



ETHERIDGE SHIRE COUNCIL

2021-22

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 2021 | 2022

Welcome to Etheridge Shire Council's 2021/2022 Annual Report. This report provides a summary of Council's performance and achievements for the past financial year (1 July 2021 to 30 June 2022).

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 2021/2022 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 2021-2022 Annual Report.

As the current Council progresses through their third year of the four-year term it has become clearly evident that the benefits of governance delivered by Councillors and high-level executive staff are placing the Etheridge Shire in a very strong position moving forward. This approach, plus commitment and dedication from all levels of Council's staff have now given the Etheridge Shire a great opportunity to capitalise upon a strong and productive period into the future. However, all of this did not come without challenges, with the pandemic drawing deeply on the resolve of each and every community and its members across the Shire. As we transition away from this horrible impact we must learn and leverage off what we have learnt during this time so we remain stoic in the face of adversity when it comes knocking.

It has been an incredible privilege as a member of this Council to deliver on the completion of two major projects undertaken by Etheridge Shire Council over a number of years. The UnEarth Etheridge project within the TerrEstrial Precinct coming to fruition and the opening of the Charleston Dam underpins the capacity of the Etheridge Shire to undertake and deliver on major projects. A strong commitment to roles and responsibilities coupled with a focused work ethic by Councillors and all staff members continues to assist in the delivery of great outcomes to those who choose Etheridge Shire as a place to reside in, and take up employment opportunities here.

This Council will continue to strive for the achievements of the best possible outcomes for the Shire no matter what. This includes road improvement projects, investing in housing, raising the profile of livability in the Etheridge Shire, promoting and attracting commercial and agricultural investment, independent aged care infrastructure as well as reviewing Council planning and policy documents to ensure good governance delivery. Financially, Etheridge Shire Council is positioned strongly with a robust budgeted plan in place to deliver projects in the 2022/2023 financial year.



Transport and Main Roads projects will continue to flow bringing security to the employment opportunities for Council employees as well as local contractors, as will the completion of the current funding allocation pertaining to Flood Damage into the 2023 calendar year. Collation of the next round of Flood Damage Funding is well underway with data collection nearing completion. Council continues to advocate strongly for the continued funding flow on for the Gulf Development Road, Georgetown - Forsyth Road as well as the Gregory Development Road, Lynd Roadhouse - Einasleigh.

Once again it has been a privilege to be part of a cohesive, dedicated council that has been unwavering in its pursuit of excellence relating to financial management, service delivery, sound governance, with growth and sustainability for our region at the forefront of Council's deliberations.

I commend my report to all residents of the Etheridge Shire as a record of Councils operations for the year 2021-2022.

Cr Barry Hughes
MAYOR





2022 Ag Forum. L-R: David Kempton (Chair RDA Tropical North), Sarah Palmer (Office for Rural & Regional Qld), Lucas Findley (Cotton Producer, Julia Creek), Cr. Barry Hughes (Mayor of Etheridge Shire), David Statham (Cotton Producer, Mt



Opening of the Charleston Dam. L-R: Cr. Barry Hughes (Mayor of Etheridge Shire), Bryce McDonald, The Hon. Barnaby Joyce Deputy Prime Minister, Senator Susan McDonald.

CHIEF EXECUTIVE OFFICER'S REPORT

The 2021/2022 Annual Reports presents Council's progress and performance against its adopted Corporate Plan.

This is the first year of the reporting for the 2021/2025 Corporate Plan and reports on the second full year of the 2022/2024 term of Council.

Our Council again achieved many strong outcomes for the year in review. This is a significant outcome for the Organisation considering the ongoing effects of the COVID19 pandemic. The flow-on impacts have made it very challenging on our workforce and the budget. We have struggled to fill several positions in the organisation from labourer's through to technical staff has negatively impacted our ability to deliver services to our communities. This has been exacerbated by the shortage of materials and the cost of those materials when you are able to get them. This is not only affecting Council but other businesses in our region.



Our community's resilience continues to be challenged with the annual wet season and the subsequent flooding. Work continues to have the damage to Council owned assets repaired as swiftly as possible, so roads can be reopened.

Further to flood damage works, Council has been diligently and successfully securing funding to have the Transport and Main Roads network improved throughout the Shire. An additional 12kms of road widening and 6kms double lane bitumen seal has been achieved. Council has also commenced on a 5km bitumen sealing works on the Cobbold Gorge Road. These works have given greater job security for the workforce and supported Councils endeavours to have the construction fleet renewed.

Council continues to upgrade other community assets to ensure they meet their respective service potential.

Continued success of Council's financial position which is noted in the 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.

In closing, I extend my congratulations to the Council, Executive Team, Senior Management, and all Staff in delivering this major program, their continued due diligence and dedication on such an improved financial position for the betterment of the Council and the Community.

Thank you.

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.



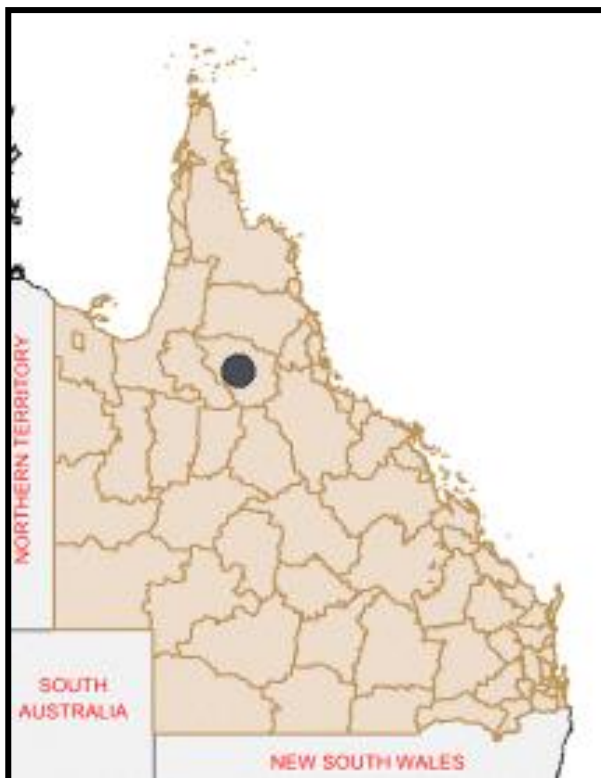
A copy of Council's Corporate Plan is available on its website: [Corporate Plan – Etheridge Shire Council](#)

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

- 724 people
- Area 39,199 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 \$42 million
- \$279.25 million in assets
- 306 water connections
- 1,752km of roads and 532 floodways and culverts
- 824 rateable properties
- Maintained 3.94 hectares of parks and 6,685 hectares of reserve land
- 242 tonnes of residential waste collected
- Managed 5 aerodromes
- Managed 4 landfill sites



SNAPSHOT OF ETHERIDGE SHIRE

The Etheridge Shire covers an area of 39,199 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.

Just under 10% of the Shire's area is protected through national Park declarations

The Shire's estimated resident population as at 30th June 2021 was 724 persons with an average annual growth rate of -0.7% over five years

Population by age as at 30th June 2021:

- 17.5% aged 0-14 years
- 58.3% aged 15-64 years
- 24.2% aged 65+ years

Major Features of Etheridge Shire include Blackbraes National Park, Cobbold Gorge, Charleston Dam, 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. The town's population continued to grow through to the 1920s, then started to decline when mining activity 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 724 people in 2021.

SNAPSHOT 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. UnEarth Etheridge Display
3. An accredited Visitor Information Centre (VIC);
4. Internet Kiosk & free Wi-Fi; and
5. Public Library.

Tourism is a growth industry for the Gulf Savannah Region. Although there is no firm figure on total tourism numbers, statistics kept by Council show increasing tourism numbers year on year, highlighting the growing popularities of the Shire's attractions and tourism operators.

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 2004/05 to 2021/22

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	TOTAL
JULY	2058	3548	3537	2681	2868	2532	2893	3212	2925	2851	2812	2967	3236	3516	3037	2844	1307	3748	2763
AUGUST	2027	3045	2880	2133	2020	2166	1992	2337	2287	2139	1909	2005	2920	2530	2436	2087	1289	2494	2441
SEPTEMBER	1322	1752	1707	1470	1317	1504	1408	1307	1120	1217	1324	1261	1446	1695	1257	1366	1471	1936	25880
OCTOBER	676	823	694	677	462	539	385	494	554	433	444	463	530	585	517	591	511	763	10141
NOVEMBER	396	344	347	250	253	319	314	223	363	287	373	254	250	326	270	204	242	295	5310
DECEMBER	299	278	199	190	150	177	209	130	190	169	190	171	138	138	109	152	119	126	3134
JANUARY	321	242	170	191	106	281	166	159	195	248	214	140	184	167	129	164	96	123	3296
FEBUARY	317	231	235	190	116	210	163	181	211	195	184	215	136	215	89	120	138	120	3266
MARCH	602	269	313	450	206	274	209	258	321	314	239	307	284	182	216	137	169	323	5073
APRIL	748	567	779	781	703	703	612	553	673	809	809	798	724	649	679	3	959	896	12445
MAY	1410	1497	1187	1397	1452	1362	1229	1328	1431	1260	1334	1522	1404	1284	1221	13	1814	1568	23713
JUNE	2637	2601	2008	2208	2035	2255	1961	1904	2069	1992	2216	2460	2520	2041	2019	559	2662	2254	38401
TOTAL	12813	15197	14056	12618	11688	12322	11541	12086	12339	11914	12048	12563	13772	13328	11979	8240	10777	14646	135863



SNAPSHOT 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.

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 the following causes at the centre:

- *Cancer Council's Daffodil Day*
- *Raised awareness for sustainability by planting a vegetable garden*
- *Science Week*
- *Clean up Australia Day*
- *NAIDOC Week*
- *Raised money at the St Patricks Day Catholic Church Fete & Funday*



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

Councillor Remuneration is governed by Chapter 8, Part 1, Division 1 of the Local Government Regulation 2012. Section 247 of the Regulation states that a local government must pay remuneration to each Councillor of the local government. The maximum amount of remuneration paid to a Councillor is set by the Local Government Remuneration Commission each year (refer to the Commission's Annual Report for their yearly determination. Unless decided by Council by resolution, Councillors are to be paid the amount set by the Local Government Remuneration Commission. For 2021/22, Council did not make a resolution to reduce the amount of remuneration they were eligible to receive.

From 1 July 2021 the remuneration determined by the Local Government Remuneration Tribunal was: -

	Remuneration (current) 2021/2022	Remuneration 2020/2021	Remuneration 2019/2020
Mayor	108,222	108,222	106,100
Deputy Mayor	62,435	62,435	61,211
Councillors	54,110 (note 1) (As set by the Local Government Remuneration Tribunal effective 1/7/2021)	54,110 (note 1) (As set by the Local Government Remuneration Tribunal effective 1/7/2020)	53,049 (note 1) (As set by the Local Government Remuneration Tribunal effective 1/7/2019)

Remuneration paid to Councillors during 2021-2022

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	2	\$108,222	\$0.00	\$108,222.00
Deputy Mayor Laurell Royes	12	2	\$62,435	\$1692.00	\$64,127.00
Cr Tony Gallagher	12	2	\$54,110	\$2208.96	\$56,319.00
Cr Joe Haase	12	2	\$54,110	\$0.00	\$54,110.00
Cr Cameron Barns	12	2	\$54,110	\$4225.20	\$58,365.24

Notes to the remuneration schedule

Note 1: The monetary amounts shown are per annum figures to apply from 1 July 2021. 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 2021. 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. Note: (Etheridge Shire Council is classified as a Category 1 Council).

Councillors will be provided with the following:

In addition to the above remuneration, Council has resolved to provide the addition support to Councillors: -

- 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, facsimile and/or scanner, printer, photocopier, paper shredder and stationery
- Any other administrative necessities, which council resolves are necessary to meet the business of council.

(Refer to Council's Councillor Reimbursement of Expenses and Provision of Facilities Policy)

Committees (Info required)

Committees 2021-2022

Councillor	Committees
Cr Barry Hughes	NWQROC; FNQROC; FNQRRG; Chair of the Local Disaster Management Group; Chair of Audit Committee
Cr Laurell Royes	Local Disaster Management Group; Audit Committee; Chair of the Biosecurity Planning Advisory Committee
Cr Joe Haase	Aged Care Advisory Committee
Cr Cameron Barns	RADF Advisory Committee
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 2021-22, no Councillor Complaints were received or made. 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 2020/21 (carried over from 2018/19)	New Complaints received (in 2021/22)	Complaints resolved (in 2021/22)	Unresolved 30 June 2020/22 (carry over to 2022-23)
1	0	0	1

Further notations:

No complaints were received on conduct and performance of Councillors between 1 July 2021 and 30 June 2022.

No Orders or Recommendations were made by the regional conduct review panel or Local Government Remuneration and Disciplinary Tribunal during the 2021/22 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 human resources 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 contraction in the labour market, Council must remain competitive in the employment market to attract and retain skilled staff;
- Changes to the Local Government Award and the State Industrial Relations Act will see new challenges for Local Government in the way we recruit, remunerate 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 2022, Etheridge Shire Council retained 66 employees, in comparison as at 30 June 2021, Council retained 69 employees.

FTE (full time equivalent)

57.5 2021-22 **63** 2020-21



Breakdown of staff

FYE 2022

47 Full time

6 Part time

10 Casuals



3 Apprentices / Trainees

FYE 2021

50 Full time

7 Part time

3 Casuals

5 Apprentices / Trainees



Training and development activities

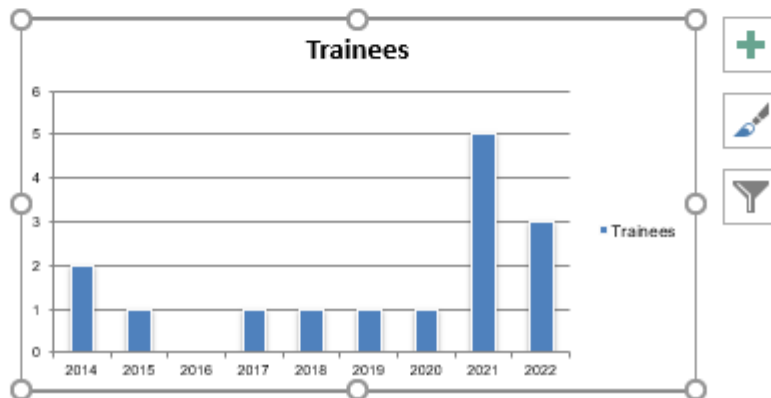
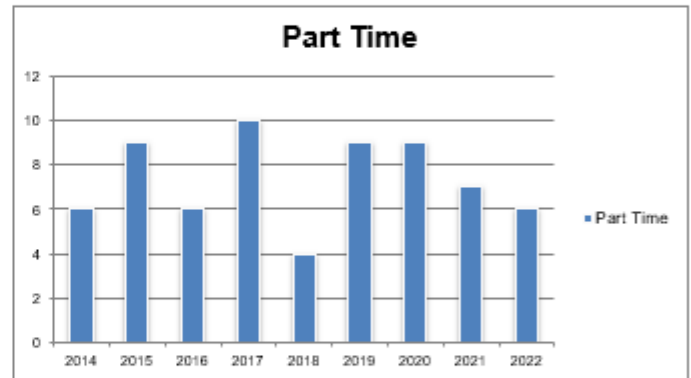
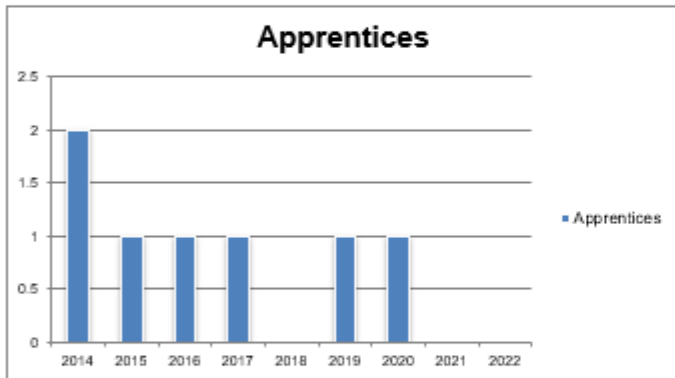
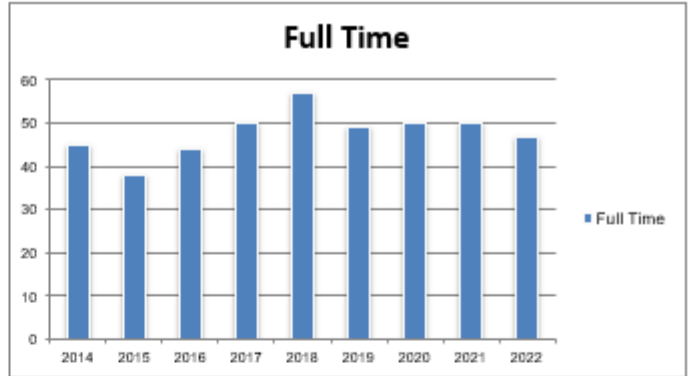
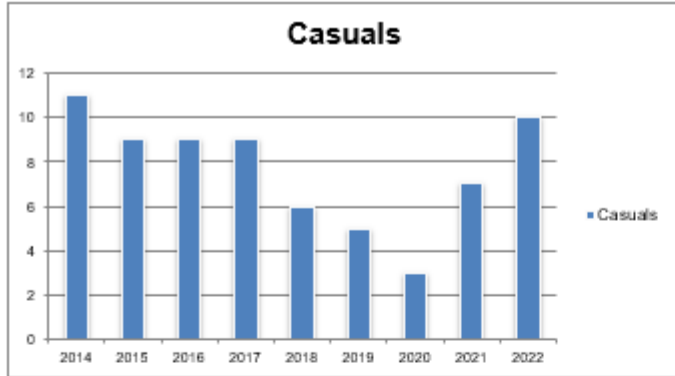
Staff undertook various forms of formal training during the 2021-2022 financial year. Courses included:

- Predominately Cert III Civil Construction and Plant Operations;
- Trainee – Cert III Business & Administration;
- Forklift Operations;
- Cert III Children Services;
- PCS Web Training;
- First Aid & CPR;
- Dogger Training
- Diploma of Early Childhood Education & Care
- Diploma of Local Government Administration

OUR PEOPLE

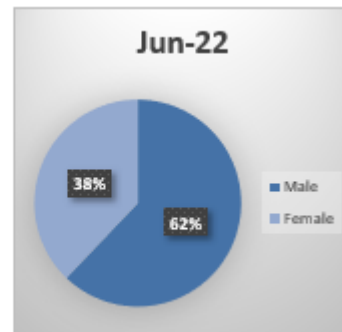
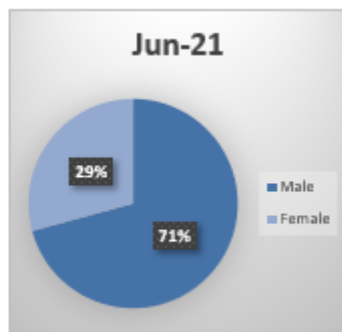
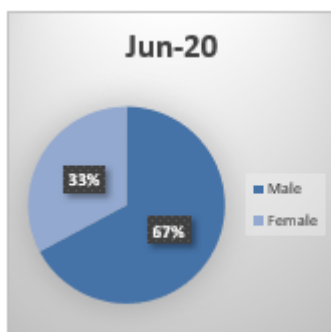
Work Force

The following charts give visual representations of the workplace demographics with a summary of changes over the past 9 years (2014 – 2022)



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.



Due to Councils average age in all our workforce being 46 years, for the 2021/2022 year, Council is continuing to provide cross skilling in all departments to ensure the ability to develop a sustainable and robust workforce for the future.

Training & Development

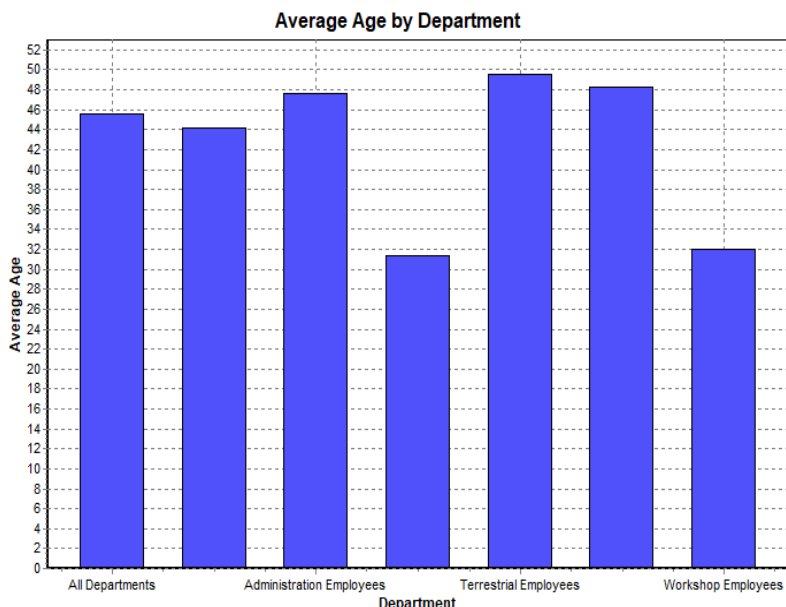
Council aims provide formative staff development programs that enable staff to strengthen those skills, capabilities and experience which contribute to the achievement of organizational goals, job satisfaction and career aspirations.

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.

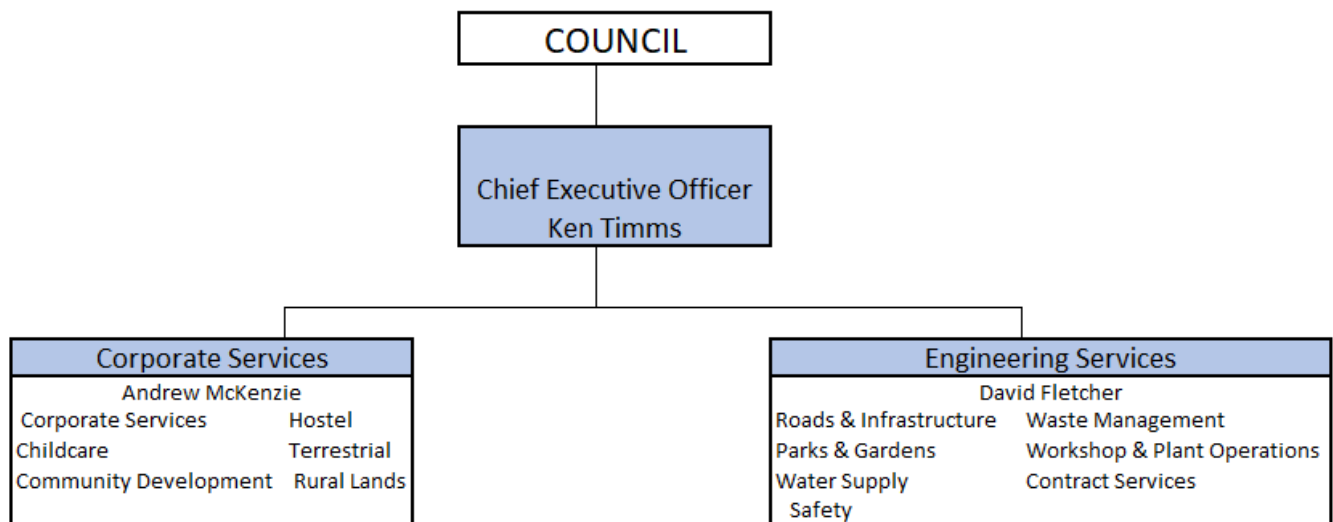
Continual review is essential when maintaining compliance with changes in legislation, industry standards, local government expectations and the needs of staff and the community.

During 2021-2022 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.



Images clockwise: New roller purchased, Abbey Taylor undertaking her CERT III in Children's Services, Soonmin and children at Little Gems, Councillors attend Kidston Dam

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 2021- 2022 year were:

Chief Executive Officer

Ken Timms

Director Corporate & Community Services

Ian Kuhn to 28/07/2021

Andrew McKenzie from 19/07/2021

Director of Engineering Services

Les Morgan to 01/07/2021

David Fletcher from 11/10/2021

Total remuneration packages for senior officers during 2021-2022

- 3 senior contract officers received total remuneration packages in the range of \$150,000 – \$250,000
- The 3 senior contracts totalled \$447,941.

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

Jodi Kernon
Sheridan Young
Mt Surprise P & C Association
Clayton Pedracini
Zai Hopkins
Luxmoore Lethbridge



2022 Australia Day Award Recipients. L-R: Jodi Kernan, Shannon McClymont (Mt Surprise P & C), Zai Hopkins, Sheridan Young, Luxmoore Lethbridge & Cr. Barry Hughes.

Etheridge Ag Forum

Following the success of the 2021 Etheridge Ag Forum, Council held the 2022 Ag Forum on the 29th and 30th March 2022. The Ag Forum is intended to foster the development of the wider Etheridge Agriculture Precinct to bring the benefits of Agricultural diversification, to the Shire's economy.



CORPORATE GOVERNANCE

❖ General meetings of council

Council holds monthly general meetings to attend to the business of Council. Council must ensure decision making supports the achievement of the Corporate Plan, Operational Plan and Budget, in accordance with the *Local Government Act 2009* and other legislation.

The Local Government Act requires elected members to declare prescribed and declarable personal interests in matters before Council. For a Councillor to have a personal interest there must be an expectation of personal benefit (gain or loss) for the Councillor or an associate. The Local Government Act and Regulation outline the ways in which elected members must manage their personal interests. 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	\$771,405
Long-term employee benefits	\$ 21,171
Post-employment benefits	\$ 51,066
Termination benefits	\$ 0

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
- Private Works
- 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 2021-2022 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 2021/22.

❖ 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 2021/22 financial year a total of 22 'request for action' were received and 15 complaints and 3 administrative action complaints. 5 complaints and zero administrative action complaints remained unresolved 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.

Waste Management - 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 three different rebates and concessions in relation to rates. These are Pensioner Rate Concession, 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 is 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 2021 to 30 June 2022 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
 - 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.

❖ **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. 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 (S.188)**

No Councillors or staff travelled overseas during 2021-2022 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 2021/22 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 2021/22 Council received an unqualified audit opinion. Essentially this means Council's annual financial statements give a "true and fair view of the Council's financial position at 30 June 2022, and of its financial performance and cash flows for the year then ended".

Financial Snapshot as at 30 June 2022

	2021/22 \$ 000's	2021/20 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
Total Income	42,044	29,932	36,510	27,762	21,233	18,359
Total Expense	38,289	23,695	26,902	24,204	23,369	21,101
Net Result (deficit)	3,755	6,237	9,608	3,558	(2,136)	(2,743)
Capital Expenditure	1,965	422	187	30	22	58
Cash Position	16,118	13,218	14,084	16,319	12,483	15,144
Total Assets	279,275	249,671	222,788	210,571	205,463	199,200
Total Liabilities	10,212	4,418	6,457	3,856	1,928	1,447
Community Equity	269,073	245,253	216,331	206,715	203,535	197,754
% of Revenue derived from Rates	5.5%	7.5%	6.3%	8.4%	10.4%	13.3%
% of Revenue derived from Grants	55.4%	50.4%	56.7%	54.6%	56.5%	61.4%
% of Revenue derived from Sales Contracts and Recoverable Works	37.75%	39%	35%	33.9%	29.4%	20%
Total Loans (whole dollars)	\$41.5	\$52.58	\$62.57	\$72	\$114.28	\$200

Statement of Consolidated Comprehensive 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	2021/22 \$ 000's	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Recurrent Revenue</u>						
Rates, Levies and Charges	2,307	2,239	2,313	2,196	2,085	2,443
Fees and Charges	295	217	208	305	282	277
Other Income	252	227	359	657	636	698
Sales Revenue	15,874	11,708	12,945	9,435	6,235	3,672
Grants, Subsidies, Contributions and Donations	18,266	8,510	10,279	13,378	10,742	10,279
<u>Capital Revenue</u>						
Grants, Subsidies, Contributions and Donations	5,040	6,587	10,406	1,791	1,253	990
Other Capital Income	10	444	-	-	-	-
<u>Total Revenue</u>	<u>42,044</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	2022/21 \$ 000's	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Recurrent Expenses</u>						
Employee benefits	6,754	6,385	6,149	6,028	6,274	5,384
Materials and services	25,262	12,859	16,624	14,318	12,694	9,691
Finance Costs	3	8	9	11	15	1,421
Depreciation	4,305	4,021	3,933	3,818	4,364	4,547
<u>Capital Expenses</u>	1,965	422	187	30	22	58
<u>Total Expenses</u>	<u>38,289</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 operations are heavily dependent upon external funding and the timing of payments to when the revenue is recognized (usually in arrears), the net result can fluctuate from year to year and may 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 assess Council's performance.

Net Result	2022/21 \$ 000's	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Net Result</u>	<u>3,755</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 a 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 being 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 \$29.6M. Council's cash position increased by \$2.9M (in round terms). Total Assets under Council's stewardship nears \$280M.

Assets	2022/21 \$ 000's	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Current Assets</u>						
Cash & Cash Equivalents	16,118	13,218	14,084	16,319	12,483	15,144
Receivables and other	1,004	367	1,218	2,883	3,873	1,857
Contract Assets	4,391	4,570	5,464	-	-	-
Inventory	708	478	395	410	338	348
<u>Non-current Assets</u>						
Property Plant & Equipment	257,055	231,038	201,627	190,959	188,769	181,851
<u>Total Assets</u>	<u>279,275</u>	<u>249,671</u>	<u>222,788</u>	<u>210,571</u>	<u>205,463</u>	<u>199,200</u>

Liabilities

Liabilities are similarly classified as current & non-current. Current liabilities are those that will be paid in the following financial year, whereas non-current liabilities will be over a number of subsequent financial years.

Council's liabilities (Payables) comprise amounts owing for known obligations including borrowings, and trade and other payables. Provisions are best estimates of anticipated future obligations. Council maintains provisions for employee entitlements for long service leave and restoration of the Shire landfills in future years. Contract Liabilities generally represent advanced grant funds to meet future recurrent and capital obligations.

Liabilities	2022/21 \$ 000's	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Current Liabilities</u>						
Payables	3,772	1,943	672	2,149	1,370	800
Contract liabilities	3,385	652	3,484	-	-	-
Borrowings	12	11	10	10	42	61
Provisions	772	944	930	279	282	105
<u>Non-current Liabilities</u>						
Borrowings	30	41	52	62	72	104
Provisions	2,241	827	1,309	1,355	161	377
<u>Total Liabilities</u>	<u>10,212</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	2022/21 \$ 000's	2020/21 \$,000	2019/20 \$,000	2018/19 \$,000	2017/18 \$,000	2016/17 \$,000
<u>Community Equity</u>	<u>269,063</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

Council surplus Equity represents Community net worth. The Statement of Changes in Equity explains how the Community net worth changes over financial years. The 2021/22 increase (\$23.8M) reflected asset revaluations, while current year increases, mainly recognized the increasing costs associated with road and infrastructure replacement. Asset revaluations are undertaken by professional, independent and qualified consultants, and generally every three years.

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 \$12M (2021/22 \$10.8M) investing in property, plant and equipment, the majority of which is funded from Council grant and subsidy applications and budget savings. This includes capital works on Council's road network and infrastructure assets.

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.

	2022/21	2020/21	2019/20	2018/19	2017/18	2016/17
	%	%	%	%	%	%
Operating Surplus Ratio (Target 0-10%) ¹	1.85	-1.62	-3.8	6.9	-16.9	-21.2
Asset Sustainability Ratio (Target >90%) ²	0	0.00	7.56	28.5	8.8	16.1
Net Financial Liabilities Ratio (Target not >90%) ³	-33	-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 within 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 (\$41,500), it is easily able to exceed the sustainability measure for Net Financial Liabilities ratio well into the future.

Policies



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 logbook 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		30th 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

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.

During 2021/22 Council reviewed its Internal Audit function, adopting a new Internal Audit Charter (Policy), reinstating an Audit Committee and appointing Pacifica Chartered Accountants as its Internal Auditor (following the expiry of Arabon Pty Ltd appointment as Internal Auditor on 31st December 2021).

In accordance with s207 of the Local Government Regulation 2012, 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 operates across all levels of the organisation, with the aim of developing practical recommendations to improve the adequacy and effectiveness of Council financial control systems, activities, operations and procedures.

The Internal Audit Committee reports to Council. To ensure the internal audit activity is directed to areas of most benefit, a number of Council processes have been selected for review during 2021/22 and are incorporated into the Internal Audit Plan.

During the 2018/19 financial year, Council developed and adopted a three (3) Internal Audit Plan. 2021/22 witnessed the final year of this plan. With the appointment of Pacifica, a new Internal Audit Plan is being developed to be adopted at the first meeting of the Internal Audit Committee.

MEETING OUR CORPORATE PLAN

A Sustainable Transport Network That Meets Community Needs

Shire Rural Roads are all Weather, Town Streets are Bitumen with Footpaths, Kerb, Channelling and Drainage

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's road assets.	DES	Develop and implement a shire roads intervention level policy	Dec-21	Policy adopted by Council and Implemented	Workshop in Jan 22 on draft Policy commenced
	DES	Identify the current status of shire rural roads and town streets	Sep-21	Updated road register	Road register adopted by council
	DES	Implement maintenance programs on Towns Streets	Dec-21	Program implemented	Program implemented
	DES	Implement maintenance programs on Rural Roads	Dec-21	Program implemented	Program implemented
	DES	Implement maintenance programs on bridges, floodways, drainage etc	Dec-21	Program implemented	Program implemented
Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for roads, incorporating road train access and drainage.	DCS	Funded road depreciation for asset replacement	May-22	AMP updated	Commenced - part of 2022/23 Budget formulation
	DES	Implement capital programs on Towns Streets	Mar-22	Program implemented	Program implemented
	DES	Implement capital programs on Rural Roads	Mar-22	Program implemented	Program implemented
	DES	Implement capital programs on bridges, floodways, drainage etc	Mar-22	Program implemented	Program implemented
Lobby for adequate funding to enable the repair of the shire road network affected by natural disaster.	DES	Implement reinstatement program for NDRRA	Sep-21	Works are programmed and under budget	Works underway
Work with regional groups and our communities to upgrade Local Roads of Regional Significance.	DES	Attend regional meetings and meet with government representatives	Monthly	Attendance to regional meetings	Attendance continues at regional meetings

Transport and Main Roads is Committed to Developing a Network that is Fully Sealed to Road Train Route Standard

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Maintain relationship with the Department of Transport and Main Roads to undertake road construction and maintenance (Road Train Routes).	DES	Implement TMR programs for RMPC & NDRRA	Oct-21	Contract TMR works on track and under budget	Contract TMR works on track and under budget
	DES	Attend regional meetings and meet with government representatives to lobby for increased commitment to Main Roads Network	Monthly	Attendance to regional meetings	Attendance continues at regional meetings
	DES	Create an audit of TMR infrastructure in the Shire (list of km of Gravel, single line bitumen and narrow/ problem bridges)	Dec-21	Audit presented to Council	Audit presented to Council
Continue to lobby to raise the national profile of the Georgetown to Forsyth, Kennedy, Gulf and Gregory Development Roads and Bridges and for additional funding for high priority widening and sealing.	DES	Implement TMR upgrade programs	Jun-22	TMR contracts awarded to Council and completed on time and with budget	Carrying out projects with budget and time. Continue to lobby government and TMR for further funding

There are Multiple Public Transport Options

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's airports and airfield assets.	DES	Implement maintenance programs for airports	Mar-22	Annual maintenance program implemented	Annual maintenance program implemented
	DCS	Funded airport depreciation for asset replacement	May-22	AMP updated	Commenced - part of 2022/23 Budget formulation
	DES	Implement capital program for airports	Feb-22	Program implemented	In progress - refining working document
Advocate for improved airfield infrastructure and services.	DES	Attend regional meetings and meet with government representatives	Quarterly	Attendance to regional meetings	Attendance continues at regional meetings
Advocate for improved rail and bus services	CEO	Attend regional meetings and meet with government representatives	Annually	Attendance to regional meetings	Attended bimonthly regional meetings (FNQROC, NWQROC & WQAC)

A Sustainable Environment of Natural Assets, Water, Waste Water and Waste Management

Best Practice Water and Waste Water Management

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's water and waste water assets.	DES	Implement maintenance programs for the water networks	Oct-21	Maintenance program developed and implemented	Investigations in progress
	DES	Implement maintenance programs for the water treatment plants	Dec-21	Maintenance program developed and implemented	Investigations in progress
	DES	Develop and implement a water and waste water intervention level policy	Mar-22	Policy developed and presented to Council	Investigations in progress
Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program to deliver good quality, reliable water and waste water supplies for all communities	DCS	Funded water depreciation for asset replacement	Dec-21	AMP updated	Commenced - part of 2022/23 Budget formulation
	DES	Implement Capital programs for the water networks	Mar-22	Program developed and implemented	Program implemented
	DES	Improvement of the Water Treatment Plants at Georgetown and Forsayth	Dec-21	Upgrade Forsayth WTP operational	Forsayth WTP completed EOI submitted to BOR Grant Program to upgrade Georgetown WTP, but unsuccessful EOI for LGGS for planning Forsayth WTP submitted
Water Reservoirs are operating and environmentally compliant	DES	Implement maintenance programs for the water reservoirs	Mar-22	Program developed and implemented	Investigations in progress
	DES	Charleston Dam is completed and operational	Dec-21	Charleston Dam online and operational	OMP, EAP, completed. Power and Fish Ladder to be finished. Telemetry ordered.
	DES	Charleston Dam project management costs	Mar-22	Ascertained and adopted as part of revised budget	Continuing to review and ascertain
Lobby for adequate funding to enable the repair and maintenance of shire water and waste water network affected by natural disaster or other events	CEO	Attend regional meetings and meet with government representatives	Monthly	Advocated at regional meetings	DES is attending bimonthly regional meetings (FNQROC)

Best Practice Waste Management

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
An asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's collection and waste management facilities throughout shire	DES	Implement waste collection programs at each town	Mar-22	Strategy presented to Council for adoption	QRRRMF application made for Transfer Station at Forsayth
	DCS	Funded depreciation for asset replacement	Mar-22	AMP updated	Commenced - part of 2022/23 Budget formulation
	DES	Implement waste disposal programs at each facility	Jan-22	Strategy presented to Council for adoption	QRRRMF application made for Transfer Station at Forsayth
	DCS	Effective education program and encourage recycling, reuse and reduction of community waste	Jan-22	Successful media campaign held	Not commenced

Best Practice Natural Environment and Pest Management

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Develop Council's Biosecurity Plan in consultation with landowners and other stakeholders to reduce the impact of existing and emerging pests.	CEO	Implement works program for biosecurity	Dec-21	Plan adopted by Council	Committee formed and first meeting held. Draft Regional Plan was endorsed subject to minor changes.
In partnership with the community and external agencies, promote and support best practice management of the natural environment.	CEO	Attend regional meetings and meet with government representatives	Monthly	Advocated at regional meetings	Attended bimonthly regional meetings (FNQROC, NWQROC & WQAC)
Minimise the potential of disease outbreaks through implementation of an integrated mosquito management program.	CEO	Implement program as required	Sep-21	Program developed and adopted by Council	Strategy is now under review due to the possible onset of Japanese Encephalitis.

An Energy Efficient Shire

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Support of renewable energy. carbon reduction programs and council's carbon footprint	DES	Identify the current status of Council's renewable energy portfolio	Jan-22	Council Status recognised	Under investigation
	DES	Attend regional meetings and meet with government and industry representatives	Half Yearly	Attendance to regional meetings	Attendance continues at regional meetings

Industry has Sustainable Environmental Practices

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Companies and industries are environmentally compliant	CEO	Attend regional meetings and meet with government and industry representatives	Bi-Monthly	Advocated at regional meetings	Attended bimonthly regional meetings (FNQROC, NWQROC & WQAC)

A Diversified Economic Development Ensures a Prosperous Shire

A Variety of Land and Housing Options for the Community

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Maintain a compliant planning scheme that supports the future development of our shire	CEO	Implement the planning scheme	Monthly	Planning applications processed	Applications processed via the current Planning Scheme in a timely manner
	CEO	Review and update planning scheme	May-22	Plan review and presented to council	No update required.
Review and update the asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's housing stock	DCS	Implement maintenance program for council housing	Mar-22	Maintenance program implemented	Commenced. To be completed as part of 2022/23 budget development
	DCS	Funded depreciation for asset replacement	Apr-22	AMP updated	Commenced - part of 2022/23 Budget formulation
	DCS	Implement capital program for council housing	May-22	Upgrade program presented and adopted by Council	Commenced. To be completed as part of 2022/23 budget development
Advocating for the release of State Land for future development across the shire	CEO	Attend regional meetings and meet with government representatives	Monthly	Deputation with DOR representatives	Release of land is subject to consultation with current stakeholders. Department is happy with progress.

A Diversified Economic Base: Rural, Tourism, Mining and Support Services

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Facilitate the development and marketing of a distinctive regional image.	CEO	Review and update shire marketing image	Feb-22	Strategy developed and adopted by Council	Part of Griffith University developing a Tourism Master Plan for the Shire. Now using the "Unearth Etheridge" slogan.
Support community development to expand and meet the growing needs of the region through infrastructure, income diversification and advocacy	CEO	Develop and implement a Tourism Plan by consulting with all relevant stakeholders	Apr-22	Plan developed and adopted by Council	Process is part of the Griffith University developing a Tourism Master Plan for the Shire
	CEO	Area Promotion	Monthly	Successful Media Campaign Held	Currently working with Millstream Productions to develop promotional material, First clip completed.
	CEO	Review the TerrEstrial VIC Business Plan, with a view to identify latent opportunities and extending the tourist experience to include interactive activities.	Apr-22	Business case developed and adopted by Council	Process is part of the Griffith University developing a Tourism Master Plan for the Shire
Support skills development (youth, business, industry)	DCS	Develop and implement a community skills development program	Dec-21	Program implemented	Griffith have undertaken grant writing forums and a "Beef Up" was also held.
	DCS	Review procurement policy and monitor the outcomes	Half Yearly	Outcome report presented to Council for consideration	Commenced - part of 2022/23 Budget process
Advocate for the develop the Gilbert River irrigation project and associated agriculture industries	CEO	Attend regional meetings and meet with government and industry representatives	Monthly	Attendance to regional meetings	Currently working with RDATN with and "Etheridge Ag" proposal and same has been given to State Gov't for consideration.

Quality Social Infrastructure Makes the Shire a Desirable Place to Live

An Active Community with a Variety of Recreational Activities

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Review and update the comprehensive asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's parks, garden and recreational facilities	DES	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for parks, garden and recreational facilities	Apr-22	Program developed and implemented	Under review
	DCS	Maintain the public conveniences	Monthly	Faculties meet expectations	Public conveniences are routinely inspected and maintained
	DCS	Maintain the Shire's Cemeteries.	Monthly	Faculties meet expectations	Cemeteries are routinely maintained
	DCS	Maintain Swimming Pool as a safe and attractive venue.	Monthly	facilities meet expectations	Swimming Pool is routinely, inspected and maintained
Establishment suitable recreational activities/facilities at water reservoirs	CEO	Construct recreation facilities at Charleston Dam to encourage activity based tourism.	Apr-22	Project complete	Completed stage 1
	CEO	Continue our partnership with Department to further enhance the visitor experience on the Copperfield Dam, including construction of recreation facilities to encourage activity based tourism.	Monthly	Attendance to regional meetings	Attended bi-monthly regional meetings (FNQROC, NWQROC, WQAC)
Enhance and improve the aesthetics of each town.	DES	Review and implement Georgetown beautification plan	Mar-22	Project approved and underway	Project approved and underway
	DES	Review beautification plans for Einasleigh, Forsayth and Mt Surprise	May-22	Plan presented to Council for consideration	Plan presented to Council for consideration
Advocate for funding for additional sport and recreation infrastructure.	CEO	Review Council's sport and recreation long term plan	Apr-22	Status of current plan considered and reviewed	Not commenced
	CEO	Attend regional meetings and meet with government and industry representatives	Monthly	Attendance to regional meetings	Attended bi-monthly regional meetings (FNQROC, NWQROC, WQAC)

An Invigorated Community with a Variety of Multi-Aged Services

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Review and update the comprehensive asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's Health, Aged Care, Child Care facilities	DCS	Develop and implement a comprehensive, sustainable, and funded, 10-year Capital Works Program for Social facilities	May-22	Program developed and implemented	Commenced - part of 2022/23 Budget formulation
	CEO	Advocate to State and Federal Governments, supporting residents to address social inequity, disadvantage, livelihoods, and general well-being.	Monthly	Attendance to regional meetings	Attended bi-monthly regional meetings (FNQROC, NWQROC, WQAC)
	CEO	Partner with state government agencies to improve social conditions and liveability.	Monthly	Attendance to regional meetings	Attended bi-monthly regional meetings (FNQROC, NWQROC, WQAC)
Ensure that services to the community for child care, youth hostel and aged care are provided.	DCS	Review and implement strategies for an efficient use of the 'Georgetown Hostel'	Mar-22	Current strategy review and updated	To be completed as part of 2022/23 budget.
	DCS	Review and implement strategies for an efficient operation of the childcare business, including after school care	Mar-22	Current strategy review and updated	To be completed as part of 2022/23 budget.
	DCS	Review and implement strategies for youth programs for leadership, recreation, entertainment and healthy socialization	Feb-22	Current strategy review and updated	In progress (placed on hold due to staff turnover)
	DCS	Review and implement strategies for an efficient operation of programs for seniors	Jan-22	Current strategy review and updated	Not commenced (due to staff turnover)
Construct care facilities to retain citizens in the community.	CEO	Develop plans to build aged care facilities.	Mar-22	Plan presented to Council for consideration	Concept approved, now pending a detailed plan and budget.
	CEO	Develop plans to build special care facilities.	Jun-22	Overall strategy developed for Consideration	This forms part of the above.
Advocate and facilitate the provision and improvement of central and remote health services.	CEO	Meet with government lobbying for health concerns, including a doctor to the region, aged care and respite and palliative care support.	Monthly	Attendance to regional meetings	Attended bi-monthly regional meetings (FNQROC, NWQROC, WQAC) and have arranged a meeting with CHHS

Advocate and facilitate for improvements in educational services to be provided within the shire	CEO	Attend Schools and meet with representatives of the school and P&Cs	Half yearly	Attendance to meetings	Not commenced.
Advocate for sufficient policing and emergency service facilities	CEO	Meet with government representatives	Quarterly	Attendance to DDMG meetings	Attendance DDMG meeting, virtually.

A Culturally Aware Community

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Review and update the comprehensive asset management strategy to support the monitoring, maintenance, replacement and enhancement of council's social infrastructure	DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Social Infrastructure	Jun-22	Program developed and implemented	Commenced - part of 2022/23 Budget formulation
Provide libraries, as learning and information centres	DCS	Review and implement strategies for library service	Jan-22	Strategy is reviewed and implemented	To be completed as part of 2022/23 budget.
Engage with and support local arts and cultural groups.	DCS	Review and implement strategies for engaging with arts and cultural groups	Dec-21	Strategy is reviewed and implemented	Commenced with appointment of new CDEO
Build and strengthen the Shire's identity through the support and provision of a variety of events and branding our corporate image.	DCS	Support volunteers, community groups and events	Dec-21	Community assistance policy is reviewed and implemented	Policy reviewed and adopted. CDEO progressively liaising with community groups.
Encourage local historians to preserve and promote local history and heritage.	DCS	Support important social milestones on appropriate anniversary dates.	Apr- 22	Community calendar of events is developed and supported	Continued support for and promotion of social milestones, anniversary dates and community events.

A Variety of Modern Communication Mechanisms Available for the Whole Shire

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Improve co-operation and communication with relevant stakeholders and all levels of government in the strategic planning of future community infrastructure.	DCS	Develop and maintain a current advocacy plan for the provision of telecommunication services, telemetry and media.	Jan-22	Plan is developed and Implemented	DCS & ICT Officer holding regular meetings with Telstra, advocating for improved telecommunication services

Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's communication assets.	DCS	Maintain radio re-transmission services for Mt Surprise, Forsyth and Einasleigh.	Monthly	Services are operational	Radio re-transmission equipment repaired and upgraded
	DCS	Assist a commercial entity to introduce local radio services.	Jun-22	Options are considered and implemented	Proposed lease re-enlivened. Negotiations under way.

Best Practice Corporate Governance and Organisational Excellence

Council Provides Community Leadership Through Financial Sustainability and an Open and Accountable Governance

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Councillors take a leadership role in the community, serve as a role model and provide strategic direction for the continued growth and development of the region.	Mayor	Review and implement Council's strategic plans	Monthly	Delegations from the monthly Council meetings	Undertaken either via Briefing Sessions or Council Meetings
	Mayor	Attend local and regional meetings with community, government and industry representatives	Monthly	Opportunities to attend regional meeting is given	Attended FNQROC and NWQROC Meetings
Pursue and nurture an environment of honesty and integrity in which elected members, managers and staff work together in a spirit of trust and teamwork.	CEO	Adopt appropriate governance structures and make appropriate delegations.	Apr-22	Organisational structure is reviewed	Organisation structure is being reviewed.
	CEO	Ensure the administration of the region is governed through open and transparent decision-making and reporting processes.	Mar-22	Meetings and legislative requirements are met	Meetings and legislative requirements are met - achieved.
	DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Corporate Assets	May-22	AMP is updated	Commenced - part of 2022/23 Budget formulation
	DCS	Maintain compliance with legislation, local laws, policies	Monthly	Local Laws, policies and procedures are reviewed on a regular basis for compliance	Local Laws, policies and procedures are being progressively reviewed and updated in accordance with legislative & audit requirements
Actively participate in the membership of regional development and other organisations in order to achieve mutual regional priorities.	CEO	Actively participate in the regional organisations and statutory supported planning instruments	Monthly	Attendance to regional meetings	Attendance continues at regional meetings (FNQROC, NWQROC)

	CEO	Build the Council's data analytic capability.	Apr-22	Statistical data is collected	Not yet commenced
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Effective Communication Between Council and the Community Across the Community

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Using appropriate media, promote civil and respectful discussion and participation in relevant issues.	CEO	Branding of Shire	Monthly	Media channel are used to promote Council operations	Council currently using the "Inform", Facebook and the "Unearth Etheridge" Branding.
Disseminate accurate and relevant information within the organization, the community and other relevant audiences.	CEO	Review of Council communication mechanisms	Oct-21	Current communication processes are reviewed and report to Council for consideration	Not yet commenced.
Review the current practice of holding consultation meetings throughout the Shire and distribution of newsletter 'Inform' to maximise effective community engagement.	CEO	Council will embrace exceptional customer service, valuing staff and promoting ethical standards of practice, supported by clear policies and strategies;	Monthly	Item is raised at every Council meeting to ensure compliance	Raised at meetings, however communication is still an issue.

Council Operations Support Quality Service Provision and Good Governance

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Ensure the transparency of council's financial operations and performance and promote awareness within the community of council's financial management and other strategies.	DCS	Review and implement strategies for an efficient operation of Council administration and finances sections	Nov-21	Number of issues raised	Issues are being actively resolved as they are identified
	DCS	Review and implement strategies for an efficient operation of Council's internet and internal technology capabilities.	Dec-21	capabilities of the system is reviewed and reported to Council	Completed
	DCS	Review and implement a fair and equitable rating system	Feb-22	Review is undertaken and outcomes are reported to Council for their consideration	Council has endorsed consultations recommendation(s). Will be finalised upon adoption of 2022/23 budget.
Pursue opportunities for external income sources to enhance financial capacity beyond traditional methods	CEO		Monthly	Report to Council on options of gaining additional revenue sources	Every opportunity is taken to gain grant revenue

Ensure the efficiency of procurement and stores activity.	DCS	Review and implement strategies for an efficient operation of the procurement and stores sections	Oct-21	Undertake a review of processes and if required implement an improvements	Stocktakes are being performed on a quarterly (rolling) basis.
Ensure the efficiency of depot and engineering administration	CEO	Review and implement strategies for an efficient operation of Councils depot and engineering sections	Nov-21	Review current practices and report back to Council on possible improvements	As per organisational structure, Management is reviewing same
	DES	Effective works program to better utilize alignments between all funding.	Dec-21	Program to be reported back to Council for consideration	Continued developments subject to Flood funding
Maintain a profitable fleet business and manage contractor hire arrangements.	DES	Review and implement strategies for an efficient operation of Council's Plant Fleet	Oct-21	AMP for Council plant and machinery is reviewed and implemented	Review of AMP for Council plant and machinery is part of budget review
	DES	Review and implement strategies for efficient use of contractors.	Sep-21	Report is presented to Council for consideration	PSA implemented and being used, along with open market tenders
	DES	Develop a Plant Replacement and upgrade schedule and maintain the operational capacity of plant.	Sep-21	An annual plant for plant replacement is presented to Council, including a 10 year replacement Program	Achieved, however will be reviewed as part of budget review

Desirable Staffing Balance that Reflects Council and Community Expectations

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Develop, review and implement a staffing strategy to the efficiency of council operations	CEO	Review and implement strategies to increase the capacity of council	Oct-21	As part of the organisational review.	As part of organisational review
Provide accountable, professional, responsible, timely and accessible services to external and internal customers that reflect the values of the organization.	DCS	Review and implement strategies to for customer services	Oct-21	The current process for customer requests and complaints is review and any outcome is presented to Council for consideration	Customer Request System being refined. Customer Service Staff under training to improve multi-skilling & succession planning.

Council is Effective in Attracting and Retaining Qualified, Experienced and Committed Staff

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
Ensure councillors and staff are provided with relevant learning and personal development	CEO	Promote a drug free environment.		Outcomes from testing is considered	Comprehensive process underway - Achieved.

opportunities to achieve stated strategic priorities and corporate objectives.	CEO	Review and implement strategies for an efficient training and development programs	Monthly	A training needs analysis is developed	Not yet commenced
Implement effective HRM strategy throughout the organisation.	CEO	Review HRM practice for council.	Dec-21	An annual review is undertaken of current practices	Not yet commenced
Develop and implement organisation well-being programs.	CEO	Well-being program is part of a HRM review.	Dec-21	An annual review is undertaken of current practices	An annual review is undertaken of current practices. EAP service retained.
Develop and implement proactive WHS and enterprise risk strategies to reduce threats to the council and the community.	CEO	Promote and support a safe and healthy work environment in which the importance of family and work/life balance is recognised.	Feb-22	Annual review is favourable and incidents are minimised	Federal Safety accreditation achieved for TMR works. Current SafePlan for other operations are under review.

Council if Effective in Planning, Preparing and Responding to Natural Disasters

<u>Strategies</u>	<u>Officer</u>	<u>Actions</u>	<u>Comp Date</u>	<u>KPI</u>	<u>4th Quarter</u>
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.	CEO	Advocate for improved weather information infrastructure in the region (stream gauge stations, rainfall gauge stations and radar).	Nov-21	Suitable weather forecasting is place.	A new radar has been put in place at Greenvale and more flood guaging on selected river/creek crossing are being installed.
Maintain a compliant, resourced disaster management plan	CEO	Review and update disaster management plan	Sep-21	Get ready is successful	Get ready is successful and a new mobile app is operational.



Financial
Statements
For the year ended
30th June 2022

Part B