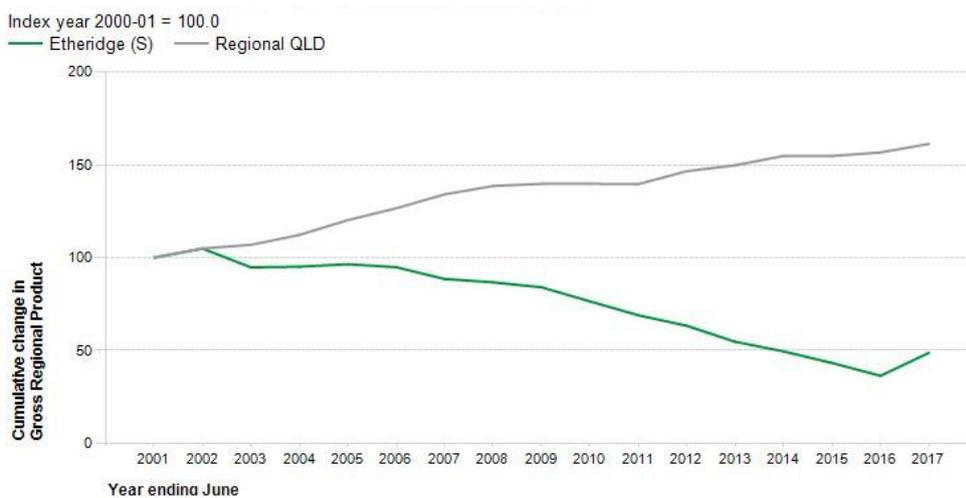
## Gross Regional Product



Source: National Institute of Economic and Industry Research (NIEIR) ©2016

Table No.12  
Cumulative change in Gross Regional Product

## Cumulative change in Gross Regional Product



Source: National Institute of Economic and Industry Research (NIEIR) ©2016

# Gross Regional Product

## Gross Regional Product (GRP)

Year (ending June 30)	Etheridge (S)			Regional QLD			Etheridge (S) as a % of Regional QLD
	GRP \$m	% change from previous year	Cumulative change	GRP \$m	% change from previous year	Cumulative change	
2017	78	+34.0 ▲	48.7	151,419	+2.9	161.2	0.05
2016	58	-16.0 ▼	36.4	147,111	+1.2	156.6	0.04
2015	69	-12.6 ▼	43.3	145,303	-0.1	154.7	0.05
2014	79	-9.5 ▼	49.5	145,386	+3.4	154.8	0.05
2013	88	-13.6 ▼	54.7	140,618	+2.2	149.7	0.06
2012	101	-8.2 ▼	63.3	137,623	+5.0	146.5	0.07
2011	111	-9.8 ▼	69.0	131,089	-0.2	139.6	0.08
2010	123	-9.0 ▼	76.4	131,292	0	139.8	0.09
2009	135	-3.1 ▼	84.0	131,259	+0.9	139.8	0.10
2008	139	-2.0 ▼	86.7	130,137	+3.3	138.6	0.11
2007	142	-6.7 ▼	88.5	125,935	+5.9	134.1	0.11
2006	152	-1.7 ▼	94.8	118,889	+5.3	126.6	0.13
2005	155	+1.4 ▲	96.4	112,884	+7.1	120.2	0.14
2004	152	+0.4 ▲	95.1	105,386	+5.0	112.2	0.14
2003	152	-9.6 ▼	94.8	100,403	+1.9	106.9	0.15
2002	168	+4.9 ▲	104.9	98,554	+4.9	104.9	0.17
2001	160	--	100.0	93,915	--	100.0	0.17

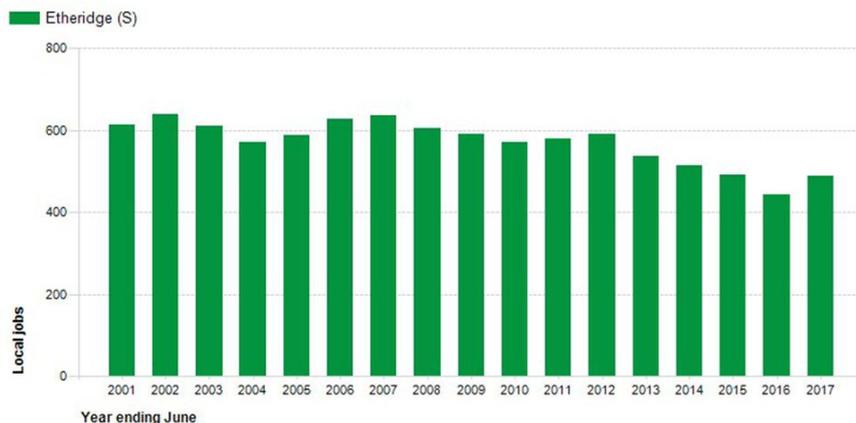
Source: *National Institute of Economic and Industry Research (NIEIR) ©2016*

## Local Employment

This indicator shows the estimated number of jobs in the local area, on an annual basis back to 2001. The dataset is derived from the National Economics microsimulation model, based on the ABS labour force survey, and is generally higher than the figure provided by Census, because it is updated every year, and is not subject to Census undercount.

A count of jobs is one of the most fundamental economic indicators of the size of the local economy, and increasing numbers of jobs generally represent a growing economy. However, jobs are not necessarily full-time and the value of a job varies across areas. For this reason, jobs numbers should be viewed in conjunction with Employment by industry (FTE) and Worker Productivity datasets.

Table No. 13 **Local jobs**  
Local Jobs



Source: *National Institute of Economic and Industry Research (NIEIR) ©2016*

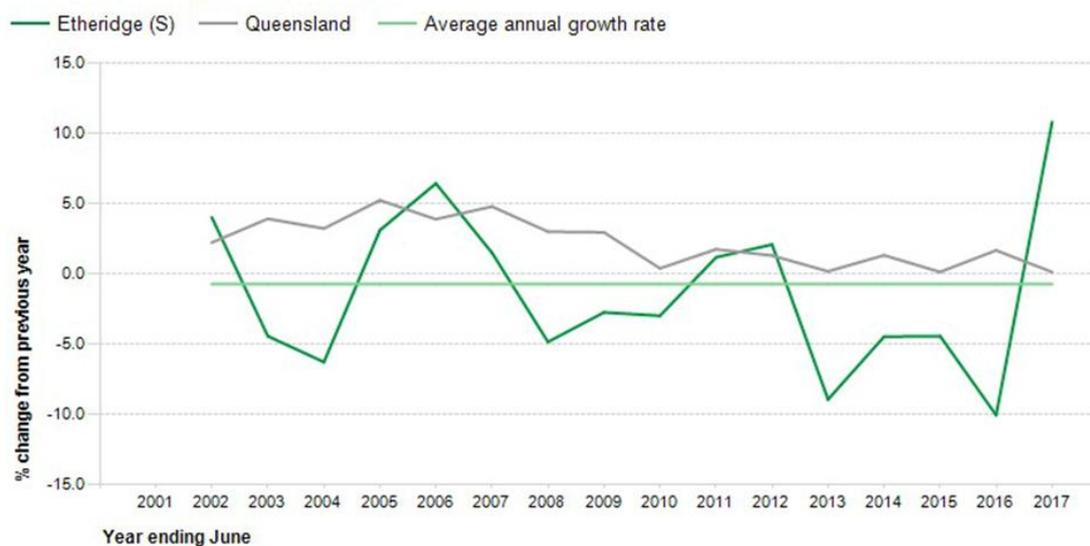
Table No. 14  
Local Jobs  
Local jobs

Year (ending June 30)	Etheridge (S)		Queensland		Etheridge (S) as a % of Queensland
	Number	% change	Number	% change	
2017	490	+10.82	2,361,670	+0.14	0.02
2016	442	-10.05	2,358,288	+1.69	0.02
2015	491	-4.42	2,319,162	+0.15	0.02
2014	514	-4.46	2,315,750	+1.34	0.02
2013	538	-8.93	2,285,212	+0.19	0.02
2012	591	+2.10	2,280,850	+1.32	0.03
2011	579	+1.19	2,251,157	+1.76	0.03
2010	572	-2.97	2,212,163	+0.40	0.03
2009	589	-2.73	2,203,291	+2.97	0.03
2008	606	-4.83	2,139,779	+3.02	0.03
2007	637	+1.52	2,077,063	+4.81	0.03
2006	627	+6.45	1,981,770	+3.90	0.03
2005	589	+3.12	1,907,301	+5.26	0.03
2004	571	-6.27	1,812,048	+3.25	0.03
2003	610	-4.43	1,755,095	+3.94	0.03
2002	638	+4.03	1,688,614	+2.24	0.04
2001	613	-	1,651,598	-	0.04

Source: National Institute of Economic and Industry Research (NIEIR) ©2016

Table No. 15  
Annual Change in Local Jobs

### Annual change in local jobs



Source: National Institute of Economic and Industry Research (NIEIR) ©2016

## Employment by Industry (FTE)

Full-time equivalent (FTE) employment is modelled by NIEIR and takes into account differences in hours worked between industry sectors. It is a measure that allows direct comparison of employment between industries in Etheridge (S).

Typically, industries such as Retail Trade and Accommodation and Food Services, which employ many part-time workers, have lower FTE employment than total employment.

FTE employment is calculated directly by dividing the total hours worked in each industry by 38. By comparing the number of full-time equivalent jobs in each industry sector to a regional benchmark, you can clearly see the structure of FNQROC's economy. This can be done by directly comparing the area to its benchmark, or by using a location quotient to look at the relative size of industries.

*NOTE: FTE employment is derived from Census data but has been corrected for the known undercount of employment in the Census.*

Table No. 16  
Full Time Equivalent employment by industry sector

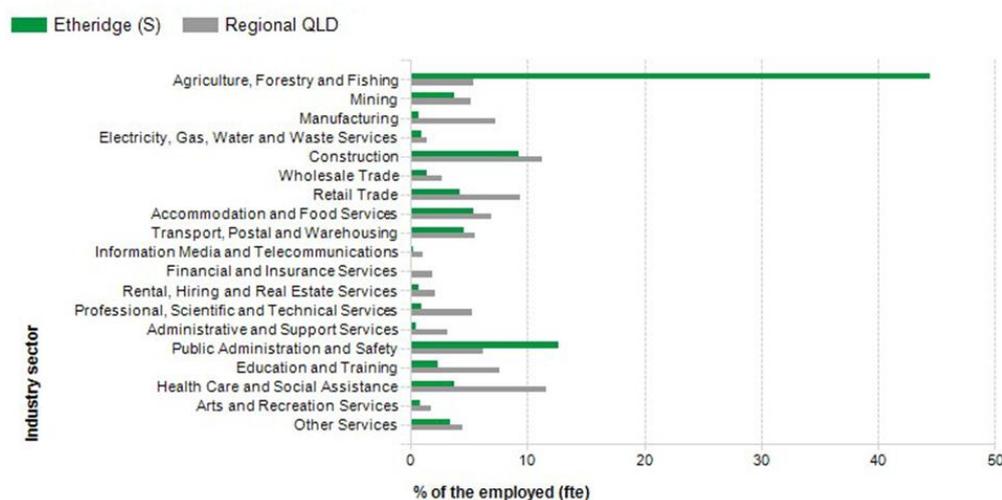
### Full-time equivalent employment by industry sector

Etheridge (S)	2016/17			2011/12			Change 2011/12 to 2016/17
	Number	%	Regional QLD%	Number	%	Regional QLD%	
Agriculture, Forestry and Fishing	216	44.4	5.4	247	39.7	7.3	-31
Mining	18	3.8	5.1	106	17.0	5.6	-88
Manufacturing	3	0.7	7.3	4	0.6	7.8	-1
Electricity, Gas, Water and Waste Services	5	0.9	1.4	2	0.4	1.7	+2
Construction	45	9.2	11.2	41	6.5	11.0	+4
Wholesale Trade	7	1.4	2.7	9	1.5	3.2	-2
Retail Trade	21	4.3	9.4	41	6.5	9.8	-20
Accommodation and Food Services	26	5.4	6.9	40	6.4	6.8	-14
Transport, Postal and Warehousing	22	4.6	5.5	17	2.7	5.4	+6
Information Media and Telecommunications	1	0.2	1.1	0	0.0	1.1	+1
Financial and Insurance Services	0	0.0	1.9	0	0.0	1.8	0
Rental, Hiring and Real Estate Services	3	0.6	2.1	4	0.7	2.5	-1
Professional, Scientific and Technical Services	4	0.9	5.2	6	1.0	4.7	-2
Administrative and Support Services	2	0.5	3.1	7	1.1	2.9	-5
Public Administration and Safety	61	12.6	6.2	51	8.2	5.8	+10
Education and Training	12	2.4	7.6	13	2.1	7.1	-1
Health Care and Social Assistance	18	3.8	11.6	22	3.5	9.8	-4
Arts and Recreation Services	4	0.9	1.8	0	0.0	1.6	+4
Other Services	17	3.4	4.5	12	1.9	4.1	+5
<b>Total Industries</b>	<b>485</b>	<b>100.0</b>	<b>100.0</b>	<b>623</b>	<b>100.0</b>	<b>100.0</b>	<b>-137</b>

Source: *National Institute of Economic and Industry Research (NIEIR) ©2016*

Table No. 17  
Employment (FTE) 2016/17

### Employment (FTE) 2016/17



# Worker Productivity

Worker productivity by industry is calculated by dividing the industry value adds by the number of persons employed in that industry. It shows which industries generate the most value add per employee. Some industry sectors, such as retail trade, are not highly productive per worker, but they employ a lot of people. Other industries, such as mining, employ fewer people but generate high levels of productivity. Each plays an important role in the economy.

Worker productivity data should be viewed in conjunction with [Employment by industry \(Total\)](#) and [Employment by industry \(FTE\)](#), to see the relative size of employment in each industry, and with [Local workers income](#) to see how many local workers are actually each in each industry, and with [Sources of income data](#) to see whether employment is the main way income is derived.

Table No. 18  
Productivity per worker

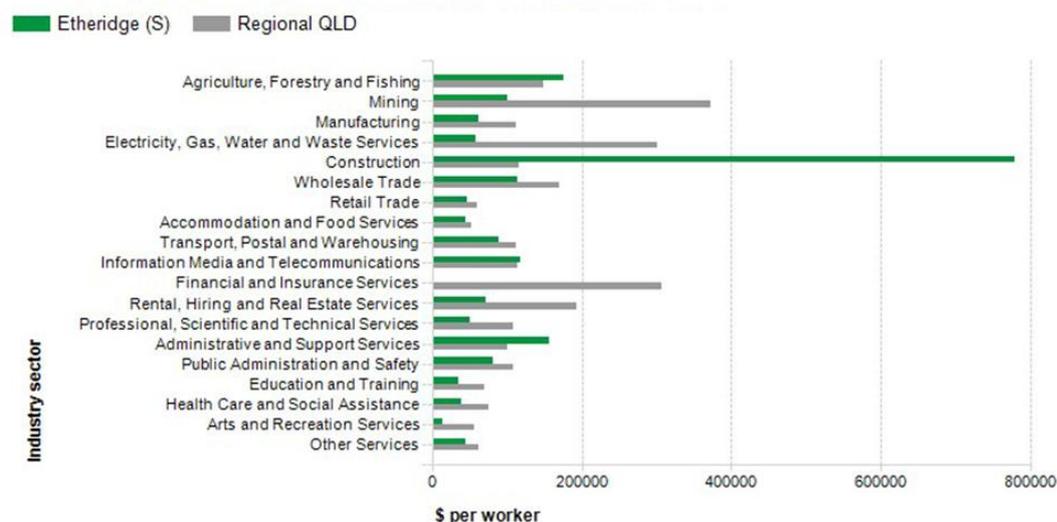
## Productivity per worker (annual) by industry

Etheridge (\$) - Constant prices	2016/17	2011/12	Change		
Industry (Click rows to view sub-categories)	\$	Regional QLD \$	Regional QLD \$	2011/12 to 2016/17	
Agriculture, Forestry and Fishing	175,637	148,110	131,825	151,485	+43,812
Mining	100,890	372,305	287,366	228,747	-186,476
Manufacturing	61,349	112,148	75,448	107,916	-14,099
Electricity, Gas, Water and Waste Services	58,199	300,068	176,523	249,447	-118,324
Construction	779,809	114,911	707,601	137,103	+72,208
Wholesale Trade	113,362	169,226	79,947	133,588	+33,415
Retail Trade	45,838	60,398	47,984	54,720	-2,147
Accommodation and Food Services	44,588	52,634	61,012	51,553	-16,423
Transport, Postal and Warehousing	87,761	112,388	60,411	115,168	+27,350
Information Media and Telecommunications	117,058	113,648	124,243	99,086	-7,185
Financial and Insurance Services	-	306,754	-	274,041	-
Rental, Hiring and Real Estate Services	71,595	192,187	64,520	148,567	+7,075
Professional, Scientific and Technical Services	49,315	108,630	56,815	94,206	-7,501
Administrative and Support Services	156,909	99,978	81,893	90,262	+75,016
Public Administration and Safety	81,394	108,210	62,305	103,337	+19,088
Education and Training	33,932	70,144	35,373	72,052	-1,441
Health Care and Social Assistance	38,144	76,057	51,758	65,449	-13,614
Arts and Recreation Services	14,325	55,353	51,728	56,833	-37,403
Other Services	43,716	61,022	68,124	61,954	-24,407
Total Industries	140,590	111,897	155,955	103,140	-15,365

Source: [National Institute of Economic and Industry Research \(NIEIR\)](#) ©2016

Table No. 19  
Productivity per worker (annual) by Industry

## Productivity per worker (annual) by industry 2016/17





Terrestrial Centre (V.I.C) - Georgetown

# Snapshot of Etheridge Shire

Terrestrial is a unique tourist and community centre located in Georgetown which is owned and operated by the Etheridge Shire Council. It comprises:

1. Terrestrial – The Ted Elliott Mineral Collection;
2. An accredited Visitor Information Centre (VIC);
3. Internet Kiosk & free WiFi;
4. Public Library; and
5. A covered and landscaped community reserve facility.

Tourism is a growth industry for the Gulf Savannah Region. Although there is no firm figure on total tourism numbers, the Gulf Regional Development Plan (2000) suggested that up to 100,000 tourists visit the region annually.

The broader Gulf region destination has been branded to encourage tourism growth. The destination brand is known as “The Savannah Way”; a brand that describes a themed tourism adventure drive linking Cairns in the East and Broome in the West. The drive passes through four World heritage areas and 15 National Parks.

The Savannah Way brand promises a uniquely Australian experience in a safe and friendly environment. Directional and interpretative signage is located across Queensland along the drive. It is ranked in the top 10 for consumer awareness of all touring routes in Australia and in 2010 was ranked #2 Best Adventure in a Lifetime” by the UK Times



Visitor Numbers recorded @ Terrestrial FYE 2004/05 to FYE 2017/18															 The Ted Elliott Mineral Collection	
Financial Year																
	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total	
July	2,058	3548	3537	2681	2868	2532	2893	3212	2925	2930	2812	2967	3236	3516	41,715	
August	2,027	3045	2880	2133	2020	2166	1992	2337	2287	2139	1909	2005	2920	2530	32,390	
September	1,322	1752	1407	1470	1317	1504	1408	1307	1120	1217	1324	1261	1446	1659	19,514	
October	676	823	694	677	462	539	385	494	554	433	1324	463	530	585	8,639	
November	396	344	347	250	253	319	314	223	363	287	373	254	250	326	4,299	
December	299	278	199	190	150	177	209	130	190	169	192	171	138	123	2,615	
January	321	242	170	191	106	281	166	159	195	248	214	140	184	167	2,784	
February	317	231	235	190	116	210	163	181	211	195	184	215	136	215	2,799	
March	602	269	313	450	206	274	209	258	321	314	239	307	284	182	4,228	
April	748	567	779	781	703	703	612	553	876	809	809	798	724	649	10,111	
May	1410	1497	1187	1397	1452	1362	1229	1328	1431	1260	1344	1522	1404	1284	19,107	
June	2637	2601	2008	2208	2035	2255	1961	1904	2069	1992	2230	2460	2520	2041	30,921	
	12,813	15,197	13,756	12,618	11,688	12,322	11,541	12,086	12,542	11,993	12,954	12,563	13,772	13,277	179,122	
		19%	-9%	-8%	-7%	5%	-6%	5%	4%	-4%	8%	-3%	10%	-4%		



Visitor Numbers recorded @ Terrestrial														 The Ted Elliott Mineral Collection	
Financial Year 2017/18															
Visitors	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total	%	
Qld	1348	985	886	318	204	32	154	172	163	566	608	897	6333	47.70%	
NSW	592	462	197	52	17	1	0	2	0	34	225	339	1921	14.47%	
Vic	638	449	188	47	9	3	0	4	0	25	99	310	1772	13.35%	
Other	694	537	241	73	27	20	1	18	5	39	210	368	2233	16.82%	
NZ	90	39	8	2	2	2	0	0	0	0	10	22	175	1.32%	
UK	17	4	36	4	5	0	2	1	2	6	7	9	93	0.70%	
Europe	120	88	66	68	35	9	10	16	10	28	55	81	586	4.41%	
Asia	4	10	12	13	19	0	0	0	2	5	1	2	68	0.51%	
US/Can	9	6	15	6	8	0	0	2	0	8	8	6	68	0.51%	
Other O/seas	4	0	4	3	0	5	0	0	0	4	1	7	28	0.21%	
	3516	2580	1653	586	326	72	167	215	182	715	1224	2041	13277		



# Snapshot of Etheridge Shire

Little Gems Children's Centre is a not for profit Children's Centre operated by Etheridge Shire Council.

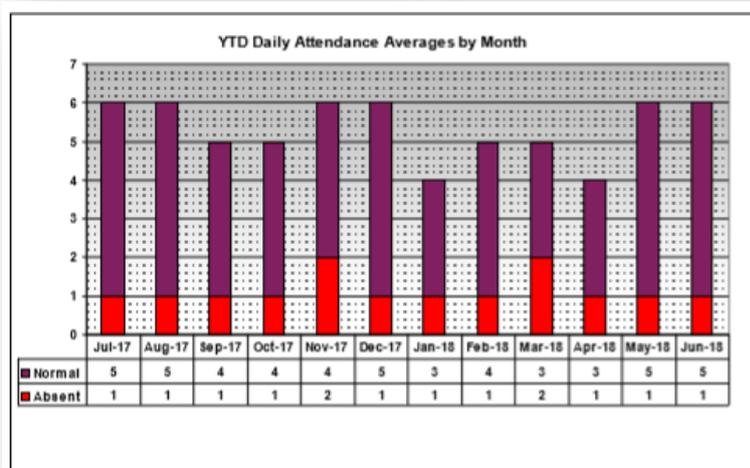
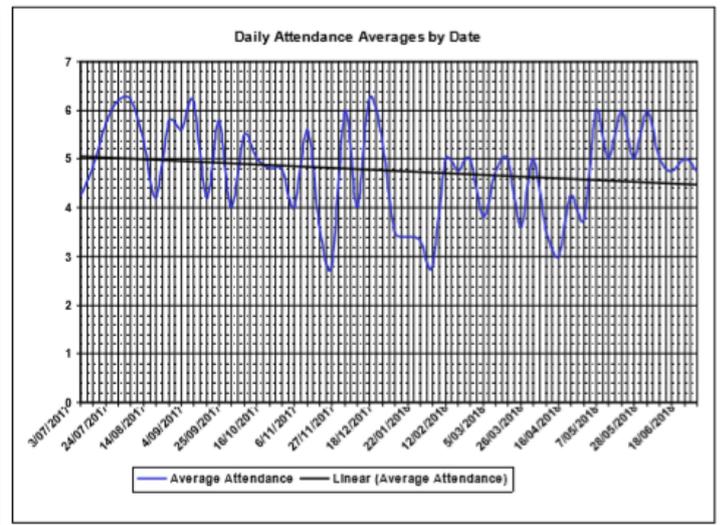
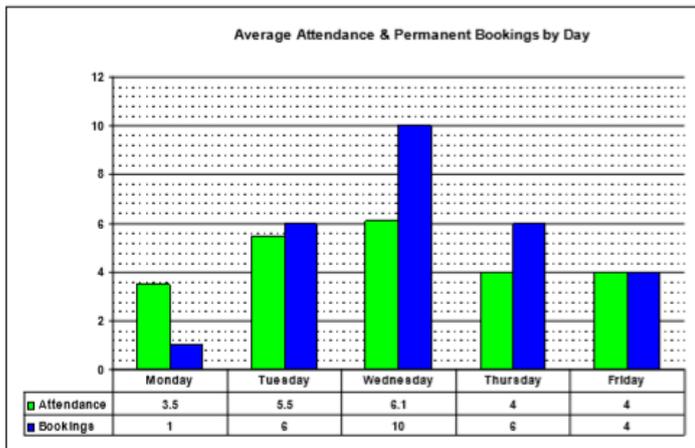
The Centre is licensed under the Education and Care Services National Law to cater for 21 children from 6 weeks to 5 years of age. The centre is open from 8.15am until 4.30pm 5 days a week.

All of our motivated educators are minimum Diploma qualified and undergo regular training to keep up to date of best practices.

Little Gems have implemented The Early Years Learning Framework (EYLF) *Belonging, Being and Becoming*, a national early learning framework for children. The Framework acknowledges the important role educators, parents and the physical environment play in children's learning.

In 2016/17 the Centre continued to promote and educate on environmental awareness and continued implementing the Early Learnings Framework.

Attendance Graphs: 1/07/2017 - 30/06/2018  
Little Gems





# Message from the Mayor

**Cr. Warren Devlin**

Phone: 0458 621233

Email: [mayor@etheridge.qld.gov.au](mailto:mayor@etheridge.qld.gov.au)

.....“On behalf of my fellow Councillors I am proud to commend this Annual Report to the Community as a demonstration of the hard work & professional service delivery provided by the Staff and the Elected Representatives of the Etheridge Shire Council throughout the 2017/2018 financial year”.....

**What a Fantastic year:** Council finally completed another 6km's of pavement and seal on the Forsayth Road upgrade, using TIDS (Traffic Infrastructure Development Scheme) and R2R (Roads to Recovery) funding, and in addition Council completed all works approved under the 2015/16 flood damage claim. Council has submitted a new flood damage claim from the rain events that affected the shire during the months of January – March this year. Council has been working hard to overcome some minor design changes to the Charleston Dam which has meant that Council has had to undertake some additional legislative compliance matters to have the Dam signed off by the State regulators. I am extremely confident that the Dam construction will commence in March 2019.

Council has commenced work on the upgrade to the Hann Highway, with Council being awarded two contracts to date and an invitation from the State Government to submit a tender for another two stages.

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**.....”Things are looking very positive for the future growth and well-being of the residents of the Etheridge Shire”.....**

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Other notable achievements throughout the year were:

- Completion of the new Water Reservoir in Georgetown (this was funded through the Building our Regions grant)
- The commencement of the upgrade to the Forsayth Water Treatment Plant (this was also funded through the Building our Regions grant)
- Council completed several projects under the Works for Queensland grant program (upgrade to the Caschafor Park in Forsayth, Upgrade to the Riverwalk in Georgetown, Stage 1 of the Copperfield River walk in Einasleigh, two new Community / Rural Fire Buildings one located at the Lynd Junction and the second located at the Gilbert River, and town fencing and speed cameras installed at Mt Surprise).

Indeed, Northern Australia has been identified as a region of rich promise, accessible resources and pristine environments and is Australia's gateway to the markets and opportunities of Asia and Council is determined to take advantage of this focus to drive economic and social development for the benefit of residents of the Shire, hence Council is committed to develop the Gilbert River Irrigation Project.

I am also pleased to report that Council is financially strong, with significant reserves and from a business perspective, has a healthy operating surplus (e.g. able to pay its bills on-time), nonetheless, we are, and will continue to be dependent on grants, subsidies and undertaking private works activities for the Department of Transport and Main Roads to remain financially sustainable.

This was the final year for our old Corporate Plan and Council has adopted a new 5 year Plan which has a 30 year outlook for the Shire. My fellow Councillors and I look forward to continuing to serve the community of Etheridge and continue to deliver good sustainable infrastructure for future generations to enjoy.

Cr Warren Devlin  
MAYOR



# Message from the CEO

*...“Council’s Corporate Plan was adopted by Council in December 2017 for the five years 2018-2023 and is the key strategic business plan for the Council, providing a focused framework for Council to undertake its business and service delivery, having regard to various issues, which have been identified during the planning process, including community engagement”...*

Council’s vision is to “Unearth Etheridge’s future to create a future beyond Rates, Roads & Rubbish”. This vision provides an insight to Councillor’s collective mind-set in that it sets the foundation for an unconventional approach to the good government of the area.

A key plank to this unconventional approach is constructing an irrigation dam and infrastructure in the Gilbert River Irrigation area, to drive economic development and population growth. With the irrigation area, opportunities arise to value add to the crop and the prospect of constructing a cotton gin, grain storage, logistics and cattle facilities could potentially add 700 to 800 new jobs to the Shire and guarantee the retention of important health and social infrastructure.

Inevitably, there are setbacks in trying to achieve unconventional goals, over the past year Council have lost a number of critical staff and become frustrated by numerous barriers established by the other levels of Government that have delayed the progression towards those objectives. Nonetheless Government Ministers have provided sufficient support to maintain the hope of achieving our goals.

Whilst the Corporate Plan looks forward for the next 5 years, the Annual Report looks back over the past 12 months, reporting on its achievements.

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*The Shire’s demographic and financial situation shows that Council have a number of sustainability challenges, but this only reinforces Council’s commitment and desire to pursue its vision – if our approach does not enable a greater diversity and scale in its economic base, the current quality of life that we value will diminish.*

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Setbacks include the impact and effects of the March 2018 monsoons and TC Nora which damaged a significant portion of Council’s road network, a number of residences and crops throughout the Shire. The failure to commence work on the Charleston Dam is a major disappointment; however Council is confident that when the final agreements and approvals are in place, construction will commence immediately following the next wet season.

A crime and Corruption Commission investigation saw criminal charges laid against a former employee, however, as the matter is now before the court, it is not appropriate for Council to comment further, other than to say that corruption is unacceptable; Council will not accept corrupt behaviour and

any allegations of wrongdoing will be investigated thoroughly.

Council also welcomes the Government’s changes to the Local Government Act to improve the integrity of Councils and Councillors.

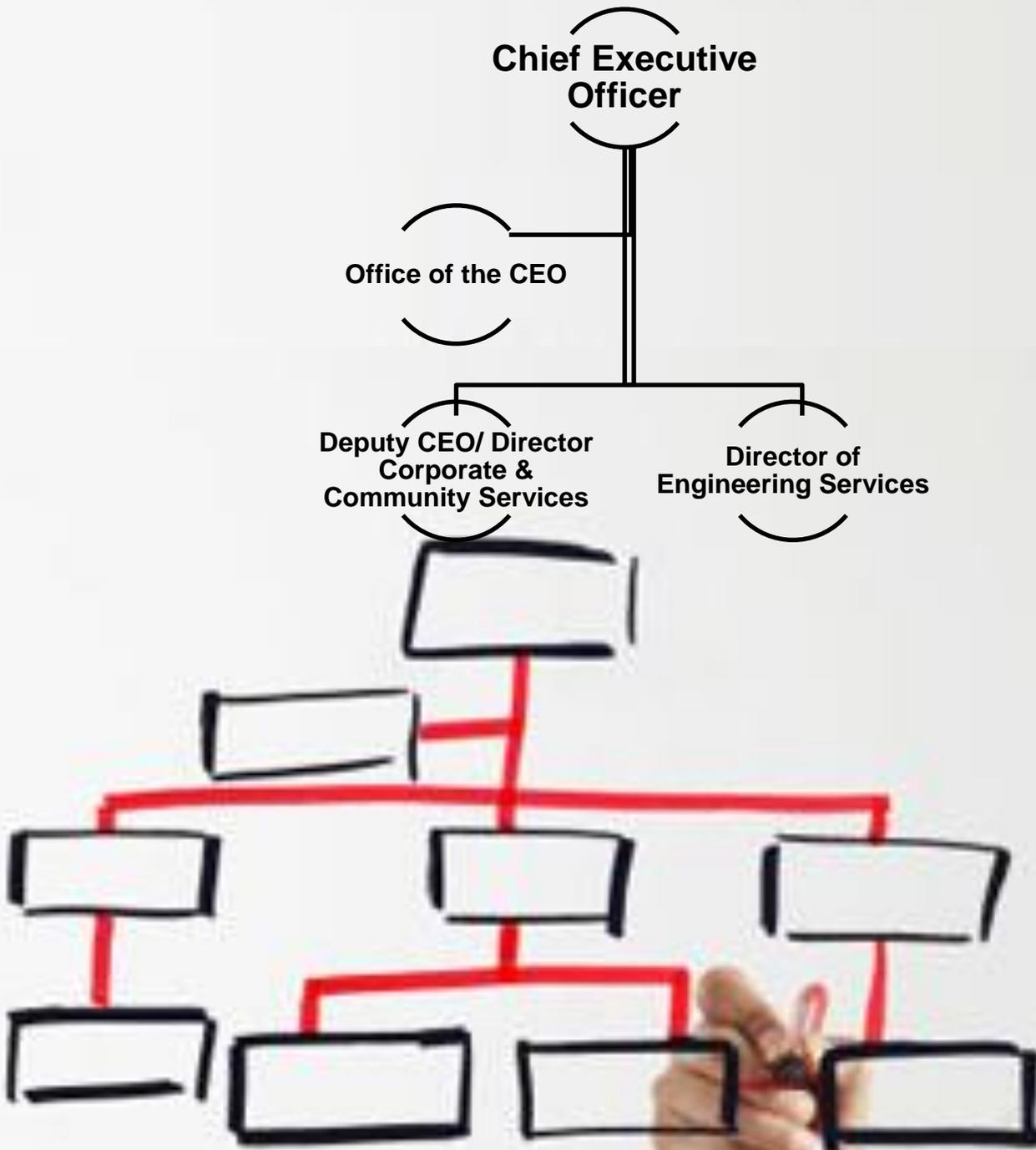
#### Highlights of the 2017/18 year include:

- being allocated construction works on the Kennedy Developmental Road (Hann Highway), with strong prospects for further works in the future;
- The upgrade of Forsyth Road by adding a further 6km of 8 metre formation and bitumen (Although this is a State controlled road, the Council has over the past 20 years invested significant ‘own source’ funds, together with Road to Recovery and Traffic Infrastructure Development grants into the work);
- The upgrades to Georgetown’s river walk gardens and approaches;
- Fencing and upgrades to Caschafor Park;
- Construction of the footpaths, viewing areas and fencing to the Einasleigh (Copperfield River) riparian area and
- Completion of the new playground and fencing of Mt Surprise.

None of this could not have been achieved without the efforts of Council staff and contractors who should be proud of their achievements for 2017/18.

Norm Garsden  
CHIEF EXECUTIVE OFFICER

# Corporate Structure



# councillor profiles



## Mayor Warren Devlin

Phone: 0458 621233  
Email: [mayor@etheridge.qld.gov.au](mailto:mayor@etheridge.qld.gov.au)

A local businessman and bulk fuel depot operator, Warren has lived and worked in the region for many years in Mining, Tourism and Retail.

A progressive and forward thinking man whose driving ambition is to see the shire grow and prosper during his term in office, and as Mayor, Warren brings to the fore many fresh and innovative ideas to carry us into the future.



## Deputy Mayor Will Attwood

Phone: 0448 089068  
Email: [cr.attwood@etheridge.qld.gov.au](mailto:cr.attwood@etheridge.qld.gov.au)  
{Period 21<sup>st</sup> March 2018 to current}

Will was born and raised on a dairy farm near Daylesford in Victoria. He attended Daylesford Technical/High School.

At 16 he joined the Victoria Police Cadets on 2/2/1971 and then graduated as a police officer 18 months later. Will was stationed in the Melbourne CBD and suburbs, Colac - Highway Patrol, Cheltenham Crime Car Unit, Community Policing Squad - Swan Hill, Portland - Traffic Research Section, Shepparton and Portland again.

Will moved to Qld in 1997 and after a short stint of retraining in Brisbane he was stationed at Cairns and the Esplanade Police beat for 5 years. Will then moved to Laura and then to Pormpuraaw.

Finally he finished off his policing career at Georgetown. Will retired from policing in July 2011 after having spent 40 years serving the communities of Victoria and Queensland.

After six months of retirement Will was looking for a new challenge, he stood for election for Mayor at the 2012 Quadrennial Local Government Elections and was successful. At the 2016 Local Government Quadrennial Elections, Will ran for one of the four positions as a Councillor.

Will is married to Dawn and they have six children, three of them live in Georgetown, Paul (Wilson), Felicity and Kathryn. The others reside in Weipa, Tamworth and the Gold Coast. Will has been a bit of a nomad but now Georgetown is home, Will and Dawn have bought a house in Crampton Road and intend staying put.



## Councillor

# Tony Gallagher

Phone: 0448 089144

Email: [cr.gallagher@etheridge.qld.gov.au](mailto:cr.gallagher@etheridge.qld.gov.au)

*{Deputy Mayor from 20/4/16 to 21/3/18}*

Born and raised on a cattle station outside of Normanton. I attended Normanton State School to grade 8 then Saint Theresa's Agricultural College outside of Ingham up to junior.

Started work at 15 years old on Esmeralda Station outside Croydon. I moved to Forest Home Station outside Georgetown then onto Lyndhurst with the same company as head stockman.

I became the manager of Carpentaria Downs and Lyndhurst and General Manager of Carpentaria Downs, Mywyn, The Lynd and Lyndhurst. Purchased the Butcher Shop in Georgetown in 1994 and moved here as a single parent with Aaron. I have two other children Brett and Juanita close by.

Aaron and I purchased Stoney Etheridge Station and Aaron now runs the shop whilst I live at Stoney Etheridge.

Most of my working life has been spent in the Shire and I would not want to live anywhere else.



## Councillor

# Troy Barnes

Phone: 0448 089047

Email: [cr.barnes@etheridge.qld.gov.au](mailto:cr.barnes@etheridge.qld.gov.au)

Troy was born in Atherton and spent his early years living in various locations across the Atherton Tablelands and Far North Queensland. He attended Yungaburra State Primary School and Atherton State High prior to moving to Brisbane for university studies in Commerce.

Following this he returned to the Tablelands where he operated a successful security company and became a part time Disc Jockey at several local nightclubs and hotels.

In 2004, Troy applied to and was accepted as a recruit for the Queensland Police Service and since then has worked in varying locations including Mareeba, Croydon and Tambo. Whilst serving in Croydon, Troy was the awarded recipient of Australian Citizen of the Year for his community involvement.

Being passionate about the Etheridge Shire and having a strong desire to raise a family in the area, Troy applied for, and was successfully promoted to his current role as Officer In Charge of Georgetown Police.

Troy is married to Sam and has 2 beautiful girls, Amber and Mikaylah, who keep him on his toes. Sam is currently completing university studies in early childhood education and has worked extensively in childcare and education roles. Troy, Sam and the family are passionate about the local area and have every intention of being long term residents of the Etheridge Shire.



## Councillor Warren Bethel

Phone: 0448 089140  
Email: [cr.bethel@etheridge.qld.gov.au](mailto:cr.bethel@etheridge.qld.gov.au)

A grazier and Rodeo Stock Contractor who's family history dates back more than one hundred years in the Etheridge Shire.

This is Warren's third term as a Councillor with the Etheridge Shire and Warren was a previous Councillor with the Croydon Shire Council.

Warren brings a balance of traditional rural skilling and temperate modernization to the table.

Warren's strong interest is to improve opportunities and skills for young people of the shire and provides a valuable rural appreciation to the team.

4



L-R Cr Attwood, Cr Barnes, Mayor Devlin, Cr Gallagher, Cr Bethel

4

Extract from the General Meeting Minutes dated 21<sup>st</sup> March 2018

**RESOLUTION:**

That pursuant to section 165 (4) of the Local Government Act 2009 Council resolves that the office of deputy mayor is declared vacant

MOVED: Cr Barnes

SECONDED: Cr Attwood  
CARRIED 3/2  
RESOLUTION NO.2018/GM2292

**RESOLUTION:**

That Council appoints Cr Attwood as Deputy Mayor.

MOVED: Cr Barnes

SECONDED: Cr Bethel  
CARRIED 3/2  
RESOLUTION NO.2018/GM2293

# executive management team



## **Chief Executive Officer**

**Norm Garsden**

**Email:** [ceo@etheridge.qld.gov.au](mailto:ceo@etheridge.qld.gov.au)

Norm has 38 years of local government experience, working in Shire, City and Regional Councils throughout Queensland and in 2007 Norm won the 'Local Government Managers Australia' award for Leadership and Management Excellence.

It seems that community service in local government runs in the Garsden family, with one of his Grandfathers serving as Mayor and Alderman of the South Brisbane Municipal Council for over 10 years and the other Grandfather serving for almost 20 years in the Brisbane City Council (as 'Plan Custodian'). His father and mother both worked for Brisbane City Council (which is where they met) for 49 and 8 years respectively.

His experience is complemented by his qualifications, which include a Master's Degree in Public Policy and Governance, a Graduate Certificate in Local Government Management and a Bachelor of Business.

Norm is pleased that his local government journey has led him to Etheridge Shire, with a range of exciting challenges and opportunities to address and a variety of unique landscapes to explore.



## **Director of Corporate & Community Services**

**David Munro**

**Email:** [david.munro@etheridge.qld.gov.au](mailto:david.munro@etheridge.qld.gov.au)

As Director of Corporate & Community Services, David brings over 24 years of Corporate & Financial Management to the Etheridge Shire with 15 of those years in a Banking & Finance environment. In his role, David looks after all of the accounting & finance, budgeting, financial planning, administration, building & town planning, tourism, childcare, student hostel, environmental health, community facilities and parks and gardens.

David was born and bred in Rockhampton and has lived and worked throughout Queensland both in large metropolitan cities and small rural western towns. Prior to joining Etheridge Shire in 2009, David was with the Isaac Regional Council and Broadsound Shire Council in Central Queensland where he held a similar position.

David was a former president of the Local Government Finance Professionals of Queensland and served on the Executive Committee for a total of 8 years, with three years as President, and is also a fellow member of the Local Government Managers Association of Queensland. David was awarded the 2016 Finance Professional of the Year through the Local Government Finance Professionals of Queensland. David is a keen golfer and in his past played representative soccer and cricket both in his junior and senior days.



## **Director of Engineering**

**Jeff Bunt**

**Email:** [jeff.bunt@etheridge.qld.gov.au](mailto:jeff.bunt@etheridge.qld.gov.au)

(Resigned as at 23/3/18, position has been vacant)

Jeff is well qualified for his position with his qualifications listing: Bachelor of Engineering (Hons) - James Cook University Townsville; Graduate Diploma of Municipal Engineering - University of Southern Queensland; Chartered Professional Engineer - Engineers Australia; Registered Professional Engineer Queensland; Fellow of Institute of Public Works Engineering Australasia.

Jeff is married with 3 children - 2 of which are currently studying at James Cook University in Townsville. Born and raised in Townsville, Jeff has lived and worked in Townsville, Hughenden, and Herberton and for the past 20 years in Cairns prior to moving to Georgetown.

He enjoys working in Etheridge Shire for a progressive community and living in an area with many natural features. Jeff also enjoys running and cycling, is a horse racing enthusiast and an avid supporter of rugby league.



*Aquatic Centre - Georgetown*



*Old Mining Equipment  
Greens Park - Georgetown*



“...people are the key to Etheridge Shire Council’s future. The survival, growth and success of Etheridge Shire Council are directly linked to the quality of our staff as individuals and as collaborative team....”

**// human resource strategy**

In 2010-11, Council developed a Human Resource Strategy to provide Council with an integrated framework of policies and practices that will guide Council in meeting its workforce needs, an enable individuals and the organisation to excel. Council’s people strategy must be aligned and informed by Council’s mission and goals and flexible to accommodate a changing environment.

Council faces a number of key challenges:

- . As changes to the demographics of the Australian population continue, the attraction of high quality staff will become more acute as the generation of baby boomers move out of the workforce;
- . With the shortage of appropriate candidates, there are now numerous career alternatives for employees;
- . Changes to the Local Government Award and the State Industrial Relations Act will see new challenges for Local Government in the way we recruit and manage our employees.

**// six (6) key principles of the strategy**

**1. RECRUITMENT, SELECTION AND APPOINTMENT**

Aim: Recruitment, selection and appointment policies, procedures and practices position Etheridge Shire Council to attract and retain high quality professional and skilled labour staff in a competitive labour market.

**2. REWARD, RECOGNITION AND REMUNERATION**

Aim: To apply flexible remuneration arrangements for staff and have appropriate mechanisms to attract, recognize and reward high performing staff.

**3. EQUITY AND DIVERSITY**

Aim: To build a socially inclusive working environment that enables all staff to contribute to their full potential and to embed the responsibility for staff equity initiatives and matters within Etheridge Shire Council management practices.

**4. STAFF DEVELOPMENT AND WORKPLACE CULTURE**

Aim: To provide formative staff development programmes that enable staff to strengthen those skills, capabilities and experience which contribute to the achievement of organizational goals, job satisfaction and career aspirations.

**5. DEVELOPMENT OF LEADERSHIP & MANAGEMENT CAPABILITIES**

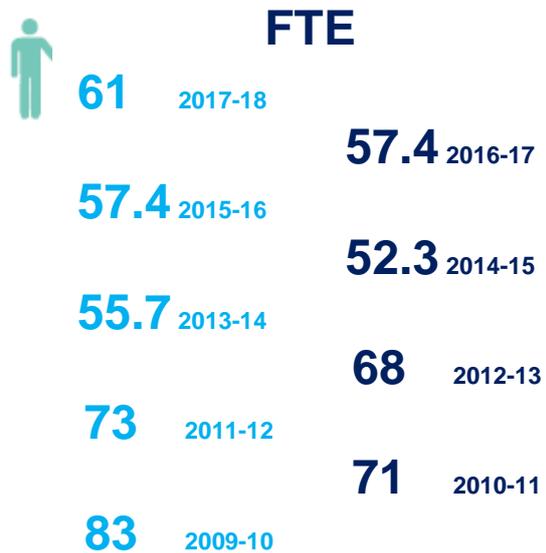
The quality of front-line leadership and management is essential to the retention, motivation and engagement of staff as Etheridge Shire Council strives to meet new organizational challenges.

**6. A SAFE, HEALTHY AND PRODUCTIVE WORK ENVIRONMENT**

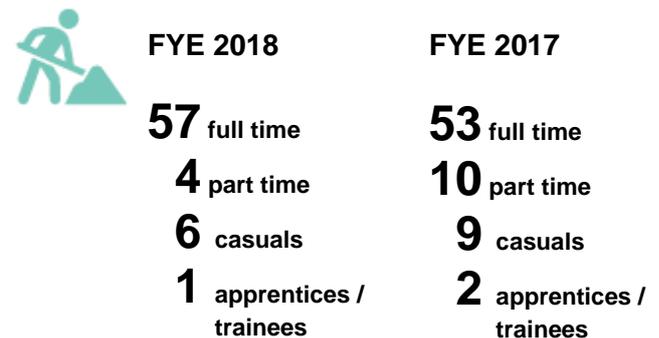
Aim: To promote the highest practicable standard of occupational health and safety with the Etheridge Shire Council and to promote the good health and wellbeing of staff.

**// headcount of staff by year**

Annual headcount includes all staff except councillors. Full-time, part-time, casual, temps, apprentices and trainees. As at 30 June 2018, Etheridge Shire Council retained 61 employees, in comparison as at 30 June 2017, Council retained 74 employees.



**// breakdown of staff**



**// training and development activities**

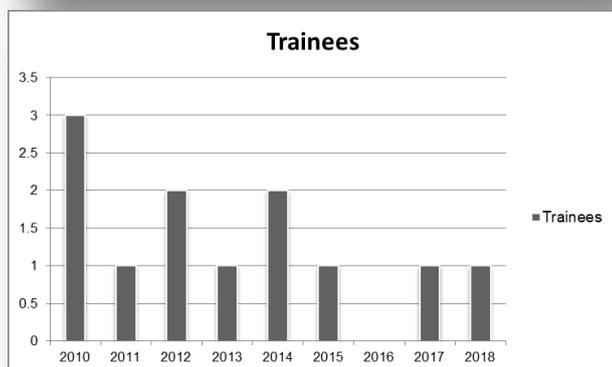
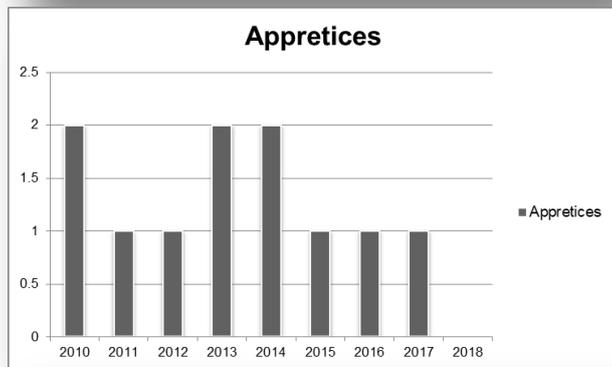
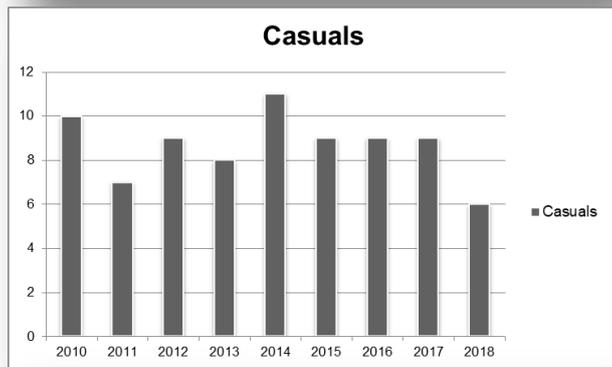
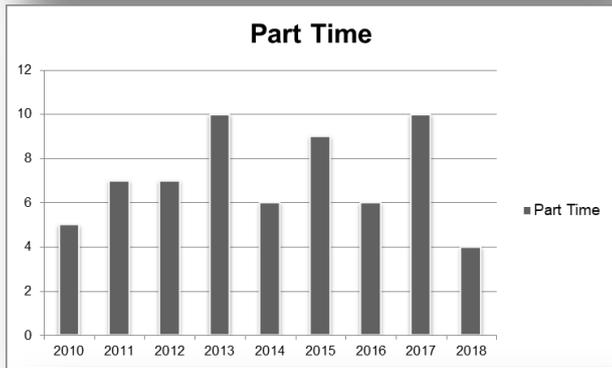
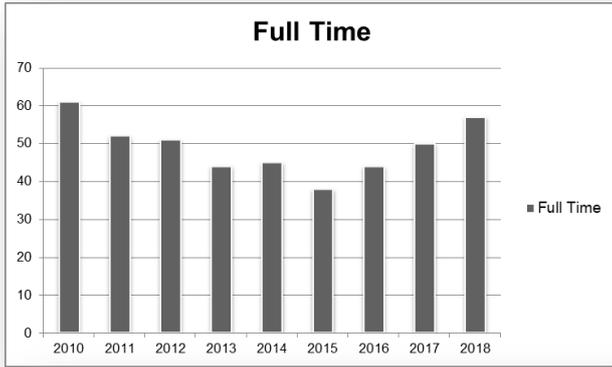
More than 55 per cent of staff undertook some form of formal training during the 2017-18 financial year. Courses included:

- Queensland Disaster Management training;
- Trainee – Cert IV Business & Administration;
- Personal Safety Sessions;
- Cert III Water Operations
- Advanced Diploma Children Services;
- Confined Spaces
- Working at Heights
- First Aid & CPR

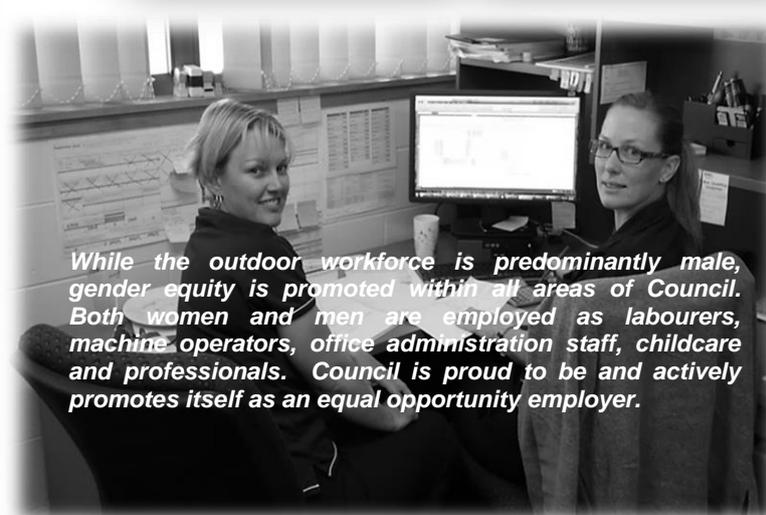
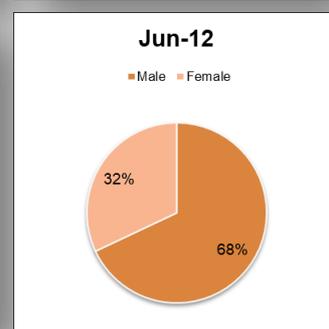
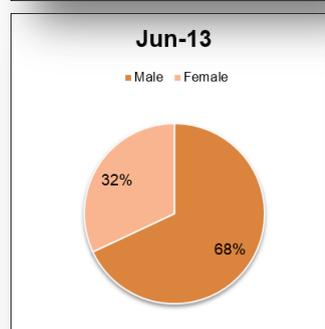
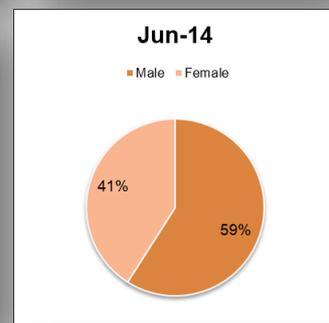
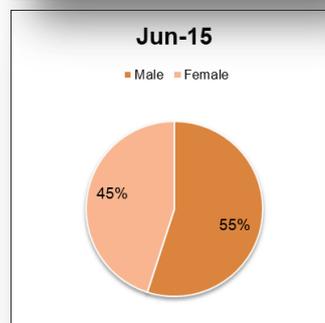
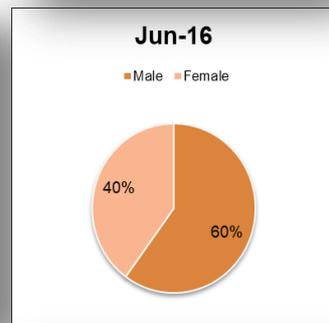
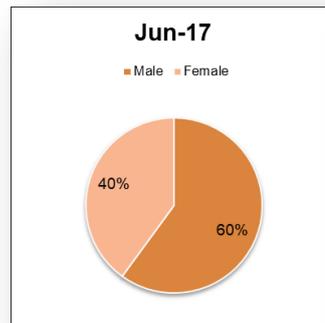
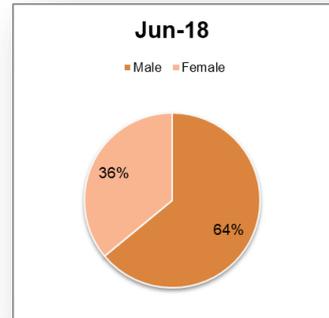
# our people

## // workforce

The following charts give visual representations of the workplace demographics with a summary of changes over the past eight years (2010-2018)



## // employees by gender



*While the outdoor workforce is predominantly male, gender equity is promoted within all areas of Council. Both women and men are employed as labourers, machine operators, office administration staff, childcare and professionals. Council is proud to be and actively promotes itself as an equal opportunity employer.*

# our people

## // benchmarking

Striving for best practice is an ongoing task for Council and involves the continuous and ongoing improvement of policies, procedures and other general functions of Council.

When maintaining compliance with changes in legislation, industry standards, local government expectations and the needs of staff and the community, continual review is essential.

During 2017-18 financial year, Council undertook a review of its policies and procedures to ensure it maintained consistency with organisational and community needs. It is anticipated that during the 2018-19 financial year, additional policies and procedures will be implemented as the organisation and its needs evolve.

## // awards & recognition

Council was pleased to recognise several staff during the 2017/18 financial year for 20 years' service to the Etheridge Shire.

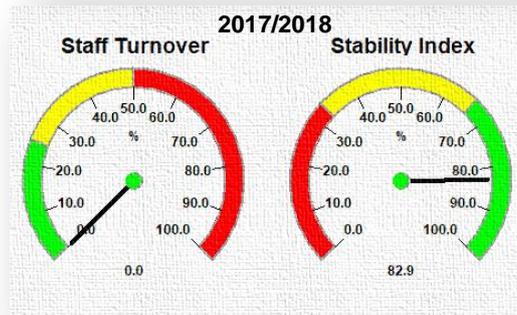
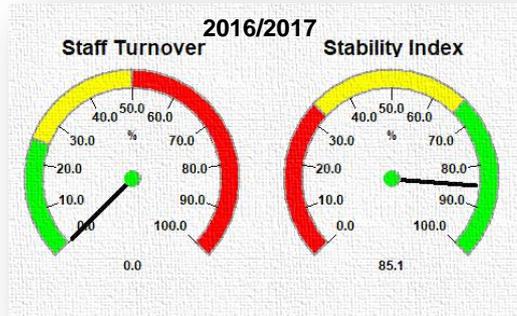
### 20 years' service

- Mr. Rodney Tansey



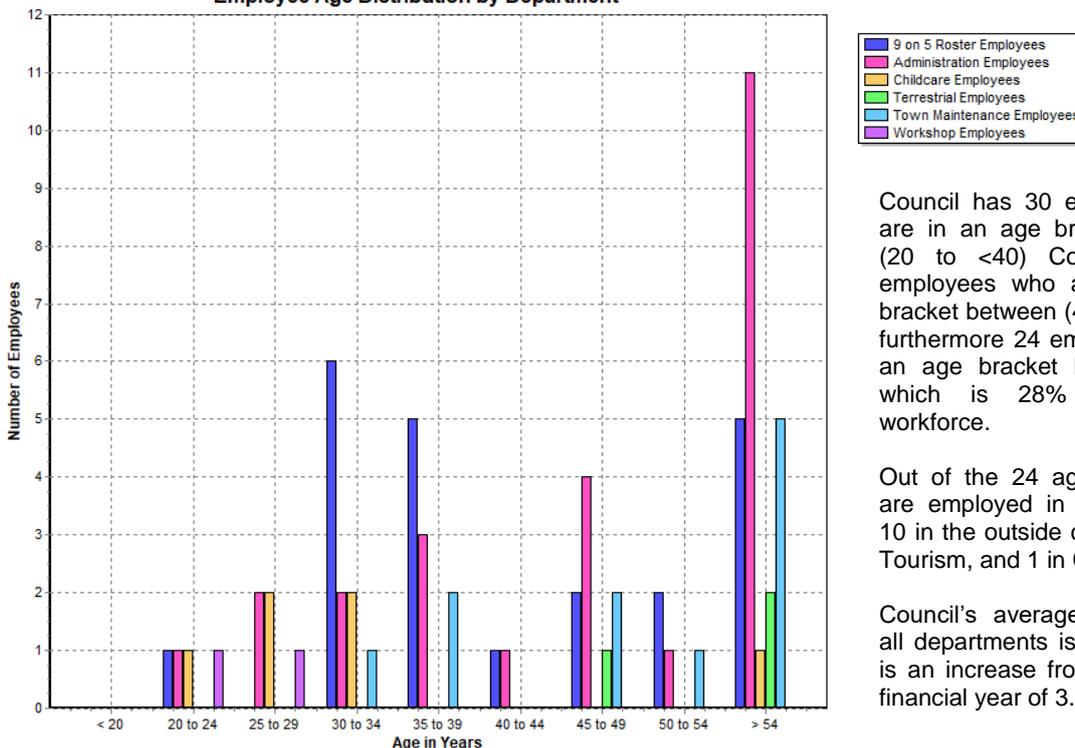
## // training & development

- Anna Christensen (completed Diploma of Leadership & Management)



The Stability index shows a minor deterioration between the two financial years. The reason for the variability in the stability index is due to Council engaging staff on a casual basis, due to the uncertainty of long term work within the shire especially around major road contracts with the State Government.

Employee Age Distribution by Department



Council has 30 employees who are in an age bracket between (20 to <40) Council has 15 employees who are in an age bracket between (40 to >54) and furthermore 24 employees are in an age bracket between (>54) which is 28% of Councils workforce.

Out of the 24 aged >54yrs, 11 are employed in Administration, 10 in the outside crews, and 2 in Tourism, and 1 in Childcare

Council's averaged age across all departments is 45.6yrs which is an increase from the 2016/17 financial year of 3.4 years



*Heritage Park (Georgetown) –  
Stage 1 of Councils Mining Exhibition*



*Heritage Park (Georgetown) –  
Stage 1 of Councils Mining Exhibition*



**// general meetings of council**

The General Meeting of Council is responsible for managing the business of Council. Council must ensure decision making that supports the achievement of the community vision and the corporate plan in accordance with the *Local Government Act 2009* and other legislation.

The Local Government Act requires elected members to declare any material personal interests, in matters before Council and to remove themselves from any discussions or decision making on that matter. For a Councillor to have a material personal interest there must be an expectation of personal benefit gain or loss for the Councillor or an associate. A register listing Councillor's material personal interests is maintained.

**// councillors code of conduct**

It is so important the Community has confidence in its Council and Councillors. *The Local Government Act 2009* sets out specific rules Councillors must follow to ensure transparency and accountability, particularly in relation to receiving gifts and conflicts of interest.

Etheridge Shire Council utilises the Councillor Code of Conduct in accordance with the procedures set down in the Act and Regulations and further that Councils existing Code of Conduct was rescinded.

The Code provides Councillors with a frame of reference about their roles, obligations and acceptable behavioural standards.

There are a number of requirements contained within Section 180 & 181 of the *Local Government Act 2009*, that are required to be reported within the Annual Report, regarding complaints made about councillors. In relation to complaints made against a Councillor this is covered off on further in the Annual Report.

**// employee code of conduct**

The Employee Code of Conduct assists Council in maintaining public trust and confidence in the integrity and professionalism of its employees by ensuring all employees maintain and enhance Councils reputation.

Employees are required to display the personal and professional behaviours that could be reasonably expected from persons holding positions that serve the community. More specifically, it requires employees to perform professional duties with care, skill, fairness and diligence. Employees are required to engage in ethical conduct, treat all others with courtesy, respect and with due regard to the rights of others.

The Code of Conduct is taken into account in the development and preparation of Council's Policies and guidelines. All new employees are provided with training regarding their obligations under the Code of Conduct. Any alleged breaches of the code are investigated in accordance with Councils guidelines.

**// external audit**

Council is audited annually by either the State Government's Queensland Audit Office or by a duly authorised representative of the Queensland Audit Office.

This provides a statutory mechanism for external review of Councils financial operations and other corporate matters affecting the sound management of the organisation.

*Council has received an **"Unmodified / Unqualified Audit"** Report for 2017-2018 financial year.*

**// tenders**

**Changes to Tenders in accordance with S.228(7) of the Local Government Regulation 2012**

Council had no occasion to invite tenderers to change their submissions in the manner contemplated in the Regulation.

**Expressions of Interest in Accordance with S.228(6) of the Local Government Regulation 2012**

Council did not have any reason to call for Expressions of Interests in accordance with Section 228(6) of the Regulation during the financial year.





# corporate governance

## // administrative complaints process

Council adopted a new 'Administrative Complaints Policy' which replaced the old General Complaints Policy. The old policy was compliant in relation to the *Local Government Act 1993*, however, with the introduction of the new *Local Government Act* and in particular the *Local Government Regulation 2012*, council was required to review its complaints process and ensure compliance with the new Act and Regulations.

### Complaints to be welcomed

- Council is committed to dealing fairly with administrative action complaints.
- Anyone who is dissatisfied about a decision or other action of the council, a council officer can easily and simply lodge a complaint.
- Complainants are to be provided with information on the complaints process and, if necessary, assistance to make their complaint.
- Each complaint is initially assessed in terms of its seriousness, safety implications, complexity and degree of urgency.
- Council officers will receive complaints in a professional manner and welcome valid feedback as an opportunity for improvement of the council's administrative practices.
- Complaints are to be responded to as quickly as possible and in accordance with the timeframes set out in the complaints process.
- Complainants will not suffer any reprisal from council or its officers for making a complaint.
- Complaints are properly monitored with a view to continuous improvement of the council's business processes.
- If a complainant is not satisfied that a complaint has been satisfactorily resolved, he/she will be informed of any statutory right of review and, if they request, be provided with details of any further review mechanism that is available.

The complaints process has been established for resolving complaints by affected persons about administrative action of the council.

However, the complaints process does not apply to a complaint-

1. That relates to competitive neutrality issues;
2. About official misconduct that should be directed to the Crime and Corruption Commission; made under the *Whistleblowers Protection Act 1994*; or relate to actions of an elected member of Council.

***"A complaint is a statement of dissatisfaction regarding the unsatisfactory delivery of a product or service offered by Council or the unsatisfactory conduct of Council officers. A complaint may be received in person, over the phone or by written or documented communication including electronic communication"***

A complaint should not be confused with an action request. For example:-

*A person may phone and request a pothole in a road be repaired. This is a request for service. If they phone to complain that he/she had requested a pothole be repaired weeks ago and nothing had been done, then this constitutes a complaint.*

***During the 2017/18 financial year a total of 16 'request for action' were received and 9 complaints. Council has implemented its complaints management process effectively, with all complaints being actioned and completed in accordance with Councils policy.***

### // revenue policy

The Revenue Policy, adopted annually at the budget meeting governs council's revenue raising activities. The policy provides details on how rates are levied and explains the differential rating system that more fairly shares the burden of rates including differential categories. All water and waste charges are based on this policy, as well as special levies, rate remissions, payments and discounts, and overheads on private work. Copies of the Revenue Policy are available from [www.etheridge.qld.gov.au](http://www.etheridge.qld.gov.au)

### // special rates and charges

Under Section 190(d)(ii) and Section 190(g) of the *Local Government Regulation 2012*, council is required to provide details of action taken in relation to, and expenditure on, a service facility or activity for which the local government made and levied a special rate or charge for the financial year and a summary of all rebates and concessions allowed by the local government in relation to rates.

### Special Charge

A special charge was levied on properties within the Forsayth, Einasleigh and Mt Surprise townships for "Waste Management".

The revenue from these rates was used as core funding for the provision of maintenance and operations of all waste management facilities for the towns of Einasleigh, Mt Surprise and Forsayth. The Special Charge will fund the activity, however Council may determine to subsidise the service in view of the high costs of this service provision and the undue hardship that may result if full cost recovery was sought from the special charge.

### rebates and concessions

Council has four different rebates and concessions in relation to rates. These are Pensioner Rates Concession, Rates Remission for non-profit community organisations, Natural Hardship and Economic or Social Incentives. Full details of these rebates and concessions are available within the Revenue Statement from [www.etheridge.qld.gov.au](http://www.etheridge.qld.gov.au).



**// risk management**

Etheridge Shire Council is committed to establishing an environment that is not unduly risk averse, but one that enables risks to be logically and systematically identified, analysed, evaluated, treated, monitored and managed.

Risk is inherent in all of Council's activities and a formal and systematic process will be adopted to minimise and where possible eliminate all risks that directly or indirectly impact on the Council's ability to achieve the vision and strategic objectives outlined in the Corporate Plan.

Enterprise Risk Management Guidelines have been developed to demonstrate the Council's commitment, by detailing the integrated Risk Management framework to be employed by all staff members, contractors, committees and volunteers engaged in Council business and defining the responsibilities of individuals and committees involved in managing risk.

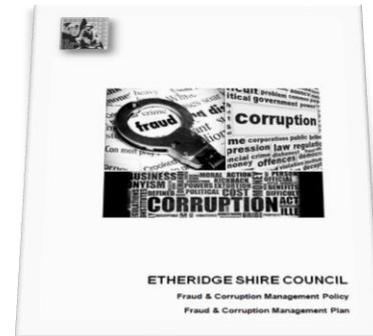
Etheridge Shire Council is committed to:

- Behaving as a responsible corporate citizen protecting employees, clients, contractors, visitors and the general public from injury and unnecessary loss or damage;
- Achieving its business objectives by minimising or eliminating the impact of risks it can realistically control;
- Creating an environment where all Council employees will take responsibility for managing risk (by developing and maintaining a strong risk management culture).

Formal Risk Registers cover strategic, operational and activity-based risks. Regular reviews of these registers take place to ensure the currency of the identified risks and track additional risks.

**// risk tolerance**

Council has implemented a "Risk Appetite & Tolerance Statement. Council generally considers "high" & "extreme" risks as not being acceptable and requires action to reduce either the likelihood of the risk occurring and / or the consequences should the risk occur.



**// fraud and corruption prevention**

Etheridge Shire Council has developed a comprehensive Corporate Governance & Ethics Framework to ensure compliance with legislation and best practice democratic local government. The Framework is not a policy or statement of intent, but rather a document which outlines council's governance policies and practices. It provides readers with an overview of the governance program that has been put in place in order to assist elected members, management and employees in meeting their governance responsibilities. Council is committed to high standards of corporate governance and accountability and seeks continuous improvement in this regard.

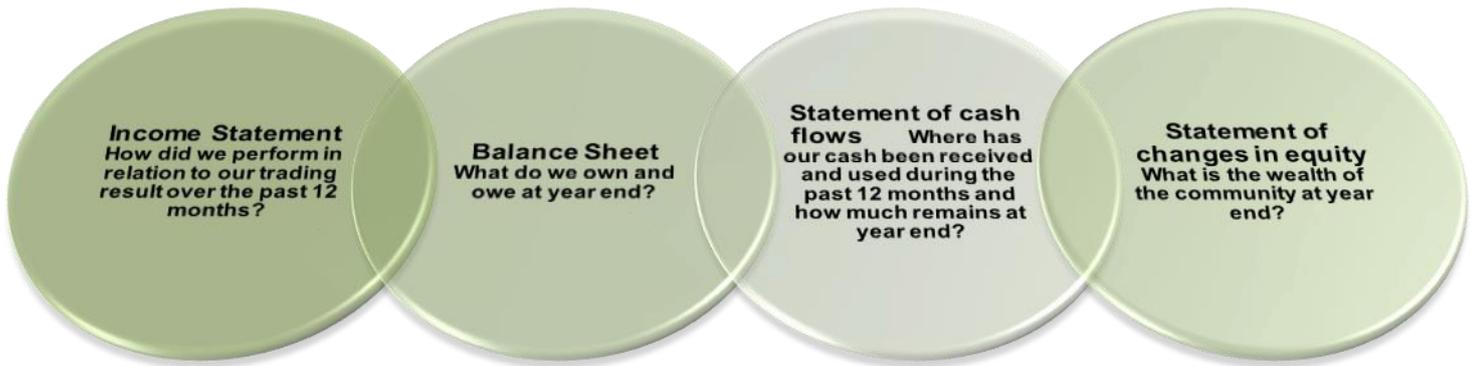
Council's Fraud and Corruption Prevention Policy & Management Plan forms part of Council's overall approach to transparent corporate governance. The policy informs all Council officers, Councillors, consultants and contractors of Council's position regarding fraud and corruption and the consequences of failing to comply with the provisions of the policy.

**Council is committed to:**

- a zero-tolerance approach to fraud and corruption
- corruption and fraud control and management as an integral component of effective corporate governance
- transparent and accountable processes consistent with sound business practices and organisational standards of compliance
- preventing fraud and corruption and investigating all suspected incidents and taking appropriate action
- maintaining an integrated Fraud and Corruption Prevention Framework to minimise the impact and reduce the risk of fraud and corruption within the work environment.

# Community

# Financial



# Report

*A Community Financial Report contains a summary and analysis of a Local Government's financial performance and position for the financial year.*

*This report makes it easier for readers to understand Council's financial management and performance by focusing on the four key financial statements*

# Community financial report

**The Community Financial Report is a simplified version of Council's financial performance and position for the 2017/18 financial year. The aim of the report is to assist readers in evaluating Council's financial position without the need to interpret the financial information contained in the Annual Financial Statements.**

Council's financial statements are audited by the Queensland Audit Office. We aim for an unmodified audit opinion which essentially means a 'clean bill of health' for our financial reporting. This year our financial statements were unmodified.

The key statements that are summarised in the Community Financial Report are:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Cash Flow

Executive summary of key financial highlights (rounded to the nearest million):

- Unmodified financial statements
- Cash holdings of \$12.483 million with active management generating over \$0.482 million in interest revenue
- Significant reduction in outstanding rates debtors of \$1.400 million

For Council's 2017/18 Audited Financial Statements refer to Part B – Financial Statements



2012	2013
2,159	2,432
319	391
178	171
584	343
2,201	6,317
13,135	14,713
1,151	1,943
19,727	26,310
(20)	53
-	-
4,822	5,006
11,418	11,623
158	131
16,398	16,760
2,178	7,607
2012	2013
11,912	15,023
1,399	1,981
10,513	13,042
8,254	10,263
2,299	1,829
136,311	139,515
2,605	3,438
98%	98%

## Key Financial Figures over the past 5 years



Financial Performance Figures (\$'000)	2014	2015	2016	2017	2018
<b>Inflows:</b>					
Rates, Levies & Charges	2,391	2,663	2,343	2,443	2,085
Fees & Charges	341	343	318	277	282
Rental Income	184	177	157	145	154
Interest Received	452	442	489	554	482
Sales Revenue	1,652	7,390	2,569	3,671	6,235
Grants, Subsidies, Contributions & Donations					
- Operating	5,830	4,772	8,370	10,278	10,742
- Capital	10,101	5,932	8,569	989	1,253
Total Income from Continuing Operations	20,951	21,719	22,815	18,357	21,233
Sale Proceeds from PP&E	(43)	10	(430)	(57)	(22)
New Loan Borrowings & Advances	-	-	-	-	-
<b>Outflows:</b>					
Employee Benefits	4,613	4,945	4,427	5,384	6,274
Materials & Services	5,999	7,680	5,355	9,690	12,693
Finance Costs	99	74	54	1,421	15
Total Expenses from Continuing Operations	10,711	12,699	9,836	16,495	18,982
Operating Surplus/(Deficit) (excl. Capital Income & Exps & Dep)	139	3,088	4,410	873	998
<b>Financial Position Figures (\$'000)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Current Assets	13,532	13,075	17,526	17,350	16,694
Current Liabilities	2,405	1,473	1,403	965	1,695
Net Current Assets	11,127	11,602	16,123	16,385	14,999
Cash & Cash Equivalents	8,765	10,614	13,218	15,144	12,483
Total Borrowings Outstanding (excl. any overdraft) (Loans, Advances & Finance Leases)	1,326	798	210	164	114
Total Value of PP&E	151,513	181,277	184,955	181,851	188,768
Total Depreciation	4,147	4,186	4,275	4,546	4,364
Indicative Remaining Useful Life (as a % of GBV)	97%	98%	98%	98%	98%

**Source:** Published audited financial statements of Council (current year & prior year annual financial statements)

# Statement of comprehensive income

This statement measures how Council performed in relation to income and expenses during the financial year.

This result does not necessarily represent surplus funds available for general use as certain items of revenue have restrictions on their use. Some revenue is non-monetary (e.g. contributed infrastructure assets such as roads and water mains, constructed by developers on council's behalf, in new land subdivisions), while other revenue is constrained for use on specific future activities (e.g. developer contributions or grants used to maintain and/or expand the shire's infrastructure).

## // snapshot of 2017-2018 result

Council has generated an additional \$2.611M in Operating Revenue which is a 13% increase compared against the FYE2017.

- *The increase in Councils Operating Revenue for the 2018 Financial Year has been driven through the line item Titled "Sales Revenue". This was due to Council receiving two (2) major DTMR Contracts pertaining to the Hann Highway upgrade which is being jointly funded by the Federal & State Governments. Council's revenue streams especially within line items Titled "Sales Revenue" & "Grants" can fluctuate from year to year and there are no certainties regarding the level of revenue that Council may receive in each financial year.*
- *In relation to Operating Expenditure, Councils expenditure increased by \$2.405M which is a 10% increase compared against the FYE2017.*
- *The main areas that have increased between the two financial years are in Employee Benefits, increase of \$0.891M, Materials & Services, increase of \$3.102M, however there has been a decrease of \$1.406M in Councils finance costs. This was directly related to a one off provision for a Mining Assessment in the FYE2017.*
- *Councils Net Result has improved by \$0.504M compared against the 2017 Financial Year.*
- *Councils Current Assets decreased by \$0.656M compared against the FYE2017.*
- *Inventories remained consistent between the two financial periods, Trade & Other Receivables increased by \$2.015M (timing issue) with Council's Cash & Investments decreasing by \$2.660M.*
- *Non-Current Assets increased by \$6.817M compared against the 2017 Financial Year which was partially due to a comprehensive revaluation of Councils Plant, Property, Roads & Water assets.*
- *Current Liabilities increased by \$0.698M compared against the FYE2017. This was due to an increase in accrued expenses of \$0.282M plus an increase in Employee Provisions, however Councils current portion of its borrowings decreased by \$0.050M.*
- *Non-Current Liabilities decreased by \$0.215M compared against the 2017 Financial Year. This is due to a decrease in Employee Provisions (L.S.L). This portion has been transferred to Councils Current Liabilities under Employee Provisions (L.S.L.). This provision will fluctuate from year to year.*
- *Overall Councils Community Equity increased by \$5.677M which is contributed to the increase in Councils Non-Current Assets through the comprehensive revaluation of its Asset Classes.*

\$ '000	Actuals 2017 2018	Actuals 2016 2017
Total Operating Revenue	19,980	17,368
Total Operating Expenditure (including Depreciation)	23,347	21,043
<b>Operating Surplus / (Deficit)</b>	<b>- 3,367 -</b>	<b>3,675</b>
Total Capital Grant Revenue	1,253	989
Gain / Loss on Sale of Non-Current Asset	- 22 -	57
<b>Total Capital Revenue</b>	<b>1,231</b>	<b>932</b>
<b>Net Result</b>	<b>- 2,136 -</b>	<b>2,743</b>

# Statement of comprehensive income (cont'd)

## // 2017-2018 result

While further explanation is offered below, council continues to provide a wide range of services whilst maintaining a financially sustainable long term outlook.

## // total revenue – where our money comes from

Revenue totaled \$21.210 million in the 12 months to June 30, 2018. The graph below indicates that 57 per cent of council's revenue is received from operating & capital grants and around 30 per cent has been generated from sales revenue. Only 9.8 per cent of council's revenue is generated from rates and charges. The high percentage of revenue from operating & capital grants is directly related to the funding for the delivery of significant flood damage repairs and the receipt of the Federal Financial Assistance Grant. This was the case with sales revenue; council was successful in gaining additional Main Roads works in 2017/18 for widening works on the Kennedy Highway & Hann Highway.

Council actively seeks revenue from other sources and attempts to maximise investment earnings to assist in funding the many services council provides.

Where our money is generated from, is shown in the accompanying graph.

One of the main concerns for Council is its low own source revenue and how heavily reliant and dependent on external funding sources to maintain the services and its infrastructure.

The table below reveals where the 2017/18 Operating Grants came from.

## Operating Grants & Subsidies for the year ended 30 June 2018



\$ 's	Actuals 2017 2018	Actuals 2016 2017
Financial Assistance Grant (FAGs)	\$ 4,138,729	\$ 5,674,445
Identified Road Entitlement (FAGS)	\$ 1,036,687	\$ 1,497,819
Incentive Payments (Return to Work)	\$ 24,090	\$ -
Trainee Subsidy	\$ 15,250	\$ 15,500
R2R	\$ 1,167,202	\$ 1,062,245
TIDS	\$ 242,241	\$ 1,093,476
Work 4 Queensland	\$ -	\$ 642,000
Pest Management Integrated Grant	\$ -	\$ 92,182
2015 (Part A) NDRRA Funds	\$ 2,514,985	\$ 19,804
2015 (Part B) NDRRA Funds	\$ 1,333,018	\$ -
2018 NDRRA (Emergent Works)	\$ 41,115	\$ -
2018 NDRRA (Emergent Works)	\$ 51,840	\$ -
Child Care Operating Grant	\$ 56,030	\$ 57,896
Student Hostel Operating Grant	\$ 28,850	\$ 27,312
State Libraries Grant	\$ 662	\$ 662
R.A.D.F (Regional Arts Grant)	\$ 15,000	\$ 13,000
Get Ready Qld Base Grant	\$ 6,102	\$ 6,663
SES Subsidy	\$ 13,440	\$ 13,442
Get Out Get Active Grant	\$ 16,200	\$ 2,206
Donations (Football Community Event)	\$ 5,750	\$ 60,000
Donations (Gulf Cattlemans Association)	\$ 35,000	\$ -
<b>Total Operating Grants</b>	<b>\$ 10,742,191</b>	<b>\$ 10,278,652</b>

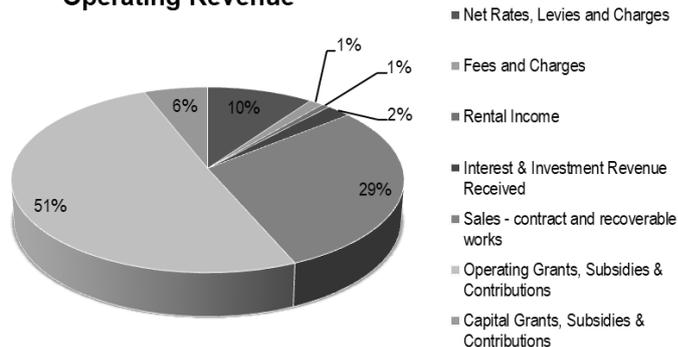
## // 2017-2018 result

**\$21,210,725** total income  
**-\$23,347,312** total expenses  
**-\$ 2,136,587** deficit

## Councils Result FYE 2018

\$ '000	Actuals 2017 2018	Actuals 2016 2017
Total Operating Revenue	19,980	17,368
Total Operating Expenditure (including Depreciation)	23,347	21,043
<b>Operating Surplus / (Deficit)</b>	<b>- 3,367</b>	<b>- 3,675</b>
Total Capital Grant Revenue	1,253	989
Gain / Loss on Sale of Non-Current Asset	22	57
<b>Total Capital Revenue</b>	<b>1,231</b>	<b>932</b>
<b>Net Result</b>	<b>- 2,136</b>	<b>- 2,743</b>

## Operating Revenue



## Statement of Comprehensive Income for the year ended 30 June 2018



\$ 's	Actuals 2017 2018	Percentage 2017 2018
<b>Revenue</b>		
Net Rates, Levies and Charges	\$ 2,085,014	9.82%
Fees and Charges	\$ 281,779	1.33%
Rental Income	\$ 154,041	0.73%
Interest & Investment Revenue Received	\$ 481,815	2.27%
Sales - contract and recoverable works	\$ 6,235,078	29.37%
Operating Grants, Subsidies & Contributions	\$ 10,742,191	50.59%
Capital Grants, Subsidies & Contributions	\$ 1,252,972	5.90%
<b>Total Income</b>	<b>\$ 21,232,890</b>	<b>100.00%</b>

# Statement of comprehensive income (cont'd)

## // where our money goes

Council incurs both operational and capital expenditure in providing services and infrastructure to the community. Capital spending is added to the carrying value of assets as it maintains and expands council's asset base. The graph shows the components of operating expenditure only.

The level of Council's expenditure is monitored constantly throughout the year. Detailed estimates are prepared at the beginning of each financial year and performance is measured against these estimates through regular budget reviews, ensuring funds are utilised as efficiently as possible.

While council's operating costs amounted to \$21.043 million, council also spent \$1.611 million on capital projects during the year.

## // major items of capital expenditure

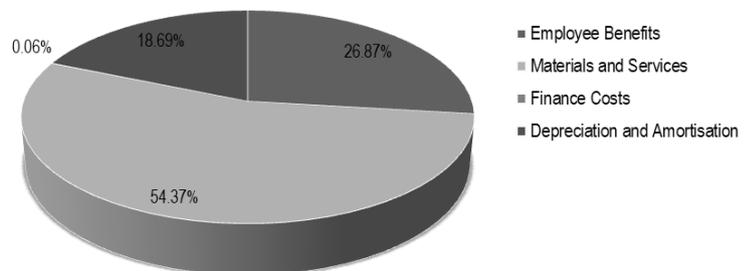
roads, bridges and drainage (\$0.626M)  
buildings & other structures (\$0.525M)  
plant and equipment (\$1.265M),  
water (\$0.570M)

## Statement of Comprehensive Income for the year ended 30 June 2018



\$ 's	Actuals 2017 2018	Percentage 2017 2018
<b>Expenses</b>		
Employee Benefits	\$ 6,274,165	26.87%
Materials and Services	\$ 12,693,536	54.37%
Finance Costs	\$ 15,117	0.06%
Depreciation and Amortisation	\$ 4,364,495	18.69%
<b>Total Recurrent Expenses</b>	<b>\$ 23,347,313</b>	<b>100.00%</b>
<b>Total Expenses</b>	<b>\$ 23,347,313</b>	

## Operating Expenditure

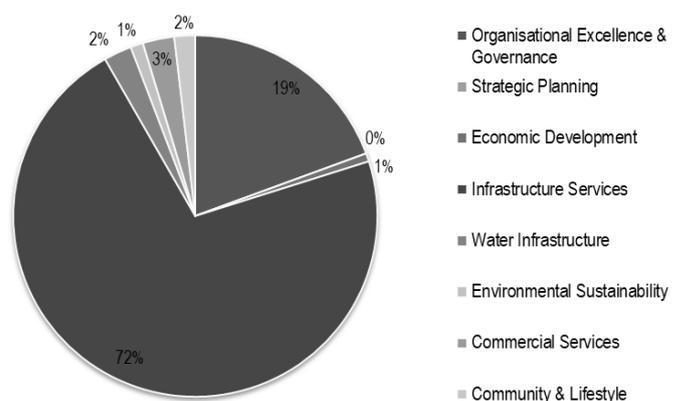


## Statement of Comprehensive Income for the year ended 30 June 2018



\$ 's	Actual 2018	% of sub-total
<b>Expenses by Functions</b>		
Organisational Excellence & Governance	4,525,521	19.383%
Strategic Planning	975	0.004%
Economic Development	170,787	0.732%
Infrastructure Services	16,718,644	71.608%
Water Infrastructure	581,418	2.490%
Environmental Sustainability	260,747	1.117%
Commercial Services	656,122	2.810%
Community & Lifestyle	433,097	1.855%
<b>Total Expenses</b>	<b>23,347,311</b>	<b>100%</b>

## Expenses by Functions



# Statement of financial position

The statement of financial position measures what council owns (assets) and owes (liabilities) to relevant stakeholders at the end of the financial year. The result of these two components determines the net wealth of council, which is net wealth of the community (equity).

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$203.534 million.

## // what do our assets consist of?

The bulk of Council's assets are in the form of infrastructure such as roads, bridges and drainage, buildings, plant and equipment and water assets which collectively make up 90 per cent of Council's total asset base.

Significant parts of Council's expenditure in the long term financial forecast are focused on maintaining and upgrading these infrastructure assets, to ensure use by future generations and cater for projected future growth.

## // 2017-2018 result

**\$205,462,577** assets  
**-\$ 1,928,249** liabilities  


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**\$203,534,329** equity

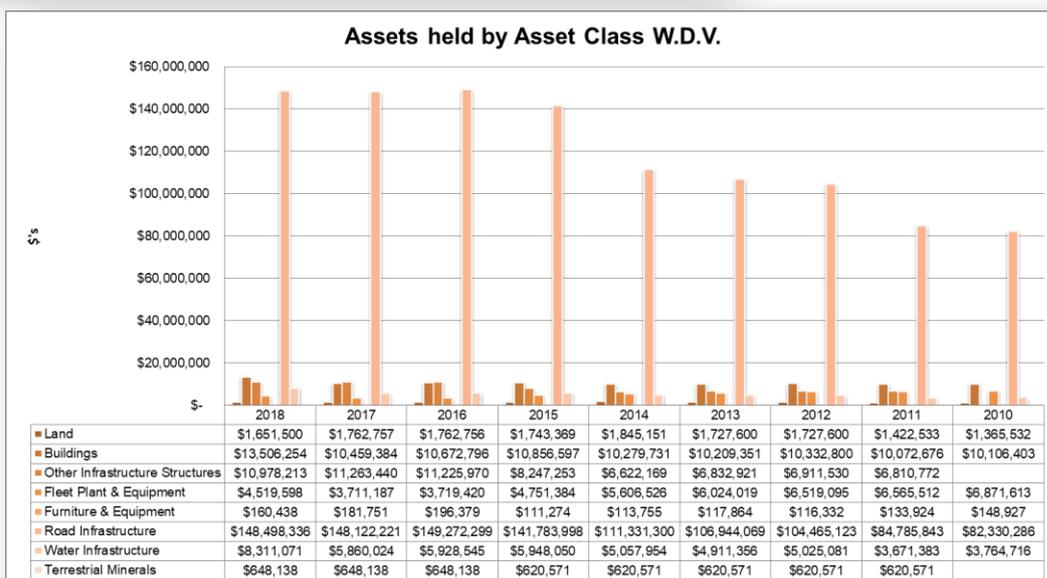
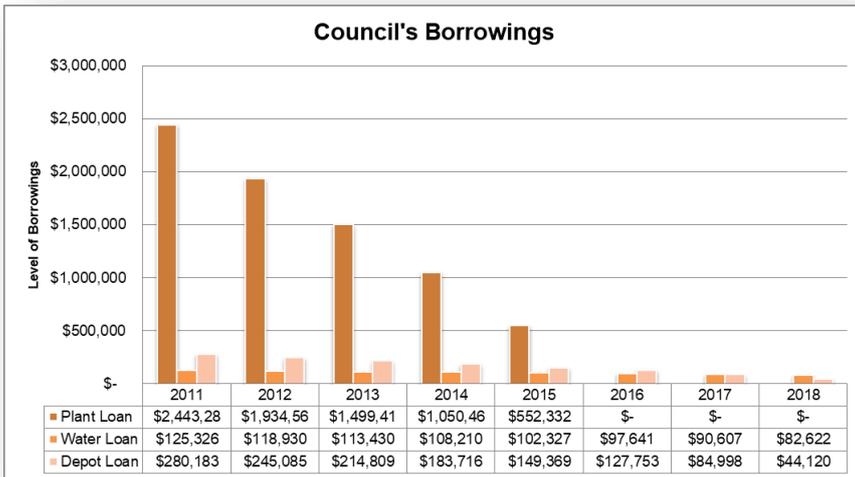
## // what do our liabilities consist of?

The bulk of council's liabilities are in the form of loans and provisions which collectively represent 60 per cent of council's total liabilities. Council uses loans to finance certain projects in order to ensure costs are shared across the generations who will receive a benefit from those assets. Provisions include the setting aside of funds to cover expenses relating to employee entitlements (e.g. long service leave).

Council's long term financial forecast shows debt decreasing with the majority of council's debt clearing in the next 72 months.

The borrowings that are outstanding relate to the water treatment plant at Forsyth, improvements to council's depot. The use of debt ensures that residents of the future also contribute their fair share to the cost for these long life assets.

Council's outstanding debt at financial year end was approximately \$0.126 million. The graph below shows the borrowings of Etheridge Shire Council over the past four years.



# Statement of financial position (cont'd)

## Current Assets

for the year ended 30 June 2018

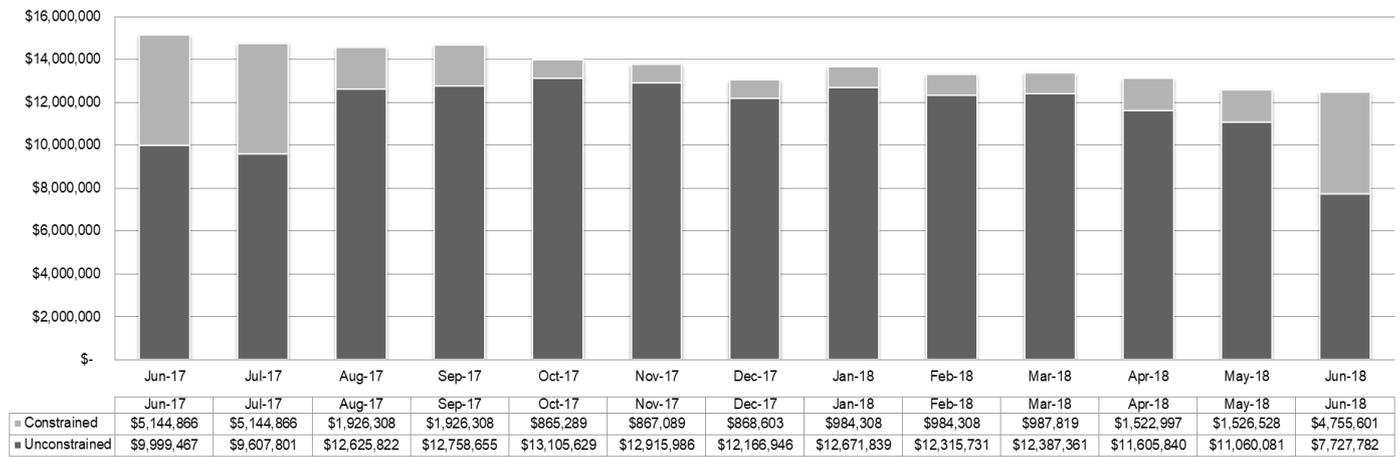


The information contained within the table provides the reader with a further breakdown of Council's Current Assets.

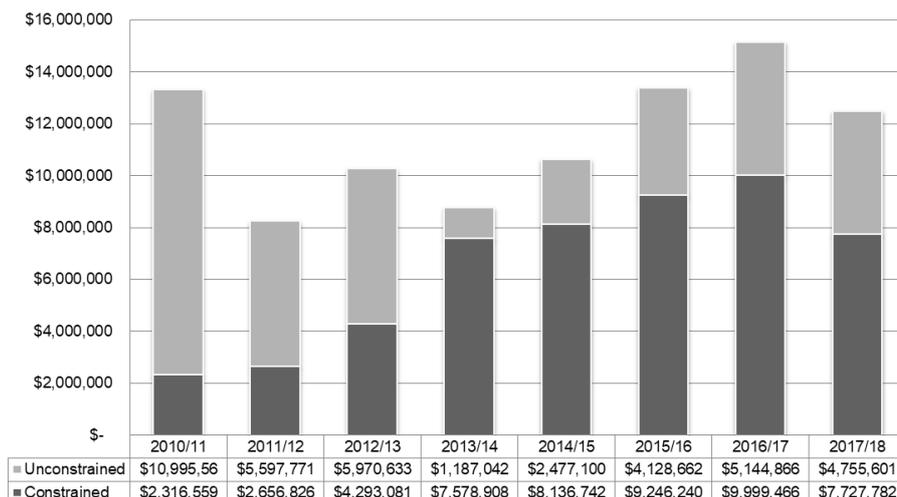
\$ 's	Actuals 2017 2018	Actuals 2016 2017
<b>Cash &amp; Cash Investments</b>		
Untied Cash	\$ 7,727,782	\$ 9,999,467
Constrained Funds	\$ 4,755,601	\$ 5,144,866
	<u>\$ 12,483,383</u>	<u>\$ 15,144,333</u>
<b>Trade &amp; Other Receivables</b>		
Debtors & Accruals	\$ 3,187,205	\$ 1,226,410
Rates Debtors	\$ 685,724	\$ 1,963,155
Prepayments	\$ -	\$ 71,282
Less Impairment of Rates Debtor	\$ -	\$ 1,403,385
	<u>\$ 3,872,929</u>	<u>\$ 1,857,462</u>
<b>Inventories</b>		
Stock on Hand (Stores)	\$ 284,497	\$ 237,317
Land held for Resale	\$ 53,093	\$ 111,003
	<u>\$ 337,590</u>	<u>\$ 348,320</u>
<b>Total Trade &amp; Other Receivables</b>	<u><b>\$ 16,693,902</b></u>	<u><b>\$ 17,350,115</b></u>

Cash has been dissected to show Unconstrained Cash and Constrained Cash, Debtors has been further broken down into Trade Debtors & Rates Debtors, along with Inventories.

Cash & Cash Investments (Monthly Cash Movements)



Cash & Cash Investments



# Statement of cash flows

This statement identifies how council received and spent its money during the year. The end result details what cash is available at year end.

While Council's cash balance is \$15.144 million, it is important to note that a large portion of this amount is restricted for specific purposes such as flood damage repairs and future capital works.

Council pools and invests funds throughout the year in low risk short term investments in accordance with council's investment policy.

Council's short and long term cash flows indicate that sufficient cash is available to meet recurring activities and capital expenditure.

// 2017-2018 result

<b>\$15,144,334</b>	opening balance
<b>+ \$20,607,627</b>	cash received
<b>- \$23,268,577</b>	cash spent
<hr/>	
<b>\$12,483,384</b>	cash available at year end

# Statement of changes in equity

This statement measures the change in our net wealth and considers such items as retained earnings, revaluations of our asset base and reserves held for future capital works.

A portion of the community wealth is cash backed by an appropriate level of reserves held to plan for future projects.

With good planning this can place less reliance on loan borrowings and provides flexibility to ensure council can weather any unforeseen financial shocks or adverse changes in its business.

The current balance of these reserves total approximately \$9.060 million.

# Overall trends

Council ended the 2017-2018 financial year in a solid financial position, and Council's long term position remains sustainable based on current assumptions.

Council is committed to maintaining financial sustainability in the long term which allows us to meet our future obligations and the demands of our community for the foreseeable future.

## // operating surplus ratio

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. A positive ratio indicates that funds are available for capital expenditure and the suggested target range is between 0% and 10%. Council's long term commitment to funding future capital growth is reflected in these results. The result for 2017/18 has been hampered by Council receiving payments in advance for flood damage works in the prior financial year plus Council's Financial Assistance Grant. This has meant that Council has received the revenue in the prior financial year with Council undertaking the associated expenditure within the current financial year.

## // relevant measures of financial sustainability

## // net financial liabilities ratio

This is an indicator of the extent to which the net financial liabilities of council can be serviced by its operating revenues. The benchmark established for the Local Government sector is a maximum of 60 per cent and results higher than this indicate that the flexibility to use debt to fund future projects may be restricted. Council is currently within this target range, and council's long term financial forecast indicates that council will continue to fall within this benchmark, which means that council would have the capacity to increase its debt levels if required to assist in any future growth in the shire / region and to utilise borrowings as a source of funds.

## // asset sustainability ratio

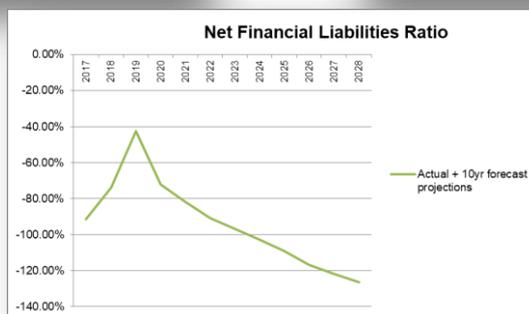
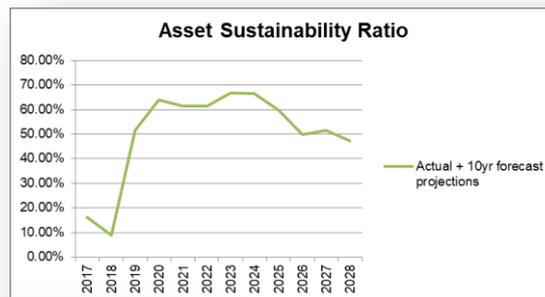
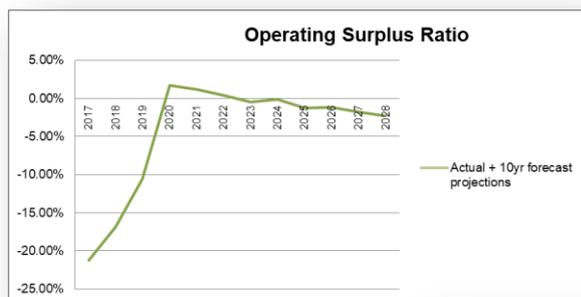
This ratio indicates whether council is renewing or replacing its existing assets at the same time that its overall stock of assets is wearing out, expressed as a percentage. The benchmark established for the Local Government sector is to have a ratio greater than 90 per cent. Council is currently below this target range, and Council's long term financial forecast indicates that Council will continue to increasingly fall behind the benchmark into the future.



Etheridge Shire Council  
Long-Term Financial Sustainability Statement  
Prepared as at 30 June 2018

### Measures of Financial Sustainability

Measure	Target	Actuals	Budget	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9
		FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028
Operating Surplus Ratio	Net result (excluding capital items) divided by total operating revenue (excluding capital items) Between 0% and 10%	-16.90%	-10.60%	1.70%	1.20%	0.40%	-0.50%	-0.10%	-1.30%	-1.20%	-1.80%	-2.30%
Asset Sustainability Ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense Greater than >90%	8.80%	51.50%	64.10%	61.40%	61.50%	66.80%	66.40%	59.60%	49.90%	51.60%	47.40%
Net Financial Liabilities Ratio	Total liabilities less current assets divided by total operating revenue (excluding capital items) Not greater than <60%	-73.90%	-42.64%	-72.20%	-81.90%	-90.70%	-96.90%	-102.80%	-109.00%	-116.60%	-121.60%	-126.40%



# Overall trends (cont'd)

Note: Sustainability Ratio

Council's "Sustainability Ratio" shows a declining trend in the inability of Council to provision sufficient funds each year to maintain its current assets.

**..."A Local Government is financially sustainable if the Local Government is able to maintain its financial capital and infrastructure capital over the long-term"...**

Financial sustainability is about the Shire being able to maintain its infrastructure capital and financial capital over the long-term. Debt when used sensibly and prudently to fund important infrastructure can help the Shire achieve the financial sustainability objectives and continue to provide a reliable level of service to the community.

The long-term financial forecasts rely on a clear perspective of the long-term infrastructure funding needs of the local government, including maintenance, operations and infrastructure renewals. Without this, a long-term financial forecast for the shire is indicative at best.

Over the FYE17 & FYE18 Council has a focus on diverting the majority of councils Capital Income (Grants + Council funds) towards upgrading State Government infrastructure (i.e Georgetown/Forsayth Rd) with the combined funding over the two financial years equating to around \$3.2M. In the past, Council has utilized these funds to upgrade Councils existing assets (culverts, re-seals, re-sheeting etc).

While the current strategy of Council does have merit, it does reduce the ongoing maintenance and capital renewal programs that would need to be accounted for in future years as the asset is consumed, however this current strategy, may place Council in financial stress in future financial years to maintain its current asset base.

Another point that needs to be made, is a decision of Council (via a policy) to expense Flood Damage Works, where in the past, this has been capitalized and treated as Capital Renewal to Councils road network, which had a positive effect on Councils sustainability ratio. However, Council cannot rely on being declared for REPA under a Flood Damage event each year, and cannot rely on this funding as a solution to Councils declining sustainability ratio.

Council provisions approximately \$250k - \$350k per annum to maintain its current Building Structures which has an annual depreciation expense of approximately \$340k. Due to accounting standards the building maintenance is expensed due to the nature of the work and it is not captured as capital renewal. Based on this quick analogy, it would be fair to say that Council is meeting its obligation to maintain one of its classes of assets however this is not captured when calculating the sustainability ratio.

The bench mark for this particular ratio needs to be looked at and reviewed. It is difficult for small councils (like Etheridge) to generate additional revenue through normal revenue channels (i.e. Rates & Charges) which is needed to maintain services & maintain infrastructure. In addition, the amounts of Capital Grants that are becoming available via (State & Federal Governments) need to be adaptable and flexible to allow Councils to apply the funding for capital renewal basis as well. Councils will end up with a multitude of new assets and the inability to fund the whole of life costs.

At present, Council has core revenue from Rates & Charges of approximately \$2.4M, FAGs funds of around \$4.8M and approximately \$0.280M in fees & charges which equates to around \$7.48M in core revenue with a capital renewal program of around \$2-3M per annum. This does not leave a lot of surplus to pay for Council overheads, insurance obligations and the ever increasing demand to meet community expectations.

Council is constantly looking at ways to become more efficient within its operations and has achieved some good outcomes when procuring goods to reduce Council's ongoing discretionary costs when implementing new projects or undertaking the salt & pepper maintenance of certain assets classes.

The Department of Infrastructure, Local Government & Planning along with QAO have been discussing the review of the Sustainability Ratio over the past 12-16 months which is long overdue and as mentioned above, it is difficult for small Councils to achieve the minimum benchmark imposed on local governments from the Department and Audit. It would be more prudent for the individual Councils to set its own benchmarking ratio as it is best placed to understand its local conditions rather than a "one fit" approach across the industry.

Council is working hard to rectify its ongoing "Sustainability" and is looking at innovative initiatives to assist Council with additional revenue streams, and is keen to keep driving the local economy through the responsible delivery of capital projects and a focused approach to the long term planning and sustainability of our communities while maintaining the Shire's liveability.

# Looking ahead

## // looking ahead

Etheridge Shire Council's Long Term Financial Plan is a dynamic tool which analysis financial trends over a ten (10) year period on a range of assumptions and provides the Shire with information to assess resourcing requirements to achieve its strategic objectives and to assist the Shire to ensure its future financial sustainability.

The objective is to provide a number of programs and services at desired levels in a financially sustainable manner. Some of these services that are provided by Council are capital intensive. This in effect means that the infrastructure assets that are associated with the service provision have to be strategically managed and aligned with the service demands.

Long term Financial Sustainability can only be said to have been achieved when Council is actually providing a number of services at defined levels to its community that are adequately funded, not only on an annual basis, but in the long term.

Long-term planning for infrastructure assets allows councils to understand the future financial commitments, and to develop strategies that address key strategic issues such as the local government's approach to service provision and service levels, its debt borrowing policy and revenue policy—including its rating methodology. A local government needs to clearly understand what its future commitments are in order to prepare budgets properly.

Financial sustainability is about the Shire being able to maintain its infrastructure capital and financial capital over the long-term. Debt when used sensibly and prudently to fund important infrastructure can help the Shire achieve the financial sustainability objectives and continue to provide a reliable level of service to the community.

Etheridge Shire Council faces a number of challenges. These future challenges include managing community expectations within the context of low own source revenue, heavy dependence on external funding sources, small forecast population growth and ageing population.

To date, Council has managed these challenges reasonably well. With this in mind, Council's strategic and operational focus must continue to be on cost control and operating within its means. This is highlighted by scenario analysis which shows that Council's financial position would be adversely impacted should costs increase above forecast levels.

// rates 2017-2018

**607** number of rateable assessments

**\$1,878,303** general rates

**\$ 280,080** water charge

**\$ 113,631** water consumption charge

**\$ 133,249** waste management & garbage charges

**\$ 101,656** emfrl

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**\$2,405,263** total rates & charges

**-\$ 318,392** rates discount

**-\$ 103,513** pensioner / emfrl

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**\$2,085,014** net rates & charges

Moving forward, Council must continue to ensure a disciplined approach to planning, risk management and financial management. This is particularly important as while Council's current financial position is reasonably sound, forecasts indicate a slight deterioration in its financial position in the longer term.

This may be an indication of a short-term planning focus. Therefore, Council must ensure that robust operational plans, asset management plans and financial systems are in place to provide decision support information, accountability and a repository for corporate knowledge.

Such information must then be integrated into Council's financial forecast to assist future decision making.

# Legislative requirements

# policies

## councillors' reimbursement policy

The councillors' reimbursement of expenses and provision of facilities policy (as required under the *Local Government Act and Regulation 2012*) ensures accountability and transparency in the reimbursement of expenses incurred by councillors and ensures that councillors are provided with reasonable facilities to assist them in carrying out their civic duties.

### // payment of expenses

Expenses will be paid to a councillor through administrative processes approved by Etheridge Shire Council's Chief Executive Officer (CEO) subject to the limits outlined in this policy, or council endorsement by resolution.

### // expense categories

#### *(i) Professional development*

Council will reimburse expenses incurred for mandatory professional development and/or discretionary professional development deemed essential for the councillors' role. The Mayor attends the Local Government Association Queensland (LGAQ), Australian Local Government Association (ALGA) and any other relevant conferences/seminars/workshops as the primary delegate (Council shall appoint the other delegates). Councillors can attend workshops, courses, seminars and conferences that are related to the role of a councillor. Approval to attend is made by Council resolution and therefore councillors should advise the CEO of their desire to attend an event. The CEO will provide a report to Council seeking approval on behalf of the councillor.

#### *(ii) Discretionary professional development*

Each councillor can attend (at their own discretion) workshops, courses, seminars and conferences that improve the skills relevant to their role. This training is initially limited to \$5000 per councillor over the current term of office, but will be reviewed annually when setting the budget. There is no requirement for a council resolution to approve these attendances, however, the councillor would need to submit a request to the CEO (prior to attendance) and provide all relevant documentation within 14 days of attending the event to ensure their expenses are reimbursed.

#### *(iii) Travel as required to represent council*

Council will reimburse local, interstate and, in some cases, intrastate and overseas travel expenses (such as flights, motor vehicle, accommodation, meals and associated registration fees) deemed necessary to achieve the business of Council where a councillor is an official representative of Council and the activity/event and travel has been endorsed by resolution of Council.

Council will pay for reasonable expenses incurred for overnight accommodation when a councillor is required to stay outside or in some cases within the Etheridge Shire. All councillor travel approved by council will be booked and paid for by council. This includes transfers to and from airports (eg. taxis, trains and buses).

#### *(iv) Private vehicle usage*

Councillors' private vehicle usage will be reimbursed if the usage is for official council business. This includes travel to and from councillors' principal place of residence to:

- attend official council business/ meetings/functions/community events and public meetings in the role of councillor;
- investigate issues/complaints regarding council services raised by residents/rate payers and visitors to the region.

Councillors making a claim for reimbursement of private vehicle usage can do so by submitting the appropriate form detailing the relevant travel based on log book details. The amount reimbursed will be based on the published Australian Tax Office business-use-of-motor vehicle-cents-per-kilometre method and kilometre rate applicable at the time of travel.

*(v) Meals*

Council will reimburse reasonable costs of meals for a councillor when the councillor has incurred the cost personally and the meal was not provided within the registration cost of the approved activity/event, upon production of a valid tax invoice. If a councillor elects not to produce tax invoices and seek reimbursement for meals while attending official council business, he/she may claim the following meal allowance where the meal was not provided within the registration costs of the approved activity/event: \$25 for breakfast (if the councillor is required to depart their home prior to 6am) \$15 for lunch and \$45 for dinner (if the councillor returns to their home after 9pm). Expenses relating to the consumption of alcohol will not be reimbursed. Should the councillor choose not to attend a provided dinner/meal, then the full cost of the alternative meal shall be met by the councillor.

*(vi) Incidental daily allowance*

An incidental daily allowance of \$10.00 up to five nights away and \$15.00 after five nights will be paid to councillors to cover incidental costs incurred while they are traveling and staying away from home overnight. Councillors claiming this allowance should do so on the appropriate form within 14 days of the conclusion of the event and submit to the CEO for reimbursement.

*(vii) Hospitality*

Councillors may have occasion to incur hospitality expenses while conducting council business apart from civic receptions organised by council. The Mayor may particularly require additional reimbursement when entertaining dignitaries outside of official events. To allow for this expense, the following amounts can be claimed: \$500 per annum for councillors and up to \$5,000 per annum for the Mayor.

*(viii) Accommodation*

Councillors may need to stay away from home overnight while attending to council business. When attending conferences, councillors should take advantage of the package provided by conference organisers (if applicable) and therefore stay in the recommended accommodation unless prior approval has been granted by the CEO. All councillor accommodation for council business will be booked and paid for by council. Suitable accommodation will be sought within a reasonable distance to the venue that the councillor is to attend. Should more than one councillor attend the same event, council will book and pay for a separate room for each attending councillor.

**// provision of facilities**

Council will provide facilities for the use of councillors in the conduct of their respective roles with council. All facilities provided remain the property of council and must be returned when the councillor's term expires.

The facilities provided by Council to councillors are to be used only for council business unless prior approval has been granted by resolution of Council.

**// facility categories**

(a) Administrative tools and access to council office amenities.

- Councillors will be provided with the following:
- secretarial support for Mayor and councillors via the Executive Assistant to the Chief Executive Officer;
- laptop computer and/or tablet device
- use of council landline telephone and internet access, fax and/or scanner, printer, photocopier, paper shredder and stationery
- any other administrative necessities, which council resolves are necessary to meet the business of council.

**Maintenance costs of council-owned equipment**

Council is responsible for the ongoing maintenance and reasonable wear-and-tear costs of council-owned equipment that is supplied to councillors for official business use. This includes the replacement of any facilities that fall under council's Asset Replacement Program.

**Uniforms and safety equipment**

Council will provide to a councillor:

- Uniform allowance as per staff policy
- Necessary safety equipment for use on official business (eg. safety helmet, boots and safety glasses).

### **Use of council vehicles on council business**

Councillors will have access to a suitable council vehicle for official business. A councillor wishing to use a council vehicle for council business use must submit a request to the CEO at least two days prior, except in exceptional circumstances as determined between the councillor concerned, Mayor and CEO.

### **Private use of council vehicles**

The Mayor will be provided with a fully maintained Executive Style 4wd Wagon (i.e Toyota Prado or equivalent) including all running costs provided for unlimited and unrestricted use by the Mayor for council business in recognition of the duties required to be performed by the Mayor and the irregular hours required to attend council, community and civic responsibilities. This vehicle is also available for councillor's use while the Mayor is not utilizing the vehicle.

### **Fuel costs**

- All fuel used in a council-owned vehicle on official council business will be provided or paid for by council.

### **Car parking amenities**

- Councillors will be reimbursed for parking costs they have paid while attending to official council business (eg. secured vehicle parking at the airport).

### **Telecommunication needs: mobile phones**

Either of the following options for mobile phones shall be available to councillors

#### *(a) Mobile phone provided by council*

- Where a councillor is provided with a mobile phone by council, all costs attributed to council-business use shall be paid by council (including total plan costs).

### **Insurance cover**

Councillors will be covered under relevant council insurance policies while discharging civic duties. Specifically, insurance cover will be provided for public liability, professional indemnity, councillors' liability and personal accident. Council will pay the excess for injury claims made by a councillor resulting from the conduct of official council business and on any claim made under insurance cover.

Council will cover costs incurred through injury, investigation, hearings or legal proceedings into the conduct of a councillor, or arising out of (or in connection with) the councillor's performance of his/her civic functions. If it is found the councillor breached the provisions of the Local Government Act 2009 the councillor will reimburse council with all associated costs incurred by council.

### **Limit**

Council may by resolution reduce or limit benefits receivable under this policy.

### **// returning of facilities**

It is outlined within this policy that Council will provide reasonable facilities to a Councillor during their term to assist Councillors in carrying out their civic duties.

Councillors are entitled to use these facilities until such time as their term of office comes to an end. If a Councillor is not re-elected the term of office ends when the returning officer declares the result of the election of the council.

However, to ensure that facilities are returned in a reasonable period, and to assist the Chief Executive Officer in the collection of facilities (as stated within this policy), it is required that all Councillors return all facilities to the Chief Executive Officer on or before the Friday preceding the Quadrennial Local Government Elections, or if a Councillor resigns during their term, the facilities are to be returned to the Chief Executive Officer prior to their last day in active office.

### **// Misuse of Council Provided Resources for Electoral Purposes**

This policy provides for the following –

- a payment of reasonable expenses incurred, or to be incurred, by councillors for discharging their duties and responsibilities as councillors;
- provision of facilities to the councillors for that purpose.

A breach of the reimbursement of expenses and facilities policy is a misuse of information or material acquired in or in connection with the performance of the councillor's responsibilities would be "misconduct". (as provided in Chapter 6, Part 2, Division 6 of the *Local Government Act 2009*).

Therefore, elected members should pay particular care in any campaign activity to ensure that there can be no possible perception of use of council provided resources / facilities for activity that could be perceived as having some electoral favour.

**// Policy was updated and reviewed by Council as at 18<sup>th</sup> January 2018 under resolution number 2018/GM2242. Policy is due for its next review as at January 2019.**

# policies

## // borrowing policy

As a general principle, Council recognises that loan borrowings for capital works are an important funding source for Local Government and that the full cost of infrastructure should not be borne entirely by present day ratepayers but be contributed to by future ratepayers who will also benefit.

Whilst recognising the importance of loan borrowings, Council should not place undue reliance upon loans as a source of income.

Council restricts all borrowings to expenditure on identified capital projects that are considered by Council to be of the highest priority, and which cannot be funded from revenue, as identified by the adopted budget. In no circumstances should Council borrow funds for recurrent expenditure.

The Borrowings Policy deals with new borrowings, the purpose of the borrowings, and repayment terms. Proposed borrowings and repayments are as follows:

## // purposes of borrowing

The types of projects that are funded by loan borrowings are usually large infrastructure projects which would have a significant financial impact if funded in one financial year.

This method ensures that ratepayers are not burdened with unrealistic expenditure levels.

The repayment for these capital works creates an asset for council, which can then be repaid over a number of years reflective of the extended life of the asset, where appropriate.

The term of any loan should not exceed the expected life of the asset being funded.

## // Councillors' remuneration policy

Councillors' remuneration is determined by the Local Government Remuneration Tribunal who set remuneration levels for all councils across the State. Etheridge Shire Council adheres to the recommendation by the Local Government Remuneration Tribunal.

## // borrowing table 2017-2018

Project	Opening Book Value 06/2017	Interest	Admin Fee	Redemption Payment	New Advances	Closing Book Value 06/2018	Repayment Term
Water	\$90,607.92	\$6,342.10	\$100.80	\$14,428.64	Nil	\$82,622.18	7 years 3 months
Depot	\$84,998.24	\$5,307.07	\$ 80.40	\$46,265.44	Nil	\$44,120.27	9 months

# allowances

## councillor's allowances

Each year the Local Government Remuneration and Discipline Tribunal review the rate of pay applicable to Councillors in each category of Council. In the past, Council has been able to nominate the rate they should be paid from a band of salaries. However, following the Tribunal's review they have this year again set single remuneration levels for all Councillors and the choice of level within a band has been taken away from Councils. Council must adopt the remuneration schedule by resolution within 90 days of gazettal of the Schedule.

On the 18<sup>th</sup> January 2017 council resolved in accordance with Section 247 of the Local Government Regulation 2012, to set a remuneration payment as determined by the local Government Remuneration Tribunal as shown below:-

	<i>Remuneration 2015/2016</i>	<i>Remuneration 2016/2017</i>	<i>Remuneration (current) 2017/2018</i>
<i>Mayor</i>	<i>97,684</i>	<i>99,638</i>	<i>101,631</i>
<i>Deputy Mayor</i>	<i>56,356</i>	<i>57,483</i>	<i>58,633</i>
<i>Councillors</i>	<i>48,842</i>	<i>49,819</i>	<i>50,815 (note 1)</i>
	<i>(As set by the Local Government Remuneration Tribunal effective 1/7/2015)</i>	<i>(As set by the Local Government Remuneration Tribunal effective 1/7/2016)</i>	<i>(As set by the Local Government Remuneration Tribunal effective 1/7/2017)</i>

// remuneration paid to councillors during 2017 - 2018

Councillor	General Meetings Attended	Special Meetings Attended	Remuneration (set by the Local Government Remuneration Tribunal)	Mileage & Other Allowances	Total Remuneration Paid
Mayor Warren Devlin	12 * (1) via teleconference	1	\$101,631.00	Nil	\$101,631.00
Deputy Mayor Will Attwood	12	1	\$58,633.00	Nil	\$52,769.46
Cr Tony Gallagher	12	1	\$50,815.00	\$1222.32	\$56,678.46
Cr Troy Barnes	12 * (1) via teleconference	1 *via teleconference	\$50,815.00	Nil	\$50,814.96
Cr Warren Bethel	12	1	\$50,815.00	\$633.60	\$50,814.96

// Notes to the remuneration schedule

**Note 1:** The monetary amounts shown are per annum figures. If an elected representative only serves for part of a full year (that is, 1 July to 30 June) they are only entitled to a pro-rata payment to reflect the portion of the year served.

**Note 2:** for councillors in category 1 councils, a base payment of \$33,877 is payable for the 12 months commencing on 1 July 2017. A meeting fee of \$1,411.50 is payable for attendance at each of the 12 mandated monthly meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown. (Etheridge Shire Council is classified as a Category 1 Council).

**Note 3:** Cr Gallagher was Deputy Mayor from 20/4/16 to 21/3/18. Cr Attwood was elected as the new Deputy Mayor from 21/3/18.

# complaints

## // mayor and councillor conduct

The Local Government Act 2009 (the Act) provides a framework for assessing complaints about the conduct or performance of Councillors.

Under the Act, each complaint is required to be assessed to determine whether it is about misconduct, inappropriate conduct, corrupt conduct under the Crime and Corruption Act 2001 or another matter. If the complaint is not frivolous, vexatious or lacking in substance, it is then referred to the appropriate individual, panel or tribunal for further action.

It is a requirement under sections 186(d) and (f) the Local Government Regulation 2012 that the Annual Report contains details of complaints received about Councillors' conduct or performance. In 2017-18, eleven Councillor complaints were received. The table shows the reporting requirements contained in the Local Government Regulation 2012 for the financial year.

Complaints on conduct and performance of Councillors			
Unresolved 30 June 2017 (carried over from 2016/17)	New Complaints received (in 2017/18)	Complaints resolved (in 2017/18)	Unresolved 30 June 2018 (carry over to 2018/19)
0	11	4	7

### Further notations:

11 complaints were received on conduct and performance of Councillors between 1 July 2017 and 30 June 2018.

- 1 complaint was substantiated, referred to the Mayor under section 176C of the Act, resulting in a written reprimand by the Mayor;
- 3 complaints were withdrawn and no further action taken;
- 7 complaints were referred to the Department of Local Government (5) and / or the Queensland Police Force (1) and / or Crime and Corruption Commission (1) for assessment and have not been resolved as at 30 June 2018.

No Orders or Recommendations were made by the regional conduct review panel or Local Government Remuneration and Disciplinary Tribunal during the 2017/18 financial year.

Complaint orders/recommendations summary detail reported in accordance with section 186(e) of the Local Government Regulation 2012		
186(e)(i) the name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act	186(e)(ii) a description of the misconduct or inappropriate conduct engaged in by each of the Councillors	186(e)(iii) a summary of the order or recommendation made for each Councillor
Cr Attwood Section 181(2)(a) of the Act	Inappropriate use of council IT equipment to access personal information while attending the Council General Meeting dated 15 <sup>th</sup> January 2018	Determined by the Mayor – (a) An order reprimanding the Councillor for the inappropriate conduct

# list of registers

Council maintains a list of registers and documents that are available on request. These include:

- Register of assets
  - Register of authorised persons
  - Register of cemetery
  - Register of complaints
  - Register of conflict/material personal interest
  - Register of contracts
  - Register of councillor complaints
  - Register of delegations
  - Register of electoral gifts
  - Register of gifts and benefits
  - Register of interests
- 
- Register of land records
  - Register of licensing
  - Register of lobbyists
  - Register of local laws and subordinate local laws
  - Register of regulatory fees
  - Register of roads and road maps
  - Register of statutory policies
  - Register of council policies
  - Register of administration policies
  - Minutes of council meetings
  - Annual budget
  - Annual report
  - Operational plan
  - Corporate plan
  - Town planning scheme and town planning maps



*Etheridge River March 2018 - Georgetown*

# committees

## // committees 2017-2018

Mayor & Councillors (post Local Government Quadrennial Elections dated 19<sup>th</sup> March 2016)

Councillor	Committees
Cr Warren Devlin	<i>Gulf Savannah Development (GSD); FNQRRG (Regional Road Group) NWQROC; Chair of the Local Disaster Management Group; Chair of Internal Audit &amp; Risk Management Committee; Gulf Cattleman's Association ; Gilbert River Irrigation Area; Etheridge Road Action Group; Tablelands Futures; Advance Cairns; TTNQ; FNQROC</i>
Cr Tony Gallagher	<i>NWQROC; Savannah Way Ltd ; ETAG; Gulf Cattleman's Association Forsyth Improvements Group; Etheridge Road Action Group</i>
Cr Will Attwood	<i>District Disaster Management Group; Member of the Cairns &amp; Hinterland Health Services; Local Disaster Management Group; Gulf Cattleman's Association; Georgetown Progress Association; Tablelands Futures; NGRMG</i>
Cr Troy Barnes	<i>Savannah Way Ltd; Internal Audit &amp; Risk Management Committee; ELF Advisory Committee; ETAG; Gilbert River Irrigation Area; TTNQ</i>
Cr Warren Bethel	<i>Pest Management Committee; NGRMG; Southern Gulf Catchments Group; Einasleigh Progress Association</i>



Aerial View Cumberland Chimney Rest Area

# expenses

## // senior officer's remuneration

Under S.201(1) of the *Local Government Act 2009* the annual report of a local government must state -

- the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government; and
- the number of employees in senior management who are being paid each band of remuneration.

**Senior management** of a local government is -

- the chief executive officer; and
- all senior executive employees of the local government.

The Senior Offices at Etheridge Shire Council during the 2017-2018 year were:

- *Chief Executive Officer*  
Norman Garsden
- *Deputy Chief Executive Officer/  
Director Corporate & Community Services*  
David Munro
- *Director of Engineering Services*  
Jeff Bunt ( 1 July 2017 – 23/3/2018)

## // total remuneration packages for senior officers during 2017-2018

- 3 senior contract officers received total remuneration packages in the range of \$150,000 – \$250,000
- The 3 senior contracts totalled \$569,667.

*Contracts are inclusive of salary, superannuation, motor vehicle, housing, telephone and uniforms*

## // grants to community organisations

During the 2017-2018 financial year, Council reviewed its Grants to Community Organisation Policy on the 18<sup>th</sup> January 2017 and has made no formal changes to the policy. Council will not provide a monetary donation to Community Groups within the Shire; the eligible local community organisation may request assistance from Council in the form of machinery such as a Water Truck, Grader etc., subject to availability and subject to operator availability. This form of assistance has a monetary cost to Council.

Council provides Community Assistance through other mediums such as

- Community Assistance through Council's Town Infrastructure Fund;
- Concessions to Community Groups through Rating

## // overseas travel (S.188)

During the 2017-2018 financial year there was one occasion that overseas travel was undertaken by a Councillor and an Employee of Etheridge Shire Council for business purposes.

### Name

- Cr Warren Devlin (Mayor)
- Rolfe Ellem (Project Officer GRIP)

### Destination

- Beijing (China)

### Purpose

- Attend the Huizhou Agricultural Expo

### Date of Travel

- 21<sup>st</sup> – 27<sup>th</sup> November 2017

### Costs

Details	Expenditure
Flights	
- Cairns to Beijing	\$1,456.89
- Beijing to Cairns	\$1,605.12
Accommodation (Beijing – China)	\$1,098.37
Parking (Airport Cairns)	\$ 109.00
Total Costs	\$4,269.38

*Note: the above costs include both applicants; the host organiser supplied all food and beverage during the Expo and also transfers to and from venues and site tours.*



# internal audit

## // internal audit

It is a requirement under Section 190 of the Local Government Regulation 2012, that the annual report has summary of the activities undertaken by the Internal Auditor.

The Internal Audit function represents an integral part of Etheridge Shire Council's governance framework. It is designed to provide the organisation's stakeholders with assurance that business processes are operating appropriately and effectively in accordance with organisational and legislative requirements. The Internal Audit function is designed to assess and evaluate the control measures the organisation has adopted, or plans to adopt, to manage the operational risks to which the local government operations are exposed.

Council has an Internal Audit Policy supporting the creation of an Internal Audit function within the organisation in accordance with S.207 of the Local Government Regulation 2012. The Regulation requires that Council must:

- Undertake an internal audit each financial year;
- Prepare an internal audit plan after evaluating operational risks and relevant accounting documentation;
- Monitor its implementation of the internal audit plan;
- Prepare and present an internal audit progress report; and
- At least once per financial year, a summary of Internal Audit recommendations and the actions taken by management, if any, in response to the recommendations.

The purpose of Council's Internal Audit function is to objectively evaluate the organisation's business processes, work practices and systems of internal control to report opportunities for improvement to recommend enhancements to improve effectiveness and control.

Internal Audit will operate across all levels of the organisation, with the aim of developing practical recommendations to improve the adequacy and effectiveness of Council activities, operations and procedures.

The Internal Audit function reports to the Chief Executive Officer. To ensure the internal audit activity is directed to areas of most benefit, a number of Council processes have been selected for review during 2017/2018 and are incorporated into this Internal Audit Plan.

To be compliant with the professional standards of the Institute of Internal Audit, Council, through its Internal Audit function will also prepare a Strategic Internal Audit Plan including specific projects and activities that will be undertaken in each year of the next three years.

The Annual and Strategic Internal Audit Plan will be reviewed at least annually to ensure they continue to reflect the areas of greatest importance to the organisation.

During the 2017/18 financial year, Council has developed a new three (3) Internal Audit Plan and has also appointed a new Internal Auditor.



# internal audit

## Composition of the Strategic Internal Audit Plan

The following tables represent each of the projects we have proposed for delivery during 2017-20. For each project we have included a brief overview of the scope of review to support why it was chosen and prioritised.

The projects included in Year 2 and Year 3 are subject to an annual review process. This may involve revision of planned projects and re-prioritisation, where appropriate, to meet the changing needs of the organisation.

## Proposed Annual Internal Audit Plan 2016-17

Year 1	Project Description	Overview of Project Scope	Type of Review	Est. Days
2017/18	Review of Fraud Management Framework Review of Conflicts of Interest Processes Follow up of recommendations from CCC Investigation Report 30 October 2017 Procurement, Contract Establishment and Administration	<p>This project encompassed a high-level review of Council's fraud management framework and conflicts of interest processes, the follow up of outstanding recommendations from previous internal audits and the follow up of recommendations from a CCC investigation report on certain Council procurement activities.</p> <p>Review the processes and practices in place to prevent, detect and respond to fraud. The overall objective was to determine whether council effectively manages the risk of fraud occurring and remaining undetected.</p> <p>A summary of our approach follows:</p> <ul style="list-style-type: none"> <li>• Familiarisation with fraud control plans, policies and procedures to prevent, detect and respond to fraud</li> <li>• Understand risk management framework and fraud management practices</li> <li>• Identify fraud risks through review of corporate risk register</li> <li>• Confirm compliance with plans, policies and prescribed requirements</li> <li>• Evaluate fraud detection methods</li> <li>• Identify processes to investigate and report fraud</li> </ul> <p>The overall objective was to determine whether council effectively manages the risk of conflicts of interest.</p>	Internal Audit	13 days
2017/18	Follow up of Procurement, Contract Establishment and Administration  Follow up on Stores and Inventory Management	<p>Review the effectiveness of procedures and internal controls over the Department's procurement activities. Determine whether suppliers are selected in accordance with legislative requirements/Council's formal procurement guidelines and that procurement is initiated on the basis of legitimate business need.</p> <p>Inventory management practices and movements, and maintenance of store items represent a large volume of purchasing activity.</p>	Internal Audit Process walkthroughs	2 days

In our assessment of the Operational Risk Register, we considered the residual risk ratings and management's assessment of the effectiveness of existing systems and controls to mitigate those risks. The risks have been prioritised for Internal Audit Planning purposes (distinct from the Executive Team/Corporate prioritisation). For each risk we reflected on the timing, appropriateness and type of Internal Audit activity that could be performed. The basis for our rationale, as it relates to each risk is outlined in the table below. It is important to recognise that not all risks and/or risk treatments are auditable.



# internal audit

## Composition of the Strategic Internal Audit Plan

The following tables represent each of the projects we have proposed for delivery during 2018-19. For each project we have included a brief overview of the scope of review to support why it was chosen and prioritised.

The projects included in Year 2 and Year 3 is subject to an annual review process. This may involve revision of planned projects and re-prioritisation, where appropriate, to meet the changing needs of the organisation.

### Year 2 - Proposed Internal Audit projects

Year 2	Project Description	Overview of Project Scope	Type pf Review	Est. Days
2018/19	Review fleet Management	To consider controls and practices associated with <ul style="list-style-type: none"> <li>the allocation/utilisation of fleet for delivery of internal and external works (maximise Council owned plant usage and optimise contractor hire)</li> <li>compilation of plant rates</li> <li>ensuring compliance with legislation and policies fleet maintenance and replacement</li> </ul>	Internal Audit	10 days
2018/19	Review of human Resource Management <i>(identified risk area, no recent reviews)</i>	To review <ul style="list-style-type: none"> <li>recruitment and selection processes</li> <li>induction program</li> <li>performance management processes;</li> <li>contractor management processes;</li> <li>remuneration policies</li> <li>succession planning initiatives</li> </ul>	Internal Audit	15 days

### Year 3 - Proposed Internal Audit projects

Year 3	Project Description	Overview of Project Scope	Type pf Review	Est. Days
2019/20	Review ICT strategy development, ICT governance, business continuity planning and effectiveness of ICT general controls <i>(no recent reviews, emerging risks)</i>	To consider processes for developing and delivering the ICT strategy including processes for identifying ICT needs, prioritising projects, approving strategy and monitoring implementation of strategy  To examine the protocols in place to secure and protect Council's information and systems, including back-up protocols, business continuity procedures and physical security measures  To consider appropriateness and effectiveness of controls over system access, change management and system operations	Internal Audit	10 days
2019/20	Review of complaints management framework	To consider policies and procedures and legislative compliance for <ul style="list-style-type: none"> <li>administrative complaints</li> <li>public interest disclosures</li> <li>councillor complaints</li> </ul>	Internal Audit	15 days

# principles of financial management

To comply with statutory requirements outlined in the Local Government Act and Regulations, Council continually takes into consideration the principles of financial management while at the same time bearing in mind the financial constraints imposed by local economic conditions which are a result of long term drought, commodity prices and the restricted capacity of ratepayers to meet any additional financial commitment.

The financial result for year ending 30 June 2017 and the Auditors Report reflect the effectiveness of the operation of internal control.

The depreciation of non-current assets and the amount of funded depreciation demonstrates Council's awareness of the need to have regard for the equity between people presently living in the area and between different generations. Council's corporate and operations plans set out their aims and objectives which together with the implementation of strategic management results in Council becoming very conscious of the importance of ensuring that every effort is made to achieve efficient, effective and proper management of the Local Government in the interests of all people living in the area, and the planning for those who will live in the area in the future.

## right to information

Requests for information under the Right to Information Act (RTI) must be made on the required form (available on council's website or by contacting Council).

During the period 1 July 2017 to 30 June 2018 council received zero (0) RTI applications.

## business activities

Activities to which the Code of Competitive Conduct applies. A "business activity" of a Local Government is divided into two categories:

*a) Roads business activity means.*

i) The construction or maintenance of State controlled roads for which the Local Government submits an offer to carry out work in response to a tender invitation other than through a sole supplier arrangement; or

ii) Submission of a competitive tender for construction or road maintenance on the Local Government's roads which the Local Government has put out to tender, or called for by another Local Government.

*b) Business activity means.*

i) Trading in goods and services to clients in competition with the private sector; or

ii) Submission of a competitive tender in the Local Government's own tendering process in competition with others for the provision of goods and services to itself.

Excluded activities are (a) library services, (b) an activity or part thereof prescribed by legislation.

These business activities are referred to as type 3 activities.

Local Governments may elect to apply a Code of Competitive Conduct (CCC) to their identified business activities.

Council has resolved not to apply the CCC to its business activities.

## Land and roads prescribed not to have a value

Etheridge Shire Council has control of:

1. 6,689 hectares of reserve land under the Land Act 1994. (Includes Reserves for Parks, Recreation, Water Supply, Rubbish Disposal and Local Government Purposes); and  
1,797.1 km of Roads. This land does not have a value in the financial statements.



**Australia Day Awards**

Council's Australia Day Awards program recognises and honours the outstanding achievement of individuals within the communities in the Etheridge Shire. The awards identify excellence in sporting endeavours, recognises significant community events, as well as naming Citizens of the Year and Young Citizens of the Year.

**Australia Day Citizen of the Year**  
**Australia Day Young Citizen of the Year**  
**Community Event / Organisation of the Year**

**Senior Sports Medallion**  
**Junior Sports Medallion**  
**Mayoral Award**

*Wendi Furber*  
*Sally Hawking & Hannah Jenkins*  
*Georgetown Bushman Ball Association & Georgetown Progress Association*  
*Jeff Bunt*  
*Kayla Pedersen*  
*Cowan Family (Darcy & Juliane and Kelly & Robyn)*



2018 Australia Day Citizen of the Year



2018 Australia Day Ambassador – Jay Larkins



2018 Australia Day Award Recipients



2018 Australia Day Young Citizen of the Year

# awards & events

## // 2017 Football Match Georgetown Boars Vs Malanda Eels

This is the second time that Etheridge Shire has organised an official Rugby League game in the Shire. The first game being organised in September 2016. Again the format followed on from the original game with the junior players playing a curtain raiser to the senior game. The juniors showed a lot of potential and played their little hearts out, and although the senior's final score was 82-6 the Etheridge Boars also showed spirit and determination.

The overall winner was the Etheridge Community who were treated with a great evening of entertainment.



Highlights from the 2017 Football Game



## // Etheridge Shire True Blue Short Film Festival

Council organised the first Etheridge Shire True Blue Film Festival in November 2017. This initiative sought out budding film makers within the Shire, to showcase and capture the essence of living in the Shire through their own interpretation and creative talents.

Council had a number of entries which were screened on Council's outdoor movie screen in Greens Park with an audience almost rivalling the Cannes film festival.



Mayor Devlin handing out awards from the inaugural film festival



Meeting  
our  
corporate plan

Copperfield Gorge - Einasleigh

*Council's strategic priorities are those major opportunities and challenges that our community believes need to be addressed in the Etheridge Shire.*

*The key strategic priorities and their corresponding corporate objectives identified are listed below.*

**// Community and Lifestyle**

To provide accessible lifestyle choices through the provision of recreational and public facilities and services that will enhance community health, happiness and connections.

**// Economic Development**

To stimulate investment for existing and new industries creating a sustainable, diverse economy that is regionally significant.

**// Environmental Sustainability**

To ensure environmental assets and ecosystem services are available for future generations.

**// Strategic Planning**

To ensure the aspirations and safety of our community will be achieved through collaborative planning and action.

**// Infrastructure Services**

To ensure that service delivery and infrastructure is rolled out, maintenance and improvement underpins a healthy and growing economy and a comfortable lifestyle in the gulf region.

**// Commercial Services**

To ensure that substantial income is awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.

**// Organisational Excellence & Governance**

To ensure that we deliver excellence as an organisation, embracing exceptional customer service, valuing staff and promoting ethical standards of practice supported by clear policies and strategies.

# community and lifestyle

1

*// to provide accessible lifestyle choices through the provision of recreational and public facilities and services that will enhance community health, happiness and connections.*

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Libraries</b></p> <ol style="list-style-type: none"> <li>1. Maintain Library services</li> <li>2. Maintain Internet services provided through the Shire Library(s) &amp; Wi-Fi</li> <li>3. Undertake promotional weeks for the Library</li> <li>4. Continue to provide support &amp; training to library staff</li> <li>5. Continue to promote the library and its resources throughout the year.</li> </ol>	<p><b>1.3</b> <b>1.9</b></p>	<ul style="list-style-type: none"> <li>□ Councils Library has been maintained throughout the year in accordance with Country Library Services (CLS) through State Libraries. All services are operational and available.</li> <li>□ Council's Wi-Fi service is still current and has remained popular with the tourists and the community</li> <li>□ The Centre has hosted a Railway Display courtesy of State Libraries during September and has hosted a number of different events ie. World Book Day / Story Reading Day and has worked in-conjunction with Councils Childcare Service (Little Gems) to host a number of activities</li> </ul>
<p><b>Cultural Development</b></p> <ol style="list-style-type: none"> <li>1. Continue participation in RADF program</li> <li>2. Continue to promote the Education / Tertiary Scholarship Program</li> <li>3. Continue to provide Bus Subsidy Program for Community Groups / State Schools</li> <li>4. Continue to host Australia Day Events and other Community Events throughout the year</li> </ol>	<p><b>1.1</b></p>	<ul style="list-style-type: none"> <li>□ Council's RADF application was successful for the 2017/18 financial year. Council has allocated 90% of the RADF funding to three main events for the shire. The balance of the funds will be used to host a photography course (beginner, intermediate &amp; advanced)</li> <li>□ Council continued to offer a Tertiary Scholarship to the community with applications closing in January 2018. Council awarded the 2018 scholarship at the January General Meeting.</li> <li>□ Council has continued its commitment to provide financial assistance for hiring busses for the community (schools etc...)</li> <li>□ Council has hosted the 2018 Australia Day Awards, and was successful in obtaining an Australia Day Ambassador.</li> </ul>
<p><b>Halls &amp; Public Facilities</b></p> <ol style="list-style-type: none"> <li>1. Maintain Public Hall within Georgetown to ensure the facility meets our risk exposure and insurers obligations.</li> <li>2. Maintain Public Halls within Einasleigh to ensure the facility meets our risk exposure and insurers obligations.</li> <li>3. Maintain Public Halls within Mt Surprise to ensure the facility meets our risk exposure and insurers obligations.</li> </ol>	<p><b>5.5</b></p>	<ul style="list-style-type: none"> <li>□ Council's Public Halls are being maintained in accordance with Councils 2017/18 program of works. All Quarterly statutory compliance maintenance servicing has been completed. Council's Shire Halls are well maintained and well utilised by the community for a number of community events and activities.</li> </ul>

**Swimming Pool**

1. Maintain swimming pool facility for public use
2. Maintain quality of water to ensure the facility is compliant
3. Maintain swimming pool facility and work towards bringing the Risk Exposure from "Extreme" to "Moderate" over the 2017/18 financial year

1.1

- Councils Aquatic Centre is being maintained in accordance to the requirements for operating a public pool.
- Water quality is being tested daily and is being recorded as per the standard guidelines.
- Council's Aquatic Centre is well maintained and well utilised by the community for a number of community events and activities. This Centre is also a very popular destination for the travelling public during the months of March to September.
- Council is in the process of procuring a CCTV camera for the pool to assist Council in reducing its risk exposure for this facility. The pool is not monitored nor does it have a full time pool manager in place.



*Aerial View of the Aquatic Centre - Georgetown*

*// to stimulate investment for existing and new industries creating a sustainable, diverse economy that is regionally significant.*

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Membership</b></p> <ol style="list-style-type: none"> <li>1. Continue association and membership with Savannah Way Limited ,Local Government Association Qld, NQ Local Government Association Qld, NWQ Regional Organisation of Councils (NWQROC), NGRMG, Southern Gulf Catchment, FNQROC through membership and attending meetings of the ROC</li> <li>2. Undertake Shire promotional advertising (i.e. Radio, TV, Press)</li> </ol>	<p><b>2.8</b></p> <p><b>2.9</b></p>	<ul style="list-style-type: none"> <li>□ Council has continued its memberships to a number of peak bodies who are there to assist Council or work with Council in achieving Council's objectives within our Corporate Plan.</li> <li>□ Council has developed its first round of TV adverts for the Shire with six (6) adverts being created. Council has endorsed the six (6) adverts which will commence to be aired in March 2018 and will run until September 2018.</li> <li>□ Council has developed a number of Radio adverts, which are currently being played on the Western Outback Tourism Radio Station to promote tourism within the Etheridge Shire.</li> </ul>
<p><b>Economic Development</b></p> <ol style="list-style-type: none"> <li>1. Development of an Economic Development Strategy for the Shire and implementation of the Strategy</li> <li>2. Investigate various Economic Development Study Tours / Economic initiatives for the Shire</li> <li>3. Continue to develop the GeoPark for the Shire with the aim of lodging an application with the Peak Body by November 2017</li> <li>4. Continue to develop the feasibility of the development of the Gilbert River Agriculture Precinct</li> </ol>	<p><b>2.5</b></p> <p><b>2.8</b></p>	<ul style="list-style-type: none"> <li>□ Council is still drafting its Economic Development Strategy for the Shire and this will be ongoing and will form part of Councils new Corporate Plan 2018-2023</li> <li>□ Council has attended the Northern Australia Summit in Cairns to promote the Economic projects that Council has committed to for the Shire.</li> <li>□ Council has established an Advisory Committee to continue to drive the GEO Park / GEO Trail concept for the Shire. This is progressing and will be ongoing. A draft strategy has been prepared by Council which requires additional consultation and development before the strategy is approved by Council. This will be ongoing within the 2018/19 financial year.</li> <li>□ Council has continued to develop the Gilbert River Agricultural Precinct with a number of meetings with State &amp; Federal Members and with the Community. Council has commenced the drafting of an application to seek funding for the business case. Council has lodged an application under MIPP2 with the State Government for around \$2.2M. This application has been approved in the 2018/19 financial year.</li> </ul>

# Etheridge Shire Council Economic Development

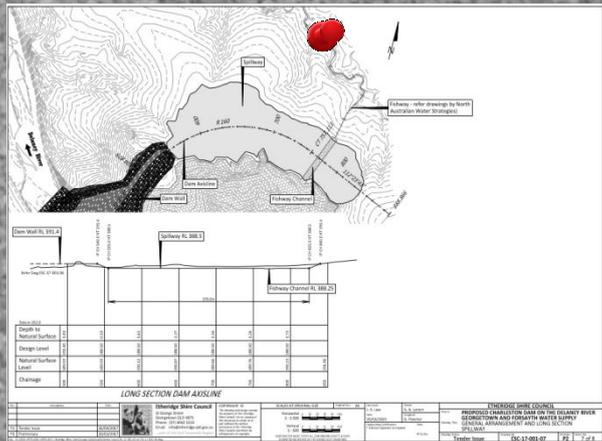
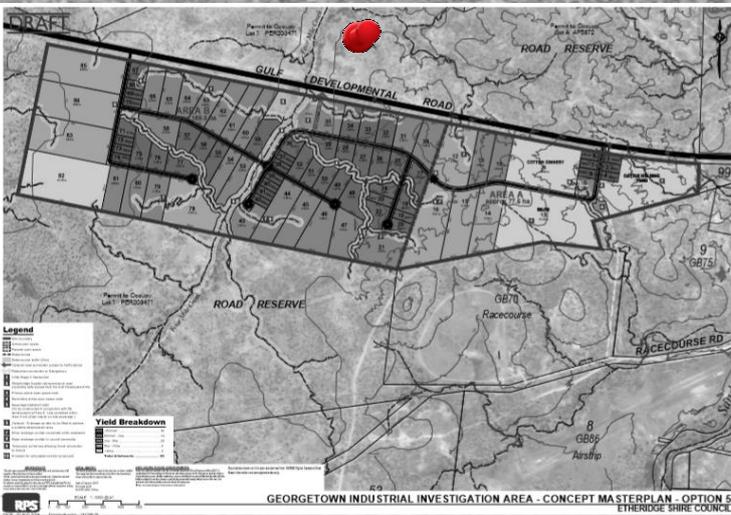
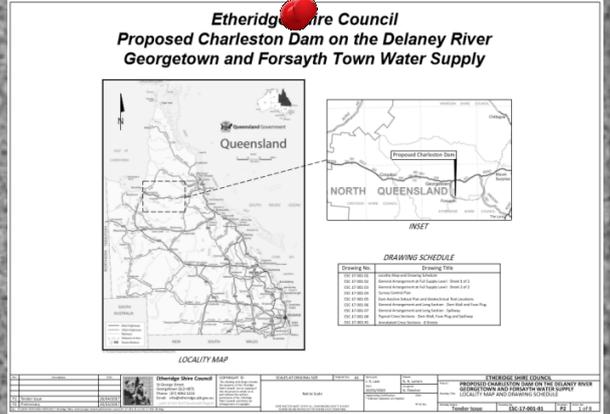
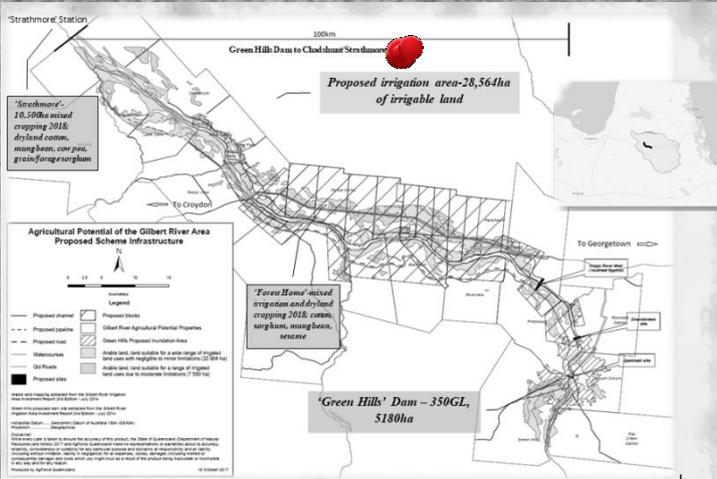
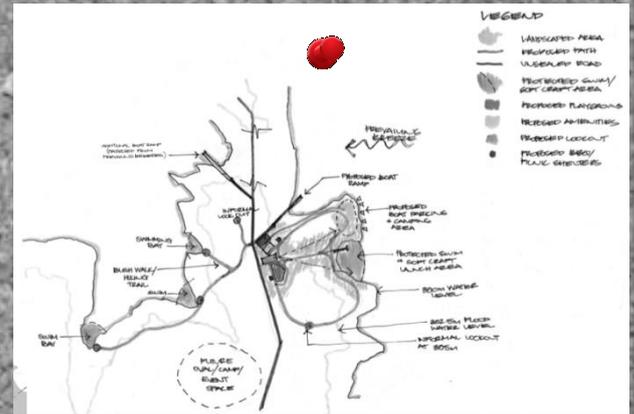


2.0 Overall Masterplan



- The objectives of the landscape plan are to:
- Serve as a catalyst to expand pedestrian connection and shade throughout Georgetown.
  - Create a sense of place through the use of landscape and a material palette.
  - Sympathise with the existing buildings and houses along St George Street.
  - Provide a main street outcome that can cater to all existing and future infrastructure.
  - Expand the softscape within St George Street.
- St George Street is approximately 19.5m wide pavement allowing for various parking configurations. Parking strategies were considered to maximise parking while considering the official and unofficial driveways along St George Street and the large trucks that move throughout the street.
- The parking bays are defined between street trees and gardens. The formalised parking defines the use and increases pedestrian and vehicular safety. Throughout the street pathways are located in appropriate locations.

## 2.0 Recreation Precinct Perspectives



// to provide environmental assets and ecosystem services are available for future generations

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Environmental Health – Inspection</b></p> <ol style="list-style-type: none"> <li>1. Continue regular food inspection program for compliance with various Acts / Regulations</li> <li>2. Continue and maintain education programs for the community to ensure compliance with new and or amended legislation.</li> </ol>	<p><b>3.1</b></p>	<ul style="list-style-type: none"> <li>□ Food inspections have been carried out in July with no major issues from the various food outlets within the Shire. Further inspections have been undertaken throughout the year to ensure that compliance standards are being adhered to. Council had no complaints regarding food premises during the financial year nor did Council issue any infringement notices.</li> <li>□ Council has distributed a number of information kits which provides relevant and current information regarding food preparation, hygiene and storing of hot and cold food items as part of Councils commitment to maintain its education program</li> </ul>
<p><b>Pest Management</b></p> <ol style="list-style-type: none"> <li>1. Maintain budget program in line with Pest Management Plan</li> <li>2. Update Councils Pest Management Plan</li> <li>3. Implement pest/plant control program on behalf of Main Roads</li> <li>4. Continue of a Wild Dog Bounty Scheme</li> <li>5. Undertake aerial baiting program in consultation with the rural sector of the Shire</li> <li>6. Undertake the implementation of weed control around and within the various Townships</li> </ol>	<p><b>3.8</b></p>	<ul style="list-style-type: none"> <li>□ Council has maintained a reasonable budget to implement its Pest Management obligations throughout the financial year.</li> <li>□ Councils new Bio-Security Plan is in a draft form and has been workshopped with key stakeholders including landowners. The plan requires further updated information prior to adoption and approval from the State Government. This is ongoing and should be completed within the 2018/19 financial year.</li> <li>□ Council has approved a “Preferred Supplier” list for implementing on ground works especially for spraying weeds along State &amp; Local Roads</li> <li>□ Wild Dog Bounty has been maintained for the 2017/18 financial year. Council has completed an aerial baiting program which occurred in October 2017 and March 2018.</li> </ul>
<p><b>Waste Management</b></p> <ol style="list-style-type: none"> <li>1. Continue to maintain landfill sites at Georgetown, Mt Surprise, Forsayth &amp; Einasleigh in accordance with the ERA License issued by the Department</li> <li>2. Continue to provide refuse collection to Georgetown</li> <li>3. Continue to the development of Site Based Management Plans and to review existing Plans</li> </ol>	<p><b>3.4 5.7</b></p>	<ul style="list-style-type: none"> <li>□ Council’s four (4) landfill sites are being maintained and will be maintained throughout the year.</li> <li>□ Collection of domestic &amp; commercial rubbish is ongoing within the township of Georgetown. Council has introduced commercial bins for commercial outlets within Georgetown.</li> <li>□ Annual ERA license has been paid along with the annual return to the Department for the 2017/18 financial year.</li> <li>□ Council has been developing Site Based Management Plans for several of its Landfill sites as per the license conditions placed upon Council.</li> <li>□ Council has been notified by the Department that they will be conducting an Audit of the Georgetown &amp; Forsayth Landfills in July 2018.</li> </ul>

**// the aspirations and safety of our community will be achieved through collaborative planning and action.**

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Town Planning</b></p> <ol style="list-style-type: none"> <li>Continue the development of new Planning Scheme to become compliant with the new Planning Act.</li> <li>Continue assessment of development applications</li> <li>Identify land opportunities throughout the shire for re-sale and development.</li> <li>Continue to undertake pre-lodgment meetings with potential developers.</li> <li>Develop of master plan for Street Scaping and Parking for the four townships.</li> </ol>	<p>4.1 4.3 4.6 4.10</p>	<ul style="list-style-type: none"> <li>Council has been working towards the implementation of its new Planning Scheme with the assistance of the Department of Infrastructure, Local Government &amp; Planning. Council is working with the Department to have the new planning scheme completed by June 2019.</li> <li>Council has met with a number of developers (especially in the renewable energy sector) regarding potential expansions to their existing approved facilities over the past 12 months. Council has approved Stage 1 &amp; 2 of the Genex Renewable Energy Project.</li> <li>Council has prepared concept plans for the potential upgrade to St George Street which will include parking, street scapping &amp; street furniture. A concept plan was presented to Council. Additional meetings are required with the Department to have this concept approved by the road custodian.</li> </ul>
<p><b>Building</b></p> <ol style="list-style-type: none"> <li>Continue to maintain compliance with the relevant Acts, Codes &amp; Regulations</li> <li>Continue the assessment of Building &amp; Plumbing Applications.</li> </ol>	<p>4.3 4.4</p>	<ul style="list-style-type: none"> <li>Council is continuing its service to the community regarding the assessment of plumbing applications. Due to the departure of Councils in-house certifier this function has been withdrawn and Council is at present advising any prospective building development that they will be required to engage the services of a private certifier.</li> </ul>
<p><b>Disaster Management Planning</b></p> <ol style="list-style-type: none"> <li>Continue to update Disaster Management Plan and Sub Plans</li> <li>Undertake the development and implementation of a Community Recovery Plan</li> <li>Continue to implement and test Disaster Management Plan</li> <li>Continue to attend District Disaster Management Committee Meetings</li> <li>Continue to conduct Local Disaster Management Committee Meetings</li> <li>Implement staff training under the Disaster Management Guidelines</li> <li>Attend training sessions when required</li> </ol>	<p>4.7</p>	<ul style="list-style-type: none"> <li>Disaster Management Plan is continually being updated and tested by the LDMG</li> <li>Council's Disaster Management Plan still requires a number of sub-plans that need to be developed and implemented. The development will be ongoing with the majority of sub-plans being developed internally with the assistance of the Department</li> <li>Council is still conducting quarterly Local Disaster Management Group meetings.</li> <li>The LDMG have undertaken training during August/September as part of the charter arrangements under the Disaster Management Act.</li> <li>Council is a participant in the DDMG meetings each quarter</li> </ul>



// to provide service delivery and infrastructure roll out, maintenance and improvement underpins a healthy and growing economy and comfortable lifestyle in the gulf region.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Road Maintenance (Shire)</b></p> <ol style="list-style-type: none"> <li>1. Continue Town Street Maintenance programs</li> <li>2. Continue Shire Road Maintenance programs</li> <li>3. Implement a program to clean out table drains within the Georgetown Township</li> </ol>	5.3	<ul style="list-style-type: none"> <li>□ Town Street Maintenance has been undertaken throughout the financial year in accordance with Councils approved schedule of works.</li> <li>□ Shire Road Maintenance was completed for the 2017/18 financial year in accordance with the approved schedule and in accordance with Councils Asset Management Plan for Roads &amp; Drainage.</li> <li>□ A program of works was not developed FOR THE cleaning out of table drains during the 2017/18 financial year. This program has been carried forward into the 2018/19 financial year.</li> </ul>
<p><b>Road Improvements (Shire)</b></p> <ol style="list-style-type: none"> <li>1. Continue re-seal program on Councils rural roads &amp; town streets</li> <li>2. Undertake expenditure of the 3<sup>rd</sup> &amp; 4<sup>th</sup> year of the R2R program on the Georgetown-Forsayth Road</li> <li>3. Continue commitment to Regional Roads Group and Partnership</li> <li>4. Upgrade road signage within the Georgetown Township</li> <li>5. Upgrade creek crossings as identified within the 2017/18 Budget (Greenhill Rd, Strathmore Rd, Beverley Hills Rd, Rycon Rd, Mt Little Rd) with Stabilised Causeways</li> </ol>	5.3 5.12 5.15 5.16	<ul style="list-style-type: none"> <li>□ The re-seal program as identified within the 2017/18 budget has been completed in the last week of the financial year.</li> <li>□ The 5km road upgrade on the Forsayth-Georgetown Rd has been completed and bitumen sealed in two sections: Section 1:CH15850 – CH17900 Bitumen sealed 1 August 2017; Section 2:CH17900 – CH20850 Bitumen sealed 13 October 2017</li> <li>□ Additional section of the Forsayth-Georgetown Road has been approved with the residual funds along with a small contribution from Council. This work has been approved by DTMR. The additional 1km of pave &amp; seal has been completed</li> <li>□ The upgrade to street signage did not occur within the financial year</li> <li>□ The upgrade to creek crossings as identified and approved within the 2017/18 budget was deferred and funds allocated for this work was diverted to assist in the upgrade of the Forsayth WTP and also to assist in the pave &amp; seal of the Forsayth Road</li> </ul>
<p><b>Road Improvements (Main Roads)</b></p> <ol style="list-style-type: none"> <li>1. Continue to work with Main Roads to improve state controlled road networks within the shire</li> <li>2. Continue of RMPC expenditure</li> <li>3. Continue to work with Main Roads in the delivery of sections of the Hann Highway under the Northern Australia Roads Program</li> </ol>	5.14 5.15	<ul style="list-style-type: none"> <li>□ Council is continuing its communication line with the Department of Transport &amp; Main Roads in relation to the Hann Highway, Gulf Development Rd, and Gregory Development Rd about future upgrades.</li> <li>□ Council has completed its 2017/18 RMPC Contract</li> <li>□ Council has completed the 3.2km widening section on the Kennedy Highway on behalf of Main Roads.</li> <li>□ Council was awarded two contracts for the upgrade of the Hann Highway with works commencing in March 2018 and will be ongoing until December 2018.</li> </ul>
<p><b>NDRRA (Flood Damage – Shire)</b></p> <ol style="list-style-type: none"> <li>1. Continue to implement and undertake flood damage works - 2015</li> </ol>	5.3 5.4	<ul style="list-style-type: none"> <li>□ Council has completed the 2015 NDRRA flood damage works with Council providing the Department with the closure report and final claims. The Department have signed off on the works.</li> </ul>

### Sporting Recreational & Park Facilities

1. Maintain Parks & Gardens within Georgetown, Forsayth, Mt Surprise & Einasleigh
2. Maintain Sporting & Recreational areas within Georgetown
3. Maintain Gardens and Lawn around Councils buildings and depot
4. Apply for a Grant through the (LGGSP) for the following projects: (a) upgrade Sports Building, Install Historical Shed, Install Two Lighting Towers at the Sports Oval, Upgrade reticulation at Sports Oval, Install Soft fall & Seating at Heritage Park
5. Implement and undertake playground inspections on Councils playground facilities
6. Maintain all playground facilities
7. Continue the implementation of the W4Q projects as outlined within the

5.1

1.1

2.5

- Parks & Gardens within the four (4) townships are being maintained in accordance with the schedule of works developed for the 2017/18 financial year. Spraying of weeds and bindies will be ongoing throughout the year within Councils designated parks and sporting ovals.
- Gardens associated with Council Public Buildings are being maintained
- Sporting Oval in Georgetown is being maintained. Council has installed new Water Tanks to this oval and has completed minor upgrades to the irrigation system
- Grant applications have been lodged with the Department of Infrastructure, Local Government & Planning for various improvement projects as identified within the 2017/18 Budget, however Council was unsuccessful with its grant applications.
- Parks & Gardens staff have attended a playground inspection course and have been certified to carry out the necessary inspections for compliance purposes and also in accordance with Councils Public Liability Insurers
- Playground in Mt Surprise has been completed and is operational.
- 2017 /18 W4Q program has been completed, with upgrades to the Caschafor Park, Georgetown Riverwalk, Einasleigh Riverwalk, plus two Community Sheds constructed one at the Lynd Junction and the second at the Gilbert River

### Water Supply – Georgetown

1. Continue to update Asset Management Plans
2. Continue Rising & Reticulation System maintenance
3. Continue plant maintenance programs for reservoir and wells
4. Undertake replacement program for meters and valves
5. Maintain Drought Management Plan for the Georgetown township
6. Continue water wise education programs
7. Undertake capital works required within the Georgetown water supply.
  - (i) Replacement of Meters
  - (ii) Install new Water Reservoir @ Georgetown
  - (iii) Install E-Coli Testing Lab at WTP

5.8

5.9

5.10

5.11

- Councils Asset Management Plans for Georgetown Water have been updated during the 2017/18 financial year.
- Maintenance of the reticulations network has been completed in accordance with the schedule of works for the 2017/18 financial year.
- Plant maintenance has been carried out as and when required.
- Several Water Meters have been replaced which is accordance with Councils replacement program implemented by Council
- Drought Management / Water Quality Plan is being maintained
- Council has been awarded funds under Round 1 of Building our Regions with the installation of a new water reservoir & chlorination dosing units. The new water reservoir was commissioned in August 2018.
- New extension to the WTP has been completed to house the water testing laboratory.

## Water Supply – Forsayth

1. Continue to update Asset Management Plans
2. Continue Rising & Reticulation System maintenance
3. Continue plant maintenance programs for reservoir and wells
4. Maintain Drought management plan for the Forsayth township
5. Continue water wise education programs
6. Undertake capital works program
  - i. Replacement of Meters
  - ii. Upgrade WTP @ Forsayth.

7.1

7.9

- Councils Asset Management Plans for Forsayth Water have been updated during the 2016/17 financial year.
- Maintenance of the reticulations network has been completed in accordance with the planned schedule of works for the 2017/18 financial year.
- Plant maintenance has been carried out as and when required.
- Several Water Meters have been replaced which is accordance with Councils replacement program implemented by Council
- Drought Management / Water Quality Plan is being maintained
- The upgrade to the WTP has commenced with the commissioning of GHD to prepare the necessary design & tender documents. Tenders have been assessed with Council awarding a contract to Aquatec Maxcon to undertake the upgrade to the WTP. The project is scheduled to be completed by September 2018.

*The opening of the new pavement along the Forsayth-Georgetown Road*



*New Water Reservoir - Georgetown*



*// substantial income awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.*

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Terrestrial Centre – V.I.C.</b></p> <ol style="list-style-type: none"> <li>Continue to promote the shire and its attractions</li> <li>Continue to support tourism publications</li> <li>Undertake an new business plan for Terrestrial</li> <li>Continue to work with and in-conjunction with ETAG</li> <li>Completion of Mining exhibition at rear of Terrestrial</li> <li>Investigate new tourism ideas (Gold Panning)</li> </ol>	<p><b>6.3</b></p> <p><b>2.5</b></p> <p><b>2.8</b></p> <p><b>2.9</b></p>	<ul style="list-style-type: none"> <li>Council has continued to promote the Shire through various VIC Centre's throughout the State.</li> <li>Council has continued to support various publications which are promoting the Centre and the Shire</li> <li>New Business Plan is yet to be developed and has been scheduled for the 2018/19 financial year.</li> <li>Council has applied for a Grant under Round 4 of Building Our Regions to upgrade the Centre as part of Council Geo-Trail Tourisms strategy. Council will be notified of the success of its Grant application in July 2018.</li> <li>Council has completed stage 1 of the Mining Expo at the rear of the Terrestrial Centre</li> </ul>
<p><b>Childcare</b></p> <ol style="list-style-type: none"> <li>Continue agreement with child care services</li> <li>Continue to seek additional funding for the Centre</li> <li>Review and update policies and procedures</li> <li>Provide training where necessary</li> <li>Continue to promote the Centre</li> <li>Look at alternative uses for the Childcare Centre (i.e after day care, vacation care)</li> </ol>	<p><b>1.14</b></p> <p><b>2.18</b></p> <p><b>6.4</b></p>	<ul style="list-style-type: none"> <li>Council has continued its agreement with Child Care Services</li> <li>Council is proactively seeking additional funding. Council has submitted a grant application to the Federal Government to seek additional funding for the operating costs associated with running the Centre. Council was notified from the Federal Government that Councils application was successful with Council receiving \$200k per annum for the next three years to assist the Centre remain sustainable.</li> <li>Policies &amp; Procedures are being updated to comply with new forms of legislative requirements.</li> <li>The Director of Childcare &amp; Director Corporate &amp; Community Services have commenced investigating alternative services that could be run from the Centre (i.e. Before &amp; After School Care, Vacation Care)</li> </ul>
<p><b>Student Hostel</b></p> <ol style="list-style-type: none"> <li>Continue to provide student hostel facilities</li> </ol>	<p><b>2.19</b></p> <p><b>6.5</b></p>	<ul style="list-style-type: none"> <li>Council is still committed to providing this service to the community.</li> <li>The Student Hostel has been operating since 1968 and will celebrate its 50 years in March 2019.</li> </ul>



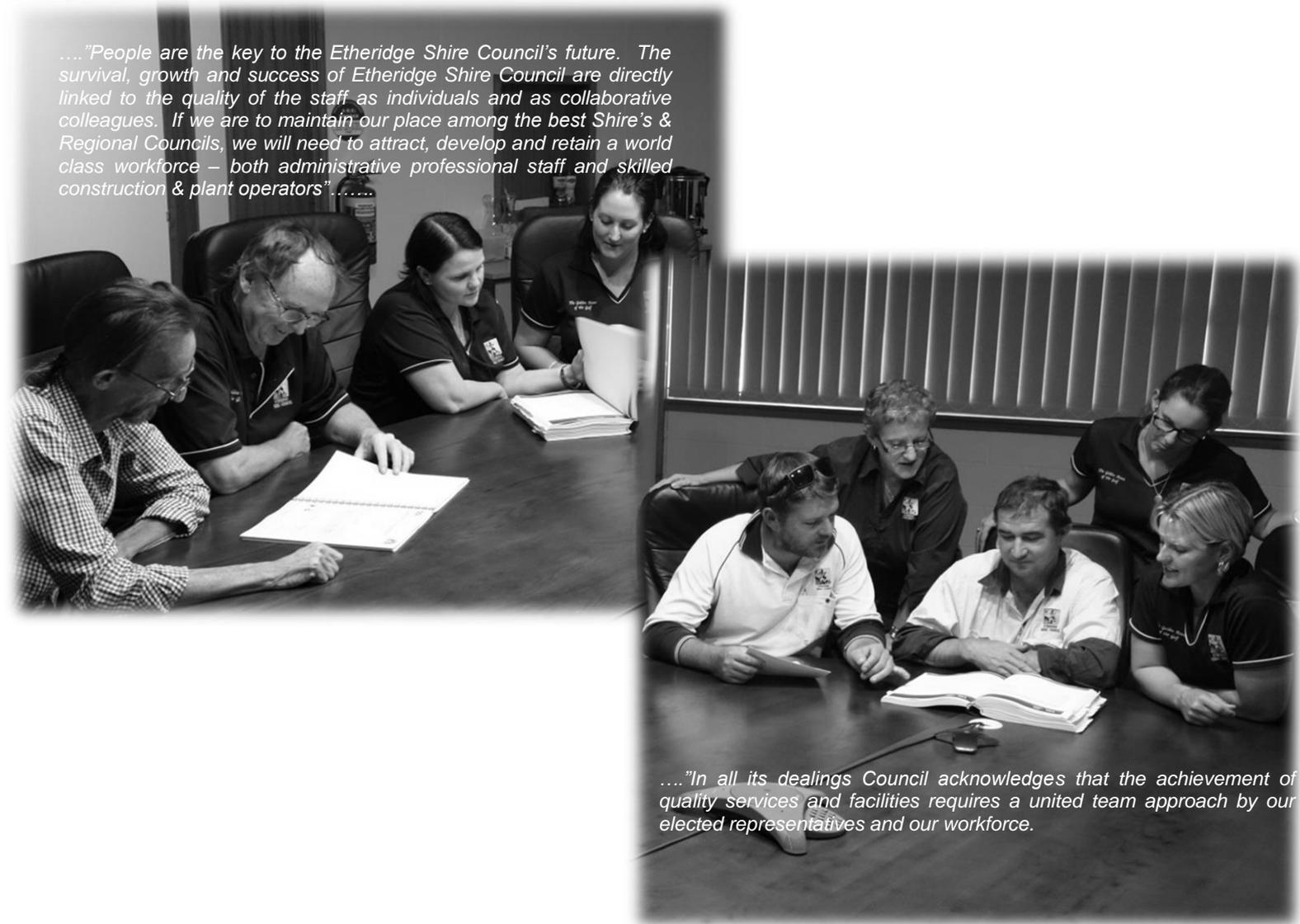
## governance

// to deliver excellence as an organization, embracing exceptional customer service, valuing staff and promoting ethical standards of practice supported by clear policies and strategies.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<b>Workplace Health &amp; Safety</b>  1. Ensure compliance with Workplace Health & Safety Act 2. Continue to develop, update, implement and maintain Safeplan 3. Continue to identify and carry out specific workplace health & safety training 4. Continue to conduct Workplace Health & Safety meetings and review frequency of meetings. 5. Continue of Drug & Alcohol Testing	7.3  7.17	<ul style="list-style-type: none"> <li><input type="checkbox"/> Training for workplace health &amp; safety has been ongoing throughout the financial year. Council has developed a formalized training plan to capture WH&amp;S training as and when it is required.</li> <li><input type="checkbox"/> Workplace Health &amp; Safety meetings were undertaken throughout the financial year, with minutes being distributed after each meeting to all staff.</li> <li><input type="checkbox"/> Council has continued implementing random Drug &amp; alcohol testing for employees &amp; contractors of Council.</li> </ul>
<b>Audit</b>  1. Maintain and review accounting procedures and policies and maintain the internal accounting manual procedures 2. Maintain policy register 3. Maintain compliance standards with the Local Government Act & Regulations 4. Maintain compliance standards with Accountings Standards 5. Undertake Internal Audits as & when required 6. Undertake a minimum of two audit committee meetings within each financial year. 7. Prepare & implement Internal Audit Plan	7.8  7.9  7.10	<ul style="list-style-type: none"> <li><input type="checkbox"/> Councils internal accounting manual and accounting policies have been reviewed throughout the 2017/18 financial year to meet audit requirements</li> <li><input type="checkbox"/> Policy register is current. All statutory policies have been updated.</li> <li><input type="checkbox"/> Council's governance requirements are current with council meeting all statutory requirements at this point in time.</li> <li><input type="checkbox"/> Councils chart of accounts is in order and is compliant with the relevant accounting standards</li> <li><input type="checkbox"/> Council has endorsed the 17/18 Audit Plan</li> <li><input type="checkbox"/> Council has appointed a new internal auditor for the next three years. In addition Council has reviewed and updated its Internal Audit Plan.</li> </ul>
<b>Financial Reporting</b>  1. Continue to provide monthly financial reports to Council and the Community 2. Continue to review ten (10) year financial forecast in line with Asset management plans, community plan & corporate plan	7.9  7.10	<ul style="list-style-type: none"> <li><input type="checkbox"/> Council has continued to provide monthly financial information to the elected members and also to the community. Community updates have been provided through council's monthly newsletter titled the "Inform".</li> <li><input type="checkbox"/> Councils long term financial forecast has been updated and reviewed as part of the budget process and is still showing that council is sustainable based on the level of employees, funding streams and the level of services council currently provides.</li> </ul>

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p><b>Training &amp; Development</b></p> <ol style="list-style-type: none"> <li>1. Continue to implement Human Resource Strategy and update and implement HR Policies</li> <li>2. Maintain staff training and development in line with Human Resource Strategy</li> <li>3. Maintain budget allocations for Staff Training &amp; Development</li> <li>4. Continue traineeship employment program</li> </ol>	<p><b>7.2</b></p> <p><b>7.4</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> More than 55 per cent of staff undertook some form of formal training during the 2017-18 financial year. Courses included:</li> <li><input type="checkbox"/> Queensland Disaster Management training;</li> <li><input type="checkbox"/> Trainee – Cert IV Business &amp; Administration;</li> <li><input type="checkbox"/> Diploma in Leadership &amp; Management;</li> <li><input type="checkbox"/> Cert IV – Civil Construction;</li> <li><input type="checkbox"/> Cert III – Plant Operations;</li> <li><input type="checkbox"/> Cert III – Road Construction &amp; Maintenance;</li> <li><input type="checkbox"/> Personal Safety Sessions;</li> <li><input type="checkbox"/> Cert III Playground Inspections;</li> <li><input type="checkbox"/> Cert III Water Operations</li> <li><input type="checkbox"/> Advanced Diploma Children Services;</li> <li><input type="checkbox"/> Confined Spaces</li> </ul> <p><input type="checkbox"/> Council has continued to support traineeships with council again hosting 1 trainee and 1 apprentice during the 2017/18 financial year.</p>

*...."People are the key to the Etheridge Shire Council's future. The survival, growth and success of Etheridge Shire Council are directly linked to the quality of the staff as individuals and as collaborative colleagues. If we are to maintain our place among the best Shire's & Regional Councils, we will need to attract, develop and retain a world class workforce – both administrative professional staff and skilled construction & plant operators".....*



*...."In all its dealings Council acknowledges that the achievement of quality services and facilities requires a united team approach by our elected representatives and our workforce.*

# Index of statutory information

Queensland Government legislation requires councils to include specific information in an annual report each year. The table below provides an index of where you can find that information throughout this report. In some instances, the 'provision' column summarises the relevant act requirements for the sake of space. For the full wording for each provision, please refer to the source legislation.

<b>Local Government Act 2009</b>			
Requirement	Chapter	Section	Page
<b>Identifying beneficial enterprises</b> <i>A local government report for each financial year must contain a list of all the beneficial enterprises that the local government conducted during the financial year.</i>	3	41	N/A
<b>Identifying significant business activities</b> <i>A local government report for each financial year must:</i> <ol style="list-style-type: none"> <li><i>contain a list of all the business activities that the local government conducted during the financial year</i></li> <li><i>identify the business activities that are significant business activities</i></li> <li><i>state whether or not the competitive neutrality principle was applied to the significant business activities, and if the principle was not applied, the reason why it was not applied</i></li> <li><i>state whether any of the significant business activities were not conducted in the preceding financial year, i.e. whether there are any new significant business activities.</i></li> </ol>	3	45	63
<b>Annual report must detail remuneration</b> <ol style="list-style-type: none"> <li><i>The annual report of a local government must state:</i> <ol style="list-style-type: none"> <li><i>the total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government</i></li> <li><i>the number of employees in senior management who are being paid each band of remuneration.</i></li> </ol> </li> <li><i>The senior management of a local government consists of the chief executive officer and all senior executive employees of the local government.</i></li> <li><i>Each band of remuneration is an increment of \$100,000.</i></li> <li><i>To remove any doubt, it is declared that nothing in this section requires the exact salary of any employee in senior management to be separately stated in the annual report.</i></li> </ol>	6	201	59    59  59
<b>Financial sustainability statements</b> <ol style="list-style-type: none"> <li><i>A local government's current-year financial sustainability statement must state the relevant measures of financial sustainability for the financial year to which the statement relates.</i></li> <li><i>A local government's long-term financial sustainability statement must state:</i> <ol style="list-style-type: none"> <li><i>the relevant measures of financial sustainability for the nine financial years following the year to which the statement relates</i></li> <li><i>an explanation of the local government's financial management strategy that is consistent with the long-term financial forecast.</i></li> </ol> </li> </ol>	5	178	Part B

# Index of statutory information

<b>Local Government Regulation 2012</b>			
Requirement	Chapter	Section	Page
<b>Community financial report</b> 1) A local government must prepare a community financial report for each financial year. 2) The community financial report for a financial year must: <ol style="list-style-type: none"> <li>contain a summary and an analysis of the local government's financial performance and position for the financial year</li> <li>be consistent with the general purpose financial statement for the financial year</li> <li>include the relevant measures of financial sustainability for the financial year</li> <li>be written in a way that can be easily understood by the community.</li> </ol>	5	179	37
<b>Preparation of annual report</b> 1) A local government must prepare an annual report for each financial year. 2) The local government must adopt its annual report within one month after the day the Auditor-General gives the Auditor-General's audit report about the local governments' financial statements for the financial year to the local government. 3) However, the Minister for Local Government may, by notice to the local government, extend the time by which the annual report must be adopted. 4) The local government must publish its annual report on its website within two weeks of adopting the annual report.	5	182	N/A
<b>Financial statements</b> The annual report for a financial year must contain: <ol style="list-style-type: none"> <li>the general purpose financial statement for the financial year, audited by the Auditor General</li> <li>the current-year financial sustainability statement for the financial year, audited by the Auditor-General</li> <li>the long-term financial sustainability statement for the financial year</li> <li>the Auditor-General's audit reports about the general purpose financial statement and the current-year financial sustainability statement.</li> </ol>	5	183	Part B
<b>Community financial report</b> The annual report for a financial year must contain the community financial report for the financial year.	5	184	37-48
<b>Particular resolutions</b> The annual report for a financial year must contain: <ol style="list-style-type: none"> <li>a copy of the resolutions made during the financial year under section 250(1)</li> <li>a list of any resolutions made during the financial year under section 206(2).</li> </ol>	5	185	50
			N/A

# Index of statutory information

<b>Local Government Regulation 2012</b>			
Requirement	Chapter	Section	Page
<b>Councillors</b>	5	186	
<i>The annual report for a financial year must contain particulars of:</i>			
a) <i>for each Councillor, the total remuneration, including superannuation contributions, paid to the Councillor during the financial year</i>			53
b) <i>the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the local government's expenses reimbursement policy</i>			54
c) <i>the number of local government meetings that each Councillor attended during the financial year</i>			54
d) <i>the total number of the following during the financial year:</i>			
i. <i>orders and recommendations made under section 180(2) or (4) of the Act</i>			55
ii. <i>orders made under section 181 of the Act</i>			55
e) <i>each of the following during the financial year:</i>			
i. <i>the name of each Councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act</i>			55
ii. <i>a description of the misconduct or inappropriate conduct engaged in by each of the Councillors</i>			55
iii. <i>a summary of the order or recommendation made for each Councillor</i>			55
f) <i>the number of each of the following during the financial year:</i>			
i. <i>complaints about the conduct or performance of Councillors for which no further action was taken under section 176C(2) of the Act</i>			55
ii. <i>complaints referred to the department's chief executive under section 176C(3)(a)(i) of the Act</i>			55
iii. <i>complaints referred to the Mayor under section 176C(3)(a)(ii) or (b)(i) of the Act</i>			55
iv. <i>complaints referred to the department's chief executive under section 176C(4)(a) of the Act</i>			55
v. <i>complaints assessed by the chief executive officer as being about official misconduct</i>			55
vi. <i>complaints heard by a regional conduct review panel</i>			55
vii. <i>complaints heard by the tribunal</i>			55
viii. <i>complaints to which section 176C(6) of the Act applied</i>			55

# Index of statutory information

<b>Local Government Regulation 2012</b>			
Requirement	Chapter	Section	Page
<b>Administrative action complaints</b> 1) <i>The annual report for a financial year must contain:</i> a) <i>a statement about the local government's commitment to dealing fairly with administrative action complaints</i>  b) <i>a statement about how the local government has implemented its complaints management process, including an assessment of the local government's performance in resolving complaints under the process.</i>  2) <i>The annual report must also contain particulars of:</i> a) <i>the number of the following during the financial year:</i> i. <i>administrative action complaints made to the local government</i> ii. <i>administrative action complaints resolved by the local government under the complaints management process</i> iii. <i>administrative action complaints not resolved by the local government under the complaints management process</i>  b) <i>the number of administrative action complaints under paragraph (a)(iii) that were made in a previous financial year.</i>	5	187	35
<b>Overseas travel</b> 1) <i>The annual report for a financial year must contain the following information about any overseas travel made by a Councillor or local government employee in an official capacity during the financial year:</i> a) <i>for a Councillor - the name of the Councillor</i> b) <i>for a local government employee - the name of, and position held by, the local government employee</i> c) <i>the destination of the overseas travel</i> d) <i>the purpose of the overseas travel</i> e) <i>the cost of the overseas travel.</i>  2) <i>The annual report may also contain any other information about the overseas travel the local government considers relevant.</i>	5	188	59
<b>Expenditure on grants to community organisations</b> The annual report for a financial year must contain a summary of: a) <i>the local government's expenditure for the financial year on grants to community organisations</i> b) <i>expenditure from each Councillor's discretionary fund, including:</i> i. <i>the name of each community organisation to which an amount was allocated from the fund</i> ii. <i>the amount and purpose of the allocation.</i>	5	189	59

# Index of statutory information

<b>Local Government Regulation 2012</b>			
Requirement	Chapter	Section	Page
<b>Other contents</b>	5	190	
1) <i>The annual report for a financial year must contain the following information:</i>			
a) <i>the chief executive officer's assessment of the local government's progress towards implementing its five-year corporate plan and annual operational plan</i>			66-79
b) <i>particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year</i>			66-79
c) <i>an annual operations report for each commercial business unit</i>			N/A
d) <i>details of any action taken for, and expenditure on, a service, facility or activity:</i>			N/A
i. <i>supplied by another local government under an agreement for conducting a joint government activity</i>			
ii. <i>for which the local government levied special rates or charges for the financial year</i>			35
e) <i>the number of invitations to change tenders under section 228(7) during the financial year</i>			34
f) <i>a list of the registers kept by the local government</i>			56
g) <i>a summary of all concessions for rates and charges granted by the local government</i>			35
h) <i>the report on the internal audit for the financial year</i>			60-62
i) <i>a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints</i>			N/A
j) <i>the local government's responses in the financial year on the Queensland Competition Authority's recommendations on any competitive neutrality complaints under section 52(3).</i>			N/A
2) <i>In this section, an 'annual operations report for a commercial business unit' means a document that contains the following information for the previous financial year:</i>			N/A
a) <i>information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan</i>			N/A
b) <i>particulars of any changes made to the unit's annual performance plan for the previous financial year</i>			N/A
c) <i>particulars of the impact the changes had on the unit's:</i>			N/A
i. <i>financial position</i>			
ii. <i>operating surplus or deficit</i>			
iii. <i>prospects.</i>			

# Index of statutory information

<b>Public Sector Ethics Act 1994</b>			
Requirement	Chapter	Section	Page
<b>Reporting</b> <i>The chief executive officer of a public sector entity must ensure that each annual report of the entity includes an implementation statement giving details of the action taken during the reporting period to comply with the following sections:</i>	5	23	
<i>section 15 (Preparation of codes of conduct)</i>			34
<i>section 21 (Education and training)</i>			30-33
<i>section 22 (Procedures and practices of public sector entities).</i>			30-33



*Financial  
Statements*

*For the year ended 30<sup>th</sup> June 2018*

*Part B*