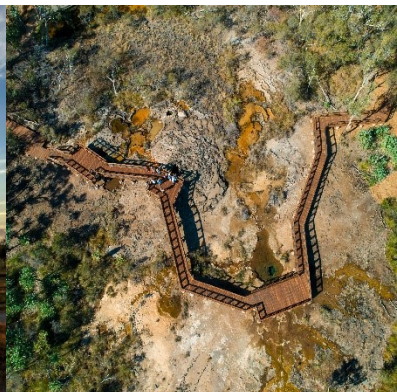




ETHERIDGE SHIRE COUNCIL

2020-21

ANNUAL REPORT





Acknowledgement of Country

....“We would like to acknowledge the traditional owners of this land and pay our respects to the elders past, present and future for they hold the history, cultural practice and traditions, of their people.”





Welcome to Etheridge Shire Council's Annual Report for 2020 | 2021

Welcome to

Etheridge Shire Council's 2020/2021 Annual Report. This report provides a summary of Council's performance and achievements for the past financial year (1 July 2020 to 30 June 2021).

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

Copies of the 2020/2021 Annual Report and Council's Audited Financial Statements are available free of charge electronically on Council's website at www.etheridge.qld.gov.au or can be purchased from Councils Administration office.

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

If you have comments you wish to share, please direct them to council's Director of Corporate Services by phoning 07 4079 9090 or emailing info@etheridge.qld.gov.au

MESSAGE FROM THE MAYOR

Hello and welcome to the 2020/21 Annual Report.

What a year 2020/21 has been for Etheridge Shire Council

The word “challenging” comes to mind quiet easily when looking back over the events that have shaped our year. Covid 19 has been at the forefront of each and every deliberation that council has had to deal with this far and will continue to play its hand as we move forward.

Cyclone Imogen brought with it the best rainfall event across the shire in some time, whilst at the same time wreaking havoc to road networks to the tune of thirty plus million dollars’ worth of damage. Council was able to secure the necessary funding to repair the flood damage over the next two years and our workforce is getting on with the job.



Charleston Dam continues to present its own set of challenges across every aspect of its evolution.

Thanks to Cyclone Imogen, Charleston filled to capacity in four days at the same time destroying the fish ladder due the volume of water passing over the spillway.

The necessary roadworks to upgrade the entry points to the Charleston recreation area and boat ramp have been completed and the amenities buildings such as toilets and bar-b-cue sheds are currently under construction. More importantly, the pumping component of the water supply has been delivered and the floatation devices and electrics are being installed which means that water should be running through pipes by mid-November. In saying that there are still ongoing auxiliary works to be installed at the Georgetown water treatment plant to accommodate the Charleston water into the system.

Financially, Council is in good shape despite the challenges of major projects being deferred or postponed due to shortages around skilled trade’s people or funding streams for major roadworks projects being held over for reasons beyond council’s control.

Transport and Main Roads projects such as the Kennedy Highway upgrade are progressing as per schedule and the widening of the Gulf Development Road despite a couple of false starts looks set to commence in mid-November. Works for Queensland monies have seen significant projects delivered right across the shire, adding to the attractions in towns such as Mt Surprise and Einasleigh, health service infrastructure at the Oasis Roadhouse, sport and recreational facilities in Forsayth and the upgrade of the Terrestrial Centre in Georgetown. Other forms of resilience funding will see the continuous format of culverts and causeways being constructed across the shire already underway on several locations across the shire.



Council and Councillors have been engaging regularly with all the communities across the shire and will continue to do so. Review of the Corporate Plan saw community engagement in Mt Surprise and Einasleigh at its best with concerns, ideas and concepts openly discussed and pathways set for community benefits to flow on.

The Etheridge Agriculture project continues to progress albeit slowly at this point, but in saying that working with Regional Development Australia has produced some great options that are currently being worked through with State and Federal Governments.

The Ag Forum held in April was a great success with another planned in early 2021.

There are so many things that in a format such as this will be omitted but the door to council is always open and you are most welcome to walk through.

I would like to respectfully acknowledge the work and commitment of all council staff in difficult and trying times, and also voice an appreciation for communities working with council to raise the bar in making Etheridge a better place to live, to work, and raise your family in a wider regional community.

I commend my report to all residents of Etheridge Shire as a record of councils operations for the year 2020.

Cr Barry Hughes

MAYOR



2021 Etheridge Agriculture Forum

CHIEF EXECUTIVE OFFICER'S REPORT

2020 – 2021 has been a challenging year with the ongoing impacts of COVID19 pandemic and the uncertainty it brings. Regardless, Etheridge Shire Council has not sat on its hands, but continues to adapt and look at new ways to deliver reliable, effective services for the community.

Having only commenced in the role of Chief Executive Officer in early October 2020, I have to thank David Munro the past Chief Executive Officer for holding the reigns and keeping Council in a financially sound position over the last 2 years.

On commencement, the initial challenge was to review current practices and as the Council was in its infancy, train and refocus Council on the job at hand. This led to an overhaul of Council's Corporate Plan. The previous Corporate Plan expires on the 30 June 2021. Over the last six months, Council has collaborated with our community via Community Meetings held in all Communities and a comprehensive Community Survey across the Shire. The outcome of which has set a platform to produce a new Corporate Plan, setting a vision and strategies for the Etheridge community for 2021-2025. Council with the assistance of the community will aspire to achieve this Plan.

The Council area endured considerable rain in the wet season which triggered unprecedented amount of flood damage. Early indications would estimate greater than \$35 million of flood restoration works is required to repair the damage. During the Cyclone Imogen event it also became evident that Council's Disaster Management was in need of a critical review to ensure all risks were appropriately mitigated against. To this end, Council has via the (LDMG) Local Disaster Management Group and in consultation with the (DDMG) District Disaster Management Group developed a new Disaster Management Plan and Sub Plans including a Dam Failure Sub Plan due to the risks associated with the recent construction of the Charleston Dam. Furthermore, additional river and rain gauges have been ordered to improve flood preparedness.

Council's workforce keeps achieving milestones, delivering bigger than ever capital works programs. Right across the region we saw roads being widened or bituminised, foot paths extended, new and upgraded parks and facilities and who could go past the construction of the Charleston Dam at Forsyth. The \$20million Charleston Dam will give the communities of Georgetown and Forsyth water security but also become another great tourism asset for the whole region once the recreational area has been developed. Meanwhile, Council continue to maintain our existing assets to ensure a satisfactory level of service is offered. Great work

Continued success of Council's financial position which is noted in this Annual Report and the creation of essential assets is and will continue to be attributed to the great strategic planning of the Executive Team and extensive advocacy by the Mayor and Councillors on behalf of the Etheridge communities.

A huge thank you to the dedicated staff of the Etheridge Shire Council for their ongoing commitment to building the region and making it a great place to live and play. Thank you.

I look forward to many more progressive years to come.

Ken Timms

Chief Executive Officer



OUR ROAD MAP

Mission

To lead the community in line with our guiding principles to achieve our shared vision...



Vision

Etheridge Shire is a place of innovation, diversity and opportunity for all. We have a vibrant and cohesive community which is provided with quality services that maintain a high quality of life. Inclusive and progressive leadership ensures a sustainable community, economy and environment...

Guiding Principles

Safe – We focus on creating a safe workplace to ensure the wellbeing of our staff and the community;

Teamwork – We work together as one council towards shared goals and for the greater good of the community;

Respect – We will be inclusive, treat people with the courtesy and fairness, and ensure each individual is valued and heard;

Integrity – we will behave in a way that is honest, open and transparent. We will take responsibility for our actions and strive for excellence;

Value – We aim to deliver services efficiently, effectively and in an environmentally and financially sustainable manner; and

Engagement – We engage with our staff and community to inform our decision making, and create awareness of our activities.



Etheridge Shire Council – Administration Building, Georgetown.

Our Corporate Vision...

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

In the plan, Council sets out:

**What it would like to achieve over the period of the plan - Outcomes; and
How it intends going about achieving those outcomes - Strategies.**

Our Council's Top 5 Strategic Aims

- *A Sustainable transport network that meets community needs.*
- *A sustainable environment of natural assets, water, waste water and waste management.*
 - *A diversified economic development ensures a prosperous shire*
 - *Quality social infrastructure makes the shire a desirable place to live.*
 - *Best Practice corporate governance and organisational excellence.*

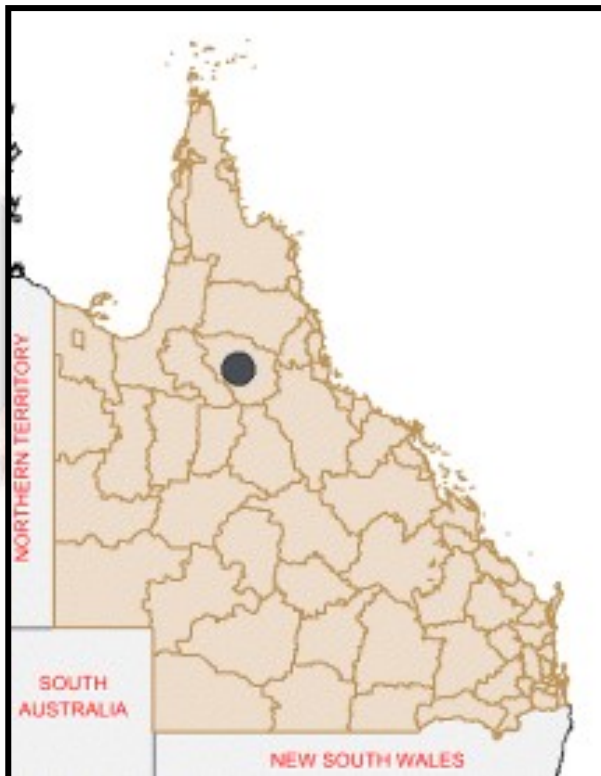


FAST FACTS

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

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

- 794 people
- Area 39,351 km²
- 2.3% of the total area of Queensland
- 734mm average rainfall per year
- 1 world class mineral collection
- Managed 1 student hostel
- Managed 1 childcare centre
- Annual Operating Budget \$29.93 million
- \$249.7 million in assets
- 297 water connections
- 1,752km of roads and 532 floodways and culverts
- 837 rateable properties
- Maintained 3.94 hectares of parks and 6,685 hectares of reserve land
- 186 tonnes of waste collected
- Managed 5 aerodromes
- Managed 4 landfill sites



SNAP SHOT OF ETHERIDGE SHIRE

The Etheridge Shire covers an area of 39,351 square kilometres, and is located in the Gulf-Savannah area of far-north Queensland, approximately 370 kilometres south-west of Cairns.

The Etheridge Shire has a very diverse economy, with agriculture, beef cattle, mining (gold, copper, zinc & lead) and tourism, with new industries within the renewable energy sector within the Shire. Currently under development at Kidston.

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

The Shire is made up of the following towns; Georgetown, Mt Surprise, Einasleigh, Forsayth & Kidston which have a combined urban area of 31.51km².

The Shire's estimated resident population as at 30th June 2021 was 794 persons with an average annual growth rate of -0.6% over five years with an average annual growth rate of -1.5% over ten years

Population by age

- 23.4% aged 0-14 years as at 30th June 2020
- 52.6% aged 15-64 years
- 23.9% aged 65+ years

Major Features of Etheridge Shire include Blackbraes National Park, Cobbold Gorge, Copperfield Gorge, Undara Lava Tubes, Talaroo Hot Springs Terrestrial Information Centre, Antbed House, Agate Creek Fossicking area, O'Briens Creek Fossicking Area, The Einasleigh River, the Etheridge River, The Gilbert River, Greens Park, Heritage Park, Oak Park Race Club & Georgetown Golf Club.

Settlement History

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

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

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

The population of the Shire was relatively stable from the 1940s to the 1960s, at less than 900 people, and then increased to about 1,000 people in 1971. The population was relatively stable during the 1970s and 1980s, before rising to about 1,400 in 1991. The population then fluctuated slightly, rising to about 1,500 in 2011, and then declining to about 794 people in 2020.

SNAP SHOT OF ETHERIDGE SHIRE

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

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

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

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

The Savannah Way brand promises a uniquely Australian experience in a safe and friendly environment. Directional and interpretative signage is located across Queensland along the drive. It is ranked in the top 10 for consumer awareness of all touring routes in Australia.

Visitor numbers recorded at Terrestrial Centre

Financial Years 2009/10 to 2020/21

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	TOTAL
JULY	2532	2893	3212	2925	2851	2812	2967	3236	3516	3037	2844	1307	34132
AUGUST	2166	1992	2337	2287	2139	1909	2005	2920	2530	2436	2087	1289	26097
SEPTEMBER	1504	1408	1307	1120	1217	1324	1261	1446	1695	1257	1366	1471	16376
OCTOBER	539	385	494	554	433	444	463	530	585	517	591	511	6046
NOVEMBER	319	314	223	363	287	373	254	250	326	270	204	242	3425
DECEMBER	177	209	130	190	169	190	171	138	138	109	152	119	1892
JANUARY	281	166	159	195	248	214	140	184	167	129	164	96	2143
FEBRUARY	210	163	181	211	195	184	215	136	215	89	120	138	2057
MARCH	274	209	258	321	314	239	307	284	182	216	137	169	2910
APRIL	703	612	553	673	809	809	798	724	649	679	3	959	7971
MAY	1362	1229	1328	1431	1260	1334	1522	1404	1284	1221	13	1814	15202
JUNE	2255	1961	1904	2069	1992	2216	2460	2520	2041	2019	559	2662	24658
TOTAL	12322	11541	12086	12339	11914	12048	12563	13772	13328	11979	8240	10777	142909



SNAP SHOT OF ETHERIDGE SHIRE

Little Gems Child Care Centre

Little Gems Child Care centre is a not for profit Childcare Centre, operated by the Etheridge Shire Council. The centre is licensed under the Education and Care Services National Law to cater for 21 children, aged from 6 weeks to 5 years old. The centre is open Monday-Friday from 8:15am-4:30pm.

In 2020/2021 staff have continued their training, completing child protection courses, first aid and asthma & anaphylaxis training.

Little Gems implement The Early Years Learning Framework (EYLF) The EYLF is a national early learning framework for children. The framework acknowledges the important role educators, parents and the physical environment play in a child's learning. Our daily curriculum features a strong emphasis on sustainable practices & includes these as part of everyday life at the centre.

Throughout the year we have supported/raised funds and/or promoted causes at the centre by:

- *The Leukaemia Foundation, via Funky Hair Day*
- *Muscular Dystrophy, via Super Hero Day*
- *Childhood Cancer Support, via Talk like a Pirate Day*
- *Science Week*
- *Clean up Australia Day*



COUNCILLORS

Mayor & Councillors

(Post Local Government Quadrennial Elections dated 28th March 2020- current Council members)



Mayor
Barry Hughes

Mobile: 0458 621 233

Email: Barry.Hughes@etheridge.qld.gov.au



Deputy Mayor
Laurell Royes

Mobile: 0459 278 377

Email: Cr.Royes@etheridge.qld.gov.au



Councillor
Tony Gallagher

Mobile: 0448 089 144

Email: Cr.Gallagher@etheridge.qld.gov.au



Councillor
Joe Haase

Mobile: 0459 623 582

Email: Cr.Haase@etheridge.qld.gov.au



Councillor
Cameron Barns

Mobile: 0459 136 283

Email: Cr.Barns@etheridge.qld.gov.au



L-R Cr Barns, Mayor Hughes, Cr Royes, Cr Gallagher and Cr Haase

Councillor Remuneration & Allowances

Each year the Local Government Remuneration and Discipline Tribunal review the rate of pay applicable to Councillors in each category of Council. Council must adopt the remuneration schedule by resolution within 90 days of gazettal of the Schedule.

On the 22nd January 2020 council resolved in accordance with Section 247 of the Local Government Regulation 2012, to set a remuneration payment as determined by the Local Government Remuneration Tribunal as shown below:-

	Remuneration (current) 2020/2021	Remuneration 2019/2020	Remuneration 2018/2019
Mayor	108,222	106,100	103,918
Deputy Mayor	62,435	61,211	59,952
Councillors	54,110 (note 1)	53,049 (note 1)	51,958
	(As set by the Local Government Remuneration Tribunal effective 1/7/2020)	(As set by the Local Government Remuneration Tribunal effective 1/7/2019)	(As set by the Local Government Remuneration Tribunal effective 1/7/2018)

Remuneration paid to Councillors during 2020-2021

Councillor	General Meetings Attended	Special Meetings Attended	Remuneration (set by the Local Government Remuneration Tribunal)	Mileage & Other Allowances	Total Remuneration Paid
Mayor Barry Hughes	11	1	\$108,222	0.00	\$108,222
Deputy Mayor Laurell Royes	12	1	\$62,435	\$6,612.40	\$69,047.44
Cr Tony Gallagher	12	1	\$54,110	\$2,240.00	\$56,350.04
Cr Joe Haase	12	1	\$54,110	\$193.68	\$54,303.72
Cr Cameron Barns	12	1	\$54,110	\$5,876.00	\$59,986.04

Notes to the remuneration schedule

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

Note 2: for Councillors in category 1 councils, a base payment of \$36,073.28 is payable for the 12 months commencing on 1 July 2020. A meeting fee of \$1,503.06 is payable for attendance at each of the 12 mandated monthly meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown. (Etheridge Shire Council is classified as a Category 1 Council).

Councillors will be provided with the following:

- Secretarial support for Mayor and Councillors via the Executive Assistant to the Chief Executive Officer;
- Laptop computer and/or tablet device
- Use of council landline telephone and internet access, fax and/or scanner, printer, photocopier, paper shredder and stationery
- Any other administrative necessities, which council resolves are necessary to meet the business of council.

Committees (Info required)

Committees 2020-2021

Councillor	Committees
Cr Barry Hughes	NWQROC; FNQROC; FNQRRG; Chair of the Local Disaster Management Group
Cr Laurell Royes	Local Disaster Management Group
Cr Joe Haase	Aged Care Advisory Committee
Cr Cameron Barns	
Cr Tony Gallagher	Aged Care Advisory Committee

Complaints

Mayor & Councillor conduct

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

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

It is a requirement under sections 186(d) and (f) the Local Government Regulation 2012 that the Annual Report contains details of complaints received about Councillors' conduct or performance. In 2020-21, nil Councillor Complaints were received. The table shows the reporting requirements contained in the Local Government Regulation 2012 for the financial year.

Complaints on conduct and performance of Councillors			
Unresolved 30 June 2019/20 (carried over from 2018/19)	New Complaints received (in 2020/21)	Complaints resolved (in 2020/21)	Unresolved 30 June 2020/21 (carry over to 2021-22)
1	0	0	1

Further notations:

No complaints were received on conduct and performance of Councillors between 1 July 2020 and 30 June 2021.

No Orders or Recommendations were made by the regional conduct review panel or Local Government Remuneration and Disciplinary Tribunal during the 2020/21 financial year.

Complaint orders/recommendations summary detail reported in accordance with section 186(e) of the Local Government Regulation 2012		
186(e)(i) the name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act	186(e)(ii) a description of the misconduct or inappropriate conduct engaged in by each of the Councillors	186(e)(iii) a summary of the order or recommendation made for each Councillor
Nil	Nil	Nil

OUR PEOPLE

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

Council faces a number of key challenges:

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

Six (6) key principles of the strategy

• Recruitment, selection and appointment

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

• Reward, recognition and remuneration

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

• Equity and diversity

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

• Staff development and workplace culture

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

• Development of leadership & management capabilities

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

• A safe, healthy and productive work environment

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

"...people are the key to Etheridge Shire Council's future.

The survival, growth and success of Etheridge Shire Council are

Directly linked to the quality of our staff as individuals and as collaborative team...."

Headcount of Staff by year

Annual headcount includes all staff except councillors. Fulltime, part-time, casual, temps, apprentices and trainees. As at 30 June 2021, Etheridge Shire Council retained 69 employees, in comparison as at 30 June 2020, Council retained 64 employees.

FTE

 **63** 2020-21 **58** 2019-20

Breakdown of staff

	FYE 2021	FYE 2020
	50 Full time	50 Full time
	7 Part time	9 Part time
	7 Casuals	3 Casuals
	5 Apprentices / Trainees	2 Apprentices / Trainees



Training and development activities

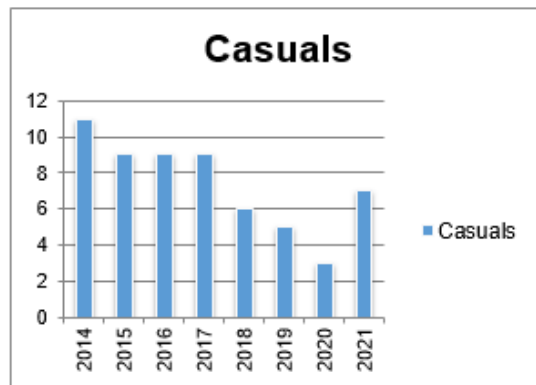
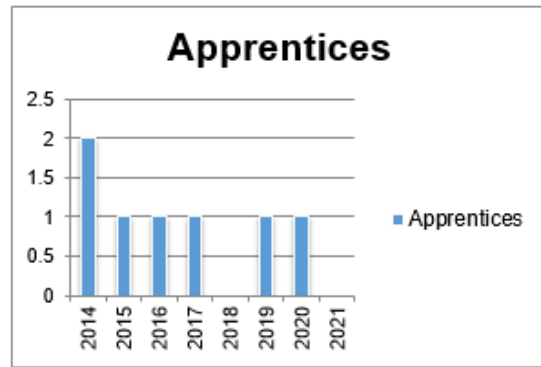
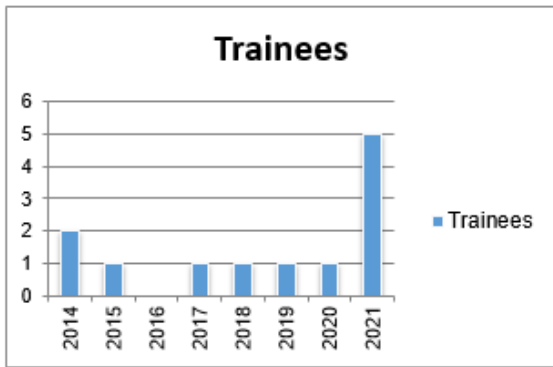
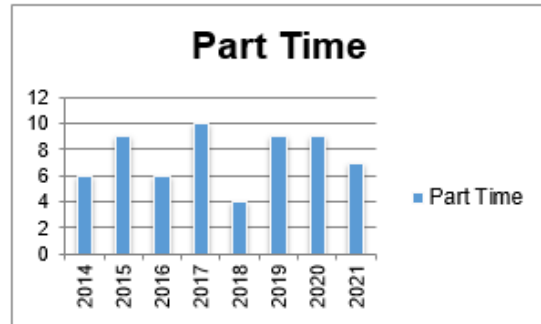
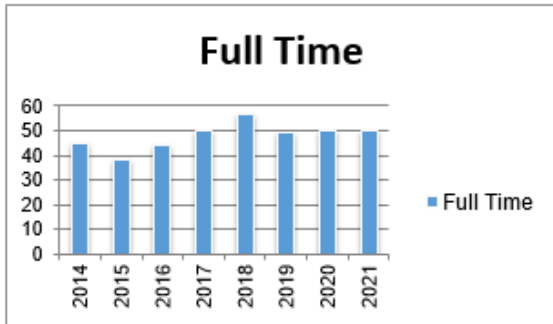
Staff undertook various forms of formal training during the 2020-2021 financial year. Courses included:

- Predominately Cert III Civil Construction and Plant Operations;
- Trainee – Cert III Business & Administration;
- HSR Training;
- Forklift Operations;
- Cert III Children Services;
- PCS Web Training;
- First Aid & CPR;
- Traffic Management
- Chemical Handling & 1080 bait licensing

OUR PEOPLE

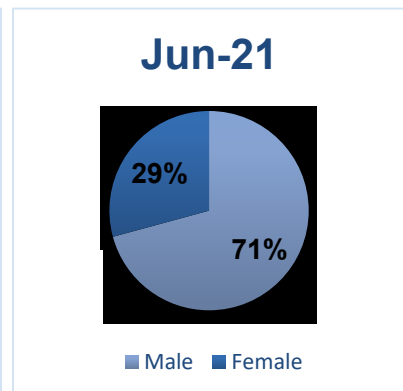
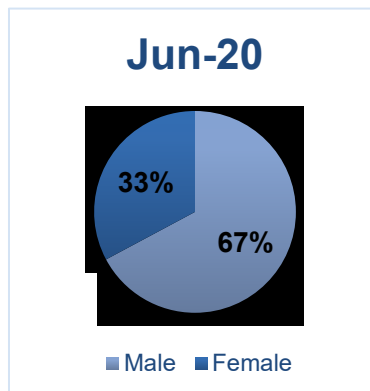
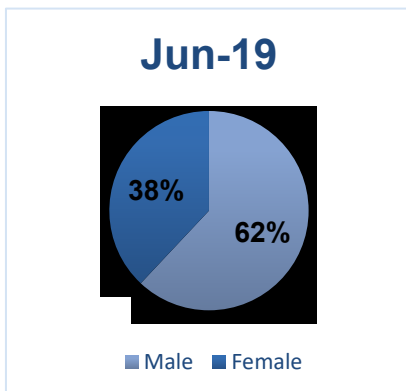
Work Force

The following charts give visual representations of the workplace demographics with a summary of changes over the past 7 years (2019-2021)

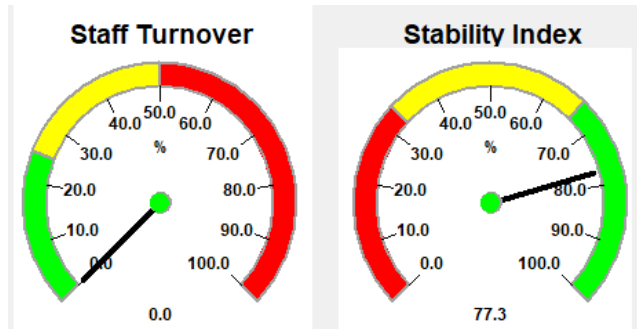


Employees by Gender

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



2020/2021



2019/2020



Due to Councils ageing workforce for the 2020/2021 year and moving forward Council is continuing to provide cross skilling in all departments to ensure the ability to develop a sustainable and robust workforce for the future.

The Stability Index

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

Benchmarking

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

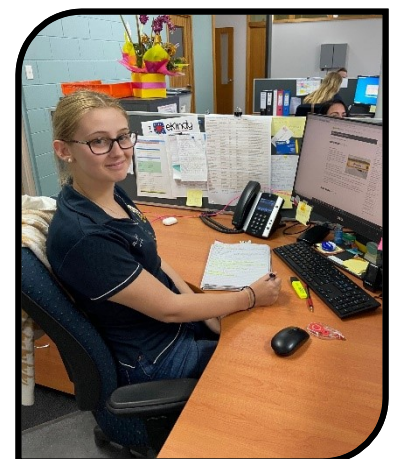
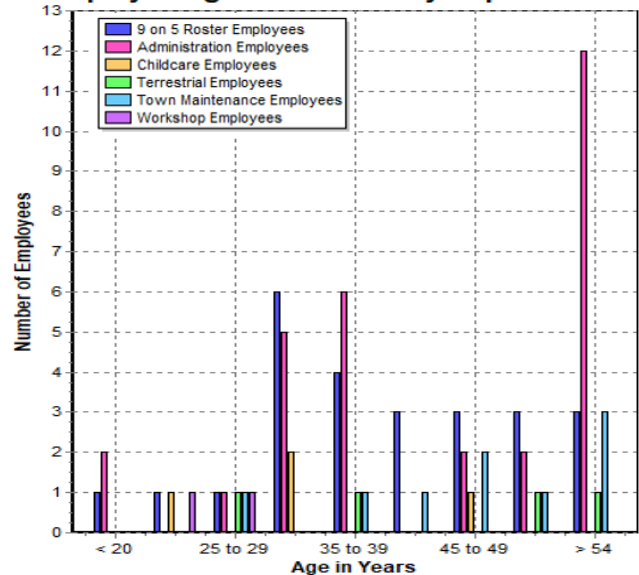
Continual review is essential when maintaining compliance with changes in legislation, industry standards, local government expectations and the needs of staff and the community.

During 2020-2021 financial year, Council continued to review policies and Procedures to ensure it maintained consistency with organisational and community needs. It is anticipated that during the 2021-22 financial year, additional policies and procedures will be implemented as the organisation and its needs evolve.

Training & development

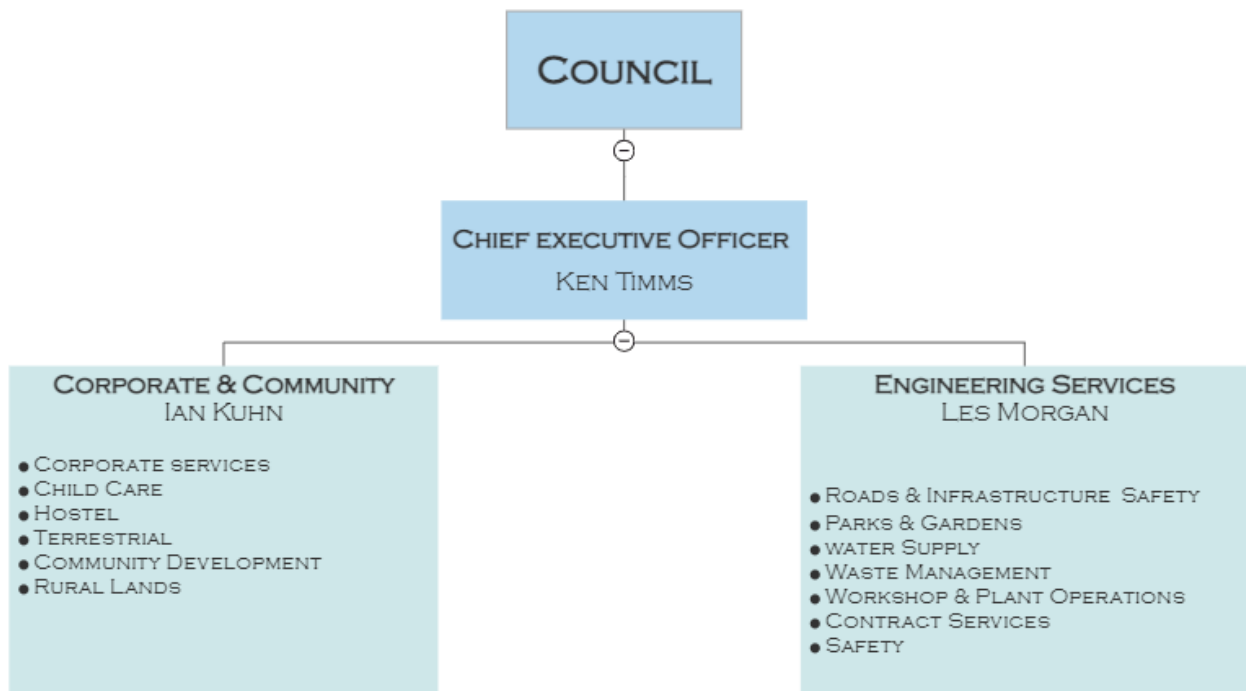
Council aims provide formative staff development programs that enable staff to strengthen those skills, capabilities and experience which contribute to the achievement of organizational goals, job satisfaction and career aspirations.

Employee Age Distribution by Department



Gemma Bethel undertaking a Cert III in Business Administration

Organisation structure



Senior officer's remuneration

Under s201(1) of the *Local Government Act 2009* the annual report of a local government must state -

The total of all remuneration packages that are payable (in the year to which the annual report relates) to the senior management of the local government; and

The number of employees in senior management who are being paid each band of remuneration.

Senior management of a local government is -

The chief executive officer; and

All senior executive employees of the local government.

The Senior Offices at Etheridge Shire Council during the 2020-2021 year were:

Chief Executive Officer

David Munro (to 30/9/2020)

Ken Timms (from 06/10/2020)

Director Corporate & Community Services

Ian Kuhn

Director of Engineering Services

Les Morgan

Total remuneration packages for senior officers during 2020-2021

- 3 senior contract officers received total remuneration packages in the range of \$150,000 – \$250,000
- The 3 senior contracts totalled \$500,744.

Contracts are inclusive of salary, superannuation, motor vehicle, housing, telephone and uniforms and based on annual total package

AWARDS & EVENTS

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

Australia Day Citizen of the Year
Australia Day Young Citizen of the Year
Community Event / Organisation of the Year
Senior Sports Medallion
Junior Sports Medallion
Senior Statesman

Lyn French
Annabella Keough
Georgetown State School P & C Committee
Athol Ryan
Luke Keough
Mervyn Henry



L-R: Ursula Ryan on behalf of Lyn French, Kristy Bethel for Georgetown P&C, Tim Fairfax AC, Luke Keough, Athol Ryan, Annabella Keough & Mayor

Gilbert River Ag Forum

On the 7th and 8th April, Council hosted the Gilbert River Ag Forum in an effort to take a fresh look at the region's agricultural potential. The Main Objective was to explore the individual and collective economic benefits of Agricultural diversification, specifically in relation to grazing, horticulture and cropping in the Gilbert river catchment.



Figure 2: Prestwood Station, field day



Figure 1: Senator Susan Macdonald addressing the forum

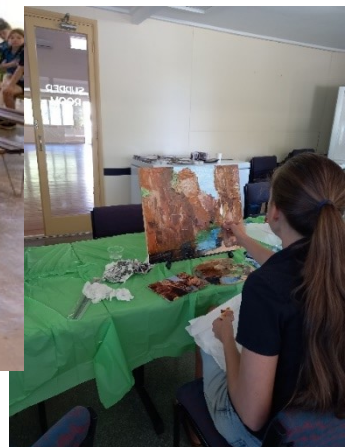
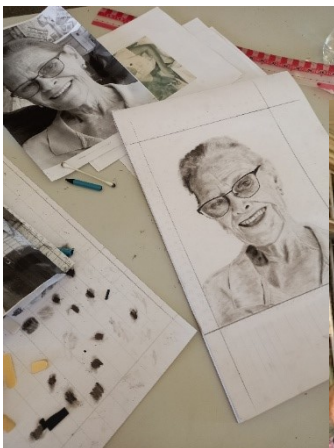
Kath's Kreations Leathercraft workshop

Left: Pictured is Kath Rowling owner of Kath's Kreations getting hands on with the local community showing them the art and creation of Leather jewellery.



Oil Painting & Charcoal Illustration Workshop

Pentland artist Katie Jones held an Oil Painting workshop over the 17th & 18th July & a Charcoal illustration workshop over the 31st July & 1st August - These workshops were for all ages of the community and proved to be a fantastic hands on experience!



CORPORATE GOVERNANCE

❖ General meetings of council

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

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

❖ Transactions with Related Parties

Key management personnel compensation (KMP)

KMP include the Mayor, Councillors and Council's senior management staff (Chief Executive Officer and Directors). The compensation to the KMP for the financial year was as follows:

Short-term employee benefits	\$560,362
Post-employment benefits	\$ 53,527
Long-term employee benefits	\$ 11,159
Termination benefits	\$110,260

Transactions with other related parties

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

Close family members include a spouse, child or dependent of a KMP, child or dependent of a KMP's Spouse and any other family member expected to be influenced by a KMP in their dealings with Council.

Council employed 69 employees of which none were close family member of key management personnel.

There are entities and individuals identified as related parties of Council that also live and operate within the Etheridge Shire. On a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include:

- Payment of rates
- Use of Council facilities such as swimming pools and libraries
- Dog registration.

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

❖ Councillors code of conduct

It is so important the Community has confidence in its Council and Councillors. The Minister for Local Government released a Code of Conduct for Councillors on 4th August 2020. All Queensland Local Government Councillors must comply with the Code of Conduct.

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

To complement the transparency and compliance measures in the Local Government Act and Regulation, there are a number of requirements contained within section 186 of the Regulation that must be disclosed within Council's Annual Report, regarding complaints made about councillors. These disclosures are made elsewhere in the Annual Report.

❖ Employee Code Of Conduct

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

Employees are required to display the personal and professional behaviours that could be reasonably expected from persons holding positions that serve the community. More specifically, it requires employees to perform professional duties with care, skill, fairness and diligence.

Employees are required to engage in ethical conduct, treat all others with courtesy, respect and with due regard to the rights of others. All new employees are provided with training regarding their obligations under the Code of Conduct. Any alleged breaches of the code are investigated in accordance with Council's guidelines.

❖ External audit

Council is audited annually by Queensland Audit Office or a duly authorized representative of the QAO.

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

Council has received an "Unmodified Audit Opinion" Report for 2020-2021 financial year.

(Note: This is regarded as a Good Outcome)

❖ Tenders

Changes to Tenders in accordance with s228(8) of the Local Government Regulation 2012

Council had no occasion to invite tenderers to change their submissions in the manner contemplated in the Regulation throughout the course of 2020/21.

❖ **Administrative complaints process**

Council has adopted an 'Administrative Complaints Policy' which complies to the Local Government Act 2009 and in particular the *Local Government Regulation 2012*.

Complaints to be welcomed

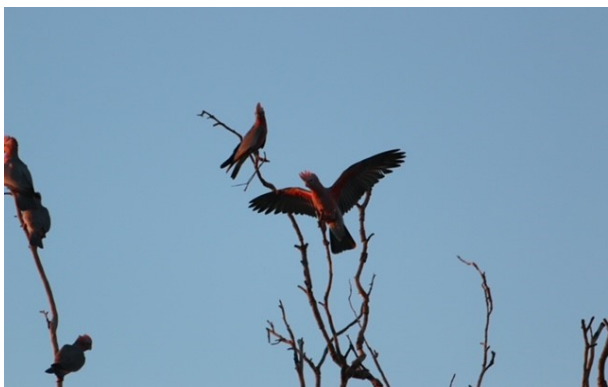
- Council is committed to dealing fairly with administrative action complaints.
- Anyone who is dissatisfied about a decision or other action of the council, a council officer can easily and simply lodge a complaint.
- Complainants are to be provided with information on the complaints process and, if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

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

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

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

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



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

A person may phone and request a pothole in a road be repaired.

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

During the 2020/21 financial year a total of 24 'request for action' were received and 10 complaints. All but 1 complaint was resolved by 30th June 2021. Council has implemented its complaints management process effectively, with all complaints being actioned and completed in accordance with Councils policy.

❖ **Revenue policy**

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

❖ **Special rates and charges**

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

❖ **Special Charge**

A special charge was levied on properties within Forsayth, Einasleigh and Mt Surprise for "waste management".

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

❖ **Rebates and Concessions**

Council has four different rebates and concessions in relation to rates. These are Pensioner Rates Concession, General Rate Caps, Natural Hardship and Economic or Social Incentives. Full details of these rebates and concessions are available within the Revenue Statement from www.etheridge.qld.gov.au.

❖ Risk management

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

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

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

Etheridge Shire Council is committed to:

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

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

❖ Risk Tolerance

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



❖ Fraud and corruption prevention

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

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

Council is committed to:

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



❖ **Right to Information**

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

During the period 1 July 2020 to 30 June 2021 Council did not receive any RTI applications

❖ **Business Activities**

A "business activity" of a Local Government is divided into two categories:

- a) *Roads business activity means.*
 - The construction or maintenance of State controlled roads for which the Local Government submits an offer to carry out work in response to a tender invitation other than through a sole supplier arrangement; or
 - Submission of a competitive tender for construction or road maintenance on the Local Government's roads which the Local Government has put out to tender, or called for by another Local Government.
- b) *Business activity means*
 - Trading in goods and services to clients in competition with the private sector; or

❖ **Grants to community organisations**

Council adopted its Policy regarding grants to community organisation on the 23rd January 2019. Under this Policy, Council will not provide a monetary donations to Community Groups within the Shire. Eligible local community organisation may request assistance from Council in the form of machinery such as a Water Truck, Grader etc., subject to plant and operator availability. This form of assistance has a monetary cost to Council. For the purposes of s189 of the Local Government Regulation 2012, Council did not make any donations to community organisations.

Furthermore, Councillors do not have discretionary funds at their disposal. Accordingly, Council did not allocate a budget

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

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

These business activities are referred to as type 3 activities. Local Governments may elect to apply a Code of Competitive Conduct (CCC) to their identified business activities.

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

❖ **Land and roads prescribed not to have a value**

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

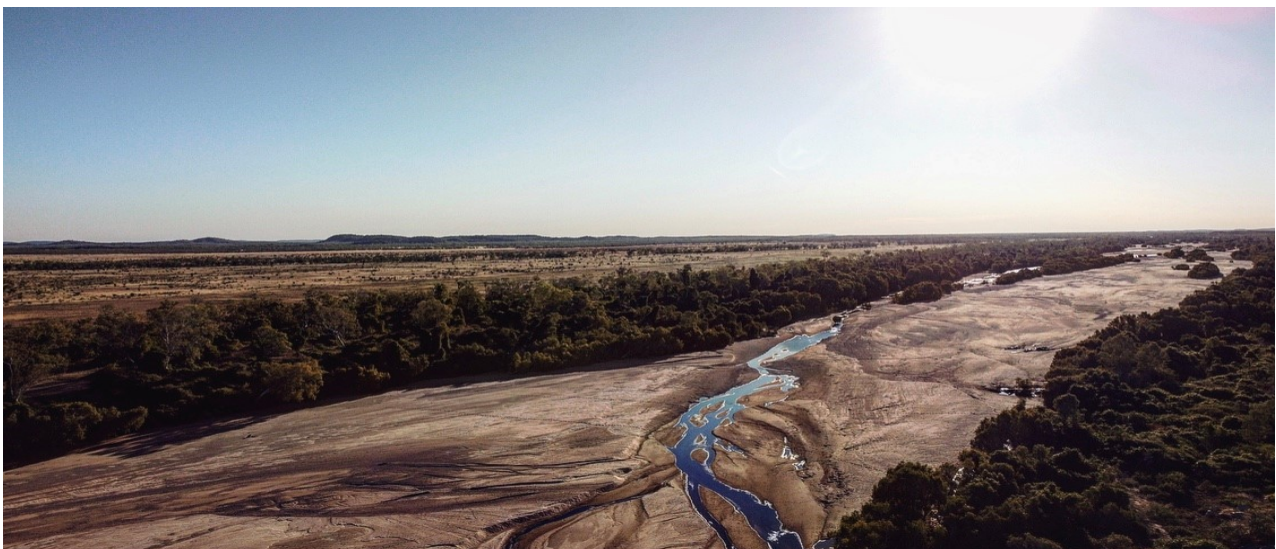
toward Councillor's discretionary funds, and no funds were disbursed under Councillors' discretionary funds during the year.

Council provides Community Assistance through other mediums such as

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

❖ **Overseas travel (\$188)**

No Councillors or staff travelled overseas during 2020-2021 in an official capacity.



Lists of Registers

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

- Register of assets
- Register of authorised persons
- Register of cemetery
- Register of complaints
- Register of conflict/material personal interest
- Register of tender / contracts
- Register of Councillor complaints
- Register of delegations
- Register of electoral gifts
- Register of gifts and benefits
- Register of administration policies
- Register of interests
- Register of land records
- Register of licensing
- Register of local laws and subordinate local laws
- Register of regulatory fees
- Register of roads and road maps
- Register of statutory policies
- Register of council policies



COMMUNITY FINANCIAL REPORT

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

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



The Community Financial Report is a simplified version of Council's financial performance and position for the 2020/21 financial year. The aim of the report is to assist readers in evaluating Council's financial position without the need to interpret the financial information contained in the Annual Financial Statements.

Overview

Like every Queensland Local Government, Council's annual financial statements are audited by the Queensland Audit Office (QAO). For 2020/21 Council received an unmodified audit opinion. Essentially this means Council's annual financial statements give a "true and fair view of the Council's financial position at 30th June 2021, and of its financial performance and cash flows for the year then ended".

Financial Snapshot as at 30 June 2021

	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
Total Revenue	29,932	36,510	27,762	21,233	18,359
Total Expense	23,695	26,902	24,204	23,369	21,101
Net Result – Surplus / (deficit)	6,237	9,608	3,558	(2,136)	(2,743)
Capital Expenditure	422	187	30	22	58
Cash Position	13,218	14,084	16,319	12,483	15,144
Total Assets	249,671	222,788	210,571	205,463	199,200
Total Liabilities	4,418	6,457	3,856	1,928	1,447
Community Equity	245,253	216,331	206,715	203,535	197,754
% of Revenue derived from Rates	7.5%	6.3%	8.4%	10.4%	13.3%
% of Revenue derived from Grants	50.4%	56.7%	54.6%	56.5%	61.4%
% of Revenue derived from Sales Contracts and Recoverable Works	39%	35%	33.9%	29.4%	20%
Total Loans	\$52.58	\$62.57	\$72	\$114.28	\$200

Statement of Consolidated Income

Revenue

There are two main categories of revenue: recurrent and capital. Recurrent revenue is money raised that is used to fund Council's operations and is generally sourced from rates, levies & charges, grants, subsidies and donations, contract and recoverable works revenue, interest, fees and charges, rent and other income.

Capital revenue is used to fund asset replacement or new assets. Capital revenue is sourced from grants, subsidies and donations, as well as gains/losses on disposal of assets.

Revenues	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Recurrent Revenue</u>					
Rates, Levies and Charges	2,239	2,313	2,196	2,085	2,443
Fees and Charges	217	208	305	282	277
Other Income	227	359	657	636	698
Sales Revenue	11,708	12,945	9,435	6,235	3,672
Grants, Subsidies, Contributions and Donations	8,510	10,279	13,378	10,742	10,279
<u>Capital Revenue</u>					
Grants, Subsidies, Contributions and Donations	6,587	10,406	1,791	1,253	990
Other Capital Income	444	-	-	-	-
<u>Total Revenue</u>	<u>29,932</u>	<u>36,510</u>	<u>27,762</u>	<u>21,233</u>	<u>18,359</u>

Expenses

Like Revenue, expenses can also be classified as recurrent and capital.

Recurrent expenses are incurred by Council in providing services to the community. On the other hand capital expenses relate to cost of replacing or constructing new assets.

Expenses can take the form of: wage & salaries, materials and services, finance costs and depreciation. These line items represent the cost to Council of providing services, operating facilities and maintaining assets.

Expenses	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Recurrent Expenses</u>					
Employee benefits	6,385	6,149	6,028	6,274	5,384
Materials and services	12,859	16,624	14,318	12,694	9,691
Finance Costs	8	9	11	15	1,421
Depreciation	4,021	3,933	3,818	4,364	4,547
<u>Capital Expenses</u>	422	187	30	22	58
<u>Total Expenses</u>	<u>23,695</u>	<u>26,902</u>	<u>24,204</u>	<u>23,369</u>	<u>21,101</u>

Net Result

The net result is the difference between Revenues and Expenses, and is expressed as either a Surplus (when revenues exceed expenses) or a deficit (when expenses exceed revenues).

As Council's fortunes are heavily dependent upon external funding and the timing of the expenses to when the revenue is recognised, the net result can fluctuate from year to year and mislead readers. For example, grants may be received in advance, with the associated expenditure incurred the following year. It is therefore important to look over the longer term trends in the net result to judge Council's performance.

Net Result	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Net Result</u>	<u>6,237</u>	<u>9,602</u>	<u>3,558</u>	<u>(2,136)</u>	<u>(2,743)</u>

The Statement of Financial Position

The statement of financial position (also known as Balance Sheet, presents Council's financial position at the end of the financial year. The statement measures what Council owns (assets) and what Council owes (liabilities), with the difference between the two being the net community wealth (equity).

Assets

Assets are generally classified as current and non-current. Current assets are those that can be quickly converted to cash or cash equivalents. Naturally cash is a current asset, as is accounts receivable, and inventory. Non-current assets are assets that cannot be easily converted to cash and have a useful life that may extend over a number of years. Non-current assets are usually made up of land, buildings and property, plant & equipment (PPE).

At the end of the financial year Council had increased its total assets by \$26.9M. Council's cash position slightly decreased by \$866,000 (in round terms). Total Assets under Council's stewardship nears \$250M.

Assets	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Current Assets</u>					
Cash & Cash Equivalents	13,218	14,084	16,319	12,483	15,144
Receivables	367	1,218	2,883	3,873	1,857
Contract Assets	4,570	5,464	-	-	-
Inventory	478	395	410	338	348
<u>Non-current Assets</u>					
Property Plant & Equipment	231,038	201,627	190,959	188,769	181,851
<u>Total Assets</u>	<u>249,671</u>	<u>222,788</u>	<u>210,571</u>	<u>205,463</u>	<u>199,200</u>

Liabilities

Like Assets, Liabilities are also classified as current & non-current. Current liabilities are those that will be realized (paid) in the following financial year, whereas non-current liabilities will be repaid in subsequent financial years.

Council's liabilities comprise amounts owing for provisions, borrowings, contract liabilities and trade and other payables. The provision's balance comprises employee entitlements for long service leave and the restoration of the Hughenden Landfill in future years.

Liabilities	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Current Liabilities</u>					
Payables	1,943	672	2,149	1,370	800
Contract liabilities	652	3,484	-	-	-
Borrowings	11	10	10	42	61
Provisions	944	930	279	282	105
<u>Non-current Liabilities</u>					
Borrowings	41	52	62	72	104
Provisions	827	1,309	1,355	161	377
<u>Total Liabilities</u>	<u>4,418</u>	<u>6,457</u>	<u>3,856</u>	<u>1,928</u>	<u>1,447</u>

Community Equity

Community Equity is the difference between Total Asset and Total Liabilities. It represents the Shire's net worth.

Community Equity	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Community Equity</u>	<u>245,252</u>	<u>216,330</u>	<u>206,715</u>	<u>203,535</u>	<u>197,754</u>

The Statement of Changes in Equity

As noted above, Community Equity is represented by Council's net worth. The Statement of Changes in Equity explains how the Community Equity moves over the course of the financial year. The significant increase (\$26.9M) in Council's Community Equity is attributed to an asset revaluation, which saw the value of Council's assets increase by \$22.7M. Asset revaluations are performed regularly, and are undertaken by expert independent, external consultants.

The Statement of Cash Flows

The Statement of Cash Flows identifies the cash movements (flows) throughout the year. The statement shows Council's ability to cover its expenditures and where those funds are derived.

Council's cash flows from operating activities incorporate the recurrent activities of Council. The cash flows from investing activities shows Council spent \$10.8M investing in property, plant and equipment, roughly half of which was funded from grants and subsidies. This includes capital works on Council's road network assets and other asset classes.

Financial Ratios

Section 169 of the Local Government Regulation 2012 requires the inclusion of the relevant measures of financial sustainability. These ratios are also included in Council's long term financial plan with reviews conducted on a regular basis. The targets have been set by the Department of State Development, Infrastructure, Local Government and Planning.

	2020/21 %	2019/20 %	2018/19 %	2017/18 %	2016/17 %
Operating Surplus Ratio (Target 0-10%) ¹	-1.62	-3.8	6.9	-16.9	-21.2
Asset Sustainability Ratio (Target >90%) ²	0.00	7.56	28.5	8.8	16.1
Net Financial Liabilities Ratio (Target not >90%) ³	-62.07	-43.91	-60.7	-73.9	-91.6

1. The Operating Surplus Ratio: The operating surplus ratio measures the extent to which revenue raised (excluding capital grants and contributions) covers operational expenses. It is calculated by dividing the Net result by total Recurrent Revenue. The sustainability target is between 0%-10%. Council's Operating Surplus Ratio is marginally below the sustainability target.
2. Asset Sustainability Ratio: This ratio measures the amount of capital expenditure on the renewal of existing assets compared to the depreciation expense. It is calculated by dividing capital expenditure on asset renewal by the depreciation expense. The sustainability target is >90%. Council's Asset Sustainability Ratio is below the sustainability target.
3. Net Financial Liabilities Ratio: This ratio measures the extent to which Council can fund its liabilities through its operating revenues. It is calculated by total liabilities minus current assets divided by recurrent revenue. The target sustainability ratio is not >90%. Council's Net Financial Liabilities Ratio is well within the sustainability target.

Against the Department's sustainability measures, Council faces some challenges into the future. Being heavily dependent upon external revenue (and noting the timing of receipts to expenses), Council projects Operating Surplus ratios outside the sustainability targets for 7 of the next 10 years. Similarly, Council will be unable to meet the sustainability target for Asset Sustainability Ratio, given its large asset base, relatively low 'own source revenue' to fund asset replacement. This is further compounded by grants being tied to new asset construction and not asset replacement or renewal. Finally, and recognising Council's low debt levels (\$52,500), it is easily able to exceed the sustainability measure for Net Financial Liabilities ratio well into the future.

Policies

Councillor Remuneration 2020/21

RESOLUTION

That Council: Resolve to accept the Local Government Remuneration and Discipline Tribunal Schedule of Rates for Councillor's remuneration effective from 1st July 2020 in accordance with Section 247 of the Local Government Act 2009 and furthermore that Council resolve to identify, that the General Meetings and Budget (workshop) Meetings are those "identified" meetings where the presence of all Councillors is expected to attend to receive the meeting fee component of the remuneration level set out in the Local Government Remuneration and Discipline Tribunal's remuneration schedule below.

	Salary 1 July 20 to 30/06/2021	Salary 1 July 19 to 30/06/20	Difference	%increase /decrease
Mayor	\$108,222	\$106,100	\$2,122	2.0%
Deputy Mayor	\$62,435	\$61,211	\$1,224	2.0%
Councillors	(see note 2) \$54,110	(see note 2) \$53,049	\$1,061	2.0%

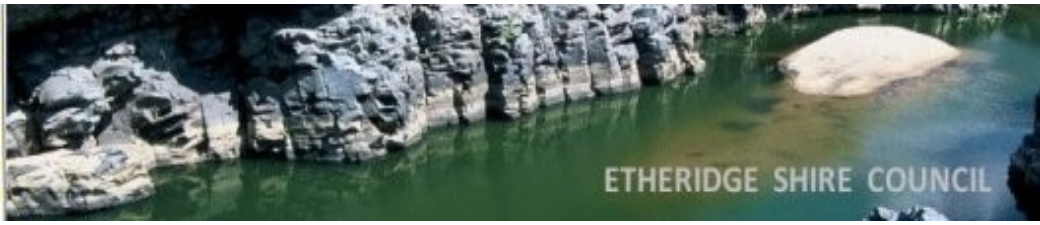
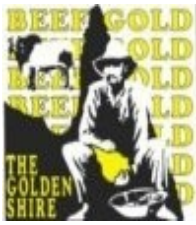
Note 2

For Councillors in Category 1 councils, a base payment of \$36,073.28 is payable for the 12 months commencing on 1 July 2020. A meeting fee of \$1,503.06 per calendar month (or fortnightly equivalent) is payable for attendance at, and participation in, scheduled meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown.

MOVED: Cr. Attwood

SECONDED: Cr. Bethel

CARRIED
RESOLUTION NO.2020/GM2809
5/0



COUNCILLOR REIMBURSEMENT OF EXPENSES AND PROVISION OF FACILITIES POLICY

1. BACKGROUND AND CONTEXT

Division 2 of the *Local Government Regulation 2012* states that an Expenses Reimbursement Policy is a policy providing for the following—

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

Furthermore, Section 250 of the *Local Government Regulation 2012* states the following -

1. A local government must adopt, by resolution, an expenses reimbursement policy; and
2. A local government may, by resolution, amend its expenses reimbursement policy at any time.

2. PURPOSE AND SCOPE

The councillors' reimbursement of expenses and provision of facilities policy (as required under Section 250 of the *Local Government Regulation 2012*) ensures accountability and transparency in the reimbursement of expenses incurred by councillors and ensures that councillors are provided with reasonable facilities to assist them in carrying out their civic duties.

3. POLICY PROVISIONS

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

Expense Categories

Professional development

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

Discretionary professional development

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

Travel as required to represent council

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

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

Private vehicle usage

- Councillors' private vehicle usage will be reimbursed if the usage is for official council business. This includes travel to and from councillors' principal place of residence to:
 - attend official council business/meetings/functions/community events and public meetings in the role of councillor;
 - Investigate issues/complaints regarding council services raised by residents/rate payers and visitors to the region.
- Councillors making a claim for reimbursement of private vehicle usage can do so by submitting the appropriate form detailing the relevant travel based on log book details. The amount reimbursed will be based on the published Australian Tax Office business-use-of-motor vehicle-cents-per-kilometre method and kilometre rate applicable at the time of travel.

The government has made changes to the cents per kilometre method. From 1 July 2015, separate rates based on the size of the engine are no longer available. You use a single rate of 68 cents per kilometre for all motor vehicles for the 2018–19 income year. The Commissioner of Taxation will determine the rate for future income years.

Rates per business kilometre		
Engine capacity		Cents per kilometre
Ordinary engine	Rotary engine	
N/A	N/A	68 cents

Meals

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

Incidental daily allowance

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

Hospitality

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

Accommodation

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

Provision of facilities

- Council will provide facilities for the use of councillors in the conduct of their respective roles with council. All facilities provided remain the property of council and must be returned when the councillor's term expires.
- The facilities provided by council to councillors are to be used only for council business unless prior approval has been granted by resolution of council.

Facility Categories

(a) Administrative tools and access to council office amenities

Councillors will be provided with the following:

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

Maintenance costs of council-owned equipment

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

Uniforms and safety equipment

Council will provide to a councillor:

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

Use of council vehicles on council business

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

Private use of council vehicles

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

Fuel costs

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

Car parking amenities

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

Telecommunication needs: mobile phones

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

Mobile phone provided by council

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

Insurance cover

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

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

Limit

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

Returning of Facilities

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

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

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

Misuse of Council Provided Resources for Electoral Purposes

This policy provides for the following –

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

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

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

4. AUTHORITIES AND ACCOUNTABILITIES

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

5. RELATED DOCUMENTATION

Local Government Regulation 2012

Section(s) 249, 250, 251

S.249 what div 2 is about?

- (1) This division is about the expenses reimbursement policy.
- (2) The **expenses reimbursement policy** is a policy providing for the following -
 - a) payment of reasonable expenses incurred, or to be incurred, by councillors for discharging their duties and responsibilities as councillors;
 - b) provision of facilities to councillors for that purpose.

S.250 Requirement to adopt expenses reimbursement policy or amendment

- (1) A local government must adopt an expenses reimbursement policy.
 (2) A local government may, by resolution, amend its expenses reimbursement policy at any time.

S.251 Notification of adoption of expenses reimbursement policy

- (1) As soon as practicable after a local government adopts or amends its expenses reimbursement Policy, the local government must -
- a) Ensure a copy of the policy may be inspected and purchased by the public at the local government's public office; and
 - b) Publish the policy on the local government's website.
- (2) The price for purchasing a copy of the policy must be no more than the cost to the local Government of making the copy available for purchase.

S.252 Meetings about expenses reimbursement policy

A local government cannot resolve under section 275 that a meeting at which a proposed expenses reimbursement policy is discussed (including its adoption or amendment, for example) be closed.

6. APPROVAL TABLE

Approved by Council		Meeting number and date	
Post-Election Meeting – Dated 11 th April 2016 General Meeting – Dated 15 th January 2017 General Meeting – Dated 15 th January 2018		GMCCS5 – 23 rd January 2019	
		Resolution number	
		2019/GM2527	
Effective date		Review date	
11 th April 2016		30 th January 2020	
Policy Author			
Director Corporate & Community Services			
Current incumbent			
David Munro			
Implementation Officer			
Chief Executive Officer			
Current incumbent		Contact number	Official file no.
David Munro		07 4079 9005	

Internal Audit

Internal Audit

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

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

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

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

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

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

The Internal Audit function reports to the Chief Executive Officer. To ensure the internal audit activity is directed to areas of most benefit, a number of Council processes have been selected for review during 2019/2020 and are incorporated into this Internal Audit Plan.

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

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

During the 2018/19 financial year, Council developed and adopted a three (3) Internal Audit Plan.

Composition of the Strategic Internal Audit Plan

The following tables represent each of the projects we have proposed for delivery during 2019-21. For each project we have included a brief overview of the scope of review to support why it was chosen and prioritised.

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

Three Year Internal Audit Plan 2019-21

Composition of the Strategic Internal Audit Plan

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

Year 1	Project Description	Overview of Project Scope	Type of Review	Timing & Indicative Days
2018/19	Ineffective financial management and HR processes	<p>Review fleet management (<i>CEO request</i>)</p> <p><i>To consider controls and practices associated with</i></p> <ul style="list-style-type: none"> • <i>the allocation/utilisation of fleet for delivery of internal and external works (maximise Council owned plant usage and optimise contractor hire)</i> • <i>compilation of plant rates</i> • <i>ensuring compliance with legislation and policies</i> • <i>fleet maintenance and replacement</i> 	Internal Audit	Aug 8
2018/19	Non-compliance with legislation	<p>Undertake position papers on new Accounting Standards that will effect Council's financial reporting and monitoring:</p> <ul style="list-style-type: none"> • <i>Leases;</i> • <i>Debtors</i> • <i>Landfill Restoration</i> 	Internal Audit	Mar 7
2018/19	Fraud Risks – unauthorised overtime, falsified timesheets	Spot Audit targeting approval, nature and extent of overtime	Internal Audit	2

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

Year 2 - Proposed Internal Audit projects

Year 2	Project Description	Overview of Project Scope	Type of Review	Est. Days
2019/20	Major loss of critical information technology	<p>Review ICT strategy development, ICT governance, business continuity planning and effectiveness of ICT general controls (<i>no recent reviews, emerging risks</i>)</p> <p><i>To consider processes for developing and delivering the ICT strategy including processes for identifying ICT needs, prioritising projects, approving strategy and monitoring implementation of strategy</i></p> <p><i>To examine the protocols in place to secure and protect Council's information and systems, including back-up protocols, business continuity procedures and physical security measures</i></p> <p><i>To consider appropriateness and effectiveness of controls over system access, change management and system operations</i></p>	Internal Audit	Aug 8
2019/20	Failure to attract and retain an appropriately skilled workforce	<p>Review of human resource management (<i>identified risk area, no recent reviews</i>)</p> <p><i>To review</i></p> <ul style="list-style-type: none"> • <i>recruitment and selection processes</i> • <i>induction program</i> • <i>performance management processes;</i> • <i>contractor management processes;</i> • <i>remuneration policies</i> • <i>succession planning initiatives</i> 	Internal Audit	Mar 7
2019/20	Non-compliance with legislation	<p>Review of complaints management framework</p> <p><i>To consider policies and procedures and legislative compliance for</i></p> <ul style="list-style-type: none"> • <i>administrative complaints</i> • <i>public interest disclosures</i> • <i>councillor complaints</i> 	Internal Audit	Mar 7
2019/20	Fraud risks – inappropriate use of corporate card	Spot audit targeting corporate card expenditure	Internal Audit	3

Year 3 - Proposed Internal Audit projects

Year 3	Project Description	Overview of Project Scope	Type of Review	Est. Days
2020/21	Asset management and infrastructure strategies not meeting the needs of the community	<p>Review Strategic Asset Management Framework (<i>identified risk area</i>)</p> <p><i>To determine whether council accurately document infrastructure assets in their information systems and use this data in their asset management and planning</i></p>	Internal Audit	Aug 8
2020/21	Ineffective financial management and HR processes	<p>Review of pre-qualified and preferred supplier arrangements and tendering and contracting processes (<i>recent CCC investigation</i>)</p> <p><i>To consider</i></p> <ul style="list-style-type: none"> • <i>adequacy of and compliance with council policies when establishing preferred supplier arrangements</i> • <i>extent arrangements are being used</i> • <i>monitoring of supplier performance</i> • <i>processes to refresh arrangements</i> <p><i>To review effectiveness of Council's tender evaluation and contract management practices associated with large-scale procurement contracts</i></p> <p><i>To consider whether processes and internal controls are adequate and operating in accordance with Council's Purchasing Policy and recognised better practice</i></p>	Internal Audit	Mar 7
2020/21	Fraud risks – falsifying timesheets and leave forms	Spot audit targeting leave recording and approvals	Internal Audit	3

MEETING OUR CORPORATE PLAN

Corporate Objective No. 1

Resilient Transport Infrastructure and Connectivity

Resilient transport infrastructure that maximizes connectivity across the Shire and links us to the major commercial centres is essential if the Shire is to have sustainable economic growth and development. A resilient transport infrastructure would be expected to support a diversity of road users from agriculture (cattle and crops), resource industry and a growing tourism industry. The condition of the state controlled roads is considered a major deterrent for tourists travelling along the Hann Highway, Gulf Developmental Road and the Gregory Developmental Road.

It has been estimated that world food production will need to increase by 70% by 2050 to keep pace with population growth. The Etheridge Shire has untapped potential for an array of irrigated agricultural outputs. Properly constructed, all weather, north-south and east-west road linkages are essential for growth of the Shire and linkages to markets.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Develop a comprehensive, sustainable and funded, 10-year Capital Works Program for roads and drainage. • Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's road and air services assets. • Upgrade major road infrastructure and prioritise road train access on appropriate roads. • Continue to link our communities with sealed roads along Local Roads of Regional Significance. • Manage the region's road network to enable the movement of people and goods in a safe and efficient manner. 	<p style="text-align: center;">1.1.1 1.1.2 1.1.3 1.1.4 1.1.5</p>	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Development of 10 year Capital Works Program is nearing completion subject to review of the AMP.</i> <input type="checkbox"/> <i>Requires review in line with the AMP</i> <input type="checkbox"/> <i>Council has completed 4.8km of pave & seal on the Strathmore Road as part of the R2R & TIDS project.</i> <input type="checkbox"/> <i>TIDS roadworks funding has been allocated to North Head Road/Cobbold Gorge Road over the next two years.</i> <input type="checkbox"/> <i>Council has received a new Tender from TMR Cloncurry for the next section of Kennedy Developmental Road to commence in July 2021. Gulf Development Road (2 single lane sections between Georgetown and Mount Surprise) is approved - due to be commenced in August 2021.</i>

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Maintain a fleet of Council owned plant and contractor hire arrangements. • Develop a Plant Replacement and upgrade schedule and maintain the operational capacity of plant. 	<p>1.1.6 1.1.7</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Council has in place a preferred supplier list for wet & dry hire plant which was reviewed in June 2021. <input type="checkbox"/> Council has undertaken the purchase and disposal of several items of plant as per the 2020/21 Plant Budget. Further recruitment of workshop is currently being undertaken whilst Council plant fleet maintenance is currently being assisted by local mechanical services.
<ul style="list-style-type: none"> • Maintain relationship with the Department of Transport and Main Roads and capacity to undertake road construction and maintenance. • Continue to lobby to raise the national profile of the Kennedy Development Road (Hann Highway) and for additional funding for high priority widening and sealing. • Lobby to raise the profile of the: <ul style="list-style-type: none"> • Gulf Development Road; • Gregory Development Road; and • Georgetown-Forsayth Road. for additional funding for high priority widening and sealing. 	<p>1.2.1 1.2.2 1.2.3</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Council has continued to lobby and hold discussions with the Department of Transport & Main Roads and various State and Federal Ministers and Senior Officials regarding road improvements within the Shire and the Gulf Region – funding has been secured for sections of the Gulf Development Road. <input type="checkbox"/> The next section of Kennedy Developmental Road to commence in July 2021. <input type="checkbox"/> Council has continued to lobby for ROSI, Safety and TMR Funding.
<ul style="list-style-type: none"> • Advocate for improved airfield infrastructure and services. • Maintain airfields and airports throughout the Shire. • Strengthen and extend the runway at the Georgetown airfield to 1,500m 	<p>1.3.1 1.3.2 1.3.3</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Continues to lobby both State and Federal Government. <input type="checkbox"/> Council is continuing to maintain the five airstrips in the Shire. Council has resolved to enter into a lease agreement with Genex Power over the Kidston Airstrip. Access roads to all airstrips will be included in the submission to QRA – flood damage restoration. <input type="checkbox"/> Council has resolved to investigate the upgrade of the Georgetown Airstrip in readiness for the next round of the Federal Government Remote Airstrip Upgrade Program and furthermore that this project has been considered within the 2020/21 Budget.

Corporate Objective No. 2

Developing Reliable Potable and Irrigation Water Supply

To provide service delivery and infrastructure roll out, maintenance and improvement underpins a healthy and growing economy and comfortable lifestyle in the Shire.

Reliable and affordable water and energy is essential for the Shire if it is to have sustainable economic growth and development. COAG policies including Northern Australia White Paper, Regionalisation, Asian Market Access and Indigenous Advancement have identified the strategic importance of water and energy to economic and social development.

The Shire has seasonal over and under water supply. Bulk storage and control via new dams is a key solution and offers the collateral potential benefits of hydroelectric power, tourism and lifestyle opportunities. There are potential opportunities with the Gilbert offering the possibility of irrigation developments exceeding the scale of the current Ord River irrigation area. Investment in new infrastructure to support agricultural growth in this area is required.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Construct the Charleston Dam and reticulate water to Georgetown and Forsayth for domestic and irrigation purposes (dual supply). • Upgrade domestic water treatment and storage facilities. • Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's water assets. • Provide consistent high quality water supply to serviced communities where both practical and viable. 	2.1.1 2.1.2 2.1.3 2.1.4 2.1.5	<ul style="list-style-type: none"> <input type="checkbox"/> Construction of the Charleston Dam is now 95% completed. <input type="checkbox"/> Pipelines to Georgetown and Forsayth are also 95% completed. <input type="checkbox"/> A comprehensive water assets re-evaluation has been completed. <input type="checkbox"/> Council continues to provide a consistent high quality water supply to all its communities.
<ul style="list-style-type: none"> • Advocate for expansion of sustainable agriculture developments. • Develop the Gilbert River irrigation area, Greenhill dam. • Continue to strengthen cross regional partnerships and networks across Northern Australia to manage and maximize opportunity for nation building initiatives and reduce cumulative impacts 	2.2.1 2.3.1 2.3.2 2.3.3 2.3.4	<ul style="list-style-type: none"> <input type="checkbox"/> Continued to lobby with State and Federal Members to undertake an EIS for the Gilbert River Dam <input type="checkbox"/> The final draft version of the Detailed Business Case for the Gilbert River Irrigation Project was endorsed By Council in May 2020. The project aim is major increases in agricultural production, jobs creation and opportunities for local business expansions in the Shire & region. The Gilbert River Ag Forum (GRAF) is planned for early April 2021. <input type="checkbox"/> Regular meetings and networking continues with FNQROC, Regional Road Groups and other organisations to maintain effective regional relationships.

Corporate Objective No. 3

Managing the Natural Assets and Environment for Tourism and Economic Development

Our Shire's natural assets, natural resources and environment are key factors in the development of a sustainable economic growth of the Shire. The potential economic success of our natural assets can be driven by the growth in tourism and agriculture. This is in addition to the contributions from the region's growing global reputation in primary and mining industries.

Respecting our natural assets and upholding the integrity of the area's unique bioregions is important for the sustainable economic growth and development of the Shire. The Etheridge Shire faces a range of pressures including invasive species, changes in climate, land-clearing and increased areas dedicated to National Parks. Council recognises that healthy, resilient ecosystems are essential for sustainable economic growth and healthy communities. A collaborative approach between local government, the State and Federal governments and industry is essential in ensuring the value of our natural assets and environment is retained now and into the future to support ongoing economic growth.

The Shire is well positioned to supply local and global markets with innovative emerging industries which harness the region's natural assets, knowledge and partnerships including renewable energy, environmental management and Indigenous knowledge. Respecting and managing the region's natural assets and the environment will assist sustainable economic growth and development in the region. By deploying a combination of strategies to protect natural assets the region will be able to prosper and grow. Strategies such as geo tourism and investment in renewable energy will stimulate employment, innovation and offer a sustainable energy source for future generations.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Manage growth and change through local area planning initiatives • Actively participate in the regional organisations and statutory supported planning instruments 	3.1.1 3.1.2 3.1.3	<ul style="list-style-type: none"> <input type="checkbox"/> Adoption of the Planning Scheme was endorsed at the December 2019 Council Meeting. The final adoption was undertaken in January 2020. Council's new Planning Scheme is now completed and is located on Council's website. <input type="checkbox"/> Undertake meetings with FNQROC and NWQROC on a regular basis.
<ul style="list-style-type: none"> • Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's Tourism, Parks and Recreation assets. • Advocating release of State Land for future development across the shire • Promote residential and rural residential subdivisions throughout shire as land become available and demand increases. • Advocate for the development of renewable energy projects. • Support the rural industries through infrastructure, skills development, income diversification and advocacy 	3.1.4 3.1.5 3.1.6 3.1.7 3.1.8 3.1.9 3.2.1 3.2.2 3.2.3 3.2.4 3.2.5	<ul style="list-style-type: none"> <input type="checkbox"/> An Asset Management Plan will need to be established and created for Recreational Assets. <input type="checkbox"/> Council has made applications to the Department of Natural Resources, Mines & Energy to acquire land within the Mt Surprise Township and also land west of Georgetown along the Gulf Development Road. <input type="checkbox"/> Every opportunity is taken to promote future residential subdivisions in all communities <input type="checkbox"/> Every opportunity is taken to promote future industrial subdivisions in all communities <input type="checkbox"/> Two development applications for solar wind and hydro projects and further Council has allocated funding for adding solar to Council owned buildings. <input type="checkbox"/> Council has acquired the Air Services Land & Infrastructure to enable Council the opportunity to retransmit AM radio via 4KZ. Council has been in contact with 4KZ management to progress this matter.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Improve business and policy outcomes by encouraging local businesses to: <ul style="list-style-type: none"> • participate in Council business activities; • apply a 'local preference' for purchases. • Enhance and improve the aesthetics of the entrances to the Shire Towns. 	3.1.4 3.1.5 3.1.6 3.1.7 3.1.8 3.1.9 3.2.1 3.2.2 3.2.3 3.2.4 3.2.5	<ul style="list-style-type: none"> <input type="checkbox"/> Council continues to support and deliver development skills, training and workshops to the community. <input type="checkbox"/> Council has developed a "local preference" guideline within its Procurement Policy <input type="checkbox"/> Council has approved grant applications for the beautification and Street scaping Project in Georgetown; and continues to maintain town entrances.
<ul style="list-style-type: none"> • Promote growth of the tourism market in partnership with stakeholders • In partnership with regional stakeholders, facilitate economic development opportunities relating to creative and cultural industries 	3.3.1 3.3.2 3.3.3 3.4.1	<ul style="list-style-type: none"> <input type="checkbox"/> Council has produced several short films to showcase the Shire through TV media outlets. Council has provisioned funds within the 2020/21 financial year to undertake several additional films or promotional outlets showcasing the Shire. <input type="checkbox"/> The design and fit out of the Terrestrial Centre is due for completion in the coming months
<ul style="list-style-type: none"> • Construct recreation facilities at Charleston Dam (e.g. swimming, skiing, boating (sail), canoeing, fishing, picnicking camping, bird watching, bush trails (walking, push bike, motorbike)) to encourage activity based tourism. • Recognise and promote the value of community gardens, streetscape and properties. • Maintain the Shire's Cemeteries. 	3.4.2 3.5.1 3.6.1 3.6.2 3.6.3	<ul style="list-style-type: none"> <input type="checkbox"/> Construction including an access road is well under way for the Charleston Dam Recreational Area. Council has provisioned some funds to assist in the development of the Recreational Area. <input type="checkbox"/> Community gardens, streetscape and properties promotion. Seeking direction from Council. <input type="checkbox"/> Council's cemeteries are being maintained in accordance with Councils service standards
<ul style="list-style-type: none"> • Maintain disaster management capabilities. • Develop Council's Biosecurity Plan in consultation with landowners and other stakeholders to reduce the impact of existing and potential pests. • In partnership with the community and external agencies, promote and support best practice management of the natural environment. • Work in partnership with stakeholders (including NGRMG) to promote attitudinal and practice change that maintains healthy ecosystem services • Work in partnership with stakeholders (including NGRMG) to implement research and technology developments that support sustainable planning and decision making. • Maintain waste management facilities throughout shire • Maintain the environment to minimise disease outbreaks through implementation of an integrated mosquito management program. 	3.7.2 3.8.1 3.8.2 3.8.3 3.8.4 3.8.5 3.8.6 3.8.7 3.8.8	<ul style="list-style-type: none"> <input type="checkbox"/> Council has in place a Local Disaster Management Plan which has been updated and tested throughout the year. An updated LDM Plan has now been completed. LDMG meetings and relevant training have been conducted during this quarter. <input type="checkbox"/> Etheridge Shire Council will be proceeding with a biosecurity plan in conjunction with the southern gulf catchment group on a regional perspective and consultation with the community will form part of the process. <input type="checkbox"/> Council's waste facilities are being maintained. Council has been subject to an audit from the Department (EPA) in relation to compliance matters pertaining to Councils ERA License. Several matters were brought to Councils attention and have been rectified. <input type="checkbox"/> Investigation for a contractor to maintain mosquito control is being considered.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Maintain disaster management capabilities. • Develop Council's Biosecurity Plan in consultation with landowners and other stakeholders to reduce the impact of existing and potential pests. • In partnership with the community and external agencies, promote and support best practice management of the natural environment. • Work in partnership with stakeholders (including NGRMG) to promote attitudinal and practice change that maintains healthy ecosystem services • Work in partnership with stakeholders (including NGRMG) to implement research and technology developments that support sustainable planning and decision making. • Maintain waste management facilities throughout shire • Maintain the environment to minimise disease outbreaks through implementation of an integrated mosquito management program. 	<p style="text-align: center;">3.7.2 3.8.1 3.8.2 3.8.3 3.8.4 3.8.5 3.8.6 3.8.7 3.8.8</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Council has in place a Local Disaster Management Plan which has been updated and tested throughout the year. An updated LDM Plan has now been completed. LDMG meetings and relevant training have been conducted during this quarter. <input type="checkbox"/> Etheridge Shire Council will be proceeding with a biosecurity plan in conjunction with the southern gulf catchment group on a regional perspective and consultation with the community will form part of the process. <input type="checkbox"/> Council's waste facilities are being maintained. Council has been subject to an audit from the Department (EPA) in relation to compliance matters pertaining to Councils ERA License. Several matters were brought to Councils attention and have been rectified. <input type="checkbox"/> Investigation for a contractor to maintain mosquito control is being considered.

Corporate Objective No. 4

Developing Equitable Social Infrastructure:

There is universal agreement that strong, resilient and healthy individuals, families and community play a vital role in building the ongoing prosperity, wellbeing and economic development of a region. It has been demonstrated that long term economic growth in the regions occurs through investment in human capital development.

The population of Etheridge Shire is currently 819 persons and little growth is expected over the next few years. The region covers a large area of 39,039 square kilometres, encompassing over 2.0% of the state. The Shire is defined as being rural and remote with minor centres of population at Georgetown (250), Forsayth (140), Mt Surprise (140) and Einasleigh (80).

The connection between disadvantage, demography and geography are well established. The Socio-economic Indicators for Areas (SEIFA) –an overall measure of disadvantage – shows that Etheridge Shire has a comparatively large proportion of its population in the most disadvantaged quintile.

A number of factors influence welfare spending including population growth: the cost of providing services; rates of service use; and the capacity to pay, which in the Etheridge Shire is limited (CSSA 2014) are reflected by the relatively small private sector in human service delivery. It is well established that investments in people yield multiple returns to society in both social and economic terms. As noted by the Minerals Council of Australia, in its submission to a Parliamentary Inquiry into Northern Australia “research suggests that communities that do not have sufficient infrastructure, social amenity and economic diversity will not attract new residents and this will in turn constrain the industry's recruitment capacity”.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> Engage with and support local indigenous groups. Partner with state government agencies to improve social conditions and liveability. Acknowledge and support local indigenous cultural heritage, practices and protocols, to build economic social and cultural capital. Encourage local historians to preserve and promote local history and heritage. Advocate to State and Federal Governments to address social inequity and disadvantage. 	4.1.1 4.1.2 4.2.1 4.2.2 4.2.3	<ul style="list-style-type: none"> <input type="checkbox"/> Council has conducted several meetings with the Traditional Owners regarding a range of issues and economic projects within the Shire (i.e. Gilbert River, Talaroo Station Project, Charleston Dam) <input type="checkbox"/> The Mayor & CEO have had ongoing meetings with various State & Federal Ministers regarding the potential of the Shire from the Gilbert River Project, Geo-Tourism, Roads of Significance (Gulf Development Rd, Kennedy Development Rd, Strathmore Rd) <input type="checkbox"/> A component of the soon to be accomplished fit out at the Terrestrial Centre is to feature local history and heritage. <input type="checkbox"/> Council takes every opportunity to raise these concerns.
<ul style="list-style-type: none"> Enhance the life of seniors within the region through transport, encouraging a doctor to the region, aged care and respite and palliative care support. Advocate and facilitate the provision and improvement of central and remote health services. Build a variety of social infrastructure and service delivery, in partnership with the State Government and Community. Provide assistance to the community with respect to child care, youth hostel and aged care services. Provide libraries, as learning and information centres Provide support to volunteers, community groups and events Encourage the establishment of strong networks across the region where people can interact socially and safely through sport, recreation, cultural life and the arts. 	4.2.4 4.2.5 4.2.6 4.2.7 4.2.8 4.2.9 4.2.10 4.2.11 4.2.12 4.2.13 4.3.1 4.3.2 4.3.3	<ul style="list-style-type: none"> <input type="checkbox"/> An Advisory Committee for aged and disability care has been formed to actively pursue the needs and requirements of the residents of the shire in relation to aged and disability care. <input type="checkbox"/> The Terrestrial Centre upgrade and the newly constructed Sports Centre in Georgetown provide improvements to the previous social infrastructure. <input type="checkbox"/> Council is still offering Childcare services along with the Student Hostel. Council has submitted a further application for long term funding for the Childcare to ensure that it remains sustainable. <input type="checkbox"/> Council continues to provide an effective library service to its community. <input type="checkbox"/> Council has organised a number of community events to enable the community to interact and meet in a safe environment. Council continues to monitor the impacts
<ul style="list-style-type: none"> Build and strengthen the Shire's identity through the support and provision of a variety of events and branding our corporate image. Ensure a preparedness to respond to natural disasters and other emergencies and engage in planning activities aimed at minimising the impact of such disasters on the community. Maintain public buildings to meet resident's expectations. 	4.3.4 4.3.5 4.3.6 4.3.7 4.3.8	<ul style="list-style-type: none"> <input type="checkbox"/> Council has purchased several marques which has the branding of the Shire. These marques can be used at various events which is another means of showcasing what is on offer within the Shire. <input type="checkbox"/> Council continues to engage in Local Disaster Management Group training with further training being conducted in early 2021. <input type="checkbox"/> Continuing maintenance including pest control and air conditioning servicing continues for public buildings and Council housing.

Corporate Objective No. 5

Improving Communication Infrastructure and Mechanisms within the Shire

An equitable communication network for the Shire is essential if the community is to have sustainable growth and development. The size and remoteness of Etheridge Shire means we are reliant on our communication networks whether this is mobile, broadband, fixed, Wi-Fi or satellite.

To be competitive in current marketplaces (national and international) and drive increased productivity and access to greater economic opportunities through a global marketplace our communication network is essential. Etheridge has vast untapped potential for the development of an array of 'Agri-Business' and tourism products which can be exported from the region. An equitable communication network will also support social networking and infrastructure (education, health, workplace health and safety and social wellbeing) and commercial services. There is also considerable concern that, while satellite services will deliver broadband to many areas that currently don't have it, and that it should improve speeds significantly, the network will remain far inferior to that covered by the fibre footprint.

Infrastructure Australia's Infrastructure Plan identifies that in terms of mobile coverage, services in regional Australia are not as accessible as in our capital cities. Without better mobile services, regional Australia will not fully benefit from new technologies and the associated business opportunities and better service delivery. For example, mobiles (and other technology) enable remote control of agricultural tasks including monitoring soil moisture, supplying water to drinking troughs for cattle and opening and closing gates. Mobile coverage also means a quicker response to motor vehicle accidents and greatly assists in fighting bushfires, floods and other natural disasters.

Mobile access is also important for regional tourism because visitors expect to have mobile services wherever they go. More people are choosing to forego fixed voice services and rely on mobile services alone. Only 16 per cent of people have a preference for fixed-line telephone.

As Infrastructure Australia aptly puts it, technological improvements and innovation can transform industries and open up opportunities for regional business. Providing equitable communication networks will create innovations that will help overcome geographic challenges and are particularly relevant to Etheridge Shire. This will also greatly assist in closing the gap on access to health, education, training and employment opportunities for many socially disadvantaged groups, including people in indigenous communities and people with disabilities.

Council's key focus areas will be to advocate to State and Federal Governments to provide sustainable communication networks for mobile telecommunications, broadband internet options, together with radio and television services to support existing and future industry and social infrastructure.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Improve co-operation and communication with relevant stakeholders and all levels of government in the strategic planning of future community infrastructure. • Advocate and facilitate the provision of telecommunication services, telemetry and media. • Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's communication assets. • Maintain radio re-transmission services for Mt Surprise, Forsayth and Einasleigh. • Maintain Council's internet and internal technology capabilities. • Using appropriate social media, promote civil and respectful discussion and participation in relevant issues. • Actively participate in the membership of regional development and other organisations in order to achieve mutual regional priorities. 	5.1.1 5.1.2 5.1.3 5.1.4 5.1.5 5.2.1 5.2.2 5.3.1	<ul style="list-style-type: none"> <input type="checkbox"/> Council continually monitors, maintains and upgrades its communications assets within the shire. <input type="checkbox"/> Council is still maintaining the transmission of radio throughout the four townships. <input type="checkbox"/> Council actively utilises internal system technology such as PCS, Magic and shared drives. <input type="checkbox"/> Council remains active in promoting the Council, the Shire and the Community through its Facebook Page, Website and Inform Newsletter. <input type="checkbox"/> Council remains committed to being part of Savannah Way, FNQROC, NWQROC.

Corporate Objective No. 6

Commercial Services

It is a feature that Local Government is often put in a position to take-on commercial services that are not in a profit making environment (otherwise private enterprise would have invested in the service delivery) as a result of a lack of scale, insufficient customer base or remoteness, despite changing demographics, the services not being core business of local government and the risk that it may impact of the Council's financial viability.

Services that communities need but may not be economically viable for alternate providers, leading to Council to undertake unprofitable commercial services.

Such services include:

- *Student Hostels;*
- *Child Care Services;*
- *Tourist Information services;*
- *Aged care services and programs;*
- *Entertainment infrastructure;*
- *Airports; and*
- *Cemeteries.*

These services tend to run at a loss and are generally subsidised by the council and community. Although this impacts on the capacity of the council to provide core services, without this support the community would be-come less and less viable.

Council will:

- *Identify local service and infrastructure priorities through consultation with the community;*
- *Balance community expectations with available resources;*
- *Work closely with Commonwealth, State and regional agencies to deliver services to the community; and*
- *Lobby for services to address unmet needs.*

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none">• Maintain Swimming Pool as a safe and attractive venue.• Review the Refuse collection and disposal activities.• Continue to promote and provide hostel services for primary aged school children with support from grant funding.• Review operation of childcare to improve viability.• Develop a strategy to encourage a more effective use of 'Georgetown Hostel'.	<ul style="list-style-type: none">6.1.16.1.26.1.36.1.46.1.56.1.6	<ul style="list-style-type: none"><input type="checkbox"/> Councils Aquatic Centre is being maintained in accordance with Councils service standards.<input type="checkbox"/> Council continues to maintain its refuse collection and disposal activities at a satisfactory level.<input type="checkbox"/> Council's Hostel Facility is currently operational.<input type="checkbox"/> Council's Childcare Facility is operating in accordance with the National Early Learning Framework. Council has secured three (3) years of funding from the Federal Government to assist in the sustainability of the Centre – with a further application submitted to ensure future funding for the Centre.<input type="checkbox"/> Georgetown Hostel is currently being well utilised by families requiring this service.

Corporate Objective No. 7

Organisational Excellence and Governance

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

Service delivery. Council is responsible for managing and delivering a range of services to its communities, such as road construction and maintenance, public health and recreational facilities, advocacy and public libraries.

Good governance is about the appropriate processes for making and implementing decisions. Having good processes generally leads to better outcomes for local governments and their communities and has the following characteristics:

- **Accountability** is a fundamental requirement of good governance. Local government has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- **Transparency.** People should be able to follow and understand the decision-making process. This means that they will be able to clearly see how and why a decision was made – what information, advice and consultation council considered and which legislative requirements (when relevant) council followed.
- Follows the **rule of law.** This means that decisions are consistent with relevant legislation or common law and are within the powers of council. Relevant legislation includes the Local Government Act 2009 and other legislation such as the Public Health Act 2005, and the Planning Act 2016.
- **Responsiveness.** Council should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.
- **Equitable and inclusive.** A community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.
- **Effective and efficient.** Council should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.
- **Participatory.** Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. This can happen in several ways – community members may be provided with information, asked for their opinion, given the opportunity to make recommendations or, in some cases, be part of the actual decision-making process.
- **Informed by good information and data,** by stakeholder views, and by open and honest debate will generally reflect the broad interests of the community. This does not assume that everyone will think each decision is the right one. But members of the community are more likely to accept the outcomes if the process has been good, even if they don't agree with the decision. They will also be less tempted to continue fighting or attempting to overturn the decision. So even the most difficult and controversial decisions are more likely to stick.
- **Long-term focus.** Examples include council plans, financial plans, strategic statements and other strategic plans. Setting the vision, and then ensuring that it is achieved, is one of the most important roles of local government.
- **Advocacy.** Local governments have a role in advocating on behalf of their constituencies to state and federal levels of government, statutory authorities and other sectors. An important good governance issue relating to advocacy is that the responsibility and accountability for advocacy needs to be clear. In its formal decision-making role, council can officially advocate to external bodies or levels of government on behalf of the community and municipality. Public statements are usually made by the mayor.

One of the roles of individual councillors as representatives is to advocate to council on behalf of their constituents. This is legitimate, as long as it's done within the framework of good governance in terms of language, using appropriate forums and focusing on issues rather than personalities.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Provide professional, responsible, timely and accessible services to external and internal customers that reflect the values of the organisation. • Maximise grants and external income. • Disseminate accurate and relevant information within the organisation, the community and other relevant audiences. • Ensure the administration of the region is governed through open and transparent decision-making and reporting processes. 	<p>7.1.1 7.1.2 7.1.3 7.2.1 7.2.2</p>	<ul style="list-style-type: none"> ☐ Council strives to provide excellence in customer service that reflects that reflects council's Code of Conduct for Staff & Contractors. ☐ Council has continued to actively pursue grant opportunities to assist Council with Capital & Operating activities. ☐ Council is continuing to publish information in the Inform Newsletter on a monthly basis, conduct regular community updates and regular staff and management meetings. ☐ Councils meeting agenda reports have been reviewed and maintained with the necessary legislative reporting requirements.
<ul style="list-style-type: none"> • Ensure the transparency of council's financial operations and performance and promote awareness within the community of council's financial management and other strategies. • Promote and support a safe and healthy work environment in which the importance of family and work/life balance is recognised. • Promote a drug free environment. • Maintain compliance with legislation. 	<p>7.2.3 7.3.1 7.3.2 7.3.3 7.3.4 7.4.1</p>	<ul style="list-style-type: none"> ☐ Council has continued to publish relevant financial information on Councils website and via the Inform Newsletter. Council is receiving a comprehensive financial analysis report each month via the General Meeting. Council has completed its 2019/20 financial statements and has achieved an unmodified audit result. Council's financial systems are closely monitored and audited. A complete review and documenting of all accounting/financial procedures is underway. ☐ Council is continuing to work through SafePlan and working towards complying with all requirements under the SafePlan. Council is conducting is mandatory workplace, health and safety meetings. ☐ Council has a drug and alcohol policy in place. ☐ Regular workplace internal and external audits are conducted to ensure current legislation is applied.
<ul style="list-style-type: none"> • Adopt appropriate governance structures and make appropriate delegations • Implement effective reward and recognition programs to promote innovative thinking. • Support innovation by implementing technologies that improve the way council conducts its business and manages its information and data. • Effective works program to better utilise alignments between all funding. 	<p>7.5.1 7.6.1 7.6.2 7.6.3 7.6.4</p>	<ul style="list-style-type: none"> ☐ Council has an organisational structure to help achieve direction for the strategic goals of Council. ☐ Regular performance appraisals are undertaken ensuring opportunity for recognition internally. Australia Day Celebrations recognise respective Community achievements. ☐ Council supports and explores innovative ideas in new technology. ☐ A works program for the whole year is near completion. A full review of all registered gravel pits in the shire has been undertaken.
<ul style="list-style-type: none"> • Review the current practice of holding consultation meetings throughout the Shire and distribution of 'Inform' to maximise effective community engagement. • Develop and implement proactive risk management strategies to reduce risk to the council and the community. • Ensure councillors and staff are provided with relevant learning and personal development opportunities to achieve stated strategic priorities and corporate objectives 	<p>7.7.1 7.8.1 7.8.2</p>	<ul style="list-style-type: none"> ☐ Council is still actively engaging with the community through the regular community updates such as Inform newsletter, Council website and Facebook plus face to face meetings on a community needs and information basis. ☐ Council has in place a risk management framework which covers operational & corporate risks. The risk management framework includes Fraud & Corruption Risks in the register. ☐ Councillors and staff are provided with up to date information and training (e.g. Belcarra Stage 2, Elected Member Updates -LGAQ) and personal development opportunities (e.g. field training / PCS training).



Financial
Statements
For the year ended
30th June 2021

Part B