

Budget 2017/2018

Etheridge Shire Council



Etheridge Shire Council

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ETHERIDGE SHIRE COUNCIL

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...The Golden Heart of the Gulf

ABN 57 665 238 857

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The Chief Executive Officer
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GEORGETOWN QLD 4871

Our ref: Budget 2017/0617/DCM
Your ref:

When telephoning or calling
Please ask for: Warren Devlin
Phone: (07) 4079 9090

2 June 2017

Dear Councillors,

RE: ETHERIDGE SHIRE COUNCIL 2017|2018 BUDGET

In accordance with S.107A of the *Local Government Act 2009*, I must give a copy of the Budget as proposed to be presented to the Local Government to each Councillor at least 2 weeks before the Local Government is to consider adopting the Budget.

The proposed adoption date for the 2017|2018 Budget has been scheduled for Wednesday 21st June 2017.

The Budget for the 2017|2018 financial year has been prepared in accordance with the current legislation and with priorities from the Councillors, Executive Management Team and the Corporate Plan Objectives (2010-2017).

Each year the Budget process is the most important part of the Corporate Calendar and with changes to the Local Government Act and Regulations now requires Local Governments to consider the longer term when managing their finances.

Etheridge Shire Council has taken this responsibility seriously and has been working to ensure that while this is a legislative requirement, it is also good governance and management practice to ensure that the Council remains financially viable and planning becomes part of the way that we regularly do business.

Therefore, with that in mind, I present to you the "Etheridge Shire Council's 2017|2018 Budget" for your viewing and consideration.

If you wish to discuss this matter further please do not hesitate to contact myself.

Yours Sincerely

Cr Warren Devlin
MAYOR

2017|2018 Budget

“....planning & delivering for our future....”

Mayors Message



I am pleased to deliver the 2017|2018 Budget on behalf of the Etheridge Shire Council and the Etheridge Community.

Council has been aware that the Etheridge Community has been doing it tough over the past 12-18 months and there has been a noticeable impact on our rural and commercial sector throughout the Shire and this has had a flow on effect and impact on Council as well.

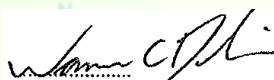
This year's Budget will address ways of stimulating the local economy through a range of capital infrastructure projects (predominately in Road works). Council will be continuing the upgrade to the Georgetown-Forsayth Road (\$2.6M), widening works on the Kennedy Highway (\$3.32M), the commencement of works on the Hann Highway (\$6.0M) plus continuing the restoration works under the 2015 NDRRA event (\$8.011M).

In addition to the above, Council will be commencing the construction of the Charleston Dam (April 2018).

Council will be commencing the planning and feasibility for the Gilbert River Irrigation Area, undertake planning and designs for street scapping our townships, re-writing Council's Planning Scheme (due to legislative requirements) plus embarking on a new Corporate Plan (Councils key visionary document / roadmap for the next 5 years).

The 2017|2018 Budget reveals Revenue from Ordinary Activities amounting to \$30,035,167, total Expenses from Ordinary Activities (including depreciation) amounting to \$29,850,825 and Capital Expenditure of \$11,304,358 which makes the 2017|2018 Budget \$41,155,182 in total.

In closing Council, looks forward to delivering on a \$41.1 million budget in 2017|2018 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 livability.



Warren Devlin
MAYOR

2017|2018 Budget

“....planning & delivering for our future....”

Councillors Etheridge Shire Council



Cr Warren Devlin (Mayor)



Cr Tony Gallagher
(Deputy Mayor)



Cr Will Attwood



Cr Troy Barnes



Cr Warren Bethel

Executive Management Etheridge Shire Council



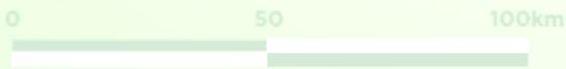
Norman Garsden
Chief Executive Officer



David Munro
Director Corporate &
Community Services



Jeff Bunt
Director of Engineering
Services



Executive Summary

Welcome to Etheridge Shire Council's 2017|2018 Annual Budget. The Budget Document for the 2017|2018 financial year has been prepared in accordance with legislation and with the Budget priorities from the Councillor's, Executive Management Team and the Corporate Plan Objectives (2010 – 2017).

Each year the budget process is the most important part of the Corporate Calendar.

Changes to legislation in 2009 and 2012 now require local governments to consider the longer term when managing their finances.

Etheridge Shire Council has taken this responsibility seriously and has been working to ensure that while this is a legislative requirement it is also good governance and management practice to ensure that the Council remains financially viable and planning becomes part of the way that we regularly do business.

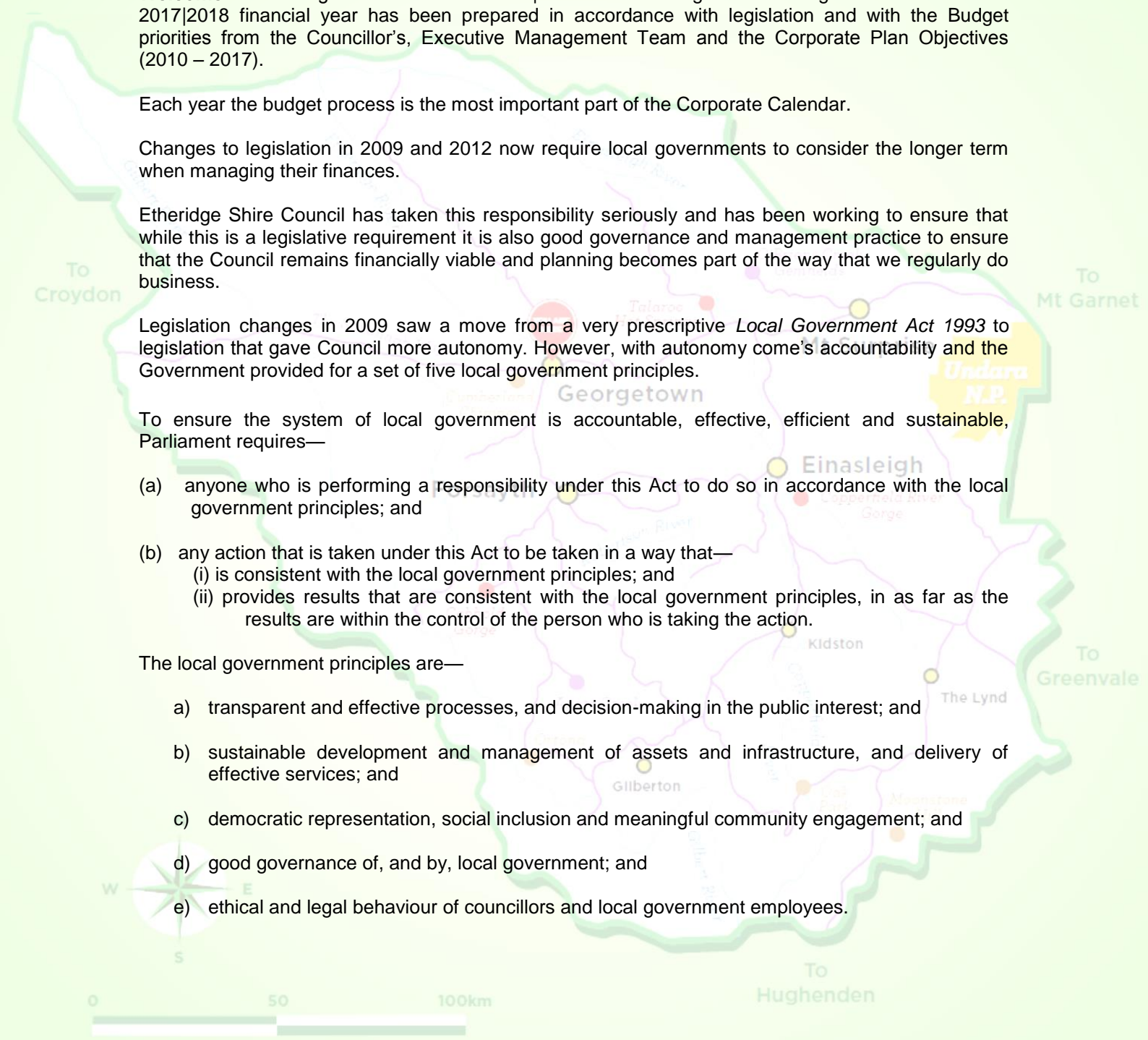
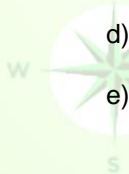
Legislation changes in 2009 saw a move from a very prescriptive *Local Government Act 1993* to legislation that gave Council more autonomy. However, with autonomy come's accountability and the Government provided for a set of five local government principles.

To ensure the system of local government is accountable, effective, efficient and sustainable, Parliament requires—

- (a) anyone who is performing a responsibility under this Act to do so in accordance with the local government principles; and
- (b) any action that is taken under this Act to be taken in a way that—
 - (i) is consistent with the local government principles; and
 - (ii) provides results that are consistent with the local government principles, in as far as the results are within the control of the person who is taking the action.

The local government principles are—

- a) transparent and effective processes, and decision-making in the public interest; and
- b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
- c) democratic representation, social inclusion and meaningful community engagement; and
- d) good governance of, and by, local government; and
- e) ethical and legal behaviour of councillors and local government employees.



Corporate and Operational Plan Objectives

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.

The Annual Operation Plan and Budget then provide the detail of what will be done each year towards achieving these outcomes and strategies and how they will be resourced

The 2017|2018 Operational Plan is a strategic planning document which supports the 2010-2017 Corporate Plan in delivering the vision for the Etheridge Shire.

The Operational Plan identifies projects, initiatives and services that Council will deliver during this financial year toward achieving the long term objectives of the 2010-2017 Corporate Plan. It also provides direction to Council in setting the annual budget.

The Operational Plan will be reviewed quarterly by Council and used as a tool for Council and senior management to evaluate corporate performance and strategic direction

The Budget for the 2017|2018 financial year is derived from the key strategies defined in our 5 Year Corporate Plan, and our Annual Operational Plan.

The following are Council's key strategic priorities and themes as delivered within our Corporate Plan:

Community and Lifestyle

Corporate Objective No. 1 - *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

Corporate Objective No. 2 - *To stimulate investment for existing and new industries creating a sustainable, diverse economy that is regionally significant.*

Environmental Sustainability

Corporate Objective No. 3 - *To provide environmental assets and ecosystem services are available for future generations*

Strategic Planning

Corporate Objective No. 4 - *The aspirations and safety of our community will be achieved through collaborative planning and action.*

Infrastructure Services

Corporate Objective No. 5 - *To provide service delivery and infrastructure roll out, maintenance and improvement underpins a healthy and growing economy and comfortable lifestyle in the gulf region.*

Commercial Services

Corporate Objective No. 6 - *Substantial income awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.*

Organisational Excellence and Governance

Corporate Objective No. 7 - *To deliver excellence as an organisation, embracing exceptional customer service, valuing staff and promoting ethical standards of practice supported by clear policies and strategies*

Budget Contents

In accordance with the *Local Government Regulation 2012, S.169* the following documents are to be included in the budget presented to Council.

- a) Financial Position;
- b) Cashflow;
- c) Income and expenditure;
- d) Changes in equity;

The statement of income and expenditure must state each of the following:-

- a) Rates and utility charges excluding discounts and rebates;
- b) Contributions from developers;
- c) Fees and charges;
- d) Interest;
- e) Grants and subsidies;
- f) Depreciation;
- g) Finance costs;
- h) Net result;
- i) The estimated costs of:-
 - I. The local government's significant business activities carried on using full cost pricing basis; and
 - II. The activities of the local government's commercial business units; and
 - III. The local government's significant business activities.

The budget must include each of the following (the relevant measures of financial sustainability) for the financial year for which it is prepared and the next 9 financial years -

- a) asset sustainability ratio;
- b) net financial liabilities ratio;
- c) operating surplus ratio

The budget must include the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget.

For calculating the rates and utility charges levied for a financial year, any discounts and rebates must be excluded.

The budget must be consistent with the following documents of the local government—

- (a) its 5-year corporate plan;
- (b) its annual operational plan.

Financial Sustainability and Accountability

In accordance with the *Local Government Act 2009* section 102, to ensure it is financially sustainable, a local government must implement systems to meet the following sustainability criteria;

- (a) Manage financial risk prudently;
- (b) Financial policies are to be formulated:
 - I. To ensure a reasonable degree of equity, stability and predictability.
 - II. So that current services, facilities and activities are financed by the current users of the services, facilities and activities.
 - III. Having regard to the effect of the policies on the future users of services, facilities and activities.

- (c) Full, accurate and timely information about the local government's finances and infrastructure is to be made available to the public on the local government's website.

A local government is **financially sustainable** if the local government is able to maintain its financial capital and infrastructure capital over the long term. In accordance with the *Local Government Act 2009* section 103, each local government must establish a system of financial management that complies with the requirements prescribed under a regulation and must regularly review the performance of its system of financial management.

Financial Management, Planning and Accountability

In accordance with the *Local Government Act 2009* section 104 the system of financial management established by a local government must include -

(1) To ensure it is financially sustainable, a local government must establish a system of financial management that -

(a) Ensures regard is had to the sound contracting principles when entering into a contract for -
I. the supply of goods or services; or
II. the disposal of assets; and

(2) A local government is **financially sustainable** if the local government is able to maintain its financial capital and infrastructure capital over the long term.

(3) The **sound contracting principles** are -

- (a) value for money; and
- (b) open and effective competition; and
- (c) the development of competitive local business and industry; and
- (d) environmental protection; and
- (e) ethical behaviour and fair dealing.

(4) A **contract for the supply of goods or services** includes a contract about carrying out work.

(5) The system of financial management established by a local government must include -

(a) the following financial planning documents prepared for the local government -

- a 5-year corporate plan that incorporates community engagement;
- a long-term asset management plan;
- a long-term financial forecast;
- an annual budget including revenue statement;
- an annual operational plan; and

(b) the following financial accountability documents prepared for the local government -

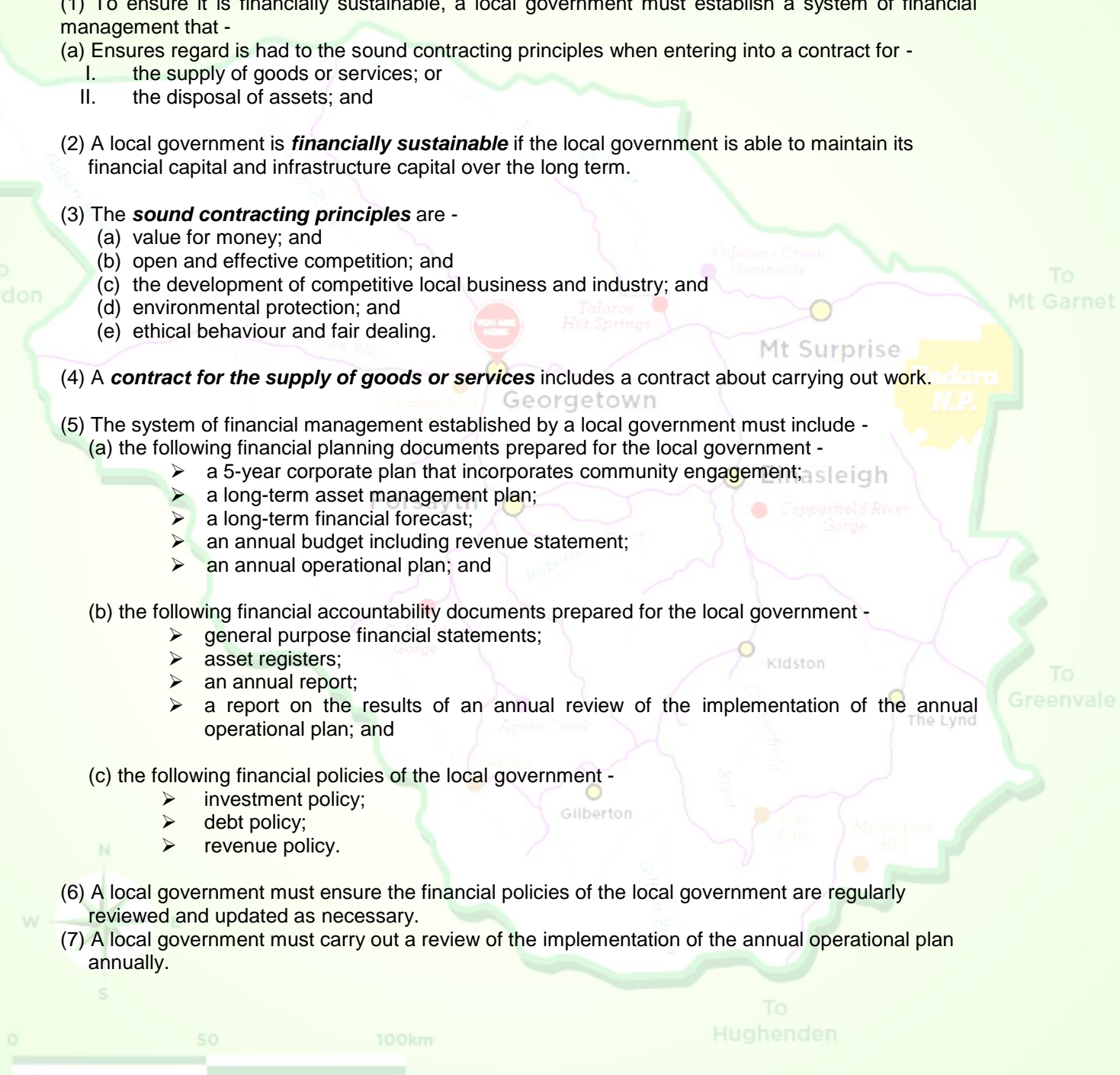
- general purpose financial statements;
- asset registers;
- an annual report;
- a report on the results of an annual review of the implementation of the annual operational plan; and

(c) the following financial policies of the local government -

- investment policy;
- debt policy;
- revenue policy.

(6) A local government must ensure the financial policies of the local government are regularly reviewed and updated as necessary.

(7) A local government must carry out a review of the implementation of the annual operational plan annually.



Budget Summary

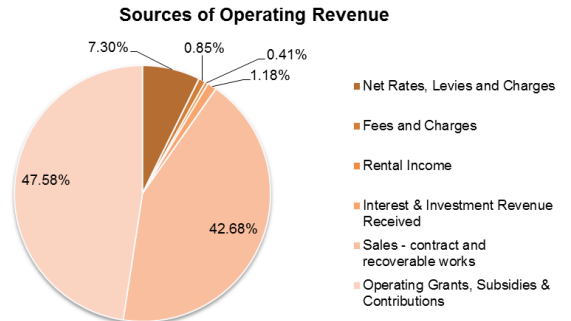
Sources of Revenue

(Where does the money come from?)

Statement of Comprehensive Income for the year ended 30 June 2018



\$'s	Budget 2017 2018	Percentage 2017 2018
Revenue		
Net Rates, Levies and Charges	\$ 2,192,340	7.30%
Fees and Charges	\$ 255,625	0.85%
Rental Income	\$ 123,400	0.41%
Interest & Investment Revenue Received	\$ 353,785	1.18%
Sales - contract and recoverable works	\$ 12,819,799	42.68%
Operating Grants, Subsidies & Contributions	\$ 14,290,218	47.58%
Total Recurrent Revenue	\$ 30,035,167	100.00%



Council budgets are funded through a number of different sources. Rates form a portion of the budget, however council raises money through other means to help fund our community infrastructure and services.

Over 90 percent of Council's operating revenue for the 2017|2018 financial year is being funded through Grants & Subsidies

The reduction in State & Federal Grants and Subsidies has created additional pressure on generating income from the general rate fund. The decision of the Federal Government to freeze the indexation on the Financial Assistance Grant over the past three financial years commencing in the 2014/15 financial year has had a financial effect on Council. It is estimated that Council has lost approximately \$1.20 million in revenue over this period. Council has welcomed the news by the Federal Government to unfreeze the indexation of the Financial Assistance Grant commencing from 1 July 2017, which was announced in the current Federal Government Budget.

For the 2017|2018 financial year, rates and utility charges will contribute 7.3 per cent of the total budget revenue; with operating grants contributing 47.58 per cent along with Sales & Recoverable Works will contribute 42.68 per cent. Over 90 per cent of Council's income for the 2017|2018 financial year is reliant on grant funding.

Sources of Expenses

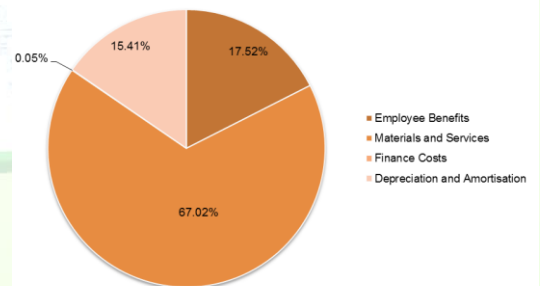
(Where does our money go?)

Statement of Comprehensive Income for the year ended 30 June 2018



	Budget 2017 2018	Percentage 2017 2018
Expenses		
Employee Benefits	\$ 5,230,410	17.52%
Materials and Services	\$ 20,004,568	67.02%
Finance Costs	\$ 14,490	0.05%
Depreciation and Amortisation	\$ 4,601,357	15.41%
Total Recurrent Expenses	\$ 29,850,825	100.00%
Total Expenses	\$ 29,850,825	100.00%

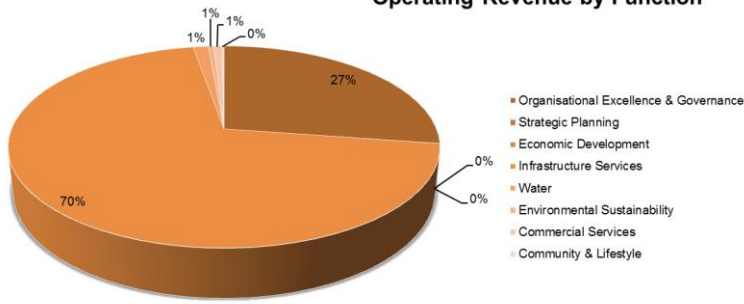
Sources of Operating Expenses



The Operating Budget relates to what is required for the day to day running of all services, facilities and requirements of the shire. This includes maintenance and operation of facilities such as the pool, community halls, public amenities, libraries, mowing of parks, road maintenance, town streets, waste, environmental health, electricity, communication, information technology (IT), insurances, staff costs and service provision.

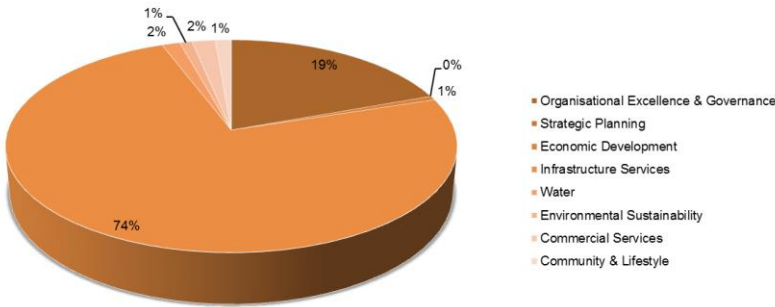
For the 2017|2018 financial year, employee benefits will cost 17.52 percent of the total operating budget, with materials & services amounting to 67.02 percent.

Operating Revenue by Function



	Budget 2017/18	% of Budget
Operating Revenue by Function		
Organisational Excellence & Governance	\$ 8,207,806	27.33%
Strategic Planning	\$ 6,000	0.02%
Economic Development	\$ -	0.00%
Infrastructure Services	\$ 21,002,200	69.93%
Water	\$ 396,437	1.32%
Environmental Sustainability	\$ 151,627	4.00%
Commercial Services	\$ 211,493	0.70%
Community & Lifestyle	\$ 59,604	0.20%
Total Operating Revenue	\$ 30,035,167	100.00%

Operating Expenditure by Function



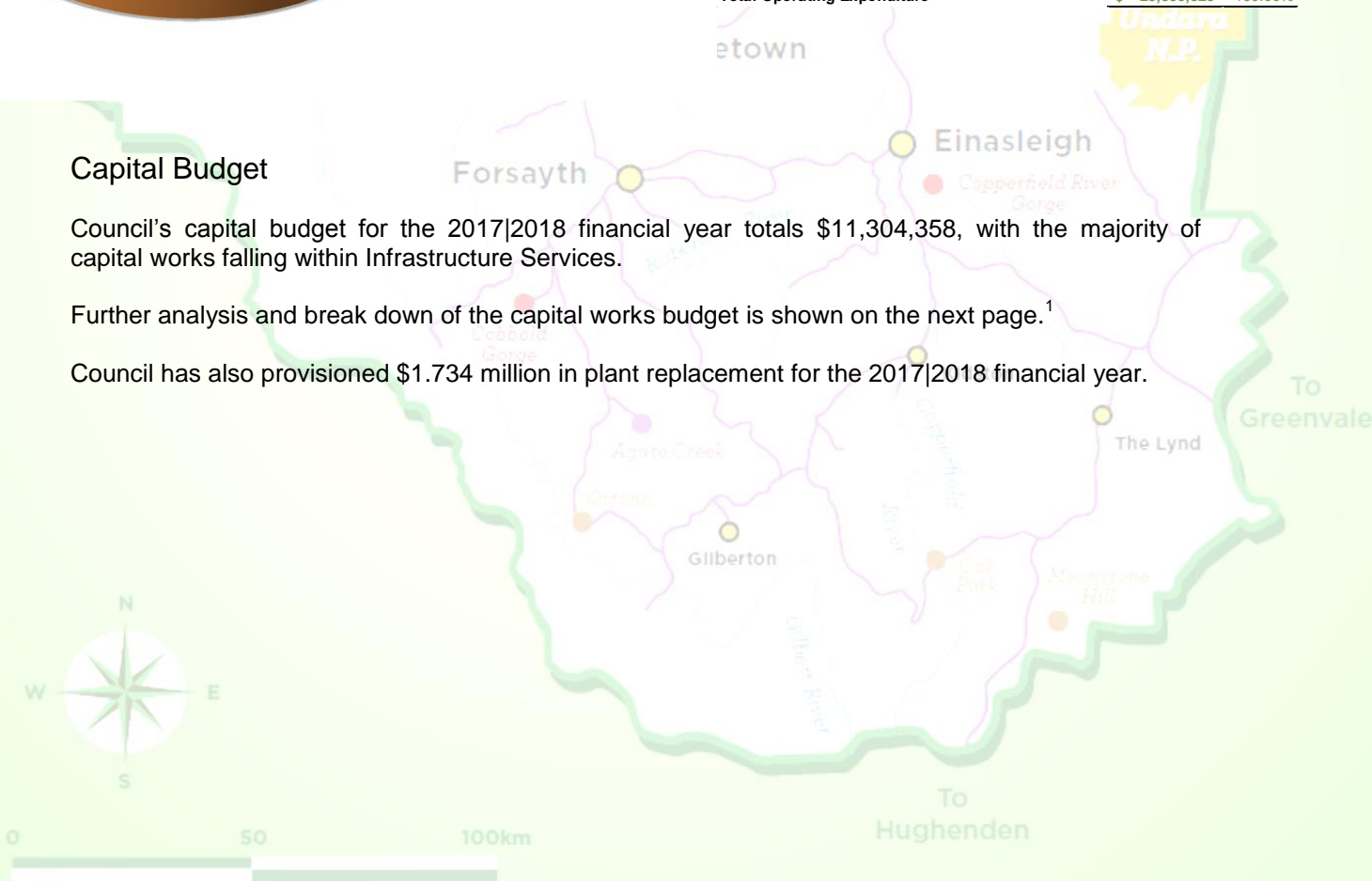
	Budget 2017/18	% of Budget
Operating Expenditure by Function		
Organisational Excellence & Governance	\$ 5,803,000	19.44%
Strategic Planning	\$ 1,000	0.00%
Economic Development	\$ 184,845	0.62%
Infrastructure Services	\$ 22,143,792	74.18%
Water	\$ 443,775	1.49%
Environmental Sustainability	\$ 306,585	1.03%
Commercial Services	\$ 572,900	1.92%
Community & Lifestyle	\$ 394,928	1.32%
Total Operating Expenditure	\$ 29,850,825	100.00%

Capital Budget

Council's capital budget for the 2017|2018 financial year totals \$11,304,358, with the majority of capital works falling within Infrastructure Services.

Further analysis and break down of the capital works budget is shown on the next page.¹

Council has also provisioned \$1.734 million in plant replacement for the 2017|2018 financial year.



¹ Some items within the capital budget are subject to grant funding. Council has grant applications lodged for the Recreational Precinct for the Charleston Dam, Gymnasium & Bowling Green for Georgetown, Solar Pump Station & Reticulation for Charleston Dam along with new grant applications for upgrades to the sporting fields which is yet to be lodged.



2017/2018 PLANT REPLACEMENT BUDGET

Plant No.	Item	Rego No.	Purchase Date	Age of Plant	Gross Cost	Kms/hrs 10-Apr-17	Hours 10-Apr-17	Particulars/Notes	Expected Trade	Actual(s)	W.D.V.	Gain / Loss on Trade	2017/18 Budget		2017/18 Net Change		Replacement Details		2017/18		
													Budget	Net Change	2017/18	Net Change	2017/18	Net Change			
2209	Truck Mitsubishi Fuso Fighter FK600	863-LWY	01-Oct-09	7yrs 8mths	\$ 108,620	184,846	N/A	Truck Mitsubishi Fuso Fighter FK600	\$ 35,000	\$ 35,000	\$ 32,585	\$ 2,415	\$ 135,000	\$ 100,000	Replace with similar style truck	\$ 135,000	\$ 100,000		\$ 135,000	\$ 100,000	
2179	Truck Mitsubishi Fuso Fighter	864-LWY	01-Oct-09	7yrs 8mths	\$ 91,920	201,922	N/A	Truck Mitsubishi Fuso Fighter	\$ 35,000	\$ 35,000	\$ 27,575	\$ 7,425	\$ 135,000	\$ 100,000	Replace with similar style truck	\$ 135,000	\$ 100,000		\$ 135,000	\$ 100,000	
1113	Nissan Navara Single Cab 4x4 Utility	961-SXO	18-Feb-13	4yrs 4mths	\$ 36,665	69,233	N/A	Nissan Navara Single Cab 4x4 Utility	\$ 13,000	\$ 13,000	\$ 17,602	-\$ 4,602	\$ 40,000	\$ 27,000	Replace with Isuzu Utility or similar style 4x4 Utility	\$ 40,000	\$ 27,000		\$ 40,000	\$ 27,000	
2391	2011 Northstar Bogie Tag Trailer	599-QUO	10-Dec-11	5yrs 6mths	\$ 41,040	N/A	21	2011 Northstar Bogie Tag Trailer	\$ 30,000	\$ 30,000	\$ 29,651	\$ 349	\$ -	-\$ 30,000		\$ -	-\$ 30,000		\$ -	-\$ 30,000	
New	80hp Tractor							80hp Tractor	\$ -	\$ -	\$ -	\$ -	\$ 56,000	\$ 56,000	Purchase of a Challenger Tractor or similar	\$ 56,000	\$ 56,000		\$ 56,000	\$ 56,000	
New	4 in 1 Bucket for existing New Holland Tractor (Plant No.3101)							4 in 1 Bucket for existing New Holland Tractor (Plant No.3101)	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000	Purchase 4in1 Bucket for existing New Holland Tractor (Plant No.3101)	\$ 11,000	\$ 11,000		\$ 11,000	\$ 11,000	
New	Trailer for Parks & garden Tractor (Plant No.3101)							Trailer for Parks & garden Tractor (Plant No.3101)	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	Trailer for Parks & garden Tractor (Plant No.3101)	\$ 10,000	\$ 10,000		\$ 10,000	\$ 10,000	
New	4x4 Dual Cab Utility (Works Manager)							4x4 Dual Cab Utility (Works Manager)	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000	4x4 Dual Cab Utility (Works Manager)	\$ 55,000	\$ 55,000		\$ 55,000	\$ 55,000	
New	Tyre Balancing Machine + Truck Tyre Changer							Tyre Balancing Machine + Truck Tyre Changer	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	Tyre Balancing Machine + Truck Tyre Changer	\$ 12,000	\$ 12,000		\$ 12,000	\$ 12,000	
Used	950h Wheel Loader							950h Wheel Loader	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ 480,000	Purchase a 950H Wheel Loader	\$ 480,000	\$ 480,000		\$ 480,000	\$ 480,000	
Used	Tri-Axle Float							Tri-Axle Float	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	Tri-Axle Float	\$ 75,000	\$ 75,000		\$ 75,000	\$ 75,000	
Used	2 x Side Tipper(s) + Dolley							2 x Side Tipper(s) + Dolley	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000	2 x Side Tipper(s) + Dolley	\$ 125,000	\$ 125,000		\$ 125,000	\$ 125,000	
Used	1 x Prime Mover (side tippers)							1 x Prime Mover (side tippers)	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	1 x Prime Mover (side tippers)	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000	
Used	1 x Prime Mover (semi-water cart)							1 x Prime Mover (semi-water cart)	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	1 x Prime Mover (semi-water cart)	\$ 150,000	\$ 150,000		\$ 150,000	\$ 150,000	
Used	Semi Water Cart							Semi Water Cart	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	Semi Water Cart	\$ 80,000	\$ 80,000		\$ 80,000	\$ 80,000	
Used	Grader 140 (14Mseries or Equivalent)							Grader 140 (14Mseries or Equivalent)	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ 220,000	Grader 140 (14Mseries or equivalent)	\$ 220,000	\$ 220,000		\$ 220,000	\$ 220,000	
									0	\$ 113,000	\$ 113,000	\$ 107,412	\$ 5,588	\$ 1,734,000	\$ 1,621,000		\$ 1,734,000	\$ 1,621,000		\$ 1,734,000	\$ 1,621,000

Etheridge Shire Council Budget 2017|2018

In accordance with Section 170 of the Local Government Regulation 2012 and pursuant with Section 107A of the Local Government Act 2009 the 2017|2018 Budget reveals:

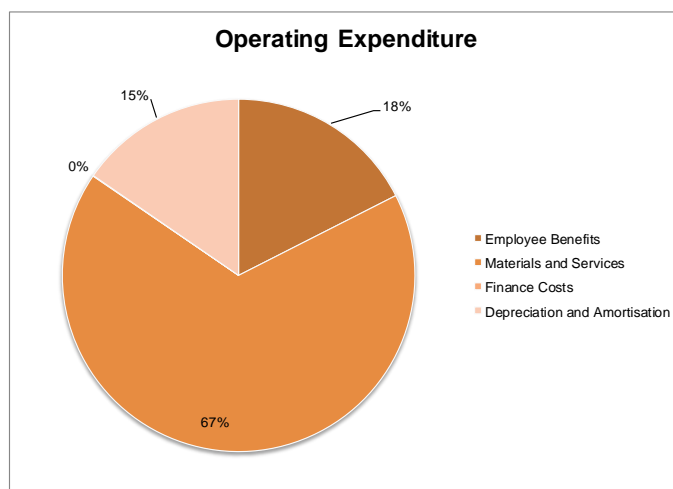
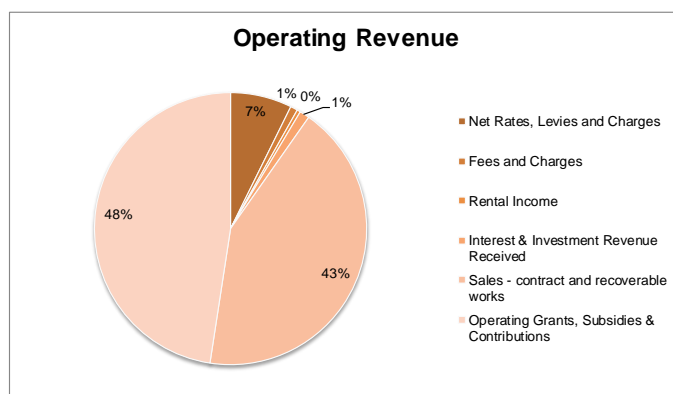
Total revenue from ordinary activities amounting to \$30,035,167, total expenses from ordinary activities (including depreciation) amounting to \$29,850,825 and capital funding operations amounting to \$11,304,358.

Statement of Comprehensive Income

for the year ended 30 June 2018



\$'s	Budget 2017 2018	Budget 2016 2017
Revenue		
Net Rates, Levies and Charges	\$ 2,192,340	\$ 2,416,692
Fees and Charges	\$ 255,625	\$ 290,395
Rental Income	\$ 123,400	\$ 148,604
Interest & Investment Revenue Received	\$ 353,785	\$ 291,776
Sales - contract and recoverable works	\$ 12,819,799	\$ 1,270,000
Operating Grants, Subsidies & Contributions	\$ 14,290,218	\$ 19,606,512
Total Recurrent Revenue	\$ 30,035,167	\$ 24,023,979
Capital Revenue		
Capital Grants, Subsidies & Contributions	\$ 7,412,225	\$ 4,287,568
Total Capital Revenue	\$ 7,412,225	\$ 4,287,568
Capital (Expenses) / Income		
Capital Income	\$ 5,588	-\$ 42,786
Total Income	\$ 37,452,980	\$ 28,268,761
Expenses		
Employee Benefits	\$ 5,230,410	\$ 4,386,126
Materials and Services	\$ 20,004,568	\$ 15,898,138
Finance Costs	\$ 14,490	\$ 15,288
Depreciation and Amortisation	\$ 4,601,357	\$ 3,602,919
Total Recurrent Expenses	\$ 29,850,825	\$ 23,902,471
Total Expenses	\$ 29,850,825	\$ 23,902,471
Net Operating Result	\$ 7,602,155	\$ 4,366,290
Other Comprehensive Income		
Increase / (decrease) in asset revaluation surplus	\$ -	\$ -
Total other comprehensive income for the year	\$ -	\$ -
Total comprehensive income for the year	\$ 7,602,155	\$ 4,366,290

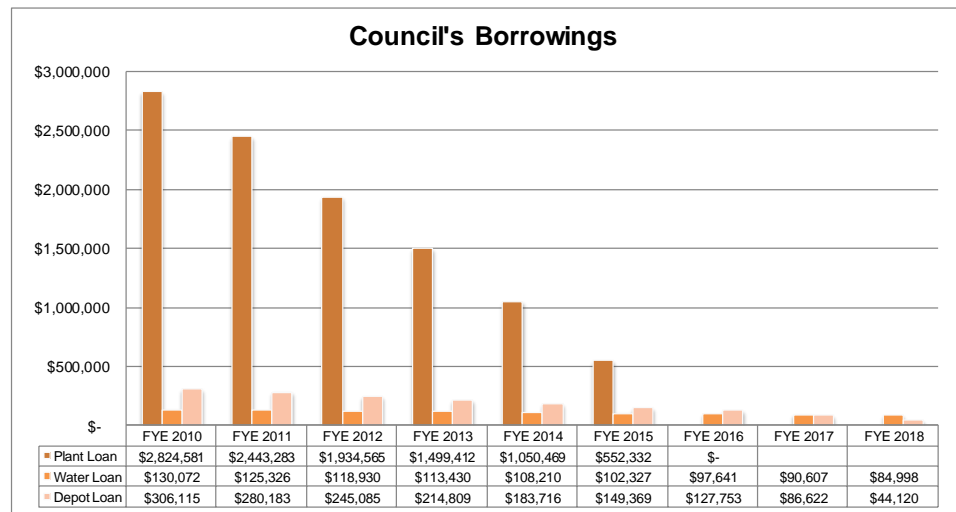
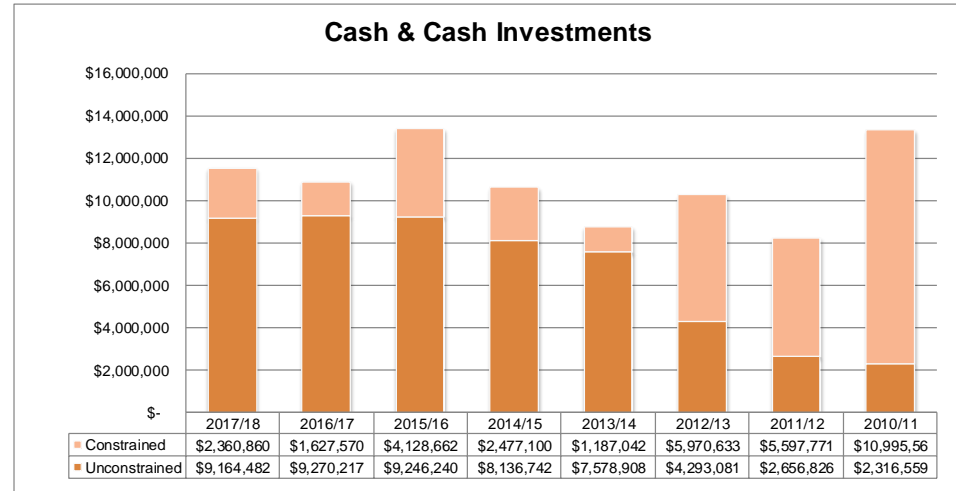


Statement of Financial Position

for the year ended 30 June 2018



	Actuals		Budget	
\$'s	2017 2018		2016 2017	
Current Assets				
Cash & Cash Equivalents	\$	11,525,342	\$	9,818,838
Trade & Other Receivables	\$	2,846,160	\$	4,096,243
Inventories	\$	402,189	\$	450,992
Other Financial Assets	\$	-	\$	-
Total Current Assets	\$	14,773,691	\$	14,366,073
Non-Current Assets				
Other Assets	\$	-	\$	-
Property, Plant & Equipment	\$	188,833,372	\$	184,941,108
Capital Works in Progress (WIP)	\$	-	\$	-
Total Non-Current Assets	\$	188,833,372	\$	184,941,108
Total Assets	\$	203,607,063	\$	199,307,181
Current Liabilities				
Trade & Other Payables	\$	1,644,528	\$	1,307,000
Borrowings	\$	53,697	\$	52,163
Provisions	\$	5,404	\$	640,988
Total Current Liabilities	\$	1,703,629	\$	2,000,151
Non-Current Liabilities				
Trade & Other Payables	\$	-	\$	-
Borrowings	\$	69,368	\$	110,928
Provisions	\$	483,744	\$	417,790
Total Non-Current Liabilities	\$	553,112	\$	528,718
Total Liabilities	\$	2,256,741	\$	2,528,869
Net Community Assets	\$	201,350,322	\$	196,778,312
Community Equity				
Asset Revaluation Reserve	\$	125,499,982	\$	125,499,982
Other Reserves (Capital)	\$	9,164,482	\$	9,270,217
Retained / (deficiency)	\$	66,685,858	\$	62,008,113
Total Community Equity	\$	201,350,322	\$	196,778,312



Statement of Cashflows

for the year ended 30 June 2018



\$'s	Budget 2017 2018	Budget 2016 2017
Cash Flows from Operating Activities		
Receipts from customers	\$ 28,123,968	\$ 20,694,816
Payment to suppliers and employees	-\$ 24,586,061	-\$ 19,334,791
	\$ 3,537,907	\$ 1,360,025
Interest received	\$ 353,785	\$ 291,776
Rental Income	\$ 123,400	\$ 148,604
Borrowing Costs	-\$ 10,640	-\$ 11,588
Net Cash Inflow (Outflow) From Operating Activities	\$ 4,004,452	\$ 1,788,817
Cash Flow from Investing Activities :		
Payments for property, plant and equipment	-\$ 11,304,358	-\$ 4,994,790
Proceeds From sale of property, plant and equipment	\$ 113,000	\$ 77,000
Grants, Subsidies, Contributions and Donations	\$ 7,412,225	\$ 4,287,568
Other	\$ -	\$ -
Net Cash Inflow (Outflow) From Investing Activities	-\$ 3,779,133	-\$ 630,222
Cash Flow from Financing Activities :		
Proceeds from borrowings	\$ -	\$ -
Repayment of borrowings	-\$ 47,764	-\$ 46,816
Net cash provided by financing activities	-\$ 47,764	-\$ 46,816
Net Increase (Decrease) in Cash Held	\$ 177,555	\$ 1,111,779
Cash at beginning of reporting period	\$ 11,347,787	\$ 8,707,059
Cash at end of Reporting Period	\$ 11,525,342	\$ 9,818,838

// 2017-2018 result

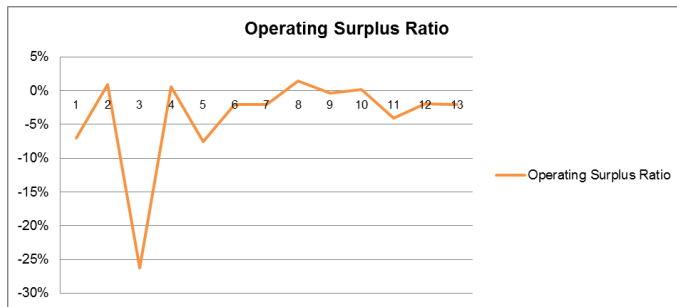
\$11,347,787	opening balance
+ \$36,126,378	cash received
- (\$35,948,823)	cash spent
\$11,525,342	cash available at year end

Financial Sustainability Indicators

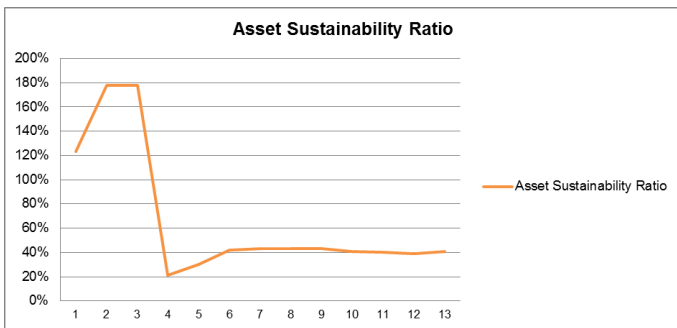
as at 30 June 2018

Measures of financial sustainability

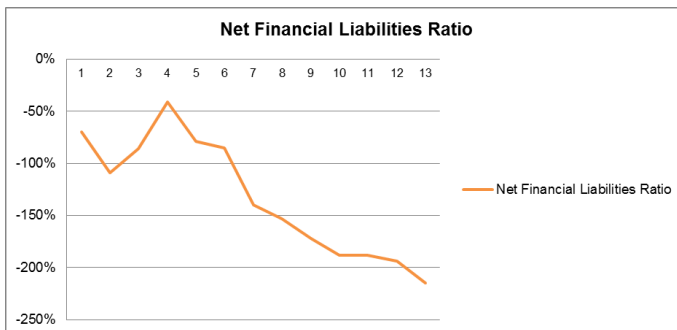
	Target	Actual 2015	Actual 2016	Actual 2017	Budget 2018	Long Term Financial Plan Projections								
						Yr 1 2019	Yr 2 2020	Yr 3 2021	Yr 4 2022	Yr 5 2023	Yr 6 2024	Yr 7 2025	Yr 8 2026	Yr 9 2027
Ratio														
Operating Surplus Ratio	0 - 10%	-7%	1%	-26%	1%	-8%	-2%	-2%	1%	0%	0%	-4%	-2%	-2%
Asset Sustainability Ratio	> 90%	123%	178%	178%	21%	30%	42%	43%	43%	43%	41%	40%	39%	41%
Net Financial Liabilities Ratio	< 60%	-70%	-109%	-86%	-41%	-79%	-85%	-140%	-153%	-172%	-188%	-188%	-194%	-215%



Operating Surplus ratio	Net Operating Surplus divided by Total Operating Revenue	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.
	Expressed as a %	The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates.



Asset Sustainability ratio	Capital Expenditure on the Replacement of Assets (renewals) divided by Depreciation Expense	This is an approximation of the extent to which the infrastructure assets managed by the council are being replaced as these reach the end of their useful lives.
	Expressed as a %	Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period.



Net Financial Liabilities ratio	Total Liabilities less Current Assets divided by Total Operating Revenue	This is an indicator of the extent to which the net financial liabilities of a Council can be serviced by its operating revenues.
	Expressed as a %	A ratio greater than zero (positive) indicates that total liabilities exceed current assets. These net liabilities must be serviced using operating revenues.
		A positive value less than 60% indicates the council has the capacity to fund the liabilities and appears to have the capacity to increase its loan borrowings.

Land valuations - how do they impact on rates?

Rates are based on the unimproved value of your land. You receive a valuation approximately every two years from the Department of Natural Resources & Mines.

For the 2017|2018 financial year Etheridge Shire was not subject to a revaluation by the Department, which means property valuations have remained the same as per the valuation for the 2016|2017 financial year.

In 2011 the Queensland Government moved to a 'site valuation' methodology for non-rural land, because site value was a closer reflection of the land's current value. Most residential land, except land with extensive site works, is unlikely to be significantly affected, other than through normal market movement and in some cases valuations have dropped.

While council uses land valuations as a base to calculate rates, changes to land valuation don't automatically coincide with changes to council rates. Many other factors are considered. In the last valuation, there was a slight drop in the rural sector, while townships have remained consistent.

What are my costs this year?

Just as Federal and State Governments collect taxes to pay for services, programs and initiatives, council collects rates to fund the extensive services it provides to the community.

Water Charges - Georgetown

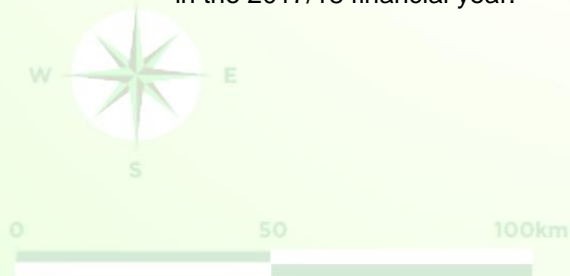
- The Base Water Charge – no increase in the 2017/18 financial year.
- The Consumption Charge has remained the same at 50.00 cents / kilolitre for consumption below 700 kilolitres and furthermore the Consumption Charge has remained the same at 100.00 cents / kilolitre for consumption above 700 kilolitres for Georgetown.

Water Charges - Forsayth

- The Base Water Charge – no increase in the 2017/18 financial year.
- The Consumption Charge has remained the same at 80.00 cents / kilolitre for consumption below 500 kilolitres and furthermore the Consumption Charge will remain the same at 175.00 cents / kilolitre for consumption above 500 kilolitres for Forsayth.

Cleansing Charges

- The Cleansing Charge for Georgetown – no increase in the 2017/18 financial year.
- The Cleansing Charge (Special Charge) for Forsayth, Einasleigh & Mt Surprise – no increase in the 2017/18 financial year.



Comparative Rates & Charges for an Occupied Residence at Georgetown, Forsayth, Einasleigh & Mt Surprise which has an "unimproved valuation" less than \$17,500.

		2016/2017	2017/2018
		Gross Rates & Charges	Gross Rates & Charges
Georgetown	UV \$9,400	\$ 556.00	\$ 590.00
	Cleansing	\$ 479.40	\$ 479.40
	Water Base Charge	\$ 623.60	\$ 623.60
	Water Consumption Charge (based on 500 kilolitres / half year)	\$ 500.00	\$ 500.00
	Total	\$ 2,159.00	\$ 2,193.00
Forsayth	UV \$9,400	\$ 556.00	\$ 590.00
	Waste Management Levy	\$ 176.46	\$ 176.46
	Water Base Charge	\$ 623.60	\$ 623.60
	Water Consumption Charge (based on 500 kilolitres / half year)	\$ 800.00	\$ 800.00
	Total	\$2,156.06	\$2,190.06
Einasleigh	UV \$9,400	\$ 556.00	\$ 590.00
	Waste Management Levy	\$ 176.46	\$ 176.46
	Total	\$ 732.46	\$ 766.46
Mt Surprise	UV \$9,400	\$ 556.00	\$ 590.00
	Waste Management Levy	\$ 176.46	\$ 176.46
	Total	\$ 732.46	\$ 766.46

Rating Comparisons

Georgetown

A residential ratepayer residing in Georgetown with a valuation of \$9,400 will have an annual bill increase by \$34.00 for the 2017|2018 year. This equates to \$0.65 per week increase. This calculation includes the general rate, cleansing, and water base access charge and the water consumption charge based on 1000 kilolitres for the year.

Forsayth

A residential ratepayer residing in Forsayth with a valuation of \$9,400 will have an annual bill increase by \$34.00 for the 2017|2018 year. This equates to \$0.65 per week increase. This calculation includes the general rate, cleansing, and water base access charge and the water consumption charge based on 1000 kilolitres.

Einasleigh

A residential ratepayer residing in Einasleigh with a valuation of \$9,400 will have an annual bill increase by \$34.00 for the 2017|2018 year. This equates to \$0.65 per week increase. This calculation includes the general rate and waste management levy.

Mt Surprise

A residential ratepayer residing in Mt Surprise with a valuation of \$9,400 will have will have an annual bill increase by \$34.00 for the 2017|2018 year. This equates to \$0.65 per week increase. This calculation includes the general rate and waste management levy.

Comparative Rates & Charges for a Commercial / Industrial Premises at Georgetown, Forsayth, Einasleigh & Mt Surprise which has an "unimproved valuation" of \$21,500

		2016/2017	2016/2017
		Gross Rates & Charges	Gross Rates & Charges
Georgetown	UV \$21,500	\$ 998.50	\$ 1,058.40
	Cleansing	\$ 479.40	\$ 479.40
	Water Base Charge	\$ 623.60	\$ 623.60
	Water Consumption Charge (based on 500 kilolitres / half year)	\$ 500.00	\$ 500.00
	Total	\$ 2,601.50	\$ 2,661.40
Forsayth	UV \$21,500	\$ 998.50	\$ 1,058.40
	Waste Management Levy	\$ 176.46	\$ 176.46
	Water Base Charge	\$ 623.60	\$ 623.60
	Water Consumption Charge (based on 500 kilolitres / half year)	\$ 800.00	\$ 800.00
	Total	\$2,598.56	\$2,658.46
Einasleigh / Mt Surprise	UV \$21,500	\$ 998.50	\$ 1,058.40
	Waste Management Levy	\$ 176.46	\$ 176.46
	Total	\$1,174.96	\$1,234.86

Rating Comparisons

Georgetown

A commercial / industrial ratepayer conducting a commercial / industrial business in Georgetown with a valuation of \$21,500 will have an annual bill increase by \$59.90 for the 2017|2018 year. This equates to \$1.15 per week increase. This calculation includes the general rate, cleansing, and water base access charge and the water consumption charge based on 1000 kilolitres for the year.

Forsayth

A commercial / industrial ratepayer conducting a commercial / industrial business in Forsayth with a valuation of \$21,500 will have an annual bill increase by \$59.90 for the 2017|2018 year. This equates to \$1.15 per week increase. This calculation includes the general rate, waste management levy, water base access charge and the water consumption charge based on 1000 kilolitres.

Einasleigh & Mt Surprise

A commercial / industrial ratepayer conducting a commercial / industrial business in Einasleigh or Mt Surprise with a valuation of \$21,500 will have an annual bill increase by \$59.90 for the 2017|2018 year. This equates to \$1.15 per week increase. This calculation includes the general rate and waste management levy.

Comparative Rates & Charges for the Rural Assessments 2017|2018

U.C.V	Gross Rates 2016 2017	Gross Rates 2017 2018	\$ Increase per annum	\$ increase per week
\$ 350,000	\$ 4,432.40	\$ 4,698.30	\$ 265.90	\$ 5.11
\$ 510,000	\$ 6,458.60	\$ 6,846.10	\$ 387.50	\$ 7.45
\$1,200,000	\$12,404.70	\$13,149.00	\$ 744.30	\$14.31
\$2,000,000	\$21,431.80	\$22,717.70	\$1,285.90	\$24.72
\$2,400,000	\$28,944.30	\$30,681.00	\$1,736.70	\$33.39
\$6,545,000	\$79,596.70	\$84,372.50	\$4,775.80	\$91.84
\$8,160,000	\$99,237.30	\$105,191.50	\$5,954.20	\$114.50

Revenue Policy 2017/2018



/Etheridge Shire Council



REVENUE POLICY 2017/2018

The purpose of this revenue policy is to set out: -

1. The principles intended to be used by Council for:

- Levying rates and charges; and
- Granting concessions for rates and charges; and
- Recovering overdue rates and charges; and
- Cost recovery fees; and.

2. The purposes for concessions; and

3. The extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development; and

4. The amount of each reserve to be kept in the operating fund and the way in which Council intends to ensure funding is available to support the purpose of each reserve.

The period covered by this policy applies to the financial year **2017/2018**.

INTRODUCTION

Etheridge Shire Council can be recognised as a Category 1 Local Government that is well known for its diverse range of rural and mining bases.

For many years, the Council's budget has been revenue driven rather than expenditure orientated. This approach has meant that Council provides for the necessary administrative, maintenance and operational expenses through revenue. An amount of revenue will be set aside for capital expenditures in the current budget and another amount set apart for future capital expenditure. It is acknowledged that Council must "maintain" and "control" expenses and be prepared to allocate necessary resources over an extended period of time in order to purchase discretionary capital items. Council must also seek out and await the allocation of special grants. Borrowing is not a preferred budget option; however it may be contemplated in special circumstances.

The revenue based budget approach reverses the textbook approach to rating. The usual budget model will see rates calculated so as to deliver the difference between budget expenditure and other income. Although the budget expenditures contemplated under the usual model may have been subject to trimming to fit economic circumstances, the underlying approach differs considerably both in theory and in practice to that used by Etheridge Shire Council along with many other Regional and Shire councils.

Council has made a decision to trim expenditure so as to permit it to live within its usual income. This may see some expenditure deferred and some temporary acceptance of lower standards for roads or other infrastructure than is ordinarily desirable. However, Council considers that containing rate increases and providing greater certainty about rate levels from year to year is a better option for its community than raising more revenue to fund more or better services that cannot be sustained in the long term.

The rate increases in some differential categories may be higher than those in others. However, such adjustments will be directed at achieving greater rating equity within Council's broader strategy of containing, through conservative budgeting, the increase in aggregate general rate revenue.

The overall rating strategy will continue to see differential rating, minimum rates and concessions used to gather necessary revenue equitably and to acknowledge different patterns for the use of Council's services.



A Principles used for the levying of rates & charges

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

Council will also have regard to the principles of:

- transparency in the making of rates and charges
- having in place a rating regime that is simple and inexpensive to administer
- flexibility to take account of changes in the local economy.

In levying rates Council will apply the principles of:

- making clear what is the Council's and each ratepayers responsibility to the rating system
- making the levying system simple and inexpensive to administer
- timing the levy of rates to take into account the financial cycle of local economic activity, in order to assist smooth running of the local economy

In accordance with section 94 of the Local Government Act 2009 Council: -

1. must make and levy general rates (which includes determining differential general rates and minimum general rates); and
2. may also levy separate rates and charges. special rates and charges and utility charges

to assist in funding the operation and maintenance of Council services and facilities.

Where possible, Council will endeavour to base all rates and charges on a full cost recovery basis.

In making its decisions regarding the quantum of rates and charges, Council will endeavour to avoid undertaking borrowings. It is understood however, that in order for Council to undertake certain specific projects, borrowing may be a necessary requirement.

GENERAL RATES

Council recognises that different categories of land use will generate different needs and requirements for Council services and facilities. Council also recognises that it will incur a different level of resource expenditure to provide the necessary services and facilities.

Although a single general rate would provide simplicity, its adoption would necessitate Council setting a high minimum rate to deal with the fact that land values in towns and villages are very low in relation to rural land but those who live in towns and villages have greater access to council services.

Council believes that the existing distribution of the general rate burden through its differential rates regime is generally equitable as it reflects incremental changes over many years.

Council proposes therefore to continue to levy differential general rates to ensure that the rate burden is distributed in similar fashion to the pattern in recent years. Council will continue to gather data and to consider this information so as to further refine this process.

To ensure that owners of land across all differential categories contribute equitably to the cost of common services, Council applies a minimum rate to each differential rating category.

SPECIAL RATES AND CHARGES

Council may make and levy a special rate or charge on rateable land, to help defray the cost of providing a service, facility and or an activity where:

- the land, or the occupier of the land, has or will especially benefit from the provision of the service, facility or activity; or



- the occupier of the land, or the use made or to be made of the land, has, or will, especially contribute to the need for the service, facility or activity.

Examples of services that may necessitate a special rate or charge are:

- improvements to road construction standards and maintenance procedures necessitated by mining operations; and
- rural fire prevention and firefighting services.

UTILITY CHARGES

Council may make and levy a utility charge on any land, whether vacant or occupied, and whether or not it is rateable land; or a structure; to recover costs in relation to the provision of services and/or facilities. Examples may include cleansing, sewerage and water charges.

Generally, utility charges will be calculated on a full cost recovery basis.

INTEREST

Council may impose interest on rates and charges that remain unpaid after the appointed date for payment (ie: the date on which the discount period closes) and includes assessments that are making payments of outstanding rates by instalment.

LEVYING OF RATES AND CHARGES

In accordance with section 104 of the Local Government Regulation 2012, Council will issue a rates notice to the owner of the land on which a rate or charge has been applied. Rates notices shall include the date the notice was issued, the date by which time the rate must be paid and any discounts, rebates or concessions applied.

Council will issue notices on a yearly basis during the period 01 July to 30 June in the respective financial year.

Council will responsibly ensure that the rates and charges applied are correct and are generally issued within the month of August to better take into account the financial cycle of the local economy.

PAYMENT OF RATES AND CHARGES

Owner Liability

Section 127 of the Local Government Regulation 2012 details the liability of the 'owner' to pay rates and charges levied against land held in their name. It also describes the liability of persons' at whose request a service is supplied to a structure or land that is not rateable land.

Where joint ownership of a property exists or other persons are liable to pay a rate, all owners or other persons are jointly and severally liable.

Rates and charges will exist with the land ie. Where a change in ownership occurs and a rate or charge exists against the land the 'owner' of the land will become liable for payment.

Where land ceases to be rateable land under section 110 of the Local Government Regulation 2012 the owner of the said land immediately before it ceased to be rateable land is taken to continue as the owner of the land, and the land is taken to continue to be rateable land for the levy, collection or refund of a rate on the land for any period before it ceased to be rateable land.

Methods of Payment

Council may accept the payment of rates and charges by differing methods. These may include cheque, cash, direct debit and or electronic means.

Payments in Advance

Payments in advance by way of lump sum or instalments may be accepted, however interest will not be payable on any credit balances held.

Payment by Instalments

Council may allow payments by instalment where it will benefit both the individual and the collection of overdue rates and charges.



B Principles used for granting concessions for rates and charges

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

- the same treatment for ratepayers with similar circumstances
- transparency by making clear the requirements necessary to receive concessions
- flexibility to allow Council to respond to local economic issues.

Consideration may be given by Council to granting a class concession in the event all or part of the local government area is declared a natural disaster area by the State Government.

Discount

In accordance with section 130 of the Local Government Regulation 2012, Council may allow a discount on all General Rates, if payment is made within 30 clear days from the date of issue of the notice.

If Council is satisfied that a person liable to pay a rate has been prevented, by circumstances beyond the person's control, from paying the rate in time to benefit from a discount under section 130 of the Local Government Regulation 2012, then Council under section 130(10) of the Local Government Regulation 2012, may still allow the discount following written application by the ratepayer.

General Rate Caps

Because general rates are made and levied upon the unimproved value of land determined by the Department of Natural Resources & Mines, Council recognizes that the statutory valuation process may result in unusually high valuation increases for at least some classes of land, if not for all land. Where it considers that applying the differential general rate to affected lands or classes of land will produce inequities between ratepayers or classes of ratepayer, Council may cap general rate increases for the lands or classes of land concerned.

Other Rebates and Concessions

Council may, at its discretion allow other concessions or remissions. These may include pensioner rebates, natural hardship and or social and economic incentives.

C Principles used for the recovery of overdue rates and charges

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

- transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations;
- making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective;
- equity by having regard to providing the same treatment for ratepayers with similar circumstances; and
- flexibility by responding where necessary to changes in the local economy.

Section 132 of the Local Government Regulation 2012 describes an 'overdue rate' as "an amount of a rate payable to a local government that remains unpaid at the end of the period specified in the rate notice as the period within which the amount of the rate is payable, (including any amount of interest on the rate under section 133 of the Regulation)".

With due regard for financial hardship, Council shall actively pursue the collection of outstanding rates and charges.

Council may use the following as a referral guide for the recovery of rates and charges:

Standard Performance:

- Council may refer overdue rates to a mercantile agent or a solicitor for recovery.



- Generally an account will not be referred for external recovery action unless it is \$500.00 or greater in value.
- Council may negotiate payment plans for any debt that may be referred to an external recovery agent.

D Principles used for determining cost-recovery fees

Section 97 of the Local Government Act 2009 allows Council to set cost-recovery fees.

The Council recognises the validity of fully imposing the user pays principle for its cost-recovery fees, unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals. This is considered to be the most equitable and effective revenue approach, and is founded on the basis that the Shire's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.

However, in setting its cost-recovery fees, Council will be cognizant of the requirement that such a fee must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

OTHER MATTERS

Purpose of concessions

Refer to section B of this policy.

Physical and social infrastructure costs for new development

Council requires developers to pay reasonable and relevant contributions towards the cost of infrastructure required to support the development. Specific charges are detailed in the policies and other material supporting Councils' town planning schemes. These policies are based on normal anticipated growth rates. Where a new development is of sufficient magnitude to accelerate the growth rate of a specific community within the Shire, it may be necessary to bring forward social infrastructure projects.

Where this occurs, Council expects developers to meet sufficient costs so that the availability of facilities is not adversely affected and so that existing ratepayers are not burdened with the cost of providing the additional infrastructure."

Operating fund reserves

Council will maintain classes of reserves within its operating fund. These are:

Plant Replacement Reserve
Road Improvement Reserve
Future Capital Reserve
Georgetown Town Improvement Reserve
Forsyth Town Improvement Reserve
Einasleyh Town Improvement Reserve
Mt Surprise Town Improvement Reserve
Oak Park Community Improvement Reserve
Bridges & Culverts Reserve
Disaster Management Reserve

Council during its budget deliberations will examine the purposes of its reserves to ensure that the reserves are used for that purpose. Those reserves that are intended to be ongoing will be supported by transfers from operations and these transfers will be included in Council's adopted budget.

Revenue Statement 2017/2018



/Etheridge Shire Council



REVENUE STATEMENT 2017/2018

The purpose of this document is to explain the revenue measures adopted in the budget concerning:

- the making of rates and charges
- the levying of rates
- the recovery of rates and charges
- concessions for rates and charges

The period covered by this statement applies to the financial year 2017|2018.

INTRODUCTION

The Etheridge Shire Council can be recognized as a Category 1 local government which is well known for its diverse range of rural and mining bases.

For many years, the Council's budget has been revenue driven rather than expenditure orientated. This approach has meant that Council provides for the necessary administrative, maintenance and operational expenses through revenue. An amount of revenue will be set aside for capital expenditures in the current budget and another amount set apart for future capital expenditure. It is acknowledged that Council must '**maintain**' and '**control**' expenses and be prepared to allocate necessary resources over an extended period of time in order to purchase discretionary capital items. Council must also seek out and await the allocation of special grants. Borrowing is not a preferred budget option; however it may be contemplated in special circumstances.

The rate increases in some differential categories may be higher than those in others. However, such adjustments will be directed at achieving greater rating equity within Council's broader strategy of containing, through conservative budgeting, the increase in aggregate general rate revenue.

The overall rating strategy will continue to see differential rating, minimum rates and concessions used to gather necessary revenue equitably and to acknowledge different patterns for the use of Council's services.



LEGISLATIVE REQUIREMENTS

Council has noted the requirements of the following legislation which require that certain matters are included in the revenue statement, viz

Local Government Regulation 2012

S.172 Revenue statement

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



A Principles used for the making of rates & charges

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

Council will also have regard to the principles of:

- transparency in the making of rates and charges
- having in place a rating regime that is simple and inexpensive to administer
- flexibility to take account of changes in the local economy.

- a) In accordance with section 92 of the Local Government Act 2009 and section 77 of the Local Government Regulation 2012, Council may, for a financial year, make and levy: a general rate or differential general rate; and
 - b) minimum general rate; and
 - c) separate rate/charge; and
 - d) special rate/charge; and
 - e) utility charge,
- To fund the operation and maintenance of Council services and facilities.

Where possible, Council will endeavor to base all rates and charges on a full cost recovery basis.

In making its decisions regarding the quantum rates and charges, Council will endeavor to avoid undertaking borrowings. It is understood however, that in order for Council to undertake certain specific projects, borrowing may be a necessary requirement.

DIFFERENTIAL GENERAL RATES

In accordance with the Local Government Regulation 2012, Chapter 4 Rates and Charges Part 5 Differential Rates, Etheridge Shire Council will make and levy a differential general rate for the financial year ending 30th June 2018, taking into consideration the following aspects:

- Council recognises that different categories of land use will generate different needs and requirements for Council services and facilities. Council also recognises that it will incur a different level of resource expenditure to provide the necessary services and facilities.
- Council has considered the consequences of adopting 'one' general rate and acknowledges that to do so would seriously disturb the relative distribution of the rate burden.
- Although a 'single general rate' would provide simplicity, its adoption would necessitate Council setting a high minimum rate to deal with the fact that land values in towns and villages are very low in relation to rural land but those who live in towns and villages have greater access to council services.
- Council proposes therefore to continue to levy differential general rates to ensure that the rate burden is distributed in a similar fashion to the pattern in recent years. Council will continue to gather data and to consider this information so as to further refine this process.
- To ensure that owners of land across all differential categories contribute equitably to the cost of common services, Council applies a minimum rate to each differential rating category.
- Historically Council has maintained its minimum rates at very low levels, given the standards of services it provides; but Council cannot continue to do this without compromising or reducing those standards. Council therefore proposes to increase the minimum rates over a period of years, beginning with 2010-11, to enable it at least to maintain the current standards of services it provides.



Etheridge Shire Council – Revenue Statement 2017/2018

In accordance with Section 81 of the Local Government Regulation 2012, Chapter 4 Rates and Charges, Part 5 Differential General Rates, Council will identify the category in which each parcel of rateable land is to be included and describe each of those categories.

For the purposes of the proceeding table, and this document generally, the term “town plan” means the Town Planning Scheme for the Shire of Etheridge first gazetted on 28 October 2005 incorporating all the amendments up to and including 30 June 2018. For avoidance of doubt, and for the purposes of interpreting and applying this statement, the term “town plan” will continue to mean the said town planning scheme, notwithstanding that it may be replaced by a “Planning Act Scheme” before 30 June 2018.

Pursuant to section 81 of the Local Government Regulation 2012, Chapter 4 Rates and Charges, Part 5 Differential General Rates, the categories into which rateable land is categorised, and a description of those categories, is as follows:

Category 1 • Rural Land – Grazing & Agriculture

Description: Rural Land, that is not within any other rural category, predominantly used for cattle grazing or other conventional agricultural.

Category 2 • Rural Land – Other

Description: Rural land that does not fall within any other rural category.

Category 3 • Urban Land Etheridge Towns – (UV < \$17,500)

Description: Land used for urban purposes not included in any other category located in the town areas of Etheridge Shire Council as described in the town plan and having a UV less than \$17,500.

Category 4 • Urban Land Etheridge Towns – (UV > \$17,500)

Description: Land used for urban purposes not included in any other category located in the town areas of Etheridge Shire Council as described in the town plan and having a UV greater than \$17,500.

Category 5 • Urban Land Commercial / Industrial

Description: Land being utilised or having the potential to be utilised by virtue of improvements or activities conducted upon the property for a commercial or industrial purpose.

Category 6 • Rural – Large Scale Mixed Intensive Agriculture

Description: Rural land, that is not within any other rural category that is being utilised or has the potential to be utilised, in whole or in part, by virtue of improvements or activities conducted upon the property for a system of large scale intensive cultivation using large amounts of labour and/or high efficiency machinery for planting, cultivating and harvesting.

Category 7 • Rural – Large Scale Renewable Energy Farms

Description: Rural Land that is not within any other rural category that is being utilised or has the potential to be utilised in whole or in part by virtue of improvements or activities conducted upon the property for the production of electricity from renewable energy sources such as biomass, solar, wind, tidal, wave and water (i.e. hydro-electric).

Category 11 • Mining Claim

Description: Land upon which an approved Mining Tenement and or Mining Claim exists.

Category 12 • Commercial – Utility Service Providers

Description: Land being utilised or having the potential to be utilised by virtue of improvements or activities conducted upon the property for a Utility Service Provider (i.e. Telstra, Optus, Ergon, Energex).

Category 13 • Other Land

Description: Land not included in any other category.



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Category 14 • Mining (UV \$1-\$2,500)

Description: Land that is a mine and has an Unimproved Value of \$1 to \$2,500.

Definition(s)

Mine:

Land that is the subject of a mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

. as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation): or

. in conjunction with other land (the subject of a mining lease or other mine tenure) as part of an integrated mining operation.

Integrated mining operation:

Land contained in more than one mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation.

Category 15 • Mining (UV \$2,501 - \$6,500)

Description: Land that is a mine and has an Unimproved Value of \$2,501 to \$6,500.

Definition(s)

Mine:

Land that is the subject of a mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

. as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation): or

. in conjunction with other land (the subject of a mining lease or other mine tenure) as part of an integrated mining operation.

Integrated mining operation:

Land contained in more than one mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation.

Category 16 • Mining (UV \$6,501 - \$15,000)

Description: Land that is a mine and has an Unimproved Value of \$6,501 to \$15,000.

Definition(s)

Mine:

Land that is the subject of a mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

. as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation): or

. in conjunction with other land (the subject of a mining lease or other mine tenure) as part of an integrated mining operation.

Integrated mining operation:

Land contained in more than one mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation.



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Category 17 • Mining (UV \$15,001 - \$35,000)

Description: Land that is a mine and has an Unimproved Value of \$15,001 to \$35,000.

Definition(s)

Mine:

Land that is the subject of a mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

. as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation): or

. in conjunction with other land (the subject of a mining lease or other mine tenure) as part of an integrated mining operation.

Integrated mining operation:

Land contained in more than one mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation.

Category 18 • Mining (UV \$35,001 - \$60,000)

Description: Land that is a mine and has an Unimproved Value of \$35,001 to \$60,000.

Definition(s)

Mine:

Land that is the subject of a mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

. as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation): or

. in conjunction with other land (the subject of a mining lease or other mine tenure) as part of an integrated mining operation.

Integrated mining operation:

Land contained in more than one mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation.

Category 19 • Mining (UV >\$60,000)

Description: Land that is a mine and has an Unimproved Value greater than \$60,000.

Definition(s)

Mine:

Land that is the subject of a mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure that was used, is used, or intended to be used:-

. as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation): or

. in conjunction with other land (the subject of a mining lease or other mine tenure) as part of an integrated mining operation.

Integrated mining operation:

Land contained in more than one mining lease (issued pursuant to the Mineral Resources Act 1989) or other form of tenure which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, processing, stockpiling, haulage, water storage and rehabilitation.



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The following Differential Rates have been made for 2017|2018



DIFFERENTIAL RATING CATEGORIES 2017|2018

CATEGORY	Cents in Dollar of Unimproved Valuation 2017 2018
1 Rural Land - Grazing & Agriculture	1.3450
2 Rural Land - Other	2.3890
3 Urban Etheridge Towns (U.V. < \$17,500)	4.2500
4 Urban Etheridge Towns (U.V. > \$17,500)	6.7000
5 Urban Land Commercial / Industrial	6.7000
6 Rural - Large Scale Mixed Intensive Agriculture	1.3377
7 Rural – Large Scale Renewable Energy Farms	38.2041
11 Mining Claim	55.5550
12 Commercial - Utility Service Providers	74.5396
13 Other	6.7000
14 Mining - (U.V. \$1 - \$2,500)	20.2335
15 Mining - (U.V. \$2,501 - \$6,500)	36.3300
16 Mining - (U.V. \$6,501 - \$15,000)	37.6775
17 Mining - (U.V. \$15,001 - \$35,000)	36.8767
18 Mining - (U.V. \$35,001 - \$60,000)	60.9195
19 Mining - (U.V. > \$60,000)	72.9015

MINIMUM GENERAL RATE LEVY 2017|2018

In accordance with Local Government Regulation 2012, Chapter 4 Rates and Charges, Part 4 Minimum General Rates, the following Minimum General Rate Levies for the various categories of land, shall apply for 2017|2018:



MINIMUM GENERAL RATES 2017|2018

CATEGORY	Minimum General Rate 2017 2018
1 Rural Land - Grazing & Agriculture	\$ 850.00
2 Rural Land - Other	\$ 760.00
3 Urban Etheridge Towns (U.V. < \$17,500)	\$ 590.00
4 Urban Etheridge Towns (U.V. > \$17,500)	\$ 700.00
5 Urban Land Commercial / Industrial	\$ 710.00
6 Rural - Large Scale Mixed Intensive Agriculture	\$ 1,590.00
7 Rural – Large Scale Renewable Energy Farms	\$ 10,000.00
11 Mining Claim	\$ 175.00
12 Commercial - Utility Service Providers	\$ 900.00
13 Other	\$ 795.00
14 Mining - (U.V. \$1 - \$2,500)	\$ 588.00
15 Mining - (U.V. \$2,501 - \$6,500)	\$ 630.00
16 Mining - (U.V. \$6,501 - \$15,000)	\$ 1,500.00
17 Mining - (U.V. \$15,001 - \$35,000)	\$ 3,000.00
18 Mining - (U.V. \$35,001 - \$60,000)	\$ 6,000.00
19 Mining - (U.V. > \$60,000)	\$ 12,000.00




SPECIAL RATES AND CHARGES

Special Charge – Waste Management Charge (Einasleigh, Mt Surprise & Forsayth)

In accordance with Section 94(1)(b)(i) of the Local Government Act 2009, Council will make and levy a special charge for the provision of waste management services in the urban areas (as defined within Etheridge Shire Council's Planning Scheme).

The overall plan for the services, facilities and activities in respect of which the special charge is made and levied shall be identified as follows:

- The rateable land to which the special charge applies is land within each of the benefited areas described in the town area maps 'Planning Maps – Einasleigh, Mt Surprise and Forsayth. Where a parcel of rateable land includes two or more lots, the charge will be levied on each lot.
- The service facility or activity for which the special charge is made is 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 substantially 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.
- Council considers that land contained within the defined areas receives an equal special benefit from access to the waste management facilities. Council also considers that the benefit is shared equally by all parcels of land regardless of the value of such land.
- The service facility or activity for which the special charge is made is for the provision of waste management facilities as set out in the expenditure item in the budget document for the Shire of Etheridge for 2017|2018.
- The time for implementing the overall plan is one (1) year ending 30 June 2018. However, provision of waste management facilities is an ongoing activity, and further special charges are expected to be made in future years.
- The works and services specified in the overall plan will be carried out or provided during the year ending on 30 June 2018.
- The estimated cost of implementing the overall plan (being the cost of the planned works and replacement of capital items for 2017|2018 is \$ 30,000.00.
- The special charge is intended to raise all funds necessary to carry out the overall plan.

	<i>The amount of Special Charge (Waste) for Forsayth, Einasleigh & Mt Surprise</i>
	Special Waste Charge
	2017 2018
Parcel Vacant & or Occupied Dwelling	\$176.46
Parcel - Vacant	\$176.46



UTILITY CHARGES

Council will make and levy a utility charge on any land, whether vacant or occupied, and whether or not it is rateable land; or a structure; to recover costs in relation to the provision of services and or facilities.

The following utility charges will be implemented by Council during 2017|2018:

Cleansing – Georgetown

In accordance with Section 94(1)(b)(ii) of the Local Government Act 2009, Council will make and levy a cleansing charge on the owner of the land within the area of the Town of Georgetown and on such other lands outside of the Town of Georgetown where a collection service is supplied by Council.

Annual charges for the collection of each 240 litre bin will be based on the frequency of collection of such bin and the number of such bins collected in the normal course of rubbish collection.


Annual charges for the collection of each commercial bin (900 litre) will be based on the frequency of such bin and the number of such bins collected in the normal course of rubbish collection. Commercial operators may avail of the larger bin via an application to Council.

Rubbish collection frequency for bins shall be once per week.

The costs incurred in the operation and maintenance of all of the waste management functions of the Town of Georgetown (including rubbish collection activities) will be substantially funded by these cleansing charges 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 service charges.

The urban areas in question are defined in the Town Plan and comprise the township of Georgetown.

Cleansing utility charges for occupied land where Council deems that a service will be supplied are to be levied on the following basis:

 CLEANSING CHARGE - GEORGETOWN	
Type of Improvement	Charge
For each house / dwelling unit / improved property	The amount of the charge to be levied is \$479.40 per annum for a 240 litre mobile bin to be used for the removal of domestic refuse on a normal weekly collection day.
Commercial, Industrial or Community Facility	The amount of the charge to be levied is \$479.40 per annum for a 240 litre mobile bin to be used for the removal of commercial refuse on a normal weekly collection day. Additional bins will be charged at \$408.00 per annum
Commercial, Industrial or Community Facility	The amount of the charge to be levied is \$650.00 per annum for a 900 litre mobile bin to be used for the removal of commercial refuse on a normal weekly collection day. Additional bins will be charged at \$560.00 per annum

- In respect of improvements erected during the year, cleansing charges shall be levied proportionally for the unexpired part of the year from the date the improvement is ready for occupation.



Water Charges – Georgetown & Forsayth

In accordance with Section 94(1)(b)(ii) of the Local Government Act 2009, Council will make and levy a water charge in the manner described hereafter to be levied on all land within the shire whether vacant or occupied to which Council is prepared to supply water, together with any land already connected to Council's various water supply systems.

The charges are also made in respect of any land or other structure, building or place on land to which water is supplied that is not rateable under Section 93 of the Local Government Act 2009.

All such charges levied shall be used to defray the cost of constructing water supply facilities, including the payment of interest, depreciation and the costs associated with the operation, maintenance and management of the water supply system.

The basis of the water charge is:

A utility charge will be applied for the supply of water services to the townships of Georgetown and Forsayth and any surrounding properties in the Rural Rate which are connected to the town water supply system.

Water Charges shall be applied on a user pays basis utilising a Two Part Tariff System comprising a Water Base Access Charge plus a Water Consumption Charge for each kilolitre (1000 litres) of water used. Whilst the aim of the charges will generally be to achieve full cost recovery, Council may decide not to the set charges to achieve full cost recovery due to the following factors.

1. The poor economies of scale associated with small water supply systems and the resultant costs to consumers should full costing be applied.

It is the view of Council that it is equitable for all properties within the water areas to contribute to the fixed costs of the water supply operation by way of the Access Charge, while the Consumption Charge for all water consumed conforms to user pays principles.

The Access Charge for each separately connected parcel of land within the water area (including Council owned or controlled land) shall be based upon the size of the service connection to such land. Such charges will be based on a base charge per unit with a standard 20mm service connection equating to 20 units. The Schedule of units applicable to different size meters shall be, unless exempted or reduced by Council resolution.

Because of the generally reduced level of use of water facilities by Religious, Charitable and Community Organisations, such Organisations shall be levied 50% of the Annual Access Charge applicable. Water Consumption Charges however will not attract any subsidy.

The approved Religious, Charitable and Community Organisations in Georgetown are The Roman Catholic Diocese of Cairns, The Corporation of the Synod of the Carpentaria Diocese, The Queensland Country Women's Association and the William Wallace Lodge No 64 of the Ancient Free and Accepted Masons of Queensland.

The approved Religious, Charitable and Community Organisations in Forsayth are The Roman Catholic Diocese of Cairns, The Corporation of the Synod of the Carpentaria Diocese and The Queensland Country Women's Association.

Properties with more than one service connection shall be required to pay the applicable Access Charge for each such connection.

Where, in the opinion of the Director of Engineering Services, a larger than normally required water meter is fitted in order to allow for adequate pressure at a premises because of the substandard nature of the mains at that location, then the Chief Executive Officer may reduce the base access charges applicable for the connection down to the base access charge applicable to the next lowest category meter. (for example; a 50mm connection could be reduced to a 40mm connection).

An Unconnected Water Base Access Charge shall apply to each unconnected parcel of land within the water area not currently connected to the reticulation system where Council is able to provide a connection. As the ongoing




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costs of providing the capacity for connection to each unconnected site is not considered to be the same as for a connected site (as there is no meter maintenance involved) the Unconnected Access Charge shall be equivalent to one half the Access Charge for a 20mm Service Connection.

In setting the charges at the time of establishing a Council budget each year the following principles shall be used:-


- Access Charge to be based on the anticipated ongoing costs of providing, maintaining and improving the reservoir and reticulation system.
- Consumption Charge is to be based on anticipated recurrent short term costs incurred in the maintenance and operations of pumping and treatment systems (including water quality testing).

For the Township of Georgetown, Council may determine to charge a lesser charge for the first 700 kilolitres per 6 month billing cycle and fund any resultant shortfall from a mix of General Revenue and Grants in recognition of the poor economies of scale applicable to providing water to townships in the region and the hardship that would result in seeking full cost recovery for these services. Water use of more than 700 kilolitres per 6 months will be charged at a higher rate per kilolitre to ensure that fuller cost recovery is achieved for amounts considered as excessive.



*The amount of Water Base Access Charge - Georgetown
(1 unit = \$31.18)*


Georgetown	Units	Charge per Annum
Unconnected Lots	10 units	\$ 311.80
All Charitable & Religious Uses	10 units	\$ 311.80
20mm Service Connection	20 units	\$ 623.60
25mm Service Connection	30 units	\$ 935.40
32mm Service Connection	50 units	\$ 1,559.00
40mm Service Connection	80 units	\$ 2,494.40
50mm Service Connection	125 units	\$ 3,897.50
75mm Service Connection	280 units	\$ 8,730.40
80mm Service Connection	320 units	\$ 9,977.60
100mm Service Connection	500 units	\$ 15,590.00



The amount of Water Consumption Charge - Georgetown


Georgetown	Charge per Annum
Per Kilolitre of Use	50.00 cents up to 700 kilolitres per half year
Per Kilolitre of Use	100.00 cents over 700 kilolitres pr half year

For the Township of Forsyth, Council may determine to charge a lesser charge for the first 500 kilolitres per 6 month billing cycle and fund any resultant shortfall from a mix of General Revenue and Grants in recognition of the poor economies of scale applicable to providing water to townships in the region and the hardship that would result in seeking full cost recovery for these services. Water use of more than 500 kilolitres per 6 months will be charged at a higher rate per kilolitre to ensure that fuller cost recovery is achieved for amounts considered as excessive.



*The amount of Water Base Access Charge - Forsyth
(1 unit = \$31.18)*

Forsyth	Units	Charge per Annum
Unconnected Lots	10 units	\$ 311.80
All Charitable & Religious Uses	10 units	\$ 311.80
20mm Service Connection	20 units	\$ 623.60
25mm Service Connection	30 units	\$ 935.40
32mm Service Connection	50 units	\$ 1,559.00
40mm Service Connection	80 units	\$ 2,494.40
50mm Service Connection	125 units	\$ 3,897.50
75mm Service Connection	280 units	\$ 8,730.40
80mm Service Connection	320 units	\$ 9,977.60
100mm Service Connection	500 units	\$ 15,590.00



The amount of Water Consumption Charge - Forsyth

Forsyth	Charge per Annum
Per Kilolitre of Use	80.00 cents up to 500 kilolitres per half year
Per Kilolitre of Use	175.00 cents over 500 kilolitres pr half year



INTEREST

Council will impose interest on rates and charges that remain unpaid after the appointed date for payment (ie the date on which the discount period closes) and includes assessments which are making payments of outstanding rates by installment.

Thirty days following the close of discount, interest will be calculated on daily balances of amounts outstanding and charged at the end of the month on a compounding daily interest. Where the amount of interest charged is less than \$20.00 and the rates have been paid in full in the period between the close of discount and the end of the month, the interest may be written off following approval from the Chief Executive Officer.

Interest on arrears will be calculated in accordance with section 133 of the Local Government Regulation 2012 and will be set at the rate of 11% per annum.

B Principles used for the levying of rates

In levying rates Council will apply the principles of:

- making clear what is the Council's and each ratepayers responsibility to the rating system
- making the levying system simple and inexpensive to administer
- timing the levy of rates to take into account the financial cycle of local economic activity, in order to assist smooth running of the local economy
- equity through flexible payment arrangements for ratepayers with a lower capacity to pay.

LEVYING OF RATES AND CHARGES

In accordance with section 104 of the Local Government Regulation 2012, Council will issue a rates notice to the owner of the land on which a rate or charge has been applied. Rates notices shall include the date the notice was issued, the date by which time the rate must be paid and any discounts, rebates or concessions applied.

Council will issue notices on a yearly basis during the periods 01 July to 30 June in the respective financial year.

Council will responsibly ensure that the rates and charges applied are correct and are generally issued within the month of August to better take into account the financial cycle of the local economy.

Methods of Payment

Council will accept the payment of rates by the following methods.



Payments can be made via accepted Credit Card Accounts.



Payment can be made via Eftpos



Available through participating financial institutions
Biller Code: 120519



Payment by mail



IN PERSON:

Payment can be made personally by Cash, Cheque or Money Order at any of the following Locations:
Georgetown Office – St George Street, GEORGETOWN QLD



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Acceptance of a cheque and issue of a receipt are conditional on collection of the proceeds and until collection, no credit is given or implied. Property owners will be liable for any dishonor fees and discount will be lost where cheques are dishonored and not rectified prior to the discount date.

Payments in Advance

Payments in advance by way of lump sum or installments may be accepted, however interest will not be payable on any credit balances held.

Payment by Installments

Council will allow payments by installment where it will benefit both the individual and assist with the collection of overdue rates and charges.

Installment plans shall be based on ability to pay and if possible full recovery within a specified period.

The acceptance of a request to pay by installment shall not be considered a 'Formal Payment Arrangement' and interest will continue to accrue at the rate determined in the policy statement. Council shall also retain the right to take legal action to recover outstanding rates (arrears) if deemed necessary.

TIME IN WHICH RATES MUST BE PAID:

In accordance with the provisions of Section 118 of the Local Government Regulation 2012, the rates and charges levied by council must be paid within **thirty (30) clear days** after the notice is issued.

C Principles used for the recovery of rates and charges

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

- transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations
- making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective
- equity by having regard to providing the same treatment for ratepayers with similar circumstances
- flexibility by responding where necessary to changes in the local economy.

With regard to financial hardship, Council shall actively pursue the collection of outstanding rates and charges.

Council shall use the following as a referral guide for the recovery of rates and charges:

Standard Performance:

- 1st Notice issued within 21 days of end of discount period;
- (Clients will be given 21 days from post date of 1st notice to contact Council and either pay the outstanding amount in full or initiate an installment plan.)
- Where there has been no movement on an account or an installment plan has defaulted, Council may refer the debt to a debt recovery agent, (elected through quotation or tender).
- Generally an account will not be referred to the collection agent, unless it is \$500.00 or greater in value.
- All debts referred to a recovery agent, shall be subject to their terms and conditions of payment.
- Payment plans will be considered even though Council has referred the debt to a collection agent.
- Where the collection agent is unable to trace the interested parties, the account shall be referred back to Council and standard reminder notices will be forwarded periodically.



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Further Action:

- Where the collection agent has returned no result, Council may make a resolution, to proceed with legal action against the interested parties.

Properties in default of payment for three (3) or more years may initiate action under Section 140 of the Local Government Regulation 2012 – Notice of intention to sell land for overdue rates or charges.

Exceptional Circumstances - Drought Relief or Natural Disaster

Council may at its discretion grant some relief to rural ratepayers who are financially stressed by drought or have been affected by a natural disaster.

The relief may be in the form of an extension to the period during which Council will permit discount to be deducted from rates. This period shall be extended to the end of the period covered by the rate levy. This concession may be available only to primary producers who can provide objective evidence of financial difficulty arising from drought or natural disaster.

The Department of Primary Industries shall be the determining body for the process of declaration of drought.

D Concessions for rates and charges

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

- the same treatment for ratepayers with similar circumstances
- transparency by making clear the requirements necessary to receive concessions
- flexibility to allow Council to respond to local economic issues.

Consideration may be given by Council to granting a class concession in the event all or part of the local government area is declared a natural disaster area by the State Government.

REBATES AND CONCESSIONS

Discount

In accordance with section 130 of the Local Government Regulation 2012, Council will allow a 15% discount on all General Rates and Utility Charges, if payment is made within 30 clear days from the date of issue of the notice.

If Council is satisfied that a person liable to pay a rate has been prevented, by circumstances beyond the person's control, from paying the rate in time to benefit from a discount under section 130 of the Local Government Regulation 2012, then Council under section 130(10) of the Local Government Regulation 2012, may still allow the discount following written application by the ratepayer.

Pensioner Concessions

Council will allow a remission of 50% of the total of General Rates, Cleansing Utility Charges, Water Utility Annual Access Charges, Special Charges Waste Management and Special Charges to qualifying pensioners only subject to a maximum remission of two and one quarter times the maximum State Government Pensioner Rate Subsidy allowable in the year.

Currently the maximum State Government Pensioner Rate Subsidy is 20% of rates up to \$200 per annum so the comparative maximum Council Pensioner Remission is 50% of rates up to \$450 per annum.

Persons holding a Department of Veterans Affairs or a Queensland Repatriation Health Card issued by the Department of Veterans Affairs will receive the maximum discount allowable.

The concession shall be available to eligible pensioners in addition to the settlement discount.



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To be eligible for Council subsidy pensioners must meet the following criteria:

- Concessions are only available to approved pensioners who are in receipt of a pension from the Commonwealth Government.
- An approved pensioner is one who is and remains an eligible holder of a Queensland 'Pensioner Concession Card' issued by the Department of Social Security or the Department of Veterans' Affairs, or a Queensland 'Repatriation Health Card – For all or specific conditions' issued by the Department of Veterans' Affairs.
- The approved pensioner must be the owner / joint owner or life tenant of the property that is his/her principal place of residence. In the cases of co-ownership, the Council subsidy will apply to the full share of the gross rates and charges regardless if only one of the owners are entitled to an approved pension.
- The claimant must be a resident of the shire on the first day in July in the financial year in which the benefit is being claimed. Pensioners taking residence after that date will be eligible for a pro-rata concession based on the number of day's resident.
- The concession is only available to claimant's who reside in a structure which has been approved by Council to be a habitable dwelling, and/or are in receipt of Council services.
- Pensioner concession is not available on income producing properties and applies to urban or rural residential lands. The Chief Executive Officer may, at his discretion, extend this concession to rural land in exceptional circumstances and/or where the primary land use code is 02 (Single Unit Dwelling), or 05 (Large Homesite – Dwelling) as determined by the Department of Natural Resources.
- A pensioner's eligibility shall be confirmed through the Centrelink Customer Confirmation eService in all circumstances.
- Application for the above pensioner concessions is required only on initial application.

Natural Hardship

Council may, at its discretion allow other concessions or remissions if it is of the opinion that some unusual and serious circumstances exist which may prevent payment within the appointed time or otherwise delay the payment of rates and charges as they fall due.

Applications for concession or remission should be able to demonstrate unusual and severe difficulty rather than the usual frustration and trial to which everyone is subjected from time to time.

General Rate Caps

Because general rates are made and levied upon the unimproved value of the land determined by the Department of Natural Resources and Mines, Council recognizes that the statutory valuation process may result in unusually high valuation increases for at least some classes of land, if not for all land. Where it considers that applying the differential general rate to affected lands or classes of land will produce inequities between ratepayers or classes of ratepayers, Council will cap general rate increases for the lands or classes of land concerned.

For 2017|2018 financial year **differential rate category 1, 3, 4, 5, 15 will be capped at 6%.**

Economic or Social Incentives

Council may allow rating concessions as an incentive to attract business to the Shire in an industrial estate development or in a project with similar economic benefit to the Shire.


At Council's discretion, it may remit some or all of the rates and charges that would otherwise be payable.

At Council's discretion, it may remit some or all of the rates and charges that would otherwise be payable by certain clubs or organisations that, in the opinion of the Chief Executive Officer, fulfill useful social and or charitable community needs, as identified in Council's Corporate Plan.



Etheridge Shire Council –Revenue Statement 2017/2018

The following clubs and or associations shall fall into this category and will be granted concessions as listed below for the 2017|2018 financial year:

 Concessions to Community & Sporting Groups 2016 2017				
Club / Association	General Rate Concession 2016 2017	Water Access Charge	Water Consumption Charge	Cleansing Charge
Georgetown Golf Club	100%	N/A	N/A	N/A
William Wallace Lodge - Georgetown	100%	N/A	N/A	N/A
Forsayth Tennis Club	100%	N/A	N/A	N/A
Forsayth All Sports Club	100%	N/A	N/A	N/A
Forsayth Sporting Shooters Association	100%	N/A	N/A	N/A
Einasleigh Race Club	100%	N/A	N/A	N/A
Georgetown Turf Club	100%	N/A	N/A	N/A
Oak Park Race Club	100%	N/A	N/A	N/A
Mt Surprise Campdraft	100%	N/A	N/A	N/A
Roman Catholic Diocese of Cairns	100%	50%	N/A	N/A
The Corporation of the Synod of the Carpentaria Diocese	100%	50%	N/A	N/A
QCWA	100%	50%	N/A	N/A
Roman Catholic Diocese of Cairns	100%	50%	N/A	N/A
The Corporation of the Synod of the Carpentaria Diocese	100%	50%	N/A	N/A

OPERATING CAPABILITIES, BORROWINGS, DEPRECIATION AND PROVISIONS:

Operating Capability

The change in operating capability of the local government is disclosed as the bottom line of the Operating Statement. It reflects the change in total wealth of the Council.

The Shire's development and economic circumstances are not expected to alter by any significant amount in the foreseeable future.

Borrowing Policy

It is considered that it is not necessary to borrow funds during the current financial year, or to do so in future years except in response to a need or opportunity which will see revenue generation capacity come on line from the same proposal that requires to be funded. However, Council does retain the right to borrow funds for infrastructure development if an emergent situation arises.

Depreciation and Non-Cash Expenses

Depreciation and other non-cash expenses will be funded to the extent that they are recognised in Council's Accounts. Such funding will be a component of the accumulated surplus in the Appropriation Statement.

Council has now recognised a value for its roads and other infrastructure assets in its financial statements in accordance with the various sections of the Local Government Act 2009 and the Local Government Regulation 2012. Council notes that the quantum of accumulated depreciation on such classes of assets may be beyond its capacity to fund fully and accordingly may identify assets that it will not replace when their useful life has expired.

Provisions

Council's accounts show due provision for leave and employment entitlements. The funds necessary to satisfy future need are held as part of investments.

REGULATORY CHARGES

Regulatory charges shall be measured on the basis of the estimated cost of providing the goods or service.

Budget Policy 2017/2018



/Etheridge Shire Council



“ETHERIDGE SHIRE COUNCIL BUDGET POLICY”

1. BACKGROUND AND CONTEXT

Council is a very large business providing many diverse and significant services to the community. It is important that guidelines are established to assist in providing financial rigor to activities. This includes guidelines to:

- Clarify limitations on the release of budgetary information prior to the formal adoption of the budget;
- Ensure that Council reports are presented in a fiscally responsible manner;
- Provide guidance in the preparation of the budget reviews;
- Ensure that required amendments to the budget are made in a timely manner;
- Ensure consistency with Council's Long Term Financial Forecast.

2. PURPOSE AND SCOPE

This policy provides a framework for the administration of Etheridge Shire Council ("ESC")'s budget and establishes guidelines to ensure that known variations to the budget are addressed in a timely manner.

This policy applies to all Council Staff who prepare and contribute to ESC's annual budget and furthermore this policy also applies to Elected Members.

This policy also applies to all officers who prepare reports to Council, as it provides a guide for the presentation of financial information in those reports.

This policy also sets out the Budget review process.

3. DEFINITIONS

For the purpose of this policy:

Council shall mean Etheridge Shire Council.

Adopted Budget shall mean the original budget for Etheridge Shire Council for the financial year including any amendments to the budget adopted by the local government under section 170 of the Regulation.

The Act shall mean the *Local Government Act 2009*.

The Regulation shall mean the *Local Government Regulation 2012*.

Long-Term Financial Forecast shall mean a document that –

- (a) Contains a forecast of income and expenditure and the value of assets, liabilities and equity for each year during the period of the forecast;
- (b) Includes a statement of financial position, a statement of cash flow, a statement of income and expenditure and a statement of changes in equity for each year during the period of the forecast;
- (c) States the relevant measures of financial sustainability for the period of the forecast;
- (d) Covers a period of a least 10 years and is reviewed annually.

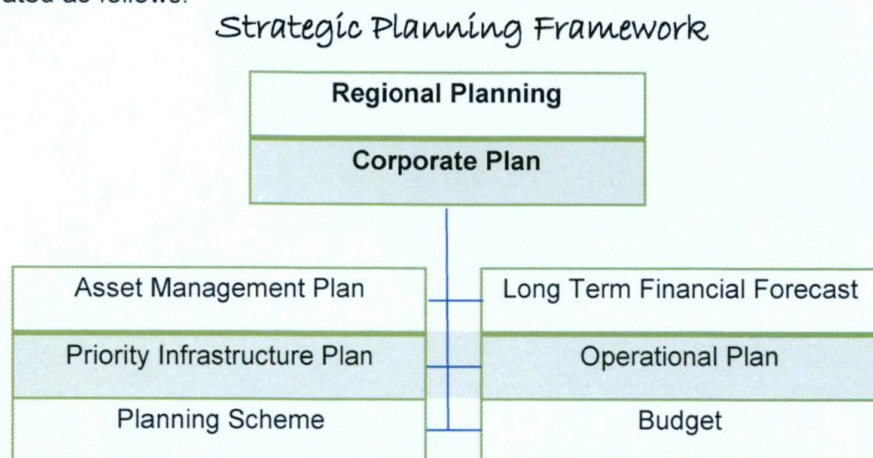
Corporate Plan shall mean a document that outlines the local government's objectives and the nature and scope of the activities proposed to be carried out.

4. POLICY PROVISIONS

Etheridge Shire Council's budget cycle is aimed at addressing the need for:

- Long term financial planning;
- Detailed annual budgets supporting Council's operating plans and revenue decision;
- Reviews to address progress against the annual operating plan; and
- Reviews to align the budget with actual results.

This is illustrated as follows:



4.1 Council Reports

The following principles are to be applied when compiling official Council meeting reports:

- (a) Recommendations that are presented to Council that have the effect of increasing expenditure or reducing income (if adopted) **MUST** indicate where alternative funding is to be sourced from.
- (b) No report is to include a recommendation that "funds are to be identified at the next review" or that "the project be included in next year's budget" (although the item may be **listed for consideration** in either the next review or the following year's budget). Note: These two statements have the effect of committing Council to works that it may not be able to fund.
- (c) Where a recommendation states that the funds are to be allocated from various Reserve pools the report **MUST** include the current balance of the relevant account. This will enable Councillors to be fully informed prior to approving the allocation.
- (d) Only emergent projects/expenditure items should generally be incorporated into Budget Reviews. Note: *The overall intention for the Budget Reviews is to review performance and assess financial position.*
- (e) Where an item that has financial implication is raised in the General Business section at a Council Meeting, a report is to be presented to a future meeting so that possible funding can be identified before the recommendation is adopted.
- (f) The budget is a "project" budget. Where projects are completed under Budget, the funds are to be retained in consolidated revenue for those projects that may be over expended.

4.2 Annual Budget Consideration

Throughout the financial year Council considers matters, which may result in a referral to future budget considerations. Where this occurs in an open Council meeting it becomes a matter of public knowledge. These matters must be consistent with Council's Long Term Financial Forecast, when adopted.

During the lead up to the adoption of the original budget for a particular financial year, detailed presentations and working papers are provided to Councillors. The presentations and working papers may include potential expenditure, pricing and rating considerations and various scenarios on options to be considered before the adoption of the budget.

As a matter of policy, all budget working papers including material presented on possible pricing, rating and expenditure is to be treated as "strictly confidential".

In some instance portions of the above information may normally (outside of the budget process) be used to answer inquiries or comments from members of the public. In recognition of the operational need to continue to respond to public inquiries/comment during the budget preparation, the Mayor and CEO (or CEO delegate) are authorised to exercise discretion in releasing information, which would otherwise be considered confidential under this policy.

4.3 Budget Reviews

It is recognised that (following the finalisation of the June financial statements) the actual opening balance may be either more favourable or less favourable than the estimate in the original budget. In the case that it is more favourable, priority will be given to transferring any surplus to appropriate reserves or to reduce the level of borrowings.

Budget review(s) are to be undertaken at the following periods:

- First review immediately following close of accruals for the previous financial year;
- Six monthly review following the close of accounts in December;
- Nine monthly following the close of accounts in March

4.4 Amendments to the Budget

There are a number of budget amendments that may be required during the year. The process for handling various types of amendments is as follows:

Type of Amendment	Process
Increased / decreased expectation of revenue	Adjust at next review. Report to Council is required in relation to impacts on the Original Budget
Increase or reduction in the scope of a Council approved project (operating or capital)	Adjust at next review. Report to be prepared for Council at the next General Meeting for decision/endorsement, outlining if there is any financial/budget impact and adjusted at next review if required.
Incorrect classification of projects as either operational or capital nature or incorrect allocation which is for accounting purposes only (May have an effect on depreciation expenses)	Report to be prepared for Council at the next General Meeting for Council resolution
Information regarding additional grant funded projects and associated revenue and expenditure not allocated within the original budget	Report to be prepared for Council at the next General Meeting for endorsement and discussion around additional funding sources if required if the grant is not 100% funded. Adjust at next review

4.5 Variations

Etheridge Shire Council reserves the right to vary, replace or terminate this policy from time to time.

5. RELATED DOCUMENTATION

In accordance with the *Local Government Regulation 2012* section 169 the following documents are to be included in the budget or amended budget presented to Council.

S.169 Preparation and content of budget

- (1) A local government's budget for each financial year must—
 - (a) be prepared on an accrual basis; and
 - (b) include statements of the following for the financial year for which it is prepared and the next 2 financial years—
 - (i) financial position;
 - (ii) cash flow;
 - (iii) income and expenditure;
 - (iv) changes in equity.
- (2) The budget must also include—
 - (a) a long-term financial forecast; and
 - (b) a revenue statement; and
 - (c) a revenue policy.
- (3) The statement of income and expenditure must state each of the following—
 - (a) rates and utility charges excluding discounts and rebates;
 - (b) contributions from developers;
 - (c) fees and charges;
 - (d) interest;
 - (e) grants and subsidies;
 - (f) depreciation;
 - (g) finance costs;
 - (h) net result;
 - (i) the estimated costs of—
 - (i) the local government's significant business activities carried on using a full cost pricing basis; and
 - (ii) the activities of the local government's commercial business units; and
 - (iii) the local government's significant business activities.
- (4) The budget must include each of the relevant measures of financial sustainability for the financial year for which it is prepared and the next 9 financial years.
- (5) The **relevant measures of financial sustainability** are the following measures as described in the financial management (sustainability) guideline—
 - (a) asset sustainability ratio;
 - (b) net financial liabilities ratio;
 - (c) operating surplus ratio.
- (6) The budget must include the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget.
- (7) For calculating the rates and utility charges levied for a financial year, any discounts and rebates must be excluded.
- (8) The budget must be consistent with the following documents of the local government—
 - (a) its 5-year corporate plan;
 - (b) its annual operational plan.
- (9) In this section—

financial management (sustainability) guideline means the document called 'Financial Management (Sustainability) Guideline 2011', made by the department and dated March 2011.

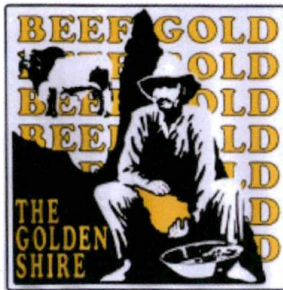
6. APPROVAL TABLE

Approved by Council		Meeting number and date	
GMCCS5 -15 th June 2016 Resolution No: 2016 / GM1736		GMCCS5 17 th May 2017	
		Resolution number	
		2017 / GM	
Approval by CEO		Norman Garsden	
Effective date		Review date	
17 th May 2017		30 th June 2018	
Policy Author			
Director Corporate & Community :Services			
Current incumbent			
David Munro			
Implementation Officer			
Director Corporate & Community Services			
Current incumbent		Contact number	Official file no.
David Munro		4079 9007	ESC – C005

Debt Policy 2017/2018



/Etheridge Shire Council



STATUTORY POLICY	
Debt / Borrowing Policy	
Policy No.	ESC-003
Department	Corporate & Community Services
Program	Finance / Budget

Approved by Council		Meeting number and date	
15 th June 2016 Resolution No: 2016/GM1735		GMCCS3 21 st June 2017	
		Resolution number	
		2017/GM	
Approval by CEO		Norman Garsden	
Effective date		Review date	
1 st July 2017		30 th June 2018	
Policy Author			
Director Corporate & Community Services			
Current incumbent			
David Munro			
Implementation Officer			
Director Corporate & Community Services			
Current incumbent		Contact number	Official file no.
David Munro		07 4079 9007	ESC-003

Etheridge Shire Council

Debt / Borrowing Policy 2017|2018

1. BACKGROUND AND CONTEXT

To adopt a policy on borrowings that provides for responsible financial management on the loan funding of infrastructure capital projects by ensuring the level of Council indebtedness is within acceptable limits to Council, its ratepayers and interested external parties. This policy is in accordance with Section 192 of the Local Government Regulation 2012.

2. POLICY PROVISIONS

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 restrict 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 basis for determination of the utilisation of loan funds will be as follows:

- Analysis of existing debt levels with a loan servicing cost target of less than 25% in any one year;
- Where capital project for a service that is funded by utility or user charges eg. Water, Waste, is determined to be funded by way of loans, the user charge should reflect the cost of providing the service including the loan servicing costs;
- Other specific capital projects, not funded by user charges, should only be considered for loan funding where the project is considered by Council to be beneficial to the majority of ratepayers;
- The term of any loan should not exceed the expected life of the asset being funded.

Five Year Loan Programme Forecast

Council utilises loan borrowing to fund major capital and infrastructure works so that repayments are spread over the years to which the Capital Works will be utilised by ratepayers. The Borrowing Policy deals with the following areas:

1. Five Year Loan Programme Forecast;
2. Repayment Schedule

At this stage Council has no future borrowings proposed, although allocations in future years are revised on an annual basis in conjunction with the review of the Capital/Works Loan Program.

Repayment Schedule

The loan portfolio of Council is raised solely with the Queensland Treasury Corporation. The Queensland Treasury Corporation maintains Council debt as the Book Debt plus a market provision, to market value the total liability outstanding. The provision is principally a result of past movements in the Market Value of the liabilities within each Debt Pool.

If the Council was to liquidate this debt it would be required to pay the Market Value of the loan portfolio. The portfolio has been dissected so that loan borrowings in relation to Water Infrastructure are maintained in separate accounts to more accurately reflect the cost of the provision of this infrastructure. This approach is needed otherwise the loan term is amalgamated and the average term for repayments lengthens.

It is proposed that Council consider maintaining a repayment schedule consistent with an interest and principal repayment calculation so that the exposure to interest rate fluctuations is minimised. This basis of repayment will continue to be assessed even though separate accounts have been established for Water Supply Infrastructure. The Budgeted Loan Portfolio of Council for 2017|2018 is as follows:

Table No. 1



Etheridge Shire Council
Budget Interest & Redemption by Fund & Function
For the Year Ending 30 June 2018

FUNCTION DESCRIPTION	A	B	C	D	C(1)	D (A-D+C(1))
	EST BOOK DEBT BALANCE 30/06/2017	QTC INTEREST	QTC ADMIN	QTC REDEMPTION	NEW ADVANCES	EST BOOK DEBT BALANCE 30/06/2018
WATER FUNCTIONS	\$ 90,607.92	\$ 6,342.10	\$ 100.80	\$ 14,428.64	\$ -	\$ 82,622.18
DEPOT FUNCTIONS	\$ 84,998.24	\$ 5,307.07	\$ 80.40	\$ 46,265.44	\$ -	\$ 44,120.27
TOTAL ALL FUNDS	\$ 175,606.16	\$ 11,649.17	\$ 181.20	\$ 60,694.08	\$ -	\$ 126,742.45

The current repayment terms to the individual loan accounts are as follows:



Current Repayment Terms (Individual Loan Accounts)

	DEBT POOL	APPROXIMATE REMAINING TERM
WATER FUNCTION	7.350%	7 years 3 months
DEPOT FUNCTION	7.706%	9 months

The existing term of the Portfolio varies between separate accounts and will fluctuate in proportion to the Market Value provision applied.

New borrowings will lengthen the term of each Debt Pool unless taken as a separate loan account.

This will allow the term of the loan to better match the repayment structure of the asset being funded. The estimated total repayment amounts for the 2017|2018 financial year are indicated in Table (1).

This policy will be reviewed each year with the adoption of the Budget.

Investment Policy

2017/2018



/Etheridge Shire Council



STATUTORY POLICY	
Investment Policy	
Policy No.	ESC-004
Department	Corporate & Community Services
Program	Finance / Budget

Approved by Council	Meeting number and date	
	GMCCS4 17 th May 2017	
	Resolution number	
	2017/GM	
Approval by CEO	Michael Kitzelmann	
Effective date	Review date	
1 st July 2017	30 th June 2018	
Policy Author		
Director Corporate & Community Services		
Current incumbent		
David Munro		
Implementation Officer		
Director Corporate & Community Services		
Current incumbent	Contact number	Official file no.
David Munro	07 4062 1233	ESC-006

Etheridge Shire Council

Investment Policy 2017|2018

POLICY DETAIL:

1. PURPOSE

To provide Council with a contemporary investment policy based on an assessment of counterparty, market and liquidity risk within the legislative framework of the Statutory Bodies Financial Arrangements Act and Regulations.

2. SCOPE

This Policy applies to the investment of surplus funds in accordance with investment powers under Part 6 of the Statutory Bodies Financial Arrangement Act 1982 (SBFAA).

3. DEFINITIONS

For the purpose of these guidelines the following definitions shall apply:

CEO	Shall mean the person appointed to the position of Chief Executive Officer under the Act and anyone acting in that position.
Director Corporate & Community Services	Shall mean the person appointed to the position of Director Corporate & Community Services under the Act and anyone acting in that position.
Finance Manager / Investment Officer	Shall mean the person appointed to the position of Finance Manager under the Act and anyone acting in that position.
Council	Shall mean the Etheridge Shire Council
The Act	Shall mean the Local Government Act 2009 (as amended).
SBFAA	Shall mean the Statutory Bodies Financial Arrangements Act 1982 (as amended)

4. BACKGROUND

Investment of Council's funds is to be in accordance with Council's power of investment as set out in the following flow of legislative Authority:

Section 101 (1) of the Local Government Act 2009 under Part 3 – Financial sustainability and accountability refers to Local Government as a *Statutory Body* under the Statutory Bodies Financial Arrangements Act 1982.

Section 101 (2) points to the Statutory Bodies Financial Arrangements Act 1982 to determine Council's power of Investment.

Section 42 of the Statutory Bodies Financial Arrangement Act 1982 refers to three different categories of Investment power.

Schedule 2, 3 4 and 5 of the Statutory Bodies Financial Arrangements Regulations 2007 list the statutory bodies' categories and investment power.

Section 44 of the Statutory Bodies Financial Arrangement Act 1982 dictates the types of Investments that Council may use.

Section 8 of the Statutory Bodies Financial Arrangements Regulations 2007 prescribes the rating of the Investment arrangements as prescribed under Section 44 (1)(e) of the Statutory Bodies Financial Arrangements Act 1982.

4.1 Investment Objectives

Etheridge Shire Council's overall objective is to invest funds at the most advantageous rate of interest available to it at the time, for that investment type, and in a way that it considers the most appropriate given the circumstances.

Finance Manager is to manage the investment portfolios not for speculation, but for investment and in accordance with the spirit of this Investment Policy. Council's Finance Manager is to avoid any transaction that might harm confidence in Etheridge Shire Council.

In priority, the order of investment activities shall be preservation of capital, liquidity and return.

4.1.1 Preservation of Capital

Preservation of capital shall be the principal objective of the investment portfolio. Investments are to be performed in a manner that seeks to ensure security of principal of the overall portfolio. This would include managing credit and interest rate risk within given risk management parameters and avoiding any transactions that would prejudice confidence in Council or its associated entities.

a) Credit Risk

Etheridge Shire Council will evaluate and assess credit risk prior to investment. Credit risk is the risk of loss due to the failure of an investment issue or guarantor. The investment officer will minimise credit risk in the investment portfolio by pre-qualifying all transactions including the brokers/securities dealers with which they do business, diversifying the portfolio and limiting transactions to secure investments.

b) Interest Rate Risk

The investment officers shall seek to minimise the risk of a change in the market value of the portfolio because of a change in interest rates. This would be achieved by considering the cash flow requirements of Council and structuring the portfolio accordingly. This will avoid having to sell securities prior to maturity in the open market. Secondly, interest rate risk can be limited by investing in shorter term securities.

4.1.2 Maintenance of Liquidity

The investment portfolio will maintain sufficient liquidity to meet all reasonably anticipated operating cash flow requirements of Council, as and when they fall due, without incurring significant transaction costs due to being required to sell an investment.

4.1.3 Return on Investments

The portfolio is expected to achieve a market average rate of return and take into account Etheridge Shire Council's risk tolerance and current interest rates, budget considerations, and the economic cycle. Any additional return target set by Council will also consider the risk limitations, prudent investment principles and cash flow characteristics identified within this Investment Policy.

4.2 Ethics & Conflicts of Interest

Finance Manager / Investment officers shall refrain from personal activities that would conflict with the proper execution and management of Etheridge Shire Council's investment portfolio. This includes activities that would impair the investment officers' ability to make impartial decisions.

This policy requires that the Finance Manager and investment officers disclose to the Chief Executive Officer any conflict of interest or any investment positions that could be related to the investment portfolio.

5. REQUIREMENTS

In accordance with Schedule 3 of the Statutory Bodies Financial Arrangements Regulation 2007, Etheridge Shire Council has been allocated a Category 1 investment power.

5.1 Portfolio Investment Parameters

Section 44(1) of SBFAA details the investment powers allocated to Category 1 authorities:

- deposits with a financial institution;
- investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
- other investment arrangements secured by investment arrangements
- accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
- investment arrangements, managed or operated by QIC or QTC, prescribed under a regulation for this paragraph;
- an investment arrangement with a rating prescribed under a regulation for this paragraph;
- other investment arrangements prescribed under a regulation for this paragraph.

Section 44(2) states that the investment must be:

- at call; or
- for a fixed time of not more than 1 year.

5.2 Prohibited Investments

This investment policy prohibits any investment carried out for speculative purposes. The following investments are prohibited by this investment policy.

- Derivative based instruments (excluding floating rate notices)
- Principal only investments or securities that provide potentially nil or negative cash flow
- Stand-alone securities that have the underlying futures, options, forward contracts and sways of any kind, and
- Securities issued in non-Australian dollars

5.3 Placement of Investment Funds

Overall the amount invested with institutions should not exceed the following percentage ranges of overall annual funds invested and appropriate documentation must be maintained. Also when placing investments, consideration should be given to the relationship between credit rating and interest rate.

Investments with Financial Institutions and Investment Arrangements Offered by QTC

<i>Long Term Rating (Standard & Poor's)</i>	<i>Short Term Rating (Standard & Poor's)</i>	<i>Individual Counterparty Limit</i>	<i>Total Portfolio Limit</i>
AA+	A-1+	No Limit	No Limit
A+ to A	A1	No Limit	No Limit
A- to BBB+	A2	Maximum 40%	Maximum 40%
Unrated or below BBB+	Unrated or below A2	Maximum 5%	Maximum 5%
<i>QTC Cash Management Fund</i>		No Limit	No Limit

Council approves dealings with all financial institutions ('Financial Institution' is defined as an authorised deposit-taking institution within the meaning of the Banking Act 1959 (Cwth), Section 5).

5.4 Maturity

The maturity structure of the portfolio will reflect a maximum term to maturity of one year.

5.5 Liquidity Requirement

Given the nature of the funds invested, no more than 20% of the investment portfolio will be in illiquid securities and at least 10% of the portfolio can be called at no cost or will mature within a maximum of seven (7) days.

6. IMPLEMENTATION

6.1 Internal Controls

The Finance Manager shall establish internal controls and processes that will ensure investment objectives are met and that the investment portfolios are protected from loss, theft or inappropriate use.

The Chief Executive Officer shall issue a letter to any approved counterparty advising that funds transferred from investments to Council must only be deposited into Council's General Account or Trust Account. This instruction cannot be varied unless a written request is made in writing signed in accordance with Council's account signing authority.

6.2 Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the Chief Executive Officer in accordance with the Local Government Act 2009, Section 257 (1).

Authority for the day to day management of Council's Investment Portfolio is to be delegated by the Chief Executive Officer to the Director Corporate & Community Services and/or the Finance Manager.

6.3 Breaches

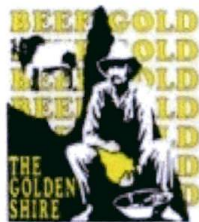
Any breach of this Investment Policy is to be reported to Chief Executive Officer rectified within seven (7) days of the breach occurring.

Where Council holds an investment that is downgraded below the minimum acceptable rating level, as prescribed under regulation for the investment arrangement, Council shall, within 28 days after the change becomes known to Council, either obtain Treasurer approval for continuing with the investment arrangement or sell the investment arrangement.

Procurement Policy 2017/2018



/Etheridge Shire Council



ACQUISITION OF GOODS & SERVICES AND THE CARRYING OUT OF THE PROCUREMENT PRINCIPLES POLICY

1. BACKGROUND AND CONTEXT

This policy document sets out Etheridge Shire Council's policy for the acquisition of goods and services and carrying out of the procurement principles. This policy applies to the procurement of all goods, equipment and related services, construction contracts and service contracts (including maintenance).

All of Etheridge Shire Council's purchases must be carried out in compliance with the Local Government Regulation 2012, in particular Chapter 6 – Contracting, Part 3 – Default Contracting Procedures.

2. PURPOSE AND SCOPE

Acquisition of goods and services and carrying out the procurement principles applies to the procurement of all goods, equipment and related services, construction contracts and services contracts (including maintenance).

3. DEFINITIONS

Chief Executive Officer	Person designated as or acting in the position of Chief Executive Officer.
Director Corporate & Community Services	Person designated as or acting in the position of Director Corporate & Community Services
Small – Sized Contract	Is a contract worth \$1.00 or more but less than \$15,000 (Exclusive of GST)
Medium – Sized Contract	Is a contract worth \$15,000 or more but less than \$200,000 (Exclusive of GST)
Large – Sized Contract	Is a contract worth \$200,000 or more (Exclusive of GST)
Valuable Non - Current Asset Contract	Is a contract for the disposal of a valuable non-current asset

4. POLICY PROVISIONS

RESPONSIBILITY

Council officers responsible for purchasing goods and services must comply with this policy. It is the responsibility of Council officers involved in the procurement process to understand the meaning and intent of this policy.

PROCUREMENT PRINCIPLES

Council officers must have regard to the following procurement principles in all purchasing activities, which is in accordance with Section 104 (3) of the Local Government Act 2009:

(a) *Open and effective competition*

Purchasing should be open and result in effective competition in the provision of goods and services. Council must give fair and equitable consideration to all prospective suppliers.

(b) *Value for money*

Council must harness its purchasing power to achieve the best value for money. The concept of value for money is not restricted to price alone. The value for money assessment must include consideration of:

- (i) contribution to the advancement of Council's priorities; and
- (ii) fitness for purpose, quality, services and support; and
- (iii) whole-of-life costs including costs of acquiring, using, maintaining and disposal; and
- (iv) internal administration costs; and
- (v) technical compliance issues; and
- (vi) risk exposure; and,
- (vii) the value of any associated environmental benefits.

(c) *The development of competitive local business and industry*

Council encourages the development of competitive local businesses within the Etheridge Shire Region, and within the North Queensland region.

Where price, performance, quality, suitability and other evaluation criteria are comparable, the following areas may be considered in evaluating offers:

- (i) creation of local employment opportunities;
- (ii) more readily available servicing support;
- (iii) more convenient communications for contract management;
- (iv) economic growth within the local area;
- (v) benefit to Council of associated local commercial transaction.

(d) *Environmental protection*

Council promotes environmental protection through its purchasing procedures. In undertaking any purchasing activities Council will:

- (i) promote the purchase of environmentally friendly goods and services that satisfy value for money criteria; and
- (ii) foster the development of products and processes of low environmental and climatic impact; and
- (iii) provide an example to business, industry and the community by promoting the use of climatically and environmentally friendly goods and services; and
- (iv) encourage environmentally responsible activities.

(e) *Ethical behaviour and fair dealing*

Council officers involved in purchasing are to behave with impartiality, fairness, independence, openness, integrity, and professionalism in their discussions and negotiations with suppliers and their representatives.

PURCHASES UNDER \$15,000.00 (SMALL SIZED CONTRACT)

Etheridge Shire Council Officers must adhere to the following when entering into a contract for the acquisition of goods or services for less than \$15,000.

- (a) Two verbal offers are to be requested for the supply of goods and services in question unless a Standing Offer Arrangement is in place. Where the purchase requires an amendment to the budget written offers are required.
- (b) Details of all offers must be retained for audit purposes.
- (c) Reasons for not accepting the lowest offer should also be noted with the detail of offers.
- (d) Authorisation for the purchase must be signed by the relevant staff member within their authorization / approval level.
- (e) Quality Assurance requirements are to be considered.
- (f) Detailed specifications of the goods or services are required to be provided if this becomes necessary for complicated orders.
- (g) Contracts must not exceed the allocation provided for the particular item in the budget or amended budget.
- (h) Where purchase contracts are for professional services and the cost of those services cannot be readily determined before the work is done there is no requirement for a fixed price to be determined prior to entering into the contract subject to the Chief Executive Officer authorizing the contract.

PURCHASES BETWEEN \$15,000.00 AND LESS THAN \$200,000.00 (MEDIUM SIZED CONTRACT)

The Local Government Regulation 2012, S.225 requires that Council undertake the following requirements:

- a) A local government cannot enter into a medium-sized contractual arrangement unless the local government first invites written quotes for the contract.
- b) The invitation must be given to at least 3 persons who the local government considers can meet the local government's requirements at competitive prices.
- c) The local government may decide not to accept any of the quotes it receives.
- d) However, if the local government does decide to accept a quote, the local government must accept the quote most advantageous to it having regard to the sound contracting principles.

Records of offers received must be kept on file.

In relation to procuring goods and services for a small to medium sized contract (\$1 to \$200,000), Council will investigate opportunities from the local area first, the FNQ and the Gulf Region second and then from other regions as appropriate. However, Council officers must have regard to the following procurement principles in all purchasing activities, which is in accordance with Section 104 (3) of the Local Government Act 2009:

- 1. *Open and effective competition***
- 2. *Value for money***
- 3. *The development of competitive local business and industry***
- 4. *Environmental protection***
- 5. *Ethical behaviour and fair dealing***

PURCHASES ABOVE \$200,000.00 (LARGE SIZED CONTRACT)

The Local Government Regulation 2012, Section 226 states that a local government can not enter into a large-sized contract unless the local government first invites written tenders for the contract under Section 228 of the Local Government Regulation 2012.

S.228 Tender process

- (1) This section is about how a local government must invite written tenders for—
- (a) a large-sized contractual arrangement; or
 - (b) a valuable non-current asset contract.

- (2) The local government must either—

- (a) invite written tenders under subsection (4); or
 - (b) invite expressions of interest under subsection (5) before considering whether to invite written tenders under subsection (6)(b).
- (3) However, the local government may invite expressions of interest under subsection (5) only if the local government—
 - (a) decides, by resolution, that it would be in the public interest to invite expressions of interest before inviting written tenders; and
 - (b) records its reasons for making the resolution in the minutes of the meeting at which the resolution was made.
- (4) The invitation for tenders must—
 - (a) be made by an advertisement in a newspaper that circulates generally in the local government area; and
 - (b) allow written tenders to be given to the local government for at least 21 days after the advertisement is published.
- (5) The invitation for expressions of interest must—
 - (a) be made by an advertisement in a newspaper that circulates generally in the local government area; and
 - (b) allow written expressions of interest to be given to the local government for at least 21 days after the advertisement is published.
- (6) If the local government invites expressions of interest under subsection (5), the local government may—
 - (a) prepare a short list from the persons who respond to the invitation for expressions of interest; and
 - (b) invite written tenders from those persons.
- (7) If—
 - (a) an invitation to tender under subsection (4) or (6)(b) states that the local government might later invite all tenderers to change their tenders to take account of a change in the tender specifications; and
 - (b) the local government does change the tender specifications; the local government may invite all the persons who submitted a tender to change their tender to take account of the change, before making a decision on the tenders.
- (8) A local government may decide not to accept any tenders it receives.
- (9) However, if the local government does decide to accept a tender, the local government must accept the tender most advantageous to it, having regard to the sound contracting principles.

Records of tenders received must be kept on file.

ADVERTISING OF TENDERS AND OR EXPRESSIONS OF INTEREST

All tenders and or expressions of interest will be advertised in the Inform Newsletter distributed locally by Etheridge Shire Council. In addition to the Inform Newsletter as a minimum requirement all Tenders and or Expressions of Interest will be advertised in the Tablelander, Advertiser, Cairns Post, Townsville Bulletin and the Etheridge Shire Council website.

All large scale tenders and or expressions of interest will also be advertised in the Courier Mail at the discretion of the Chief Executive Officer.

PUBLISHING DETAILS OF CONTRACTS WORTH \$200,000 OR MORE

The Local Government Regulation 2012, Section 237 states that a local government must, as soon as practicable after entering a contract worth \$200,000 (exclusive of GST) or more must:

- (a) publish relevant details of the contract on the local government's website; and
- (b) display relevant details of the contract in a conspicuous place in the local government's public office.

Relevant details must be published or displayed for a period of at least 12 months.

Relevant details of a contract means the following -

- (a) the person with whom the local government has entered into the contract;
- (b) the value of the contract;
- (c) the purpose of the contract.

OTHER EXCEPTIONS

A local government may enter into a medium-sized contract or large-sized contract without first inviting written quotes or tenders under Section 235 of the Local Government Regulation 2012 if -

- (a) the local government resolves it is satisfied that there is only 1 supplier who is reasonably available; or
- (b) the local government resolves that, because of the specialised or confidential nature of the services that are sought, it would be impractical or disadvantageous for the local government to invite quotes or tenders; or
- (c) a genuine emergency exists; or
- (d) the contract is for the purchase of goods and is made by auction; or
- (e) the contract is for the purchase of second-hand goods; or
- (f) the contract is made with, or under an arrangement with, a government body.

S.231 Exception for contractor on approved contractor list

- (1) This section applies to a medium-sized contractual arrangement or large-sized contractual arrangement for services.
- (2) A local government may enter into the contract without first inviting written quotes or tenders if the contract is made with a person who is on an approved contractor list.
- (3) An **approved contractor list** is a list of persons who the local government considers to be appropriately qualified to provide the services.
- (4) The local government must put together the approved contractor list by—
 - (a) inviting expressions of interest from suitably qualified persons, by an advertisement in a newspaper that circulates generally in the local government area; and
 - (b) allowing expressions of interest to be given to the local government for at least 21 days after the invitation is advertised; and
 - (c) choosing persons for the approved contractor list on the basis of the sound contracting principles.

S.233 Exception for a preferred supplier arrangement

- (1) This section applies to a medium-sized contractual arrangement or large-sized contractual arrangement for goods or services if a local government—
 - (a) needs the goods or services—
 - (i) in large volumes; or
 - (ii) frequently; and
 - (b) is able to obtain better value for money by accumulating the demand for the goods or services; and
 - (c) is able to describe the goods or services in terms that would be well understood in the relevant industry.
- (2) A local government may enter into a contract for the goods or services without first inviting written quotes or tenders if the contract is entered into with the preferred supplier under a preferred supplier arrangement that is made in compliance with subsections (3) to (8).
- (3) A local government must invite persons to tender for a preferred supplier arrangement.
- (4) The invitation to tender for a preferred supplier arrangement must—
 - (a) be made by an advertisement in a newspaper that circulates generally in the local government area; and
 - (b) allow tenders to be given to the local government for at least 21 days after the advertisement is published; and (c) describe the terms of the preferred supplier arrangement.

(5) When selecting a person to be a preferred supplier under a preferred supplier arrangement, the local government must have regard to the sound contracting principles.

(6) The local government must ensure the terms of the preferred supplier arrangement allow the contract to be cancelled for the poor performance of the preferred supplier.

(7) A preferred supplier arrangement may be entered into for a term of more than 2 years only if the local government is satisfied the longer term will result in better value for the local government.

(8) For subsection (7), the term of a preferred supplier arrangement includes any period provided for under the arrangement by which the term of the arrangement can be extended.

EXCEPTIONS FOR VALUABLE NON-CURRENT ASSET CONTRACTS

Section 236 of the Local Government Regulation 2012 specifies when Council is exempt from the requirement to seek tenders or quotations -

(1) Subject to subsections (2) and (3), a local government may dispose of a valuable non-current asset other than by tender or auction if—

- (a) the valuable non-current asset—
 - (i) was previously offered for sale by tender or auction but was not sold; and
 - (ii) is sold for more than the highest tender or auction bid that was received; or
- (b) the valuable non-current asset is disposed of to—
 - (i) a government agency; or
 - (ii) a community organisation; or
- (c) for the disposal of land or an interest in land—
 - (i) the land will not be rateable land after the disposal; or
 - (ii) the land is disposed of to a person whose restored enjoyment of the land is consistent with Aboriginal tradition or Island custom; or
 - (iii) the disposal is for the purpose of renewing the lease of land to the existing tenant of the land; or
 - (iv) the land is disposed of to a person who owns adjoining land if—
 - (A) the land is not suitable to be offered for disposal by tender or auction for a particular reason, including, for example, the size of the land or the existence of particular infrastructure on the land; and
 - (B) there is not another person who owns other adjoining land who wishes to acquire the land; and
 - (C) it is in the public interest to dispose of the land without a tender or auction; and
 - (D) the disposal is otherwise in accordance with sound contracting principles; or
- (v) all or some of the consideration for the disposal is consideration other than money, for example, other land given in exchange for the disposal, if—
 - (A) it is in the public interest to dispose of the land without a tender or auction; and
 - (B) the disposal is otherwise in accordance with sound contracting principles; or
- (vi) the disposal is for the purpose of a lease for a telecommunication tower; or
- (vii) the disposal is of an interest in land that is used as an airport or for related purposes if—
 - (A) it is in the public interest to dispose of the interest in land without a tender or auction; and
 - (B) the disposal is otherwise in accordance with sound contracting principles; or
- (d) for the disposal of a valuable non-current asset, other than land, by way of a trade-in for the supply of goods or services to the local government—
 - (i) the supply is, or is to be, made under this part; and
 - (ii) the disposal is, or is to be, part of the contract for the supply; or
- (e) the Minister exempts the local government from complying with section 227.

(2) An exception mentioned in subsection (1)(a) to (d) applies to a local government disposing of a valuable non-current asset only if, before the disposal, the local government has decided, by resolution, that the exception may apply to the local government on the disposal of a valuable non-current asset other than by tender or auction.

(3) A local government may only dispose of land or an interest in land under this section if the consideration for the disposal would be equal to, or more than, the market value of the land or the interest in land, including the market value of any improvements on the land.

(4) For subsection (3), a written report about the market value of land or an interest in land from a valuer registered under the *Valuers Registration Act 1992* who is not an employee of the local government is evidence of the market value of the land or the interest in land.

(5) An exemption under subsection (1)(e) may be given subject to conditions.

Accordingly, under section 234 of the Local Government Regulation 2012, Council officers are not required to seek tenders or quotations should they enter into a contract under a Local Buy arrangement. When assessing the most effective method of obtaining goods and/or services, Council officers should consider the administrative and price costs to Council of seeking tenders or quotations independently, and the reduction of these costs which can be achieved by use of Local Buy arrangements.

DISPOSAL OF LAND AND NON-CURRENT ASSETS

Section 227 of the Local Government Regulation 2012 provides that land and non-current assets other than land with an apparent value equal to or above the amount set by Council must be disposed of after auction or by inviting tenders in the way mentioned in section 288 of the Local Government Regulation 2012.

EVALUATION OF OFFERS

The evaluation of offers must take into account the technical performance of the product, the service being provided and the value obtained for money spent and the risks associated with the requirement from the respective tenderers.

Evaluation officers must treat each offer fairly and equitably on the basis of the criteria established in the specification and there should be no changes to the criteria by revising those elements considered as mandatory requirements or giving special weightings to other factors not declared in the original documents.

For contracts over \$200,000 the selection criteria and the decision process are to be fully documented in the detailed specification of the goods and services required. The Chief Executive Officer shall evaluate the tenders, in conjunction with the relevant Department Head if necessary, with a recommendation being put to Council for approval.

DELEGATIONS

Purchases must be authorised by delegated staff members (within approved budgets) for a requisition to be processed. If the requisition required is outside your authority it must be approved by your immediate supervisor and if not within their limit the Chief Executive Officer as necessary. The delegated authority limits is issued by the Chief Executive Officer in accordance with the Local Government Act 2009 and Local Government Regulations 2012.

Non-budgeted goods or services in excess of \$ 10,000 are to be approved by Council.

Only the Council officers who have received a delegation from the Chief Executive Officer are entitled to sign requisitions, and then only in accordance with their financial delegation limits. By signing a requisition/ purchase order all officers are confirming that they have taken full notice of this policy and will comply with all of the requirements of this policy.

RATIONALE FOR GUIDELINES:

Council's purchasing activities aim to achieve advantageous procurement outcomes by:

- (a) promoting value for money with probity and accountability; and
- (b) advancing Council's economic, social and environmental policies; and
- (c) providing reasonable opportunity for competitive local businesses that comply with relevant legislation to supply to Council; and
- (d) promoting compliance with relevant legislation.

5. AUTHORITIES AND ACCOUNTABILITIES

Only the Council officers who have received a delegation from the Chief Executive Officer are entitled to sign requisitions, and then only in accordance with their financial delegation limits. By signing a requisition/ purchase order all officers are confirming that they have taken full notice of this policy and will comply with all of the requirements of this policy.

It is the responsibility of the Chief Executive Officer and the appointed Director of Corporate & Community Services and Director of Engineering Services for communicating, implementing, and enforcing the Policy, with any breaches dealing with this policy will be the responsibility of the Chief Executive Officer.

It is the responsibility of Council for approving the policy

6. RELATED DOCUMENTATION

Local Government Regulation 2012 – Chapter 6 Contracting, Part 3 Default Contracting Procedures.

7. APPROVAL TABLE

Approved by Council	Meeting number and date	
Approved by Council GMCCS4 – 17 th January 2016 2016 / GM1612	GMCCS2 – 15 th February 2017	
	Resolution number	
	2017/GM1950	
Approval by CEO / Director / Manager	Yes	
Effective date	Review date	
15 th February 2017	16 th February 2018	
Policy Author		
Director Corporate & Community Services		
Current incumbent		
David Munro		
Implementation Officer		
Chief Executive Officer & Director Corporate & Community Services		
Current incumbent	Contact number	Official file no.
David Munro	4079 9007	

DELEGATION OF AUTHORITY NO. DEL22

SUBJECT: FINANCIAL, PROCUREMENT AND ACQUITTAL DELEGATION

DELEGATED TO: SEE LIST BELOW

POWER DELEGATED:

Financial Delegation to incur expenditure on behalf of the Council.

PROVISION OF A LOCAL GOVERNMENT ACT PERMITTING OR REQUIRING THE EXERCISE OF THE POWERS:

Section 259 of the Local Government Act 2009.

POSITIONS DELEGATED WITH AUTHORITY:

OFFICE OF CHIEF EXECUTIVE OFFICER

<u>POSITION</u>	<u>LIMIT OF EXPENDITURE</u>
Chief Executive Officer	(As approved in Council's Approved Budget)
Executive Assistant to the Chief Executive Officer	\$ 5,000.00
Workplace Health & Safety Advisor	\$ 10,000.00

CORPORATE SERVICES

<u>POSITION</u>	<u>LIMIT OF EXPENDITURE</u>
Director Corporate & Community Services	\$200,000.00
Finance Manager	\$ 50,000.00
Manager Building, Planning & Communities	\$ 50,000.00
Facilities / Town Supervisor	\$30,000.00
Senior Finance Officer	\$ 20,000.00
Purchasing / Stores Officer	\$ 20,000.00
IT Officer	\$ 10,000.00
Manager Terrestrial Centre	\$ 5,000.00
Director of Childcare	\$ 5,000.00

ENGINEERING SERVICES

<u>POSITION</u>	<u>LIMIT OF EXPENDITURE</u>
Director Engineering Services	\$200,000.00
Overseer Works	\$50,000.00
Plumber & Water Supervisor	\$30,000.00
Engineering Administration Officer	\$ 2,000.00
Engineering Administration Officer – Fleet	\$ 2,000.00

SUMMARY OF CONDITIONS RELATING TO THE DELEGATION:

- (1) Expenditure is provided for in Council's Approved Budget;
- (2) Expenditure may only be incurred on items within the area of responsibility of the person to whom the financial delegation is granted.
- (3) The manner in which authorised persons may incur expenditure for purchase cards will be in line with the approved operating procedures for purchase cards.
- (4) Payment may only be authorised following certification that the goods/services have been received and are for the use of the Etheridge Shire Council.

David Munro
Acting Chief Executive Officer

Cash Capital Reserves 2017/2018



/Etheridge Shire Council



Etheridge Shire Council – Cash Capital Reserves

CASH CAPITAL RESERVES

2017/2018 Reserve Balances

In the 2017|2018 Budget, Council has set aside a cash component of \$9,164,482 to represent its future planning and non-current liabilities. The make-up of the amount is as follows:

Plant Replacement - \$822,351

Council has a plant replacement schedule, and is of the opinion that the first year implementation of the schedule can be funded from the Operating Fund. However, Council is of the opinion that future year's commitment to the replacement schedule may require a financial contribution from Plant Replacement Capital Reserve and therefore Council will maintain this Capital Reserve as a source of funding.

Road Improvement Reserve - \$774,617

This reserve will exist to contribute to the future replacement of road infrastructure assets. It is intended that this reserve will reduce the eventual burden of asset replacement on ratepayers and further assist the introduction of better business practices for management of infrastructure assets.

Future Capital Reserve - \$7,128,193

Council is of the opinion that this Capital Reserve is required for augmentation of the Operating Fund to provide a financial resource to alleviate asset depreciation. This reserve will be utilised in the future to fund infrastructure asset replacement.

Georgetown Town Improvement Reserve - \$19,190

Council has resolved that this capital reserve be established to contribute to the future town improvements of infrastructure assets in the townships of Georgetown. It is intended that the monies in this reserve will reduce the eventual burden of asset replacement on the ratepayers of Georgetown.

Forsayth Town Improvement Reserve - \$40,000

Council has resolved that this capital reserve be established to contribute to the future town improvements of infrastructure assets in the township of Forsayth. It is intended that the monies in this reserve will reduce the eventual burden of asset replacement on the ratepayers of Forsayth.

Einisleigh Town Improvement Reserve - \$16,629

Council has resolved that this capital reserve be established to contribute to the future town improvements of infrastructure assets in the township of Einisleigh. It is intended that the monies in this reserve will reduce the eventual burden of asset replacement on the ratepayers of Einisleigh.

Mt Surprise Town Improvement Reserve - \$40,000

Council has resolved that this capital reserve be established to contribute to the future town improvements of infrastructure assets in the township of Mt Surprise. It is intended that the monies in this reserve will reduce the eventual burden of asset replacement on the ratepayers of Mt Surprise.

Shire Community Improvement Reserve - \$36,002

Council has resolved that this capital reserve be established to contribute to the future community improvements of infrastructure assets for communities outside of the four townships. It is intended that the monies in this reserve will reduce the eventual burden of asset replacement on the ratepayers of Etheridge Shire Council.

Bridge & Culvert Reserve - \$267,500

This reserve will exist to contribute to the future replacement of bridges and culvert infrastructure assets. It is intended that this reserve will reduce the eventual burden of asset replacement on ratepayers and further assist the introduction of better business practices for management of infrastructure assets. Council has resolved that this capital reserve be established to contribute to the future construction works as identified by Council and the Community of Etheridge Shire.

Disaster Management Reserve - \$20,000

This reserve will exist to assist Council cover any expenditure during a Declared Disaster Event.



2017/2018 RESERVES BUDGET

1. OTHER RESERVES:

Particulars	2010/11 Budget			2011/12 Budget			2012/13 Budget			2013/14 Budget			2014/15 Budget			2015/16 Budget			2016/17 Budget			2017/18 Budget				
	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers		
	1-Jul-10	(from)	to	30-Jun-11	(from)	to	30-Jun-12	(from)	to	30-Jun-13	(from)	to	30-Jun-14	(from)	to	30-Jun-15	(from)	to	30-Jun-16	(from)	to	30-Jun-17	(from)	to	30-Jun-17	(from)
Future Capital Reserve	1,037,166			1,037,166		229,000		1,266,166		1,760,355		3,026,521		0	383,834	6,446,182	(64,985)	380,902	6,762,099		366,094	7,128,193		7,128,193		7,128,193
Plant Replacement Reserve	0	(150,000)	731,912	581,912		100,000	681,912	(600,000)	600,000	681,912		681,912	0	681,912	180,000	861,912			861,912	(39,561)	0	822,351		822,351		822,351
Road Improvement Reserve	400,000			400,000		400,000	400,000		400,000	400,000		400,000	400,000		400,000	400,000		281,352	681,352		221,500	902,852	(128,235)	774,617		774,617
Georgetown Town Improvement Reserve	0	(10,000)	10,000	0	10,000	10,000	10,000	10,000	10,000	20,000	0	10,000	30,000	10,000	40,000	(43,664)	10,000	6,336	(4,646)	3,244	40,000	9,129		7,500	19,190	19,190
Forsyth Town Improvement Reserve	0		10,000	10,000	(2,000)	10,000	18,000	10,000	28,000	10,000	38,000	10,000	48,000	10,000	48,000	(8,598)	2,000	41,402	(4,646)	3,244	40,000			0	40,000	40,000
Einasleigh Town Improvement Reserve	50,000	(50,000)		0		10,000	10,000	10,000	20,000	10,000	30,000	(30,000)	10,000	10,000	10,000	(16,225)	10,000	3,775	(4,646)	10,000	9,129		7,500	16,629	16,629	16,629
Mt Surprise Town Improvement Reserve	16,733		10,000	26,733	(36,733)	10,000	0	10,000	10,000	10,000	10,000	20,000	10,000	30,000	10,000	30,000		10,000	40,000	(7,532)	7,532	40,000		0	40,000	40,000
Oak Park Community Infrastructure Reserve	17,648	(9,900)	10,000	17,748		10,000	27,748	(18,600)	10,000	19,148	10,000	29,148	(26,000)	10,000	13,148		10,000	23,148	(4,646)	10,000	28,502		7,500	36,002	36,002	36,002
Sports Stadium Reserve	0		243,000	243,000		243,000	(243,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disaster Management Reserve	0										20,000	20,000			20,000			20,000			20,000			20,000	20,000	20,000
Bridge & Culvert Reserve	0					0	(155,500)	243,000	87,500	180,000	267,500	0	267,500	0	267,500	0	267,500	0	267,500	0	267,500		0	267,500	267,500	267,500
Total Other Reserves	1,521,547	(219,900)	1,014,912	2,316,559	(38,733)	379,000	2,656,826	(1,017,100)	2,653,355	4,293,081	0	3,285,827	7,578,908	(56,000)	613,834	8,136,742	(133,472)	704,254	8,707,524	(65,677)	628,370	9,270,217	(128,235)	22,500	9,164,482	9,164,482
				2,316,559			2,656,826			4,293,081			7,578,908			8,136,742			8,707,524			9,270,217			9,164,482	

2. CONSTRAINED WORKS AND RECURRENT RESERVES:

Particulars	2010/11 Budget			2011/12 Budget			2012/13 Budget			2013/14 Budget			2014/15 Budget			2015/16 Budget			2016/17 Budget			2017/18 Budget							
	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers	Balance	Transfers	Transfers					
	1-Jul-10	(from)	to	30-Jun-11	(from)	to	30-Jun-12	(from)	to	30-Jun-13	(from)	to	30-Jun-14	(from)	to	30-Jun-15	(from)	to	30-Jun-16	(from)	to	30-Jun-17	(from)	to	30-Jun-17	(from)	to		
NDRR (Flood Damage) - Claim 2																									0	0			
Work for Queensland (W4Q)																										0	0		
Community Drought Resilience Fund																										0	0		
TIDs (Councils Contribution 16/17)																										0	0		
B.O.R. - Round 1 (Reservoir)																										0	0		
B.O.R. - Round 2 (WTP Forsyth)																										0	0		
RLCIP - Einasleigh Bridge	10,380,400	(10,380,400)		0		0				0			0		0											0	0		
FAGS Prepayment	726,058	(726,058)	800,820	800,820	(800,820)	1,954,084	1,954,084	(1,954,084)	2,023,628	2,023,628	(2,023,628)	0		0											0	0			
Auslink Interest	935,400	(935,400)		0		0				0			0		0											0	0		
Flood Damage 2009	2,240,000	(2,240,000)		0		0				0			0		0											0	0		
Auslink Funds C/Forward	3,518,725	(3,518,725)		0		0				0			0		0											0	0		
Plant Funds	481,912	(481,912)		0		0				0			0		0											0	0		
Flood Damage 2010			2,109,464	2,109,464	(2,109,464)	1,414,458	1,414,458	(1,414,458)	0			0		0												0	0		
Flood Damage 2011			2,724,247	2,724,247	(2,724,247)	2,883,857	2,883,857	(2,883,857)	0			0		0												0	0		
R2R				0		0			90,705	(90,705)	0		0		0											0	0		
RLCIP-SP - Copperfield Bridge			390,679	390,679	(390,679)	0			45,666	45,666	(45,666)	0		0												0	0		
Landfill Grant				0		0			172,019	172,019	(172,019)	0		0												0	0		
RADF				0		0			19,582	19,582	(19,582)	0		0												0	0		
Wild Dog Grant				0		0			30,773	30,773	(30,773)	0		0												0	0		
Flood Damage 2012 (Re-Damaged)				0		0			0	(1,134,123)	1,134,123	0		0												0	0		
Flood Damage 2012 (New)				0		0			0	(939,869)	939,869	0		0												0	0		
Drought Management Funds 14/15														11,426	11,426	(11,426)										0	0		
Community Drought Funds 14/15														65,000	65,000	(65,000)										0	0		
Flood Damage 2014 - Claim 1														684,629	684,629	(684,629)										0	0		
Flood Damage 2014 - Claim 2														0	0	0										0	0		
IT Fund (Server)														45,000	45,000	(45,000)										0	0		
Constrained Funds (Various)														303,900	303,900	(303,900)										0	0		
Childcare Training Grant														7,185	7,185	(7,185)										0	0		
Total Constrained & Recurrent	18,282,495	(18,282,495)	6,025,210	6,025,210	(6,025,210)	6,252,399	6,252,399	(6,252,399)	2,291,668	2,382,373	(4,456,365)	2,073,992	0	1,117,140	1,117,140	(1,117,140)	0	0	0	0	0	0	0	0	1,627,570	1,627,570	(1,627,570)	0	0
TOTAL ALL RESERVES	19,804,042	(18,502,395)	7,040,122	8,341,769	(6,063,943)	6,631,399	8,909,225	(7,269,499)	4,945,023	6,675,454	(4,456,365)	5,359,819	7,578,908	(56,000)	1,730,974	9,253,882	(1,250,612)	704,254	8,707,524	(65,677)	2,255,940	10,897,787	(1,755,805)	22,500	9,164,482	9,164,482			

Budget (accrual)

2017/2018



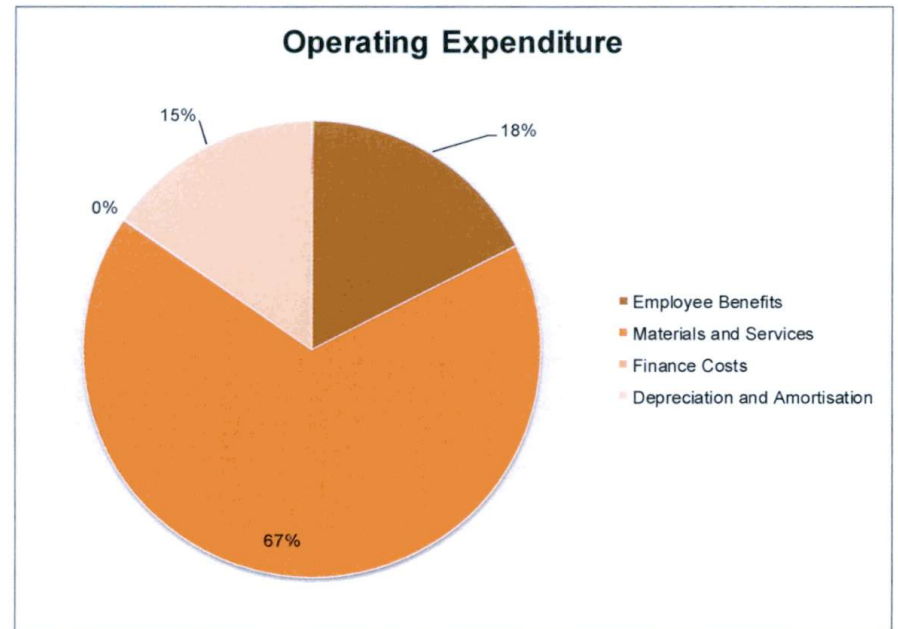
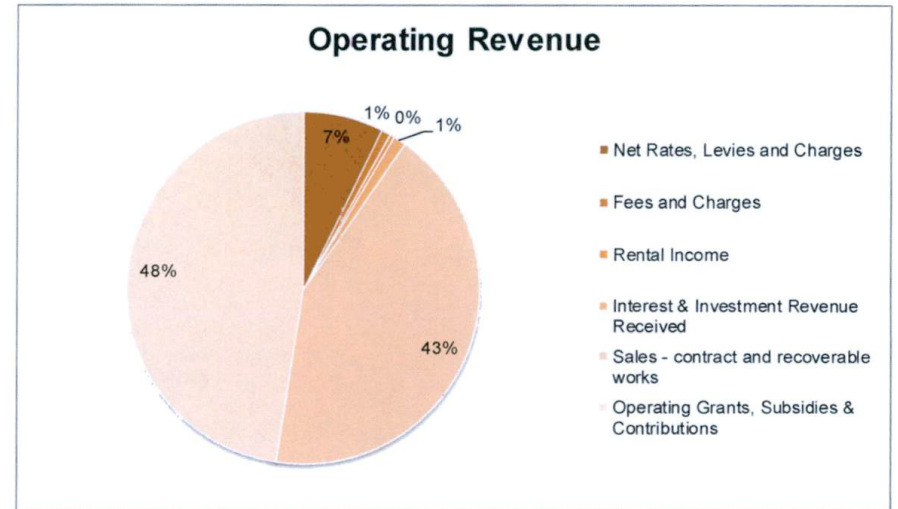
/Etheridge Shire Council

Budget 2017|2018



Statement of Comprehensive Income for the year ended 30 June 2018

\$'s	Budget 2017 2018	Budget 2016 2017
Revenue		
Net Rates, Levies and Charges	\$ 2,192,340	\$ 2,416,692
Fees and Charges	\$ 255,625	\$ 290,395
Rental Income	\$ 123,400	\$ 148,604
Interest & Investment Revenue Received	\$ 353,785	\$ 291,776
Sales - contract and recoverable works	\$ 12,819,799	\$ 1,270,000
Operating Grants, Subsidies & Contributions	\$ 14,290,218	\$ 19,606,512
Total Recurrent Revenue	\$ 30,035,167	\$ 24,023,979
Capital Revenue		
Capital Grants, Subsidies & Contributions	\$ 7,412,225	\$ 4,287,568
Total Capital Revenue	\$ 7,412,225	\$ 4,287,568
Capital (Expenses) / Income		
Capital Income	\$ 5,588	-\$ 42,786
Total Income	\$ 37,452,980	\$ 28,268,761
Expenses		
Employee Benefits	\$ 5,230,410	\$ 4,386,126
Materials and Services	\$ 20,004,568	\$ 15,898,138
Finance Costs	\$ 14,490	\$ 15,288
Depreciation and Amortisation	\$ 4,601,357	\$ 3,602,919
Total Recurrent Expenses	\$ 29,850,825	\$ 23,902,471
Total Expenses	\$ 29,850,825	\$ 23,902,471
Net Operating Result	\$ 7,602,155	\$ 4,366,290
Other Comprehensive Income		
Increase / (decrease) in asset revaluation surplus	\$ -	\$ -
Total other comprehensive income for the year	\$ -	\$ -
Total comprehensive income for the year	\$ 7,602,155	\$ 4,366,290

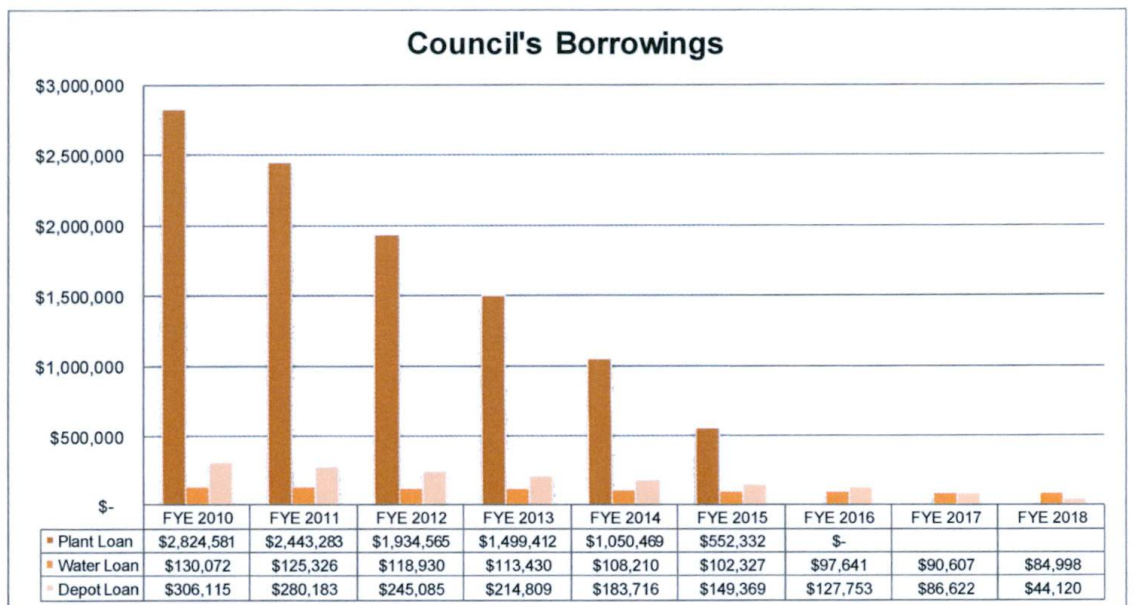
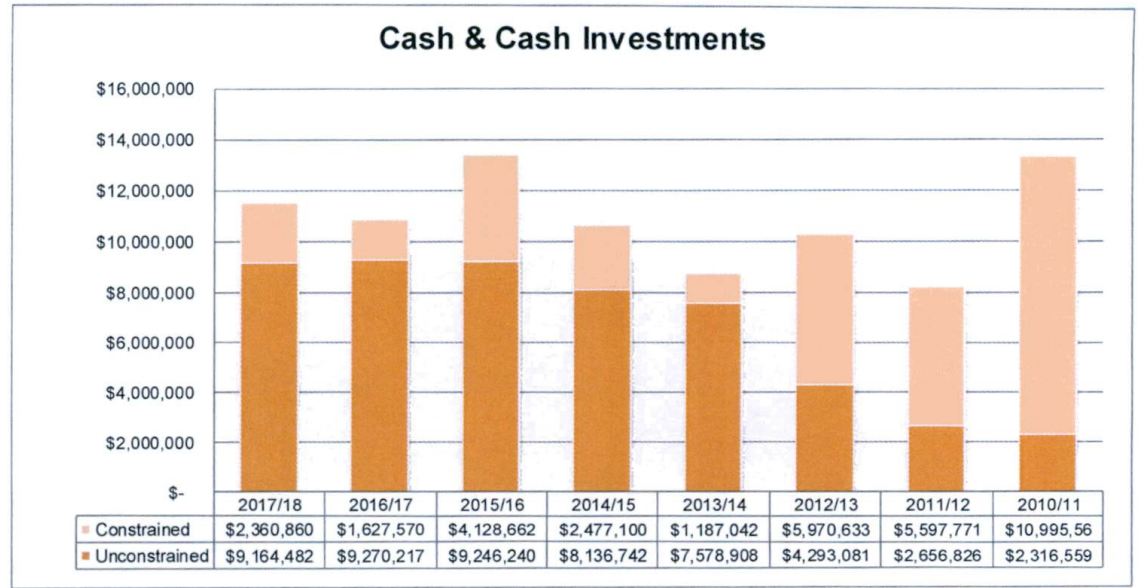


Statement of Financial Position

for the year ended 30 June 2018



	Actuals		Budget	
	2017 2018		2016 2017	
\$'s				
Current Assets				
Cash & Cash Equivalents	\$	11,525,342	\$	9,818,838
Trade & Other Receivables	\$	2,846,160	\$	4,096,243
Inventories	\$	402,189	\$	450,992
Other Financial Assets	\$	-	\$	-
Total Current Assets	\$	14,773,691	\$	14,366,073
Non-Current Assets				
Other Assets	\$	-	\$	-
Property, Plant & Equipment	\$	188,833,372	\$	184,941,108
Capital Works in Progress (WIP)	\$	-	\$	-
Total Non-Current Assets	\$	188,833,372	\$	184,941,108
Total Assets	\$	203,607,063	\$	199,307,181
Current Liabilities				
Trade & Other Payables	\$	1,644,528	\$	1,307,000
Borrowings	\$	53,697	\$	52,163
Provisions	\$	5,404	\$	640,988
Total Current Liabilities	\$	1,703,629	\$	2,000,151
Non-Current Liabilities				
Trade & Other Payables	\$	-	\$	-
Borrowings	\$	69,368	\$	110,928
Provisions	\$	483,744	\$	417,790
Total Non-Current Liabilities	\$	553,112	\$	528,718
Total Liabilities	\$	2,256,741	\$	2,528,869
Net Community Assets	\$	201,350,322	\$	196,778,312
Community Equity				
Asset Revaluation Reserve	\$	125,499,982	\$	125,499,982
Other Reserves (Capital)	\$	9,164,482	\$	9,270,217
Retained / (deficiency)	\$	66,685,858	\$	62,008,113
Total Community Equity	\$	201,350,322	\$	196,778,312



Statement of Cashflows

for the year ended 30 June 2018



\$'s	Budget		Budget	
	2017	2018	2016	2017
Cash Flows from Operating Activities				
Receipts from customers	\$	28,123,968	\$	20,694,816
Payment to suppliers and employees	-\$	24,586,061	-\$	19,334,791
	\$	3,537,907	\$	1,360,025
Interest received	\$	353,785	\$	291,776
Rental Income	\$	123,400	\$	148,604
Borrowing Costs	-\$	10,640	-\$	11,588
Net Cash Inflow (Outflow) From Operating Activities	\$	4,004,452	\$	1,788,817
Cash Flow from Investing Activities :				
Payments for property, plant and equipment	-\$	11,304,358	-\$	4,994,790
Proceeds From sale of property, plant and equipment	\$	113,000	\$	77,000
Grants, Subsidies, Contributions and Donations	\$	7,412,225	\$	4,287,568
Other	\$	-	\$	-
Net Cash Inflow (Outflow) From Investing Activities	-\$	3,779,133	-\$	630,222
Cash Flow from Financing Activities :				
Proceeds from borrowings	\$	-		
Repayment of borrowings	-\$	47,764	-\$	46,816
Net cash provided by financing activities	-\$	47,764	-\$	46,816
Net Increase (Decrease) in Cash Held	\$	177,555	\$	1,111,779
Cash at beginning of reporting period	\$	11,347,787	\$	8,707,059
Cash at end of Reporting Period	\$	11,525,342	\$	9,818,838

// 2017-2018 result

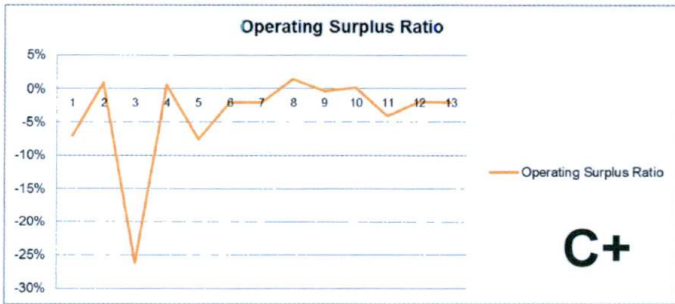
\$11,347,787	opening balance
+ \$36,126,378	cash received
- (\$35,948,823)	cash spent
\$11,525,342	cash available at year end

Financial Sustainability Indicators

as at 30 June 2018

Measures of financial sustainability

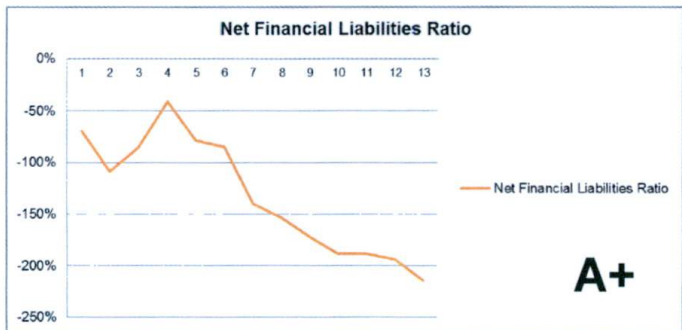
	Target	Actual 2015	Actual 2016	Actual 2017	Budget 2018	Long Term Financial Plan Projections								
						Yr 1 2019	Yr 2 2020	Yr 3 2021	Yr 4 2022	Yr 5 2023	Yr 6 2024	Yr 7 2025	Yr 8 2026	Yr 9 2027
Ratio														
Operating Surplus Ratio	0 - 10%	-7%	1%	-26%	1%	-8%	-2%	-2%	1%	0%	0%	-4%	-2%	-2%
Asset Sustainability Ratio	> 90%	123%	178%	178%	21%	30%	42%	43%	43%	43%	41%	40%	39%	41%
Net Financial Liabilities Ratio	< 60%	-70%	-109%	-86%	-41%	-79%	-85%	-140%	-153%	-172%	-188%	-188%	-194%	-215%



Operating Surplus ratio	Net Operating Surplus divided by Total Operating Revenue	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes.
	Expressed as a %	The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates.



Asset Sustainability ratio	Capital Expenditure on the Replacement of Assets (renewals) divided by Depreciation Expense	This is an approximation of the extent to which the infrastructure assets managed by the council are being replaced as these reach the end of their useful lives.
	Expressed as a %	Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period.



Net Financial Liabilities ratio	Total Liabilities less Current Assets divided by Total Operating Revenue	This is an indicator of the extent to which the net financial liabilities of a Council can be serviced by its operating revenues.
	Expressed as a %	A ratio greater than zero (positive) indicates that total liabilities exceed current assets. These net liabilities must be serviced using operating revenues.
		A positive value less than 60% indicates the council has the capacity to fund the liabilities and appears to have the capacity to increase its loan borrowings.



ETHERIDGE SHIRE COUNCIL
STATEMENT OF COMPREHENSIVE INCOME

Ungroup Level 2 Level 3 Export to New Workbook	Actual						Budget	Forecast									
	Year ended	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Revenue																	
Recurrent revenue:																	
General rates		2,158,952	2,304,784	2,232,692	2,425,660	2,035,576	2,235,037	2,014,199	2,135,050	2,263,153	2,398,943	2,542,879	2,695,452	2,857,179	3,028,610	3,210,326	3,402,946
Separate rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Levies		-	-	-	-	-	-	89,000	157,594	161,534	165,572	169,711	173,954	178,303	182,760	187,329	192,012
Water		266,936	320,572	327,233	361,503	380,808	392,341	392,368	408,290	424,902	432,767	440,793	448,982	457,337	465,864	474,565	483,445
Sewerage		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		88,290	98,763	115,524	126,008	125,539	133,675	134,013	138,798	145,738	149,014	152,367	155,798	159,308	162,901	166,578	170,340
Other rates and utilities revenue		-	-	46,850	92,349	101,712	82,527	-	-	-	-	-	-	-	-	-	-
Total rates and utility charge revenue		2,514,178	2,724,119	2,722,299	3,005,520	2,643,635	2,843,580	2,829,580	2,839,732	2,995,327	3,146,296	3,305,750	3,474,186	3,652,127	3,840,135	4,038,798	4,248,743
less: Discounts		-	335,576	-	272,924	-	310,731	-	319,895	-	280,010	-	279,114	-	325,930	-	410,494
less: Pensioner remissions		-	19,363	-	19,142	-	20,981	-	22,211	-	19,896	-	99,557	-	111,310	-	180,594
Net rates and utility charges		2,159,239	2,432,053	2,390,587	2,663,414	2,343,729	2,464,909	2,192,340	2,248,644	2,373,668	2,473,105	2,603,091	2,739,500	2,882,873	3,033,462	3,191,500	3,357,209
Building and property related fees																	
Licences		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Infringements		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking meters		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Private works		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Refuse tipping fees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General service fees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other fees and charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fees and charges		319,138	391,139	341,207	343,122	318,104	227,742	255,625	294,374	307,747	309,328	317,831	319,569	323,262	325,091	328,935	332,886
Sales - contract and recoverable works		2,201,579	6,317,444	1,652,123	7,389,575	2,568,839	4,278,807	12,819,799	7,426,407	7,426,407	1,498,619	1,536,085	1,574,487	1,613,849	1,654,195	1,695,550	1,737,939
Gain on sale of land held as inventory		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General purpose grants		5,136,420	3,791,880	2,351,431	4,507,875	4,618,408	4,729,198	4,825,081	5,621,455	6,745,746	7,083,033	7,437,184	7,447,184	7,521,655	8,273,820	9,101,202	9,206,022
State government grants and subsidies		7,998,399	10,921,528	3,478,855	264,004	3,751,638	921,545	9,465,137	516,844	416,844	216,844	316,844	116,844	116,844	416,844	116,844	116,844
Other non-government subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants, subsidies, contributions and donations		13,134,819	14,713,408	5,830,286	4,771,879	8,370,046	5,650,743	14,290,218	6,138,299	7,162,590	7,299,877	7,754,028	7,564,028	7,638,499	8,690,664	9,218,046	9,322,866
Interest from overdue rates and utility charges		3,236	25,390	64,789	79,787	134,429	170,873	12,700	13,658	14,000	14,350	14,708	15,076	15,453	15,839	16,235	16,641
Interest received from investments		580,553	317,404	387,504	362,028	354,204	289,381	341,085	361,266	405,643	462,279	529,952	603,876	679,350	751,010	821,633	920,538
Other sources		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest received		583,789	342,794	452,293	441,815	488,633	460,254	363,785	374,924	419,643	476,629	544,660	618,952	694,803	766,849	837,868	937,179
Profit/(loss) from investments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental income		178,326	170,684	184,349	177,212	157,555	193,140	123,400	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Commissions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other operating revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other recurrent income		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total recurrent revenue		18,576,890	24,367,522	10,850,845	15,787,017	14,246,906	13,275,595	30,035,167	16,642,648	17,850,055	12,217,558	12,915,695	12,976,536	13,313,286	14,630,261	15,431,899	15,848,079
Capital revenue:																	
Grants, subsidies, contributions and donations		1,150,837	1,943,284	10,101,479	5,932,563	8,569,444	1,142,686	7,412,225	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	-
Other capital contributions		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total capital revenue		1,150,837	1,943,284	10,101,479	5,932,563	8,569,444	1,142,686	7,412,225	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	-
Capital income:																	
Gain on sale of property, plant and equipment		-	53,295	-	10,083	-	-	5,588	85,214	85,214	85,214	85,214	85,214	85,214	85,214	85,214	85,214
Profit from investments		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other capital income		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation up of PPE (reversing previous down revaluations)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total capital income		-	53,295	-	10,083	-	-	5,588	85,214	85,214	85,214	85,214	85,214	85,214	85,214	85,214	85,214
Total capital revenue and capital income		1,150,837	1,996,579	10,101,479	5,942,646	8,569,444	1,142,686	7,417,813	1,186,021	1,186,021	1,186,021	1,186,021	1,186,021	1,186,021	1,186,021	1,186,021	85,214
Total income		19,727,727	26,364,101	20,952,324	21,729,663	22,816,350	14,418,281	37,452,980	17,828,669	19,036,076	13,403,579	14,101,716	14,162,557	14,499,307	15,816,282	16,617,920	15,933,293

Expenses																
Recurrent expenses:																
Total staff wages and salaries	4,653,131	4,832,682	4,421,034	4,750,202	4,134,439	4,544,267	4,905,410	4,253,810	4,132,553	4,173,879	4,215,617	4,257,774	4,300,351	4,343,355	4,386,788	4,430,656
Councillors remuneration	169,077	173,827	192,603	195,219	293,392	251,691	325,000	335,000	348,534	355,504	362,614	369,867	377,264	384,809	392,505	400,356
Other employee costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee benefits	4,822,208	5,006,509	4,613,637	4,945,421	4,427,831	4,795,958	6,230,410	4,588,810	4,481,087	4,529,383	4,578,231	4,627,641	4,677,615	4,728,164	4,779,293	4,831,012
Materials and services - Sales, contract and recoverable works	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials and services - Council maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other materials and services	11,418,569	11,600,720	5,999,102	7,680,665	5,355,439	8,183,119	20,004,568	9,914,290	10,247,575	4,332,527	4,419,177	4,507,561	4,597,712	6,346,790	6,664,129	6,997,335
Audit services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations paid	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Materials and services	11,418,569	11,600,720	5,999,102	7,680,665	5,355,439	8,183,119	20,004,568	9,914,290	10,247,575	4,332,527	4,419,177	4,507,561	4,597,712	6,346,790	6,664,129	6,997,335
Loss on sale of land held as inventory	-	-	-	-	-	-	-	52,993	-	-	-	-	-	-	-	-
Depreciation on Buildings	94,556	243,785	227,713	183,321	335,453	283,727	359,927	178,791	184,791	190,791	196,791	202,791	208,791	214,791	220,791	223,791
Depreciation on Plant & Equipment	968,941	881,786	898,360	795,868	396,330	269,429	367,375	264,528	396,528	327,861	366,195	407,862	451,195	487,745	524,290	545,956
Depreciation on Furniture and Fittings	13,702	7,468	4,108	2,481	10,151	9,758	11,641	2,067	2,067	2,067	2,067	2,067	2,067	2,067	2,067	2,067
Depreciation on Roads, Drainage & Bridge Network	1,243,351	1,940,548	2,584,452	2,731,484	3,044,872	2,808,690	3,336,724	2,546,798	2,633,840	2,722,075	2,810,310	2,898,545	2,986,780	3,075,015	3,163,250	3,207,367
Depreciation on Water	112,094	113,725	119,404	123,692	112,162	95,259	157,227	188,737	199,687	204,988	209,621	212,068	214,514	216,961	219,407	220,297
Depreciation on Sewerage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation on Other	172,819	250,871	313,079	349,932	376,385	313,482	368,863	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Depreciation on asset revaluations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation on WIP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation on finance leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Amortisation of intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation	2,605,463	3,438,183	4,147,116	4,186,778	4,275,353	3,780,345	4,601,357	3,330,921	3,464,913	3,597,782	3,734,984	3,873,333	4,013,347	4,146,579	4,279,805	4,349,478
Bad and doubtful debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rentals - operating leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other miscellaneous movements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance costs charged by Queensland Treasury Corporation	155,326	128,340	95,197	70,641	50,484	5,750	10,640	6,995	2,989	450	-	-	-	-	-	-
Interest paid on overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank fees	3,066	2,813	3,909	3,434	3,274	3,342	3,850	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other finance costs (non interest related)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance lease costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance costs	158,392	131,153	99,106	74,075	53,758	9,092	14,490	10,995	6,989	4,450	4,000	4,000	4,000	4,000	4,000	4,000
Community service obligation payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Competitive neutrality fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal service provider payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total recurrent expenses	19,004,632	20,176,565	14,858,961	16,886,939	14,112,381	16,768,514	29,850,825	17,898,009	18,200,564	12,464,142	12,736,392	13,012,535	13,292,674	15,225,533	15,727,227	16,181,825
Capital expenses:																
Loss on sale of property, plant and equipment	19,754	-	43,850	-	430,617	12,484	-	-	-	-	-	-	-	-	-	-
Loss on investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other capital expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrements	-	-	-	-	41,392	-	-	-	-	-	-	-	-	-	-	-
Total capital expenses	19,754	-	43,850	-	472,009	12,484	-	-	-	-	-	-	-	-	-	-
Total expenses	19,024,386	20,176,565	14,902,811	16,886,939	14,584,390	16,780,998	29,850,825	17,898,009	18,200,564	12,464,142	12,736,392	13,012,535	13,292,674	15,225,533	15,727,227	16,181,825
Result from ordinary activities	703,341	6,187,536	6,049,513	4,842,724	8,231,960	2,362,717	7,602,155	69,340	835,512	939,437	1,365,324	1,150,022	1,206,633	590,749	890,693	248,532
Other non-recurrent items	-	-	4,635,987	-	-	-	-	-	-	-	-	-	-	-	-	-
Net result attributable to Council	703,341	6,187,536	10,685,500	4,842,724	8,231,960	2,362,717	7,602,155	69,340	835,512	939,437	1,365,324	1,150,022	1,206,633	590,749	890,693	248,532
OPERATING RESULT																
Operating revenue	18,576,890	24,367,522	10,850,845	15,787,017	14,248,906	13,275,595	30,935,167	16,642,648	17,850,055	12,217,558	12,915,695	12,976,536	13,313,286	14,630,261	15,431,899	15,848,079
Operating expense	19,004,632	20,176,565	14,858,961	16,886,939	14,112,381	16,768,514	29,850,825	17,898,009	18,200,564	12,464,142	12,736,392	13,012,535	13,292,674	15,225,533	15,727,227	16,181,825
Operating result	- 427,742	- 4,190,967	- 4,008,116	- 1,099,922	- 134,525	- 3,492,919	- 184,342	- 1,255,361	- 350,509	- 246,584	- 179,303	- 35,999	- 20,612	- 595,272	- 295,328	- 333,746



**ETHERIDGE SHIRE COUNCIL
STATEMENT OF FINANCIAL POSITION**

Year ended	Actual						Budget	Forecast								
	30-Jun-12 \$	30-Jun-13 \$	30-Jun-14 \$	30-Jun-15 \$	30-Jun-16 \$	30-Jun-17 \$	30-Jun-18 \$	30-Jun-19 \$	30-Jun-20 \$	30-Jun-21 \$	30-Jun-22 \$	30-Jun-23 \$	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$
Current assets																
Restricted component	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted component	8,254,597	10,263,714	8,765,950	10,613,842	13,218,102	11,347,787	11,525,342	12,734,308	14,573,700	16,651,919	19,249,695	21,762,371	24,465,510	26,707,989	29,335,276	33,553,011
Cash assets and cash equivalents	8,254,597	10,263,714	8,765,950	10,613,842	13,218,102	11,347,787	11,525,342	12,734,308	14,573,700	16,651,919	19,249,695	21,762,371	24,465,510	26,707,989	29,335,276	33,553,011
Land held for development or sale	918,898	821,053	394,125	133,868	122,993	111,003	111,003	(11,990)	(11,990)	(11,990)	(11,990)	(11,990)	(11,990)	(11,990)	(11,990)	(11,990)
Other inventory	454,873	387,599	348,275	335,777	317,939	291,186	291,186	291,186	291,186	291,186	291,186	291,186	291,186	291,186	291,186	291,186
Inventories	1,373,771	1,208,652	742,400	469,645	440,932	402,189	402,189	279,196	279,196	279,196	279,196	279,196	279,196	279,196	279,196	279,196
Receivables	2,283,765	3,551,370	4,024,586	1,992,138	3,867,382	1,412,146	2,846,160	1,559,919	1,671,409	1,125,843	1,186,264	1,184,974	1,209,992	1,329,368	1,399,428	1,429,812
Tax assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prepayments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other current assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current assets	11,912,133	15,023,736	13,532,936	13,075,625	17,526,416	13,162,122	14,773,691	14,573,423	16,524,305	18,056,958	20,715,155	23,226,541	25,954,698	28,316,553	31,013,900	35,262,019
Non-current assets																
Land held for development or sale	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property, plant and equipment	135,018,952	136,556,428	142,481,670	176,420,642	184,955,306	181,373,607	187,969,196	187,217,101	186,071,421	184,980,372	183,694,621	182,340,521	180,826,407	179,199,061	177,418,489	172,949,225
Leased assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital works in progress	672,377	2,338,814	8,411,077	4,209,099	-	216,038	216,038	216,038	216,038	216,038	216,038	216,038	216,038	216,038	216,038	216,038
Other non-current assets	620,571	620,571	620,571	648,138	-	648,138	648,138	648,138	648,138	648,138	648,138	648,138	648,138	648,138	648,138	648,138
Total non-current assets	136,311,900	139,515,813	151,513,318	181,277,879	184,955,306	182,237,783	188,833,372	188,081,277	186,935,597	185,844,548	184,558,797	183,204,697	181,690,583	180,063,237	178,282,665	173,813,401
Total assets	148,224,033	154,539,549	165,046,254	194,353,504	202,481,722	195,399,905	203,607,063	202,654,700	203,459,902	203,901,506	205,273,952	206,431,238	207,645,281	208,379,790	209,296,565	209,075,420
Current liabilities																
Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and other payables	855,748	1,379,084	1,599,291	845,315	1,261,342	991,761	1,644,528	815,202	842,595	356,427	363,549	370,813	378,223	521,983	548,065	575,452
Borrowings	470,122	503,152	533,924	542,704	46,235	6,476	53,697	57,703	11,665	-	-	-	-	-	-	-
Employee payables/provisions	74,039	75,847	74,765	85,092	96,002	5,404	5,404	5,404	5,404	5,404	5,404	5,404	5,404	5,404	5,404	5,404
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	1,399,909	1,958,083	2,207,980	1,473,111	1,403,579	1,003,641	1,703,629	878,309	859,664	361,831	368,953	376,217	383,627	527,387	553,469	580,856
Non-current liabilities																
Trade and other payables	139,397	155,627	197,144	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans	1,828,942	1,326,155	792,484	256,249	164,353	164,353	69,368	11,665	-	-	-	-	-	-	-	-
Interest free loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,828,942	1,326,155	792,484	256,249	164,353	164,353	69,368	11,665	-	-	-	-	-	-	-	-
Employee payables/provisions	156,843	213,206	299,671	357,904	415,591	483,744	483,744	483,744	483,744	483,744	483,744	483,744	483,744	483,744	483,744	483,744
Other provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	2,125,182	1,694,988	1,289,299	614,153	579,944	648,097	553,112	495,409	483,744	483,744	483,744	483,744	483,744	483,744	483,744	483,744
Total liabilities	3,525,091	3,653,071	3,497,279	2,087,264	1,983,523	1,651,738	2,256,741	1,373,718	1,343,408	845,575	852,697	859,961	867,371	1,011,131	1,037,213	1,064,600
Net community assets	144,698,942	150,886,478	161,548,975	192,266,240	200,498,199	193,748,167	201,350,322	201,280,982	202,116,494	203,055,931	204,421,255	205,571,277	206,777,910	207,368,659	208,259,352	208,010,820
Community equity																
Asset revaluation reserve	95,117,612	95,117,612	99,666,833	125,541,374	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982	125,499,982
Other reserves	9,077,816	4,293,081	7,578,908	8,136,742	8,707,059	9,270,217	9,164,482	9,714,482	10,264,482	10,814,482	11,356,001	11,856,001	12,356,001	12,856,001	13,356,001	13,856,001
Retained surplus (deficiency)	40,503,514	51,475,785	54,303,234	58,588,124	66,291,158	58,977,968	66,685,858	66,066,518	66,352,030	66,741,467	67,565,272	68,215,294	68,921,927	69,012,676	69,403,369	68,654,837
Total community equity	144,698,942	150,886,478	161,548,975	192,266,240	200,498,199	193,748,167	201,350,322	201,280,982	202,116,494	203,055,931	204,421,255	205,571,277	206,777,910	207,368,659	208,259,352	208,010,820



**ETHERIDGE SHIRE COUNCIL
STATEMENT OF CASHFLOW**

Year ended	Actual						Budget	Forecast								
	30-Jun-12	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17	30-Jun-18	30-Jun-19	30-Jun-20	30-Jun-21	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flows from operating activities:																
Receipts from customers	19,454,691	24,328,510	10,675,306	18,260,615	12,549,762	14,357,881	28,247,368	17,553,965	17,318,922	12,286,495	12,310,614	12,358,874	12,593,465	13,744,036	14,523,971	14,880,516
Payment to suppliers and employees	(21,769,428)	(17,418,574)	(10,576,260)	(14,122,290)	(9,939,942)	(16,385,682)	(24,586,061)	(15,336,426)	(14,705,269)	(9,352,078)	(8,994,286)	(9,131,938)	(9,271,917)	(10,935,194)	(11,421,340)	(11,804,960)
Payments for land held as inventory	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of land held as inventory	-	-	-	-	-	-	-	70,000	-	-	-	-	-	-	-	-
Interest received	583,789	342,794	452,292	441,815	488,633	347,257	353,785	374,924	419,643	476,629	544,660	618,952	694,803	766,849	837,868	937,179
Interest on loans	(155,326)	(128,340)	(95,197)	(70,641)	(50,484)	(5,761)	(10,640)	(6,995)	(2,989)	(450)	-	-	-	-	-	-
Interest on overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest on finance lease	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance costs	(155,326)	(128,340)	(95,197)	(70,641)	(50,484)	(5,761)	(10,640)	(6,995)	(2,989)	(450)	-	-	-	-	-	-
Dividends received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Income from investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Distribution from joint venture	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from operating activities	(1,886,274)	7,124,390	456,141	4,509,499	3,047,969	(1,686,305)	4,004,452	2,655,468	3,030,307	3,410,596	3,860,988	3,845,888	4,016,351	3,575,691	3,940,499	4,012,735
Cash flows from investing activities:																
Payments for property, plant and equipment	(4,065,556)	(6,770,587)	(11,908,138)	(8,255,851)	(9,676,097)	(1,402,028)	(11,304,358)	(2,698,612)	(2,439,019)	(2,626,519)	(2,569,019)	(2,639,019)	(2,619,019)	(2,639,019)	(2,619,019)	-
Subsidies, donations and contributions for new capital expenditure	1,150,837	1,943,284	10,101,479	5,932,563	8,569,444	1,142,686	7,412,225	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	1,100,807	-
Proceeds from sale of property, plant and equipment	186,234	181,787	355,653	189,136	1,251,309	115,091	113,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000
Payments for intangible assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net transfer (to) from cash investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net movement in loans and advances	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from investing activities	(2,728,485)	(4,645,516)	(1,451,006)	(2,134,152)	144,656	(144,251)	(3,779,133)	(1,392,805)	(1,133,212)	(1,320,712)	(1,263,212)	(1,333,212)	(1,313,212)	(1,333,212)	(1,313,212)	205,000
Cash flows from financing activities:																
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	(442,771)	(469,757)	(502,899)	(527,455)	(588,365)	(39,759)	(47,764)	(53,697)	(57,703)	(11,665)	-	-	-	-	-	-
Repayments made on finance leases	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net cash inflow (outflow) from financing activities	(442,771)	(469,757)	(502,899)	(527,455)	(588,365)	(39,759)	(47,764)	(53,697)	(57,703)	(11,665)	-	-	-	-	-	-
Net increase (decrease) in cash held	(5,057,530)	2,009,117	(1,497,764)	1,847,892	2,604,260	(1,870,315)	177,555	1,208,966	1,839,392	2,078,219	2,597,776	2,512,676	2,703,139	2,242,479	2,627,287	4,217,735
Cash at beginning of reporting period	13,312,127	8,254,597	10,263,714	8,765,950	10,613,842	13,218,102	11,347,787	11,525,342	12,734,308	14,573,700	16,651,919	19,249,695	21,762,371	24,465,510	26,707,989	29,335,276
Cash at end of reporting period	8,254,597	10,263,714	8,765,950	10,613,842	13,218,102	11,347,787	11,525,342	12,734,308	14,573,700	16,651,919	19,249,695	21,762,371	24,465,510	26,707,989	29,335,276	33,553,011
Restricted and unrestricted components:																
Restricted component of cash	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Unrestricted component	8,254,597	10,263,714	8,765,950	10,613,842	13,218,102	11,347,787	11,525,342	12,734,308	14,573,700	16,651,919	19,249,695	21,762,371	24,465,510	26,707,989	29,335,276	33,553,011



ETHERIDGE SHIRE COUNCIL STATEMENT OF CHANGES IN EQUITY

	Total \$	Retained surplus \$	Asset revaluation reserve \$	Other reserves \$
Balance at 30 Jun 2013	150,886,478	51,475,785	95,117,612	4,293,081
Net result for the period	10,685,500	10,685,500		
Transfers to reserves	-	(3,285,827)	-	3,285,827
Transfers from reserves	(86,766)	-	(86,766)	-
Asset revaluation adjustment	4,635,987		4,635,987	
Asset recognition	(4,572,224)	(4,572,224)		
Balance at 30 Jun 2014	161,548,975	54,303,234	99,666,833	7,578,908
Net result for the period	4,842,724	4,842,724		
Transfers to reserves	-	(557,834)	-	557,834
Transfers from reserves	-	-	-	-
Asset revaluation adjustment	25,874,541		25,874,541	
Asset recognition	-	-		
Balance at 30 Jun 2015	192,266,240	58,588,124	125,541,374	8,136,742
Net result for the period	8,231,960	8,231,960		
Transfers to reserves	175,328	(528,926)	-	704,254
Transfers from reserves	(133,937)	-	-	(133,937)
Asset revaluation adjustment	(41,392)		(41,392)	
Asset recognition	-	-		
Balance at 30 Jun 2016	200,498,199	66,291,158	125,499,982	8,707,059
Net result for the period	(2,362,717)	(2,362,717)		
Transfers to reserves	(4,387,315)	(4,950,473)	-	563,158
Transfers from reserves	-	-	-	-
Asset revaluation adjustment	-		-	
Asset recognition	-	-		
Balance at 30 Jun 2017	193,748,167	58,977,968	125,499,982	9,270,217
Net result for the period	7,602,155	7,602,155		
Transfers to reserves	-	(22,500)		22,500
Transfers from reserves	-	128,235		(128,235)
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2018	201,350,322	66,685,858	125,499,982	9,164,482
Net result for the period	(69,340)	(69,340)		
Transfers to reserves	-	(550,000)		550,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2019	201,280,982	66,066,518	125,499,982	9,714,482
Net result for the period	835,512	835,512		
Transfers to reserves	-	(550,000)		550,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2020	202,116,494	66,352,030	125,499,982	10,264,482
Net result for the period	939,437	939,437		
Transfers to reserves	-	(550,000)		550,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2021	203,055,931	66,741,467	125,499,982	10,814,482
Net result for the period	1,365,324	1,365,324		
Transfers to reserves	-	(541,519)		541,519
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2022	204,421,255	67,565,272	125,499,982	11,356,001
Net result for the period	1,150,022	1,150,022		
Transfers to reserves	-	(500,000)		500,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	



ETHERIDGE SHIRE COUNCIL STATEMENT OF CHANGES IN EQUITY

	Total \$	Retained surplus \$	Asset revaluation reserve \$	Other reserves \$
Balance at 30 Jun 2023	<u>205,571,277</u>	<u>68,215,294</u>	<u>125,499,982</u>	<u>11,856,001</u>
Net result for the period	1,206,633	1,206,633		
Transfers to reserves	-	(500,000)		500,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2024	<u>206,777,910</u>	<u>68,921,927</u>	<u>125,499,982</u>	<u>12,356,001</u>
Net result for the period	590,749	590,749		
Transfers to reserves	-	(500,000)		500,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2025	<u>207,368,659</u>	<u>69,012,676</u>	<u>125,499,982</u>	<u>12,856,001</u>
Net result for the period	890,693	890,693		
Transfers to reserves	-	(500,000)		500,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2026	<u>208,259,352</u>	<u>69,403,369</u>	<u>125,499,982</u>	<u>13,356,001</u>
Net result for the period	(248,532)	(248,532)		
Transfers to reserves	-	(500,000)		500,000
Transfers from reserves	-	-		-
Asset revaluation adjustment	-		-	
Balance at 30 Jun 2027	<u>208,010,820</u>	<u>68,654,837</u>	<u>125,499,982</u>	<u>13,856,001</u>



ETHERIDGE SHIRE COUNCIL CAPITAL FUNDING STATEMENT

Year ended	Budget	Forecast								
	30-Jun-18 \$	30-Jun-19 \$	30-Jun-20 \$	30-Jun-21 \$	30-Jun-22 \$	30-Jun-23 \$	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$
Sources of capital funding										
General revenue used for capital purposes	(902,695)	(1,954,419)	(2,273,998)	(2,265,405)	(2,471,772)	(2,540,121)	(2,700,135)	(2,813,367)	(2,966,593)	(4,554,478)
Capital reserves utilised in the year	-	-	-	-	-	-	-	-	-	-
Constrained works reserve	-	-	-	-	-	-	-	-	-	-
Future Capital Reserve	-	-	-	-	-	-	-	-	-	-
Plant Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Road Improvement Reserve	128,235	-	-	-	-	-	-	-	-	-
Town Improvements Reserve	-	-	-	-	-	-	-	-	-	-
Other Reserve	-	-	-	-	-	-	-	-	-	-
Bridge & Culvert Reserve	-	-	-	-	-	-	-	-	-	-
Disaster Management Reserve	-	-	-	-	-	-	-	-	-	-
Depreciation charges funded	4,601,357	3,330,921	3,464,913	3,597,782	3,734,984	3,873,333	4,013,347	4,146,579	4,279,805	4,349,478
Loan borrowings used:	-	-	-	-	-	-	-	-	-	-
New capex	-	-	-	-	-	-	-	-	-	-
Replacement capex	-	-	-	-	-	-	-	-	-	-
Donated and contributed physical assets:	-	-	-	-	-	-	-	-	-	-
New capex	-	-	-	-	-	-	-	-	-	-
Replacement capex	-	-	-	-	-	-	-	-	-	-
Cash capital grants, subsidies and contributions:	-	-	-	-	-	-	-	-	-	-
New capex	7,412,225	1,100,807	583,300	583,300	583,300	583,300	583,300	583,300	583,300	-
Replacement capex	-	-	517,507	517,507	517,507	517,507	517,507	517,507	517,507	-
Proceeds from the sale of capital assets:	-	-	-	-	-	-	-	-	-	-
New capex	-	-	-	-	-	-	-	-	-	-
Replacement capex	-	-	-	-	-	-	-	-	-	-
Existing assets	113,000	275,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000
Total sources of capital funding	11,352,122	2,752,309	2,496,722	2,638,184	2,569,019	2,639,019	2,619,019	2,639,019	2,619,019	-
Application of capital funding										
Non current capital assets New Capex:	-	-	-	-	-	-	-	-	-	-
Land	140,000	-	-	-	-	-	-	-	-	-
Buildings	1,941,493	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-
Plant and equipment	1,424,000	-	-	-	-	-	-	-	-	-
Furniture & Fittings	-	-	-	-	-	-	-	-	-	-
Road, drainage and bridge Network	283,800	1,204,107	686,600	686,600	686,600	686,600	686,600	686,600	686,600	-
Water	6,550,000	193,477	-	87,500	-	-	-	-	-	-
Sewerage	-	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-	-
	10,339,293	1,697,584	986,600	1,074,100	986,600	986,600	986,600	986,600	986,600	-
Non current capital assets Replacement Capex:	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-	-
Plant and equipment	310,000	450,000	450,000	550,000	600,000	650,000	650,000	650,000	650,000	-
Furniture & Fittings	-	-	-	-	-	-	-	-	-	-
Road, drainage and bridge Network	643,565	414,328	955,719	955,719	955,719	955,719	955,719	955,719	955,719	-
Water	11,500	136,700	46,700	46,700	26,700	46,700	26,700	46,700	26,700	-
Sewerage	-	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-	-
	965,065	1,001,028	1,452,419	1,552,419	1,582,419	1,652,419	1,632,419	1,652,419	1,632,419	-
Increase in capital work in progress	-	-	-	-	-	-	-	-	-	-
Principal loan redemptions:	-	-	-	-	-	-	-	-	-	-
Existing loans	47,764	53,697	57,703	11,665	-	-	-	-	-	-
Loans for new capex	-	-	-	-	-	-	-	-	-	-
Loans for replacement capex	-	-	-	-	-	-	-	-	-	-
	47,764	53,697	57,703	11,665	-	-	-	-	-	-
Total applications of capital funding	11,352,122	2,752,309	2,496,722	2,638,184	2,569,019	2,639,019	2,619,019	2,639,019	2,619,019	-



ETHERIDGE SHIRE COUNCIL STATEMENT OF APPROPRIATIONS

Year ended	Budget	Forecast								
	30-Jun-18 \$	30-Jun-19 \$	30-Jun-20 \$	30-Jun-21 \$	30-Jun-22 \$	30-Jun-23 \$	30-Jun-24 \$	30-Jun-25 \$	30-Jun-26 \$	30-Jun-27 \$
Net result for the period from the Income Statement	7,602,155	(69,340)	835,512	939,437	1,365,324	1,150,022	1,206,633	590,749	890,693	(248,532)
Transfers from / (to) capital account:										
Capital non-cash donations & contributions	-	-	-	-	-	-	-	-	-	-
Capital cash subsidies, donations & contributions	(7,412,225)	(1,100,807)	(1,100,807)	(1,100,807)	(1,100,807)	(1,100,807)	(1,100,807)	(1,100,807)	(1,100,807)	-
(Profit) loss on sale of capital assets	(5,588)	(85,214)	(85,214)	(85,214)	(85,214)	(85,214)	(85,214)	(85,214)	(85,214)	(85,214)
General revenue used for capital purposes	902,695	1,954,419	2,273,998	2,265,405	2,471,772	2,540,121	2,700,135	2,813,367	2,966,593	4,554,478
Unfunded depreciation	-	-	-	-	-	-	-	-	-	-
Net capital account transfers	(6,515,118)	768,398	1,087,977	1,079,384	1,285,751	1,354,100	1,514,114	1,627,346	1,780,572	4,469,264
Transfers from / (to) reserves:										
Transfers from / (to) capital reserves:										
Constrained works reserve	-	-	-	-	-	-	-	-	-	-
Future Capital Reserve	-	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Plant Replacement Reserve	-	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Road Improvement Reserve	-	-	-	-	-	-	-	-	-	-
Town Improvements Reserve	(22,500)	(50,000)	(50,000)	(50,000)	(41,519)	-	-	-	-	-
Other Reserve	-	-	-	-	-	-	-	-	-	-
Bridge & Culvert Reserve	-	-	-	-	-	-	-	-	-	-
Disaster Management Reserve	-	-	-	-	-	-	-	-	-	-
Transfers from / (to) recurrent reserves:										
Residential village maintenance	-	-	-	-	-	-	-	-	-	-
Constrained works operational	-	-	-	-	-	-	-	-	-	-
Net reserves transfers	(22,500)	(550,000)	(550,000)	(550,000)	(541,519)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Surplus / (Deficiency) for current period	1,064,537	149,058	1,373,489	1,468,821	2,109,556	2,004,122	2,220,747	1,718,095	2,171,265	3,720,732
Accumulated Surplus / (Deficiency) from prior years	-	1,064,537	1,213,595	2,587,084	4,055,905	6,165,461	8,169,583	10,390,330	12,108,425	14,279,690
Accumulated Surplus / Deficiency at year end	1,064,537	1,213,595	2,587,084	4,055,905	6,165,461	8,169,583	10,390,330	12,108,425	14,279,690	18,000,422



ETHERIDGE SHIRE COUNCIL
KEY FINANCIAL RATIOS

Export to New Workbook

Year ended	% Increase / (Decrease) over historical period from 30/06/2012 to 30/06/2017	Total / Average over historical period 30/06/2012 to 30/06/2017	% Increase / (Decrease) over forecast period 30/06/2018 to 30/06/2027	Total / Average over forecast period 30/06/2018 to 30/06/2027	Actual						Budget	Forecast								
					30/06/2012	30/06/2013	30/06/2014	30/06/2015	30/06/2016	30/06/2017	30/06/2018	30/06/2019	30/06/2020	30/06/2021	30/06/2022	30/06/2023	30/06/2024	30/06/2025	30/06/2026	30/06/2027
2. Financial Indicators & Ratios																				
2.1 Operating Position Indicators																				
Total recurrent revenue (or Operating revenue) (\$)		97,104,775		161,861,184	18,576,890	24,367,522	10,850,845	15,787,017	14,246,906	13,275,595	30,035,167	16,642,648	17,850,055	12,217,558	12,915,695	12,976,536	13,313,286	14,630,261	15,431,899	15,848,079
Total recurrent expenses (or Operating expenses) (\$)		101,807,992		164,589,726	19,004,632	20,176,565	14,858,961	16,886,939	14,112,381	16,768,514	29,850,825	17,898,009	18,200,564	12,464,142	12,736,392	13,012,535	13,292,674	15,225,533	15,727,227	16,181,825
Total Operating result (\$)		-4,703,217		-2,728,542	427,742	4,190,957	4,008,116	1,099,922	134,525	3,492,919	-184,342	1,255,361	350,509	246,584	179,303	35,999	20,612	595,272	295,328	333,746
Operating result before Interest, Tax, Depreciation and Amortisation (EBITDA) (\$)		18,235,759		36,695,031	2,333,047	7,757,480	234,197	3,157,497	4,460,362	293,176	4,796,339	2,082,555	3,117,393	3,351,648	3,914,287	3,837,334	4,033,959	3,551,307	3,984,477	4,015,732
Operating result as a % of Total operating revenue (%)		-4.8%		-1.7%	(2.3)%	17.2%	(36.9)%	(7.0)%	0.9%	(26.3)%	0.6%	(7.5)%	(2.0)%	(2.0)%	1.4%	(0.3)%	0.2%	(4.1)%	(1.9)%	(2.1)%
Relative operating growth rate (%)		(4.0)%		2.1%	n/a	25.0%	(28.1)%	31.8%	6.7%	(25.6)%	48.2%	(4.5)%	5.6%	(0.0)%	3.5%	(1.7)%	0.4%	(4.6)%	2.2%	(0.2)%
Sales, contracts and recoverable works margin (%)		100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Total operating revenue / Total operating expense (%)		95.4%		98.3%	97.7%	120.8%	73.0%	93.5%	101.0%	79.2%	100.6%	93.0%	98.1%	98.0%	101.4%	99.7%	100.2%	96.1%	98.1%	97.9%
2.2 Fiscal Flexibility Indicators																				
Net rates, utilities and charges / operating revenue (%)		14.9%		16.7%	11.6%	10.0%	22.0%	16.9%	16.5%	18.6%	7.3%	13.5%	13.3%	20.2%	20.2%	21.1%	21.7%	20.7%	20.7%	21.2%
Operating subsidies, donations and contributions / operating revenue (%)		54.0%		52.6%	70.7%	60.4%	53.7%	30.2%	58.7%	42.6%	47.6%	36.9%	40.1%	59.7%	60.0%	58.3%	57.4%	59.4%	59.7%	58.8%
(%)		25.1%		24.1%	11.9%	25.9%	15.2%	46.8%	18.0%	32.2%	42.7%	44.6%	41.6%	12.3%	11.9%	12.1%	12.1%	11.3%	11.0%	11.0%
Total other operating income (including fees & charges and interest) / operating revenue (%)		5.9%		6.6%	5.8%	3.7%	9.0%	6.1%	6.8%	6.6%	2.4%	5.0%	5.0%	7.7%	7.9%	8.5%	8.8%	8.6%	8.6%	9.0%
Employee costs / total operating expenses (%)		28.1%		28.6%	25.4%	24.8%	31.0%	29.3%	31.4%	28.6%	17.5%	25.6%	24.6%	36.3%	35.9%	35.6%	35.2%	31.1%	30.4%	29.9%
Materials and services / total operating expenses (%)		49.3%		47.4%	60.1%	57.5%	40.4%	45.5%	37.9%	48.8%	67.0%	55.4%	56.3%	34.8%	34.7%	34.6%	34.6%	41.7%	42.4%	43.2%
Depreciation / total operating expenses (%)		22.0%		23.9%	13.7%	17.0%	27.9%	24.8%	30.3%	22.5%	15.4%	18.6%	19.0%	28.9%	29.3%	29.6%	30.2%	27.2%	27.2%	26.9%
Total other operating expenses (including interest) / operating expenses (%)		0.5%		0.1%	0.8%	0.7%	0.7%	0.4%	0.4%	0.1%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operating results before interest and depreciation / interest expense (times) (interest cover)		36.1		1740.8	15.0	60.4	2.5	44.7	88.4	51.0	450.8	297.7	1043.0	7448.1	n/a	n/a	n/a	n/a	n/a	n/a
(Net operating cash flow + interest expense) / (int expense + PY current int bearing liabilities) (times) (debt service cover)		5.6		241.5	n/a	12.1	0.9	7.6	5.2	(32.3)	234.6	43.9	50.0	281.6	n/a	n/a	n/a	n/a	n/a	n/a
Net operating cashflow / net capital expenditure (%)		105.5%		269.1%	(69.1)%	153.4%	31.4%	211.3%	(2107.0)%	(1169.0)%	106.0%	190.7%	267.4%	258.2%	305.6%	288.5%	305.8%	268.2%	300.1%	(1957.4)%
2.3 Liquidity Indicators																				
Cash expenses cover (mths)		9.5		20.2	6.1	7.4	9.9	10.1	16.2	10.5	5.5	10.5	11.9	22.5	25.7	28.6	31.6	28.9	30.8	34.0
Current ratio (times)		8.9		34.6	8.5	7.7	6.1	8.9	12.5	13.1	8.7	16.6	19.2	49.9	56.1	61.7	67.7	53.7	56.0	60.7
Total current cash assets (includes unrestricted, restricted & overdraft) (\$)		10,410,665		21,055,912	8,254,597	10,263,714	8,765,950	10,613,842	13,218,102	11,347,787	11,525,342	12,734,308	14,573,700	16,651,919	19,249,695	21,762,371	24,465,510	26,707,989	29,335,276	33,553,011
% Restricted cash to total cash balance		0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2.4 Equity Maintenance Indicators																				
Net results (includes capital revenues & expenses and extraordinary items) (\$)		28,288,344		14,262,653	703,341	6,187,536	10,685,500	4,842,724	8,231,960	2,362,717	7,602,155	69,340	835,512	939,437	1,365,324	1,150,022	1,206,633	590,749	890,693	248,532
Net margin (%)		18.8%		8.0%	3.6%	23.5%	28.9%	22.3%	36.1%	(16.4)%	20.3%	(0.4)%	4.4%	7.0%	9.7%	8.1%	8.3%	3.7%	5.4%	(1.6)%
Net unrecovered depreciation (\$)		9,028,699		3,112,799	427,742	-	4,008,116	1,099,922	-	3,492,919	-	1,255,361	350,509	246,584	-	35,999	-	595,272	295,328	333,746
Unrecouped depreciation / total depreciation (%)		40.2%		7.9%	16.4%	0.0%	96.6%	26.3%	0.0%	92.4%	0.0%	37.7%	10.1%	6.9%	0.0%	0.9%	0.0%	14.4%	8.9%	7.7%
Annual capital expenditure / annual depreciation (times)		1.9		0.8	1.6	2.0	2.9	2.0	2.3	0.4	2.4	0.8	0.7	0.7	0.7	0.7	0.7	0.6	0.6	0.0
Total replacement capital expenditure / total depreciation on existing and replacement assets only (times)		n/a		0.4	n/a	n/a	n/a	n/a	n/a	n/a	0.2	0.3	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.0
New asset capital expenditure / opening written down value of total PP&E (%)		n/a		1.0%	n/a	n/a	n/a	n/a	n/a	n/a	5.6%	0.9%	0.5%	0.6%	0.5%	0.5%	0.5%	0.5%	0.6%	0.0%
Change in total community equity excluding asset revaluation reserve (%)		37.6%		6.6%	20.3%	1.9%	n/a	12.5%	11.0%	7.8%	12.4%	(9.0)%	1.1%	1.2%	1.8%	1.5%	1.5%	0.7%	1.1%	(0.3)%



ETHERIDGE SHIRE COUNCIL
SUSTAINABILITY RATIOS

[Back to Index](#)

Year ended	% Increase / (Decrease) over historical period from 30/06/2012 to 30/06/2017	Total / Average over historical period 30/06/2012 to 30/06/2017	% Increase / (Decrease) over forecast period 30/06/2018 to 30/06/2027	Total / Average over forecast period 30/06/2018 to 30/06/2027	Actual						Budget	Forecast								
					30/06/2012	30/06/2013	30/06/2014	30/06/2015	30/06/2016	30/06/2017	30/06/2018	30/06/2019	30/06/2020	30/06/2021	30/06/2022	30/06/2023	30/06/2024	30/06/2025	30/06/2026	30/06/2027
1 Working Capital Ratio																				
(Current Assets / Current Liabilities)		1:8.917		1:34.6405	1:8.5092	1:7.6727	1:6.1291	1:8.8762	1:12.4869	1:13.1144	1:8.6719	1:16.5926	1:19.2218	1:49.9044	1:56.1458	1:61.7371	1:67.6561	1:53.6922	1:56.0355	1:60.707
Target Ratio	1:	1.00		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Does Working Capital Ratio meet or exceed Target Ratio?		Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2 Operating Surplus Ratio																				
(Net Operating Surplus / Total Operating Revenue) (%)		(4.8)%		(1.7)%	(2.3)%	17.2%	(36.9)%	(7.0)%	0.9%	(26.3)%	0.6%	(7.5)%	(2.0)%	(2.0)%	1.4%	(0.3)%	0.2%	(4.1)%	(1.9)%	(2.1)%
Target Ratio Lower Limit (%)		0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Target Ratio Upper Limit (%)		15.0%		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Does Operating Surplus Ratio fall between the target band?		No		No	No	No	No	No	Yes	No	Yes	No	No	No	Yes	No	Yes	No	No	No
3 Net Financial Asset / Liability Ratio																				
((Total Liabilities - Current Assets) / Total Operating Revenue)		(69.9)%		(134.0)%	(45.1)%	(46.7)%	(92.5)%	(69.6)%	(109.1)%	(86.7)%	(41.7)%	(79.3)%	(85.0)%	(140.9)%	(153.8)%	(172.4)%	(188.4)%	(186.6)%	(194.3)%	(215.8)%
Target Ratio Upper Limit (%)		60.0%		60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Does Net Financial Asset / Liability Ratio fall below the upper limit?		Yes		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4 Interest Coverage Ratio																				
(Net Interest Expense / Total Operating Revenue) (%)		(2.3)%		(3.7)%	(2.3)%	(0.9)%	(3.3)%	(2.3)%	(3.1)%	(3.4)%	(1.1)%	(2.2)%	(2.3)%	(3.9)%	(4.2)%	(4.7)%	(5.2)%	(5.2)%	(5.4)%	(5.9)%
Target Ratio Lower Limit (%)		0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Target Ratio Upper Limit (%)		10.0%		10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Does Interest Coverage Ratio fall between the target band?		No		No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
5 Asset Sustainability Ratio																				
(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense)		n/a		33.3%	n/a	n/a	n/a	n/a	n/a	n/a	21.0%	30.1%	41.9%	43.1%	42.4%	42.7%	40.7%	39.9%	38.1%	0.0%
Target Ratio Lower Limit (%)		90.0%		90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%	90.0%
Does Asset Sustainability Ratio fall above the lower limit?		n/a		No	n/a	n/a	n/a	n/a	n/a	n/a	No	No	No	No	No	No	No	No	No	No

Plant Budget

2017/2018



/Etheridge Shire Council



2017/2018 PLANT REPLACEMENT BUDGET

Plant No.	Item	Rego No.	Purchase Date	Age of Plant	Gross Cost	Kms/hrs 10-Apr-17	Hours 10-Apr-17	Particulars/Notes	Expected Trade	Actual(s)	W.D.V.	Gain / Loss on Trade	2017/18 Budget		Replacement Details		2017/18	Net Change
													2017/18 Budget	Net Change	2017/18	Net Change		
2209	Truck Mitsubishi Fuso Fighter FK600	863-LWY	01-Oct-09	7yrs 8mths	\$ 108,620	184,846	N/A	Truck Mitsubishi Fuso Fighter FK600	\$ 35,000	\$ 35,000	\$ 32,585	\$ 2,415	\$ 135,000	\$ 100,000	Replace with similar style truck	\$ 135,000	\$ 100,000	
2179	Truck Mitsubishi Fuso Fighter	864-LWY	01-Oct-09	7yrs 8mths	\$ 91,920	201,922	N/A	Truck Mitsubishi Fuso Fighter	\$ 35,000	\$ 35,000	\$ 27,575	\$ 7,425	\$ 135,000	\$ 100,000	Replace with similar style truck	\$ 135,000	\$ 100,000	
1113	Nissan Navara Single Cab 4x4 Utility	961-SXO	18-Feb-13	4yrs 4mths	\$ 36,665	69,233	N/A	Nissan Navara Single Cab 4x4 Utility	\$ 13,000	\$ 13,000	\$ 17,602	-\$ 4,602	\$ 40,000	\$ 27,000	Replace with Isuzu Utility or similar style 4x4 Utility	\$ 40,000	\$ 27,000	
2391	2011 Northstar Bogie Tag Trailer	599-QUQ	10-Dec-11	5yrs 6mths	\$ 41,040	N/A	21	2011 Northstar Bogie Tag Trailer	\$ 30,000	\$ 30,000	\$ 29,651	\$ 349	\$ -	-\$ 30,000		\$ -	-\$ 30,000	
New	80hp Tractor							80hp Tractor	\$ -	\$ -	\$ -	\$ -	\$ 56,000	\$ 56,000	Purchase of a Challenger Tractor or similar	\$ 56,000	\$ 56,000	
New	4 in 1 Bucket for existing New Holland Tractor (Plant No.3101)							4 in 1 Bucket for existing New Holland Tractor (Plant No.3101)	\$ -	\$ -	\$ -	\$ -	\$ 11,000	\$ 11,000	Purchase 4in1 Bucket for existing New Holland Tractor (Plant No.3101)	\$ 11,000	\$ 11,000	
New	Trailer for Parks & garden Tractor (Plant No.3101)							Trailer for Parks & garden Tractor (Plant No.3101)	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	Trailer for Parks & garden Tractor (Plant No.3101)	\$ 10,000	\$ 10,000	
New	4x4 Dual Cab Utility (Works Manager)							4x4 Dual Cab Utility (Works Manager)	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000	4x4 Dual Cab Utility (Works Manager)	\$ 55,000	\$ 55,000	
New	Tyre Balancing Machine + Truck Tyre Changer							Tyre Balancing Machine + Truck Tyre Changer	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000	Tyre Balancing Machine + Truck Tyre Changer	\$ 12,000	\$ 12,000	
Used	950h Wheel Loader							950h Wheel Loader	\$ -	\$ -	\$ -	\$ -	\$ 480,000	\$ 480,000	Purchase a 950H Wheel Loader	\$ 480,000	\$ 480,000	
Used	Tri-Axle Float							Tri-Axle Float	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	Tri-Axle Float	\$ 75,000	\$ 75,000	
Used	2 x Side Tipper(s) + Dolley							2 x Side Tipper(s) + Dolley	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ 125,000	2 x Side Tipper(s) + Dolley	\$ 125,000	\$ 125,000	
Used	1 x Prime Mover (side tippers)							1 x Prime Mover (side tippers)	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	1 x Prime Mover (side tippers)	\$ 150,000	\$ 150,000	
Used	1 x Prime Mover (semi-water cart)							1 x Prime Mover (semi-water cart)	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	1 x Prime Mover (semi-water cart)	\$ 150,000	\$ 150,000	
Used	Semi Water Cart							Semi Water Cart	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	Semi Water Cart	\$ 80,000	\$ 80,000	
Used	Grader 140 (14M series or Equivalent)							Grader 140 (14M series or Equivalent)	\$ -	\$ -	\$ -	\$ -	\$ 220,000	\$ 220,000	Grader 140 (14M series or equivalent)	\$ 220,000	\$ 220,000	
									0	\$ 113,000	\$ 113,000	\$ 107,412	\$ 5,588	\$ 1,734,000	\$ 1,621,000		\$ 1,734,000	\$ 1,621,000

Summary of Plant Operations Surplus:-

Particulars	2016/17 Budget	2017/18 Budget
Plant Operation Revenue	\$ 3,650,000	\$ 3,800,000
Plant Operation Recoveries		
On Road Diesel Grant	80,000	80,000
Plus Profit/Less Loss On Sale	0	5,588
Plant Operation Expenses	(2,598,500)	(2,598,500)
Minor Plant Purchases	0	0
Depreciation	(1,075,970)	(1,075,970)
Surplus as at 30 June 2016	55,530	211,118
Less	0	0
Amount Transferred to Plant Replacement	55,530	211,118

Plant Replacement Reserve (1/7/2017)	\$ 822,351
Transferred to Plant Replacement Reserve from OpEx	\$ 211,118
	\$ 1,033,469
Less Net Change from Acquisitions & Disposals	-\$ 1,621,000
Balance of Plant Replacement Reserve (30/6/16)	-\$ 587,531

Capital Works Budget

2017/2018



/Etheridge Shire Council

Operational Plan (Link to Budget) 2017/2018



/Etheridge Shire Council

Operational Plan 2017|2018

Etheridge Shire Council





ETHERIDGE SHIRE COUNCIL OPERATIONAL PLAN 2017|2018

The 2017|2018 Operational Plan is a "Strategic Planning Document" which supports Council's 2010-2015 Corporate Plan (amended) in delivering the *Vision* for the Etheridge Shire Council.

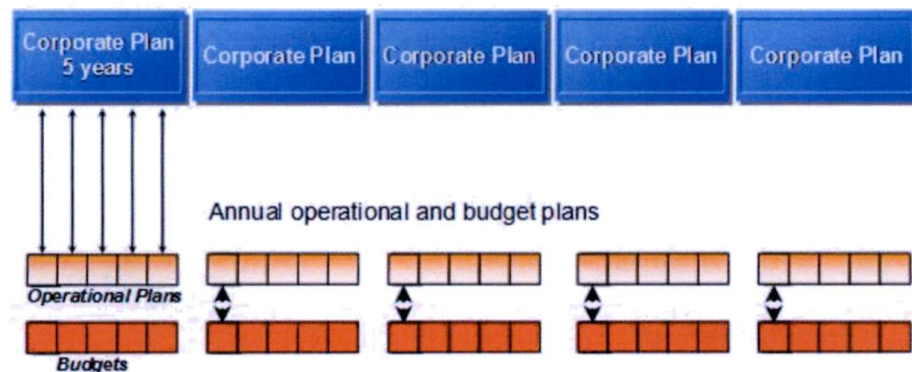
The Local Government Regulation 2012¹ requires Council to adopt an Operational Plan each financial year which needs to be consistent with the Annual Budget and state how Council will:

- a) *Progress the implementation of the 5 year Corporate Plan during the period of the Annual Operation Plan; and*
- b) *How Council will manage its Operational Risks*

The 2017|2018 Operational Plan identifies projects, initiatives and services that Council will deliver during the 2017|2018 financial year in achieving the long term objectives of the 2010-2015 Corporate Plan (amended). It also provides direction to Council in setting the Annual Budget.

The Operational Plan is required by legislation² to be reviewed quarterly by Council and is also used as a vehicle for Council and Senior Management to evaluate Corporate performance and strategic direction.

*Etheridge Shire Council
Strategic Planning Framework*



¹ S.174 (1) of the Local Government Regulation 2012

² S.174 (3) of the Local Government Regulation 2012

Councils Corporate Plan 2010-2015 (amended) articulates a range of Strategic Priorities, Objectives, Strategies, Outcomes and Measures all grouped within seven (7) Key Strategic Priorities.

The Strategic Priorities from the Corporate Plan as listed below are mirrored across the structure of the Operational Plan.

1. Community & Lifestyle
2. Economic Development
3. Environmental Sustainability
4. Strategic Planning
5. Infrastructure Services
6. Commercial Services
7. Organisational Excellence & Governance

***Vision –
.....“A balanced community
with robust economic and
environmental assets which
supports our youth and the
wellbeing of our citizens”.....***

In accordance with *S.175 of the Local Government Regulation 2012*, the Operational Plan is required to state how Council will progress the implementation of its 5 year Corporate Plan during the financial year. The Corporate Plan identifies 96 specific actions / strategies which Council plans to undertake across the 5 year period to help achieve its “*Vision*” for the Etheridge Shire. The 2017|2018 Operational Plan lists a range of activities tied directly back to those 96 actions / strategies which are scheduled to be undertaken within the 2017|2018 financial year.

Each activity has an associated measure / outcome which will be used to assist in providing informed quarterly and annual status reporting of the overall implementation of the Operational Plan. The focus of the Operational Plan is centered on planning, actioning and delivering upon the relevant activities to be undertaken across the financial year that will deliver on the strategies and actions as stated within the 2010-2015 Corporate Plan (amended).

This Plan is not about tracking the myriad of day-to-day “*business as usual*” activities associated with running an organisation as complex as Council. A vast majority of Operational matters are actioned and monitored on a regular basis via a range of business plans and other management and reporting mechanisms.

Managing Operational Risks

The Operational Plan must state and demonstrate how Council will manage its Operational Risks. Council manages its Operational Risk in accordance with its Enterprise Risk Management Framework which incorporates the following:

1. Risk Management Policy
2. Councils Risk Appetite & Tolerance Statement
3. Enterprise Risk Management Plan & Guidelines
4. Corporate & Operational Risk Registers

Councils internal Audit & Risk Management Committee has been established to assist in the assessment and evaluating the Risk Control Measures that Council has established to manage any identified risks to which its operations are exposed.

Councils Enterprise Risk Management Framework details a range of measures Council has formalized which are aimed at mitigating identified risks.

A comprehensive Risk Review was completed in 2017 on the ability to deliver services outlined in the Corporate Plan. Actions are in place to minimize these risks to ensure Council continues delivering quality service to the community through its Operational Plan. Councils Enterprise Risk Management Framework is in line with the Australian and New Zealand Standards (AS/NZS: ISO31000:2009)

The Corporate Plan Strategies and Budget reference links creates a clear line of sight between the strategies in Councils Corporate Plan, the activities associated with advancing those actions in the Annual Operation Plan and the funding of those activities as provided for in Councils Annual Budget.

The inclusion of these reference links confirms the legislative requirements that Council's Operational Plan must be consistent with its Annual Budget.

How to read the Operational Plan

The format of the Operational Plan has been structured to meet the requirements of the *Local Government Regulation 2012*.

Output / Activity	Individual strategies identified in Councils Corporate Plan and the activity/project that will be done to achieve a particular objective from the Corporate Plan
Responsibility	Responsibility is assigned to a manager (identified by organizational structure) to provide direct accountability for achieving targets and / or milestones
Outcomes / Milestones	To report on the outcomes that have been achieved against each Output / Activity as identified within the Operational Plan

Responsible Officer Definitions:

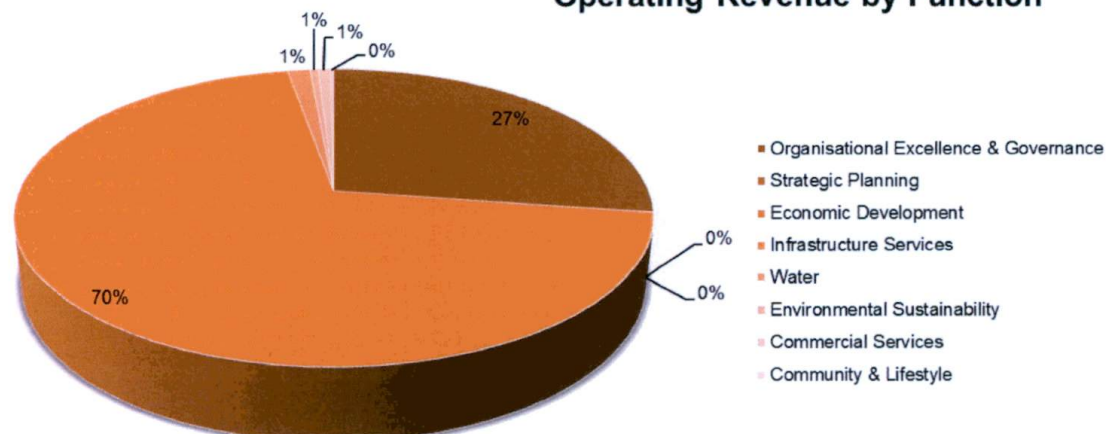
Abbreviations	Definition
CEO	Chief Executive Officer
DCCS	Director Corporate & Community Services
DES	Director Engineering Services
MBPCS	Manager Building, Planning & Communities
FM	Finance Manager

Budget alignment with 2017|2018 Operational Plan

The Operational Plan is strongly aligned with the budget through Council's Departments and Programs. This alignment is achieved by ensuring that all income and expenditure in the 2016|2017 budget are allocated to the relevant programs.

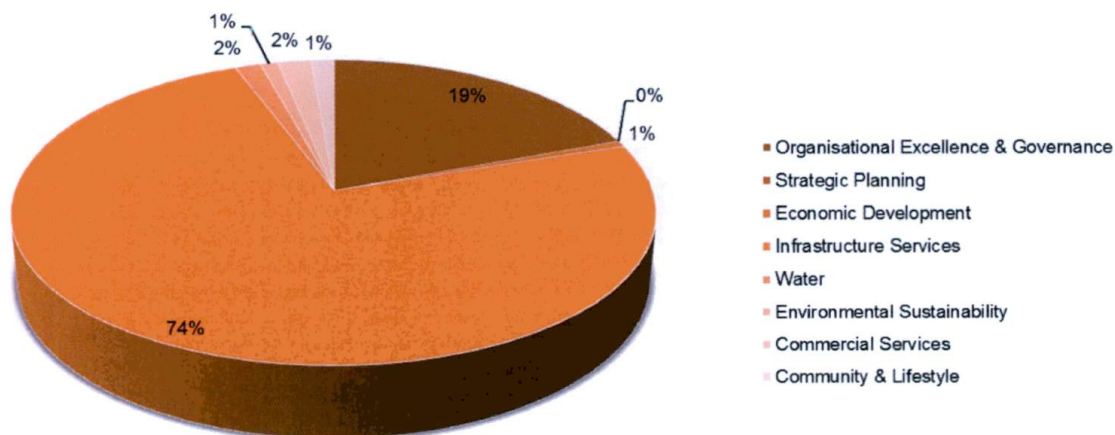
Council maintains appropriate financial management systems to enable reporting at various levels of detail from transaction level to strategic priority level. The Operational Plan is reporting income and expenditure at the strategic priority level.

Operating Revenue by Function



	Budget 2017/18	% of Budget
<i>Operating Revenue by Function</i>		
Organisational Excellence & Governance	\$ 8,207,806	27.33%
Strategic Planning	\$ 6,000	0.02%
Economic Development	\$ -	0.00%
Infrastructure Services	\$ 21,002,200	69.93%
Water	\$ 396,437	1.32%
Environmental Sustainability	\$ 151,627	4.00%
Commercial Services	\$ 211,493	0.70%
Community & Lifestyle	\$ 59,604	0.20%
Total Operating Revenue	\$ 30,035,167	100.00%

Operating Expenditure by Function



	Budget 2017/18	% of Budget
<i>Operating Expenditure by Function</i>		
Organisational Excellence & Governance	\$ 5,803,000	19.44%
Strategic Planning	\$ 1,000	0.00%
Economic Development	\$ 184,845	0.62%
Infrastructure Services	\$ 22,143,792	74.18%
Water	\$ 443,775	1.49%
Environmental Sustainability	\$ 306,585	1.03%
Commercial Services	\$ 572,900	1.92%
Community & Lifestyle	\$ 394,928	1.32%
Total Operating Expenditure	\$ 29,850,825	100.00%



OPERATIONAL PLAN PROGRAM 2017|2018



1. COMMUNITY & LIFESTYLE

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	Responsible Officer	Accomplished Outcome(s)				
Libraries <ol style="list-style-type: none"> 1. Maintain Library services 2. Maintain Internet services provided through the Shire Library(s) & Wi-Fi 3. Undertake promotional weeks for the Library 4. Continue to provide support & training to library staff 5. Continue to promote the library and its resources throughout the year. 	1.3 1.9	<ul style="list-style-type: none"> • Manager of Terrestrial • DCCS 					
Link to Budget - General Ledger No. 7010 / 1100; 7010 / 2221 / ; 7020 / 2221 /		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$662	\$	\$26,900	\$Nil	\$Nil
Cultural Development <ol style="list-style-type: none"> 1. Continue participation in RADF program 2. Continue to advertise funding rounds throughout the community. 3. Update Arts & Cultural Policy 4. Undertake the annual report for RADF 5. Continue to promote the Education / Tertiary Scholarship Program 6. Continue to provide Bus Subsidy Program for Community Groups / State Schools 7. Continue to host Australia Day Events and other Community Events throughout the year 	1.1	<ul style="list-style-type: none"> • ECDO • DCCS 					
Link to Budget - General Ledger No. 7030 / 1001; 7030 / 2001 / ; 7030 / 2221 / 1, 2 ,3; 7500 / 2222		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)					
			\$	\$25,000	\$	\$94,500	\$Nil	\$Nil
Television & Radio Re-Transmission <ol style="list-style-type: none"> Continue to maintain current radio retransmission services throughout the townships Provide assistance for the installation of 4KZ 	1.1 1.12	<ul style="list-style-type: none"> IT Manager DCCS 						
Link to Budget - General Ledger No. 7040 / 2221; 7040 / 2222			Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
			\$Nil	\$Nil	\$	\$20,000	\$Nil	\$Nil
Cemeteries <ol style="list-style-type: none"> Continue to maintain the Shire's cemeteries Continue to develop and maintain Cemetery Register and Cemetery history Update cemetery maps to reflect current register(s) 	1.17	<ul style="list-style-type: none"> Town Overseer VIC/Librarian Officers 						
Link to Budget - General Ledger No. 7051 / 2221; 7052 / 2221; 7053 / 2221; 7054 / 2221; 7055 / 2221; 7055 / 2222			Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
			\$Nil	\$Nil	\$	\$18,000	\$Nil	\$Nil
Emergency Services – SES <ol style="list-style-type: none"> Continue to maintain budget program for SES Group Maintain SES building Continue to support and assist in the upgrade of equipment for the SES group through funding grants supplied by EMQ & EMA grants Continue providing financial support to the RFS 	4.7	<ul style="list-style-type: none"> DCCS MPBCS 						
Link to Budget - General Ledger No. 7060 / 2222			Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
			\$	\$13,442	\$	\$33,328	\$Nil	\$Nil
Halls & Public Facilities <ol style="list-style-type: none"> Maintain Public Hall within Georgetown to ensure the facility meets our risk exposure and insurers obligations. Maintain Public Halls within Einasleigh to ensure the facility meets our risk exposure and insurers obligations. 	5.5	<ul style="list-style-type: none"> MBPCS 						

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
3. Maintain Public Halls within Mt Surprise to ensure the facility meets our risk exposure and insurers obligations.							
Link to Budget - General Ledger No. 7070 / 2331; 7080 / 2331; 7090 / 2331;		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$2,500	\$	\$49,000	\$Nil	\$Nil
Medical Centres <ol style="list-style-type: none"> 1. Maintain Einasleigh Medical Centre 2. Maintain Mt Surprise Medical Centre 3. Continue to support the RFDS & Remote Nursing Service to Einasleigh, Mt Surprise & Lynd 	1.8 5.5	<ul style="list-style-type: none"> • MBPCS • DCCS 					
Link to Budget - General Ledger No. 7100 / 2331; 7200 / 2331		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$30,250	\$Nil	\$Nil
Swimming Pool <ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • Town Overseer • MBPCS 					
Link to Budget - General Ledger No. 7300 / 2331; 7300 / 4500		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$87,950	\$Nil	\$Nil



OPERATIONAL PLAN PROGRAM 2017|2018



2. ECONOMIC DEVELOPMENT

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

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Membership <ol style="list-style-type: none"> 1. Continue association and membership with Savannah Way Limited 2. Continue association and membership with Local Government Association Qld 3. Continue association and membership with NQ Local Government Association Qld 4. Continue association and membership with NWQ Regional Organisation of Councils (NWQROC) 5. Continue membership with NGRMG 6. Continue membership with Southern Gulf Catchment. 7. Continue membership with North Qld Sports Foundation 8. Continue Council's association with FNQROC through membership and attending meetings of the ROC 9. Undertake Shire promotional advertising (i.e. Radio, TV, Press) 	2.8 2.9	<ul style="list-style-type: none"> • DCCS • CEO • ECDO 					
Link to Budget - General Ledger No. 3010 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$129,845	\$Nil	\$Nil
Economic Development <ol style="list-style-type: none"> 1. Development of an Economic Development Strategy for the Shire and implementation of the Strategy 2. Continue to promote the Economic Development Fund. 3. Investigate various Economic Development Study Tours / Economic initiatives for the Shire 	2.5 2.8	<ul style="list-style-type: none"> • CEO • ECDO 					

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
4. Continue to develop the GeoPark for the Shire with the aim of lodging an application with the Peak Body by November 2017 5. Continue to develop the feasibility of the development of the Gilbert River Agriculture Precinct							
Link to Budget - General Ledger No. 3010 / 2002; 3010 / 2221; 1030 / 2103		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$Nil	\$255,000	\$Nil	\$Nil
Land for Resale 1. Investigate and liaise with the Department of Natural Resources & Mines to purchase the balance of the Mt Surprise Township, vacant land in Georgetown situated along the Gulf Development Road	2.9 2.15 2.16	<ul style="list-style-type: none"> DCCS 					
Link to Budget - General Ledger No. 3020 / 4500/		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$Nil	\$Nil	\$Nil	\$140,000
Regional Development 1. Continue to progress projects identified within the Regional Development Australia Road Map. 2. Continue to undertake regular deputations with State & Federal Members regarding Shire and Regional issues. 3. Continue to support other key stakeholders in the development of services within the region.	4.1 4.2 4.6 4.9 2.21	<ul style="list-style-type: none"> CEO Mayor Councillors 					
Link to Budget - General Ledger No. 1030 / 2001; 1020 / 2400		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$Nil	\$Nil	\$Nil	\$Nil



OPERATIONAL PLAN PROGRAM 2017 | 2018



1. ENVIRONMENTAL SUSTAINABILITY

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

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Environmental Health – Inspection <ol style="list-style-type: none"> 1. Continue regular food inspection program for compliance with various Acts / Regulations 2. Continue and maintain education programs for the community to ensure compliance with new and or amended legislation. 3. Continue to provide data to the Department regarding compliance under Councils approved Environmental Licenses 	3.1	<ul style="list-style-type: none"> • DCCS 					
Link to Budget - General Ledger No. 5010 / 1501; 5010 / 2221; 5020 / 2371		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$5,600	\$Nil	\$21,500	\$Nil	\$Nil
Pest Management <ol style="list-style-type: none"> 1. Maintain budget program in line with Pest Management Plan 2. Update Councils Pest Management Plan 3. Implement pest/plant control program on behalf of Main Roads 4. Continue of a Wild Dog Bounty Scheme 5. Undertake aerial baiting program in consultation with the rural sector of the Shire 6. Undertake the implementation of weed control around and within the various Townships 7. 	3.8	<ul style="list-style-type: none"> • CEO • Stock & Pest Officer • Pest Management Committee 					

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Link to Budget - General Ledger No. 5030 / 2222; 5030 / 2224; 5030 / 2229; 5030 / 2230		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$8,000	\$	\$116,200	Nil	\$Nil
Waste Management <ol style="list-style-type: none"> 1. Continue to maintain landfill site at Georgetown in accordance with the ERA License issued by the Department 2. Continue to maintain landfill site at Forsyth in accordance with the ERA License issued by the Department 3. Continue to maintain landfill site at Einasleigh in accordance with the ERA License issued by the Department 4. Continue to maintain landfill site at Mt Surprise in accordance with the ERA License issued by the Department 5. Continue to provide refuse collection to Georgetown 6. Continue to maintain septic waste site at Georgetown 7. Continue to undertake the annual renewal of all Environmental Licenses and remain compliant with current legislation 	3.4 5.7	<ul style="list-style-type: none"> • Town Overseer • MPBCS • DCCS 					
Link to Budget - General Ledger No. 5070 / 2221; 5070 / 2231; 5070 / 2233; 5080 / 2231; 5090 / 2231; 5100 / 2231		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$134,013	\$	\$150,070	\$Nil	\$Nil



OPERATIONAL PLAN PROGRAM 2017 | 2018



4. STRATEGIC PLANNING

The aspirations and safety of our community will be achieved through collaborative planning and action.

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Town Planning 1. Continue the development of new Planning Scheme to become compliant with the new Planning Act. 2. Continue assessment of development applications 3. Identify land opportunities throughout the shire for re-sale and development. 4. Continue to undertake pre-lodgment meetings with potential developers. 5. Develop of master plan for Street Scaping and Parking for the four townships.	4.1 4.3 4.6 4.10	<ul style="list-style-type: none"> • DCCS • MPBCS 					
Link to Budget - General Ledger No. 2010 / 1501; 2010 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$2,500	\$Nil	\$Nil	\$Nil	\$Nil
Building 1. Continue to maintain compliance with the relevant Acts, Codes & Regulations 2. Continue the assessment of Building & Plumbing Applications. 3. Attend training sessions when required 4. Implement public education on building matters	4.3 4.4	<ul style="list-style-type: none"> • MPBCS 					
Link to Budget - General Ledger No. 2020 / 1504; 2020 / 2101		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$3,500	\$Nil	\$1,000	\$Nil	\$Nil

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Disaster Management Planning <ol style="list-style-type: none"> 1. Continue to update Disaster Management Plan and Sub Plans 2. Undertake the development and implementation of a Community Recovery Plan 3. Continue to implement and test Disaster Management Plan 4. Continue to attend District Disaster Management Committee Meetings 5. Continue to conduct Local Disaster Management Committee Meetings 6. Implement staff training under the Disaster Management Guidelines 7. Attend training sessions when required 	4.7	<ul style="list-style-type: none"> • CEO • DCCS 					
Link to Budget - General Ledger No. 1030 / 2001; 1030 / 2241; 5040 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$Nil	\$Nil	\$Nil	\$Nil



OPERATIONAL PLAN PROGRAM 2017 | 2018



5. INFRASTRUCTURE SERVICES

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	Responsible Officer	Accomplished Outcome(s)				
Road Maintenance (Shire) & Townships <ol style="list-style-type: none"> 1. Continue Town Street Maintenance programs 2. Continue Shire Road Maintenance programs 3. Continue to clean and open up drainage within the Shire's rural road network 4. Implement a program to clean out table drains within the Georgetown Township 	5.3	<ul style="list-style-type: none"> • DES • Works Manager 					
Link to Budget – General Ledger No. 4010 / 2221; 4010 / 2204; 4011 / 2211; 4012 / 2211; 4013 / 2211; 4014 / 2211; 4016 / 2211		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$807,000	\$Nil	\$Nil
Asset Management Plans (Roads) <ol style="list-style-type: none"> 1. Implement a program for the collection of conditional road data each quarter. 2. Undertake the upload of road data into Council's GIS system 3. Review Councils Asset Management Plans 	5.1 5.2 5.3	<ul style="list-style-type: none"> • DES • DCCS • CEO 					
Link to Budget – General Ledger No. 4020 / 2231; 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$20,000	\$Nil	\$Nil

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)			
Road Improvements (Shire & Townships) <ol style="list-style-type: none"> 1. Continue re-seal program on Councils rural roads & town streets 2. Undertake expenditure of the 3rd & 4th year of the R2R program on the Georgetown-Forsayth Road 3. Continue commitment to Regional Roads Group and Partnership 4. Upgrade road signage within the Georgetown Township 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 6. Construction of new rural road to gain access to Lot 9 on SP287759. 7. Widening of a section along Haldane St for safety issues 	5.3 5.12 5.15 5.16	<ul style="list-style-type: none"> • DES • Works Manager 				
Link to Budget - General Ledger No. 4020 / 4500; 4030 / 4505; 4030 / 4506; 4030 / 4507; 4030 / 4508; 4030 / 4509; 4061 / 4501; 4061 / 4502; 4063 / 4500; 4160 / 1100; 4160 / 1102; 4160 / 2235	Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
	\$	\$2,229,799	\$	\$Nil	\$	\$3,501,271
Road Improvements (Main Roads) <ol style="list-style-type: none"> 1. Continue to work with Main Roads to improve state controlled road networks within the shire 2. Continue of RMPC expenditure 3. Continue to work with Main Roads in the delivery of sections of the Hann Highway under the Northern Australia Roads Program 	5.14 5.15	<ul style="list-style-type: none"> • DES • Works Mgr 				
Link to Budget - General Ledger No. 4160 / 1585; 4160 / 1586; 4160 / 1587; 4160 / 2237; 4160 / 2237; 4160 / 2238	Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
	\$	\$10,435,000	\$	\$10,388,570	\$Nil	\$
NDRRA (Flood Damage – Shire) <ol style="list-style-type: none"> 1. Continue to implement and undertake flood damage works - 2015 2. Continue to implement and undertake flood damage works – 2015 	5.3 5.4	<ul style="list-style-type: none"> • DES • Works Manager 				
Link to Budget – General Ledger No. 4400 / 1000; 4400 / 1001; 4400 / 2001; 4400 / 2002	Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer		Accomplished Outcome(s)			
		\$	\$7,679,366	\$Nil	\$8,011,636	\$Nil	\$Nil
Sporting Recreational & Park Facilities <ol style="list-style-type: none"> Maintain Parks & Gardens areas within Georgetown Maintain Parks & Gardens areas within Forsyth Maintain Parks & Gardens areas within Einasleigh Maintain Parks & Gardens areas within Mt Surprise Maintain Sporting & Recreational areas within Georgetown Maintain Gardens and Lawn around Councils buildings and depot 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 Softfall & Seating at Heritage Park Implement and undertake playground inspections on Councils playground facilities Maintain all playground facilities Continue the implementation of the W4Q projects as outlined within the Budget 	5.1 1.1 2.5	<ul style="list-style-type: none"> MPBCS Town Overseer DCCS 					
Link to Budget - General Ledger No. 4071 / 2431; 4071 / 2432; 4072 / 2432; 4072 / 2432; 4073 / 2431; 4073 / 2432; 4074 / 2431; 4074 / 2432; 4074 / 1571; 4074 / 4501; 4075 / 2431; 4075 / 1571; 4075 / 4502		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$428,000	\$	\$638,800	\$Nil	\$670,000
Public Amenities Buildings <ol style="list-style-type: none"> Maintain public toilets and amenities throughout the shire 	5.5	<ul style="list-style-type: none"> Town Overseer 					
Link to Budget - General Ledger No. 4081 / 2221; 4082 / 2221; 4083 / 2221; 4084 / 2221; 4085 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$61,850	\$Nil	\$Nil
Aerodromes <ol style="list-style-type: none"> Maintain aerodromes and upgrade safety equipment where necessary at Georgetown Airstrip Maintain aerodromes and upgrade safety equipment where necessary at Forsyth Airstrip Maintain aerodromes and upgrade safety equipment where necessary at Einasleigh Airstrip Maintain aerodromes and upgrade safety 	5.5	<ul style="list-style-type: none"> Town Overseer MPBCS 					

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
5. equipment where necessary at Mt Surprise Airstrip Maintain aerodromes and upgrade safety equipment where necessary at Kidston Airstrip							
Link to Budget - General Ledger No. 4091 / 2221; 4092 / 2221; 4093 / 2221; 4094 / 2221; 4095 / 2221;		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$111,600	\$Nil	\$Nil
Plant Operations 1. Maintain a fully operational plant workshop Plant Purchases 1. Undertake the replacement of plant and machinery in accordance with disposal plans and budget. 2. Continue to review plant utilisation and continue to update plant replacement program in line with utilisation.	7.1 7.9	<ul style="list-style-type: none"> • DES • Works Manager 					
Link to Budget - General Ledger No.4110 / 1571; 4120 / 2221/ ; 4120 / 2330; 4120 / 2331; 4120 / 2332; 4120 / 2333; 4120 / 2334; 4120 / 2335; 4120 / 2336; 4120 / 2337; 4130 / 2221; 4150 / 4500; 4150 / 1502		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$113,000	\$	\$1,380,500	\$	\$1,734,000
Inspections Copperfield River Dam (Kidston Dam) 1. Continue to undertake inspections at the Copperfield River Dam (Kidston Dam) Construction of Charleston Dam 2. Construction of the Charleston Dam Earth & Rock Wall along with all access and clearing of vegetation within defined area 3. Apply for Grants for the installation of Recreation Area, Solar Pumps Station & Reticulation		<ul style="list-style-type: none"> • DES • DCCS 					
Inspections Copperfield River Dam (Kidston Dam) Link to Budget - General Ledger No. 4030 / 1101; 4030 / 2221, 4199 / 1100; 4199 / 4501		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$5,100,000	\$	\$	\$80,000	\$5,000,000
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	5.8 5.9 5.10 5.11	<ul style="list-style-type: none"> • DES • Works Manager • Plumber / Water 					

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
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		Supervisor					
Georgetown Water Supply Link to Budget - General Ledger No. 4320 / 2101; 4320 / 2811; 4320 / 2822; 4320 / 2823; 4320 / 2831; 4320 / 4500; 4320 / 4502; 4330 / 1101; 4330 / 4501		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$716,313	\$	\$256,575	\$	\$603,000
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	<ul style="list-style-type: none"> • DES • Works Manager • Plumber / Water Supervisor 					
Forsayth Water Supply Link to Budget - General Ledger No. 44340 / 2101; 4340 / 2811; 4340 / 2822; 4340 / 2823; 4340 / 2831; 4340 / 4500; 4350 / 1101; 4350 / 4501		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$580,124	\$	\$187,200	\$	\$502,500



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6. COMMERCIAL SERVICES

Substantial income awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Terrestrial Centre – V.I.C. 1. Continue to promote the shire and its attractions 2. Continue to support tourism publications 3. Undertake an new business plan for Terrestrial 4. Continue to work with and in-conjunction with ETAG 5. Completion of Mining exhibition at rear of Terrestrial 6. Investigate new tourism ideas (Gold Panning) 7. Continue to maintain building	6.3 2.5 2.8 2.9	<ul style="list-style-type: none"> • Manager of Terrestrial • DCCS • MPBCS 					
Link to Budget - General Ledger No. 6010 / 2221; 6010 / 2222		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$64,125	\$	\$212,000	\$Nil	\$Nil
Childcare 1. Continue agreement with child care services 2. Continue to seek additional funding for the centre 3. Review and update policies and procedures 4. Continue to maintain building 5. Provide training where necessary 6. Continue to promote the Centre 7. Look at alternative uses for the Childcare Centre (i.e after day care, vacation care)	1.14 2.18 6.4	<ul style="list-style-type: none"> • Director of Childcare • DCCS 					
Link to Budget – General Ledger No. 6020 / 2231; 6020 / 2233;		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$105,368	\$	\$225,350	\$Nil	\$Nil
Student Hostel 1. Continue to provide student hostel facilities	2.19	<ul style="list-style-type: none"> • DCCS 					

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
2. Update current business plan for the centre 3. Continue to provide a tutoring facility for the students through VISE as and when required 4. Continue to undertake building maintenance 5. Undertake the review of the Hostel Position by the issuing of a new Tender for the supply of student hostel management.	6.5	<ul style="list-style-type: none"> MBPCS 					
Link to Budget - General Ledger No. 6030 / 2231; 6030 / 4501		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$42,000	\$Nil	\$135,500	\$	\$Nil



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7. ORGANISATIONAL EXCELLENCE AND 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	Responsible Officer	Accomplished Outcome(s)				
Workplace Health & Safety <ol style="list-style-type: none"> 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 6. Continue to provide WHS Training 	7.3 7.17	<ul style="list-style-type: none"> • CEO • WHSA 					
Link to Budget - General Ledger No. 1030 / 2005		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$117,500	\$Nil	\$Nil
Professional Consultancy <ol style="list-style-type: none"> 1. Continue to utilise the assistance of professional consultancy services as and when required to assist in compliance with the various Acts and Legislation & project specific works 	7.1 7.5	<ul style="list-style-type: none"> • CEO • DCCS • DES 					
Link to Budget - General Ledger No. 1030 / 2101		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$255,000	\$Nil	\$Nil

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Audit (Internal & External) <ol style="list-style-type: none"> 1. Maintain and review accounting procedures and policies and maintain the internal accounting manual procedures 2. Maintain policy register 3. Review and update internal policies to remain compliant with current legislation and reflect the operation of Council 4. Maintain compliance standards with the Local Government Act & Regulations 5. Maintain compliance standards with Accountings Standards 6. Undertake Internal Audits as & when required 7. Undertake a minimum of two audit committee meetings within each financial year. 8. Prepare & implement Internal Audit Plan 9. Maintain strong Governance principals for the operation of Council 	7.8 7.9 7.10	<ul style="list-style-type: none"> • DCCS • Finance Manager • CEO 					
Link to Budget - General Ledger No.1030 / 2120; 1030 / 2001;		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$60,000	\$Nil	\$Nil
Financial Reporting <ol style="list-style-type: none"> 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 3. Continue to review the consolidated financial statement for the community 	7.9 7.10	<ul style="list-style-type: none"> • DCCS 					
Link to Budget - General Ledger No. 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$Nil	\$Nil	\$Nil	\$Nil
Shire & Depot Administration Buildings <ol style="list-style-type: none"> 1. Maintain councils administration and depot building 2. Undertake minor building works as & when required 	5.5	<ul style="list-style-type: none"> • DCCS • MPBCS 					
Link to Budget - General Ledger No. 1030 / 2151; 4140 / 2151		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
		\$Nil	\$Nil	\$	\$130,950	\$Nil	\$Nil
Information Technology <ol style="list-style-type: none"> 1. Continue to maintain current IT systems 2. Continue to upgrade systems to deal with the flow of information and storage of councils IT records and upgrade operating platforms. 3. Continue to improve and enhance the website portal 4. Undertake an asset management plan for the replacement of IT infrastructure 5. Ensure all IT licenses are registered and current 6. Upgrade desktop across the shire's administration functions 	7.5	<ul style="list-style-type: none"> • DCCS • IT Manager 					
Link to Budget - General Ledger No. 1030 / 2180		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$300,000	\$Nil	\$Nil
Insurances <ol style="list-style-type: none"> 1. Continue General Insurance cover to insure council's assets in accordance with relevant Acts and Legislation 2. Continue Public Liability cover in accordance with relevant Acts and Legislation 3. Continue Work cover Insurance 	7.14	<ul style="list-style-type: none"> • DCCS • Finance Manager 					
Link to Budget - General Ledger No. . 1030 / 2231; 1050 / 2081		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$194,500	\$Nil	\$Nil
Human Resources - Training & Development <ol style="list-style-type: none"> 1. Continue to implement Human Resource Strategy and update and implement HR Policies 2. Maintain staff training and development in line with Human Resource Strategy 3. Maintain budget allocations for Staff Training & implement training development plan 4. Continue traineeship employment program 5. Develop communication plan (internal) 	7.2 7.4	<ul style="list-style-type: none"> • DCCS 					

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Link to Budget - General Ledger No. 1030 / 2241; 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$130,000	\$Nil	\$Nil
Housing & Other Properties 1. Update asset management plan for council houses 2. Continue to maintain houses to an acceptable level 3. Continue to maintain regular inspection program for houses 4. Continue to maintain Savannah House	5.5 7.13	<ul style="list-style-type: none"> DCCS MBPCS 					
Link to Budget - General Ledger No. 1060 / 2221; 1080 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$	\$123,400	\$	\$118,450	\$Nil	\$Nil
Councillors Remuneration, Deputations & Development 1. Continue to base remuneration for Councillors in accordance with the Local Government Remuneration Tribunal 2. Continue to lobby and promote the shires priorities to State & Federal members 3. Provide adequate training opportunities for Councillors development. 4. Attendance at regional forums and meetings 5. Provide Councillors with appropriate IT systems	7.2 2.9 2.10 2.11 2.21	<ul style="list-style-type: none"> CEO DCCS 					
Link to Budget - General Ledger No. 1020 / 2160; 1020 / 2400		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$409,000	\$Nil	\$Nil
Communication & Advertising 1. Continue to produce Councils Inform Newsletter 2. Continue to undertake consultation meetings 3. Continue to hold General Meetings	7.9 7.12	<ul style="list-style-type: none"> DCCS 					
Link to Budget - General Ledger No. 1020 / 2400; 1030 / 2141; 1030 / 2290; 1030 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$	\$183,000	\$Nil	\$Nil

Actuals v Budget 2016/2017



/Etheridge Shire Council

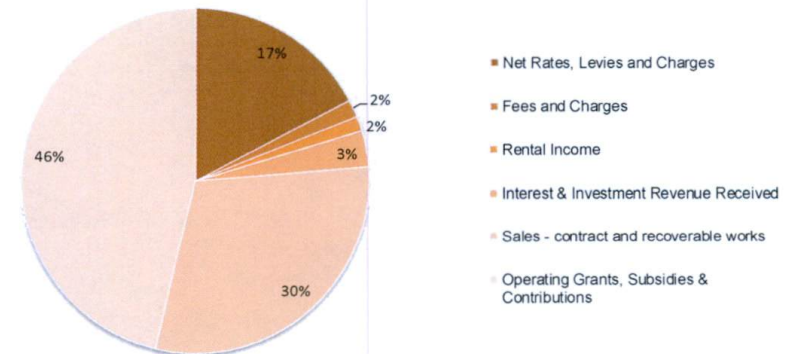
Actuals v Budget 2016|2017

Statement of Comprehensive Income for the year ended 30 June 2017

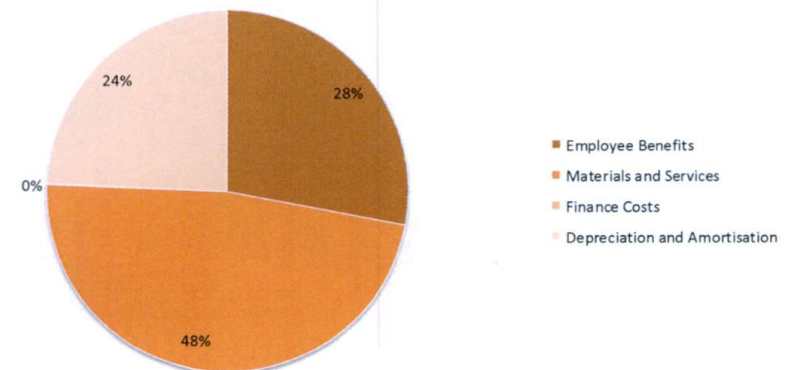


	Actuals		Budget		Percentage
	2016	2017	2016	2017	
Revenue					
Net Rates, Levies and Charges	\$ 2,465,448	\$ 2,416,692			102%
Fees and Charges	\$ 233,383	\$ 290,395			80%
Rental Income	\$ 196,262	\$ 148,604			132%
Interest & Investment Revenue Received	\$ 478,856	\$ 291,776			164%
Sales - contract and recoverable works	\$ 4,278,807	\$ 1,270,000			337%
Operating Grants, Subsidies & Contributions	\$ 6,607,675	\$ 19,606,512			34%
Total Recurrent Revenue	\$ 14,260,431	\$ 24,023,979			59%
Capital Revenue					
Capital Grants, Subsidies & Contributions	\$ 1,142,686	\$ 4,287,568			27%
Total Capital Revenue	\$ 1,142,686	\$ 4,287,568			
Capital (Expenses) / Income					
Capital Income	-\$ 12,486	-\$ 42,786			29%
Total Income	\$ 15,390,631	\$ 28,268,761			
Expenses					
Employee Benefits	\$ 4,795,958	\$ 4,386,126			109%
Materials and Services	\$ 8,183,119	\$ 15,898,138			51%
Finance Costs	\$ 9,125	\$ 15,288			60%
Depreciation and Amortisation	\$ 4,167,387	\$ 3,602,919			116%
Total Recurrent Expenses	\$ 17,155,589	\$ 23,902,471			72%
Total Expenses	\$ 17,155,589	\$ 23,902,471			72%
Net Operating Result	-\$ 1,764,958	\$ 4,366,290			-40%
Other Comprehensive Income					
Increase / (decrease) in asset revaluation surplus	\$ -	\$ -			
Total other comprehensive income for the year	\$ -	\$ -			
Total comprehensive income for the year	-\$ 1,764,958	\$ 4,366,290			

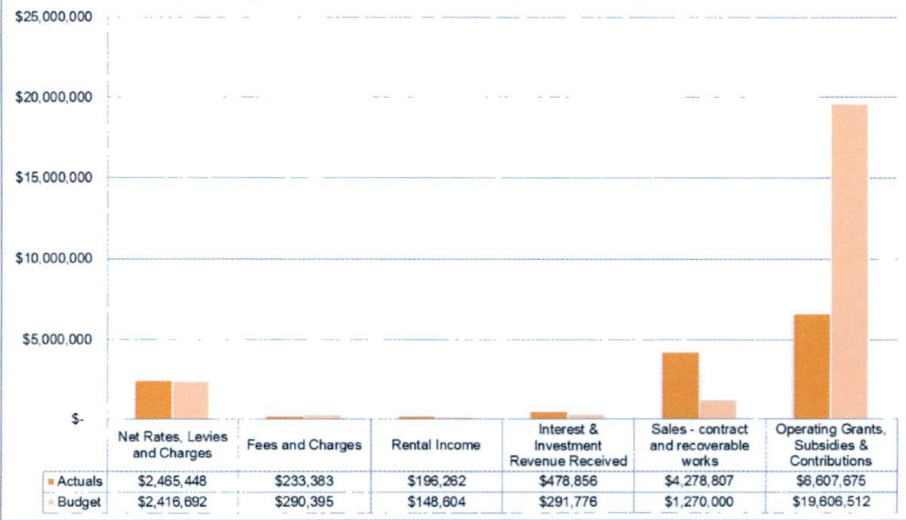
Operating Revenue



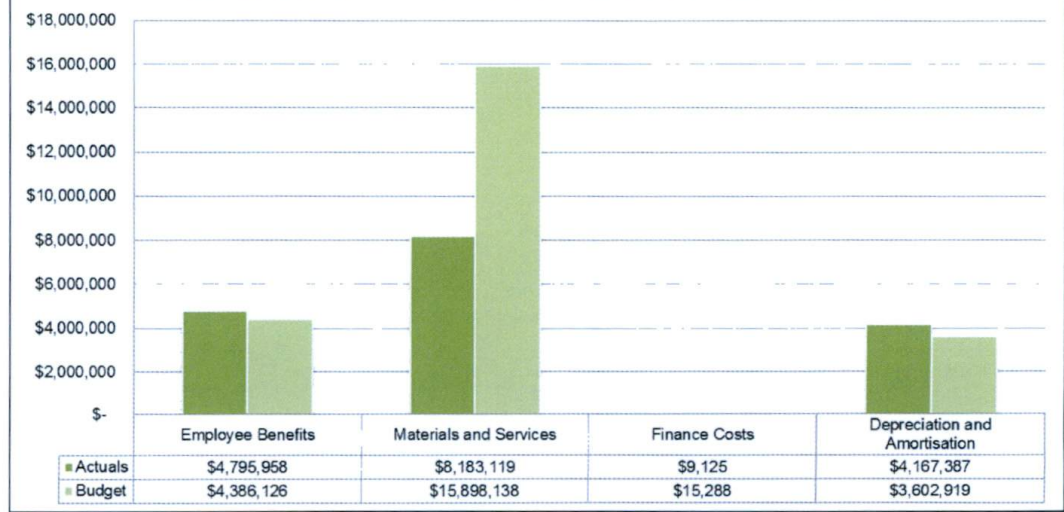
Operating Expenses



Operating Revenue - Actuals 2016|2017 v Budget 2016|2017



Operating Expenses - Actuals 2016|2017 v Budget 2016|2017



Financial Sustainability Indicators

as at 30 June 2017

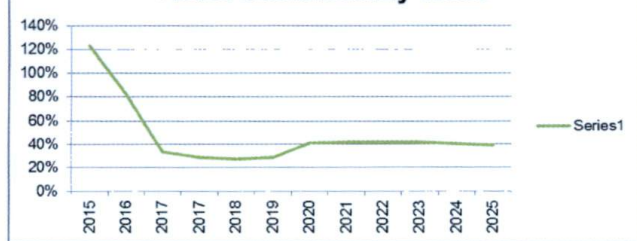
Measures of financial sustainability

	Target	Actual 2015	Actual 2016	Actual 2017	Budget 2017	Yr 1 2018	Yr 2 2019	Long Term Financial Plan Projections					
								Yr 3 2020	Yr 4 2021	Yr 5 2022	Yr 6 2023	Yr 7 2024	Yr 8 2025
Ratio													
Operating Surplus Ratio	0 - 10%	-7%	1%	-2%	0%	1%	0%	2%	5%	4%	4%	-1%	1%
Asset Sustainability Ratio	> 90%	123%	82%	34%	29%	27%	29%	41%	42%	42%	42%	40%	39%
Net Financial Liabilities Ratio	< 60%	-93%	-70%	-115%	-137%	-116%	-124%	-141%	-156%	-177%	-195%	-197%	-207%

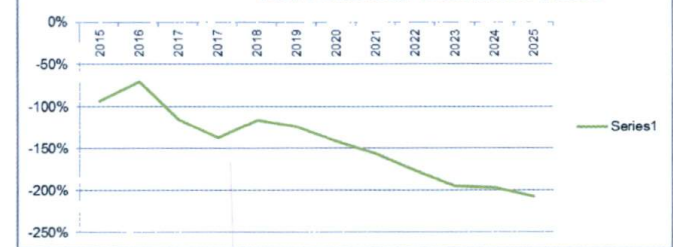
Operating Surplus Ratio



Asset Sustainability Ratio



Net Financial Liabilities Ratio



Statement of Financial Position

for the year ended 30 June 2017



\$'s	Actuals 2016 2017	Budget 2016 2017
Current Assets		
Cash & Cash Equivalents	\$ 13,893,493	\$ 9,818,838
Trade & Other Receivables	\$ 3,396,682	\$ 4,096,243
Inventories	\$ 380,717	\$ 450,992
Other Financial Assets	\$ -	\$ -
Total Current Assets	\$ 17,670,892	\$ 14,366,073
Non-Current Assets		
Other Assets	\$ -	\$ -
Property, Plant & Equipment	\$ 181,993,978	\$ 184,941,108
Capital Works in Progress (WIP)	\$ -	\$ -
Total Non-Current Assets	\$ 181,993,978	\$ 184,941,108
Total Assets	\$ 199,664,870	\$ 199,307,181
Current Liabilities		
Trade & Other Payables	\$ 612,578	\$ 1,307,000
Borrowings	\$ 6,476	\$ 52,163
Provisions	\$ 4,718	\$ 640,988
Total Current Liabilities	\$ 623,772	\$ 2,000,151
Non-Current Liabilities		
Trade & Other Payables	\$ -	\$ -
Borrowings	\$ 164,353	\$ 110,928
Provisions	\$ 487,059	\$ 417,790
Total Non-Current Liabilities	\$ 651,412	\$ 528,718
Total Liabilities	\$ 1,275,184	\$ 2,528,869
Net Community Assets	\$ 198,389,686	\$ 196,778,312
Community Equity		
Asset Revaluation Reserve	\$ 125,499,980	\$ 125,541,374
Retained / (deficiency)	\$ 72,889,706	\$ 71,236,938
Total Community Equity	\$ 198,389,686	\$ 196,778,312

Statement of Cashflows

for the year ended 30 June 2017



\$'s	Actuals 2016 2017	Budget 2016 2017
Cash Flows from Operating Activities		
Receipts from customers	\$ 14,443,062	\$ 20,694,816
Payment to suppliers and employees	-\$ 14,253,018	-\$ 19,334,791
	\$ 190,044	\$ 1,360,025
Interest received	\$ 478,856	\$ 291,776
Rental Income	\$ 196,262	\$ 148,604
Borrowing Costs	-\$ 5,761	-\$ 11,588
Net Cash Inflow (Outflow) From Operating Activities	\$ 859,401	\$ 1,788,817
Cash Flow from Investing Activities :		
Payments for property, plant and equipment	-\$ 1,402,028	-\$ 4,994,790
Proceeds From sale of property, plant and equipment	\$ 115,091	\$ 77,000
Grants, Subsidies, Contributions and Donations	\$ 1,142,686	\$ 4,287,568
Other	\$ -	\$ -
Net Cash Inflow (Outflow) From Investing Activities	-\$ 144,251	-\$ 630,222
Cash Flow from Financing Activities :		
Proceeds from borrowings	\$ -	\$ -
Repayment of borrowings	-\$ 39,759	-\$ 46,816
Net cash provided by financing activities	-\$ 39,759	-\$ 46,816
Net Increase (Decrease) in Cash Held	\$ 675,391	\$ 1,111,779
Cash at beginning of reporting period	\$ 13,218,102	\$ 8,707,059
Cash at end of Reporting Period	\$ 13,893,493	\$ 9,818,838



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