



Etheridge Shire Council

NOTICE OF MEETING

- Meeting:** General Meeting
- Date:** Wednesday, 19th July 2023
- Location:** **Council Chambers,
Georgetown**
- Commencing:** **9.00am**
- Councillors:** Cr Hughes
Cr Royes
Cr Haase
Cr Gallagher
Cr Barns

Agenda Attached

Ken Timms
CHIEF EXECUTIVE OFFICER

Local Government Act 2009

The principles (s4(2)) of the Act are:

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

S.275 – Local Government Regulation 2012

275 Closed meetings

- (1) A local government or committee may resolve that a meeting be closed to the public if its councillors or members consider it necessary to close the meeting to discuss –
 - Appointment, dismissal or discipline of a CEO or a BCC senior executive employee
 - Legal advice obtained by the Council or legal proceedings involving the Council
 - Matters that may directly affect the health and safety of an individual or group
 - Negotiations relating to a commercial matter involving the Council
 - Negotiations relating to the taking of land by the Council under the *Acquisition of Land Act 1967*
 - A matter required to be kept confidential under a law of, or formal arrangement with, the Commonwealth or a State
 - Industrial matters affecting employees
 - The Council budget
 - Rating concessions
- (2) A resolution that a meeting be closed must state the nature of the matters to be considered while the meeting is closed.
- (3) A local government or committee must not make a resolution (other than a procedural resolution) in a closed meeting.

Conflict of Interest Obligations

Reference is made to Section 150EL of the Local Government Act 2009. Specifically, the obligation of Councillors when they first become aware they have a conflict of interest to make the Chief Executive Officer aware in writing or if in a meeting, ensure they declare immediately.

AGENDA

1. OPENING OF THE MEETING AND SIGNING OF THE ATTENDANCE BOOK
2. ACKNOWLEDGEMENT TO COUNTRY
3. PRAYER
4. APOLOGIES, CONDOLENCES AND CONGRATULATIONS
5. CONFIRMATION OF GENERAL MEETING MINUTES
6. CONSIDERATION OF BUSINESS ARISING FROM GENERAL MEETING MINUTES
7. CONSIDERATION OF DCS OPEN SESSION REPORTS
8. CONSIDERATION OF DES OPEN SESSION REPORTS
9. CONSIDERATION OF CEO OPEN SESSION REPORTS
10. CONSIDERATION OF OPEN ADDENDUM REPORTS
11. CONSIDERATION OF GENERAL BUSINESS
12. CONCLUSION

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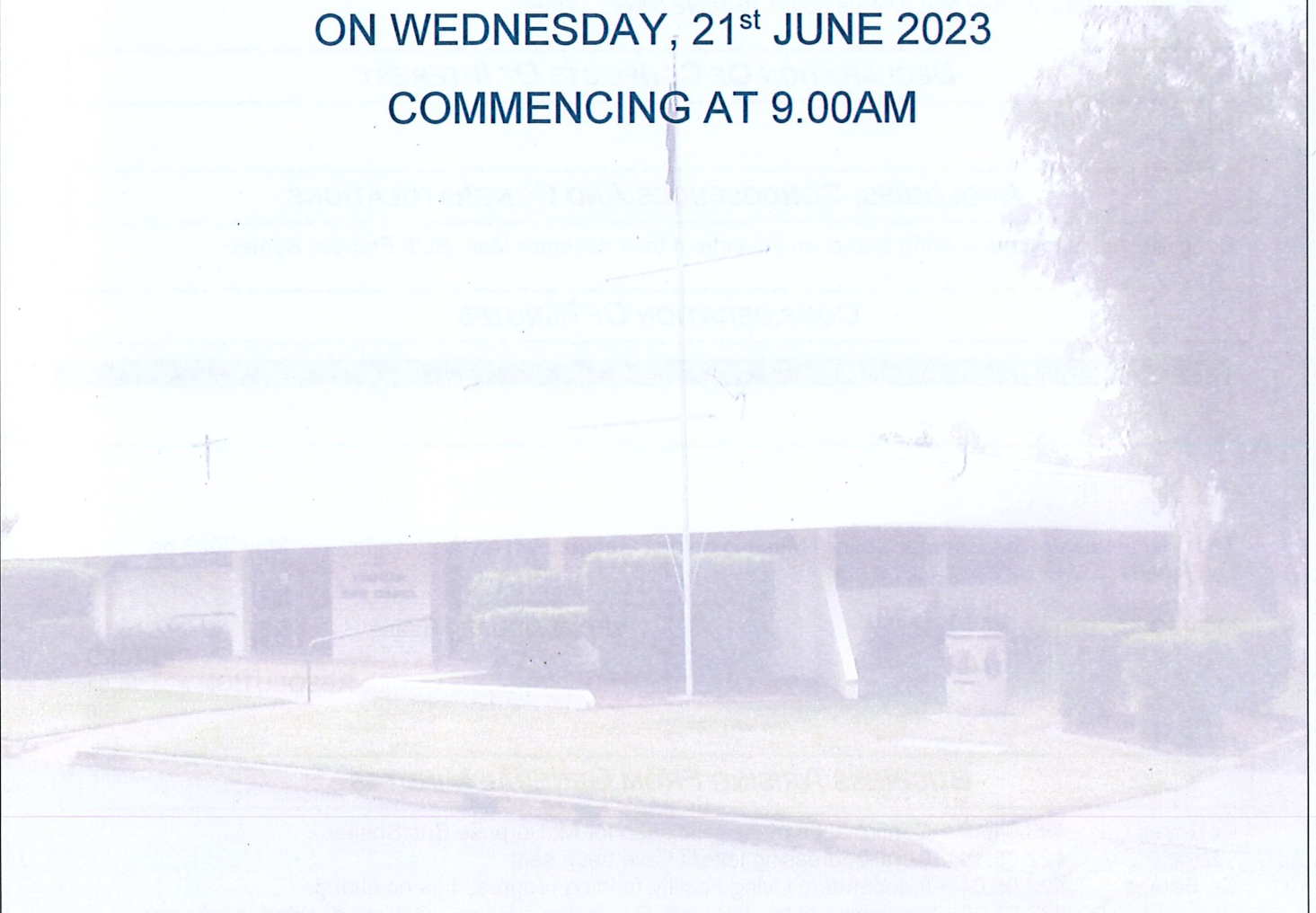
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Etheridge Shire Council

UNCONFIRMED MINUTES

GENERAL MEETING OF
ETHERIDGE SHIRE COUNCIL
HELD AT COUNCIL CHAMBERS, GEORGETOWN
ON WEDNESDAY, 21st JUNE 2023
COMMENCING AT 9.00AM



ETHERIDGE SHIRE COUNCIL
MINUTES OF THE GENERAL MEETING
HELD AT COUNCIL CHAMBERS, GEORGETOWN
ON WEDNESDAY 21ST JUNE 2023
COMMENCING AT 9.00AM

ATTENDANCE

Cr. Barry Hughes
Cr. Royes
Cr. Joe Haase
Cr. Tony Gallagher
Cr. Cameron Barnes

OFFICERS PRESENT

Mr. Ken Timms, Chief Executive Officer
Mr. Andrew McKenzie, Director Corporate Services
Mrs. Renee Bester, Executive Assistant

APOLOGIES

The Chair declared the meeting open at 9.01am and welcomed all in attendance.

ACKNOWLEDGEMENT TO 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."

PRAYER

"We ask that today you give us wisdom to make good decisions to benefit our communities. Help us see what will benefit our shire and give us hearts to serve others. Amen".

DECLARATION OF CONFLICTS OF INTEREST

Nil

APOLOGIES, CONDOLENCES AND CONGRATULATIONS

Congratulations to Jake & Anna Bethel on the birth of their daughter Mary-Beth Frances Bethel.

CONSIDERATION OF MINUTES

General Meeting Minutes – Wednesday 17th May 2023

Corrections:
Nil

RESOLUTION:

That the Minutes of the General Council Meeting held at Georgetown on Wednesday 17th May 2023 be confirmed.

MOVED: Cr. Barnes

SECONDED: Cr. Haase

CARRIED
RESOLUTION #23.06.01
5/0

BUSINESS ARISING FROM GENERAL MINUTES

Cr Royes #23.04.19 – Confirmation of the resolution for Mt Surprise Bus Shelter
#22.08.14 – Rural addressing letters have been sent
Cr. Barnes #23.05.04 – Independent Living Facility funding progress has no change
#22.07.22 - Demaining of the Forsayth Georgetown Road – Council decided to take no further progress

Cr. Gallagher #22.10.07 - Sale for arrears – Council should action on 20/06/2023. ESC has contacted Preston Law and we are awaiting further advice

Cr. Hughes #23.05.04 – Confirmation that Council have resolved to accept the tender but no progress yet

CONSIDERATION OF OPEN SESSION REPORTS

Director Corporate Services

1. Briefing Report

RESOLUTION

That Council acknowledges and receives the Director of Corporate Services' Briefing Report.

MOVED: Cr. Royes

SECONDED: Cr. Gallagher

CARRIED
RESOLUTION #23.06.02DCS
5/0

2. Financial Performance (Actual vs. Budget) for the period 1 July 2022 to 31 May 2023

EXECUTIVE SUMMARY

Section 204 of the Local Government Regulation 2012 requires the Chief Executive Officer to present a Financial Report of its accounts to the Local Government at least monthly.

RESOLUTION

That Council pursuant Section 204 of the *Local Government Regulation 2012*, resolve to adopt the monthly Financial Report the period ending 31st May 2023, as presented.

MOVED: Cr. Hughes

SECONDED: Cr. Haase

CARRIED
RESOLUTION #23.06.03DCS
5/0

3. Asset Recognition Threshold and Useful Lives

EXECUTIVE SUMMARY

It is best practice to periodically review Council's asset recognition thresholds and useful lives to ensure strategic asset management plans, valuations and depreciation rates continue to meet Council's long-term asset sustainability needs.

S 206 (2) Local Government Regulations regarding Council Asset Recognition thresholds and Schedule of Asset Useful Life determination and accompanying table.

RESOLUTION

That Council:

Council to consider and adopt the asset acquisition thresholds and asset useful lives determination summary as presented.

MOVED: Cr. Barns

SECONDED: Cr. Gallagher

CARRIED
RESOLUTION #23.06.04DCS
5/0

4. Community Assistance – In Kind

EXECUTIVE SUMMARY

Council called applications under its three (3) Community Assistance Policies, with the application period closing Monday 15 May. Applications under Council's In-kind Support Policy have been received from the following organisations – see attached schedule.

RESOLUTION

1. That in accordance with the In-kind Support Policy, Council provide in-kind support to the organisations listed in the attached schedule on the condition the recipient organisations suitably acknowledge Council's support of their event.

MOVED: Cr. Royes

SECONDED: Cr. Gallagher

CARRIED
RESOLUTION #23.06.05DCS
5/0

5. Community Assistance - Sponsorship

EXECUTIVE SUMMARY

Council called applications under its three (3) Community Assistance Policies, with the application period closing Monday 15 May. Applications under Council's Sponsorship Policy have been received from the following organisations – see attached schedule.

RESOLUTION

That Council provide sponsorship assistance to the organisations listed on the attached schedule subject to the following conditions: -

- Council's sponsorship funding must be used for the approved project, that is the project the subject of the application.
- Council's contribution is capped at the amount provided. Any cost over runs will be the responsibility of the applicant.
- Council's sponsorship will be paid upon completion of the approved project.
- The applicant must complete the approved project within 12 months from the award of the sponsorship.
- The applicant must provide a sponsorship acquittal on the approved form.
- Surplus sponsorship funds from the approved project shall be reimbursed to Council calculated on a proportional basis accordingly to the percentage of Council's sponsorship to the total project cost (for example: if Council's contribution is 80% of the project cost, Council is reimbursed 80% of the surplus funds).
- The applicant must provide acknowledgement of Council's assistance in all promotional material and give Council due recognition and credit for its support.

MOVED: Cr. Haase

SECONDED: Cr. Barnes

CARRIED
RESOLUTION #23.06.06DCS
5/0

6. Community Assistance - Grants

EXECUTIVE SUMMARY

Council called applications under its three (3) Community Assistance Policies, with the application period closing Monday 15 May. Applications under Council's Grants to Community Organisations have been received from 3 organisations. – see attached schedule.

RESOLUTION

That Council: -

1. Provide grant assistance to the organisations listed on the attached schedule subject to the following conditions: -
 - Council's grant funding must be used for the approved project, that is the project the subject of the application.
 - Council's contribution is capped at the amount provided. Any cost over runs will be the responsibility of the applicant.
 - Council's grant will be paid upon completion of the approved project.
 - The applicant must complete the approved project within 12 months from the award of the grant.
 - The applicant must provide a grant acquittal on the approved form.
 - Surplus grants funds from the approved project shall be reimbursed to Council calculated on a proportional basis accordingly to the percentage of Council's grant to the total project cost (for example: if Council's contribution is 80% of the project cost, Council is reimbursed 80% of the surplus funds).
 - The applicant provide acknowledgement of Council's assistance in all promotional material and give Council due recognition and credit for its support.

MOVED: Cr. Gallagher

SECONDED: Cr. Royes

CARRIED
RESOLUTION #23.06.07DCS
5/0

ADJOURNMENT

Council adjourned the meeting for Morning Tea at 10:08am.

RESUMPTION

Council resumed the meeting at 10:34 am

CONSIDERATION OF CLOSED SESSION REPORTS

7. Land Use Study – Mt Surprise

RESOLUTION

That Council go into closed session at 11.03am to discuss negotiations relating to legal advice obtained by the local government or legal proceedings involving the local government including, for example, legal proceedings that may be taken by or against the local government under section 254J of the Local Government Regulation 2012 which states that:

- (1) A local government may resolve that all or part of a meeting of the local government be closed to the public.
- (2) A committee of a local government may resolve that all or part of a meeting of the committee be closed to the public.
- (3) However, a local government or a committee of a local government may make a resolution about a local government meeting under subsection (1) or (2) only if its Councillors or members consider it necessary to close the meeting to discuss the sale of land.

MOVED: Cr. Hughes

SECONDED: Cr. Barnes

CARRIED
RESOLUTION #23.06.08DCS
5/0

RESOLUTION

Council resolve to come out of closed session at 11.20am.

MOVED: Cr. Barnes

SECONDED: Cr. Royes

CARRIED
RESOLUTION #23.06.09DCS
5/0

EXECUTIVE SUMMARY

Council commissioned its consulting Town Planner to conduct a land use compliance study in the Township of Mt Surprise. Council's planner conducted an inspection of Mt Surprise and has produced an initial report for Council's consideration.

RESOLUTION

That Council hold further consideration of this matter over to its next available workshop, to benefit from the advice of its consulting Town Planner.

MOVED: Cr. Gallagher

SECONDED: Cr. Royes

CARRIED
RESOLUTION #23.06.10DCS
5/0

CONSIDERATION OF OPEN SESSION REPORTS

Director Of Engineering Services

8. Briefing Report

RESOLUTION

That Council acknowledges and receives the Director of Engineering's Briefing Report.

MOVED: Cr. Royes

SECONDED: Cr. Hughes

CARRIED
RESOLUTION #23.06.11DES
5/0

CONSIDERATION OF OPEN SESSION ADDENDUM REPORTS

Chief Executive Officer

9. Briefing Report

RESOLUTION

That Council acknowledges and receives the Chief Executive Officer's Briefing Report.

MOVED: Cr. Hughes

SECONDED: Cr. Royes

CARRIED
RESOLUTION #23.06.12CEO
5/0

ATTENDANCE

Cr Barnes left the meeting at 11.40 and returned at 11.42am.

RESOLUTION

That Council resolve to tender for recoverable works for Zone 2.

MOVED: Cr. Barnes

SECONDED: Cr. Haase

CARRIED
RESOLUTION #23.06.13CEO
5/0

10. Application for Agricultural Show Public Holiday

EXECUTIVE SUMMARY

Council has received correspondence from the Department of Industrial Relations seeking Council's nomination(s) for the Shire's Agricultural Show and / or Special Holidays for 2024.

Online publishing of special holiday dates occurs only after all applications from Councils have been received and approved by the minister and published in the Queensland Government Gazette. Closing date to nominate your special holiday for 2024 is 3 July 2023

RESOLUTION

That Council adopt Friday 2 August 2024 as Etheridge Special Holiday titled Etheridge Show Day.

MOVED: Cr. Gallagher

SECONDED: Cr. Barnes

CARRIED
RESOLUTION #23.06.14CEO
5/0

11. LGAQ Annual Conference

EXECUTIVE SUMMARY

Council has received correspondence from the Local Government Association of Queensland that that 2023 LGAQ Annual Conference is scheduled for 16th October 2023 – 18th October 2023 at the Gladstone Entertainment Convention Centre.

RESOLUTION

That Council resolve to send the following representatives to attend the 2023 LGAQ Annual Conference in Gladstone from the 16th to 18th October 2023:

- Mayor Barry Hughes
- Cr Laurell Royes
- CEO Ken Timms

MOVED: Cr. Hughes

SECONDED: Cr. Royes

CARRIED
RESOLUTION #23.06.15CEO
5/0

ADJOURNMENT

Council adjourned the meeting for Lunch at 12.26pm.

RESUMPTION

Council resumed the meeting at 1:00pm.

ATTENDANCE

Cr Barnes left the meeting at 3.05pm and returned at 3.13pm.
Cr Haase left the meeting at 3.23pm and returned at 3.25pm

RESOLUTION

That management of flood damage works ensure all roads not done in previous years claims are prioritised and works programmed accordingly

MOVED: Cr. Royes

SECONDED: Cr. Barnes

CARRIED
RESOLUTION #23.06.16CEO
5/0

ATTENDANCE

Cr Hughes left the meeting at 4.00pm and returned at 4.05pm.

GENERAL BUSINESS

- Cr Hughes - Friday Shirts for Council (Terrestrial Friday Shirts)
- Cr Hughes - Disaster Dashboard delivery progress
- Cr Royes - QRA roadworks program
- Cr Royes - Forsyth Water Treatment Plant Telemetry - Request a report be presented to future meeting (To evaluate the systems effectiveness in reducing overtime hrs paid by council)
- Cr Royes - Einasleigh Railway Shed - has it been removed

CONCLUSION

There being no further business the Mayor declared the meeting closed at 4:08pm. These minutes will be confirmed by Council at the General Meeting held on Wednesday 19th July 2023.

...../...../.....
MAYOR DATE

Community Assistance - Sponsorship

	Community Group/Event	Event	2023 Budget		
			In Kind	Sponsorship	Grant
			Granted	Granted	Granted
GEORGETOWN	Georgetown Rodeo Assoc	Georgetown Rodeo	\$ 500.00	\$ -	\$ 8,000.00
	Georgetown Golf Club	Ongoing	\$ 2,000.00	\$ -	\$ 3,000.00
	Georgetown Bush Races	Georgetown Bush Races	\$ 1,000.00	\$ 5,000.00	\$ -
	Georgetown Bushmans Ball		\$ 500.00	\$ -	\$ -
	Georgetown Cricket Club	Ongoing	\$ 500.00	\$ 500.00	\$ -
	Georgetown P&C	School Graduation	\$ 500.00	\$ -	\$ -
	Georgetown Progress Assoc	Garden Competition	\$ 1,000.00	\$ -	\$ -
	Georgetown Horse & Pony Club	Georgetown Campdraft	\$ 1,000.00	\$ -	\$ -
	Gulf Stockmans Challenge Club Inc	Gulf Stockmans Challenge	\$ 500.00	\$ -	\$ -
	Georgetown QCWA Branch		\$ -	\$ -	\$ -
	GEORGETOWN		\$ 7,500.00	\$ 5,500.00	\$ 11,000.00
EINASLEIGH	Einasleigh Rodeo Assoc	Easter Weekend -Rodeo & Races	\$ 7,000.00	\$ -	\$ -
	Einasleigh Progress Assoc	Cricket Pitch/Car Rally	\$ 1,000.00	\$ -	\$ 8,000.00
	Einasleigh Sports Club	Campdraft & Horsesports	\$ 7,000.00	\$ -	\$ -
	EINASLEIGH		\$ 15,000.00	\$ -	\$ 8,000.00
FORSAYTH	Forsayth All Sports Assoc	Forsayth Turnout	\$ 2,000.00	\$ -	\$ -
	Forsayth Gun Club		\$ 500.00	\$ -	\$ -
	Forsayth Primary P & C Association		\$ 500.00	\$ -	\$ -
	Forsayth QCWA Branch		\$ -	\$ -	\$ -
	FORSAYTH		\$ 3,000.00	\$ -	\$ -
MT SURPRISE	Mt Surprise Sport & Rec	Mt Surprise Campdraft & Gymkana	\$ 4,000.00	\$ -	\$ -
	Mt Surprise Sport & Rec	Mt Surprise Horse & Motorbike Sports	\$ -	\$ -	\$ -
	Mt Surprise State School		\$ 500.00	\$ -	\$ -
	Brittany Smith	Easter Egg Hunt Event	\$ -	\$ -	\$ -
	MOUNT SURPRISE		\$ 4,500.00	\$ -	\$ -
OTHER	Etheridge Cares		\$ 1,000.00	\$ -	\$ -
	ESC Centenary	Centenary Event	\$ -	\$ -	\$ -
	ESC Christmas Party	Annual Staff Christmas Party	\$ -	\$ -	\$ -
	ANZAC Day	Anzac Day	\$ -	\$ -	\$ -
	Australia Day		\$ -	\$ -	\$ -
	Gilbert River Forum/Ag Forum		\$ -	\$ -	\$ -
	RADF/Workshops		\$ 1,000.00	\$ -	\$ -
	Bursary/Tertiary Scholarship		\$ -	\$ -	\$ -
	Other		\$ -	\$ -	\$ -
	Incorrect coding		\$ -	\$ -	\$ -
	OTHER		\$ 2,000.00	\$ -	\$ -
Total			\$ 32,000.00	\$ 5,500.00	\$ 19,000.00

Business Arising				
#	Resolution	Officer	Action Taken	Progress
21st June 2023				
23.06.04	That Council: Council to consider and adopt the asset acquisition thresholds and asset useful lives determination summary as presented.	DCS	Audit Register updated, Auditors and Shepherd Services advised	Complete
23.06.05	That in accordance with the In-kind Support Policy, Council provide in-kind support to the organisations listed in the attached schedule on the condition the recipient organisations suitably acknowledge Council's support of their event.	DCS	Applicant have been advised accordingly. Budget allocation made for 2023/24	Complete
23.06.06	That Council provide sponsorship assistance to the organisations listed on the attached schedule subject to the following conditions: - •Council's sponsorship funding must be used for the approved project, that is the project the subject of the application. •Council's contribution is capped at the amount provided. Any cost over runs will be the responsibility of the applicant. •Council's sponsorship will be paid upon completion of the approved project. •The applicant must complete the approved project within 12 months from the award of the sponsorship. •The applicant must provide a sponsorship acquittal on the approved form. •Surplus sponsorship funds from the approved project shall be reimbursed to Council calculated on a proportional basis accordingly to the percentage of Council's sponsorship to the total project cost (for example: if Council's contribution is 80% of the project cost, Council is reimbursed 80% of the surplus funds). •The applicant must provide acknowledgement of Council's assistance in all promotional material and give Council due recognition and credit for its support.	DCS	Applicant have been advised accordingly. Budget allocation made for 2023/24	Complete
23.06.07	That Council: - 1.Provide grant assistance to the organisations listed on the attached schedule subject to the following conditions: - •Council's grant funding must be used for the approved project, that is the project the subject of the application. •Council's contribution is capped at the amount provided. Any cost over runs will be the responsibility of the applicant. •Council's grant will be paid upon completion of the approved project. •The applicant must complete the approved project within 12 months from the award of the grant. •The applicant must provide a grant acquittal on the approved form. •Surplus grants funds from the approved project shall be reimbursed to Council calculated on a proportional basis accordingly to the percentage of Council's grant to the total project cost (for example: if Council's contribution is 80% of the project cost, Council is reimbursed 80% of the surplus funds). •The applicant provide acknowledgement of Council's assistance in all promotional material and give Council due recognition and credit for its support.	DCS	Applicant have been advised accordingly. Budget allocation made for 2023/24	Complete
23.06.10	That Council hold further consideration of this matter over to its next available workshop, to benefit from the advice of its consulting Town Planner.	DCS	To be workshoped (nominally 12th July)	In progress
23.06.13	That Council resolve to tender for recoverable works for Zone 2.	CEO	Tender process underway	Complete
23.06.14	That Council adopt Friday 2 August 2024 as Etheridge Special Holiday titled Etheridge Show Day.	CEO	Correspondence sent	Complete
23.06.15	That Council resolve to send the following representatives to attend the 2023 LGAQ Annual Conference in Gladstone from the 16th to 18th October 2023: -MayorBarry Hughes -CrLaurell Royes -CEOKen Timms	CEO	Attendance has been booked.	Complete
23.06.16	That management of flood damage works ensure all roads not done in previous years claims are prioritised and works programmed accordingly	CEO	Prioritisation has been undertaken and reported to Council	Complete
Outstanding Business				
#	Resolution	Officer	Action Taken	Progress
17th May 2023				
23.05.13	That Council resolve to: a)Receive and accept correspondence from the Georgetown Horse & Pony Club Inc (ABN 63 056 246 281) also known as Georgetown Campdraft to relinquish the shire lease that they currently hold over Lot 18 on Plan CP850073 described as the Rodeo Grounds, Hayman Street, Georgetown. b)Relinquish the lease as of 17th May 2023 and Council resume responsibility for the Georgetown Equestrian Grounds located at Hayman Street (Lot 18 on Plan CP850073) c)Consult the affected clubs with regard to the future use of the Georgetown Equestrian Grounds.	CEO	Letter sent and meeting to be held.	In progress
5th May 2023 - Special Meeting				
23.05.04SP	That Council resolves to accept the following Tender from Bay Investments Pty Ltd trading as Oly Homes for Six (6) x 2 Bedroom Modular Homes, Mandatory Inclusions for the Independent Living Facility Stage 1. Lot 5 Racecourse Road. Oly homes to Build Deliver Install and Complete the Six homes by end of March 2024. Address Recommended Tender Purchase Price GST Excl Lot 5 Racecourse Road Bay Investments QLD P/L, T/A Oly Homes \$1,703,263.32	DCS	No action taken until confirmation of funding sources (grants / loans). Applications for both have been submitted and are under assessment by the funding bodies	In progress
23.05.05SP	That Council resolves to accept the following Tender from Bay Investments Pty Ltd trading as Oly Homes for Six (6) x 2 Bedroom Modular Homes, Mandatory Inclusions for the Staff Housing Project at 8 Green Street. (Lot 105 on SP295139) Oly homes to Build Deliver Install and Complete the Six homes by end of March 2024. Address Recommended Tender Purchase Price GST Excl 8 Green Street Bay Investments QLD P/L, T/A Oly Homes \$1,556,077.32	DCS	No action taken until confirmation of funding sources (loans). Loan application has been submitted and is under assessment by the Department	In progress
19th April 2023				

23.04.06	That Council receive the Minutes of the Audit Committee Meeting held 23rd March 2023, and adopt the recommendations made therein.	DCS	Next Audit Committee Scheduled for 13th July	Complete
15th March 2023				
23.03.10	Council resolves to let the matter lay on the table until the next Council meeting. (TMR Pit Endorsement)	DES	To presented at a future meeting	In progress
23.03.15	That Council accepts the terms and conditions of the Deed of Grant over Lot A & B on TSV19080 as set out in Correspondence on 15 February 2023 from the Department Resources, file reference 2019/001598.	CEO	Council has signed for and paid the deposit.	Complete
16th November 2022				
22.11.05	That Council resolve to implement the normal version Snap, Send Solve as a further avenue for residents and members of the public to lodge customer requests and report faults. With a review process to be undertaken 6 months after implementation.	DCS	Implemented. Pending review at Council's June 2023. CEO undertaking a review of the workflow and procedures	In progress
22.11.08	That Council resolve to proceed with this project by engaging Steven Ryan to construct same and amend the budget at the next review to cover the additional construction costs.	DCS	Request for extension of time approved. Proposal confirmed. Quotations being sourced	In Progress
22.11.24	That Council agrees in principle to support the development of the tourism proposal submitted by Finnegan's Rest subject to the necessary licences and approvals being put in place.	CEO	Applicant consulted and advised approval can be granted under ESC Local Law - subject to conditions	Complete
12th October 2022				
22.10.07	That pursuant to s149 of the Local Government Regulation 2012, Council resolve to initiate the acquisition of assessments 254/20000 (17 Crampton Road) and 265/17000 (22 Collins Street) for unpaid rates and charges, having failed to secure a sale of the properties under Division 3, Part 12, Chapter 4 of the Local Government Regulation 2012.	DCS	Instructions issued to Preston Law. Next Action date is 20th June 2023.	Complete
17th August 2022				
22.08.14	That Council commence activities to complete Rural Addressing as a matter of urgency.	DES	Estimates for numbering options being obtained for council's consideration. Purchase order has now been lodged. Notices have been sent to Land Owners	Complete
19th January 2022				
22.01.9	That Council resolves to: 1. Construct a pilot waste transfer station at Forsyth to conform with EPA recommendation for the future of the Forsyth Landfill operation and furthermore modernise the site for sustainable environmental practices. 2. Furthermore that council advise the community of Forsyth of the proposed changes to the waste disposal to the township. 3. Nominate the Forsyth transfer station for funding under the Regional and Remote Recycling Modernisation Fund, with a proposed council contribution of \$100,000 or 20%. 4. Should the funding application be unsuccessful, Council allocate \$50,000 in the 2022/23 budget for the design of transfer station to be funded in a future budget.	DES	Specifications and design for proposed Transfer Station are being drawn up. Funding has been applied for. Waiting for notification if EOI application has been successful. Grant unsuccessful. LRCI Phase 3 funding to fund project Planning and design to commenced	In progress



Etheridge Shire Council

DIRECTOR OF CORPORATE SERVICES

Briefing Report

1 Key Points of Interest

Summary of matters within the Department – presented 19th July 2023:

- **Sale for Arrears of Rates:** By way of update, I advise that the rates debtor Council resolved to initiate sale for arrears of rates in 2023 has paid in full. No further action will be taken. Further, I advise that Council has completed the next step in acquiring the lot in Crampton Road that it initiated sale proceedings for arrears of rates in 2022. The 2nd lot Council initiated sale proceedings for in 2022 is still in legal limbo and will be revisited once more after the rate levy in Q3 2023.
- **MoU with QHealth:** I remain in contact with CHHS for the development of the proposed MoU, although a draft MoU is yet to materialize.
- **DSDILGP / KPMG liquidity and sustainability framework review:** KPMG are continuing to analysing Council's financial information. They have provided a draft cash flow forecasting tool for review. Once Council's budget has been adopted, I will be able to return to this project.
- **WCF & Loan Application:** Per Council's February resolution to finance the Independent Living Facility and Staff Housing Project from funds (to be offset with grants), Council's application was submitted on 27th April. On Friday 19th May, I was informed by the Dept that consideration of our loan application would be held over until July, however they would continue to assess our application for a working capital facility. This too has been placed on hold until we can supply a copy of our proposed budget.
- **Mt Surprise Water:** I remain in contact with the investigative teams of the respective State Government Agencies. In essence water sampling continues to monitor the contamination and identify its source. Within the last 2 weeks, the Hall bore was purged to see the effects on the water recharge. An inspection over a week later witnessed the return of the petroleum layer.

2 Operational Matters

- **Internal Audit:** Pacifica have now finalized their report into Council's Recoverable Works and Job Costing processes. The report will be tabled at the Audit Committee meeting scheduled for Thursday 13th July.
- **External Audit:** Audit commenced Tuesday 23rd May. BDO / QAO have provided the interim audit report. The Report has been circulated to Audit Committee members for their consideration at the Committee Meeting proposed for 13th July. We expect the final audit visit week commencing 11th September 2023.
- **Audit Committee:** At the time of writing this report, an Audit Committee Meeting has been called for the 13th July. The Committee will consider QAO / BDO's Interim Audit Report and Pacifica's Internal Audit Report. Audit Committee members and I will undoubtedly provide a verbal update at the July meeting, with a copy of the Audit Committee meeting minutes (and attachments) to be presented to Council's August meeting.
- **Snap Send Solve:** Please see Agenda Report on Snap Send Solve trial.
- **NexGen implementation:** Council has signed an agreement with LocalBuy to install Nex Gen. We are still arranging mutually convenient dates for its implementation.

- 23/24 Budget Development: Work is nearing completion on the 23/24 budget. Council has workshopped the initial, proposed budget Wednesday 14th and 28th June. It is proposed that a final workshop will be held 12th July, leading to the Budget's adoption on the 19th July.

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Projects

- Georgetown Independent Living Facility:
 - Legal: Council has submitted its response to HRC's objection with QCAT. The matter is still before QCAT. Preston have sought an update from QCAT, suggesting a decision was "imminent".
 - Project Delivery: Council accepted the Tender submission from Oly Homes at its Special Meeting held 5th May 2023. Orders have not yet been released, pending confirmation of funding.
 - HIF Grant Application: Council's application was lodged by the due date. We recently received notification to say our application had progressed beyond the EOI round. We are in the process of completing a more detailed application. Further information will be verbally presented to the meeting following a Teams Meeting with the funding body sometime mid-July.
 - Civil design: Council has received Erscon's final civil works designs and is currently reviewing them prior to formally accepting them.
- Biosecurity Plan: Awaiting feedback from SGNRM on availability to write our local Biosecurity Plan.
- Town Common Policy: Council has given a direction to cease implementing the Town Common Policy, but have stopped short of rescinding it. Letters have been sent to agistees advising the policy remains under consideration, and no active attempt will be made to implement the current version of the Policy.
- General Ledger re-write: The new Chart of accounts was rolled Wednesday 25th January. Council's budget has been entered. Coding to AAS 27 reports continues (P&L, Balance Sheet & Cash Flow Statement).
- Website review: Work has resumed on reviewing Council's website. Please note that the proposed Budget allocation for a full overhaul of the website was cut from the Budget. The review will effectively result in a refresh rather than a full overhaul.
- Disaster Dashboard: An order has been issued to QIT to develop and embed a disaster dashboard into our website. The proposed Dashboard was presented to the June Meeting. Council's feedback has been referred to QIT for inclusion within the dashboard.
- Keyless Entry Project (MPSC & Pool): An order has been issued to North Queensland Video Surveillance (NQVS) to install a key-less entry system. We remain on track to deliver this project within the required timeframe (31/12/2023). Our supplier has indicated an installation date in August.
- Land Use Compliance Reviews:
 - Georgetown: the first suite of letters will shortly be issued, addressed to owners of class 10 structures being used for habitation.
 - Mt Surprise: Council's consulting town planner conducted a compliance inspection of Mt Surprise on the 15th May. Council received the report at its June meeting, resolving to hold it over to a Councillor workshop. Council's consulting town planner is locked in for Council's workshop on the 12th July to present the report in further detail.

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Calendar of Events

Past Month:

- 21st June: Council Meeting
- 22nd June: Teleconference with NWMP Project Team Leader (Stage 1 acquittal & Stage 2 contract)
- 28th June: Council's Special Meeting & Councillor Workshop
- 13th July: Audit Committee Meeting

Next Month:

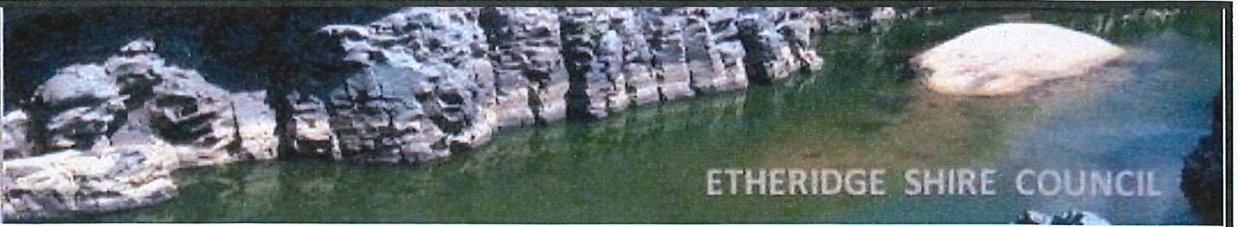
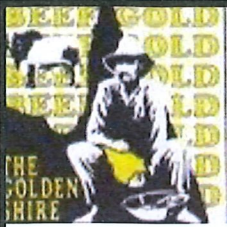
- 19th July: Council Meeting

6

Other

- Council has re-submitted its applications for funding (50/50) for Walking Path Network studies for Forsyth, Einasleigh and Mt Surprise. Council has not budgeted for its co-contribution in the 23/24 budget, and will need to consider whether to proceed or not if any of the applications are successful.
- Council was recently advised that its DRF application for multi-purpose / multi-agency disaster coordination centre was unsuccessful. Meeting with QRA's CEO indicated support for Council to resubmit the application when the next round opens.
- An application for \$50,000 (toward a project cost) of \$120,000 has been successful to the Department of Education to refurbish parts of the Student Hostel (bathrooms & fire safety)
- Council has received \$30,000 as the advance payment under the North West Mineral Province Building Sustainable Communities Program to commence stage 1 of the development of the Riverwalk. It is intended that Council will submit an application to the Dept Sport & Rec's Infrastructure Grant to expand the scope of this project. With this in mind, this project won't commence until Council's application to the Infrastructure Grant Program is known ... likely to be in late Q1 / Q2 2024.
- Terrestrial Centre Staff are preparing a \$50,000 grant application to supplement library furniture and equipment. Note: this is a fully funded grant, Council is not required to contribute to the project costs.

Andrew McKenzie
Director of Corporate Services



ETHERIDGE SHIRE COUNCIL

Etheridge Shire Council

June 30

Financial Reports

Council Meeting

19 July 2023

**Mayor and Councillors
Etheridge Shire Council
Georgetown Qld 4871**

Highlights of this Month's Financial Report

Reporting Period:=

30-June-2023

Revenue

Total revenue of \$ 69 M. representing 99.8% of YTD Council adopted of \$ 69.2 M.

These statements are for 12 months of the financial year and generally would represent 100 % of the overall budget.

Expenditure

Expenditure incurred was \$ 63.8 M for the same period and representing 102.8 % of full year budgeted expenditure of \$ 62.1 M. compared with 100% for expected period expenditure.

NB: Expenditure is now including Depreciation charge \$5.16m YTD

Outcome

The Operating Result for the report period is a Profit of \$5.2M

Etheridge Shire Council
Index of Attached Reports

Jun-23

Highlights

Index

1. Cash Position
2. Monthly Cash Flow Estimate
3. Comparative Data
4. Capital Funding Summary
5. Road Works Expenditure

Capital Funding Detail (WIP)

Rates Outstanding Balances

Rates Control Totals

PCS Revenue and Expenditure Budget (Lvl 3 No cents) (3 Pages)

PCS Balance Sheet Summary (Lvl 3, No cents) (3 Pages)

PCS Statement of Comprehensive Income

PCS Statement of Financial Position

PCS Statement of Cash Flow

Etheridge Shire Council

2022-2023

June

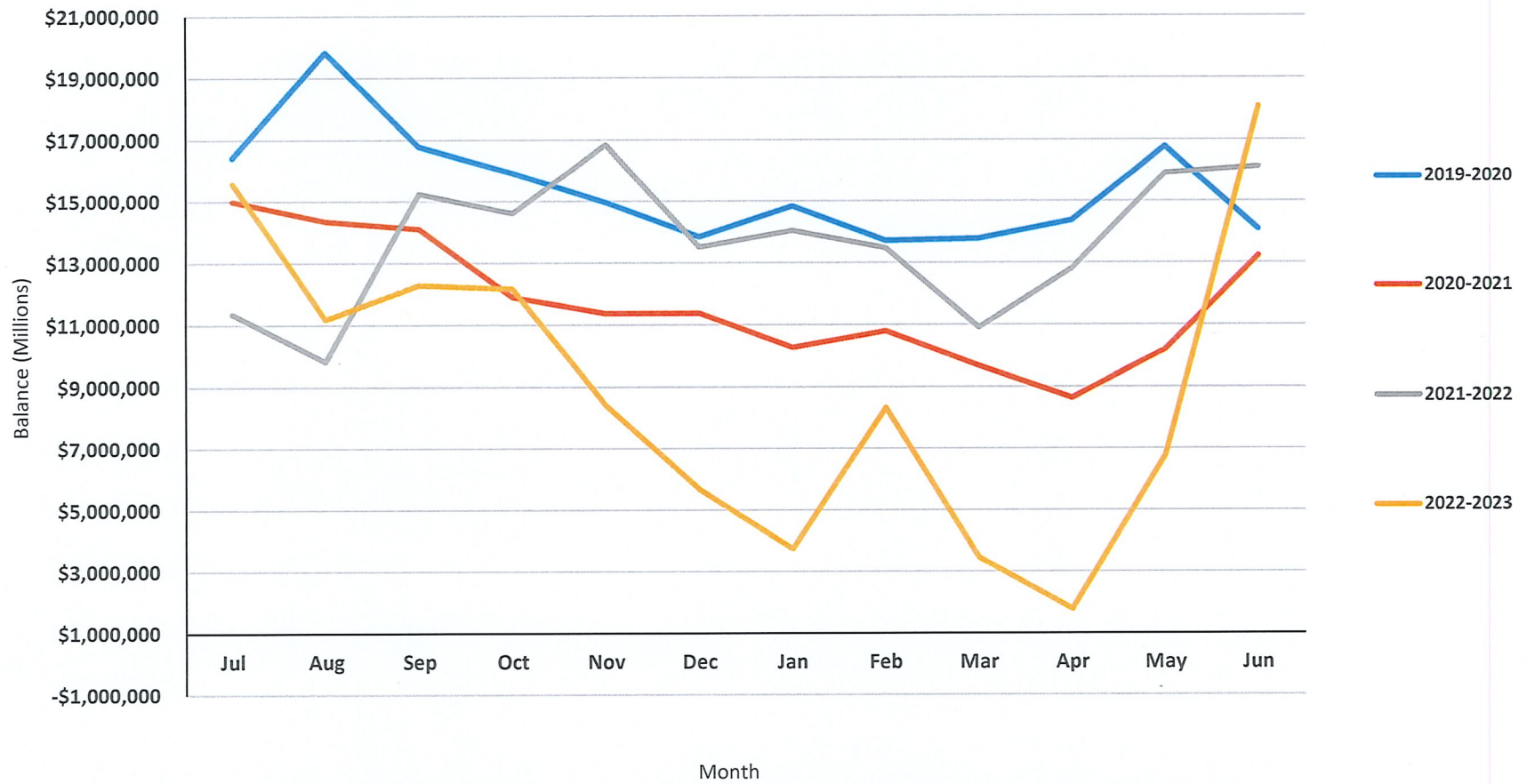
CASH AT BANK			
	Operating Account		16,807
	Cash and Floats on Hand		1,500
SHORT TERM INVESTMENTS			
	QTC Cash Fund		18,043,949
		Total	\$ 18,062,256
<p>The following items should be backed by cash and investments, plus any increases in the surplus of Debtors over Creditors.</p>			
	Cash backed Current Liabilities (AL,LSL,SL,RDO)		941,531
	Restricted cash - grants received not acquitted/spent less grants receivable		13,984,713
			\$ 14,926,244
<p>Balance of estimated rates/other debtors - estimated creditors:</p>			
	(121,173	-	1,201,088)
			-\$ 1,079,915
Plus cash surplus	\$ 18,062,256	-	\$ 14,926,244
			\$ 3,136,012
Working Capital		Total	\$ 2,056,098

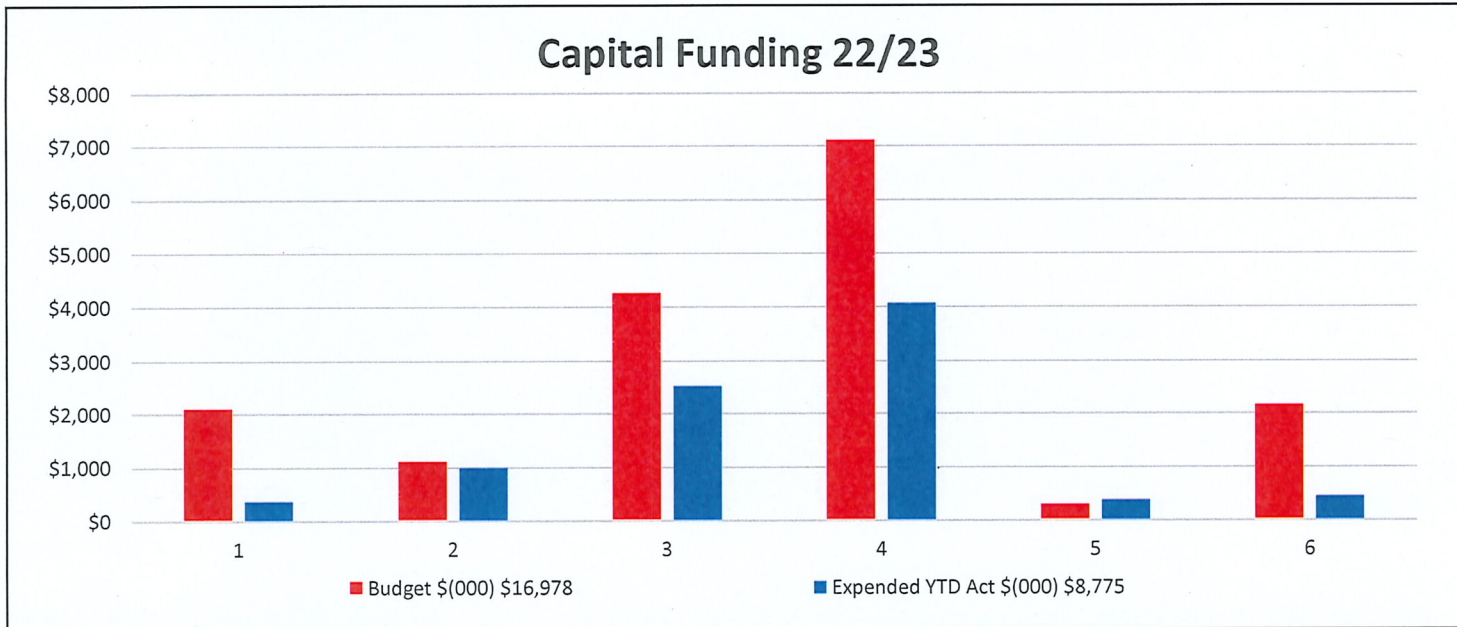
Cash Flow Estimate To June 30

Receipts		Expenditure	
Rates	\$21,810	Payroll	\$480,000
Fees & Charges	\$500	Creditor Payments	\$765,136
Debtors	\$35,000	Loan Payments	\$3,600
Grants/Claims	\$1,900,000	Lease Payments	\$0
Total	\$1,957,310	Total	\$1,248,736
Therefore cash is expected to increase by		\$708,574	in the period.

Best Estimate of Next months cash flow

Etheridge Shire Council Cash Position





		Budget \$(000)	Expended YTD Act \$(000)	% Budget Expended
	Total Capital Funding	\$16,978	\$8,775	51.68%
1	Land & land Improvements	\$2,090	\$370	17.70%
2	Buildings / Other Structures	\$1,100	\$993	90.27%
3	Plant & Equipment / Furniture & Fittings	\$4,251	\$2,519	59.25%
4	Road Infrastructure	\$7,105	\$4,068	57.26%
5	Water Infrastructure	\$286	\$381	133.57%
6	Other Structures	\$2,146	\$443	20.66%

		PREVIOUS YEARS (Opening balance)	YEAR TO DATE (ACTUALS)	TOTAL EXPENDITURE (ACTUALS)	BUDGET	% budget expended	Actual Percent Complete
0400-4150-0000	Work in Progress - Land & Land Improvements				\$2,090,000.00	35%	
0410-4501-0000	Work in Progress - Land Sales - LJ & ACJ Barns (00083-00000-000)		-\$ 9,090.91	-\$ 9,090.91			
4500-4510-0001	Charleston Dam - Pipe water to rec area (Land & Other improvements)		\$ 47,851.11	\$ 47,851.11			
3630-4500-0001	Purchase of industrial land		\$ 331,272.17	\$ 331,272.17			
			\$370,032.37	\$370,032.37			
0400-4250-0000	Work in Progress - Buildings				\$1,100,000.00	90%	
3080-4501-0000	Aged Care Facilities - Advisory	\$9,674.86	\$70,648.36	\$80,323.22	\$ 590,000.00		
3100-4501-0001	Morque Freezer		\$27,464.00	\$27,464.00			
3140-2268-0001	Sport Centre - Car Park Lands & drainage - Design						
3220-4501-0001	Einasleigh Infrastructure - Halls & Public Facilities - Water Tank Upgrade (other structures)	\$11,463.27		\$11,463.27			
3280-4502-0000	Staff Housing	\$46,446.23	\$758,835.75	\$805,281.98	\$ 1,150,000.00		
3280-4503-0000	Staff housing - HSH						
3280-4504-0000	Staff housing - SHP						
3280-4505-0000	Staff housing - ILF (Independent Living Facility)		\$5,885.00	\$5,885.00			
3350-4502-0000	Depot - Cap improvements - Carpark & shade structure		\$2,763.63	\$2,763.63			
3410-4500-0002	W4Q Cap Grant - Information Sign - Lynd Community Building	\$5,776.12		\$5,776.12	\$ 50,000.00		
3410-4500-0003	W4Q Cap Grant - Beautification of Einasleigh Carpark						
3410-4500-0004	W4Q Cap Grant - Hard Roof Playground Shelters (Georgetown, Einasleigh & Forsyth)				\$ 35,000.00		
3410-4500-0005	W4Q Cap Grant - Fencing (Mt Surprise Cemetery & Mt Surprise Park)						
3410-4500-0006	W4Q Cap Grant - Shelter Shed & Seating @ Elizabeth Crk Mt Surprise						
3410-4500-0007	W4Q Cap Grant - Speed Warning Signs x 5 @ Georgetown and Forsyth	\$28,655.76		\$28,655.76			
3410-4500-0008	W4Q Cap Grant - Concrete Walkway from Forsyth Museum to town entrance						
3410-4500-0009	W4Q Cap Grant - Forsyth Sp & Rec Upgrade		\$305.00	\$305.00			
3410-4500-0010	W4Q Cap Grant - Bike Park - Mt Surprise						
3411-4500-0001	W4Q Capital Works (21/24) - Georgetown - Streetscaping (roads)				\$ 900,000.00		
3411-4500-0002	W4Q Capital Works (21/24) - Georgetown Sports Centre		\$47,560.52	\$47,560.52	\$ 300,000.00		
3411-4500-0003	W4Q Capital Works (21/24) - Einasleigh - Drainage improvement (roads)				\$ 1,000,000.00		
3411-4500-0005	W4Q Capital Works (21/24) - Rural Addressing						
3411-4500-0006	W4Q Capital Works (21/24) - Forsyth Cemetery Fencing	\$27,908.96	\$12,965.00	\$40,873.96			
3412-4500-0001	Cap Imp - Terrestrial - Damage-bk steps/install wheel						
3610-4500-0001	Rec. & Res 21-23 Cap Works: Solar energy - Council Buildings	\$77,840.00		\$77,840.00			
4140-4504-0002	Cap Imp, Depot - sign shed shade (other structures)	\$11,072.73		\$11,072.73	\$ 750,000.00		
4140-4504-0003	Cap Imp, Depot - workshop hoist		\$25,277.05	\$25,277.05			
5030-4500-0001	Cap Imp, Einasleigh Common - Upgrade Eins Common Stock Yrds (other structures)	\$12,540.00		\$12,540.00			
3350-4502-0001	Depot & Stores - Capital improvements - Depot - installation of generator (plant)						
3610-4500-0002	Recovery & Resilience Grant - North Head Rd - Install drainage & bitumen seal (roads)						
3610-4500-0003	Recovery & Resilience Grant - Georgetown Street scaping (roads)						
3620-4500-0001	LRCI Phase 3 - Forsyth Transfer Station		\$22,500.00	\$22,500.00			
3620-4500-0002	LRCI Phase 3 - Glown Sports center (Parking & drainage)		\$18,763.24	\$18,763.24			
3620-4500-0003	LRCI Phase 3 - Reseals 2						
3620-4500-0004	LRCI Phase 3 -Industrial estate						
		\$231,377.93	\$992,967.55	\$1,224,345.48			
				\$455,537.30	post capitalisation		
0400-4350-0000	Work in Progress - Other Structures				\$2,146,000.00	19%	
3270-4500-0001	Shire Office - Cap Works - Car park shade structure		\$2,763.64	\$2,763.64			
4091-4501-0001	Capital Imp, Georgetown Aerodrome - Reseal of Airstrip runway		\$138,645.08	\$138,645.08	\$ 240,000.00		
4091-4501-0002	Capital Imp, Georgetown Aerodrome - Linemarking		\$27,636.36	\$27,636.36			
4077-4501-0001	W4Q Georgetown Infrastructure Projects at Costs - Shade and Seating Structures	\$4,980.00		\$4,980.00			
6070-4500-0001	Georgetown landfill cap improv - Extend concrete slab		\$27,500.00	\$27,500.00			

		PREVIOUS YEARS (Opening balance)	YEAR TO DATE (ACTUALS)	TOTAL EXPENDITURE (ACTUALS)	BUDGET	% budget expended	Actual Percent Complete
5151-4503-0000	Georgetown Parks Capital - Heritage park play area upgrade		\$33,397.90	\$33,397.90			
5152-4502-0001	WIP Charleston Dam Rec. - Supply & Install Restroom	\$331,095.25		\$331,095.25			
5152-4502-0002	WIP Charleston Dam Rec. - Supply & Install Picnic Shelters	\$86,009.66	\$22,663.02	\$108,672.68			
5152-4502-0003	WIP Charleston Dam Rec. - Supply & Install View Platform						
5152-4502-0004	WIP Charleston Dam Rec. - Supply & Install BBQ's (Wood Fired)	\$33,754.84		\$33,754.84			
5152-4502-0005	WIP Charleston Dam Rec. - Suppy & Install Boat Ramp	\$98,676.72	\$99,993.22	\$198,669.94	\$ 100,000.00		
5152-4502-0006	WIP Charleston Dam Rec. - Parking & Internal Roads	\$1,109,957.58	\$979.09	\$1,110,936.67			
5152-4502-0007	WIP Charleston Dam Rec. - Playground & Activity Area	\$45,201.39		\$45,201.39			
5152-4502-0008	WIP Charleston Dam Rec. - Supply & Install Walkways	\$9,658.31	\$1,575.60	\$11,233.91			
5152-4502-0009	WIP Charleston Dam Rec. - Landscaping (Trees/Shrubs)	\$84,813.99	\$4,864.17	\$89,678.16			
5152-4502-0010	WIP Charleston Dam Rec. - Supply & Install Entrance Monument & Various Signage		\$250.88	\$250.88			
5161-4500-0001	Georgetown Cemetery - fence replacement		\$18,695.20	\$18,695.20			
5165-4500-0001	Kidston Cemetary - Replace fence		\$36,995.00	\$36,995.00			
6010-4502-0001	Infrastructure at Cost Building Our Regions Grant Terrestrial Upgrade - Upgrade to Complex		\$2,344.00	\$2,344.00			
6010-4502-0002	Infrastructure at Cost Building Our Regions Grant Terrestrial Upgrade - Internal Fitout (Displays etc)						
6010-4502-0003	Infrastructure at Cost Building Our Regions Grant Terrestrial Upgrade - New carpet in collection area						
6010-4502-0004	Infrastructure at Cost Building Our Regions Grant Terrestrial Upgrade - Landscaping						
6010-4502-0005	Collection upgrade - John Towning - Topaz purchase		\$25,000.00	\$25,000.00			
6020-4502-0001	Cap Imp. Child Care Centre - Shade Structure						
		\$1,804,147.74	\$443,303.16	\$2,247,450.90			
			\$0.00	\$63,505.54	post capitalisation		
0400-4450-00000	Work in Progress - Fleet Plant & Equipment				4,251,000.00	71%	
4150-4500-0103	Plant Purchases - Genelite 66kVA Generator #1 (Plant 8843)	\$27,605.00		\$27,605.00			
4150-4500-0104	Plant Purchases - Genelite 66kVA Generator #1 (Plant 8844)	\$27,605.00		\$27,605.00			
4150-4500-1280	Plant Purchase - Hilux (Plant 1280)		\$68,503.92	\$68,503.92			
4150-4500-1285	Plant Purchase - Hilux (Plant 1285)		\$68,503.92	\$68,503.92			
4150-4500-1300	Plant Purchase - Hilux (Plant 1300)		\$68,503.92	\$68,503.92			
4150-4500-1305	Plant Purchase - Hilux (Plant 1305)		\$68,503.92	\$68,503.92			
4150-4500-1315	Plant Purchase - Hilux (Plant 1315)		\$68,503.92	\$68,503.92			
4150-4500-1325	Plant Purchases - Prado		\$65,136.89	\$65,136.89			
4150-4500-1345	Plant Purchases - BT-50 (Plant 1345)		\$75,909.09	\$75,909.09			
4150-4500-1350	Plant Purchases - BT-50 (Plant 1350)		\$75,909.09	\$75,909.09			
4150-4500-1355	Plant Purchases - BT-50 (Plant 1355)		\$75,909.09	\$75,909.09			
4150-4500-1360	Plant Purchases - BT-50 (Plant 1360)		\$75,909.09	\$75,909.09			
4150-4500-1365	Plant Purchases - BT-50 (Plant 1365)		\$75,909.09	\$75,909.09			
4150-4500-2620	Plant Purchases - Prime Mover (Plant 2620)		\$222,075.00	\$222,075.00			
4150-4500-5060	Plant Purchases - Skid Steer Loader (Plant 5060)		\$147,691.20	\$147,691.20			
4150-4500-6080	Plant Purchases - 2022 CAT Grader (Plant 6080)		\$504,721.60	\$504,721.60			
4150-4500-6080	Plant Purchases - 2022 CAT Grader Trimble		\$76,547.00	\$76,547.00			
4150-4500-8848	Plant Purchases - Satellite Kit # 4		\$1,045.00	\$1,045.00			
4150-4500-8858	Plant Purchases - Satellite Kit # 5		\$8,579.10	\$8,579.10			
4150-4500-8859	Plant Purchases - Satellite Kit # 6		\$8,579.10	\$8,579.10			
4150-4500-8870	Plant Purchases - Generator (Plant 8870)		\$26,298.00	\$26,298.00			
4150-4500-1295	Plant Purchase - Hilux (Plant 1295)		\$68,503.92	\$68,503.92			
4150-4500-1275	Plant Purchase - Hilux (Plant 1275)		\$68,503.92	\$68,503.92			
4150-4500-1290	Plant Purchase - Hilux (Plant 1290)		\$68,503.92	\$68,503.92			
4150-4500-1310	Plant Purchase - Hilux (Plant 1310)		\$68,503.92	\$68,503.92			
4150-4500-1265	Plant Purchase - Hilux (Plant 1265)		\$68,503.92	\$68,503.92			
4150-4500-1270	Plant Purchase - Hilux (Plant 1270)		\$68,503.92	\$68,503.92			
4150-4500-0099	Plant Purchase - Ford Ranger (Plant 1370)		\$43,480.97	\$43,480.97			
4150-4500-0100	Plant Purchase - Ford Ranger (Plant 1375)		\$43,480.97	\$43,480.97			
4150-4500-3160	Plant Purchase - Ferris Mower (Plant 3160)		\$14,860.56	\$14,860.56			
4150-4500-1340	Plant Purchase - Prado (Plant 1340)		\$82,758.09	\$82,758.09			
4150-4500-1335	Plant Purchase - Prado (Plant 1335)		\$82,758.09	\$82,758.09			
4150-4500-1300	Plant Purchase - Hilux (Plant 1300)		\$75,201.14	\$75,201.14			
4150-4500-1320	Plant Purchase - Hilux (Plant 1320)		\$75,201.14	\$75,201.14			
4150-4500-5105	Plant Purchase - Backhoe Loader (Plant 5105)		\$287,835.80	\$287,835.80			
4150-4500-2640	Plant Purchase - Fuso Truck (Plant 2640)		\$261,266.38	\$261,266.38			
4150-4502-0000	Plant Sales - 2011 Zero Turn Mower (Plant 3111)		-\$2,727.27	-\$2,727.27			
4150-4502-0000	Plant Sales - Plant 5027 - Loader Skid Steer Bobcat S205H		-\$25,000.00	-\$25,000.00			
4150-4502-0000	Plant Sales - Plant 6014 - Grader Caterpillar 140H		-\$115,000.00	-\$115,000.00			
4150-4502-0000	Plant Sales - Plant 1036,1046,1066,1093,1221 (Mareeba Mazda)		-\$142,727.27	-\$142,727.27			
4150-4502-0000	Plant Sales - Plant 1098, 1086, 1216, 1258, 1237 (Pacific Toyota)		-\$166,363.63	-\$166,363.63			

		PREVIOUS YEARS (Opening balance)	YEAR TO DATE (ACTUALS)	TOTAL EXPENDITURE (ACTUALS)	BUDGET	% budget expended	Actual Percent Complete
4150-4502-0000	Plant Sales - Plant 1247, 1025, 1117, 1015, 1077 (Pacific Toyota)			-\$104,545.46			
4150-4502-0000	Plant Sales - Plant 1247, 1025, 1117, 1015, 1077 (Pacific Toyota)			-\$30,000.00			
4150-4502-0000	Plant Sales - Isuzu Dmax to Ian Croaker - Tender - Plant 1135			-\$6,250.00			
4150-4502-0000	Plant Sales - Toyota Landcruiser to Zahner - Tender - Plant 1126			-\$31,500.00			
4150-4502-0000	Plant Sales - Plant 1209, Plant 1261			-\$58,181.82			
4150-4502-0000	Plant Sales - Plant 1163			-\$4,545.45			
		\$55,210.00	\$2,473,763.70	\$2,528,973.70			
				\$863,700.93	post capitalisation		
0400-4550-0000	Work in Progress - Furniture & Other Equipment			\$699,504.46			
2060-4500-0001	ActiveKit - Kevless Entry		\$ 44,951.33	\$ 44,951.33			
			\$44,951.33	\$44,951.33			
0400-4650-0000	Work in Progress - Roads Infrastructure				\$7,105,000.00	57%	
4012-4500-0001	Work In progress -Roads & Streets - First Street Forsayth 22/23 Survey & Design		\$2,400.00	\$2,400.00			
4020-4500-0001	Capital Ip - Sealed Services - Forsayth - Einasleigh Rd Reseal		\$413,935.54	\$413,935.54	\$ 770,000.00		
4020-4521-0100	Road Improvements - TIDS 19/20 Infra. At Cost - Annual Contribution FNQROC						
4020-4524-0000	Sealed Surfaces Northhead						
4020-4525-0001	Road Improvements - Dst Seals - Oak Park Rd (Oak Park Station) Ch 23.84 to Ch 24.64						
4020-4526-0001	Road Improvements - Dust Seals - Oak Park Rd (Bagstowe Station) Ch 55.4 to Ch 55.7						
4020-4527-0001	Local Road & Community Infr. Program - Greenhills Road - 5 x Concrete causeways						
4020-4527-0002	Local Road & Community Infr. Program - Peryvale Road - 3 x Concrete causeways						
4020-4528-0002	Road Improvements - R2R 21/22 Infr. @ cost - North Head Road project	\$268,124.24		\$268,124.24			
4020-4529-0001	Road Improvements - R2R 21/22 Infr. @ cost - North Head Road project	\$3,134,715.11	\$3,344,268.09	\$6,478,983.20			
4020-4530-0000	Forsayth Einasleigh 22/23 - Survey & design		\$6,500.00	\$6,500.00			
4020-4540-0000	Cap imp - Dump access rd - Upgrade & seal		\$66,101.10	\$66,101.10			
4020-4550-0000	Cap imp - Gtown Cemetery Road - Upgrade & seal		\$124,310.98	\$124,310.98			
4040-4512-0000							
4040-1009-0000	Drainage Construction Works - LRCIP - LRIG Paddys Road	\$91,773.71		\$91,773.71			
4040-1051-0000	Drainage Construction Works - LRCIP - LRIG Vanlee Road						
4040-1057-0000	Drainage Construction Works - LRCIP - LRIG North Heads Road	\$536.70		\$536.70			
4040-1059-0000	Drainage Construction Works - LRCIP - LRI Grant Agate Creek	\$4,172.19		\$4,172.19			
4040-2028-0000	Drainage Construction Works - LRCIP - LRIG O'Briens Creek Road						
4040-3009-0000	Drainage Construction Works - LRCIP - LRIG Gilberton Road	\$331,177.41		\$331,177.41			
4061-4504-0001	Town Streets Imp. Capital Imp. Street Reseals Georqetown - Cumberland St (High to Low St)		\$6,465.90	\$6,465.90	\$ 190,000.00		
4061-4504-0002	Town Streets Imp. Capital Imp. Street Reseals Georqetown - Haldane Lane		\$7,611.59	\$7,611.59			
4061-4504-0003	Town Streets Imp. Capital Imp. Street Reseals Georqetown - Crampton-GDR		\$46,551.92	\$46,551.92			
4061-4504-0004	Town Streets Imp. Capital Imp. Street Reseals Georqetown - High Street (Norman-Cumber St)		\$12,107.69	\$12,107.69			
4061-4504-0005	Town Streets Imp. Capital Imp. Street Reseals Georqetown - Low Street (South-St George)		\$6,544.22	\$6,544.22			
4061-4504-0006	Town Streets Imp. Capital Imp. Street Reseals Georqetown - South Street (High-Haldane St)		\$8,129.49	\$8,129.49			
4061-4504-0007	Town Streets Imp. Capital Imp. Street Reseals Georqetown - Collins Street to Munic		\$9,043.61	\$9,043.61			
4062-4501-0001	Capital Imp - Street Reseals Forsayth - Second St		\$14,491.09	\$14,491.09	\$ 500,000.00		
4120-2337	Contractor services - not capital						
		\$3,830,499.36	\$4,068,461.22	\$7,898,960.58			
				\$547,146.51	post capitalisation		
0400-4750-0000	Work in Progress - Water Infrastructure		-\$82,482.00	-\$82,482.00	\$285,500.00	-13%	
3411-4500-0004	W4Q Capital Works (21/24) - Forsayth/Georqetown - Water Telemetry						
4320-4500-0002	Capital Imp. Georqetown Water Plant & Equipment at cost - Replacement of Meters	\$6,101.54	\$2,513.30	\$8,614.84			
4320-4500-0004	Capital Imp. Georqetown Water Plant & Equipment at cost - New Water Connections	\$51.70	\$4,222.25	\$4,273.95			
4320-4501-0001	Capital Imp. Georqetown Water Infra - Install telemetry	\$16,521.20		\$16,521.20	\$ 40,000.00		
4320-4501-0002	Capital Imp. Georqetown Water Infra - Valve replacement		\$5,877.67	\$5,877.67			
4320-4501-0003	Capital Imp. Georqetown Water Infra - Raw Water reservoir & Main to Treatment Plant	\$277,440.25	\$17.12	\$277,457.37			
4320-4501-0004	Capital Imp. Georqetown Water Infra - Replace water main to racecourse	\$32,544.90		\$32,544.90			

		PREVIOUS YEARS (Opening balance)	YEAR TO DATE (ACTUALS)	TOTAL EXPENDITURE (ACTUALS)	BUDGET	% budget expended	Actual Percent Complete
4320-4506-0002	Infrastructure at cost Georgetown Water - Install Valves & Hydrants						
4320-4507-0001	Water Supply Gtown - Infrastructure at cost - Replace water main (St George St & South St)		\$12,130.02	\$12,130.02			
4340-4500-0002	Capital Imp. Forsyth Water PPE - Replacement of meters	\$3,597.99	\$1,231.65	\$4,829.64			
4340-4500-0004	Capital Imp. Forsyth Water PPE - New Water Connection		\$2,311.05	\$2,311.05			
4340-4502-0001	Forsyth WTP - Install telemetry						
4340-4502-0002	Forsyth WTP - Install undercover area		\$7,322.50	\$7,322.50			
4340-4502-0003	Forsyth WTP - Line & aircon chlorine storage		\$9,515.90	\$9,515.90			
4340-4503-0001	Capital Imp. Forsyth Water Infrastructure - Supply & Install store Room & Slab						
4340-4503-0002	Capital Imp. Forsyth Water Infrastructure - Install Internal Work Room						
4340-4504-0001	Capital Imp - Forsyth Water Capital Imp. Res. To WTP - Connection of New Reservoir to WTP	\$84,963.75	\$659.70	\$85,623.45			
4340-4504-0002	Capital Imp - Forsyth Water Capital Imp. Res. To WTP - Security Fencing	\$17,194.60		\$17,194.60	\$	12,500.00	
4340-4504-0003	Capital Imp - Forsyth Water Capital Imp. Res. To WTP - Install telemetry	\$7,080.00		\$7,080.00	\$	40,000.00	
4500-4500-0000	Charleston Dam Project - Charleston Dam Support Design Etc	\$1,545,704.81	\$56,098.89	\$1,601,803.70			
4500-4501-0001	Construction of Fish Ladder & Spillways - Construction of Fish Ladder				\$	40,000.00	
4500-4502-0001	Construction of Dam Wall & Pipes - Constr of Dam Wall & Pipes						
4500-4502-0002	Construction of Dam Wall & Pipes - Remedial works on top of dam wall (Replace gravel)						
4500-4502-0003	Construction of Dam Wall & Pipes - Install power to reservoir & pumps						
4500-4503-0001	Const Reticulation Dam Forsyth WTP- Const of Reticulation (Dam to Forsyth WTP)	\$1,146,033.82	\$3,174.62	\$1,149,208.44			
4500-4503-0002	Const Reticulation Dam Forsyth WTP- Mobilisation						
4500-4503-0003	Const Reticulation Dam Forsyth WTP- Design / Survey						
4500-4503-0004	Const Reticulation Dam Forsyth WTP- De-Mobilisation						
4500-4504-0001	Conts Reticulation Dam/Gtown - Const of Reticulation (Dam to Georgetown WTP)	\$3,165,269.06	\$13,089.06	\$3,178,358.12			
4500-4504-0002	Conts Reticulation Dam/Gtown - Mobilisation						
4500-4504-0003	Conts Reticulation Dam/Gtown - Design / Survey						
4500-4504-0004	Conts Reticulation Dam/Gtown - De-Mobilisation						
4500-4505-0001	Charleston Dam Infrastructure Cost - Floating Inlet	\$632,049.52	\$16,385.27	\$648,434.79			
4500-4506-0001	Charleston Dam Rec Area - Charleston Dam Rec Survey Des	\$85,373.23	\$43,141.82	\$128,515.05	\$	475,000.00	
4500-4506-0002	Charleston Dam Rec Area - Fencing		\$148,906.67	\$148,906.67			
4500-4507-0001	Charleston Dam Infrastructure Cost - Charls Dam - Pump-housing Fsy water						
4500-4508-0001	Dam Water Supply & pipelines & Equipment - Dam Water Supply Item 1	\$40,519.03	\$69,406.09	\$109,925.12			
4500-4509-0001	Work in Progress - Water - Shed (Council Funded)		\$67,811.35	\$67,811.35			
		\$7,060,445.40	\$381,332.93	\$7,441,778.33			
				\$6,927,787.06	post capitalisation		
		\$12,981,680.43	\$8,774,812.26	\$21,756,492.69			
	Other additions						
	Renewals						
	Cash Flow Payments						
	8,774,812		Year to date				
			Inventory				
		115,597.26					

Etheridge Shire Council

FUND SUMMARY

FUND	366+ DAYS ARREARS	181-365 DAYS ARREARS	31-180 DAYS ARREARS	1-30 DAYS ARREARS	TOTAL
---	-----	-----	-----	-----	-----
GENERAL	21655.64	74384.57	4448.16	655.22	101143.59
WATER	5276.45	3256.42	581.88	59.70	9174.45
CLEANING	645.10	1154.96	75.40	12.22	1887.68
WATER CONSUMPTION	43.91	234.55	4243.68		4522.14
WASTE MANAGEMENTT	189.97	662.69	44.31	5.83	902.80
Emergency Fire & Rescue Levy	1202.12	8073.76	411.69	63.53	9751.10
CHARGE ON LAND		6965.98			6965.98
	=====	=====	=====	=====	=====
FUND SUMMARY TOTAL	29013.19	94732.93	9805.12	796.50	134347.74
	=====	=====	=====	=====	=====

Etheridge Shire Council

FUND SUMMARY	FUND	ARREARS		LEVIES				INTEREST	RECEIPTS	DISCOUNT	WRITE OFFS	SUBSIDY		UNALLOCATED RECEIPTS	BALANCE
		RATES	INTEREST	RATES	WATER	DR SUPP.	CR SUPP.					GOVERNMENT	COUNCIL		
	GENERAL	28005.99	6042.96	2301529.55		732118.70	738091.33	8872.70	1927259.41	282730.50	65.51	7889.85	19399.71		101143.59
	WATER	9319.46	2273.74	323779.10		7617.57	7433.17	1054.91	276934.65	45538.14	5.22	1793.76	3165.39		9174.45
	CLEANSING	1136.90	144.86	128022.85		2556.95	2728.47	173.54	109499.27	17918.41	1.27				1887.68
	T.V.			669.27			418.06		924.23	163.10					0.00
	COMMERCIAL GARBAGE			53702.10	70115.84		409.50	180.34	121386.19		2.85				4652.00
	WATER CONSUMPTION	1826.95	215.82	34405.26			1391.02	163.17	32823.67		1.22	623.23	1165.43		902.80
	WASTE MANAGEMENT	1333.35	147.64												0.00
	RURAL FIRE AREA 1			120030.40			4361.41	4509.02	903.16	114075.77		41.24			9751.10
	Emergency Fire & Res	2557.60	524.56				6965.98								6965.98
	CHARGE ON LAND														-45761.31
	Unallocated Rates Receipts														-45761.31
	FUND SUMMARY TOTAL	44180.25	9349.58	2962138.53	70115.84	755839.19	755085.59	11347.82	2582903.19	346350.15	117.31	10306.84	23730.53	-45761.31	88716.29

23 General Ledger 2023.6.13.1

Revenue and Expenditure Summary

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 100% of year elapsed. To Level 3. Excludes committed costs)

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Etheridge Shire Council (Budget for full year)

	REVENUE		EXPENDITURE		SURPLUS/(DEFICIENCY)				
	30 Jun 2023	Budget	30 Jun 2023	Budget	30 Jun 2023	Budget			
1000-0001 Governance									
1000-0002 Elected Members	0	0%	0	404,774	101%	400,500	(404,774)	101%	(400,500)
1010-0002 Governance	0	0%	0	0	0%	898,750	0	0%	(898,750)
1020-0002 Economic Development	137,620	42%	328,000	362,508	296%	122,500	(224,888)	-109%	205,500
1030-0002 Civic Receptions and Events	0	0%	2,000	0	0%	30,000	0	0%	(28,000)
1040-0002 Regulatory Services	0	0%	50,000	0	0%	40,000	0	0%	10,000
1040-0003 Town Planning	6,225	125%	5,000	0	0%	5,000	6,225	---	0
1041-0003 Building Control	0	0%	5,000	49,052	654%	7,500	(49,052)	>999%	(2,500)
1042-0003 Environmental Health	0	0%	0	0	0%	10,000	0	0%	(10,000)
1043-0003 Local Laws	0	0%	0	0	0%	0	0	0%	0
	6,225	10%	60,000	49,052	78%	62,500	(42,827)	>999%	(2,500)
1040-0002 Regulatory Services	398	2%	21,000	41,816	116%	36,000	(41,418)	276%	(15,000)
1050-0002 Disaster Management	0	0%	0	343,678	113%	304,000	(343,678)	113%	(304,000)
1060-0002 WH&S	0	0%	0	0	0%	0	0	0%	0
	144,243	35%	411,000	1,201,828	65%	1,854,250	(1,057,585)	73%	(1,443,250)
1000-0001 Governance									
2000-0001 Corporate									
2000-0002 General Rates	2,304,440	117%	1,965,500	302,196	---	0	2,002,244	102%	1,965,500
2010-0002 General Administration	7,515,013	142%	5,286,500	3,766,994	214%	1,764,000	3,748,019	106%	3,522,500
2020-0002 Employee Services	910,860	40%	2,300,000	1,747,485	108%	1,622,500	(836,626)	-123%	677,500
2030-0002 ICT	0	0%	0	278,808	79%	355,000	(278,808)	79%	(355,000)
2040-0002 Broadcasting Services	0	0%	0	17,650	157%	11,250	(17,650)	157%	(11,250)
	10,730,312	112%	9,552,000	6,113,134	163%	3,752,750	4,617,178	80%	5,799,250
2000-0001 Corporate									
3000-0001 Community									
3000-0002 Commercial Rental Properties	129,201	78%	166,000	246,055	64%	385,000	(116,854)	53%	(219,000)
3000-0003 Staff housing	2,000	---	0	0	0%	0	2,000	---	0
3001-0003 Other Residential	3,900	49%	8,000	48,440	75%	65,000	(44,540)	78%	(57,000)
3002-0003 Savannah House	51,714	108%	48,000	0	0%	5,000	51,714	120%	43,000
3003-0003 Demountable Office (Mary St)	20,000	20%	100,000	0	0%	0	20,000	20%	100,000
3004-0003 Aged Care	0	0%	0	0	0%	0	0	0%	0
	206,815	64%	322,000	294,495	65%	455,000	(87,680)	66%	(133,000)
3000-0002 Commercial Rental Properties	5,958	99%	6,000	33,378	97%	34,500	(27,419)	96%	(28,500)
3010-0002 Libraries	36,000	150%	24,000	89,275	69%	130,000	(53,275)	50%	(106,000)
3020-0002 Community Development	103,532	34%	302,500	504,122	111%	456,000	(400,591)	261%	(153,500)
3030-0002 Sport & Recreation	3,188	64%	5,000	319,655	122%	262,500	(316,467)	123%	(257,500)
3040-0002 Halls	0	0%	0	32,388	93%	35,000	(32,388)	93%	(35,000)
3050-0002 Medical Centres	0	0%	0	0	0%	0	0	0%	0

23 General Ledger 2023.6.13.1

Revenue and Expenditure Summary

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 100% of year elapsed. To Level 3. Excludes committed costs)

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Etheridge Shire Council (Budget for full year)

Financial Year Ending 2023

	REVENUE			EXPENDITURE			SURPLUS/(DEFICIENCY)		
	30 Jun 2023		Budget	30 Jun 2023		Budget	30 Jun 2023		Budget
3060-0002 Aerodromes	0	0%	240,000	314,333	115%	272,250	(314,333)	975%	(32,250)
3070-0002 Terrestrial Centre	531,167	470%	113,000	433,391	109%	399,000	97,776	-34%	(286,000)
3080-0002 Little Gems Child Care Centre	253,316	113%	225,000	363,224	85%	426,500	(109,908)	55%	(201,500)
3090-0002 Georgetown Student Hostel	88,281	93%	95,000	265,939	115%	231,250	(177,658)	130%	(136,250)
3100-0002 Cemeteries	207	0%	45,000	20,490	59%	35,000	(20,283)	-203%	10,000
3000-0001 Community	1,228,464	89%	1,377,500	2,670,689	98%	2,737,000	(1,442,226)	106%	(1,359,500)
4000-0001 Infrastructure Services									
4000-0002 Parks Gardens Reserves and Grounds	31,692	85%	37,500	531,932	58%	913,000	(500,240)	57%	(875,500)
4010-0002 Rural Lands Protection	32,700	164%	20,000	99,444	32%	313,000	(66,743)	23%	(293,000)
4020-0002 Street Lighting	0	0%	0	11,303	113%	10,000	(11,303)	113%	(10,000)
4030-0002 Roads	5,231,270	82%	6,361,000	2,841,784	88%	3,231,750	2,389,486	76%	3,129,250
4030-0003 Shire Roads	0	0%	950,000	904,211	258%	350,000	(904,211)	-151%	600,000
4031-0003 Town Streets	28,438,936	101%	28,220,000	24,621,690	87%	28,220,000	3,817,246	---	0
4032-0003 Flood Damage									
4030-0002 Roads	33,670,207	95%	35,531,000	28,367,686	89%	31,801,750	5,302,521	142%	3,729,250
4040-0002 Depot and Stores	145,424	47%	310,000	550,547	63%	875,500	(405,123)	72%	(565,500)
4050-0002 Recoverable Works	148,711	372%	40,000	194,682	541%	36,000	(45,971)	<999%	4,000
4050-0003 Private Works	14,890,149	84%	17,800,000	18,704,188	117%	16,000,000	(3,814,039)	-212%	1,800,000
4051-0003 DTMR									
4050-0002 Recoverable Works	15,038,860	84%	17,840,000	18,898,870	118%	16,036,000	(3,860,010)	-214%	1,804,000
4060-0002 Plant Operations	7,404,814	111%	6,680,000	3,934,162	79%	4,995,000	3,470,652	206%	1,685,000
4000-0001 Infrastructure Services	56,323,697	93%	60,418,500	52,393,943	95%	54,944,250	3,929,753	72%	5,474,250
5000-0001 Utilities									
5000-0002 Water Supply	348,428	102%	342,220	591,769	83%	715,000	(243,340)	65%	(372,780)
5000-0003 Georgetown WTP & Reticulation	100,588	80%	126,100	345,614	79%	437,000	(245,026)	79%	(310,900)
5001-0003 Forsayth WTP & Reticulation	0	0%	0	170,999	85%	200,000	(170,999)	85%	(200,000)
5002-0003 Charleston Dam									
5000-0002 Water Supply	449,017	96%	468,320	1,108,382	82%	1,352,000	(659,365)	75%	(883,680)
5010-0002 Waste Management	129,112	114%	113,000	253,860	182%	139,500	(124,747)	471%	(26,500)
5010-0003 Georgetown	13,684	3%	513,850	17,011	97%	17,500	(3,327)	-1%	496,350
5011-0003 Forsayth	9,813	95%	10,300	16,582	95%	17,500	(6,768)	94%	(7,200)
5012-0003 Einasleigh	10,538	108%	9,750	9,860	79%	12,500	678	-25%	(2,750)
5013-0003 Mt Surprise									

23 General Ledger 2023.6.13.1

Revenue and Expenditure Summary

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 100% of year elapsed. To Level 3. Excludes committed costs)

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Etheridge Shire Council (Budget for full year)

Financial Year Ending 2023

	REVENUE			EXPENDITURE			SURPLUS/(DEFICIENCY)	
	30 Jun 2023		Budget	30 Jun 2023		Budget	30 Jun 2023	Budget
5010-0002 Waste Management	163,148	25%	646,900	297,312	159%	187,000	(134,164)	-29% 459,900
5000-0001 Utilities	612,164	55%	1,115,220	1,405,694	91%	1,539,000	(793,529)	187% (423,780)
TOTAL REVENUE AND EXPENDITURE	69,038,880	95%	72,874,220	63,785,288	98%	64,827,250	5,253,592	65% 8,046,970

23 General Ledger 2023.6.13.1

Balance Sheet Summary

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 100% of year elapsed. To Level 3. Excludes committed costs)
 Etheridge Shire Council (Budget for full year)

Financial Year Ending 2023

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		OPENING	YEAR TO DATE		BUDGET	CURRENT BALANCE	
		BALANCE	30 Jun 2023			30 Jun 2023	BUDGET
<u>CURRENT ASSETS</u>							
0300-0001	ASSETS LIABILITIES & EQUITY						
0300-0002	CASH AND RECEIVABLES	22,947,363	(3,520,984)	---%	0	19,426,379	104% 18,629,912
0300-0001	ASSETS LIABILITIES & EQUITY TOTAL	22,947,363	(3,520,984)	---%	0	19,426,379	104% 18,629,912
	TOTAL CURRENT ASSETS	22,947,363	(3,520,984)	---%	0	19,426,379	104% 18,629,912
<u>NON-CURRENT ASSETS</u>							
0300-0001	ASSETS LIABILITIES & EQUITY						
0400-0002	NON-CURRENT ASSETS	256,327,754	3,455,402	20%	16,977,500	259,783,156	101% 257,834,575
0300-0001	ASSETS LIABILITIES & EQUITY TOTAL	256,327,754	3,455,402	20%	16,977,500	259,783,156	101% 257,834,575
	TOTAL NON-CURRENT ASSETS	256,327,754	3,455,402	20%	16,977,500	259,783,156	101% 257,834,575
	TOTAL ASSETS	279,275,117	(65,582)	0%	16,977,500	279,209,535	101% 276,464,487

23 General Ledger 2023.6.13.1

Balance Sheet Summary

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 100% of year elapsed. To Level 3. Excludes committed costs)
 Etheridge Shire Council (Budget for full year)

Financial Year Ending 2023

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	OPENING BALANCE	YEAR TO DATE 30 Jun 2023		BUDGET	CURRENT BALANCE 30 Jun 2023	BUDGET
<u>CURRENT LIABILITIES</u>						
0300-0001	ASSETS LIABILITIES & EQUITY					
0500-0002	7,941,360	(5,382,393)	---	0	2,558,967	81%
0300-0001	7,941,360	(5,382,393)	---	0	2,558,967	81%
	7,941,360	(5,382,393)	---	0	2,558,967	81%
	7,941,360	(5,382,393)	---	0	2,558,967	81%
	<u>NON-CURRENT LIABILITIES</u>					
0300-0001	ASSETS LIABILITIES & EQUITY					
0600-0002	2,270,985	63,219	---	0	2,334,204	269%
0300-0001	2,270,985	63,219	---	0	2,334,204	269%
	2,270,985	63,219	---	0	2,334,204	269%
	10,212,345	(5,319,174)	---	0	4,893,171	122%
	269,062,772	5,253,592	31%	16,977,500	274,316,364	101%

23 General Ledger 2023.6.13.1

Balance Sheet Summary

(Accounts: 0300-0001-0000 to 5014-2400-0000. All report groups. 100% of year elapsed. To Level 3. Excludes committed costs)
 Etheridge Shire Council (Budget for full year)

Financial Year Ending 2023

Printed(LAURIEH): 07-07-2023 1:07:55 PM

		OPENING	YEAR TO DATE		BUDGET	CURRENT BALANCE	
		BALANCE	30 Jun 2023			30 Jun 2023	BUDGET
COMMUNITY EQUITY							
=====							
0300-0001	ASSETS LIABILITIES & EQUITY						
0700-0002	SHIRE CAPITAL & RESERVES	269,062,772	5,253,592	65%	8,046,970	274,316,364	104% 263,526,305
		-----	-----		-----	-----	-----
0300-0001	ASSETS LIABILITIES & EQUITY TOTAL	269,062,772	5,253,592	65%	8,046,970	274,316,364	104% 263,526,305
		-----	-----		-----	-----	-----
	TOTAL COMMUNITY EQUITY	269,062,772	5,253,592	65%	8,046,970	274,316,364	104% 263,526,305

Etheridge Shire Council

Statement of Comprehensive Income

For the Year Ended Jun 30 2023

	<u>Notes</u>	<u>2023 Actual</u>	<u>Amend. 22/23</u>
Income			
Revenue			
Recurrent revenue			
Rates, levies and charges	3	2,536,002	2,492,220
Fees and charges	3	290,873	287,500
Interest Income	7	197,392	155,000
Other income	3	107,331	42,000
Rental Income	8	186,815	222,000
Sales revenue	3	15,113,694	17,980,000
Grants, subsidies, contributions and donations	4	38,518,003	35,032,000
Total recurrent revenue		56,950,110	56,210,720
Expenses			
Recurrent expenses			
Employee benefits		(5,953,178)	(6,100,500)
Materials and services		(43,876,520)	(50,504,750)
Finance Interest Costs		0	(2,000)
Depreciation and amortisation: PP&E	9	(5,203,812)	(5,910,000)
Total recurrent expenses	6 7	(55,033,510)	(62,517,250)
Net Operating Result		1,916,600	(6,306,530)
Capital revenue			
Grants, subsidies, contributions and donations	4	3,413,220	7,563,500
Other capital Income		(76,228)	0
Total capital revenue		3,336,992	7,563,500
Other Expenses			
Total other expenses		0	0
Net Capital result		3,336,992	7,563,500
Other comprehensive income			
Total other comprehensive income for the year		0	0
WIP Cap Exp			
Total WIP (Tsf to Fin Postn)		0	0
Total comprehensive income for the year		5,253,592	1,256,970

The above Statement should be read in conjunction with the accompanying notes and the Summary of Significant Accounting Policies.

Etheridge Shire Council

Statement of Financial Position

For the Year Ended Jun 30 2023

	<u>Notes</u>	<u>2023 Actual</u>	<u>Amend. 22/23</u>
Current Assets			
Cash and cash equivalents	3	18,062,256	13,215,227
Receivables	12	122,043	366,691
Contract Assets		0	4,570,296
Other Current Assets		726,850	0
Inventories	13	515,230	477,698
		<u>19,426,379</u>	<u>18,629,912</u>
Total current assets	2	<u>19,426,379</u>	<u>18,629,912</u>
Non-current Assets			
Property Plant & Equipmt - WIP		9,272,661	47,625,901
Property, plant and equipment	15 7	250,510,495	210,208,674
	2	<u>259,783,156</u>	<u>257,834,575</u>
TOTAL ASSETS		<u>279,209,535</u>	<u>276,464,487</u>
Current Liabilities			
Payables	17	1,699,862	2,135,049
Contract Liabilities		664,558	651,567
Borrowings	21	884	15,000
Provisions	18	193,664	340,349
		<u>2,558,967</u>	<u>3,141,965</u>
Total current liabilities		<u>2,558,967</u>	<u>3,141,965</u>
Non-current Liabilities			
Borrowings	21	29,796	41,377
Provisions	18	2,304,408	826,610
		<u>2,334,204</u>	<u>867,987</u>
Total non-current liabilities		<u>2,334,204</u>	<u>867,987</u>
TOTAL LIABILITIES		<u>4,893,171</u>	<u>4,009,952</u>
NET COMMUNITY ASSETS		<u>274,316,364</u>	<u>272,454,535</u>
Community Equity			
Asset revaluation reserve	25	175,778,324	155,723,118
Shire Capital		39,500,666	39,500,666
Current Surplus		5,253,592	8,046,970
Retained surplus/(deficiency)		44,322,981	50,794,751
Reserves		9,460,800	9,460,800
TOTAL COMMUNITY EQUITY		<u>274,316,364</u>	<u>263,526,305</u>

The above Statement should be read in conjunction with the accompanying notes and the Summary of Significant Accounting Policies.

Etheridge Shire Council

Statement of Cash Flows

For the Year Ended Jun 30 2023

	<u>Notes</u>	<u>2023 Actual</u>	<u>Amend. 22/23</u>
Cash flows from operating activities:			
Receipts from customers		30,963,252	27,695,720
Payments to suppliers and employees		(62,509,379)	(56,615,250)
Interest received		198,279	156,000
Rental income		186,815	222,000
Non-capital grants and contributions		38,438,527	34,937,000
Borrowing costs		0	(2,000)
Net cash - operating activities	23	7,277,494	6,393,470
Cash flows from investing activities:			
Proceeds from sale of property, plant and equipment	5	(76,228)	0
Grants, subsidies, contributions and donations		3,413,220	7,563,500
Payments for property, plant and equipment		(8,659,215)	(22,887,500)
Net cash - from investing activities		(5,322,223)	(15,324,000)
Cash flows from financing activities			
Repayment of borrowings		(10,821)	0
Net cash flow - financing activities		(10,821)	0
Net increase/(decrease) in cash held		1,944,449	(8,930,530)
Add cash and cash equivalents - beginning of year		16,117,806	13,215,227
Cash and cash equivalents - closing	3	18,062,256	13,215,227

The above Statement should be read in conjunction with the accompanying notes and the Summary of Significant Accounting Policies.



Etheridge Shire Council

General Meeting	19 th July 2023
Subject	Fourth Quarter 2022/23 Operational Plan Progress Report
Classification	Open
Author	Andrew McKenzie

EXECUTIVE SUMMARY

In accordance with s174(3) of the Local Government Regulation 2012, tabled for Council's reception is the Chief Executive Officer's fourth quarter (1 July – 30 June 2023) progress report on implementing Council's 2022/23 Operational Plan.

RECOMMENDATION

That Council receive the fourth quarterly progress report on Council's progress toward implementing its 2022 / 23 Operational Plan.

BACKGROUND

Councils are required to annually prepare and adopt an Operational Plan as part of its suite of Financial Planning Documents. Council adopted its Operational Plan at its Budget Meeting held 20th July 2022. Section 174(3) requires Council's Chief Executive Officer, on a quarterly basis, to report upon the organisation's progress toward achieving its Operational Plan.

LINK TO CORPORATE PLAN

Corporate Plan

Aim: Best Practice corporate governance and organisational excellence:

Operational Plan

Strategy: 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.

Action: Review and implement Council's strategic plans.

BUDGET & RESOURCE CONSIDERATIONS

Nil

CONSULTATION

Officers assigned responsibility to achieve Operational Plan outcomes have contributed to this progress report.

LEGAL CONSIDERATIONS

Quarterly review of Operational Plan is a legislative requirement.

POLICY IMPLICATIONS

Nil

RISK ASSESSMENT

CONSEQUENCE					
LIKELIHOOD*	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (Almost certain)	H	H	E	E	E
B (Likely)	M	H	H	E	E
C (Possible)	L	M	H	E	E
D (Unlikely)	L	L	M	H	E
E (Rare)	L	L	M	H	H

OUTCOME

Risk score: L - unlikely (D) / insignificant consequence (1)

Report Prepared By:

Andrew McKenzie, Director of Corporate Services

Date: 16th June 2023

Report Authorised By:

Ken Timms, Chief Executive Officer

Date:

ATTACHMENTS

2022/23 Operational Plan Fourth Quarter Review



Etheridge Shire Council

Operational Plan
2022-2023



Introduction

Welcome from Mayor

Welcome to Council's 2022/23 Operational Plan.

The Operational Plan is an important document within Council's Strategic Planning Framework. Its purpose is to identify the specific actions and outcomes Council wishes to achieve in the immediate 12 months, as part of our journey to achieving our stated Mission and Goals in our Corporate Plan.

Council has developed its 2022/23 Operational Plan in conjunction with its Annual Budget. It has also been heavily influenced by other key strategic planning documents, such as:-

- Council's Long Term Financial Plan;
- Asset Management Plans
- Regional Plans (Queensland State Government NQ Regional Plan), NWWQROC biosecurity Plan, others)

As the Operational Plan "operationalizes" Council's medium to long-term corporate strategy, it guides Council's Management and Staff in their day to day functions. To ensure Council's workforce deliver Council's desired strategy, the Chief Executive Officer is charged with the responsibility of providing a quarterly update on the Operational Plan's implementation. Each quarterly report is displayed on Council's website, as a "score-card" on our performance.

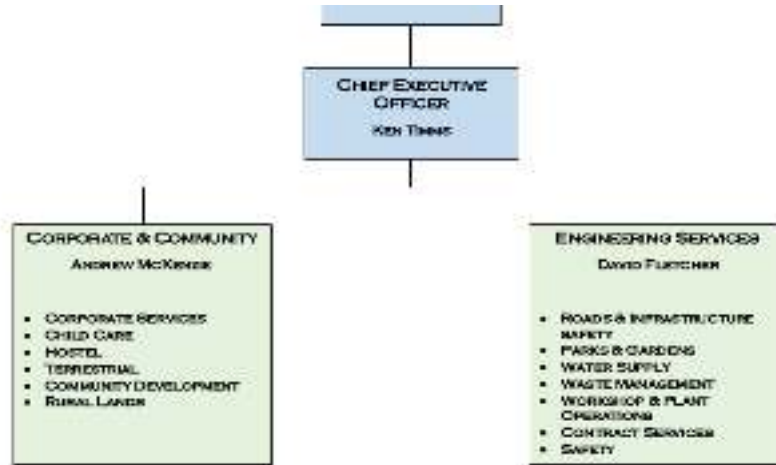
I would therefore encourage Shire ratepayers, residents and other stakeholders to take an interest in our journey toward reaching our longer-term strategic goals.

Cr Barry Hughes
Mayor



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





Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DES	Develop and implement a shire roads intervention level policy	Nov-22	Policy adopted by Council and Implemented	Not commenced	Being developed	Being developed	Being developed
DES	Identify the current status of shire rural roads and town streets	Sep-22	Updated road register			80% complete, just need to confirm some Road name changes	Road register updated
DES	Implement maintenance programs on Towns Streets	Dec-22	Program implemented	Not commenced	Program being developed	Program being developed	Program being developed
DES	Implement maintenance programs on Rural Roads	Jan-23	Program implemented	Not commenced	Program being developed	Program being developed	Program being developed
DES	Implement maintenance programs on bridges, floodways, drainage etc	Feb-23	Program implemented	Not commenced	Program being developed	Program being developed	Program being developed and Copperfield Bridge being assessed.
DCS	Funded road depreciation for asset replacement	May-23	AMP updated	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP
DES	Implement capital programs on Towns Streets	Mar-23	Program implemented	Program being developed	Program being developed	Program being developed	Program being developed
DES	Implement capital programs on Rural Roads	Mar-23	Program implemented	Program being developed	Program being developed	Program being developed	Program being developed
DES	Implement capital programs on bridges, floodways, drainage etc	Mar-23	Program implemented	Program being developed	Program being developed	Program being developed	Program being developed
DES	Implement reinstatement program for NDRRA	Apr-23	Works are programmed and under budget	Works underway for 2021 event. Submission for 2022 event being finalised for submission	Works underway for 2023 event and closing out 2021 and 2022 events	Expect approvals in time for a June start on works	2021 works completed and acquitted upon activation of 2023 event. 2023 submission lodged with QRA April 2023.
DES	Attend regional meetings and meet with government representatives	Monthly	Attendance to regional FNQROC meetings	Attendance both on location and online ongoing	Attendance both on location and online ongoing	Attendance both on location and online ongoing	Council have attended Regional Meetings an advocated on behalf of ESC.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DES	Implement TMR programs for RMPC & NDRRA	Feb-23	Contract TMR works on track and under budget	Projects at or under time	Projects at or under time	Projects completed in the allocated time frames.	Projects completed in the allocated time frames.
DES	Attend regional meetings and meet with government representatives to lobby for increased commitment to Main Roads Network	Monthly	Attendance to FNQROC regional meetings	Attendance both on location and online ongoing	Attendance both on location and online ongoing	Attended TMR and FNQROC meetings	Attended TMR and FNQROC meetings
DES	Create an audit of TMR infrastructure in the Shire (list of km of Gravel, single lane bitumen and narrow/ problem bridges)	Nov-22	Audit presented to Council	Not commenced	Not commenced	Not commenced	Not commenced
DES	Implement TMR upgrade programs	Jun-23	TMR contracts awarded to Council and completed on time and within budget	Underway. Projects awarded GDR East Site A and KDR, DFRA on various roads. Ongoing meetings and inspections with TMR	Underway. Projects awarded GDR East Site A and KDR, DFRA on various roads. Ongoing meetings and inspections with TMR	GDR work is scheduled to commence around the end of April and work on the KDR is planned to commence in May.	GDR work nearing completion. KDR project to commence mid July 2023

Strategic Outcome: There are Multiple Public Transport Options

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DES	Implement maintenance programs for airports	Mar-23	Annual maintenance program implemented	Inspections and maintenance underway as required	Inspections and maintenance underway as required	For Georgetown. The reseal and line marking were complete along with some lights and electrical maintenance. The CASA inspection occurred 30/3/23. In the exit interview the inspector was extremely complimentary.	Completed.
DCS	Funded airport depreciation for asset replacement	May-23	AMP updated	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP
DES	Implement capital program for airports	Feb-23	Program implemented	Not commenced	Not commenced	Reseal and line marking were completed at Georgetown	Completed.
DES	Attend regional meetings and meet with government representatives	Quarterly	Attendance at FNQRRG regional meetings	Attendance both on location and online ongoing	Attendance both on location and online ongoing	Council have attended Regional Meetings and advocated on behalf of ESC. Met with CASA representative	Council have attended Regional Meetings and advocated on behalf of ESC.

CEO	Attend regional meetings and meet with government representatives	Annually	Attendance at FNQROC & NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.
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Corporate Aim No. 2: A Sustainable Environment of Natural Assets, Water, Waste Water and Waste M

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DES	Implement maintenance programs for the water networks	Oct-22	Maintenance program developed and implemented	Not commenced	Not commenced	Not commenced	Program to be documented
DES	Implement maintenance programs for the water treatment plants	Dec-22	Maintenance program developed and implemented	Not commenced	General maintenance underway	General maintenance underway	General maintenance underway
DES	Develop and implement a water and waste water intervention level policy	Mar-23	Policy developed and presented to Council	Not commenced	Not commenced	Not commenced	Not commenced
DCS	Funded water depreciation for asset replacement	Dec-22	AMP updated	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP
DES	Implement Capital programs for the water networks	Mar-23	Program developed and implemented	Underway	Underway	Underway	Underway
DES	Improvement of the Water Treatment Plants at Georgetown and Forsayth	Dec-22	Upgrade Forsayth WTP operations	Not commenced	Underway	Underway	Underway
DES	Implement maintenance programs for the water reservoirs	Mar-23	Program developed and implemented	Not commenced	Not commenced	Charleston dam Maintenance Manual is developed and implemented	Completed and implemented. A review is now required.
DES	Charleston Dam is completed and operational	Oct-22	Charleston Dam online and operational	Water being supplied to Georgetown and Forsayth from Charleston dam	Water being supplied to Georgetown and Forsayth from Charleston dam	Water being supplied to Georgetown and Forsayth from Charleston dam. There are some outstanding issues that must be addressed	Some maintenance issues are required and there are restoration works required on the fish ladder.
CEO	Attend regional meetings and meet with government representatives	Monthly	Advocated at FNQROC / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DES	Implement waste collection programs at each town	Nov-22	Strategy presented to Council for adoption	Not commenced	Not commenced	Not commenced	Being undertaken and program to be documented.
DCS	Funded depreciation for asset replacement	Mar-23	AMP updated	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP
DES	Implement waste disposal programs at each facility	Jan- 23	Strategy presented to Council for adoption	Not commenced	Not commenced. Regional waste plan being developed	The Regional Resource Recovery Plan identifies projects and potential funding for four Transfer Stations to be in place at the current four landfills by 2027. The landfill remains at Georgetown.	Council in both the FNQROC and NWQROC strategies.
DCS	Effective education program and encourage recycling, reuse and reduction of community waste	Jan-23	Successful media campaign held	Not commenced	Not commenced	This will be done Regionally as the first Action in the Regional Resource Recovery Plan which is targeted to commence in 2024.	This will be done Regionally as the first Action in the Regional Resource Recovery Plan which is targeted to commence in 2024.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DCS	Implement works program for biosecurity	Dec-22	Plan adopted by Council	Awaiting release of Regional Biosecurity Plan. Work commenced on local Plan.	Commenced	Commenced	Commenced
CEO	Attend regional meetings and meet with government representatives	Monthly	Advocated at FNQROC / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.

DCS	Implement program as required	Jan-23	Program developed and adopted by Council	To be workshopped with Council	To be workshopped with Council	Council resolved to trial fogging and develop a Mosquito Management Plan at its Feb '23 meeting. Fogging trial has commenced. Preparation of a Mosquito Management Plan is yet to commence.	Fogging trial completed Mosquito Management Plan referred to EHO to commence with budget allocation in 23/24 to resource it.
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Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Identify the current status of Council's renewable energy portfolioc	Jan-23	Council Status recognised	Report presented to Council on Council's Carbon Footprint.	Report presented, Shire wide report now being undertaken	Council and Community reports completed. Now to market same.	Council and Community reports completed.
DES	Attend regional meetings and meet with government and industry representatives	Half Yearly	Attendance at FNQWaste regional meetings	Ongoing with FNQROC WMMR meetings and regional waste reuse project	Ongoing with FNQROC WMMR meetings and regional waste reuse project	Have attended three FNQROC waste meetings in March	Attending FNQWaste regional meetings.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Attend regional meetings and meet with government and industry representatives	Bi-Monthly	Advocated at regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DCS	Implement the planning scheme	Monthly	Planning applications processed	Planning Scheme implemented	Planning Scheme implemented	Planning Scheme implemented	Planning Scheme implemented. Land Use studies for Georgetown and Mt Surprise completed
DCS	Review and update planning scheme	May-23	Plan review and presented to Council	Not commenced	Not commenced	Not commenced	Not commenced
DCS	Implement maintenance program for Council housing	Mar-23	Maintenance program implemented	Planned for review Q1 2023	Planned for review Q1 2023	In Progress (attached to asset valuations)	In Progress (attached to asset valuations)
DCS	Funded depreciation for asset replacement	Apr-23	AMP updated	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP
CEO	Promote residential, rural residential and industrial subdivisions throughout shire as land become available and demand increases.	Monthly	Successful media campaign held	Currently awaiting offer from DOR on Industrial Land in G'town.	Currently awaiting offer from DOR on Industrial Land in G'town.	Council have accepted offer and paid deposit.	Industrial land in Georgetown acquired

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Review and update shire marketing image	Feb-23	Strategy developed and adopted by Council	Currently developing a concept.	Currently developing a concept, this is now pending the development of an Economic Development Plan	Currently developing a concept, this is now pending the development of an Economic Development Plan	Currently developing a concept, this is now pending the development of an Economic Development Plan
CEO	Develop and implement a Tourism Plan by consulting with all relevant stakeholders	Feb-23	Plan developed and adopted by Council	Tourism Directions Paper and subsequent Master Plan presented to Council.	Paper and Plan adopted by Council and funding has been sourced for part of same.	Paper and Plan adopted by Council and funding has been sourced for part of same.	Completed
CEO	Area Promotion	Monthly	Successful Media Campaign Held	Not yet commenced.	Not yet commenced.	Not yet commenced.	Not yet commenced
CEO	Review the TerrEstrial VIC Business Plan, with a view to identify latent opportunities and extending the tourist experience to include interactive activities.	Apr-23	Business case developed and adopted by Council	Further work to be carried out.	Further work to be carried out.	Further work to be carried out.	Further work to be carried out
DCS	Develop and implement a community skills development program	Dec-22	Program implemented	Not commenced	Not commenced	In progress	In progress
DCS	Review procurement policy and monitor the outcomes	Half Yearly	Outcome report presented to Council for consideration	Planned for Q4 2022	Planned for Q1 2023	In progress	In progress
CEO	Attend regional meetings and meet with government and industry representatives	Monthly	Attendance at FNROQ / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DES	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for parks, garden and recreational facilities	Apr-23	Program developed and implemented	Not commenced	Being developed	Being developed	Being developed and part of Sport & Rec plan .
DCS	Maintain the public conveniences	Monthly	Facilities meet expectations	Public conveniences maintained	Public conveniences maintained	Public conveniences maintained	Public conveniences maintained
DCS	Maintain the Shire's Cemeteries.	Monthly	Facilities meet expectations	Town Cemeteries maintained. Developing service levels for other cemeteries	Town Cemeteries maintained. Developing service levels for other cemeteries	Town Cemeteries maintained. Developing service levels for other cemeteries	Town Cemeteries maintained. Developing service levels for other cemeteries
DCS	Maintain Swimming Pool as a safe and attractive venue.	Monthly	Facilities meet expectations	Swimming Pool maintained.	Swimming Pool maintained.	Swimming Pool maintained.	Swimming Pool maintained.
CEO	Construct recreation facilities at Charleston Dam to encourage activity based tourism.	Apr-23	Project complete	Further developments to be undertaken.	Further developments to be undertaken.	Further developments to be undertaken.	Further developments to be undertaken in 2023/24.
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 at FNROC / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.
DES	Review and implement Georgetown beautification plan	Mar-23	Project approved and underway	Not commenced	Not commenced	Suggest that a Councillor briefing is necessary to progress this program.	Suggest that a Councillor briefing is necessary to progress this program.
DES	Review beautification plans for Einasleigh, Forsyth and Mt Surprise	May-23	Plan presented to Council for consideration	Not commenced	Not commenced	Not commenced	Not commenced

CEO	Review Council's sport and recreation long term plan	Apr-23	Status of current plan considered and reviewed	Not yet commenced	Not yet commenced	Not yet commenced	Seeking funding to undertake the developemnt of same.
CEO	Attend regional meetings and meet with government and industry representatives	Monthly	Attendance at FNQROC / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Social facilities	May-23	Program developed and implemented	Planned to commence in Q4 2022	Held over to Q1 2023	Not commenced	Not commenced
CEO	Advocate to State and Federal Governments, supporting residents to address social inequity, disadvantage, livelihoods and general well-being.	Monthly	Attendance at FNQROC / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.
CEO	Partner with state government agencies to improve social conditions and liveability.	Monthly	Attendance at FNQROC / NWQROC regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.
DCS	Review and implement strategies for an efficient use of the 'Georgetown Hostel'	Mar-23	Current strategy review and updated	Review planned for Q1 2023	Review planned for Q1 2023	Held over to Q4, after new Managers commence	Not commenced
DCS	Review and implement strategies for an efficient operation of the childcare business, including after school care	Mar-23	Current strategy review and updated	Review planned for Q1 2023	Review planned for Q1 2023	Not commenced	Commenced
DCS	Review and implement strategies for youth programs for leadership, recreation, entertainment and healthy socialization	Feb-23	Current strategy review and updated	Review planned for Q1 2023	Review planned for Q1 2023	In progress. CDEO to workshop potential youth programs with Council in Q4	In progress. CDEO to workshop potential youth programs with Council in Q4
DCS	Review and implement strategies for an efficient operation of programs for seniors	Jan-23	Current strategy review and updated	Planning for Seniors Day event (Oct 2022). Work continues on Independent Living Facility. Liaison with Etheridge Cares via ACAC	Seniors day delivered in Q2 2023. Work continues on Independent Living Facility. Aged Care Advisory Committee continues to meet frequently.	ILF progresses. CDEO to workshop potential Seniors programs with Council in Q4	ILF progresses. CDEO to workshop potential Seniors programs with Council in Q4
DCS	Develop plans to build aged care facilities.	Nov-22	Plan presented to Council for consideration	Plans presented to ACAC & Council for consultation. Awaiting further direction.	Master Plan completed. MCU application nearing lodgment.	Tenders for supply & construct ILF dwellings called.	Proecument delayed pending confirmation of funding.
DCS	Develop plans to build special care facilities.	Jun-23	Overall strategy developed for Consideration	Not commenced	Building design & procurement underway.	Tenders for supply & construct ILF dwellings called.	Proecument delayed pending confirmation of funding.
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	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.
CEO	Attend Schools and meet with representatives of the school and P&Cs	Half yearly	Attendance to meetings	Not yet commenced, however a Councillor is in regular contact with Shire Schools.	Not yet commenced, however a Councillor is in regular contact with Shire Schools.	Not yet commenced, however a Councillor is in regular contact with Shire Schools.	Not yet commenced, however a Councillor is in regular contact with Shire Schools.
CEO	Meet with government representatives	Quarterly	Attendance to DDMG meetings	Mayor and CEO participate in quarterly meetings.	Mayor, Deputy Mayor and CEO participate in quarterly TEAMS meetings.	Mayor, Deputy Mayor and CEO participate in quarterly TEAMS meetings.	Mayor, Deputy Mayor and CEO participate in quarterly TEAMS meetings.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Social Infrastructure	Jun-23	Program developed and implemented	Not commenced. Planned for Q1 2023	Not commenced. Planned for Q1 2023	Not commenced	Not commenced
DCS	Review and implement strategies for library service	Jan-23	Strategy is reviewed and implemented	Not commenced. Planned for Q4 2022	Held over to Q1 2023	In progress	In progress
DCS	Review and implement strategies for engaging with arts and cultural groups	Nov-22	Strategy is reviewed and implemented	Completed. RADF Committee in full operation	Completed	Completed	RADF Committee allocated grants through the year. CDEO to workshop potential cultural development programs with Council in Q4
DCS	Support volunteers, community groups and events	Sep-22	Community assistance policy is reviewed and implemented	Community Assistance Policies have been implemented. Council to consider applications in Q4 2022	1st round applications have been approved. 2nd round to be called late Q1 2023.	Applications invited for Community Assistance grants for 23/24.	Ongoing promotion of assistance available under Council's Community Assistance policies. Approx \$85,000 provided to community organisations during 2022/23.
DCS	Support important social milestones on appropriate anniversary dates.	Dec-22	Community calendar of events is developed and supported	Calendar of Events well under development, with view to host interactive website for Groups to update	In discussion with LGAQ (web administrators)	Progressing as part of review of Council's website	Community Events are promoted on our Website and Social Media Platforms.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
DCS	Develop and maintain a current advocacy plan for the provision of telecommunication services, telemetry and media.	Jan-23	Plan is developed and Implemented	Partly implemented. Frequent meetings held with Telstra to advocate on Council's & communities telecommunication needs.	Meetings continue with Telstra.	Meetings continue with Telstra.	Meetings continue with Telstra.
DCS	Maintain radio re-transmission services for Mt Surprise, Forsyth and Einasleigh.	Monthly	Services are operational	Services maintained.	Services maintained.	Services maintained.	Services maintained.
DCS	Assist a commercial entity to introduce local radio services.	Jun-23	Options are considered and implemented	Negotiations continue. Update to be given to Oct 2022 Meeting	Tabled at Oct 2022 meeting with commercial operator given 12 months to provide service.	Tabled at Oct 2022 meeting with commercial operator given 12 months to provide service.	Tabled at Oct 2022 meeting with commercial operator given 12 months to provide service.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Review and implement Council's strategic plans	Monthly	Delegations from the monthly Council meetings	Review is progressing on a needs basis.	Review is progressing on a needs basis.	Review is progressing on a needs basis.	Review is progressing on a needs basis.
CEO	Attend local and regional meetings with community, government and industry representatives	Monthly	Opportunities to attend regional meeting is given	Every opportunity is taken to meet stakeholders in any location.	Every opportunity is taken to meet stakeholders in any location.	Every opportunity is taken to meet stakeholders in any location.	Every opportunity is taken to meet stakeholders in any location.
CEO	Adopt appropriate governance structures and make appropriate delegations.	Apr-23	Organisational structure is reviewed	Planned to be undertaken over the Christmas break.	Not yet commenced.	Not yet commenced.	Not yet commenced.
CEO	Ensure the administration of the region is governed through open and transparent decision-making and reporting processes.	Mar-23	Meetings and legislative requirements are met	An Internal Audit Committee and Internal Audit Plan are active to ensure compliance.	Meeting planned for February 23	An Internal Audit Committee Meeting was held in March 23	An internal Audit Committee Meeting is scheduled for July 23.
DCS	Develop and implement a comprehensive, sustainable and funded, 10-year Capital Works Program for Corporate Assets	May-23	AMP is updated	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP	Depreciation is charged in line with AMP
DCS	Maintain compliance with legislation, local laws, policies	Monthly	Local Laws, policies and procedures are reviewed on a regular basis for compliance	Compliance continuously reviewed	Compliance continuously reviewed	Compliance continuously reviewed	Compliance continuously reviewed
CEO	Actively participate in the regional organisations and statutory supported planning instruments	Monthly	Attendance to regional meetings	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.	Council have attended Regional Meetings an advocated on behalf of ESC.
CEO	Build the Council's data analytic capability.	Apr-23	Statistical data is collected	Not yet commenced.	Not yet commenced.	Not yet commenced.	Not yet commenced.

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Branding of Shire	Monthly	Media channel are used to promote Council operations	Currently with the Mayor, Council is building a presence on social media. Other branding options are being developed.	Currently with the Mayor, Council is building a presence on social media. Other branding options are being developed.	Council is building a presence on social media and a new E Newsletter has been developed. Other branding options are being developed.	Council is building a presence on social media and a new E Newsletter has been developed. Other branding options are being developed.
CEO	Review of Council communication mechanisms	Oct-22	Current communication processes are reviewed and report to Council for consideration	Working on a balanced approach to meet all residence's needs.	Working on a balanced approach to meet all residence's needs. Currently developing a community meeting schedule.	Commenced a "Drop in Sessions" for each community.	The new "Drop in Sessions" have had a 75% success rate and further improvements are being considered.
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	Issue is raised every Council Meeting to strategy is meet.	Issue is raised every Council Meeting to strategy is meet.	Issue is raised at every Council Meeting to ensure strategy is meet.	Issue is raised at every Council Meeting.

Officer	Actions	Comp Date	KPI	2nd Quarter	3rd Quarter	4th Quarter
DCS	Review and implement strategies for an efficient operation of Council administration and finances sections	Nov-22	Number of issues raised	Work continues on GL re-write and internal / external financial reporting	GL Re-write continues with PCS. Reviewing 2021/22 audit recommendations for implementation.	GL re-write completed. Audit Committee meeting held. Working through Audit Register.
DCS	Review and implement strategies for an efficient operation of Council's internet and internal technology capabilities.	Dec-22	Capabilities of the system is reviewed and reported to Council	Not commenced	In discussions with LGAQ (Web administrator)	Council's website under review. ICT network & fleet progressively upgrded in accordance with strategic replacement model
DCS	Review and implement a fair and equitable rating system	Feb-23	Review is undertaken and outcomes are reported to Council for their consideration	Not commenced	Mead Perry engaged for rating system review for Q2 2023.	Rate modelling completed for 23/24
CEO	Review Council's strategies / operations to reduce costs to Council	Monthly	Report to Council on options of gaining additional revenue sources	Every opportunity for additional funding is raised on a monthly basis.	Every opportunity for additional funding is raised on a monthly basis.	Every opportunity for additional funding is raised on a monthly basis.

DCS	Review and implement strategies for an efficient operation of the procurement and stores sections	Oct-22	Undertake a review of processes and if required implement an improvements	Procurement a focus of 21/22 Audit. Awaiting audit report to identify issues for attention	Comprehensive review planned for Q1 2023 (follows completion of 2021/22 audit and assignment of Internal Audit project).	In progress	To be completed in Q4
CEO	Review and implement strategies for an efficient operation of Councils depot and engineering sections	Nov-22	Review current practices and report back to Council on possible improvements	Every opportunity is taken to review procedures and processes.	Every opportunity is taken to review procedures and processes.	Every opportunity is taken to review procedures and processes.	Every opportunity is taken to review procedures and processes.
DES	Effective works program to better utilize alignments between all funding.	Dec-22	Program to be reported back to Council for consideration	Not commenced	Not commenced	Not commenced	Currentl under review as part of the Flood Restoration Works Program.
DES	Review and implement strategies for an efficient operation of Council's Plant Fleet	Oct-22	AMP for Council plant and machinery is reviewed and implemented	Not commenced	Not commenced	Not commenced	Not commenced
DES	Review and implement strategies for efficient use of contractors.	Sep-22	Report is presented to Council for consideration	Not commenced	Not commenced	Not commenced	Not commenced
DES	Develop a Plant Replacement and upgrade schedule and maintain the operational capacity of plant.	Sep-22	An annual plant for plant replacement is presented to Council, including a 10 year replacement Program	Not commenced	Being developed	Being developed	An annual plant for plant replacement is presented to Council, including a 10 year replacement Program

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Review and implement strategies to increase the capacity of Council	Oct-22	As part of the organisational review.	Part of the Organisation review and amount of work being requested.	Part of the Organisation review and amount of work being requested.	Part of the Organisation review and amount of work being requested.	Part of the Organisation review and amount of work being requested.
DCS	Review and implement strategies to for customer services	Dec-22	The current process for customer requests and complaints is review and any outcome is presented to Council for consideration	Commenced planning for Q4 implementation	Refinements made in Q4 2022. Customer complaint management system still under review and improvement	Refinements made in Q4 2022. Snap Send Solve implemented. Customer complaint management system remains under review and improvement	Refinements made in Q4 2022. Snap Send Solve implemented. Customer complaint management system remains under review and improvement

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Promote a drug free environment.	Monthly	Outcomes from testing is considered	Random testing being undertaken on a regular basis to ensure compliance.	Random testing being undertaken on a regular basis to ensure compliance.	Random testing being undertaken on a regular basis to ensure compliance.	Random testing being undertaken on a regular basis to ensure compliance.
CEO	Review and implement strategies for an efficient training and development programs	Monthly	A training needs analysis is developed	Not yet commenced.	Not yet commenced.	Not yet commenced.	Not yet commenced
CEO	Review HRM practice for Council.	Dec-22	An annual review is undertaken of current practices	Not yet commenced.	Not yet commenced.	Not yet commenced.	Policy review commenced.
CEO	Well-being program is part of a HRM review.	Dec-22	An annual review is undertaken of current practices	A program is in place and available to all personnel.	A program is in place and available to all personnel.	A program is in place and available to all personnel.	A program is in place and available to all personnel.
CEO	Promote and support a safe and healthy work environment in which the importance of family and work/life balance is recognised.	Feb-23	Annual review is favourable and incidents are minimised	Federal Safety Audit has been undertaken and there has been some improvements noted.	Federal Safety Audit has been undertaken and there has been some improvements noted. Plan Passed.	Federal Safety Audit has been undertaken and there has been some improvements noted. Plan Passed.	Completed

Officer	Actions	Comp Date	KPI	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
CEO	Advocate for improved weather information infrastructure in the region (stream gauge stations, rainfall gauge stations and radar).	Nov-22	Suitable weather forecasting is place.	An additional 3 river gauges have been put in place. A Recent exercise, it is noted a further gauge is required.	An additional 3 river gauges have been put in place. A Recent exercise, it is noted a further gauge is required.	An additional 3 river gauges have been put in place. A Recent exercise, it is noted a further gauge is required.	An additional 3 river gauges have been put in place. A Recent exercise, it is noted a further gauge is required.
CEO	Review and update disaster management plan	Sep-22	Get ready is successful	Plan has been reviewed and desktop exercise undertaken.	Plan has been reviewed and desktop exercise undertaken.	Plan has been reviewed and desktop exercise undertaken.	Plan has been reviewed and desktop exercise undertaken.



Etheridge Shire Council

General Meeting	19 th July 2023
Subject	Review of Procurement Policy
Classification	Open
Author	Andrew McKenzie, Director Corporate Services

EXECUTIVE SUMMARY

Section 198 of the *Local Government Regulation 2012* requires Council to prepare a Procurement Policy, and for the Policy to be reviewed annually.

As part of the development of Council 2023/24 Budget, a review of Council's Procurement Policy has been completed.

RECOMMENDATION

That in accordance with s198 of the *Local Government Regulation 2012*, Council adopt the reviewed Procurement Policy, as attached.

BACKGROUND

As noted above, the Local Government Regulation requires local governments prepare and review annually a Procurement Policy. The Procurement Policy is one of a suite of policies Councils are required to develop to ensure a comprehensive "system of financial management" under the Act.

In essence, the Procurement Policy supplements the Regulation's statutory requirements for the supply of goods or services. The Policy also outlines the requirements for the disposal of valuable non-current assets. Further, the Policy references: -

- The sound contracting principles; and
- Employee's statutory responsibility to avoid conflicts of interest, act in Council's interest and comply with Council's Code of Conduct.

Review, implementation and employee re-induction of the Procurement Policy will also address a number of legacy, outstanding Audit observations / recommendations.

LINK TO CORPORATE PLAN

Corporate Aim No. 5: Best practice corporate governance and organisational excellence.

Outcome 5.1: Council provides community leadership through financial sustainability and an open and accountable governance structure.

BUDGET & RESOURCE CONSIDERATIONS

There are no direct budgetary implications.

CONSULTATION

Nil

LEGAL CONSIDERATIONS

The reviewed policy complies with statutory requirements.

POLICY IMPLICATIONS

The proposed policy has been amended from earlier versions, essentially to reinforce Council specific requirements and remove ambiguity.

RISK ASSESSMENT

CONSEQUENCE					
LIKELIHOOD*	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (Almost certain)	H	H	E	E	E
B (Likely)	M	H	H	E	E
C (Possible)	L	M	H	E	E
D (Unlikely)	L	L	M	H	E
E (Rare)	L	L	M	H	H

OUTCOME

Risk is assessed at Low.

Report Prepared By:

Andrew McKenzie, Director Corporate Services

Date: 7th July 2023

Report Authorised By:

Ken Timms, Chief Executive Officer

Date:



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

1. BACKGROUND AND CONTEXT

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

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

2. PURPOSE AND SCOPE

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

3. DEFINITIONS

Chief Executive Officer	Person designated as appointed to or acting in the position of Chief Executive Officer.
Director Corporate Services & Community Services	Person designated as appointed to or acting in the position of Director Corporate & Community Services
Very Small – Sized Contract	Is a contract worth \$1,000 or more but less than \$1,500 (Exclusive of GST)
Small – Sized Contract	Is a contract worth \$1,500 or more but less than \$15,000 (Exclusive of GST)
Medium – Sized Contract	Is a contract worth \$15,000 or more but less than \$200,000 (Exclusive of GST)
Large – Sized Contract	Is a contract worth \$200,000 or more (Exclusive of GST)
Valuable Non – Current Asset Contract	- Is a contract for the disposal of: - - <u>Land; or</u> - <u>a valuable non-current asset of a value of \$5,000 (for plant or equipment) or \$10,000 for any other class of non-current asset.</u>

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4. POLICY PROVISIONS

DEFAULT CONTRACTING PROCEDURES TO APPLY

Part 3, Chapter 8 of the *Local Government Regulation 2012* relates to the Default Contract Procedures. The default contracting procedures is Council's preferred procurement model and is to be followed by staff unless Council resolves otherwise.

RESPONSIBILITY

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

PROCUREMENT SOUND CONTRACTING PRINCIPLES

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

(a) Open and effective competition

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

(b) Value for money

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

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

(c) The development of competitive local business and industry

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

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

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

(d) Environmental protection

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

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

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(e) Ethical behaviour and fair dealing

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

Where a tenderer or contractor approaches either a Councillor or staff member and improperly attempts to influence a recommendation or the awarding of work, the tenderer or contractor shall be disqualified from the tender and not be allocated work.

TRANSACTIONS WHERE PURCHASE ORDERS ARE NOT REQUIRED

Purchase Orders are an important requirement of the procurement process. There are some instances where purchase orders are not required when procuring a good or service. These are as follows:

- (a) Purchases through Petty Cash
- (b) Purchases using Corporate Credit Card
- (c) Employee reimbursements
- (d) Recurring payments through one supplier – E.g. Insurance, Registration, electricity, telephone, finance costs and government charges. (See Appendix 1 for more detail)

(d) Where possible, employees must still have regard to the sound contracting principles and obtain the requisite number of quotations for the value of the procurement.

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PURCHASES UNDER \$1,500.00 (VERY SMALL SIZED CONTRACT)

Etheridge Shire Council Officers must adhere to the following when entering into a contract for the acquisition of goods or services for less than \$1,500.

- (a) 2 verbal quotes are to be requested where practicable
- (b) The invoice or sales docket must be obtained and attached to the purchase order.
- (c) Details of all offers must be retained for audit purposes.
- (d) Authorisation for the purchase must be signed by the relevant staff member within their authorization / approval level.
- (e) Quality Assurance requirements are to be considered.

PURCHASES BETWEEN \$1,500.00 AND LESS THAN \$15,000.00 (SMALL SIZED CONTRACT)

Etheridge Shire Council Officers must adhere to the following when entering into a contract for the acquisition of goods or services for greater than \$1,500 and less than \$15,000.

- (f)(a) Two written quotes are to be requested for the supply of goods and services in question unless a Standing Offer Arrangement is in place.
- (g)(b) Details of all offers must be retained for audit purposes, with written quotes attached.
- (h)(c) Reasons for not accepting the lowest offer should also be noted with the detail of offers.
- (i)(d) Authorisation for the purchase must be signed by the relevant staff member within their authorization / approval level.
- (j)(e) Quality Assurance requirements are to be considered.
- (k)(f) Detailed specifications of the goods or services are required to be provided if this becomes necessary for complicated orders.
- (l)(g) Where purchase contracts are for professional services and the cost of those services cannot be readily determined before the work is done there is no requirement for a fixed price to be determined prior to entering into the contract subject to the Chief Executive Officer authorizing the contract. If the contract is for specific work done on a time basis or by kilometre completed or some other fixed measurement, the contractor should provide the rate they will charge for each unit.

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

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

- a) Council cannot enter into a medium-sized contractual arrangement without first inviting written quotes for the contract.
- b) The invitation must be given to at least 3 persons who the local government considers can meet the local government's requirements at competitive prices.
- c) The local government may decide not to accept any of the quotes it receives, and the reasons for non-acceptance should be noted on the quote.
- d) However, if the local government does decide to accept a quote, the local government must accept the quote most advantageous to it having regard to the sound contracting principles.
- e) Detailed specifications of the goods or services are required to be provided if this becomes necessary for complicated orders.
- f) Where purchase contracts are for professional services and the cost of those services cannot be readily determined before the work is done there is no requirement for a fixed price to be determined prior to entering into the contract subject to the Chief Executive Officer authorizing the contract. If the contract is for specific work done on a time basis or by kilometre completed or some other fixed measurement, the contractor should provide the rate they will charge for each unit.

Records of offers received must be kept on file.

PREFERENCE FOR LOCAL SUPPLIERS

In relation to procuring goods and services for a small to medium sized contracts (\$1 to \$200,000), Council will investigate opportunities from the local area first, the FNQ and the Gulf Region second and then from other regions as appropriate. However, Council officers must have regard to the following procurement-sound contracting principles stated above.

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

Council refers to and complies with the Local Government Regulation 2012, Section 226 which states that a local government can not enter into a large-sized contract unless the local government first invites written tenders for the contract under Section 228 of the Local Government Regulation 2012(Refer Appendix 2):.

ADVERTISING OF TENDERS AND OR EXPRESSIONS OF INTEREST

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

Council will also publicly advertise Tenders and or Expressions of Interest in All large scale tenders and or expressions of interest will also be advertised in the Courier Mail at the discretion of the Chief Executive Officer-newspapers circulating within the area(s) from which suppliers are reasonably likely to be sourced from.

Tenders and or Expressions of Interest may also be advertised on electronic platforms, such as Vendor Panel, QTenders and the like.

All advertisements must:

- 1. Provide the contact details of Council where full and complete information can be obtained;
- 2. Include the date and time that tenders are required to be received and the address to which they are to be sent;

Council must follow its internal Tender processes for the review of tenders and to decide on which tender to accept.

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

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

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

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

Relevant details of a contract means the following -

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

OTHER EXCEPTIONS

Council may enter into medium-sized and large-sized contracts without first inviting written quotes or tenders under sections 2340 to 2355 of the Local Government Regulations 2012 ~~(Refer Appendix 3)~~ where:

~~1. The procurement contract is entered into under a quote or tender consideration plan (S230)~~

~~4.2. Contractor is on an approved contractor list (S231)~~

~~2.3. Supplier is on a register of pre-qualified suppliers (S232)~~

~~3.4. The supplier is on a preferred supplier arrangement (S233)~~

~~4.5. The contract is entered into under an LGA arrangement (S234)~~

~~6. Another exemption exists under conditions stated in S235: -~~

~~- Council resolves that: -~~

~~- it is satisfied there is only 1 supplier reasonably available to it;~~

~~- because of the specialised or confidential nature of the services sought it would be impractical or disadvantageous to invite quotes.~~

~~- A genuine emergency exists;~~

~~- the purchase of goods at or by way of auction;~~

~~- the supply of second-hand goods~~

~~5. the contract is made with, or under an arrangement, with a government entity, of the Regulations.~~

~~6. Sole Supplier Arrangement – Supply of goods and services or the carrying out of works can be obtained, only with the approval from the CEO, from one provider or a restricted group of suppliers without public tenders where:~~

~~a) it is in the public interest;~~

~~b) there is a lack of available tenderers;~~

~~c) there is evidence that no other suppliers are available in the region.~~

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EVALUATION OF OFFERS

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

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

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

DELEGATIONS

Purchases, including requisitions, must be authorised by ~~delegated an appropriately authorised staff members (within approved budgets refer to Appendix 2 for list of positions and delegated purchasing limits)~~ for a requisition to be processed. If the requisition required is outside your authority it must be approved by your immediate supervisor and if not within their limit the Chief Executive Officer as necessary. The delegated authority limits is issued by the Chief Executive Officer in accordance with the Local Government Act 2009 and Local Government Regulations 2012.

PROCUREMENT OF ITEMS WHERE NO BUDGET LINE EXISTS OR EXCEEDS BUDGET VALUE

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~~Procurements must be in accordance with Corporate and Operational Plan outcomes and within budget allocations. All purchases must be charged against a budget allocation. Where procurements exceed budget allocations (either individually or collectively) guidance must be sought from the responsible Director or the Chief Executive Officer, before proceeding with the supply. Expenditures may vary against the budget amount, and some budget lines may be exceeded and others reduced. Variances against budget lines are acceptable providing the overall budget for that component is not overspent. Where individual budget lines are exceeded by 20% an explanation should be provided and where the savings within that component will be made need to be identified and stated. These purchases will need to be approved by the relevant Director or the CEO.~~

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~~Where a purchase is to be made which will result in Council overspending against a contract, and therefore resulting in the Council having to contribute to this contract, and this was not budgeted, or if procurement is required for which there is no budget, and the value of this procurement exceeds \$10,000 it must be approved by a Council resolution, and must indicate where any budget savings have been made or additional income has been received to allow for this procurement to proceed, or to indicate acceptance of the cost being a charge to Council.~~

VARIATION TO CONTRACTS

Any contract variation must be documented and approved by the original requisitioner approver or an officer with a higher Delegation of Authority.

CONFLICT OF INTEREST

All employees who have influence over contractor engagement or other procurement activities must observe their statutory duties under S13 of the Local Government Act 2009 and Council's are required to complete and maintain the currency of a 'Register of Interests'. (Refer to Code of Conduct). Additionally, all employees involved in the assessment of ~~quotations and~~ tenders must complete a Conflict of Interest declaration form, attesting that they do not have any conflict of interest in that purchasing decision.

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RATIONALE FOR GUIDELINES:

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

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

5. AUTHORITIES AND ACCOUNTABILITIES

RESPONSIBILITY

Council officers responsible for purchasing goods and services must comply with this policy. It is the responsibility of Council officers involved in the procurement process to understand the meaning and intent of this policy, and if in doubt, seeking guidance from their supervisor / Director.

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

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

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~~It is the responsibility of Council for approving the policy.~~

6. RELATED DOCUMENTATION

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

Appendix 1 – Non-Purchase Orders List

~~Appendix 2 – Section 228 of the Local Government Regulation 2012~~

~~Appendix 3 – Sections 231 to 235 of the Local Government Regulations 2012~~

Appendix 42 – Delegation of Authority List

7. APPROVAL TABLE

Approved by Council	Meeting number and date	
Approved by Council 2016 / GM1612 — 2019/GM2526 2017/GM1950 — 2020/GM2814 2018/GM2287	20 January 2021 ^{19th July 2023}	
	Resolution number	
	2021/GM3079	
Approval by CEO / Director / Manager	Yes	
Effective date	Review date	
24th March 2018	31st January 2022 ^{30th June 2024}	
Policy Author		
Director Corporate & Community Services		
Current incumbent		
Jan Kuhn Andrew McKenzie		
Implementation Officer		
Chief Executive Officer Director Corporate Services		
Current incumbent	Contact number	Official file no.
Andrew McKenzie David Munro	4079 9007	

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Appendix 1

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TRANSACTIONS WHERE PURCHASE ORDERS ARE NOT REQUIRED

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- Petty cash
- Fuel (Executive Vehicles only – as per Motor Vehicle Policy)
- Reimbursing employee purchases (travel expenses, work wears, ...)
- Printer postage and meter read
- Venies Fruit & Vegies (Office/ Depot Milk)
- Legal Expenses (Preston Law, King & Co)
- Australia Post
- Telstra
- Ergon
- Traineeship / Apprenticeship costs relating to and auspiced under the Training Contract between Council, the Registered Training Organisation, State Government and Traineeship / Apprenticeship broker.
- Hostel Expenses (Food and Supplies)
- Terrestrial Commissions
- Vehicle Registrations
- Subscriptions
- Statutory charges
- Bounty Fees
- Shire Networks
- Practical Plus
- Asset Edge
- GIS
- LGM Liability
- LGM Assets
- LGW Workcare
- Magiq (Infoxpert)
- Nextgen Wireless Pty Ltd (monthly internet access for 4 x Satellite Trailers)

Appendix 2

SUBJECT: FINANCIAL AND PROCUREMENT DELEGATIONS

POWER DELEGATED:

Financial delegation to incur expenditure on behalf of the Council.

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

Section 259 of the Local Government Act 2009.

POSITIONS DELEGATED WITH AUTHORITY:

OFFICE OF CHIEF EXECUTIVE OFFICER

Chief Executive Officer (As approved in Council's Approved Budget)

Executive Assistant to the Chief Executive Officer \$ 5,000.00*

Workplace Health & Safety Advisor \$10,000.00

CORPORATE SERVICES

Director Corporate Services \$200,000.00

Finance Manager \$50,000.00

Senior Finance Officer \$20,000.00

Purchasing / Stores Officer \$20,000.00

IT Officer \$15,000.00

Manager Terrestrial Centre \$5,000.00

Director of Childcare \$5,000.00

Administration / Finance Officers (limited to Office consumables & catering) \$100.00

ENGINEERING SERVICES

Director Engineering Services \$200,000.00

Works Manager \$50,000.00

Water & Town Supervisor \$30,000.00

Acquisition of Goods & Services and the Carrying out of the Procurement Principles, version 14, 19th July 2023

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<u>Asset and Plant Manager</u>	<u>\$30,000.00</u>
<u>Construction / Works Supervisor</u>	<u>\$15,000.00</u>
<u>Maintenance / Works Supervisor</u>	<u>\$15,000.00</u>
<u>RMPC Ganger / Supervisor</u>	<u>\$15,000.00</u>

SUMMARY OF CONDITIONS RELATING TO THE DELEGATION:

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

Ken Timms PSM
Chief Executive Officer

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Etheridge Shire Council

General Meeting	19 July 2023
Subject	RADF Meeting 11 July 2023
Classification	Open
Author	Cheryl Portch

EXECUTIVE SUMMARY

Council's RADF Advisory Committee held its most recent meeting on 11 July 2023. The minutes of the meeting are tabled for Council's review.

RECOMMENDATION

That Council receive the unconfirmed minutes of the RADF Advisory Committee meeting held 11 July 2023.

BACKGROUND

Council constituted the RADF Advisory Committee to assist in the distribution and oversight of RADF grants to community arts & culture organisations, under the RADF program.

As an Advisory Committee constituted under the Local Government Act & Regulation, the Committee does not have decision making powers in its own right and may only make recommendations to Council. Recommendations are made via the Committee's meeting minutes.

At the meeting held 11th July, the following recommendation was proposed: -

- 1) The committee recommends that Council approve a fuel allowance (per km) for Committee members to attend RADF scheduled meetings.

In respect of this recommendation, Council has full discretion to reimburse members of all its advisory committees by amending its Councillor Reimbursement of Expenses and Provision of Facilities Policies to extend it to properly constituted standing and advisory committees. However, it is extremely rare for smaller councils to do so. More specifically, there would need to be compelling reason for Committee Members to incur expenses on the Committee's business. This particular Committee meets approximately 4 times per year, to assess funding applications and review acquittals. Further, the terms of reference for the Committee allow it to meet virtually, through teleconferencing / videoconferencing. As such, there is no compelling reason for Members to incur expenses in performing the Committee's business, when other opportunities to fulfil the Committee's function exist. For this reason, it is recommended that Council decline the RADF Advisory Committee's recommendation for a fuel allowance or reimbursement of expenses.

LINK TO CORPORATE PLAN

Aim No.4: Quality social infrastructure makes the shire a desirable place to live

Outcome 4.1 An active community with a variety of recreational activities

BUDGET & RESOURCE CONSIDERATIONS

CONSULTATION

Council is utilising the RADF Advisory Committee to engage the community in consultation

LEGAL CONSIDERATIONS

The Committee has been constituted under the Local Government Act & Regulations and is governed by a Terms of Reference.

Council is obliged to follow the guidelines of the RADF funding contract.

POLICY IMPLICATIONS

Nil

RISK ASSESSMENT

CONSEQUENCE					
LIKELIHOOD*	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (Almost certain)	H	H	E	E	E
B (Likely)	M	H	H	E	E
C (Possible)	L	M	H	E	E
D (Unlikely)	L	L	M	H	E
E (Rare)	L	L	M	H	H

OUTCOME

Low Risk

Report Prepared By:

Cheryl Portch

Date: 14 July 2022

Report Authorised By:

Ken Timms, Chief Executive Officer

Date:

ATTACHMENTS

RADF Advisory Committee Unconfirmed Minutes dated 11 July 2022

ADVISORY COMMITTEE MEETING Regional Arts Development Fund (RADF)
HELD IN GEORGETOWN Tuesday 11 July 2023
GEORGETOWN COUNCIL CHAMBERS

UNCONFIRMED MINUTES

Cr Barnes opened the meeting at 4:07pm.

ACKNOWLEDGEMENT OF COUNTRY EWAMIAN PEOPLE

“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.”

DECLARATIONS

Nil

ATTENDANCE

Members: Cr Barnes (Chair); Lucy Elgey, Jennay Coates-Delacour, Shannon Zohl, (via phone), Nardeen Hayden (via phone)
Secretary – Cheryl Portch

APOLOGIES

Rebekah Haase,

CONFIRMATION OF MINUTES

Recommendation

MOVED:

SECONDED:

The Minutes of the Advisory Committee (RADF) Meeting held at Georgetown on 28 February 2023 be reviewed and confirmed at next meeting.

CONDOLENCES

Nil

BUSINESS ARISING FROM PREVIOUS MEETING MINUTES AND GENERAL BUSINESS

- Nardeen Hayden had concerns that the previous minutes didn't reflect the correct outcome of the BushEd application and wanted it noted. Secretary to follow up and present findings at next meeting.
- Jennay Coates-Delacour was welcomed to the committee.
- All recommendations to Council were approved and letters were sent to the applicants accordingly.

COUNCIL CORRESPONDENCE & NEWS

- There are changes in the RADF Program RADF Funding has been increased 5%.
- Council is seeking quotes for Arts & Culture Plan

ARTS QUEENSLAND CORRESPONDENCE & NEWS

- Arts Queensland are seeking answers to a survey regarding evaluation of RASN
- Information received from RADF regarding committee entitlements.

GENERAL BUSINESS

- 2023/24 Budget was tabled. Corrections were noted. After accounting for allocated funds, there is \$15,295 remaining for allocation for 23/24. Committee decided that Community Funding would be only one round for \$15,000, leaving \$295 for incidentals. Opening Round 1, 17 July and closing 12 September.

Moved: Nardeen Hayden

Seconded: Cameron Barnes

- Secretary to submit report to Council requesting that RADF Committee members be allocated a fuel allowance to attend meetings. Advice sought from Jordin Steele (Arts Qld) ruled the following: *"In terms of the RADF Committee, it would be at Council's discretion for committee allocations and how the RADF funding is dispersed."*

Recommendation

Moved: Lucy Elgey

Seconded: Cameron Barnes

The committee recommends that Council approve a fuel allowance (per km) for Committee members to attend RADF scheduled meetings.

- Councils are able to apply for up to \$120,000 for a special project where they can provide strong justification. Committee members to come up with at least one idea each to consider regarding Special Project funding. Secretary to look into Special Project funding for more details to be tabled at the next meeting.
- RADF has received an outcome report from Renee Bester – Resin Workshop. Secretary to email outcome report to each member of the committee.
- Secretary to email Bush Ed requesting more information regarding their organisation.

Next Meeting

The next meeting will be scheduled for 4pm, 14 September 2023 at Mount Surprise Hall.

CONCLUSION

Cr Barnes closed the meeting at 5.22pm



Etheridge Shire Council

DIRECTOR ENGINEERING SERVICES

Briefing Report

1 Update

Welcome to my July Briefing Report.

Council is currently seeking a suitable person to fulfill this role. At present Alan Clark is looking after certain components (namely the dam and some minor road issues) remotely. Further Jack and myself are covering off on the more day to day matters.

2 Operational Plan Matters

Due to resourcing issues some the strategies being addressed by the Engineering section have not been completed. There are no new Operational Plan matters.

3 Emmerging Issues

Genex

The Genex hydro and Genex wind projects are both needing access to site for oversize loads. At this stage Council has denied access to Kidston via the Forsayth - Einasleigh Road, so both projects are looking to utilize the Gregory Development road from the Oasis. Genex hydro require access in July 2023 whereas Genex wind require continual access through-out the dry of 2024. Officers will continue to work with both parties to reach an equitable solution.

Further developments have been realised at a recent meeting between Genex, State Government Officials and Council. The short term solution will see improved road conditions on the Gregory Development Road.

Also please refer to the attached report from Dileigh on the "Load Limit Assessment of the Copperfield River Bridge, Einasleigh.

Savannah Gold

Negotiations with Savannah Gold (formally Laneway) continue around the maintenance of Agate Creek Road and Cobbold Gorge Road. Since the last Council meeting Council has graded these roads at Laneways expense. A long term maintenance contract is the preferred solution however, if this is not achieved the Road User Agreement conditions will be enforced.

Council must be made aware of the financial risk of nonpayment of works paid in arrears.

4 Projects

Charleston Dam

The Charleston Dam Project continues.

- Water main to Recreation Area
 - The new water main to the tanks is scheduled to be completed by the end of June. (CEO to check)
- Issues to finalise the asset
 - Risk Management on variation of dam wall heights
- Maintenance
 - Annual inspection and subsequent maintenance requirements
- Flood restoration works

- Restoration of the Fish Ladder is progressing slowly
- Visit by the Dam Regulator
 - Council has been advised that the Charleston Dam will be audited for compliance in the next 12 months.
 - Part of the process is supplying evidence of not only regular inspections and process of fixing any abnormalities but evidence that inspectors have their duties written into their respective PDs
 - Urgent review of the DAM EAP and SOP

TMR

Work on the short section of the GDR (between the sections completed last year) has continued and is on schedule. Bituminising of this section should be undertaken on 8th August.

Preparation is well underway for the next 5.0km section of the Kennedy Development Road, the pre-start meeting with the TMR held on the 14 June 2023 and the hand-over of site possession on the 20 June 2023.

Consultation has commenced re the rehabilitation works on the KDR and another section on the GDR on a regular basis.

TIDS Projects

Work is progressing on applications for TIDS funding, it is intended to submit at least four years' worth of projects which will then be prioritized by the FNQRRTG.

Rural Addressing

Letters to impacted residents are being prepared and it is intended that they be mailed prior to this meeting date. Several issues have been raised by property owners and these have been addressed on a "one on one basis".

Further clarification and training will be undertaken in the next 2 weeks.

Once these matters are resolved, location markers will be put up and new Road signs / fingers will be considered.

Ken Timms
for the Director Engineering Services

12 July 2023

Shepherd Services
PO Box 1678
Rockhampton QLD 4700.

Attention: Brett Fulloon

Dear Brett,

Copperfield River Bridge, Einasleigh Load Limit Assessment

The Copperfield River bridge forms part of the Einasleigh Turnoff Road and crosses over the Copperfield River running along the eastern side of the township.

Bridge Structure

The bridge structure is approximately 150m between abutments and comprises 14 spans of approximately 10.7m each. The bridge seal extends along the entirety of the driveable surface and connects into the bitumen approaches at each end.

The carriageway width is 5.0m wide (2 lanes) with a 6.0m wide deck. The deck is supported by prestressed concrete beams spanning between headstocks which are supported by concrete columns which are founded on concrete plinths at riverbed level.

The deck is approximately 7.5m above the riverbed below at its highest point.

We note from documentation received that the deck units for this bridge were previously installed on the Einasleigh River Bridge and transported to site and placed on the cast in situ superstructure identified above.

Site photographs and aerial images of the bridge provided below.



Photo 1 – Aerial view of location over Copperfield River



Photo 2 – Single span of bridge



Photo 3 – Northern View of Bridge (single span)

Bridge Design

It is our understanding from documents received and review of the for-construction drawings of the headstocks and pylons that the Copperfield River bridge was designed to the requirements of AS5100. We would therefore expect that loads as prescribed in this standard may be sustained by the structure.

Load Limit

Without undertaking finite calculations on the structure, the following recommended load limit is based on current bridge use and Common Heavy Freight Vehicles as published by the National Heavy Vehicle Register (NHVR), refer attachment B.

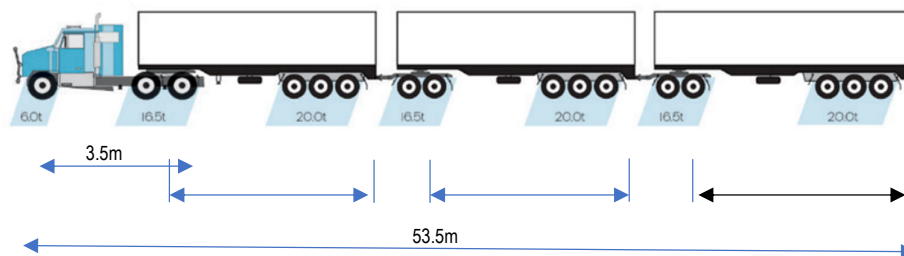
With individual bridge spans of 10.7m the majority of common NHVR approved vehicles will transfer between 40 ton and 50 ton maximum per span per lane. Loads in excess of these in any one span may result in overloading of the bridge.

We also note that based on these configurations the maximum load transferring through the mid span of the beam where bending and deflection would be at their greatest is 40 ton per lane. This load occurs where two triaxle groups transfer loads around the coupling between trailers. Noted as 20t and 16.5t in the diagram below. The distance between the axle groups besides this location result in the loads acting singularly (i.e. 20tn for triaxle groups) at the midpoint of each span.

Common Road train (Type 2)



Type of Mass Limits	Maximum Length (metres)	Allowable CVM/CCM (tonnes)	Single Steer Axle (tonnes)	Twin Steer Axle Group (tonnes)	Single Axle (tonnes)	Tandem Axle Group (tonnes)	Triaxle Group (tonnes)
GML	53.5m	115.5t	6.0t ^{*, b}	N/A	N/A	16.5t per tandem axle group	20.0t per tri axle group
CML	53.5m	118.5t ^c	6.0t ^{*, a}	N/A	N/A	17.0t per tandem axle group	21.0t per tri axle group
HML	53.5m	124.5t	6.0t [*]	N/A	N/A	17.0t per tandem axle group	22.5t per tri axle group



Based on the above we recommend a load limit on the bridge to be 140 ton per lane where loads are distributed in accordance with the loads and combinations noted in the NHVR Common Heavy Freight Vehicles (i.e. 18 Axle Quad ABB).

Where loads exceed 50 tn in any one span alternate routes should be sought or engineering advice provided to verify the bridge spans are capable of taking the over size and or over mass load.

Conclusion

The existing bridge over the Copperfield River Bridge at Einasleigh has been reviewed and assessed to provide a bridge load limit. We recommend bridge traffic be limited to vehicles prescribed by the NHVR. Oversize and or over mass vehicles will require supporting documentation to enable use of the Copperfield River bridge or utilize an alternate route.

Please do not hesitate to contact our office on (07) 4911 2553 if you have any further queries.

Regards,



Glenn Brown
Engineering Director | RPEQ

Attachment A: NHVR Common Heavy Freight Vehicles

	Description	Maximum Length (metres)	Maximum Regulatory Mass under GML (tonnes)	Maximum Regulatory Mass under CML (tonnes)	Maximum Regulatory Mass under HML (tonnes)
1. COMMON RIGID TRUCKS - GENERAL ACCESS					
(a)	2 Axle Rigid Truck	≤ 12.5	15.0	CML does not apply	-
(b)	3 Axle Rigid Truck	≤ 12.5	22.5	23.0	-
(c)	4 Axle Rigid Truck	≤ 12.5	26.0	27.0	-
(d)	4 Axle Twinsteer Rigid Truck	≤ 12.5	26.5	27.0	-
(e)	5 Axle Twinsteer Rigid Truck	≤ 12.5	30.0	31.0	-
2. COMMON SEMITRAILER COMBINATIONS - GENERAL ACCESS					
(a)	3 Axle Semitrailer	≤ 19.0	24.0	-	-
(b)	4 Axle Semitrailer	≤ 19.0	31.5	32.0	32.0
(c)	5 Axle Semitrailer	≤ 19.0	35.0	36.0	37.5
(d)	5 Axle Semitrailer	≤ 19.0	39.0	40.0	40.0
(e)	6 Axle Semitrailer	≤ 19.0	42.5	43.5	45.5
3. COMMON RIGID TRUCK AND TRAILER COMBINATIONS [General access when complying with prescribed mass and dimension requirements]					
(a)	2 Axle Truck and 2 Axle Dog Trailer	≤ 19.0	30.0	-	-
(b)	2 Axle Truck and 2 Axle Pig Trailer	≤ 19.0	30.0	CML does not apply	-
(c)	3 Axle Truck and 2 Axle Dog Trailer	≤ 19.0	40.5	41.0	-
(d)	3 Axle Truck and 2 Axle Pig Trailer	≤ 19.0	37.5	CML does not apply	-
(e)	3 Axle Truck and 3 Axle Dog Trailer	≤ 19.0	42.5	43.5	-
(f)	3 Axle Truck and 3 Axle Pig Trailer	≤ 19.0	40.5	CML does not apply	-
(g)	3 Axle Truck and 4 Axle Dog Trailer	≤ 19.0	42.5	43.5	-
(h)	4 Axle Truck and 3 Axle Dog Trailer	≤ 19.0	42.5	43.5	-
(i)	4 Axle Truck and 4 Axle Dog Trailer	≤ 19.0	42.5	43.5	-
4. COMMON B-DOUBLE COMBINATIONS - CLASS 2					
(a)	7 Axle B-double	≤ 19.0	55.5	57.0	57.0
(b)	8 Axle B-double	≤ 26.0	59.0	61.0	62.5
(c)	8 Axle B-double	≤ 26.0	59.0	61.0	62.5
(d)	9 Axle B-double	≤ 26.0	62.5	64.5	68.0
5. COMMON TYPE 1 ROAD TRAINS - CLASS 2					
(a)	9 Axle A-double	≤ 36.5	72.0	74.0	74.0
(b)	11 Axle A-double	≤ 36.5	79.0	81.0	85.0
(c)	12 Axle A-double	≤ 36.5	82.5	84.5	90.5
(d)	12 Axle Modular B-triple	≤ 35.0	82.5	84.5	90.5
(e)	12 Axle B-triple	≤ 36.5	82.5	84.5	90.5
(f)	14 Axle AB-triple	≤ 36.5	99.0	101.0	107.5
(g)	15 Axle AB-triple	≤ 36.5	102.5	104.5	113.0
(h)	11 Axle Rigid Truck and 2 Dog Trailers	≤ 36.5	88.5	90.5	91.0
6. COMMON TYPE 2 ROAD TRAINS - CLASS 2					
(a)	16 Axle A-triple	≤ 53.5	115.5	117.5	124.5
(b)	18 Axle A-triple	≤ 53.5	122.5	124.5	135.5
(c)	15 Axle AB-triple	≤ 44.0 - Classified by the NHVR as Type 1 when L ≤ 36.5m	102.5	104.5	113.0
(d)	13 Axle Rigid Truck and 2 Dog Trailers	≤ 47.5 - Classified by the NHVR as Type 1 when L ≤ 36.5m	95.5	97.5	102.0
(e)	17 Axle BAB-Quad	≤ 53.5	119.0	121.0	130.0
(f)	18 Axle BAB-Quad	≤ 53.5	122.5	124.5	135.5
(g)	17 Axle ABB-Quad	≤ 53.5	119.0	121.0	130.0
(h)	18 Axle ABB-Quad	≤ 53.5	122.5	124.5	135.5



Etheridge Shire Council

CHIEF EXECUTIVE OFFICER

Briefing Report

1 Update

Welcome to my July "Briefing" Report.

Looks like the Tourism session has picked up and this is depicted in the "Matters of Interest" Report (distributed as part of the Meeting Agenda pack).

Flood Damage wise, ESC has put in a claim for proximately \$56mil, so the pressure is on to have it completed by June 2025. Part of this only Zone 1, 2, 3 & 6 have been approved, as at the time of writing this report.

2 Operational Plan Matters

Operationally Council has progressed well through the strategies set by Council and the outcome for the 22/23 financial year is part of a separate report in the agenda.

Special projects are still being managed as follows.

1. Robert Jaggar - remotely
 - a. Housing (Independent Living and Staff housing, Etc.)
2. Alan Clark – now remotely
 - a. Charleston Dam and some road projects.

Resourcing personnel has become an issue again.

- | | |
|--|--|
| 1. Engineering services | currently under consideration with LOGOs |
| 2. Financial management services | temporary solution |
| 3. Administration services | yet to resolve |
| 4. Workshop / Mechanical | being advertised |
| 5. QRA support services | currently under consideration |
| 6. Office accommodation and support proposal | yet to resolve |
- Currently working through these issues to resolve.

3 Emerging Issues

Finalising the 23/24 budget and the additional work ramping up with the 23 flood damage works.

4 Projects

I am currently working on the following projects, and if you have any comments do not hesitate to ask.

- **Charleston Dam – Alan Clark**
 - Alterations of land tenure has Native Title considerations.
 - There now new regulations with regard to the EAP
 - this has gone to another level with the intention of being audited by the dam regulator
- **QRA Flood Damage – Gravel Pits**
 - Council is currently working through the new arrangements for ILUA's for gravel pits and other issues.
- **QRA Flood Damage – Update of current and previous works**
 - An update on Council involvement with QRA

- **Asset Management - Road**
 - Currently the DES-Director Engineering Services (this is now on hold).
- **Developments**
 - Genex
 - Advice from the Coordinator General of a proposal for a Wind Farm
 - and recent update on the proposed road user agreement
 - Powerlink approval has been deemed approved
 - Finnigan's Rest
 - Proposed commercial use at Charleston Dam
 - Quartz Mine
 - Industrial Estate
- **Tourism Master Plan**
 - Funded projects
 - Master Plan – Totems, Entrance Signs and Pavilions
 - Sustainability Certification – presentation at the Council Meeting
- **Economic Development Plan**
 - Status of an Economic Development Strategy
 - Working with State Development to develop a new Strategy for the shire.
- **Rodeo Grounds – Georgetown**
 - Council needs to urgently call a meeting / workshop to strategically address the issues surrounding this area.
- **Council's Budget**
 - Progress and workshops to date on same and the proposed Budget meeting on Wednesday 26th July.

5 Calendar of Events

Over the past month

• 19 th	Sports Centre	Etheridge Ag
• 22 nd	Board Room	QRA CEO and team
• 23 rd	Inspection	QRA
• 23 rd	Cairns	
• 28 th	Board Room	Budget Workshop
• 28 th	Georgetown	Drop-in meeting
• 3 rd	Teams	Griffith
• 3 rd 4 th	Inspection	Dam Regulator
• 4 th 5 th	Kidston	Genex and State Gov't
• 5 th 6 th	Karumba	NWQROC
• 10 th	Teams	Dep, SARA, renewable energy
• 11 th	Teams	Griffith
• 12 th	Board Room	Budget Workshop and Planning
• 13 th	Board Room	Internal Audit
• 13 th	Office	Shadow Minister Transport
• 17 th	Teams	FNQROC PIP
• 19 th	Board Room	Council Meeting
• 19 th	Depot	Hastings Deering

Next month

• 24 th 26 th	Board Room	Rural Addressing
• 25 th	Sports Centre	LDMG Training
• 26 th	Board Room	Budget Meeting
• 27 th	Board Room	LDMG Meeting
• 27 th	Board Room	LDMG Exercise
• 27 th	Board Room	BOM weather outlook
• 28 th	Cairns	
• 29 th	Board Room	Engineer
• 31 st 3 rd	Canberra	Mayor FNQROC delegation
• 2 nd	Canberra	FNQROC Meeting
• 4 th	Teams	NWQROC Meeting
• 4 th	Show Holiday	

- 5th Forsayth Show
- 8th Teams DDMG
- 9th Board Room Workshop
- 14th 18th Etheridge Griffith
- 14th Sports Centre LGAQ EMU
- 16th Board Room Council Meeting
- 24th Board Room TMR Visit

6

Other

Approval for the Mayor's Delegation to Canberra
 Confirming motion re the Revaluation of the Shire
 Approval to go out to tender for the QRA flood restoration works in Zone 3
 Proposed motion for the LGAQ conference re gravel pits
 Approval for a grid on a shire road

Ken Timms PSM
 CHIEF EXECUTICE OFFICER



Etheridge Shire Council

General Meeting	19 th July 2023
Subject	Adoption of Sustainability Policy
Classification	Open
Author	Renee Bester

EXECUTIVE SUMMARY

Council was one of 14 recipients of a grant to become a Sustainable Destination. Etheridge Shire Council, in partnership with Griffith University, has prepared a draft document including:

- Sustainability Policy
- The Sustainable Destinations Communications Plan
- Etheridge Sire Council Communications Plan

As part of this project, these draft documents were presented for community comment from 29th June to 10th July 2023. In addition, Community Information sessions were held in all four townships during the week beginning 3rd July 2023. No community feedback was received.

RECOMMENDATION

That Council adopt the following documents as presented:

- Sustainability Policy
- The Sustainable Destinations Communications Plan
- Etheridge Sire Council Communications Plan

BACKGROUND

In 2023 the Queensland Government awarded Etheridge Shire a grant, (1 of only 14 Shires in Queensland), to become a Sustainable Destination.

Over the next 14 months the Project Coordinator and community representatives will be seeking your input into making the Shire a better place to live by listening to what you want, what you think will/will not work and how we can achieve that as a community.

The principal objective of the Sustainable Destination Program is to facilitate responsible and sustainable Environmental, Cultural, Social, and Economic (ECSE) outcomes for the Shire, through the Council adopting a more sustainable approach to its operations.

The Project will allow the Etheridge Shire Council to set up a baseline of information about its operations and then moving forward to find ways to continuously improve in the future. In addition, the project is designed to empower our local community to take ownership of their own sustainability goals and build on local initiatives. The program recognises the benefits of a community working together to achieve sustainable outcomes.

LINK TO CORPORATE PLAN

Corporate Aim No. 2: A sustainable Environment of natural assets, water, waste water and waste management

Outcome 2.4: An energy efficient shire.

Outcome 2.5: Industry has sustainable environmental practices.

BUDGET & RESOURCE CONSIDERATIONS

There are no direct budgetary implications (grant funded).

CONSULTATION

Nil

LEGAL CONSIDERATIONS

These policies comply with statutory requirements.

POLICY IMPLICATIONS

The proposed policies and plans are a new creation.

RISK ASSESSMENT

CONSEQUENCE					
LIKELIHOOD*	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A (Almost certain)	H	H	E	E	E
B (Likely)	M	H	H	E	E
C (Possible)	L	M	H	E	E
D (Unlikely)	L	L	M	H	E
E (Rare)	L	L	M	H	H

OUTCOME

Risk is assessed at Low.

Report Prepared By:

Renee Bester

Date: 12th July 2023

Report Authorised By:

Ken Timms, Chief Executive Officer

Date:



ETHERIDGE SHIRE SUSTAINABILITY POLICY

1. THE ETHERIDGE SHIRE DESTINATION AUTHORITY

The Etheridge Shire covers a vast area of 38,850 square kilometres, with a population of 794 (2020 Census), in four small, local communities plus outlying farming properties.

Etheridge Shire lies in the heart of the Savannah Gulf region, Far North Queensland at the base of Cape York Peninsula. The Shire is classified as 'very remote' (Australian Standard Geographical Classifications), situated five hours drive west of Cairns on the Savannah Way, the major inland route to the Gulf of Carpentaria and the towns of Karumba and Normanton.

The Etheridge Shire Council (the Destination Authority) has existed as a local government authority since 1882 to manage the Shire for all social, economic environmental and cultural operations. The Shire has a diverse range of ecosystems and natural environmental features and lies within the northern Australian Savannah, with a tropical climate and green (wet) season from December to March.

The landscape comprises both volcanic and sandstone landscapes which attract visitors to its lava tubes and gorges. Rich in mineral resources, from gold to precious gems, and extensive agricultural land, it is dissected by large rivers and deep gorges. The Shire has a rich cultural landscape from its original Anglo-Saxon heritage of mining (1870), and beef cattle, with two First Nations cultural groups, the Ewamian and the Tagalaka Peoples.

These diverse environmental, and cultural features and the social settings of small communities attract a greater number of visitors each year, from April to late October. Specifically related to the increasing tourism demand in the Shire, the Destination Authority will commit to tourism growth, which is managed for its impact, and fully responsible in its approach to the environment, social needs and to cultural sensitivities (APEC PATA Code for Sustainable Tourism 2001), while allowing visitors to have an authentic experience of the region.

2. OUR SUSTAINABILITY VISION

Etheridge Shire Council has a vision to be the first certified Sustainable Outback Destination in northern Australia. The Shire will lead by example, through its vision and actions, for a sustainable future for Outback Queensland communities. The Shire strives to achieve sustainability in line with its vision to be recognised as an Australian and international sustainable, place to live and as an iconic tourism destination.

ESC is committed to working to promote sustainable practices in all areas of its operation to ensure a better quality of life for its residents, and a quality, authentic and memorable experience for visitors to the Shire.

This is an ongoing integrated and continuous process, which requires dynamic action and the adaptation of innovating techniques and methods, to align the fundamental concepts of responsible sustainable operations and tourism to benefit the Shires diverse landscapes, and the social and cultural dynamics of the community.

3. THE POLICY SCOPE

This is a whole-of-Council Policy that requires Council and its employees to consider Principles of Sustainability in their decisions and activities across all areas of Council business. By adopting a coordinated approach, Council will foster sustainable practices, focused on local issues in the Shire, to

achieve Environmental, Cultural, Social and Economic outcomes and benefits for the community in line with the Corporate Plan (2021-2025).

4. OUR COMMITMENT

Etheridge Shire Council is committed to working towards a sustainable future for the residents of the Shire, its unique environmental, cultural, economic betterment and social setting. The Sustainable Development 2030 Agenda “recognizes that ending poverty and other deprivations must go hand-in-hand with strategies that improve health, education, inequality, and spur economic growth – while also tackling climate change and working to preserve our environment” (2030 Agenda for Sustainable Development 2015, (<https://sdgs.un.org/goals>)).

Council undertakes to achieve as many of the 17 Goals of Sustainable Development, as possible, and applicable in the local context.

Etheridge Shire Council is committed to applying the Principles of Sustainability to all its decision making.

Specifically, Council will meet this commitment by considering the Principles of Sustainability:

- In the development of strategic documents.
- In managing social and economic resources.
- In the management and conservation of freshwater resources, environment, and cultural heritage.
- In land use, planning and development, and ecosystem management.
- To facilitate responsible energy, water and waste management which seeks to maximise efficiencies and minimise non-renewable resource use, with long-term strategies to address future needs.
- To encourage the protection of significant ecosystems and biodiversity.
- To encourage environmental awareness and the use of environmentally friendly products.
- To provide equal employment opportunities, including employment of locally based workers.
- By encouraging, training, and supporting staff in the adoption of sustainable principles and practices to achieve sustainable behaviour in the workplace.
- To achieve local sustainability through consultation, leadership, and guidance with the community, and to provide education and learning opportunities for the local community.
- To communicate with Shire stakeholders about Councils sustainable initiatives thus encouraging more Shire households to become sustainable in their daily actions.
- To set realistic targets for improving sustainable actions for the future of the Shire and its people.

Our sustainability policy connects us to the numerous sustainability efforts around the world. Although sustainability contains elements that apply everywhere, we will customise our approach to our region, people and circumstances.

8. APPROVAL TABLE

Approved by Council		Meeting number and date	
		Resolution number	
Approval by CEO			
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Policy Author			
Current incumbent			
Implementation Officer			
Current incumbent		Contact number	Official file no.
		4079 9090	

DRAFT FOR COMMENT



ETHERIDGE SHIRE COUNCIL COMMUNICATIONS PLAN

1. ACKNOWLEDGEMENT TO COUNTRY

We acknowledge the Traditional Owners and custodians of the land within the Etheridge Shire local government area, and we pay respect to their Elders past, present and emerging.

2. OUR 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.

3. OUR VALUES

INTEGRITY - We will lead our community with integrity, honesty and transparency at all times.

PEOPLE FOCUSED – We value our community, our stakeholders and our employees. We will treat all persons with fairness and respect.

EXCELLENCE – We will always strive to do our best, to be industry leaders, foster innovation and look for opportunities to improve our community.

SUSTAINABILITY – We will be practical, focused, and effective in our delivery of services and programs for the community.

4. MESSAGE FROM THE MAYOR

The Corporate Plan, revised in 2021, stated “Council has a very clear intention to remain engaged with whole of community to maintain a high level of service provision and connectivity as well as strong leadership through advocacy to all levels of government.”

To do this, Council acknowledges it is vital for local government to effectively communicate with their community and stakeholders. Good communication will help us to enhance the identity of our region, foster a greater sense of community and ensure the community is informed of Council initiatives to make the Shire a better place to live.

Mayor Barry Hughes.

4. A COMMUNICATIONS PLAN

This Communication Plan is our commitment to be transparent and keep you updated on what we are doing, but more importantly, that we will listen to your feedback.

We will aim to communicate with the community to ensure you have information on issues and Council initiatives that are affecting you in your everyday lives. By using a variety of communications channels, Council will lead the conversation and create opportunities to enhance the conversation within our community.

4.1 COMMUNICATION OBJECTIVES

The purpose of the Communication Plan is to connect Councillors and the organisation with the community to improve the community’s quality of life and increase satisfaction and support with decisions made by Council.

The objectives of the plan are to:

1. Deliver clear and relevant information proactively and in a timely manner that best meets the needs and interests of the community.
2. Ensure the Councils communication is proactive, open and honest, making information about council decisions, policies and operations available to all.

3. Increase awareness and understanding in the community of Council's programs, services, and decision-making processes, and the constraints under which it operates.
4. Improve stakeholder engagement with Council services, events, community facilities, projects, and consultations, that focus on enhancing the everyday lives of locals.
5. Use communication channels that strengthen relationships with our community, while also engaging in two-way communication with the community to better enhance our services.

4.2 STRATEGIC ALIGNMENT

This Communication Plan aligns and supports the vision and objectives of the Etheridge Shire Council Corporate Plan (2021- 2025) and Operational Plan (2022-23).

As an organisation, we focus on five key themes in the Corporate Plan 2021- 2025:

- A sustainable transport network that meets community needs.
- A sustainable Environment of natural assets, water, wastewater 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.

4.3 EFFECTIVE COMMUNICATIONS

The Council has an organisation-wide commitment to effective communication. All Council staff and Councillors have roles to play in communicating effectively internally and externally.

The principles of good - effective communication adopted by Council include:

- Easy to understand - use clear and straightforward language to communicate, ensure that our communications are understandable and accessible to the widest possible audience, ensure content is well laid out and visually easy to follow.
- Easy to access – use the most effective communications channel for each audience, ensure content is optimised and easy to find across relevant channels and platforms.
- Informative – communications should help to solve a problem or tell a story. Pre-empting questions wherever possible with solutions, so that the audience doesn't need to search too far. Take time to recognise and communicate what we have done and not just what we are doing.
- Diverse – balancing the importance of 'traditional' communications mediums such as newsletters, newspapers, posters and leaflets with the opportunities available through using digital communications channels to ensure content is appropriate to the broad spectrum of backgrounds, ages, races and sizes.
- Consistent – ensure a high standard for the Councils communication is maintained through the councils' communications channels, by using one clear voice throughout, ensuring design and visual elements are consistently applied to help create a consistent 'look and feel', and writing and design style are applied consistently.
- Responsive - technology and communications preferences will continue to change the way we communicate, and we must be responsive to those changes.
- Two-way - allow communication to flow both ways, both providing information and receiving feedback. Listening to residents builds better trust and credibility and ensures that the policies and programs created by the Council also reflect the needs and wishes of the community.

4.4 COMMUNICATIONS STANDARD

- Council will promote transparency in relation to its decision-making process, and ensure the community is informed of key Council resolutions, services, programs and initiatives.
- Where appropriate, Council will represent the views of the community and act as an advocate to the State and Federal Governments.
- In all forms of communication, including verbal, printed or electronic, staff are expected to adhere to the highest standards of ethical practice and professional competence.
- Council branding must be used consistently, in accordance with the Etheridge Shire Style guide.

- All Councillors and staff who attend meetings, seminars and conferences are expected to act in a professional manner.
- A “Plain English” style should be used to write all documents.
- Staff who write reports should consider communications and community engagement perspectives.

4.5 EXTERNAL COMMUNICATIONS

We will continue to improve our communications with clear and consistent messaging and by building a strong visual identity and making best use of communication channels available that consider the whole community.

- Council will continue to use the monthly Inform community newsletter, which is distributed throughout the Shire.
- Council will use the website to list major community events in cases where information has been supplied by community organisations, as well as events associated with Council;
- The Visitor information Centre will continue to use a variety of methods to promote community events, organisations and general information about the Shire e.g. flyers and brochures, Unearth Etheridge website.
- All dealings with the media shall be in accordance with Council’s Media Communications policy;
- Council will have a presence at major community events which it has sponsored;
- Council uses the Community Engagement Policy to gauge the community’s needs and opinions;
- Public access to Council documents will be in accordance with Etheridge Shire’s Access to Council Documents Policy ????
- Council will take appropriate action in response to complaints from the public, in accordance with the Etheridge Shire Council Complaints Handling Policy;
- Council will maintain an up-to-date copy of the Etheridge Shire policy register on the Council website, in accordance with the requirement of the Government Information (Public Access) Act 2009;

4.6 INTERNAL COMMUNICATIONS

Effective internal communication is an integral part of a successful organisation. The function of internal communications is to provide cohesive and controlled information through various internal communications channels to reach staff and relay consistent information.

Effective internal communication encourages a high level of employee engagement and when implemented successfully can result in better communication and an improved organisational culture that focusses on connecting with staff.

We will increase employees’ knowledge and understanding of Council initiatives so they can help provide accurate information on behalf of the Council.

We will support our elected members by keeping them informed about strategic and operational initiatives so they can provide accurate information on behalf of the Council.

4.7 STAKEHOLDER GROUPS

We will be responsive to the community’s opinions by managing and addressing issues as they arise. The Shire has a wide range of stakeholder groups, both large and small, thus effective ongoing stakeholder engagement and communication is essential to:

- achieve our overall organisational objectives;
- engage effectively with stakeholders;
- ensure that people understand what we do;
- change behaviour and perceptions where necessary; and
- demonstrate our achievements.

We acknowledge there are a diverse range of audiences present within the region including:

- Current and potential residents
- Ratepayers
- Business owners
- Investors
- Queensland and Australian Government departments and agencies
- Mining and Agricultural groups
- Community organisations and clubs
- Funding bodies
- Suppliers and contractors to Council
- Visitors

We endorse a community engagement framework that builds trust and confidence in the organisation, ensuring we work to best practice standards and engage in two-way conversations by genuinely listening to the community.

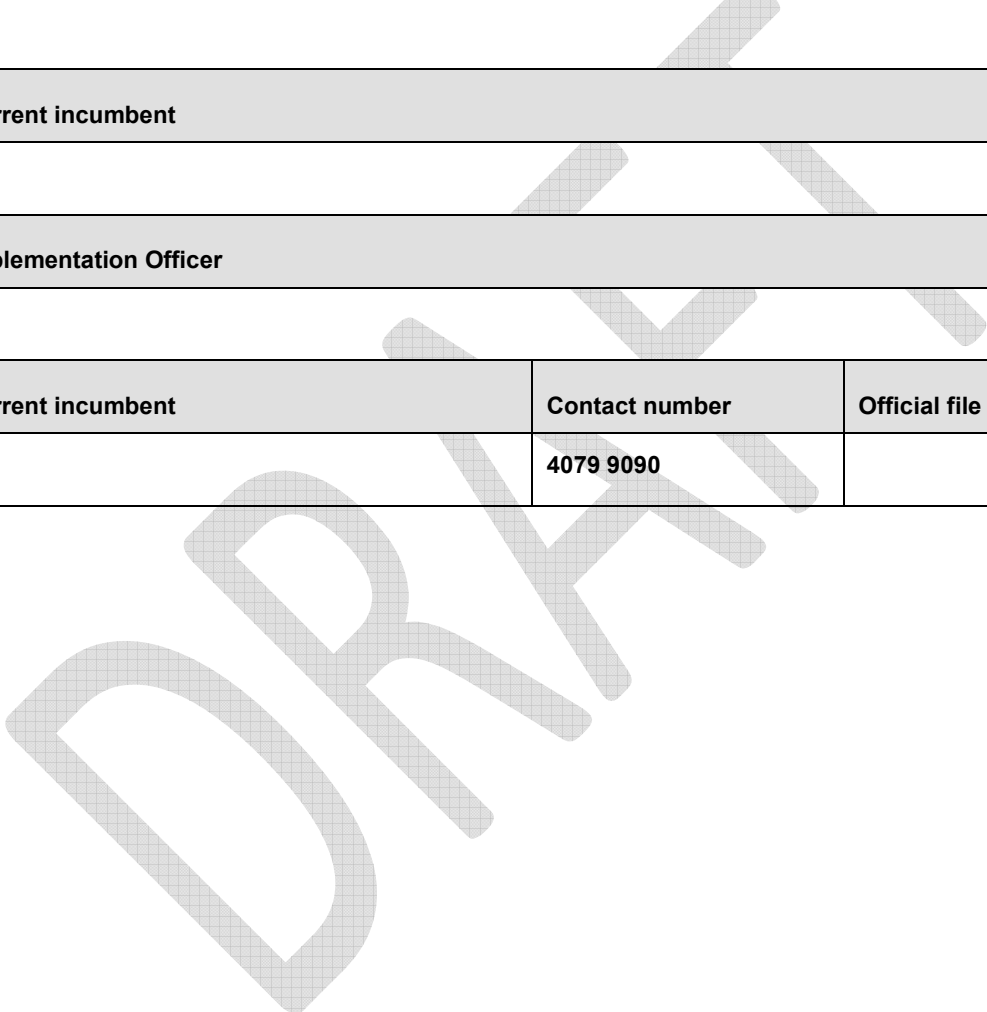
4.8 STAFF COMMUNICATIONS PRINCIPLES

Staff members should use the following principles when undertaking communication:

- **Visibility:** To maintain a strong, two-way communication relationship with stakeholders, it is important to be as visible as possible. Use of Council branding and key messages are important ways of maintaining visibility.
- **Simplicity:** Communication must be simple and straightforward out of respect for people's time, and to cater for differences in literacy levels. Use Plain English and avoid jargon and acronyms.
- **Repetition:** A repetitive schedule should be devised for messages to ensure they get the community's attention. The more a message is repeated, the more people will pay attention.
- **Value:** Messages need to have value for the community. Use the "What's in it for me?" principle and let people know how Council's work affects them.
- **Variety:** To ensure a message is received by as many people as possible, use a range of communication methods. People access information through different methods, according to their learning styles, skills and preferences, so one method alone will not get the message out to the whole community.
- **Listening:** Feedback on issues needs to be encouraged and processed. Community members will not engage with Council if they think they are not being listened to.
- **Evaluation:** Communication programs need to be evaluated for effectiveness.
- **Consistency:** The principles outlined above need to be followed on all occasions, to ensure consistently effective communication.

8. APPROVAL TABLE

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ETHERIDGE SHIRE COUNCIL SUSTAINABLE DESTINATIONS COMMUNICATIONS PLAN

This document should be read in conjunction with the Etheridge Shire Councils Communications Plan.

1. THE PROGRAM

In 2023 the Queensland Government awarded Etheridge Shire a grant, one of only 14 Shires in Queensland, to become a Sustainable Destination. To enable us to undertake this project we have partnered with Griffith University and EarthCheck Australia.

The Sustainable Destinations Program is a key initiative of the Queensland Government in response to the Towards 2032: Reshaping Queensland's visitor economy to welcome the world (PDF, 18.1MB) report, which identifies sustainability as a key catalyst for change, and forms part of the next long-term Towards Tourism 2032 strategy.

Council has an ongoing partnership with Griffith University, who have been assisting with planning tourism development in the Shire and grant applications. EarthCheck is a new partner, one of two organisations nominated by the Queensland Government for this project.

EarthCheck is the only global Benchmarking and Certification program, in Australia, for sustainable travel and tourism and is recognised and accredited by the Global Sustainable Tourism Council (GSTC).

The EarthCheck brand signifies better environmental and social performance, improved community interactions and savings through more efficient use of resources. It provides recognition and promotional support to a global consumer market.

The EarthCheck benchmarking and certification program was developed by the Australian Government's Sustainable Tourism Cooperative Research Centre (STCRC).

2. THE BENEFITS OF BECOMING A SUSTAINABLE DESTINATION

Certification allows the Destination to promote itself as a sustainable destination (or working towards one) providing a marketing advantage that targets the responsible tourist, who wants to ensure their impact on the environment is minimalised, but their visit is contributing to the economy and wellbeing of an area.

BENEFITS OF CERTIFICATION

- A better-operating destination tends to be more efficient and is reported to lead to more engaged and supportive residents and visitors.
- Certification can provide a marketing advantage to certified destinations, as consumers learn to recognise credible certification brands. This in turn can encourage high-yield visitation by offering visitors an easy way of determining where genuine and authentic experiences are found.
- Certification provides visitors and guests with environmentally and socially responsible choices.

- Certification helps governments protect their market niches as sustainable tourism destinations, especially when the credibility of the destination is threatened by greenwashing.
- By channelling economic benefits to communities, certification can help reduce poverty, especially in rural areas.

3. THE EARTHCHECK PROGRAM

EarthCheck provides a set of guidelines which are intended to bring key stakeholders together to achieve a common set of sustainability outcomes. A Destination Authority (Council) is recognised as the catalyst to achieving community wide participation in achieving these outcomes through facilitation and communication.

The EarthCheck Program is a tool to allow the Destination to reflect its sustainability progress against specific criteria with a Self-Assessment Checklist for each step. The principal objective of the EarthCheck Program is to facilitate responsible and sustainable **Environmental, Cultural, Social, and Economic (ECSE)** outcomes for Destinations. These outcomes align with the aims and objectives in the Shire Corporate Plan (2021- 2025) and Operational Plan (2022-23) for a sustainable future for the Shire.

The EarthCheck Program provides communities with a framework to set a baseline today, from which they can measure their progress over time against the ECSE outcomes, and to find ways to continuously improve their performance. The Program can be used to underpin a vision for a Destination, as well as focussing on sound policy and action plans to help achieve the vision.

The Program is designed to empower local communities to take ownership of sustainability goals, built on local initiatives, and recognises the benefits of a community working together to achieve sustainable outcomes.

The project will be managed by a Project Coordinator, from Griffith University, who will work closely with Council and representatives from four areas of the Shire: Business; Community; Council; and Environment – The Sustainability Team.

4. HOW WILL COUNCIL COMMUNICATE ABOUT THE PROJECT?

As part of the EarthCheck Certification Program, Council will communicate on a regular basis with the community to provide updates on the progress of the Project. Council will use all available current communication media, including Council Website, the monthly newsletter and Facebook. Council will hold meetings with the community over the 18-month period of the project to discuss progress and ascertain community feedback and ideas.

The Sustainability Team, as the community's voice, will relay updates on the project through their regular networks and invite feedback, which they can pass onto the Project Coordinator.

Council undertakes to use clear and straightforward language to communicate with honesty and integrity, and transparency, allowing the Shires residents to understand the project and receiving feedback.

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Etheridge Shire Council

FOR YOUR INFORMATION



Local Government
Remuneration Commission

03 July 2023

Dear Mayors and Councillors

Re: Local Government Remuneration Commission council category review

I am writing to bring your attention to the ongoing review of council categorisation by the Local Government Remuneration Commission.

As advised in my correspondence of 30 March 2023, the independent Local Government Remuneration Commission (the Commission) is currently undertaking a review of Queensland's councillor and mayor remuneration categories.

In completing the review, the Commission is seeking to ensure council remuneration categories are suitable for the current environment in which councils operate and to establish categorisation methodology that is fair, equitable, measurable, and transparent to support future decision-making by the Commission.

To ensure that all stakeholders have the opportunity to provide input to the review, the Commission has released a consultation paper detailing the review process and the proposed methodology.

To access the consultation paper, please visit the commission's webpage. The consultation period will be open until 28 July 2023.

<https://www.statedevelopment.qld.gov.au/local-government/for-councils/governance/local-government-remuneration-commission/category-review>

If you have any further queries in this regard, please contact the Commission Secretariat at LGRCEnquiries@dsdilgp.qld.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read "Bob Abbot".

Bob Abbot OAM

Chair

Queensland Local Government Remuneration Commission

1 William Street Brisbane
PO Box 15009
City East Qld 4002
www.statedevelopment.qld.gov.au

Consultation Paper

2023 Review of Local Government Council Categorisation

Queensland Local Government Remuneration
Commission

July 2023

Contents

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Section 1

Introduction and current approach

Purpose of the paper

The Local Government Remuneration Commission (the Commission) is responsible for establishing and reviewing the categorisation of councils for the purpose of setting maximum remuneration levels for councillors and mayors.

During 2023 the commission is undertaking a remuneration category review.

This paper presents the Commission's review of the existing categories and seeks input from councillors and mayors on the proposed approach for future categorisation.

Note: The determination of the maximum remuneration amounts of councillors and mayors is out of scope for this review, given this can only occur once the councils are allocated to a category. The annual review of maximum remuneration will occur after the category review.

Have your say

The Commission is seeking written input about the proposed framework for future categorisation of councils.

To guide submissions the Commission has included focus questions throughout the Consultation Paper.

You can email submissions to lgrcenquiries@dsqlgp.qld.gov.au with the subject line '2023 Category Review' by COB Friday 28 July 2023.

Submissions received will be considered by the Commission as part of completing the category review.

About the Commission

The Commission, established under the *Local Government Act 2009* (the Act), has the following functions:

- to establish the remuneration categories of local governments;
- to decide the category to which each local government belongs;
- to decide the maximum amount of remuneration payable to the councillors in each of the categories;
- to consider and make recommendations to the Minister about matters relating to councillor advisors; and
- another function related to the remuneration of councillors directed, in writing, by the Minister.

Decisions of the Commission apply to all councillors, deputy mayors and mayors, except for Brisbane City Council.

The Commission has a statutory obligation to complete a review of the remuneration categories once during each local government term.

Current approach

There are currently eight council remuneration categories. Generally, the councils with the smallest populations are in category 1 and the council with the highest population is in category 8. A list of the local governments assigned to the current categories can be found in the [Local Government Remuneration Commission Annual Report 2021-22](#).

Historically the method to allocate councils into categories has varied. Between 2007 and 2014, the Commission assigned councils to one of ten categories, however, in 2015 the Commission determined it would discontinue the use of the previously named “special category” and categories 1 and 2. The Commission introduced a new category (category 2) positioned between the previous category 3 and 4 levels and re-numbered the categories as 1 to 8. Neither the 2007 nor 2015 determinations detailed specific category criteria or metrics for the framework.

Case for change

The members were appointed to the Commission on 1 October 2019. The Commission recognised that the existing categorisation framework has not had any significant updates since 2015. Furthermore, the Commission has recognised that the framework (including the criteria, thresholds and metrics) is not published. Considering this, the Commission wants to ensure that there is a fit for purpose framework to guide Commission decision making in the future.

Shortly after their appointment the Commission maintained the existing categorisation model and ranking system. However, the Commission also recognised that the thresholds and metrics attached to the model are due for modernisation. The existing methodology potentially creates a lack of transparency in decision making and may not provide councils, or the Commission, with a set of well-defined criteria against which council categorisation is considered. This limits the ability for the Commission to be adaptive to change to maintain fit for purpose classification outcomes.

A well-defined framework will improve clarity and equity in categorisation of councils.

Challenges faced by the Commission using the current approach include:

- The existing methodology may not sufficiently achieve objectivity, consistency and transparency against the legislative criteria by which councils are allocated to categories.
- Difficulty in maintaining a consistent classification approach without a clear classification framework.
- Difficulty in assessing ad hoc council submissions seeking classification change on a fair and equitable basis.
- Accounting for the nuances of individual councils in the most equitable manner from a whole of sector perspective.

Given these and other challenges faced by the Commission in maintaining the current approach, there is a need to develop a framework that identifies a contemporary and clearer set of measurable criteria against which councils can be assessed.

QUESTION – Case for change

- Do you support the case for change from the existing categorisation framework?

Review objective

The Commission is seeking to achieve a documented methodology and categories for determining mayor, deputy mayor and councillor remuneration that:

- is fair, equitable, measurable and transparent;
- balances the requirement to differentiate between local governments with the need for simplicity; and
- supports the attraction and retention of high-quality mayors and councillors and an effective local government sector, while also supporting financially sustainable councils.

The scope of the Commission's category review is focused on the legislative requirements to establish the categories of local government and decide the category that the council belongs. The review is also focused on deriving a contemporary framework that is fit for purpose and can be adjusted over time to respond to significant sectoral challenges.

The determination of the maximum remuneration amounts of councillors and mayors is out of scope for this review, given this can only occur once the councils are allocated to a category. The annual review of maximum remuneration will occur after the category review.

Section 2

Developing a new approach

The review has followed a staged approach to the development of the draft framework. The key components of this approach are outlined in this section.

Component 1: Categorisation criteria considerations

To develop a robust and fit for purpose framework the Commission has considered:

- legislative requirements
 - Section 177 of the *Local Government Act 2009* (the Act) and section 242 of the *Local Government Regulation 2012* (the Regulation);
- council feedback and submissions; and
- review of inter-jurisdictional approaches.

Legislative requirements

Section 177 of the Act requires the Commission to create a set of categories of local government for the purpose of councillor and mayoral remuneration. When establishing categories of local governments, section 242 of the Regulation states that the Commission must have regard to—

- the size, and geographical and environmental terrain, of local government areas;
- the population of local government areas, including the areas' demographics, the spread of population serviced by the local governments and the extent of the services the local governments provide; and
- may have regard to other matters the Commission considers relevant to the effectiveness, efficiency, and sustainability of local governments.

Recent council submissions to the Commission

Council submissions were consistent in their request for the Commission to develop a framework that is based on a model using a clear, repeatable and documented process supported by clear metrics.

Inter-jurisdictional approaches

A review of council categorisation and remuneration practices across all Australian local government jurisdictions showed that there is no consistency in frameworks.

Generally, population and operating expenditure are the two most common factors used in determining council categorisation. However, there is a broad mix of other criteria used ranging from area (geographical size) and the nature and volume of business / industry, to sphere of economic influence.

Refer to appendix 1 for detailed identification of each jurisdictions factors to determine categorisation of councils.

Component 2: Development of guiding principles

The Commission has established a set of proposed guiding principles to support the new categorisation approach.

The principles and summary descriptors are summarised in Table 1 below:

Table 1: Guiding principles

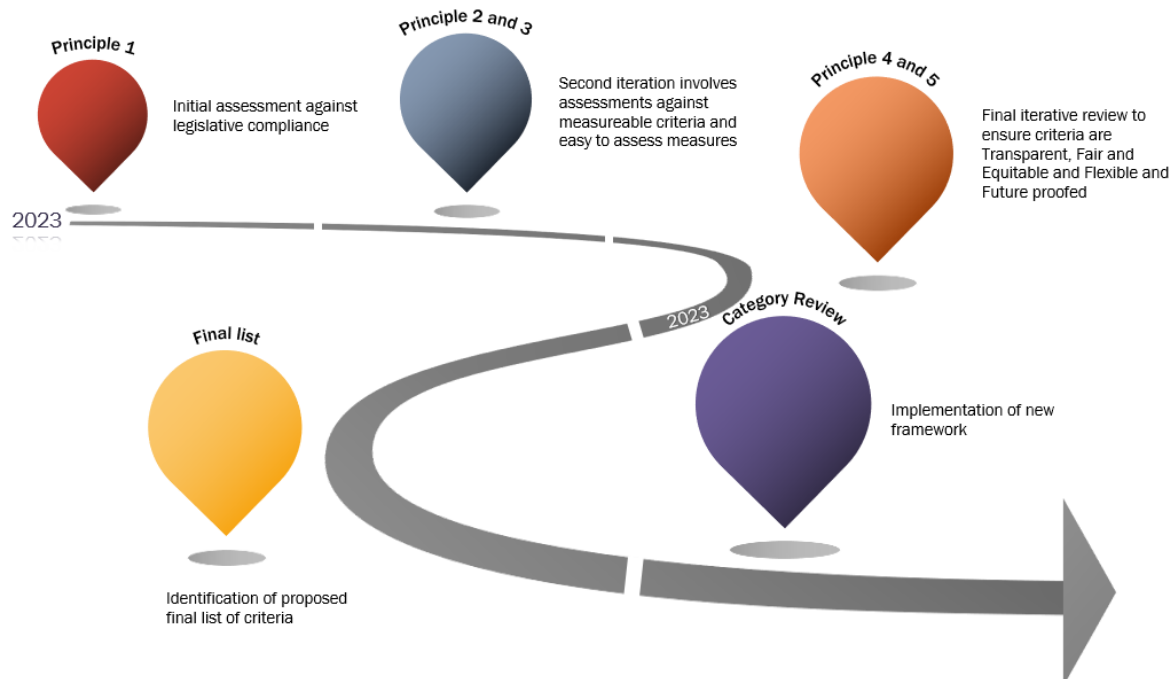
Principle	Descriptor
1. Legislative Compliance	The categorisation framework must include criteria that comply with legislation (Act and Regulation)
2. Measurable Criteria	The criteria must be clearly defined, easy to measure, assess, and explain. The use of qualitative measures should be limited to reduce subjectivity.
3. Easy to Assess Measures	Evidence-based data from authoritative sources must be available and easily accessible to enable assessment against each criterion.
4. Transparent, Fair and Equitable	The framework must be constructed in a way that is easy to understand/explain, enables the criteria to be applied to all councils in a consistent, fair and equitable manner, and result in a defensible categorisation outcome.
5. Flexible and Future Proofed	The framework should provide sufficient flexibility for the Commission to consider and implement variations to the framework to cater for changed circumstances.

QUESTIONS – Guiding principles

- Do you agree with the guiding principles used to develop the category framework?
- If no, what would you propose for inclusion and does this meet the legislative requirements?

Component 3: Criteria identification and selection

An iterative approach was undertaken where some potential criteria were removed at the completion of each iteration. This approach resulted in the proposed framework criteria.



The criteria and reasons for inclusion are provided in Table 2 below:

Table 2: Proposed criteria

Criteria	Rationale
Revenue	Revenue is considered a key criterion as it is a useful proxy measure for councils' accountability for effectively and efficiently managing controllable resources in achieving defined business, service, developmental or operational objectives of council and includes consideration of the complexity and range of services provided; as such it captures the scale and complexity of council operations.
Population/ Geography	Population including the spread of the population is considered a key criterion given the legislative requirements.
Population Growth	Population growth is considered a key criterion given the direct impact on Council in terms of the planning and infrastructure development required to accommodate population growth.
Socio-economic status	Socio-economic status of the local government area is considered a key criterion as it accounts for the differences in complexities of councils with different levels of socio-economic advantage / disadvantage.
Industry impacts	Industry impacts is considered a key criterion as it directly impacts the complexity and demands of Council resulting from the nature of industry, stakeholders involved, political/community sensitivity/controversy, negotiation/contractual requirements, scale and size of industry development. Council submissions also indicate that new and emerging industries impact on the complexity of the councillor role.

The Commission considered other possible criteria including Interjurisdictional alignment, operating and capital expenditure, range of services and council innovation.

Council submissions have previously requested that innovation and range of services be included for consideration to highlight variations within industry. However, the Commission determined that they were excluded from further consideration due to the limitations for a consistent measurement and assessment across all councils. Furthermore, some services could be captured through their inclusion in revenue criteria.

Component 4: Develop primary and adjusting criteria

Primary and Adjusting Criteria

Revenue best aligns to the legislative requirements as it addresses all the primary requirements. In general, revenue raising capacity is influenced by the size of land, population demographics and the extent of service delivery required to be met.

Therefore, the Commission is proposing that revenue is the primary criterion.

The other four criteria are designed to recognise elements that are not captured by revenue, but which do have an impact on the complexity and demands placed on a council. Their inclusion modifies the assessment of a council over another with similar revenue.

Section 3

Proposed framework

Following the completion of the building block approach, the draft framework has been developed. The below table shows the draft criteria, the measurement and proposed rating scale applied to each criterion.

There will be six main categories driven by the primary revenue criterion. Each category will contain three bands – low, medium, and high.

The Commission considers the use of revenue as the key indicator to place a council into one of the six categories. Therefore, revenue is proposed as the primary driver for council category placement. To recognise differences in Council's operating environment the approach applies four proposed adjustment criteria. This allows council categorisation of up to 18 bands.

CRITERIA		KEY MEASURE (SOURCE)	RATING SCALE
PRIMARY CRITERION	Revenue	Total operating revenue (Source: Council's Financial Statements)	6 revenue categories (refer further detail under "Primary criterion thresholds" heading below)
ADJUSTING CRITERIA	Population/ Geography	Population dispersion based on total average distance from primary centre (calculated as average km of small centres from primary centre multiplied by number of small places based on scaled count score (Source: QGSO))	Application of adjusting criteria is used to differentiate councils based on these four elements, within the primary criteria band.
	Projected population growth	Annualised population growth based on the previous 5 years and projected 5 years (Source: QGSO)	
	Socio-Economic Status	SEIFA index of relative socio-economic disadvantage decile (Source: ABS)	
	Industry Impacts (if included)	Qualitative measure: level of complexity and involvement required of Council in managing negotiations and stakeholder / community interests, and impacts on Council infrastructure planning and development, because of key industries and developments. Source: Proposed that councils would need to demonstrate how they meet the criterion. This would also require a qualitative assessment by the Commission.	

Thresholds applying to the criteria

Primary criterion thresholds

Total operating revenue (rates, service fees, grants, other sources) provides an accurate measure of regular and sustained revenue to reflect the scale and complexity of operations on an ongoing basis and is not subject to fluctuations. Proposed revenue threshold limits have been created by applying a revenue impact approach commonly used in assessing organisation size in traditional remuneration work value determination methodologies. The proposed framework uses the following threshold limits across six categories.

Category	Revenue
A	Up to \$50m
B	\$50.1m to \$125m
C	\$125.1m to \$250m
D	\$250.1m to \$500m
E	\$500.1m to \$1b
F	> \$1b

QUESTIONS - Primary revenue criteria thresholds?

- Do you support the proposed revenue thresholds?
- If No; What thresholds do you propose (including rationale)?

Adjusting criteria thresholds

It is proposed that a rating scale be introduced for the following two population criteria, based on thresholds informed by the actual spread of the measures across all Councils.

Population dispersion

The population dispersion considers both population and demography. The proposed model shows that councils with smaller towns within close proximity to the primary centre have shorter average distances to the primary centre. This is relative to councils with fewer small centres which require longer average travel distances to the primary centre. It reflects travel demands placed on council/councillors as measured by the total average distance from the primary centre.

Population growth

A historical and projected view over a 10-year period smooths out and reduces any potential projection errors.

Population growth can create additional requirements for infrastructure planning and development. A lower percentage (percentile data) relating to population growth reflects councils with low growth, where it is expected that there is little additional infrastructure planning and development. This approach acknowledges the complexities of future planning and infrastructure development not reflected in total operating revenue or other adjusting criteria.

Socio-Economic Indexes for Areas (SEIFA)

SEIFA thresholds are aligned with thresholds used by the Queensland Local Government Grants Commission and are used to ensure consistency of interpretation.

The Commission believes the thresholds noted above in this section allow for a controlled and accountable way for the categorisation of a council into a primary revenue category and point scoring under the adjusting criteria.

QUESTIONS

Adjusting criteria

- Do you support the adjusting criteria identified in this paper?

Adjusting criteria - Industry Impacts

- Council feedback has previously included a request for potential inclusion of industry impacts to be considered as part of a category framework - how would you review and assess industry impacts to develop an equitable, clear and repeatable criterion that can be included in a state-wide framework?

Other considerations

- Are there other accessible factors / metrics that are not included in the proposed model?

Note: any suggestions for consideration of additional / alternative factors / metrics must be supported by details of accessible quantifiable and reliable data sources. The proposed factor must be able to be applied across all councils in line with the guiding principles.

Next steps

The Commission is seeking feedback on the category framework through the questions identified throughout the consultation paper.

Timeline

You can email any submissions, questions, or concerns to lqrcenquiries@dsdilgp.qld.gov.au with the subject line '2023 Category Review'.

Feedback on this preliminary paper will close on Friday 28 July 2023.





















What happens next?

The Commission will continue to engage with stakeholders and collate and consider feedback in the coming months.

- In October 2023, the Commission will report back to councils and stakeholders on this engagement with a final framework for implementation.
- The Commission use the final framework to allocate councils to a category
- Prior to 1 December 2023 the Commission will determine the maximum remuneration for each category. The maximum remuneration levels will be implemented from 1 July 2024.
- The Commission will take the opportunity to provide clarity through the report and remuneration schedule regarding any other remuneration as required.

Appendix

Appendix 1

State / Factor	New South Wales	Victoria	Tasmania	South Australia	Western Australia	Northern Territory	Queensland
 Terrain of Council							
 Operating Expenditure							
 Services / Demand to Service							
 Area (size)							
 Population							
 Industry / Economy							
 Revenue							
 Voter Mix							
 SEIFA							
 Meetings							
 Community Involvement							
 Growth and Development							
 Social/ Economic/ Environment Issues							
 Strategic Planning							
 State or National Negotiations							
 Infrastructure Development							
 Other (e.g. Capacity to Pay, FTE, sustainability)							
 Nature and Volume of Business							
 Diversity of Community							
 Significance of Council							

Minutes of the 160th FNQROC Board Meeting

Meeting No	160
Meeting Name	FNQROC Board Meeting
Date	1 June 2023
Time	1.00pm to 4.30pm
Venue	Civic Reception Room, Cairns Regional Council

REPRESENTATIVES

CHAIR	Cr Brett Moller Cr Mark Nolan, Mayor Cr Robyn Holmes, Cr Trevor Pickering, Mayor Cr Michael Kerr, Mayor Cr Barry Hughes, Mayor	Cairns Regional Council Cassowary Coast Regional Council Cook Shire Council Croydon Shire Council Douglas Shire Council Etheridge Shire Council
DEPUTY CHAIR	Cr Angela Toppin, Mayor Cr Rod Marti Cr Mary Brown	Mareeba Shire Council Tablelands Regional Council Hinchinbrook Shire Council (online)

CEOS

Ms Mica Martin, CEO Mr Andrew Graffen, CEO Mr Brian Joiner, CEO Ms Jacqui Cresswell, CEO Mr Neil Crotty, A/g CEO Mr Steve Linnane, CEO Mr Peter Franks, CEO Mr Gary Rinehart, CEO Mr Richard Wright, CEO	Cairns Regional Council Cassowary Coast Regional Council Cook Shire Council Croydon Shire Council Etheridge Shire Council Hope Vale Aboriginal Shire Council Mareeba Shire Council Tablelands Regional Council Yarrabah Aboriginal Shire Council
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OBSERVERS

Cr Peter Garde Ms Lucy Greene Diana Lollato	Croydon Shire Council LGAQ QTC
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INVITED GUESTS

Ms Fiona Simpson	Shadow Minister
Ms Arna Brosna	CSSDS
Ms Tracey Harding	YJESBT
Mr Jeff Jimmieson	DSDILGP
Mr Graham Locke	DSDILGP

FNQROC STAFF

Ms Darlene Irvine	Executive Officer
Mr Travis Sydes	Natural Asset Management & Sustainability Coordinator
Ms Amanda Hancock	Regional Strategic Infrastructure Coordinator
Mr Elliott Meelen	Regional Procurement Coordinator
Ms Paula Power	Executive Support Officer
Ms Maria Anselmo	Climate Resilience Coordinator

APOLOGIES

Cr Bob Manning, Mayor	Cairns Regional Council
Cr Peter Scott, Mayor	Cook Shire Council
Ms Rachel Brophy, CEO	Douglas Shire Council
Mr Ken Timms, CEO	Etheridge Shire Council
Cr Jason Woibo, Mayor	Hope Vale Aboriginal Shire Council
Cr Ramon Jayo, Mayor	Hinchinbrook Shire Council
Ms Michelle Webster, CEO	Hinchinbrook Shire Council
Cr Ross Andrews, Mayor	Yarrabah Aboriginal Shire Council
Cr Bradley Creek, Mayor	Wujal Wujal Aboriginal Shire Council
Ms Kiley Hanslow, CEO	Wujal Wujal Aboriginal Shire Council

3096 WELCOME & ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The meeting commenced at 1.00pm.

The Chair welcomed everyone to the meeting and acknowledged the Traditional Owners of the land on which we met today and paid respects to Elders past, present and emerging.

Cr Kerr acknowledged Shadow Minister Fiona Simpson's attendance and thanked her for joining the meeting.

Cr Kerr also acknowledged Mr Jeff Jimmieson and Mr Graham Locke from DSDILGP who have taken on new roles in the region.

3097 BOARD PRESENTATIONS

3.1 Ms Fiona Simpson – Shadow Minister for Finance and Better Regulation, Shadow Minister for Integrity in Government and Member for Maroochydore

Ms Ann Leahy, Shadow Minister for Local Government was unable to join the meeting and sends her apologies.

Ms Simpson provided an up-to-date summary of current issues.

- Ms Simpson asked for feedback on the housing crisis and movement since the state housing summit and what each council had planned in their areas. State has significant housing footprint. Want feedback on measures and barriers to help unlock more affordable housing.
- FNQ Regional Plan – concerned about where the process is up to. Ms Leahy has lodged a question on notice in Queensland Parliament about the FNQ Regional Plan and where the consultation process is currently and the timeframes. It is causing angst and uncertainty.
- Concerns about rising costs of infrastructure. Infrastructure freeze Federally on a range of projects that are Federally funded and co-funded with the State. 90 day review which is an extensive risk across the state.
- Changes to Local Government Act went through in Parliament recently. Compliance of grants of funding programs.

Questions from the floor

B Joiner – A large amount of work required to acquit. ie. \$10,000 library grant. Takes a few days to acquit for such a little amount.

R Wright – Any assistance from opposition for advocating for Yarrabah is appreciated.

3.2 Ms Tracey Harding, Department of Youth Justice, Employment, Small Business and Training (YJESBT) and Ms Arna Brosna, Department of Child Safety, Seniors and Disability Services (CSSDS)

Ms Harding and Ms Brosna provided a presentation on debunking the myths of youth offenders.

- FNQ – 3 service centres – Tablelands and Cassowary Coast with a new hub scheduled in Mareeba.
- 130 people – maintaining staff has been an issue. 20% vacancies remain a challenge.
- Youth justice orders – at end of April just under 250. 10-15 involved through restorative justice process. Strong focus on looking to engage with those families and communities to try and change data.
- Across region 1500 children moved from parents care after evidence provided.
- There are hard core re-offenders that they are struggling to find solutions for. Greatest challenge.
- New Hub for Mareeba is modelled on Morton Bay and is more therapeutic. Engaging with elders in rehabilitation. Smaller facility around 40 children allows for more targeted engagement.

Presentation will be forwarded with the minutes.

Questions from the floor

- Why do the same youth re-offend? Complex issue
- Youth Crime - How do Mayors and Councillors answer questions from the community about why it is happening?

Answer – Can only work with the system they have. The system does work on majority of cases. Acknowledge problem with repeat offenders. Over last 10 years, young offenders have reduced but number of offences has increased.

- With regard to repeat offenders – how many come from a usual residence that is overcrowded?
Answer – suggest that number would be high but they haven't collected that data.

- Children breaking and entering in Hope Vale. Problem for last 12 months. Police unable to resolve so community took into own hands.

3.3 Ms Lucy Greene, (LGAQ)

Ms Greene provided an overview of LGAQ recent activities per the briefing note circulated. (Appendix 1)

- Policy Executive meeting – At the latest LGAQ Policy Executive meeting on 21 April 2023, a presentation on the Voice to Parliament was provided by Yarrabah Council Mayor Ross Andrews.
- Annual Conference motions – Motion submissions will formally open on Wednesday 7 June for the 2023 LGAQ Annual Conference in Gladstone (16 – 18 Oct). Closing date for motions is 8 August. If councils have any questions, need any assistance, or wish to discuss any ideas on potential motions, please don't hesitate to get in touch with Lucy on 0439 701 223 or at lucy_greene@lgaq.asn.au
- Queensland State Budget - Will be handed down by the Treasurer on Tuesday 13 June at 2pm. The LGAQ will email its analysis to member councils later that afternoon. SGFA for First Nations councils, TIDs, Works for Qld, housing, and water and sewerage infrastructure are key funding requests included in the LGAQ's Budget Submission and have been highlighted across various Ministerial meetings.
- Housing – The State Government recently announced its partnership with the LGAQ and 38 councils to develop Local Housing Action Plans (LHAP). The LGAQ's Crystal Baker has recently written to the Mayor and CEO of each eligible council in the FNQROC outlining the process going forward.
- Federal Government Infrastructure Review – Minister Catherine King has written to the LGAQ seeking feedback from Queensland councils on infrastructure projects as part of the 90-day Federal infrastructure pipeline review. The LGAQ is specifically seeking feedback on the delivery of sub-programs available to the local government sector. Please get in touch with the LGAQ's Mike Furniss at mike_furniss@lgaq.asn.au to provide feedback.
- Animal Management – The State Government's Animal Management Taskforce met this week to discuss a range of actions and potential policies regarding dangerous dogs. Minister Furner will now be taking a discussion paper to Cabinet focusing on an education campaign; tougher penalties for owners of dangerous dogs; a QCAT process review; and the banning of restricted dogs. Once endorsed by Cabinet the State Government will be seeking feedback from councils.

Questions/discussion from the floor

- Trying to get Neem trees outlawed. A problem in Gilbert River as the trees growing all the way to the Gulf of Carpentaria.
- State Government not recognising potential problem in terms of choking up waterways. It should be put on the obnoxious weeds list.
- T Sydes – risk assessment done and is well known. Pest management process – currently State doesn't acknowledge as a pest. The process undertaken by other councils in the region is to adopt as a local law. If multiple councils react at the same time, it gives a better case to have regulation passed. The downside is the state process can take a long time. Initial step is to get it recognised and try and manage it.
- Working group North/West to discussed this. During that working group they weren't given that explanation in relation to the biosecurity guide.

3097 Action: T Sydes to work with Croydon and Etheridge on a process forward to declare Neem Trees through local laws and then through the State process.

3098 CONFIRMATION OF PREVIOUS MINUTES

The draft minutes of the 159th FNQ Regional Organisation of Councils (FNQROC) Board meeting of 6 April 2023.

MOVED: Cr Angela Toppin

SECOND: Cr Brett Moller

Motion

That the FNQROC Board move that the minutes of the 159th Board Meeting held on 6 April 2023 be confirmed and adopted.

CARRIED

3099 BUSINESS ARISING FROM PREVIOUS MINUTES

5.1 Action items from Thursday 6 April 2023 FNQROC Board Meeting.

Thursday 6 April 2023

Minute Number	Action	Responsible Person(s)	Status
3047	Cr Kerr to raise housing investment with the Superannuation Board.	Cr Kerr DSC	On-going
3070a	T Sydes to continue with desktop analysis and establish Steering Committee for the FNQROC Regional Mountain Bike Strategy.	T Sydes FNQROC	Complete
3071	D Irvine to investigate higher yielding interest rates for savings/cheque accounts for FNQROC.	D Irvine FNQROC	Complete
3081	Minutes of the 159 th Board meeting to reflect that Cr James, Cairns Regional Council attended the meeting on 2 February 2023.	P Power FNQROC	Complete
3095a	Crankworx VIP tickets - email to be sent to all councils asking what days they would be available to attend. Events on Wednesday 17 May, Thursday 18 May and Friday 19 May 2023.	P Power FNQROC	Complete
3095b	Schedule meeting with FNQROC Councils to explain the Development Manual in detail. That process will do once the proposed amendments are done next week. Council staff next week. Consultation for councils.	D Irvine FNQROC	Ongoing
3095c	Update calendar invites to reflect the change to the time of the next FNQROC Board meeting on 1 June 2023 to 1pm and the RRTG meeting to 12 noon.	P Power FNQROC	Complete
3095d	Advance Cairns membership to be discussed at the next FNQROC Board meeting on 1 June 2023.	D Irvine FNQROC	Complete

- 3047 – CEO of the Association of Superannuation Funds. D Irvine will follow-up directly and send information back to FNQROC Board.

3100 ADVOCACY

Nil

3101 STRATEGIC OPERATIONAL PLAN

FNQ Regional Plan update

- Active engagement has commenced with DSDILGP.
- Scheduled in monthly meetings with the FNQROC Planners Group. DSDILGP attending first meeting on 6 June 2023.
- At the first FNQROC Planners workshop will work through the expectations document and see what's achievable and what is for discussion.
- The tender for technical consortium has been decided and will be announced soon. Hoping to map out impact for the next 6 months.
- More information will be available after the Planners meeting Tuesday 6th June.

FNQ Regional Resource Recovery Plan

- Our region is the first one to be completed. Working with state in modelling what a Project Coordinator might look like. Unable to launch the plan during State Parliament in Cairns as Minister Scanlon was unavailable. We now have a new Minister, the Hon Leanne Linard. We are still following the process through and keen to keep the momentum going on this. Other regions are still in discussions. We are ready to go and want the funding to keep the momentum going and have a line of sight on M7.

Local Housing Action Plan Project – Discussion re short term committee and linkages to FNQ Regional Plan

- Local Housing Action Plans – timeline March 2024.
- Proposing we create a short-term committee working on those local housing action plans. Identified in regional plan that these action plans will feed into it. Timeline LGAQ Local Housing Action. Supported by the Board
- Linked in is the indigenous councils. Cape York Regional Plan will follow 6 months behind with Gulf following shortly after that.
- Yarrabah meeting with Department representatives and are modifying their draft Local Housing Action Plan.
- Hope Vale money received. Programs are coming close to being completed. Meetings with Federal Government as they wanted future funding proposals. Historically Federal Government not responsible for housing it usually sits with the State Government.

3101 Action: D Irvine to convene short term technical committee focussed on Local Housing Action Plans

3102 DISCUSSION TOPICS

7.1 Advance Cairns Membership

Given Cairns Regional Council is again a member of Advance Cairns the question was raised as to whether FNQROC became a member again. It was noted:

- FNQROC was previously a member when we funded a regional economic development officer through Advance Cairns
- The question was raised why FNQROC would be a member, are the other regional organisations paid members of each other?

RESOLVED:

As regional organisations we should continue to work in partnership as we have been doing without having to be members.

3103 CORRESPONDENCE

Nil

3104 FNQROC POLICY REVIEW

Nil reports

3105 FINANCIAL STATEMENTS

Profit and Loss and Balance Sheet – 1 July 2022 to 23 May 2023

MOVED: Cr Barry Hughes

SECOND: Cr Rod Marti

Motion

That the profit and Loss and Balance Sheet Reports for the period FY 2021 to 23 May 2023 be adopted and accepted.

CARRIED

3106 ATTENDANCE & MINUTES OF MEETING

Meetings Attended by Executive Officer – as noted.

3107 LGAQ POLICY EXECUTIVE DISCUSSION – CR PETER SCOTT

Nothing to report. If any issues, please raise with Cr Peter Scott to take to LGAQ Policy Executive.

3108 MINUTES OF ADVISORY COMMITTEES

Inaugural FNQROC WHS & Wellbeing Advisory Group Meeting – Tuesday 18 July 2023

Noted

- Physcosocial hazards in councils - From a procurement perspective Gerard Mead from Ochre will be discussing a suite of procurement documents and council's liabilities at the next meeting. The procurement committee will be invited to participate in this section of the WHS technical committee.
- Discussed was the new Code of Practice which came into force April 2023.

RRTG TC – 9 May 2023

Noted

FNQROC Economic Development Advisory Group – 11 May 2023

No minutes as training session.

Natural Asset Management Advisory Committee (NAMAC) #54 – 31 May 2023

Noted

FNQROC 2022/2023 Reseal & Line Marking Meeting No.5 – 11 May 2023

Noted

FNQROC 2022/2023 Regional Sewer Relining – 12 May 2023

Noted

3109 GENERAL BUSINESS

General Business

- LGAQ re Works for Queensland. Seeking CEO's endorsement for the letter to go to the Deputy Premier.
- Federal Delegation 31 July to 31 August 2023. D Irvine has drafted up the brief and will be available for review mid-June. This time will be done differently and include Water, Roads, Regional Roads Strategy list and a different direction on Indigenous Housing.

All in the room were asked to leave with the exception of FNQROC board elected members and CEO's.

Confidential Matter – Interim CEO

An update on the process to find an interim CEO was provided and guidance was provided to the selection panel with the exception of D Irvine who was not present during discussions.

3110 NEXT MEETING

The Chair advised that the next meeting is scheduled for Thursday 1 August 2023, time to be advised during the Federal Delegation. No video conference will be available.

The Chair thanked members for their contribution. There being no further business the Chair declared the meeting closed at 3.18pm.

.....
Cr Michael Kerr, FNQROC Chair

AGREED ACTION ITEMS

Thursday 1 June 2023

Minute Number	Action	Responsible Person(s)
3047	Housing initiatives through superannuation. Darlene will follow-up directly with the CEO of the Association of Superannuation Funds and send information back to FNQROC Board	D Irvine FNQROC
3095b	Schedule meeting with FNQROC Councils to explain the Development Manual in detail.	D Irvine FNQROC
3097	T Sydes to work with Croydon and Etheridge on a process forward to declare Neem Trees through local laws and then through the State process.	T Sydes Cr Pickering and Cr Hughes
3101	D Irvine to convene short term technical committee focussed on Local Housing Action Plans	D Irvine

FNQROC Board Meeting Dates for 2023

Date	Venue
Thursday 03 August 2023	CANBERRA
Thursday 05 October 2023	HOPE VALE
Thursday 07 December 2023	CAIRNS

Minutes of the 77th FNQ Regional Roads and Transport Group

Meeting No	77
Meeting Name	FNQ Regional Roads and Transport Group
Date	1 June 2023
Time	12 noon to 1.00pm
Venue	Cairns Regional Council, Civic Reception Room

REPRESENTATIVES

Cr Brett Moller	Cairns Regional Council
Cr Mark Nolan	Cassowary Coast Regional Council
Cr Robyn Holmes, Dep Mayor	Cook Shire Council
Cr Trevor Pickering	Croydon Shire Council
Cr Michael Kerr	Douglas Shire Council
Cr Barry Hughes, Mayor	Etheridge Shire Council
Mr Ross Hodgman, District Director	Department of Transport and Main Roads
Cr Rod Marti	Tablelands Regional Council

CHAIR

OBSERVERS

Mr Andrew Graffen	Cassowary Coast Regional Council
Mr Brian Joiner	Cook Shire Council
Ms Jacqui Cresswell	Croydon Shire Council
Mr Neil Crotty	Etheridge Shire Council
Mr Richard Wright	Yarrabah Aboriginal Shire Council
Mr Peter Franks	Mareeba Shire Council

Ms Susan Barlow	RAPT, Department of Transport and Main Roads
Mr Mike Furniss	LGAQ (online)
Ms Lucy Greene	LGAQ

FNQROC STAFF

Ms Darlene Irvine	Executive Officer
Ms Amanda Hancock	Regional Strategic Infrastructure Coordinator
Ms Paula Power	Executive Support

358 WELCOME & ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The meeting commenced at 12 noon.

In the absence of the Chair and Deputy Chair, Mayor Michael Kerr Chaired the meeting and welcomed everyone. He acknowledged the Traditional Owners of the land on which we meet today and paid respects to Elders past, present and emerging.

359 APOLOGIES

Cr Peter Scott, Mayor	Cook Shire Council
Cr Bob Manning, Mayor	Cairns Regional Council
Cr Annette Haydon	Tablelands Regional Council
Cr Ross Andrews, Mayor	Yarrabah Aboriginal Shire Council
Cr Kevin Davies, Deputy Mayor	Mareeba Shire Council
Mr Ken Timms	Etheridge Shire Council
Cr Bradley Creek	Wujal Wujal

403 PRESENTATIONS

No presentations at his meeting.

404 CONFIRMATION OF PREVIOUS MINUTES

MOVED: Cr Rod Marti

SECOND: Cr Barry Hughes

“That the minutes of the 76th FNQ Regional Roads and Transport Group Meeting held on 2 February 2023 confirmed.”

Nil action items from last meeting.

405 MINUTES & RECOMMENDATIONS OF RRTG TECHNICAL COMMITTEE MEETINGS

Recommendations to the RRTG Board from Technical Committee meeting No.126 – 17 March 2023 and No. 127 – 9 May 2023

6.2.1 Technical Committee Meeting No.126 – 17 March 2023

FNQ RRTG endorsed the recommended amended program for 2022/23 to 2026/27 via Flying Motion on 29 March 2023. Noted

6.2.2 Technical Committee Meeting No.127 – 9 May 2023

Recommendations to the RRTG Board from Technical Committee No.127 – 9 May 2023

6.2.2 Recommended works program 22/23 – 26/27, (excel spreadsheet attached to agenda with amendments in red), and

6.2.3 Recommended priority list of banked projects to be allocated any underspend in the 2022/23 year to be endorsed:

MOVER: Cr Trevor Pickering
SECONDER: Cr Barry Hughes

That the FNQRRTG endorse:

- a. the recommended works program 2022/23 – 2026/27 and*
- b. the following priority list of banked projects be allocated any underspend in the 2022/23 year.*

ID	Council	Road	Project Description	Rank	Project Cost	Funds to be allocated
366	Cairns Region	Lake Street	Pavement Rehabilitation	83	\$630,000	\$224,000
459	Cassowary Region	Tully Gorge Road	Culvert No. 59	89	\$296,000	\$43,000
264	Cook Region	Sherrin Esplanade	Roadworks (sealed) - Existing Alignment.	145	\$1,300,000	\$150,000
487	Douglas Region	Cape Tribulation Road	Stabilisation of road edges	16	\$165,000	\$82,500
485	Douglas Region	Front Street	construct a 2m wide footpath	43	\$60,000	\$30,000
479	Tablelands Region	Sluice Creek Road	Guardrail / Barrier	55	\$113,157	\$55,000

486	Douglas Region	St Crispins Ave/Endeavour Street	Lighting - Upgrade	71	\$300,000	\$150,000
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CARRIED

406 WORKS PROGRAM UPDATE

- Ross Hodgman – Roadtec to complete works at Archer River.
- Fed budget released in May – review of all federally funded infrastructure projects with construction yet to commence. This means any projects with Federal funding which is yet to commence construction are unable to go out to tender until the review is complete. Projects underway will be continued.
- Priority list of projects impacted will be sent to Federal Government to trying and get the review completed quickly. Currently out of TMRs control with no visibility of review.
- Every Federally funded project on QTRIP impacted.
- DTMR plan to work with their planning team and look at what projects are in the pipeline that are active and projects ready to go to market. If it is not resolved by December will lose a whole year due to wet season.

Questions from the floor

- Socio Economic Assessment Report – public facing document. Needs to go through the TMR approval process and they will release once approved.

Action: R Hodgman to let RRTG know when the Socio Economic Assessment Report it has been released on the website.

- Andrew Graffen – Having trouble retaining Project Managers. There is also gap internally at TMR. Information on how to keep workforce and what to do with contractors – TMR can share.

407 ROADS AND TRANSPORT ALLIANCE UPDATE

Susan Barlow – Principal Technical Advisor (Local Government Partnerships) | Government Partnerships, Department of Transport and Main Roads

- TIDS expenditure - FNQ RRTG TIDS expenditure was 90 percent as at the end of May 2023. (Statewide expenditure was 67 per cent.)
- It is noted that the RRTG have now endorsed a number of program changes to ensure the TIDS program and expenditure is on track for completion and full expenditure this financial year. A reminder to submit any claims as soon as possible. TMR will now be providing monthly reports until the end of the financial year.
- SCDF - We have now received this year's claim for the "Regional Aerodrome Operational Business plan" project – thank you. This was the only outstanding SCDF claim from FNQ RRTG.
- RRTG ATSI TIDS - It is noted that Wujal Wujal have fully claimed their allocation and that Yarrabah are to use their allocation next financial year (another council in FNQ RRTG is to use the funding this year)

- TIDS project recognition signage – The alliance has now received all the photos this year for TIDS projects over \$250,000 from FNQ RRTG. The missing photos, noted at the technical committee meeting, from Cook and Tablelands councils have been sent to us since that meeting.
- RTAPT webinars - “e-Mobility Parking Plan” webinar was held on 3 May 2023 to discuss strategic planning for e-Mobility parking and the e-Mobility Parking Working Group.
“Road Safety starts with us” webinar was held on 9 May 2023. Information was provided by representatives from TMR’s road safety teams including on some resources and funding available to Local Governments. It is noted that this date clashed with the FNQ RRTG technical committee meeting held at the same time so a representative from TMR’s Safer Roads Infrastructure team is to do a presentation at the next technical committee meeting.
- RTA annual progress report: all RRTGs have been asked to submit a story/stories about a TIDS project. A short explanation about the project (include key details, cost/TIDS contribution, benefits/outcome, 300 words max.) with some high-resolution photos are needed by 2 June 2023. (It is noted since the meeting that Cook Shire Council has submitted a project story).
- Crash data and Blackspot applications: crash data and emerging crash locations were sent to RRTGs in April 2023. This information can be used to support Blackspot applications which are due by early/mid July 2023.

408 LGAQ UPDATE

LGAQ, Mike Furniss, Lead Transport and Logistics

Federal Budget Infrastructure update

- Minister Catherine King has announced an independent review of the Federal Government’s \$120 billion infrastructure pipeline.

This 90-day independent review of the Infrastructure Investment Program will assess a number of IIP sub-programs, including the Bridges Renewal Program, Heavy Vehicle Safety and Productivity Program, Roads to Recovery Program and Black Spot Program. It will investigate what improvements could be made to these sub-programs, including how the Australian Government could deliver them more effectively and lessen any unnecessary administrative burden.

Minister King has now confirmed that both the LGAQ and ALGA will be consulted as part of the review. We are being asked to provide feedback on the delivery of sub-programs available to the local government sector.

LGAQ received a letter showing that the review will NOT:

- consider projects already under construction or the Commonwealth’s 2022 election commitments.
- consider individual projects in the sub-programs

LGAQ seeks feedback from councils on the following:

1. A list of projects that are under construction or were an election commitment – so we can state in our submission that we understand they are 100% safe, as per the minister’s letter.
2. A list of projects that are not captured by these review parameters – and are thus at risk. This will allow LGAQ to make the case around the impact on community liveability/leaving local communities behind that this would cause if cancelled.

3. A list of council suggestions to achieve easier/smoothier administration for both the Commonwealth and councils. For example, allocative funding, co-contribution levels, layering government grants together, more flexible timelines.
4. Is there anything in the ongoing funding programs (LRCl, R2R, Bridges Renewal, Black Spot, ROSI, HVSP) that make administration easier for councils, that we can include in response?

Please provide feedback by 30 June 2023 to Mike Furniss, A/Lead, Roads and Transport at 07 5955 4389 or mike_furniss@lgaq.asn.au

LGAQ Staff changes

- Delia Atkinson has moved on and Mike Furniss is back in the acting lead position while LGAQ recruit. Warren Phillips has been engaged to provide support for the roads and transport portfolio, particularly around the Rail Interface Agreement project.

409 JOINT PURCHASING AND RESOURCES SHARING

Works on 2022/23 nearing completion and 2023/24 request for tender will be released shortly.

410 ROAD SAFETY

Nil

411 GENERAL BUSINESS

- Technical Tour – spending 3 days 26 -28 July 2023. Travelling to Cook then up to Coen and Archer River Bridge works along the PDR and inspection of TIDS projects. A Hancock will contact TMR about works on the bridge.

412 NEXT RRTG TECHNICAL COMMITTEE MEETING NO. 128

- Friday 14 July 2023 – Cairns

413 NEXT FNQ RRTG MEETING NO. 78

- Thursday 5 October 2023 – (Hope Vale*) to be confirmed

414 CONCLUSION

The Chair thanked members for their contribution. There being no further business the Chair declared the meeting closed at 12 noon.

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Cr Michael Kerr

A/g FNQ RRTG Chair

AGREED ACTION ITEMS

Thursday 1 June 2023

Minute Number	Action	Responsible Person(s)	Status
406	R Hodgman to let RRTG know when the Socio-Economic Assessment Report has been released on the website.	R Hodgman	

Our ref: CTS 10631/23



23 June 2023

Mr Ken Timms
CEO
Etheridge Shire Council
PO Box 12
GEORGETOWN QLD 4871

Department of
**Regional Development,
Manufacturing and Water**

Email: ken.timms@etheridge.qld.gov.au

Dear Mr Timms

On 13 June 2023 the Queensland Government announced that the Department of Regional Development, Manufacturing and Water (DRDMW) will undertake an assessment of challenges and opportunities for drinking water and sewerage service provision in remote and regional communities.

DRDMW is committed to a Queensland where communities, businesses and water resources are sustainable and resilient. The \$2.6 million budget announcement for an Urban Water Risk Assessment will be undertaken in two stages, with an initial high-level scan, followed by a detailed assessment to better understand the challenges you face as a water service provider and identify possible opportunities to address the challenges.

I recognise the wealth of expertise within local governments and this assessment will provide an opportunity to collaborate with DRDMW to identify long-term solutions which are fit for purpose and place. More information about the assessment, its timelines and how your organisation can participate will be sent to you in the coming months.

The assessment is being led by DRDMW with support from Queensland Health, the Department of Environment and Science and the Department of State Development, Infrastructure, Local Government and Planning, giving a whole of government approach.

If you require any further information, please contact Mr Daniel Harris, A/Executive Director, Strategic Water Initiatives, DRDMW by phone on 0467 802 338 or via email daniel.harris@rdmw.qld.gov.au, who will be pleased to assist.

Yours sincerely



Linda Dobe
Acting Director-General

1 William Street
Brisbane QLD 4000
GPO Box 2247 Brisbane
Queensland 4001 Australia
Telephone 13 QGOV (13 74 68)
Website www.rdmw.qld.gov.au
ABN 51 242 471 577



Our ref: DGBN23/292

Department of
**State Development, Infrastructure,
Local Government and Planning**

5 July 2023

Mr Ken Timms
Chief Executive Officer
Etheridge Shire Council
Ken.Timms@etheridge.qld.gov.au

Dear Mr Timms

The Auditor-General recently tabled in Parliament his Report 15: 2022-23 *Local government 2022*. A copy of this report can be found on the Queensland Audit Office's (QAO) website at <https://www.qao.qld.gov.au/reports-resources/reports-parliament/local-government-2022>.

I was pleased to note in the report that most councils met the deadline for the completion of their 2021-22 financial statements. It has also been an achievement by councils in reducing the number of significant audit deficiencies. This is a significant accomplishment given the challenges councils face.

The Auditor-General has made one recommendation for councils in relation to procurement and contract management practices. I support this recommendation and am writing to each council to emphasise the importance of following this recommendation.

I encourage you to assess the maturity of your council's procurement and contract management processes using the QAO 'Procure-to-pay' maturity model and implement any identified opportunities to strengthen your practices. The QAO 'Procure-to-pay' maturity model can be obtained directly from the QAO.

The Auditor-General has also highlighted several other matters for councils throughout the report. I also encourage you to address the following if they apply directly to your organisation:

- attend to any outstanding prior year recommendations
- action any outstanding significant deficiencies that the QAO identified for your council
- the importance of planning for early certification for the end of financial year reporting to ensure the audit certification deadline of 31 October is met each year
- ensure an effective audit committee where required or an effective internal audit function.

Part 11, Division 1 of the Local Government Regulation 2012 outlines a local government's obligation to have an internal audit function. Your council was identified as not having an effective internal audit function in the report. I encourage you to take immediate action to address this if your council has not already done so.

1 William Street
Brisbane Queensland 4000
PO Box 15009
City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530

If you require any further information, please contact Ms Tara Nguyen, Acting Director, Financial Analysis, Assurance and Systems, Local Government Division in the Department of State Development, Infrastructure, Local Government and Planning, by telephone on (07) 3214 9564 or by email at tara.nguyen@dSDLGP.qld.gov.au, who will be pleased to assist.

Yours sincerely

A handwritten signature in black ink that reads "Mike Kaiser". The signature is written in a cursive style with a period at the end.

Mike Kaiser
Director-General

cc Mr Andrew McKenzie
Director of Corporate and Community Services
Etheridge Shire Council
Andrew.Mckenzie@etheridge.qld.gov.au



Department of
**State Development, Infrastructure,
Local Government and Planning**

Our ref: MBN23/524

30 June 2023

Mr Ken Timms
Chief Executive Officer
Etheridge Shire Council
Ken.Timms@etheridge.qld.gov.au

Dear Mr Timms

I am writing to provide an update about the establishment of a new Local Government Sustainability Framework (LGSF) for Queensland councils.

As you are aware, the new LGSF will establish a holistic approach to monitoring council sustainability that considers five key areas – operating environment, finances, asset management, governance, and compliance.

The new LGSF will formally commence on 1 July 2023 with the establishment of the *Financial Management (Sustainability) Guideline* (Statutory Guideline), which will prescribe nine ratios to monitor council financial and asset management performance.

I am pleased to advise that the process amending the Local Government Regulation 2012 and the City of Brisbane Regulation 2012 to refer to the new Statutory Guideline is now complete. A copy of the Statutory Guideline is available on the Department of State Development, Infrastructure, Local Government and Planning's (the department) website. Also available on the website is a range of supporting information about the LGSF, including frequently asked questions.

Additionally, to support the new Statutory Guideline, the Queensland Audit Office (QAO) recommended that the department develop and own a risk framework that helps the department, councils and other stakeholders understand the sustainability risk of councils. I am pleased to advise that the department has completed the development of the risk framework.

The department's approach to developing the risk framework is founded on the following key principles:

- Sustainability is more than financial - financial sustainability risks need to be considered holistically in combination with other key elements of council sustainability.
- Sustainability is a long-term objective - achieving sustainability takes time and concerted effort and there will be times when councils may experience sustainability pressures that affect short-term results.

1 William Street
Brisbane Queensland 4000
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City East Queensland 4002
Telephone 13 QGOV (13 74 68)
Website www.statedevelopment.qld.gov.au
ABN 29 230 178 530

- Not all sustainability risks are created equal – some of the measures are of higher importance from a risk perspective relative to others and councils which do not meet the targets for these measures have a higher level of financial sustainability risk.
- It is important to compare councils on a ‘like with like’ basis – Queensland’s local government sector is diverse, and councils have differing financial and non-financial circumstances and challenges.
- Incentivise positive behaviors and avoid perverse outcomes - the department is seeking to establish a sustainability reporting framework which encourages council leaders to understand the drivers of long-term sustainability and pursue positive outcomes.

A copy of the risk framework is also available on the department’s website.

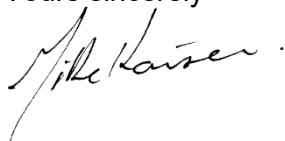
It is important to note that the financial measures are just one part of the new LGSF with the framework taking a holistic approach, covering the financial and non-financial elements influencing sustainability.

There will be no public reporting on the non-financial elements of the framework, including governance and compliance. This is business as usual for councils. However, considering all these elements will help us to better understand and respond to council sustainability challenges.

Additionally, please note that Ms. Nikki Boyd MP, Assistant Minister for Local Government, has written to your council’s Mayor advising them of the finalised guideline for the new financial measures of the framework and the new risk framework.

I have asked Mr Stephen Robbins, Executive Director (Finance, Performance and Programs), in Local Government Division of the department to assist you with any further queries. You may wish to contact Mr Robbins on telephone 0436 840 013 or by email at stephen.robbins@dasilgp.qld.gov.au.

Yours sincerely



Mike Kaiser
Director-General

Enc (4)

cc Mr Andrew McKenzie
Director of Corporate and Community Services
Etheridge Shire Council
Andrew.Mckenzie@etheridge.qld.gov.au

Frequently Asked Questions

LG Sustainability Framework

General Questions:

Q1: What is the Sustainability Framework?

A: The Sustainability Framework is the department's new approach to working with Queensland councils on sustainability challenges.

It will provide a more holistic approach to monitoring council sustainability, and it covers both financial and non-financial indicators.

The Sustainability Framework comprises of:

- an overarching non-statutory guidance document that outlines the Department's view of what it means to be sustainable through the lens of 5 elements (i.e., Operating Environment, Finances, Asset Management, Governance and Compliance) broken down into key indicators.
- a statutory guideline (the *Financial Management (Sustainability) Guideline*), establishing the financial and asset management performance measures and targets. These support annual statutory financial reporting in council financial statements.
- a risk framework to support the statutory guideline required for auditing councils financial performance.

Q2: How will the 5 elements of council sustainability and their non-financial (qualitative) indicators and financial measures (quantitative) be managed by the Department?

A: Council sustainability will be managed by the Department in the following ways:

- The **Non-financial indicators** – The Sustainability Framework guidance document outlines the key non-financial indicators (qualitative indicators) the Department currently observes when considering council sustainability. These indicators will not be reportable by councils to the Department under the Sustainability Framework. This is business as usual for councils.
- The **Financial measures** - The financial measures (quantitative measures) highlight the core council financial sustainability areas (i.e., Operating Performance, Liquidity, Asset Management and Debt Service Capacity) are detailed in the *Financial Management (Sustainability) Guideline 2023* and are required to be reported in councils' annual financial statements with the Queensland Audit Office (QAO) auditing the calculations of these measures as part of council's annual statutory financial reporting processes.

Q3: What non-financial (qualitative) indicators of a council's sustainability will the Department observe?

A: The non-financial indicators comprise matters the Department currently observes as they relate to the obligations of councils under legislation which is administered by the Department.



The indicators listed in the Sustainability Framework are non-exhaustive and the Department will consider the following non-financial indicators when monitoring council sustainability:

Indicators	Measure
Council meeting management	<ul style="list-style-type: none"> » Monthly council meetings are occurring » Meeting agendas (including attachments) and minutes recording outcomes are published on council's website within 10 days » Declaration of interest process for council members is managed and recorded appropriately » Closed council meetings held in accordance with legislation
Workforce Management	<ul style="list-style-type: none"> » Stability of CEO and Executive Staff tenures.
Complaints management/Media attention	<ul style="list-style-type: none"> » Number and nature of the Office of the Independent Assessor (OIA) and Official Councillor Conduct complaints received/upheld » The absence of negative media regarding council activities or Councillor conduct
Key documents	<ul style="list-style-type: none"> » Key financial documents are produced and/or meet the legislative timeframes or extended deadlines granted by Department. » Key asset management documents are produced and/or meet the legislative timeframes or extended deadlines granted by Department. » Key governance documents are produced and/or meet the legislative timeframes or extended deadlines granted by Department. » Key operating environment documents are produced and/or meet the legislative timeframes or extended deadlines granted by Department.
Audit Functions	<ul style="list-style-type: none"> » Councils have an internal audit function » Councils required to have an audit committee (Category 3 and above) do have an active committee meeting at least twice a year » Number of significant audit deficiencies raised by the QAO following council's annual audit process » Significant audit deficiencies are remedied each year
Grant funding delivery (DSDILGP)	<ul style="list-style-type: none"> » Progress reports are consistently completed within required timeframes » Number of grant project variations approved or not approved per financial year: all variation types

	» Adequate project and grant management governance systems and control environment
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Q4: When considering the non-financial (qualitative) indicators of a council’s sustainability, will the Department provide councils with a rating?

A: No, the Department will not be publicly reporting council sustainability risk against the non-financial indicators of the Framework.

However, these indicators have an important role to play in:

- contextualising the financial measures established through the *Financial Management (Sustainability) Guideline* and,
- informing the department about development of responses and tailored support to emerging sustainability challenges.

This information is already observed by the Department because of our role in administering the *Local Government Act 2009* and the *City of Brisbane Act 2010*. The Department will continue to gather information about the non-financial indicators of councils (as outlined in Q3 above) in a number of ways, including through our continued engagement between councils and departmental advisors, data collection, surveys, and reviews of council websites.

As the implementation and use of the new Sustainability Framework progresses, the Department will consider, in consultation with councils, how best to provide insights about this information back to councils.

Q5: When assessing the financial measures of a council’s sustainability how will councils be rated?

A: To support the new Statutory Guideline, the QAO has recommended that the Department develop and own a Risk Framework for financial sustainability that helps the department, councils and other stakeholders understand the sustainability risk of councils.

The department’s approach to developing the risk framework is founded on the following key principles:

- Sustainability is more than financial - financial sustainability risks need to be considered holistically in combination with other key elements of council sustainability.
- Sustainability is a long-term objective - achieving sustainability takes time and concerted effort and there will be times when councils may experience sustainability pressures that affect short-term results.
- Not all sustainability risks are created equal – some of the measures are of higher importance from a risk perspective relative to others and councils which do not meet the targets for these measures have a higher level of financial sustainability risk.
- It is important to compare councils on a ‘like with like’ basis – Queensland’s local government sector is diverse, and councils have differing financial and non-financial circumstances and challenges.
- Incentivise positive behaviours and avoid perverse outcomes - the department is seeking to establish a sustainability reporting framework which encourages council leaders to understand the drivers of long-term sustainability and pursue positive outcomes.

For more information about the risk framework please visit the Department’s website.

Q6: How will the Sustainability Framework inform the department's capability and capacity building programs for councils?

A: The Framework will allow for a more holistic and proactive monitoring of councils' sustainability challenges that will help inform the Department to develop tailored and targeted capacity and capability training programs. The intelligence gathered on both the indicators and measures (non-financial and financial) will help inform capability and capacity programs for councils as well as the other levers for the Department (i.e., governance or financial training, funding programs or tools and resources etc).

Q7: When will councils need to start calculating the financial sustainability measures?

A: The *Financial Management (Sustainability) Guideline* will come into effect on 1 July 2023.

Following implementation, councils are required to calculate the financial sustainability measures as part of the annual statutory financial reporting process for the 2023-24 financial year and the 2024-25 budget process.

Councils can choose to adopt/use the new financial measures outlined in the new Guideline for their 2023-24 budget process (in addition to the current 3 financial sustainability measures) however this is not required but may be helpful for councillors to become familiar with the new measures.

Q8: Will the Tier a council belongs to in the sustainability guideline change from year to year?

A: No. Once the *Financial Management (Sustainability) Guideline* is formally approved, councils are expected to remain in those tiers for the next three financial years (to 2025-26).

However, the Department recognises that council populations can fluctuate from year to year and change over time and may result in a movement across Tiers. For this reason, the allocation of councils to Tiers will be reviewed as part of updates to the Guideline every three years.

About the approach to grouping councils in Tiers

In recognition of the diversity across the sector, the Department has allocated each council to a Tier for sustainability reporting and monitoring purposes. Tiers are based on the remoteness of the local government area and population (as reported by the Australian Bureau of Statistics), with a separate category for Indigenous councils in recognition of their unique legislative and financial circumstances. These Tiers will determine the targets of the financial sustainability measures for councils within each group.

The *Financial Management (Sustainability) Guideline* will provide details of the Tiers that councils will belong to for the Framework reporting period (i.e., 2023-2026).

The next *Financial Management (Sustainability) Guideline* review will be completed in 2026.

Q9: Will QTC's Long-Term Financial Forecast Tool (FFT) be updated to reflect the additional financial ratios?

A: Yes. The Department is currently working with Queensland Treasury Corporation (QTC) to ensure the QTC model is ready for the commencement of the *Financial Management (Sustainability) Guideline*.

The QTC FFT contains a number of ratios that are used for QTC's credit assessment purposes and borrowing application assessments process. The FFT will contain a separate page containing the department's sustainability calculations and ratios based on the council Tiers (similar to the Natural Disaster Relief and Recovery Arrangements inputs).

An input sheet will be included in the FFT and councils that currently use QTC's model will have the ability to input data needed for the calculations of the sustainability ratios. Some of the inputs (e.g., current replacement costs) required for the calculations will need to be determined by councils outside the QTC model.

Councils will be able to provide their current model to QTC and QTC will be able to migrate councils' data to the new version of the model which will contain the sustainability ratios.

Q10: Are councils required to calculate the ratios on both a standalone and consolidated basis (i.e., with controlled entities)?

A: Yes. The Department requires ratios to be calculated on a standalone and consolidated basis.

Q11: Why are councils required to calculate ratios as a single-year and 5-year average?

A: External events such as natural disasters can have material impacts on a council's operating performance year to year. To normalise the impacts of these one-off events, all ratios with the exception of the Unrestricted Cash Expense Cover Ratio and Asset Renewal Funding Ratio, will be required to report on a historical rolling five-year average basis, as well as single-year results.

Appendix B of the Guideline provides an example of the Current-Year Sustainability Statement format.

Q12: Why does the Long-Term Sustainability Statement require councils to calculate ratios as a single-year result only?

A: It is difficult for councils to predict one-off events that may occur in the future; therefore, council is only required to forecast single-year results for the Long-Term Sustainability Statement.

Appendix C of the Guideline provides an example of the Long-Term Sustainability Statement format.

Technical Questions – Financial Management (Sustainability) Guideline

Q1: How does the *Guideline* define ‘Council Controlled Revenue’?

A: Council controlled revenue is an indicator of a council’s financial flexibility, the ability to influence operating income and capacity to respond to unexpected financial shocks.

Council controlled revenue typically refers to revenue that a council has direct control over, such as net rates, levies, and charges and fees and charges.

Items such as sales contracts and recoverable works, rental income, and operating grants and subsidies are not considered as council-controlled revenue as councils’ have limited influence over these revenue sources.

The Guideline defines council-controlled revenue as:

- » **Net Rates, Levies and Charges:** rates, levies, and annual charges levied by a local government less discounts and concessions.
- » **Fees and Charges:** charges for services provided by local governments, such as building application, development, town planning and property connection fees, licences, permits and parking fees, infringements, refuse fees, and other ad hoc fees and charges.

This ratio is a contextual measure only with no targets specified for any of the Tiers.

Q2: What is the source of the population data to be used for the Population Growth Ratio?

A: The Australian Bureau of Statistics (ABS) provides the most recent population estimates and will be the data source for the inputs for the ‘Population Growth Ratio’.

The ABS has rebased the population estimates to the 2021 Census of Population (ABS category number 3235.0) (Population by Age and Sex, Regions of Australia).

This ratio is calculated for the previous financial year i.e., FY2022-23 and will report FY21-22 population growth. The Department will publish population figures to be use for this ratio following implementation, 1 July 2023.

Q3: How is externally restricted cash defined?

A: Externally restricted cash refers to the cash held by councils that is restricted by external parties.

It should include any cash required to be set aside for a specific purpose and which cannot be used for general operations. These funds are typically earmarked for a specific project, debt repayment, or other obligation (e.g., capital grant funding received from Government for designated infrastructure projects). Externally restricted reserves are not considered externally restricted cash (see Guideline definitions).

Q4: Why is the ‘Unrestricted Cash Expense Cover Ratio (UCECR)’ only reported on a single year basis and not on a five-year average basis?

A: The UCECR is a measure of the unconstrained liquidity available to a council to meet its ongoing and emergent financial demands, which is a key component to solvency. It is a short-term measure and therefore only required to be reported on a single year result.

Q5: Has the calculation of the 'Asset Renewal Funding Ratio' changed?

A: Yes. While the intent of the calculation itself has not changed for this ratio, the inputs to determine this measure have.

The discussion paper released in November 2021 proposed this ratio to use the Net Present Value of planned capital expenditure on asset renewals and the Net Present Value of required capital expenditure on asset renewals for the calculation. Using these inputs for this ratio would require all councils to have rigorous asset management planning and financial forecasting in place.

Following councils' feedback during the consultation period and taking into consideration the varying levels of asset maturity in the sector, this ratio will now require the Total of planned capital expenditure on infrastructure asset renewals and the Total of required capital expenditure on infrastructure asset renewals for this calculation.

This ratio is to be calculated on a single-year basis only.

Q6: How should councils calculate the three Asset Management Ratios if council's asset management plan is yet to be adopted?

A: The Department recognises that the asset management data of councils' may be at different levels of maturity and vary significantly. A phased transition for some councils for reporting the Asset Funding Renewal ratio will allow time for councils to improve the quality of asset information required to apply in the calculations of these ratios.

To support the Guideline implementation and improve asset management capabilities in the sector, the Department is responding to these challenges through the upcoming advancing asset management program.

The Department recognises the variation in council asset management data and considers recent available modelling to be an acceptable alternative to adopted long-term asset management plan.

To support interpretation of the council's results, councils are required to provide a narrative identifying key drivers and contributing factors which should include the use of budgetary figures.

The asset management ratios refer to infrastructure assets only. Please refer to definitions section of the Financial Management (Sustainability) Guideline for further information in what is included and excluded from ratio calculations.

Q7: Prior to the implementation of the Sustainability Framework, should councils complete a revaluation of their assets?

A: There is no requirement for councils to complete a revaluation of their assets prior to the implementation of the *Financial Management (Sustainability) Guideline*.

Councils should however continue to revalue their asset classes in line with their current revaluation schedule.

Q8: Does each Tier group have a different implementation timeframe for reporting the financial measures in the *Financial Management (Sustainability) Guideline*?

A: All councils will need to implement the Sustainability Framework and the financial measures in the *Financial Management (Sustainability) Guideline* from 1 July 2023. The annual statutory financial reporting process for the 2023-24 financial year and the 2024-25 budget process will require the calculation of the ratios.

The Department appreciates that councils will need to be provided sufficient time to work through any internal changes to data collection and reporting. The only measure that is dependent on which Tier group councils are in is the 'Asset Renewal Funding Ratio' (ARFR) with a phased transition timeframe.

- » Tier 1 and 2 councils - reporting for the ARFR will commence from 2023-24
- » Tier 3 councils - reporting for the ARFR will commence from 2024-25
- » Tier 4 councils - reporting for the ARFR will commence from 2025-26
- » Tier 5 and 6 councils - reporting for the ARFR will commence from 2026-27
- » Tier 7 and 8 councils - reporting for the ARFR will commence from 2027-28

Councils are welcome to include the financial measures in their 2023-24 annual budgets, however this is not mandatory.

The 2022-23 annual statutory financial reporting process will be audited for the 3 existing current financial ratios (i.e., 'Operating Surplus Ratio', 'Asset Sustainability Ratio' and 'Net Financial Liability Ratio').

Q9: What action can councils take to align their internal policies and processes with the Sustainability Framework?

A: Implementing the new Framework will be a partnership between the State and councils. Importantly, the Framework is being designed to ensure minimal work for councils, while delivering an enhanced understanding of council sustainability for councils and the communities.

To assist councils, align the Framework to their organisational policies and processes, the Department provides additional guidance and support through LG Central.

The financial ratios and targets set by the Department within the *Financial Management (Sustainability) Guideline* can serve as indicator for measuring performance from a financial perspective. By regularly monitoring these ratios and comparing them against the set targets, the council can evaluate its financial performance over time and identify areas for improvement.

Risk Framework – Financial Sustainability

Overview

The Department of State Development, Infrastructure, Local Government and Planning (the Department) has released the *Financial Management (Sustainability) Guideline* (the *Guideline*), which applies to all Queensland local governments from 1 July 2023.

This *Risk Framework – Financial Sustainability* supports the *Guideline* by outlining the principles underlying how the Department will monitor council financial sustainability, as presented in the measures reported by councils, the relative risk tolerance for each measure in the *Guideline*, and how measures can be interpreted in conjunction with each other.

Under the Local Government Regulation 2012 and City of Brisbane Regulation 2012, the Queensland Audit Office (QAO) is responsible for auditing council financial statements including the current year financial sustainability statement. The QAO's audit report on the sustainability ratios confirms the arithmetical accuracy of these ratios in accordance with the *Guideline*.

Principles

The Department's approach to assessing financial sustainability risk is informed by the measures outlined in the *Guideline* and reported by councils according to the following underlying principles:

Sustainability is more than financial ratios

Financial sustainability risks need to be considered holistically in combination with other key elements of council sustainability such as asset management, governance, compliance, and the broader operating environment as outlined in the Department's published *Sustainability Framework for Queensland Local Governments*.

Similarly, individual measures only tell a small part of the sustainability story and should be interpreted and assessed in conjunction with other relevant metrics to create a better understanding of council performance and sustainability. A poor result in one measure may be offset by success in another, or may alternatively confirm risks identified by other metrics.

Sustainability is a long-term objective

Achieving sustainability takes time and concerted effort, and the Department recognises that there will be times when councils may experience sustainability pressures (such as natural disasters) which may affect short-term results but are able to be managed by a local government over the longer term. Assessments of financial sustainability risk should be considered in this context.

Some measures in the *Guideline* (such as the Unrestricted Cash Expense Cover Ratio) are shorter-term in nature and are recognised through application of their associated benchmarks to the single-year result. Assessments of financial sustainability risk by the Department will take the time-based importance of each measure into account.

Not all risks are created equal

The *Guideline* requires the calculation and reporting of up to nine financial sustainability measures by councils. Of these, the two financial capacity measures (Council-Controlled Revenue and Population Growth) are considered



contextual ratios and support understanding by stakeholders of key operating pressures which may be affecting councils' performance.

The Asset Renewal Funding Ratio is also considered a contextual measure due to its forecast-based and therefore un-auditable nature. For councils in Tier 6 to Tier 8, the Operating Surplus Ratio is also contextual in recognition of their low level of self-generated revenue and high reliance on external funding, which reduces the relative importance of this metric for those councils compared to other measures in the *Guideline*.

Of the remaining measures in the *Guideline* (which apply to all Tiers), the Department considers some to be of higher importance from a risk perspective relative to others, as outlined in the **Risk Tolerances** section below, due to the potentially larger adverse consequences of a council falling below its assigned benchmark for that measure in the shorter term. The Department will consider councils which do not meet the benchmarks for these measures as having a higher level of financial sustainability risk compared to other ratios.

Compare like with like

The Department's *Guideline* groups councils into Tiers for sustainability reporting purposes in recognition that councils have differing financial and non-financial circumstances and challenges. These differing circumstances and challenges mean financial sustainability risk may look different for different Tiers.

When assessing financial sustainability risk for councils, the Department will refer to the relevant Tier's targets as well as other comparative information to assist it in determining the potential level of exposure and possible responses.

Incentivise positive behaviours and avoid perverse outcomes

In updating the *Guideline*, the Department is seeking to establish a sustainability reporting framework which encourages council leaders to understand the drivers of long-term sustainability and pursue positive outcomes rather than "manage to the measure".

The Department's approach to assessing council financial sustainability risk recognises that sustainability is a constantly evolving concept that cannot be reduced to a single number or rating, but rather is informed by a range of factors which extend beyond what is contained in the *Guideline*.

As part of its ongoing role administering the Queensland local government sector, the Department uses all information at its disposal to identify potential sustainability risks across a range of areas and work with individual councils to address them.

Risk Tolerances

As outlined above, the Department considers that the measures outlined in the *Guideline* pose differing levels of financial sustainability risk to councils should their associated targets not be met. The table below outlines the relative risk tolerance for each measure (not including contextual measures).

Type	Measure	Target Risk Tolerance		Commentary
		Tier 1 – 4	Tier 5 - 8	
Financial Capacity	Council-Controlled Revenue	Contextual	Contextual	N/A

	Population Growth	Contextual	Contextual	N/A
Operating Performance	Operating Surplus Ratio	Lower	Higher	<p>Tier 1 – 4: A lower risk reflects the expectation that these councils should be consistently generating operating surpluses given their larger population bases.</p> <p>Tier 5 – 8: A higher risk tolerance recognises the impacts of third-party capital funding which may offset a council’s operating deficits.</p>
	Operating Cash Ratio	Lower	Lower	All councils: A lower risk tolerance recognises the importance of a council being able to fund its core operations. Councils with negative operating cash ratios over time are at a higher risk of future liquidity issues.
Liquidity	Unrestricted Cash Expense Cover Ratio	Lower	Lower	All councils: A lower risk tolerance recognises the importance of a council being able to meet its financial obligations as and when they fall due. Councils with unrestricted cash expense cover ratios approaching zero are at a significantly greater risk of solvency concerns in the short term.
Asset Management	Asset Sustainability Ratio	Higher	Moderate	<p>Tier 1 – 4 councils: A higher risk tolerance recognises the impact capital expenditure on new assets can have on this measure in larger councils (vs expenditure on asset renewals).</p> <p>Tier 5 – 8 councils: A moderate risk tolerance recognises that these councils should be prioritising capital expenditure that focuses on the renewal and replacement of existing assets over time.</p>
	Asset Consumption Ratio	Moderate	Moderate	All councils: A moderate risk tolerance recognises the expectation that a council will

				adequately manage and maintain its asset base over time while also acknowledging different community needs and service levels.
	Asset Renewal Funding Ratio	Contextual	Contextual	N/A
Debt Servicing	Leverage Ratio	Lower	Lower	All councils: A lower risk tolerance for all councils recognises the importance of a council being able to meet its debt servicing obligations as and when they fall due. Councils which struggle to repay their debts affect the State’s creditworthiness and are at a high risk of solvency issues.

Interpretation

Interpreting measures in combination

Individual financial sustainability measures in the Guideline provide information about an element of council sustainability but may not tell the full story when considered in isolation. Examples of measures which can be considered together to provide a more comprehensive interpretation include:

1. **Operating Surplus Ratio and Operating Cash Ratio** – where a council reports a low or negative operating result, this may pose less of a sustainability risk where the council’s operating cash ratio remains positive as it indicates that the council is still able to fund its core business operations. This is especially the case for smaller councils (Tier 5 and below).
2. **Operating Cash Ratio and Unrestricted Cash Cover Ratio** – where a council reports a negative operating cash in combination with a low unrestricted cash cover ratio, this indicates a high risk of liquidity and solvency concerns as the council may have challenges meeting its financial commitments in the short to medium term.
3. **Asset Sustainability Ratio and Asset Consumption Ratio** – where a council reports a lower asset consumption ratio over time, this may represent less of a sustainability risk where the council’s asset sustainability ratio is within or above the required target as it indicates that council is meeting its asset renewal needs over time.
4. **Unrestricted Cash Expense Cover Ratio and Leverage Ratio** – where a council reports a low unrestricted cash expense cover ratio at the same time as a leverage ratio which is high and/or above the target, this is an indicator of a limited ability to fund additional capital expenditure through either working capital or borrowings, resulting in increased sustainability and service delivery risks.

5. **Leverage Ratio and Asset Sustainability Ratio** – where a council reports a high or above-target leverage ratio in conjunction with a lower asset sustainability ratio, this is an indicator of reduced capacity to fund ability capital expenditure through borrowings and may present higher sustainability risks to the council. These indicators are especially important for growing councils which may need to rely on external funding to support their increasing infrastructure needs.

Interpreting measures within different Tiers

Interpreting the sustainability measures varies from tier to tier, having regard for the differing operational circumstances and sustainability drivers that impact Queensland councils.

Risk tables with relative targets and weightings to support assessments for each Tier can be found in **Appendix A**.

Tiers	Interpreting within Tiers
Tier 1 & 2	<p>Councils with large population bases should be expected to generate consistent operating surpluses (increasing the significance of this ratio).</p> <p>For growing councils, the leverage ratio also takes on additional significance due to their greater infrastructure investment funding needs, while the relative importance of the asset sustainability ratio declines due to the higher proportion of capital expenditure on new assets (which reduces the ratio result).</p>
Tier 3 & 4	<p>Like Tiers 1 and 2, these councils have relative higher levels of council-controlled revenue and should be able to generate consistent operating surpluses.</p> <p>For growing councils, the significance of the asset sustainability ratio result also reduces due to the influx of new assets.</p>
Tiers 5, 6 & 7	<p>These councils are generally smaller and more remote, and have a greater reliance on external funding due to their limited revenue-raising ability.</p> <p>The operating cash ratio increases in importance due to the need for these councils to ensure ongoing funding of their core business, while the unrestricted cash cover also has greater significance as these councils need to ensure an adequate cash buffer regardless of the peaks and troughs of external funding cycles.</p>
Tier 8	<p>Indigenous councils have no ability to levy rates and are therefore highly dependent on external funding to maintain their operations.</p> <p>Like the previous Tiers, the operating cash ratio increases in importance due to the need for these councils to ensure ongoing funding of their core business.</p> <p>The unrestricted cash cover also has greater significance as these councils need to ensure an adequate cash buffer regardless of the peaks and troughs of external funding cycles.</p>

Departmental Response

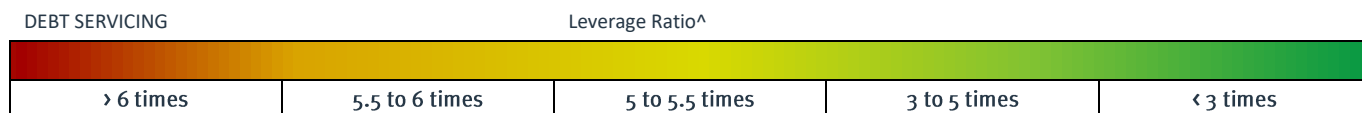
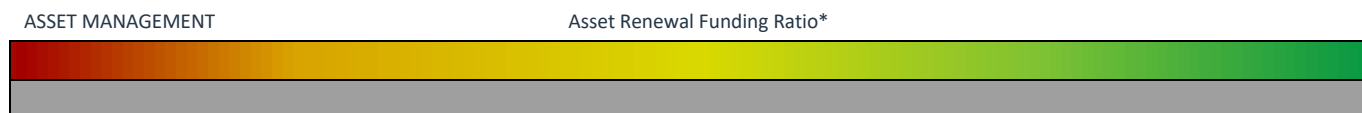
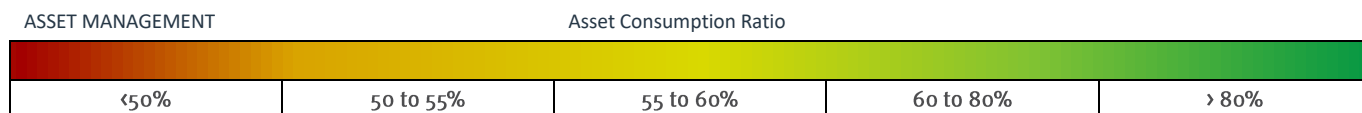
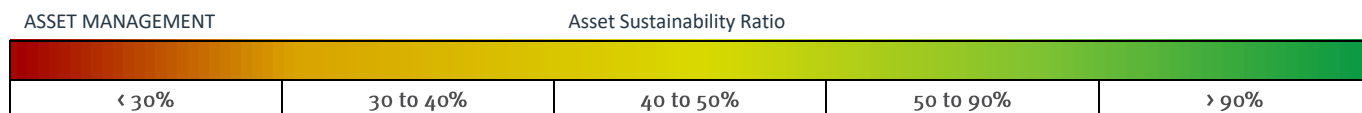
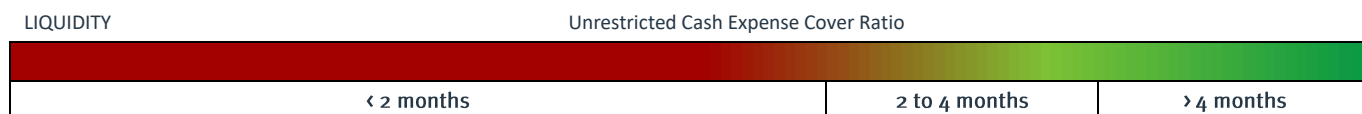
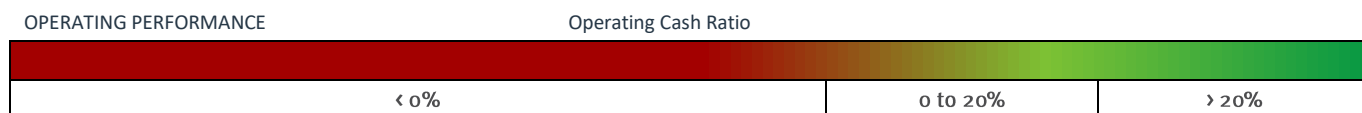
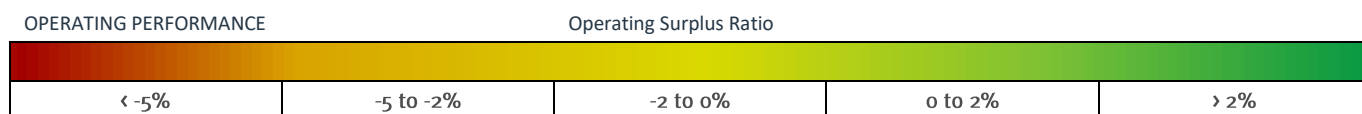
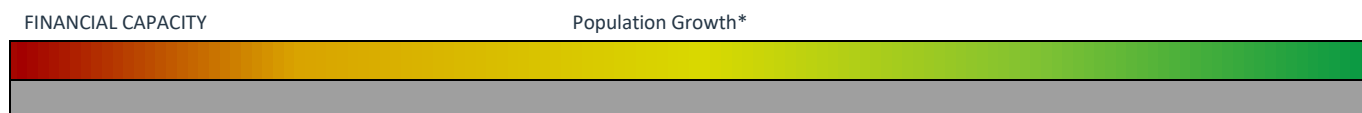
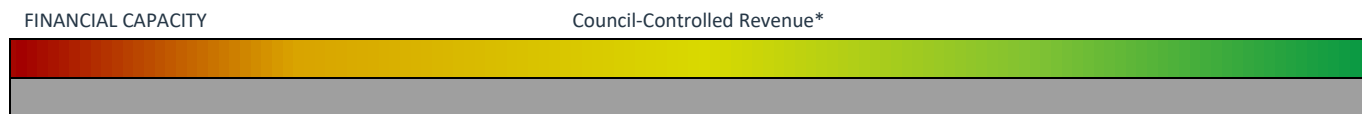
Triggers for further action

The individual risk assessment tables contained in **Appendix A** outline the spectrum of possible results for each financial measure contained in the Guideline, including what the department considers to be an indicator of High or Very High risk.

If a council reports any measure with a result of High or Very High risk, this will form the basis for further investigation by the department and the development of responses and tailored support to emerging challenges if needed.

Appendix A – Risk Assessment Tables

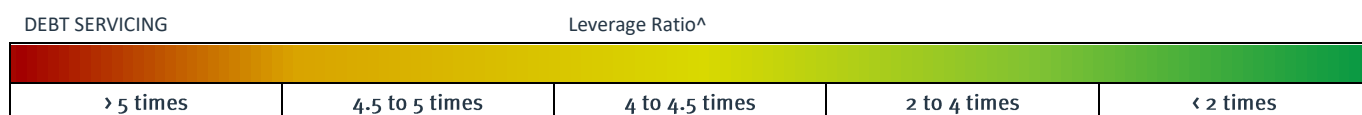
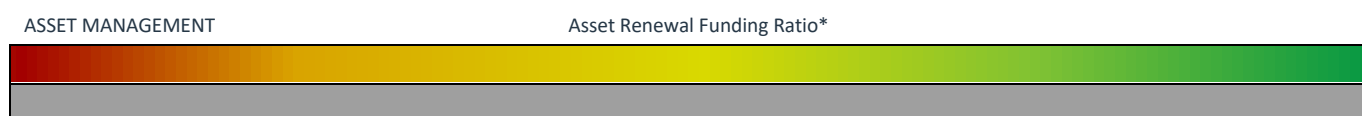
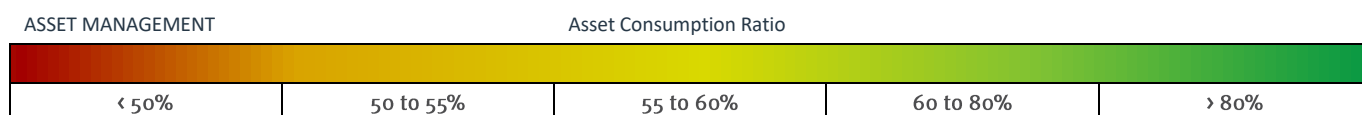
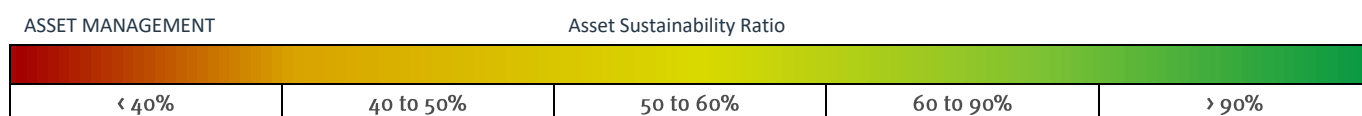
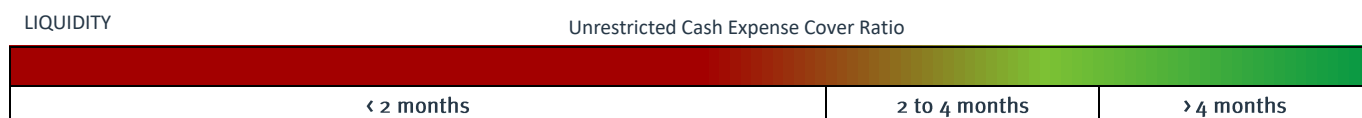
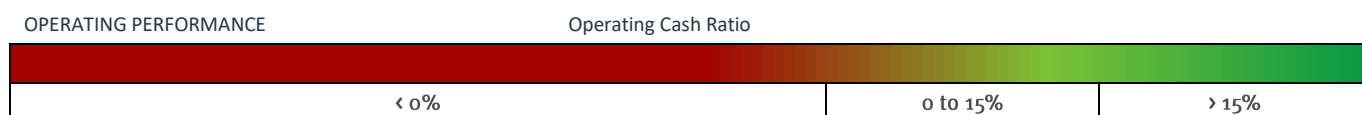
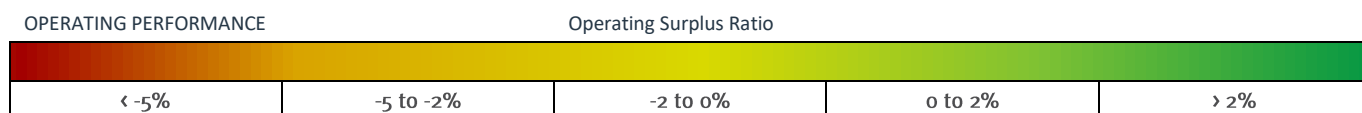
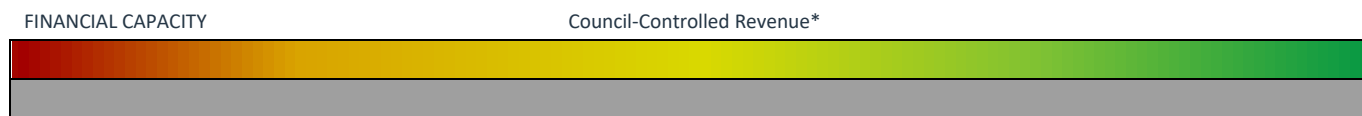
Tier 1



* Contextual – not assessed

^only assessed if council has debt

Tier 2



* Contextual – not assessed

^only assessed if council has debt

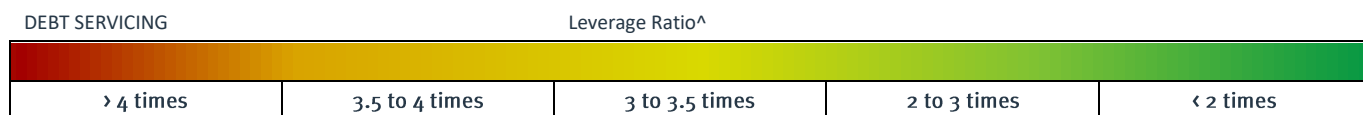
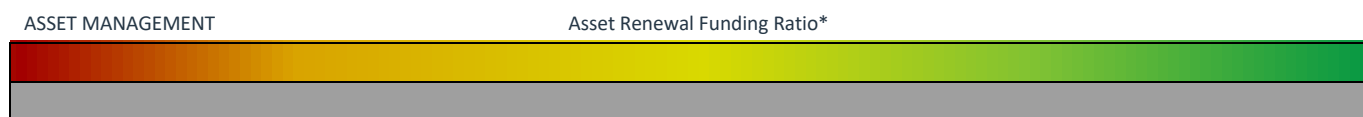
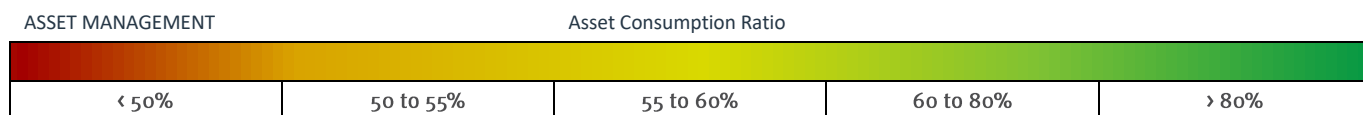
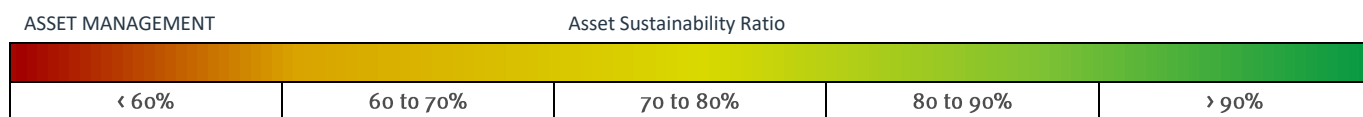
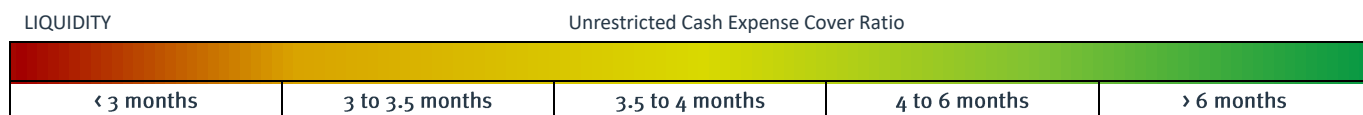
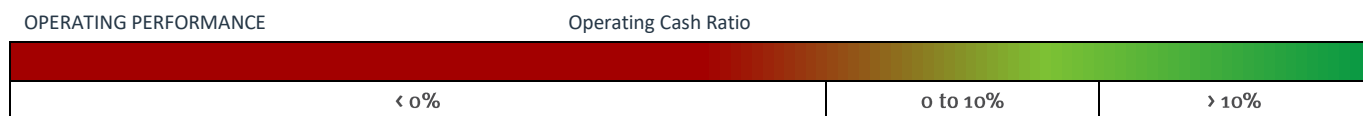
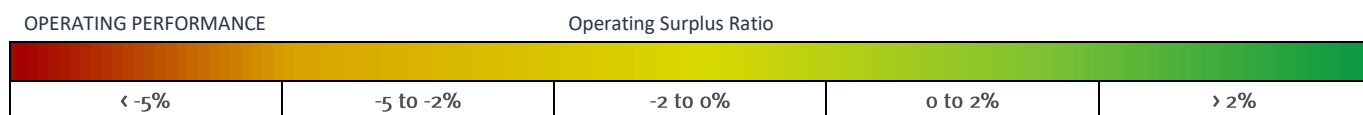
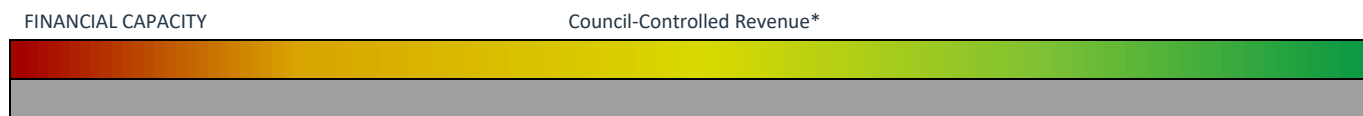
Tier 3

FINANCIAL CAPACITY		Council-Controlled Revenue*		
FINANCIAL CAPACITY		Population Growth*		
OPERATING PERFORMANCE		Operating Surplus Ratio		
< -5%	-5 to -2%	-2 to 0%	0 to 2%	> 2%
OPERATING PERFORMANCE		Operating Cash Ratio		
< 0%		0 to 10%		> 10%
LIQUIDITY		Unrestricted Cash Expense Cover Ratio		
< 2 months	N/A	2.5 months	3 to 6 months	> 6 months
ASSET MANAGEMENT		Asset Sustainability Ratio		
< 60%	60 to 70%	70 to 80%	80 to 90%	> 90%
ASSET MANAGEMENT		Asset Consumption Ratio		
< 50%	50 to 55%	55 to 60%	60 to 80%	> 80%
ASSET MANAGEMENT		Asset Renewal Funding Ratio*		
DEBT SERVICING		Leverage Ratio^		
> 4 times	3.5 to 4 times	3 to 3.5 times	2 to 3 times	< 2 times

* Contextual – not assessed

^only assessed if council has debt

Tier 4



* Contextual – not assessed

^only assessed if council has debt

Tier 5

FINANCIAL CAPACITY		Council-Controlled Revenue*		
FINANCIAL CAPACITY		Population Growth*		
OPERATING PERFORMANCE		Operating Surplus Ratio		
< -10%	-10 to -5%	-5 to -2%	-2 to 0%	> 0%
OPERATING PERFORMANCE		Operating Cash Ratio		
< 0%		0 to 10%		> 10%
LIQUIDITY		Unrestricted Cash Expense Cover Ratio		
< 3 months	3 to 3.5 months	3.5 to 4 months	4 to 6 months	> 6 months
ASSET MANAGEMENT		Asset Sustainability Ratio		
< 70%	70 to 80%	80 to 90%	90 to 95%	> 95%
ASSET MANAGEMENT		Asset Consumption Ratio		
< 50%	50 to 55%	55 to 60%	60 to 80%	> 80%
ASSET MANAGEMENT		Asset Renewal Funding Ratio*		
DEBT SERVICING		Leverage Ratio^		
> 3.5 times		3 to 3.5 times	2 to 3 times	> 2 times

* Contextual – not assessed

^only assessed if council has debt

Tier 6

FINANCIAL CAPACITY	Council-Controlled Revenue*								
FINANCIAL CAPACITY	Population Growth*								
OPERATING PERFORMANCE	Operating Surplus Ratio								
OPERATING PERFORMANCE	Operating Cash Ratio								
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< 0%	0 to 5%	> 5%							
LIQUIDITY	Unrestricted Cash Expense Cover Ratio								
<table border="1"> <tr> <td style="text-align: center;">< 3 months</td> <td style="text-align: center;">3 to 3.5 months</td> <td style="text-align: center;">3.5 to 4 months</td> <td style="text-align: center;">4 to 6 months</td> <td style="text-align: center;">> 6 months</td> </tr> </table>					< 3 months	3 to 3.5 months	3.5 to 4 months	4 to 6 months	> 6 months
< 3 months	3 to 3.5 months	3.5 to 4 months	4 to 6 months	> 6 months					
ASSET MANAGEMENT	Asset Sustainability Ratio								
<table border="1"> <tr> <td style="text-align: center;">< 70%</td> <td style="text-align: center;">70 to 80%</td> <td style="text-align: center;">80 to 90%</td> <td style="text-align: center;">90 to 95%</td> <td style="text-align: center;">> 95%</td> </tr> </table>					< 70%	70 to 80%	80 to 90%	90 to 95%	> 95%
< 70%	70 to 80%	80 to 90%	90 to 95%	> 95%					
ASSET MANAGEMENT	Asset Consumption Ratio								
<table border="1"> <tr> <td style="text-align: center;">< 50%</td> <td style="text-align: center;">50 to 55%</td> <td style="text-align: center;">55 to 60%</td> <td style="text-align: center;">60 to 80%</td> <td style="text-align: center;">> 80%</td> </tr> </table>					< 50%	50 to 55%	55 to 60%	60 to 80%	> 80%
< 50%	50 to 55%	55 to 60%	60 to 80%	> 80%					
ASSET MANAGEMENT	Asset Renewal Funding Ratio*								
DEBT SERVICING	Leverage Ratio^								
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> 3.5 times	3 to 3.5 times	2 to 3 times	> 2 times						

* Contextual – not assessed

^only assessed if council has debt

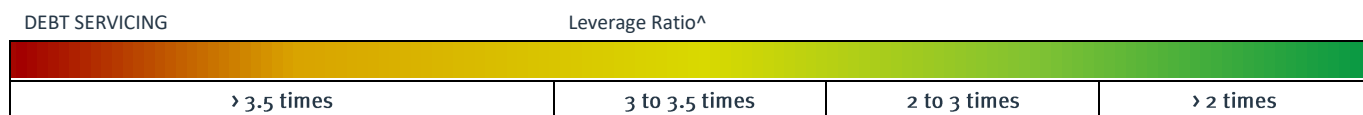
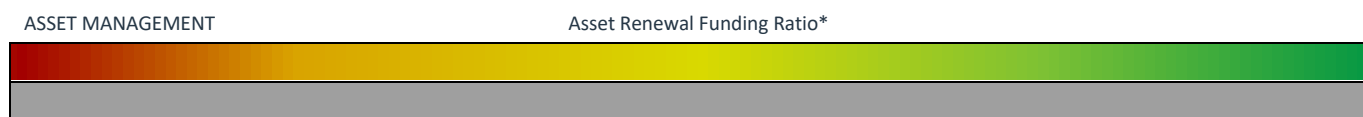
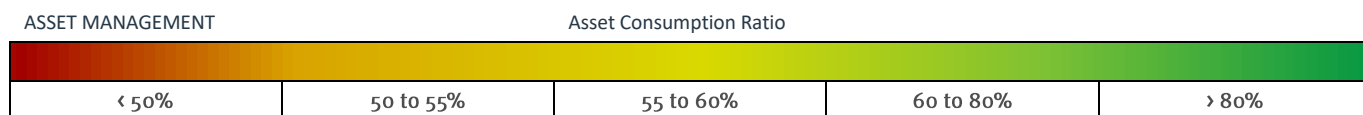
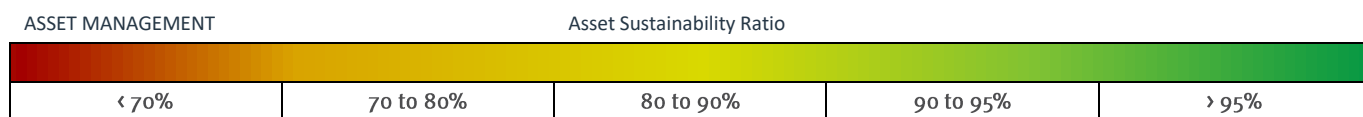
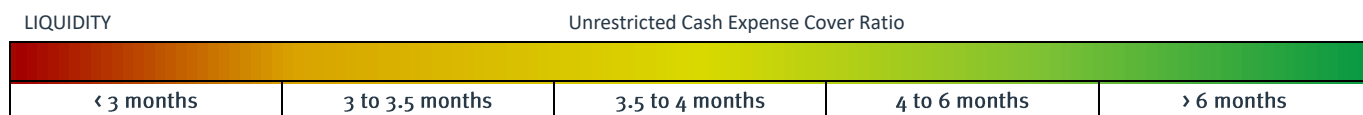
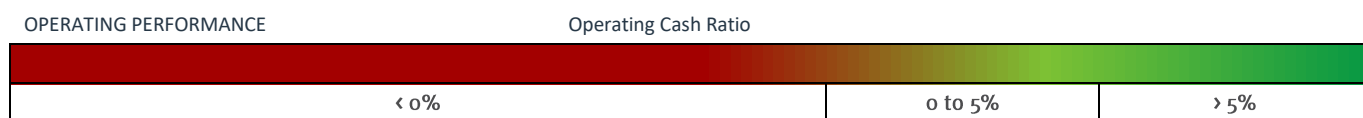
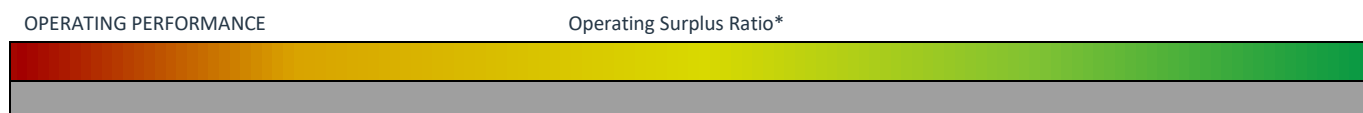
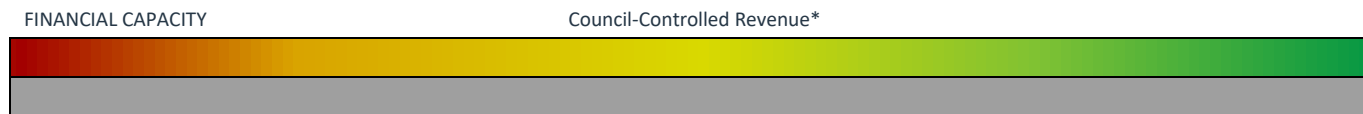
Tier 7

FINANCIAL CAPACITY	Council-Controlled Revenue*								
FINANCIAL CAPACITY	Population Growth*								
OPERATING PERFORMANCE	Operating Surplus Ratio*								
OPERATING PERFORMANCE	Operating Cash Ratio								
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< 0%	0 to 5%	> 5%							
LIQUIDITY	Unrestricted Cash Expense Cover Ratio								
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< 3 months	3 to 3.5 months	3.5 to 4 months	4 to 6 months	> 6 months					
ASSET MANAGEMENT	Asset Sustainability Ratio								
<table border="1"> <tr> <td style="text-align: center;">< 70%</td> <td style="text-align: center;">70 to 80%</td> <td style="text-align: center;">80 to 90%</td> <td style="text-align: center;">90 to 95%</td> <td style="text-align: center;">> 95%</td> </tr> </table>					< 70%	70 to 80%	80 to 90%	90 to 95%	> 95%
< 70%	70 to 80%	80 to 90%	90 to 95%	> 95%					
ASSET MANAGEMENT	Asset Consumption Ratio								
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< 50%	50 to 55%	55 to 60%	60 to 80%	> 80%					
ASSET MANAGEMENT	Asset Renewal Funding Ratio*								
DEBT SERVICING	Leverage Ratio^								
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> 3.5 times	3 to 3.5 times	2 to 3 times	> 2 times						

* Contextual – not assessed

^only assessed if council has debt

Tier 8



* Contextual – not assessed

^only assessed if council has debt

Financial Management (Sustainability) Guideline

Guideline 2023 version 1

The Department of State Development, Infrastructure, Local Government and Planning connects industries, businesses, communities, and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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Copies of this publication are available on our website at www.statedevelopment.qld.gov.au and further copies are available upon request.

Contact us

☎ +61 7 3328 4811 or 13 QGOV (13 74 68)

@ info@dsdilgp.qld.gov.au

🌐 www.statedevelopment.qld.gov.au

✉ PO Box 15009, City East, Queensland 4002

🏠 1 William Street, Brisbane 4000

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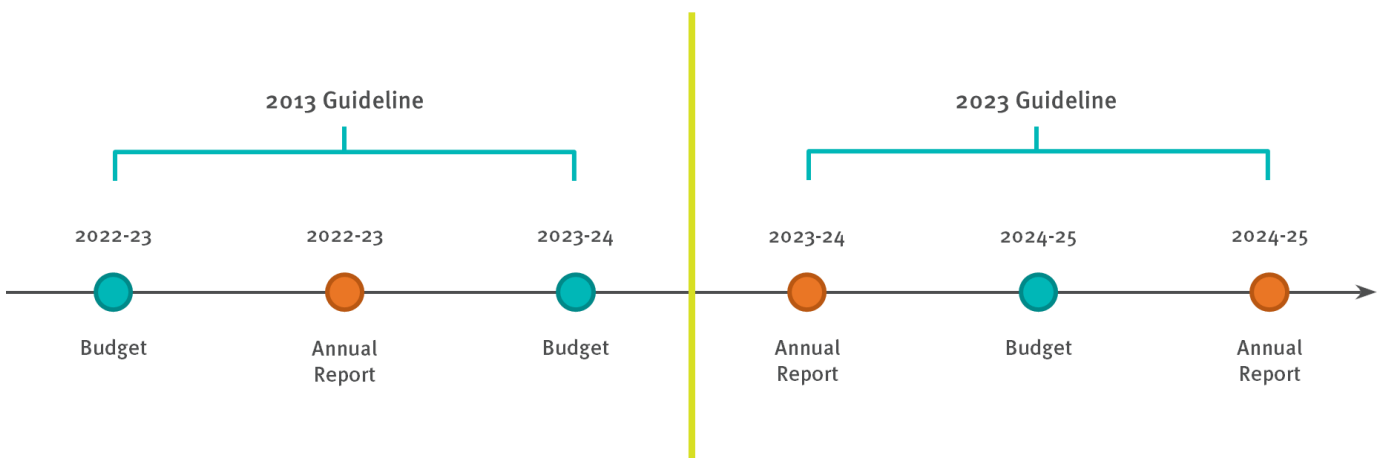
The Guideline

This Financial Management (Sustainability) Guideline (the Guideline) has been developed following consultation with local governments and other stakeholders on the *Local Government Sustainability Framework discussion paper*.

The Guideline supersedes the Financial Management (Sustainability) Guideline 2013 and is to be used in the calculation of the relevant financial sustainability measures specified in the Local Government Regulation 2012 and the City of Brisbane Regulation 2012.

Local governments are required to calculate and publish the relevant financial sustainability measures on both a council and consolidated basis (where applicable).

This Guideline takes effect from the 2023-24 annual statutory financial reporting period and the 2024-25 financial year budget process as illustrated below and will continue until superseded.



Updates from 2013 Guideline

As it has been ten years since the previous Guideline was released, the Department has undertaken a significant review of its sustainability monitoring and reporting framework, including consultation with key stakeholders and the local government sector. The Department has considered this feedback in conjunction with analysis undertaken by key stakeholders in the development of the new Guideline.

Key changes in the 2023 Guideline include:

- » Grouping of similar councils for sustainability monitoring and reporting purposes to better reflect the varied drivers and circumstances of the sector.
- » Removal of the Net Financial Liabilities Ratio due to consistent feedback about its limited usefulness to stakeholders, especially for councils with no debt.
- » Expanding the number of relevant financial sustainability measures from three to nine to include additional measures of financial capacity, operating performance, liquidity, asset management, and debt servicing capacity. Three ratios will be for contextual purposes only.
- » Revision of targets for each measure based on each council's allocated grouping, including a small number of contextual measures with no targets that are not required to be audited each year.

This Guideline has been developed in consultation with councils and key stakeholders.

Sustainability Groupings

Queensland has one of the most diverse local government sectors in Australia, covering a large geographic area. Across the State, individual councils face a unique set of financial, service delivery and community need circumstances and are impacted by a wide range of social and economic drivers.

In recognition of this diversity, the Department has allocated each council to a category for sustainability reporting and monitoring purposes. These categories are based on the remoteness of the local government area as reported by the Australian Bureau of Statistics, and population, with a separate category for Indigenous councils in recognition of their unique legislative and financial circumstances. Grouping councils allows for the establishment of fit-for-purpose targets for each monitoring measure.

The Department recognises that council populations fluctuate from year to year and change over time which may result in a movement across Tiers. For this reason, the allocation of councils to Tiers will be reviewed as part of updates to the Guideline every three years, with councils remaining in their assigned tier between Guideline updates. The Department will advise councils and publish on its website any changes to Tiers at that time of the next Guideline update in 2026.

The summary of sustainability reporting groups is set out in **Table 1**, and a more detailed list of which local governments are contained within each Tier is in **Appendix A**.

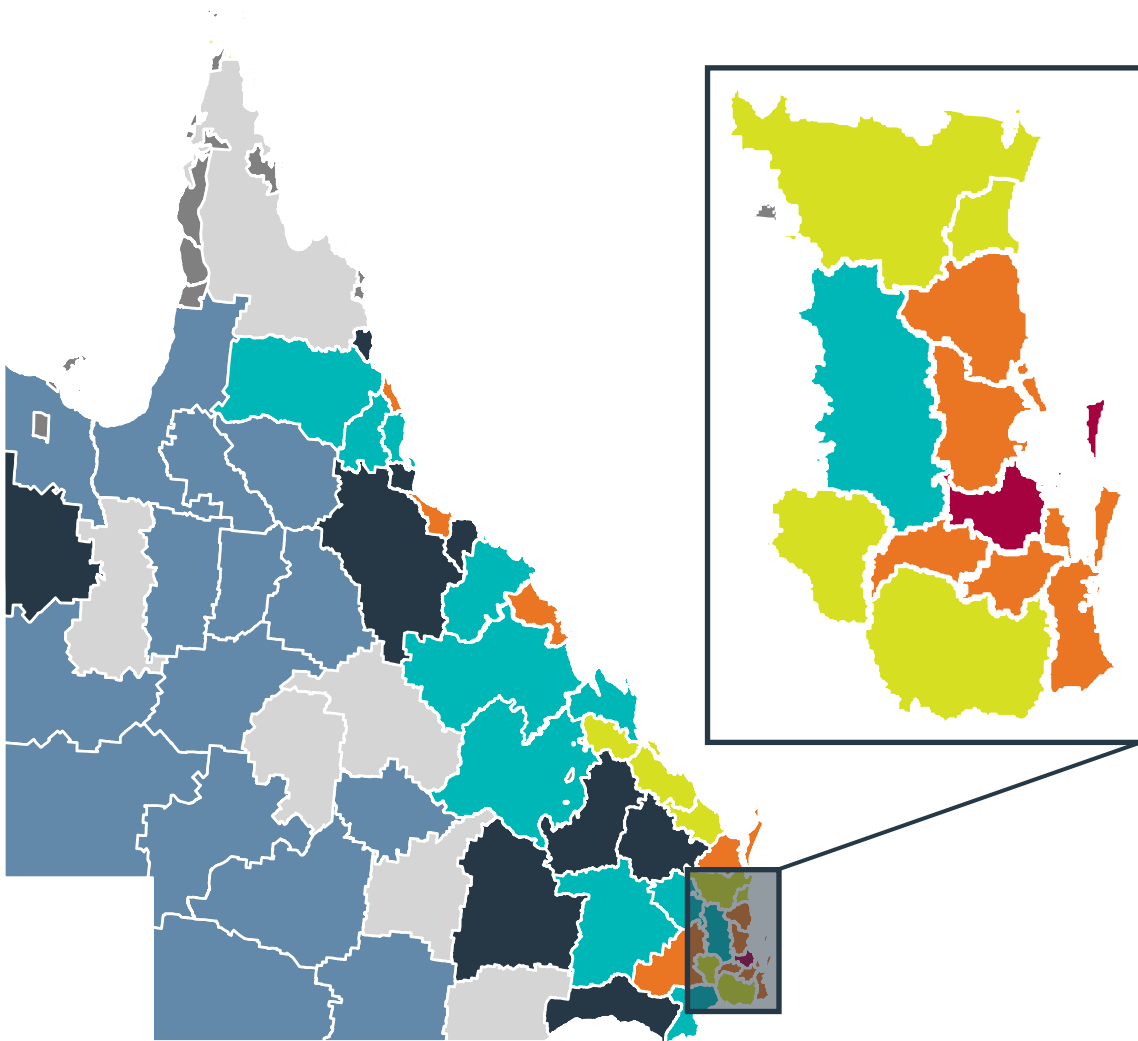


Table 1: Sustainability reporting groupings of councils

Tier	Remoteness Area Factor ¹	Population Band ²	No. of Councils
1	Major Cities	1,000,000+	1
2	Major Cities Inner Regional Outer Regional	100,000-999,999	11
3	Major Cities Inner Regional	40,000-99,999	7
4	Inner Regional Outer Regional	20,000-39,999	11
5	Outer Regional Remote	10,000-19,999	9
6	Remote Very Remote	2,000-9,999	7
7	Very Remote	0-1,999	15
8	Indigenous	<10,000	16

¹ Remoteness Area Factor classified as more than 50% of the LGA's population residing in that area.

² Population figures as per the Australian Bureau of Statistics most recent estimates.

Sustainability Measures

The following are the financial sustainability measures for the Queensland local government sector, to be calculated and published by every council as part of their annual statutory financial reporting process. Depending on the individual council's circumstances, they will be required to report a minimum of eight and maximum of nine ratios.

#	Type	Measure	Rationale
1	Financial Capacity	Council Controlled Revenue Ratio [^]	Capacity to generate revenue internally
2	Financial Capacity	Population Growth Ratio ^{*^}	Population growth/decline pressures on council
3	Operating Performance	Operating Surplus Ratio	Holistic overview of council operating performance
4	Operating Performance	Operating Cash Ratio	Cash operating performance (less depreciation and other non-cash items)
5	Liquidity	Unrestricted Cash Expense Cover Ratio	Unconstrained liquidity available to council
6	Asset Management	Asset Sustainability Ratio	Capital renewals program performance
7	Asset Management	Asset Consumption Ratio	Extent to which assets are being consumed
8	Asset Management	Asset Renewal Funding Ratio ^{**^}	Asset replacement program performance
9	Debt Servicing Capacity	Leverage Ratio	Ability to repay existing debt

**Data source - ABS category number 3235.0 (Population by Age and Sex, Regions of Australia) This ratio is calculated for the previous financial year i.e., FY2022-23 will report FY21-22 population growth. The Department will advise the councils of the figures to use for this ratio.*

***The transition periods for the Asset Renewal Ratio for council groupings can be found in the Asset Renewal Funding Ratio section.*

^ The Council-Controlled Revenue Ratio, Population Growth Ratio, and Asset Renewal Funding Ratio are contextual measures, which are published but not audited.

To normalise the impacts of one-off events, all ratios with the **exception** of the unrestricted cash expense cover ratio and the asset renewal funding ratio are reported on a rolling five-year average basis, as well as a single-year result. This will provide more context about the long-term trend of these ratios.

The Queensland Audit Office (QAO) will audit measures **3, 4, 5, 6, 7, and 9** (for those councils which report it, explained below), regardless of their grouping. These measures highlight the core council financial sustainability areas of operating performance, liquidity, asset management and debt servicing capacity.

Councils with Queensland Treasury Corporation (QTC) debt or other loans as at the reporting date are required to report on measure **9** (the Leverage Ratio), which is also audited by the QAO as noted above.

- Councils that repay the entirety of their debt balances within the current reporting period are also not required to report this measure for that financial year however will still need to calculate and publish the five-year average.
- Councils which have held no QTC debt or other loans during the preceding five financial years are not required to report this measure.

Measures **1, 2, and 8** are contextual measures to be reported by all councils regardless of their grouping and will be used for contextual purposes only. These measures will provide further information about a council's financial capacity and asset management, however, are not required to be audited.







The Asset Renewal Funding Ratio (ARFR) will be implemented over a phased transition period to recognise the differing circumstances and capacities of councils with their asset management. Tier 1 and 2 councils will be expected to report the ARFR from the 2023-24 financial year, while Tier 3 to 8 councils will gradually transition to reporting this measure over time (see ARFR section below outlines transition timeframes).

During the transition period, the department will work with councils to improve their asset management capability to enable them to report on this ratio in time.







Appendices B and C contains suggested reporting formats for councils to use when publishing their current- and long-term financial sustainability statements. Councils may also report any additional measures they feel provide additional information to stakeholders about their financial sustainability.

More information about each individual measure, including its calculation, interpretation, and target bands for each respective sustainability grouping, can be found on the following pages.







1. Council Controlled Revenue Ratio

<p>Type</p> 	<p>Financial Capacity</p>
<p>Overview</p> 	<p>Council-controlled revenue is an indicator of a council’s financial flexibility, ability to influence its operating income, and capacity to respond to unexpected financial shocks.</p>
<p>Interpretation</p> 	<p>A higher council-controlled revenue ratio indicates a stronger ability to generate operating revenue without relying on external sources. Councils with a high ratio generally have a healthy rate base and are better able to respond to unexpected financial obligations such as natural disaster recovery.</p> <p>A lower council-controlled revenue ratio indicates that a council has limited capacity to influence its operating revenue and that it is more reliant on external (and usually less reliable) sources of income such as operational grant funding, sales and recoverable works contracts, and rental income.</p>
<p>Calculation</p> 	$\frac{\text{Net Rates, Levies and Charges add Fees and Charges}}{\text{Total Operating Revenue}}$ <p>See Definitions below for more information about the inputs for this measure.</p>
<p>Targets</p> 	<p>As council-controlled revenue is a contextual measure, there are no targets specified for this ratio.</p>
<p>Reporting</p> 	<p>This measure is required to be calculated and published by all councils.</p> <p>This measure is to be reported as both a single-year result and a five-year average result.</p> <p>To support the user’s interpretation of the council’s result for this measure councils are required to provide a narrative identifying key drivers and contributing factors (that may or may not be beyond a council’s control).</p> <p>See Appendices B and C for example reporting formats.</p>







2. Population Growth Ratio

<p>Type</p> 	<p>Financial Capacity</p>
<p>Overview</p> 	<p>Population growth is a key driver of a council’s operating income, service needs, and infrastructure requirements into the future.</p>
<p>Interpretation</p> 	<p>A growing council population indicates a greater capacity to generate its own source revenue through rates as well as statutory charges. Population growth also puts additional pressure on councils to invest in new community infrastructure to support service needs.</p> <p>Conversely, a council with a shrinking population base will have increasingly limited opportunities to generate operating revenue through its rateable property base, and over time will need to adjust its capital and operating spending decisions to reflect the reducing utilisation of its infrastructure and community assets.</p>
<p>Calculation</p> 	$\frac{\text{Prior year estimated population}}{\text{Previous year estimated population}} - 1$ <p>The Department will publish population figures for councils to determine this ratio. See Definitions below for more information about the inputs for this measure.</p>
<p>Targets</p> 	<p>As population growth is a contextual measure, there are no targets specified for this measure.</p>
<p>Reporting</p> 	<p>This measure is required to be calculated and published by all councils.</p> <p>This measure is to be reported as both a single-year result and a five-year average result.</p> <p>To support the user’s interpretation of the council’s result for this measure councils are required to provide a narrative identifying key drivers and contributing factors (that may or may not be beyond a council’s control).</p> <p>See Appendices B and C for example reporting formats.</p>







3. Operating Surplus Ratio

<p>Type</p> 	<p>Operating Performance</p>																				
<p>Overview</p> 	<p>The operating surplus ratio is an indicator of the extent to which operating revenues generated cover operational expenses. Any operating surplus would be available for capital funding or other purposes.</p>																				
<p>Interpretation</p> 	<p>An operating surplus ratio above 0% is an indication that council is managing its finances within its existing funding envelope and generating surplus funds for capital funding or other purposes.</p> <p>An operating surplus ratio below 0% is an indication that a council's operating expenses exceed its revenue. An operating deficit in any one year is not a cause for concern if, over the long term, a council achieves a balanced operating result or small surplus. Operating deficits over the long term affect a council's ability to internally fund its capital requirements and other initiatives as and when they fall due, potentially requiring external funding support.</p>																				
<p>Calculation</p> 	$\frac{\text{Operating Result}}{\text{Total Operating Revenue}}$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>The target bands for this measure for each local government group apply only to the five-year average result, and are as follows:</p> <table border="1" data-bbox="435 1350 1361 1619"> <thead> <tr> <th>Group</th> <th>Target Band</th> <th>Group</th> <th>Target Band</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>Greater than 0%</td> <td>Tier 5</td> <td>Greater than -2%</td> </tr> <tr> <td>Tier 2</td> <td>Greater than 0%</td> <td>Tier 6</td> <td>Contextual</td> </tr> <tr> <td>Tier 3</td> <td>Greater than 0%</td> <td>Tier 7</td> <td>Contextual</td> </tr> <tr> <td>Tier 4</td> <td>Greater than 0%</td> <td>Tier 8</td> <td>Contextual</td> </tr> </tbody> </table>	Group	Target Band	Group	Target Band	Tier 1	Greater than 0%	Tier 5	Greater than -2%	Tier 2	Greater than 0%	Tier 6	Contextual	Tier 3	Greater than 0%	Tier 7	Contextual	Tier 4	Greater than 0%	Tier 8	Contextual
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4. Operating Cash Ratio

<p>Type</p> 	<p>Operating Performance</p>																				
<p>Overview</p> 	<p>The operating cash ratio is a measure of a council’s ability to cover its core operational expenses and generate a cash surplus excluding depreciation, amortisation, and finance costs.</p>																				
<p>Interpretation</p> 	<p>A positive operating cash ratio indicates that a council is generating surplus cash from its core operations, which suggests that council has the ability to self-fund its capital expenditure requirements.</p> <p>A negative operating cash ratio is a significant indicator of financial sustainability challenges and potential future liquidity issues as, all other things being equal, a negative result means that a council’s cash position is declining and revenues are not offsetting the cost of core operational requirements.</p>																				
<p>Calculation</p> 	$\frac{\text{Operating Result} + \text{Depreciation and Amortisation} + \text{Finance Costs}}{\text{Total Operating Revenue}}$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>The target bands for this measure for each local government group apply only to the five-year average result, and are as follows:</p> <table border="1" data-bbox="461 1346 1334 1608"> <thead> <tr> <th>Group</th> <th>Target Band</th> <th>Group</th> <th>Target Band</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>Greater than 0%</td> <td>Tier 5</td> <td>Greater than 0%</td> </tr> <tr> <td>Tier 2</td> <td>Greater than 0%</td> <td>Tier 6</td> <td>Greater than 0%</td> </tr> <tr> <td>Tier 3</td> <td>Greater than 0%</td> <td>Tier 7</td> <td>Greater than 0%</td> </tr> <tr> <td>Tier 4</td> <td>Greater than 0%</td> <td>Tier 8</td> <td>Greater than 0%</td> </tr> </tbody> </table>	Group	Target Band	Group	Target Band	Tier 1	Greater than 0%	Tier 5	Greater than 0%	Tier 2	Greater than 0%	Tier 6	Greater than 0%	Tier 3	Greater than 0%	Tier 7	Greater than 0%	Tier 4	Greater than 0%	Tier 8	Greater than 0%
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5. Unrestricted Cash Expense Cover Ratio

<p>Type</p> 	<p>Liquidity</p>																				
<p>Overview</p> 	<p>The unrestricted cash expense cover ratio is an indicator of the unconstrained liquidity available to a council to meet ongoing and emergent financial demands, which is a key component to solvency. It represents the number of months a council can continue operating based on current monthly expenses.</p>																				
<p>Interpretation</p> 	<p>A higher unrestricted cash expense cover ratio indicates that a council has sufficient free cash available to contribute to the cost of future planned and unplanned expenditures such as infrastructure investment or disaster recovery. An excessively high ratio may be indicative of cash hoarding, poor cash management, or large upcoming capital investment requirements.</p> <p>A low ratio suggests limited unconstrained liquidity available to council to use for capital investment or in an emergency. For councils with efficient cash management practices and strong borrowing capacity, this is not a concern. Where a council also has a negative operating cash ratio, a very low or negative unrestricted cash expense cover ratio is an indicator of potential solvency concerns.</p>																				
<p>Calculation</p> 	$\frac{\text{(Total Cash and Equivalents add Current Investments add Available Ongoing QTC Working Capital Facility Limit less Externally Restricted Cash)}}{\text{(Total Operating Expenditure less Depreciation and Amortisation less Finance Costs)}} \times 12$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>The target bands for this measure for each local government group apply only to the single year result, and are as follows:</p> <table border="1" data-bbox="403 1435 1390 1697"> <thead> <tr> <th>Group</th> <th>Target Band</th> <th>Group</th> <th>Target Band</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>Greater than 2 months</td> <td>Tier 5</td> <td>Greater than 4 months</td> </tr> <tr> <td>Tier 2</td> <td>Greater than 2 months</td> <td>Tier 6</td> <td>Greater than 4 months</td> </tr> <tr> <td>Tier 3</td> <td>Greater than 3 months</td> <td>Tier 7</td> <td>Greater than 4 months</td> </tr> <tr> <td>Tier 4</td> <td>Greater than 4 months</td> <td>Tier 8</td> <td>Greater than 4 months</td> </tr> </tbody> </table>	Group	Target Band	Group	Target Band	Tier 1	Greater than 2 months	Tier 5	Greater than 4 months	Tier 2	Greater than 2 months	Tier 6	Greater than 4 months	Tier 3	Greater than 3 months	Tier 7	Greater than 4 months	Tier 4	Greater than 4 months	Tier 8	Greater than 4 months
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6. Asset Sustainability Ratio

<p>Type</p> 	<p>Asset Management</p>																				
<p>Overview</p> 	<p>The asset sustainability ratio approximates the extent to which the infrastructure assets (see Definitions) managed by a council are being replaced as they reach the end of their useful lives.</p>																				
<p>Interpretation</p> 	<p>An asset sustainability ratio close to 100% suggests that a council is spending enough on the renewal of its assets to compensate for the deterioration in its asset base as loosely proxied by its reported depreciation, with outcomes too far below this level being potentially indicative of underspending against capital replacement requirements.</p> <p>However, as this measure uses depreciation in lieu of more rigorous asset planning data, it does not account for councils with large investments in new capital assets such as those with strongly growing population bases. In these instances, a lower asset sustainability ratio is not of concern provided a council is meeting the capital needs of its current and future community.</p>																				
<p>Calculation</p> 	$\frac{\text{Capital Expenditure on Replacement of Infrastructure Assets (Renewals)}}{\text{Depreciation Expenditure on Infrastructure Assets}}$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>The target bands for this measure for each local government group apply only to the five-year average result, and are as follows:</p> <table border="1" data-bbox="459 1370 1332 1630"> <thead> <tr> <th>Group</th> <th>Target Band</th> <th>Group</th> <th>Target Band</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>Greater than 50%</td> <td>Tier 5</td> <td>Greater than 90%</td> </tr> <tr> <td>Tier 2</td> <td>Greater than 60%</td> <td>Tier 6</td> <td>Greater than 90%</td> </tr> <tr> <td>Tier 3</td> <td>Greater than 80%</td> <td>Tier 7</td> <td>Greater than 90%</td> </tr> <tr> <td>Tier 4</td> <td>Greater than 80%</td> <td>Tier 8</td> <td>Greater than 90%</td> </tr> </tbody> </table>	Group	Target Band	Group	Target Band	Tier 1	Greater than 50%	Tier 5	Greater than 90%	Tier 2	Greater than 60%	Tier 6	Greater than 90%	Tier 3	Greater than 80%	Tier 7	Greater than 90%	Tier 4	Greater than 80%	Tier 8	Greater than 90%
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7. Asset Consumption Ratio

<p>Type</p> 	<p>Asset Management</p>																				
<p>Overview</p> 	<p>The asset consumption ratio approximates the extent to which council's infrastructure assets (see Definitions) have been consumed compared to what it would cost to build a new asset with the same benefit to the community.</p>																				
<p>Interpretation</p> 	<p>The minimum target of 60% indicates that a council's assets are being broadly consumed in line with their estimated useful lives.</p> <p>Councils with lower than target ratio will need to invest more in those assets (in terms of replacement or maintenance) to ensure they are maintained at a standard that will meet the needs of their communities. On the other hand, if the ratio is much higher than the target ratio, councils may need to revisit their asset management plans to assess their current service levels or whether their estimates of the assets' useful lives are appropriate.</p>																				
<p>Calculation</p> 	$\frac{\text{Written Down Replacement Cost of Depreciable Infrastructure Assets}}{\text{Current Replacement Cost of Depreciable Infrastructure Assets}}$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>The target bands for this measure for each local government group apply only to the five-year average result, and are as follows:</p> <table border="1" data-bbox="459 1384 1337 1653"> <thead> <tr> <th>Group</th> <th>Target Band</th> <th>Group</th> <th>Target Band</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>Greater than 60%</td> <td>Tier 5</td> <td>Greater than 60%</td> </tr> <tr> <td>Tier 2</td> <td>Greater than 60%</td> <td>Tier 6</td> <td>Greater than 60%</td> </tr> <tr> <td>Tier 3</td> <td>Greater than 60%</td> <td>Tier 7</td> <td>Greater than 60%</td> </tr> <tr> <td>Tier 4</td> <td>Greater than 60%</td> <td>Tier 8</td> <td>Greater than 60%</td> </tr> </tbody> </table>	Group	Target Band	Group	Target Band	Tier 1	Greater than 60%	Tier 5	Greater than 60%	Tier 2	Greater than 60%	Tier 6	Greater than 60%	Tier 3	Greater than 60%	Tier 7	Greater than 60%	Tier 4	Greater than 60%	Tier 8	Greater than 60%
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8. Asset Renewal Funding Ratio

<p>Type</p> 	<p>Asset Management</p>																				
<p>Overview</p> 	<p>The asset renewal funding ratio measures the ability of a council to fund its projected infrastructure asset renewal/replacements in the future.</p>																				
<p>Interpretation</p> 	<p>Ideally, the asset renewal funding ratio should be as close to 100% as possible, as this indicates that a council is appropriately funding and delivering the entirety of its required capital program as outlined by its asset management plans.</p> <p>A ratio that is too far in excess of 100% indicates capital spending above and beyond what is proposed by a council’s asset management plans. A ratio that is too far below 100% may indicate an underfunded capital program and therefore a potentially increasing infrastructure backlog and asset failures. Either scenario suggests a mismatch between a council’s capital requirements and forecast capital program, whether due to poor planning and/or limited resources or skills to deliver the assets required by the community.</p>																				
<p>Calculation</p> 	$\frac{\text{Total of Planned Capital Expenditure on Infrastructure Asset Renewals over 10 years}}{\text{Total of Required Capital Expenditure on Infrastructure Asset Renewals over 10 years}}$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>As the asset renewal ratio is a contextual measure, there are no targets specified for this ratio.</p>																				
<p>Reporting</p> 	<p>This measure is required to be calculated and published by all councils on a single-year basis. The transition period for this measure for each local government group are as follows:</p> <table border="1" data-bbox="403 1496 1390 1753"> <thead> <tr> <th>Group</th> <th>Transition Timeframe</th> <th>Group</th> <th>Transition Timeframe</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>Commencing 2023-24</td> <td>Tier 5</td> <td>Commencing 2026-27</td> </tr> <tr> <td>Tier 2</td> <td>Commencing 2023-24</td> <td>Tier 6</td> <td>Commencing 2026-27</td> </tr> <tr> <td>Tier 3</td> <td>Commencing 2024-25</td> <td>Tier 7</td> <td>Commencing 2027-28</td> </tr> <tr> <td>Tier 4</td> <td>Commencing 2025-26</td> <td>Tier 8</td> <td>Commencing 2027-28</td> </tr> </tbody> </table> <p>To support the user’s interpretation of the council’s result for this measure councils are required to provide a narrative identifying key drivers and contributing factors (that may or may not be beyond a council’s control).</p> <p>See Appendices B and C for example reporting formats.</p>	Group	Transition Timeframe	Group	Transition Timeframe	Tier 1	Commencing 2023-24	Tier 5	Commencing 2026-27	Tier 2	Commencing 2023-24	Tier 6	Commencing 2026-27	Tier 3	Commencing 2024-25	Tier 7	Commencing 2027-28	Tier 4	Commencing 2025-26	Tier 8	Commencing 2027-28
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9. Leverage Ratio

<p>Type</p> 	<p>Debt Servicing Capacity</p>																				
<p>Overview</p> 	<p>The leverage ratio is an indicator of a council’s ability to repay its existing debt. It measures the relative size of the council’s debt to its operating performance.</p>																				
<p>Interpretation</p> 	<p>A higher leverage ratio indicates an increasingly limited capacity to support additional borrowings due to already high debt levels and/or decreasing operational performance, while a lower ratio indicates the opposite.</p> <p>Note: Council borrowings are assessed and approved through a separate process coordinated jointly by the Department and QTC, which takes multiple factors and metrics into consideration.</p> <p>A lower leverage ratio is not itself a guarantee that further debt will be approved for a council, while councils with higher leverage ratios are not necessarily precluded from having additional borrowings approved due to other mitigating circumstances.</p>																				
<p>Calculation</p> 	$\frac{\text{Book Value of Debt}}{\text{Total Operating Revenue less Total Operating Expenditure add Depreciation and Amortisation}}$ <p>See Definitions below for more information about the inputs for this measure.</p>																				
<p>Targets</p> 	<p>The target bands for this measure for each local government group apply to the five-year average result, and are as follows:</p> <table border="1" data-bbox="459 1330 1332 1594"> <thead> <tr> <th>Group</th> <th>Target Band</th> <th>Group</th> <th>Target Band</th> </tr> </thead> <tbody> <tr> <td>Tier 1</td> <td>0 – 5 times</td> <td>Tier 5</td> <td>0 – 3 times</td> </tr> <tr> <td>Tier 2</td> <td>0 – 4 times</td> <td>Tier 6</td> <td>0 – 3 times</td> </tr> <tr> <td>Tier 3</td> <td>0 – 3 times</td> <td>Tier 7</td> <td>0 – 3 times</td> </tr> <tr> <td>Tier 4</td> <td>0 – 3 times</td> <td>Tier 8</td> <td>0 – 3 times</td> </tr> </tbody> </table>	Group	Target Band	Group	Target Band	Tier 1	0 – 5 times	Tier 5	0 – 3 times	Tier 2	0 – 4 times	Tier 6	0 – 3 times	Tier 3	0 – 3 times	Tier 7	0 – 3 times	Tier 4	0 – 3 times	Tier 8	0 – 3 times
Group	Target Band	Group	Target Band																		
Tier 1	0 – 5 times	Tier 5	0 – 3 times																		
Tier 2	0 – 4 times	Tier 6	0 – 3 times																		
Tier 3	0 – 3 times	Tier 7	0 – 3 times																		
Tier 4	0 – 3 times	Tier 8	0 – 3 times																		
<p>Reporting</p> 	<p>This measure is required to be calculated and published by all councils with debt as of 30 June of the reporting year. It is not required for councils that have no debt at that date. Councils that repay the entirety of their debt within the reporting period are also not required to report this measure for the financial year however will still need to calculate and publish the five-year average result. Councils which have held no QTC debt or other loans during the preceding five financial years are not required to report this measure.</p> <p>This measure is to be reported as both a single-year result and a five-year average result.</p>																				

To support the user's interpretation of the council's result for this measure councils are required to provide a narrative identifying key drivers and contributing factors (that may or may not be beyond a council's control).

See **Appendices B and C** for example reporting formats.



Definitions

All inputs for each measure should be taken directly from the council's audited general purpose financial statements and associated notes. A summary of measure inputs and their associated definitions can be found in the table below:

Term	Definition
Available Ongoing QTC Working Capital Facility Limit	The unused balance of an approved ongoing QTC Working Capital Facility (WCF) as at the reporting date. For example, if the total limit of WCF is \$10 million and the council has drawn down \$2 million, the available limit is \$8 million.
Book Value of Debt	The book value of the council's debt (QTC or other loans) as at the reporting date (i.e., 30 June).
Capital Expenditure on Replacement of Infrastructure Assets (Renewals)	Expenditure on an existing infrastructure asset to return the service potential or the life of the asset up to that it had originally.
Current Investments	An investment that has a maturity of 12 months or less (such as term deposits or other interest-earning investment/deposits), or an investment that council intends to convert into cash within 12 months from the time the investment was made.
Current Replacement Cost	The amount of money required to replace an existing asset with an equally valued or similar asset at the current market price.
Depreciation and Amortisation	The systematic allocation of the depreciable amount (gross value less estimated residual value) of an asset over its useful life. Depreciation should be calculated in accordance with the Australian Accounting Standards on infrastructure assets.
Externally Restricted Cash	A local government's cash that is subject to restrictions or conditions by a third party which govern the use of these funds for general purposes. This does not include internal reserves of a council which can be accessed by a council resolution.
Fees and Charges	All statutory fees and charges levied by a local government including charges for services provided by local governments, such as building application, development, town planning and property connection fees, licences, permits and parking fees, infringements, refuse fees, and other adhoc fees and charges.
Finance Costs	Finance costs only includes interest charged on a local government's existing QTC's debt balances and any other council loans. Any other items included in this line item of your financial statements should be excluded.
Infrastructure Assets	Those significant, long-life assets that provide ratepayers with access to social and economic facilities and services. Examples include water and sewerage treatment plants, roads, bridges, drainage, buildings, airports, and other community assets (does not include right of use assets).
Net Rates, Levies and Charges	Rates, levies and annual charges levied by a local government less discounts and concessions.
Operating Result	Total operating revenue less total operating expenditure.

Planned Capital Expenditure on Infrastructure Asset Renewals	The total of all capital expenditures on infrastructure renewals in the forecast period included in the 10-year financial model.
Previous Year Estimated Population	The estimated population for the year previous to Prior Years Estimated Population (see below) for a local government area.
Prior Year Estimated Population	The prior year's estimated population (relative to the reporting date) for a local government area i.e., for FY2022-23 this will be the FY2021-22 population figure.
Required Capital Expenditure on Infrastructure Asset Renewals	The total of all required capital expenditures on infrastructure renewals in the forecast period as indicated in the asset management plans or asset forecasts.
Total Cash and Equivalents	A local government's cash and cash equivalents which are short-term or are at call in nature. Council should refer to Australian Accounting Standards 107 for guidance on what should be included in cash and cash equivalents.
Total Operating Expenditure	All council expenses minus capital items such as: <ul style="list-style-type: none"> » losses on disposal of assets, and » impairment losses » depreciation on right of use assets » interest on finance leases associated with right of use assets » other capital expenditure items as identified by the council
Total Operating Revenue	All council income minus capital items such as: <ul style="list-style-type: none"> » capital grants, subsidies, contributions, and donations » gains on disposal of assets » other capital revenue items as identified by the council
Written Down Replacement Cost	An asset's current replacement cost less accumulated depreciation.

Appendix A: Sustainability Groupings of Councils

Tier 1

Brisbane City Council

Tier 2

Cairns Regional Council

Ipswich City Council

Moreton Bay Regional Council

Toowoomba Regional Council

Fraser Coast Regional Council

Logan City Council

Redland City Council

Townsville City Council

Gold Coast City Council

Mackay Regional Council

Sunshine Coast Regional Council

Tier 3

Bundaberg Regional Council

Gympie Regional Council

Noosa Shire Council

Scenic Rim Regional Council

Gladstone Regional Council

Lockyer Valley Regional Council

Rockhampton Regional Council

Tier 4

Cassowary Coast Regional Council

Livingstone Shire Council

South Burnett Regional Council

Western Downs Regional Council

Central Highlands Regional Council

Mareeba Shire Council

Southern Downs Regional Council

Whitsunday Regional Council

Isaac Regional Council

Somerset Regional Council

Tablelands Regional Council

Tier 5

Banana Shire Council

Douglas Shire Council

Hinchinbrook Shire Council

Mount Isa City Council

Burdekin Shire Council

Goondiwindi Regional Council

Maranoa Regional Council

North Burnett Regional Council

Charters Towers Regional Council

Tier 6

Balonne Shire Council	Cloncurry Shire Council	Longreach Regional Council	Torres Shire Council
Barcaldine Regional Council	Cook Shire Council	Murweh Shire Council	

Tier 7

Barcoo Shire Council	Burke Shire Council	Etheridge Shire Council	Quilpie Shire Council
Blackall-Tambo Regional Council	Carpentaria Shire Council	Flinders Shire Council	Richmond Shire Council
Boulia Shire Council	Croydon Shire Council	McKinlay Shire Council	Winton Shire Council
Bulloo Shire Council	Diamantina Shire Council	Paroo Shire Council	

Tier 8

Aurukun Shire Council	Kowanyama Aboriginal Shire Council	Napranum Aboriginal Shire Council	Torres Strait Island Regional Council
Cherbourg Aboriginal Shire Council	Lockhart River Aboriginal Shire Council	Northern Peninsula Area Regional Council	Woorabinda Aboriginal Shire Council
Doomadgee Aboriginal Shire Council	Mapoon Aboriginal Shire Council	Palm Island Aboriginal Shire Council	Wujal Wujal Aboriginal Shire Council
Hope Vale Aboriginal Shire Council	Mornington Shire Council	Pormpuraaw Aboriginal Shire Council	Yarrabah Aboriginal Shire Council

Appendix B: Example Current-Year Sustainability Statement Format

Type	Measure	Target (Tier X)	Actual Current Year	5-Year Average	Actual Current Year	5-Year Average	Council Narrative
			Council	Consolidated	Consolidated	Consolidated	
Financial Capacity	Council-Controlled Revenue*	N/A	XX.X%	XX.X%	XX.X%	XX.X%	
	Population Growth*	N/A	X.X%	X.X%	X.X%	X.X%	
Operating Performance	Operating Surplus Ratio	Greater than X% (or N/A)	XX.X%	XX.X%	XX.X%	XX.X%	
	Operating Cash Ratio	Greater than X%	XX.X%	XX.X%	XX.X%	XX.X%	
Liquidity	Unrestricted Cash Expense Cover Ratio	Greater than X months	X.X months	N/A	X.X months	N/A	
Asset Management	Asset Sustainability Ratio	Greater than XX%	XX.X%	XX.X%	XX.X%	XX.X%	
	Asset Consumption Ratio	Greater than XX%	XX.X%	XX.X%	XX.X%	XX.X%	
	Asset Renewal Funding Ratio*	N/A	XX.X%	N/A	XX.X%	N/A	
Debt Servicing Capacity	Leverage Ratio**	o to X times (or N/A)	X.X times	X.X times	X.X times	X.X times	

* The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only and are not audited by the QAO.

** The Leverage Ratio is not required to be reported if a council has not held any QTC or other debt within the last five financial years.

Appendix C: Example Long-Term Sustainability Statement Format

Council (and Consolidated if applicable)

Type	Measure	Target (Tier X)	Actuals as at 30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX	30 June 20XX
Financial Capacity	Council-Controlled Revenue*	N/A	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%
	Population Growth*	N/A	X.X%	X.X%	X.X%	X.X%	X.X%	X.X%	X.X%	X.X%	X.X%	X.X%
Operating Performance	Operating Surplus Ratio	Greater than X% (or N/A)	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%
	Operating Cash Ratio	Greater than X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%
Liquidity	Unrestricted Cash Expense Cover Ratio	N/A	N/A for long-term sustainability statement									
Asset Management	Asset Sustainability Ratio	Greater than XX%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%
	Asset Consumption Ratio	Greater than XX%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%	XX.X%
	Asset Renewal Funding Ratio*	N/A	N/A for long-term sustainability statement									
Debt Servicing Capacity	Leverage Ratio**	o to X times (or N/A)	X.X times	X.X times	X.X times	X.X times	X.X times	X.X times	X.X times	X.X times	X.X times	X.X times

* The Council-Controlled Revenue, Population Growth, and Asset Renewal Funding Ratio measures are reported for contextual purposes only and are not audited by the QAO.

** The Leverage Ratio is not required to be reported if a council has not held any QTC or other debt within the last five financial years.

Department of State Development,
Infrastructure, Local Government and Planning
PO Box 15009 City East Qld 4002 Australia
Tel 13 QGOV (13 74 68)
info@dsdilgp.qld.gov.au
www.statedevelopment.qld.gov.au
Connect with us @GrowingQld





Sustainability Framework

For Queensland Local Governments



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Queensland
Government

The Department of State Development, Infrastructure, Local Government and Planning connects industries, businesses, communities and government (at all levels) to leverage regions' strengths to generate sustainable and enduring economic growth that supports well-planned, inclusive and resilient communities.

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Contact us

☎ +61 7 3328 4811 or 13 QGOV (13 74 68)

@ info@dsmip.qld.gov.au

🌐 www.statedevelopment.qld.gov.au

✉ PO Box 15009, City East, Queensland 4002

🏠 1 William Street, Brisbane 4000

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Introduction

Overview

Queensland’s local government’s role in supporting the safety, liveability, and prosperity of their local communities is critical.

Each of the 77 councils face unique financial, service delivery and community need circumstances. Ensuring local government sustainability is a challenge for all councils and the Queensland Government.

The COVID-19 pandemic has presented challenges to local governments on a scale not seen before and has exacerbated the sustainability challenges faced by the sector.

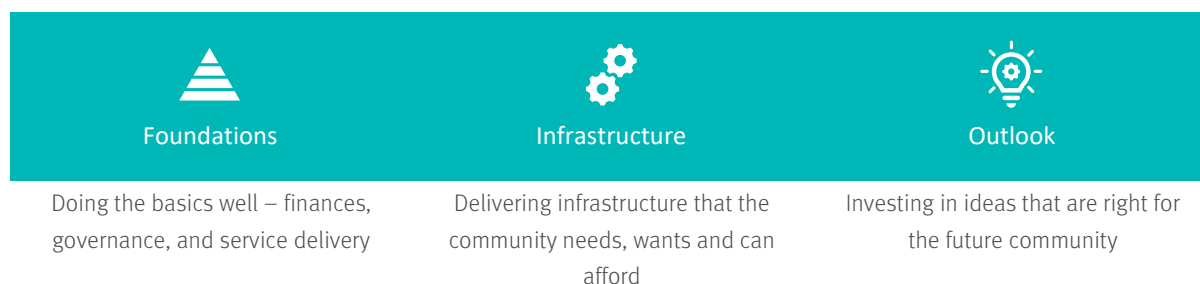
Sector diversity means that no single solution or approach addresses sustainability challenges. To better reflect and respond to this complexity, the Department has developed a new Sustainability Framework that recognises the varied factors influencing council success over time.

This Framework outlines an integrated view of the drivers impacting council sustainability and illustrates how the Department will attend to these issues in collaboration with councils, agencies, and sector stakeholders.

Principles

Implementation of the new Sustainability Framework will provide councils and the Department greater insight into the sector’s challenges and support the development of more tailored solutions to councils.

This also supports the Department’s vision of business-ready councils and liveable communities – today and into the future –enabling growth and prosperity by focusing on three principles:



Over time, the Framework will be embedded into the Department’s operations, driving a more considered and holistic view of the sector and its needs. The Framework will continue to evolve based on feedback from councils and key stakeholders.

Structure of this Document

This document is divided into two parts:

Part A provides an overview of the Queensland local government sector as it relates to sustainability, including an overview of key statistics and historical reforms, relevant regulatory frameworks and documents, and the role of the Department and stakeholders.

Part B addresses local government sustainability, including the Department's definition of sustainability, the core elements contributing to council sustainability, and how the Department deploys the tools at its disposal to support the sector to achieve success.

Note: Under the *Local Government Act 2009* and *City of Brisbane Act 2010*, the Department is required to establish a set of relevant measures of financial sustainability for the purposes of council annual financial planning and reporting.

The guideline containing these measures has been developed based on the principles established in this Sustainability Framework and is published separately as the *Financial Management (Sustainability) Guideline*. Please refer to the Department's website for more information.

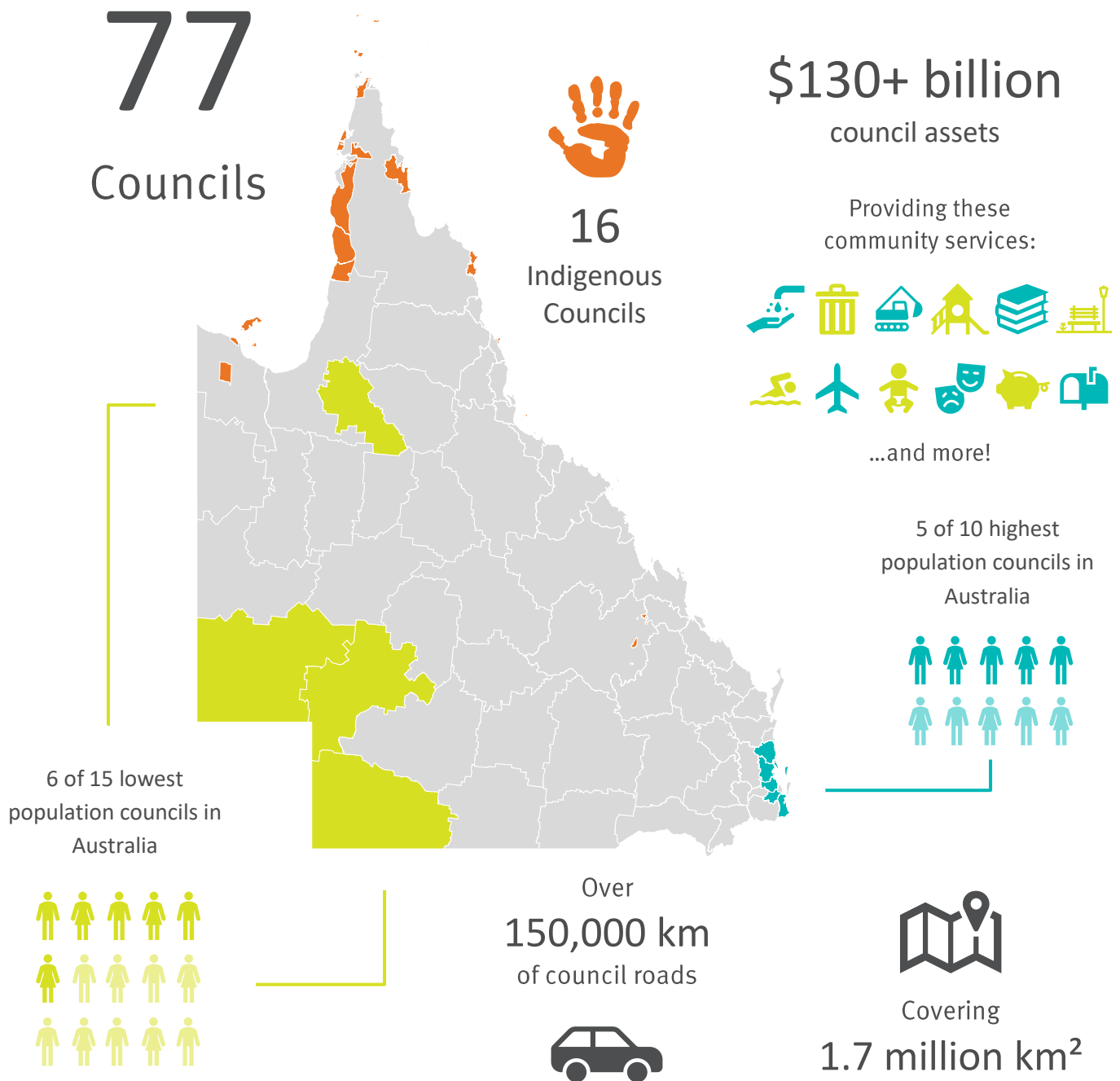
Part A: Background

The Queensland Context

Local Government Sector Profile

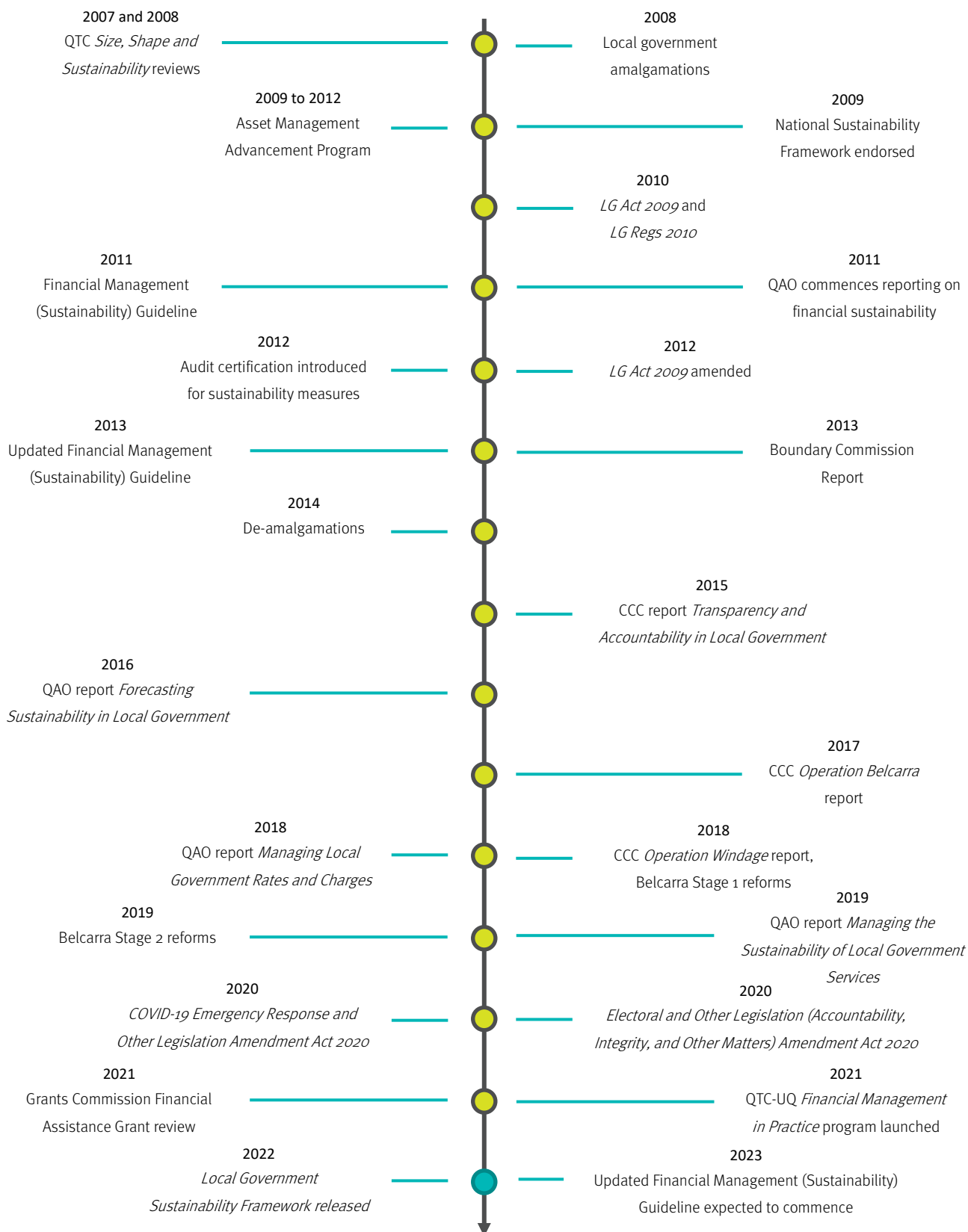
Queensland has one of the most diverse local government sectors in Australia, covering a large geographic area and comprising a multitude of regions, cultures, social factors, and economic drivers. Our councils provide vital economic and social services which facilitate and grow our communities.

The infographic below shows just some of the key facts about Queensland's councils.



History of Local Government Reform in Queensland

Queensland has undertaken various reforms over time to support and strengthen local government governance and sustainability. Some of these initiatives are outlined in the following timeline.



All states and territories endorsed a nationally consistent local government financial sustainability framework in 2007 and 2009. The framework provided:

- » criteria for assessing financial sustainability of local councils
- » a toolkit to develop asset planning and management; and
- » better practice financial planning and reporting guides.

Since then, Queensland has worked to incorporate and refine the elements of these frameworks into the State’s regulatory environment in a way which recognises the needs and diversity of our local government sector and supports councils to improve the liveability and prosperity of their communities.

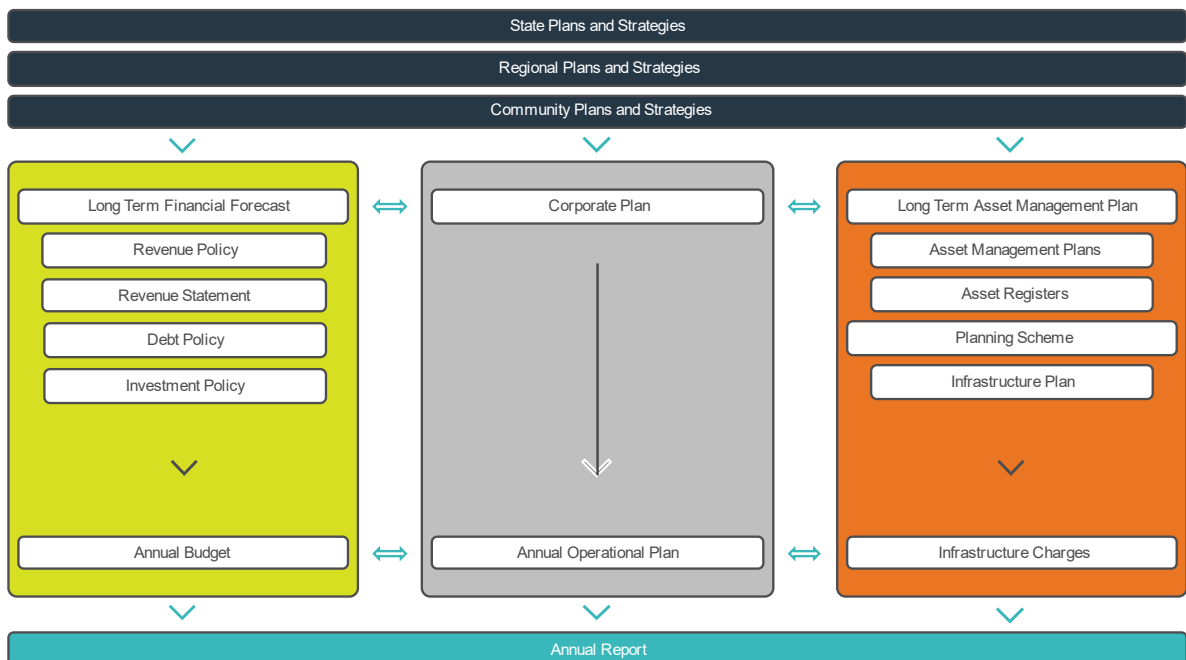
At the same time, the State has responded to major reports on council governance and financial sustainability published by the QAO, CCC, and other stakeholders through regulatory changes, capability, and other support programs, as well as undertaking structural reforms where necessary.

The State will continue to monitor and respond to the needs of councils into the future, and this Local Government Sustainability Framework will form the foundation for further policy and tailored support for the sector.

Local Government Sustainability and Reporting Framework

Queensland’s councils operate within an integrated sustainability planning and reporting framework, with several linked strategic documents forming the basis for successful and sustainable management of a local government in the long term.

A summary of the legislative sustainability and reporting framework is below.



Key Sustainability and Reporting Documents

Each of these strategic and operational documents plays a critical role in a council's short- and long-term sustainability, as summarised below.

Community Plans and Strategies – provide the council's overarching direction and inform long-term planning on behalf of the community.

Long-Term Financial Forecast – a 10+ year forecast and supporting information, which outlines long-term financial direction and links to the council's other long-term plans.

Financial Policies – these provide the principals under which councils addresses financial matters (e.g. Rating, borrowings)

Annual Budget – this represents the first year of the long-term forecast, outlines council's projected revenue and spending plans, and integrated to other annual documents.

Corporate Plan – a 5+ year plan outlining council's strategic direction, objectives and performance indicators and links to the council's other long-term plans.

Operational Plan – this outlines council's business plan for the year and how it will further the strategic corporate plan, and links to other annual documents.

Long-Term Asset Management Plan – a 10+ year strategic plan, supported by individual asset management plans and asset registers, which outlines a council's approach to sustainably managing its assets and infrastructure, and links the council's other long-term plans.

Planning Scheme – a strategic plan, possibly including an infrastructure plan, which outlines a council's approach to its long-term community development, is reviewed every 10 years, and links the council's Long-Term Asset Management Plan.

Infrastructure Charges – these are levied on developers to support a council's local infrastructure plan and are consistent with council's other annual documents.

Annual Report – prepared each financial year, this document contains a council's audited financial statements and reports on progress against its corporate and operational plans. It also includes a report on internal audit results, a summary of discretionary councillor spending, and other matters pertaining to council governance.

Queensland's Legislative Framework

The *Local Government Act 2009* and *City of Brisbane Act 2010* set out the accountability framework for local governments in Queensland. These Acts and their associated Regulations combined with other State and Commonwealth legislation establish council obligations and cover for example governance, financial accountability, environmental management, urban planning, and community consultation.

Local Government Principles

The two principal Acts are 'principles based' legislation and are founded on five local government principles. All principles are of equal importance.

These principles are:



All councillors must comply with the local government principles when making decisions for their communities. Councillors must ensure they effectively represent the overall public interest when making decisions for the benefit of the whole community.

Being broad in nature, the local government principles allow councils to develop processes and procedures well-adapted to their own unique and diverse circumstances.

Sustainability and Reporting

As noted above, councils are required to prepare and maintain a set of key strategic and operational documents to support their ongoing governance and sustainability. These requirements are set out in the *Local Government Act 2009*, *City of Brisbane Act 2010*, *Local Government Regulation 2012*, and *City of Brisbane Regulation 2012* and summarised in **Appendix A**.

Note: This summary is presented for informational purposes only and does not replace the need for council officers and elected officials of local governments to be familiar with the Acts and Regulations.

The Department's Role

Overview

The Department supports the sector in many ways, working with councils and stakeholders to facilitate sustainable, capable, and accountable local governments that in turn enable communities to thrive.



To achieve this, the Department uses the six primary levers at its disposal to influence the broader local government regulatory environment and support council elected officials and officers directly through various programs within those levers, as summarised below.

Departmental Levers



Policy

The Government, through the Department, sets the primary legislative framework for the sector through the local government Acts and Regulations and coordinates with other policy-making agencies to ensure alignment between these and other legislative regulation.

Policy is informed by submissions from the sector and key stakeholders, Government objectives, and monitoring and analysis undertaken by the Department. The aim is to create policy supporting the ongoing good governance and sustainability of councils for the benefit of their communities.



Monitoring

To support its administration of the relevant local government Acts and Regulations, the Department undertakes ongoing monitoring to gather intelligence about legislative compliance, funding and capability support needs, policy and advocacy opportunities, and the overall health of the sector.

Monitoring is undertaken through various short- and long-term channels, including councils and stakeholder engagement, data collection and analysis, representation at various sector bodies and events, community submissions, and media reports.



Funding

The Department develops and administers State and Commonwealth funding programs to support councils in delivering services and infrastructure to their communities. These programs include operational and capital grant programs, as well as local government borrowing and other financial facilities.

Funding programs are designed to address gaps between a council's financial capacity and desired council and community outcomes and support the achievement of Government objectives. Programs can be general or specific in nature, depending on relevant policy goals.



Capability

The Department also supports councils to meet their statutory responsibilities, with the goal of empowering council elected officials and officers to perform at the level sought by their communities and required by legislation.

Capability building programs take many forms, including online or face to face direct training or training facilitated by the Department, the establishment and facilitation of peer learning networks, and advisory services provided by Departmental officers or subject matter experts engaged by the Department.



Performance Response

The Department administers the local government Acts and Regulations to provide for the good governance of all councils. Where the Minister or Department consider a significant risk to the good governance a council exists, they have power to intervene as responsibility for council success ultimately rests with the State

Interventions are broad, ranging from non-regulatory support options such as ongoing monitoring, training, and advice, through to formal statutory interventions up to and including the dissolution of a council. The Department's preference is to empower local governments to improve their own self-governance where possible, and formally intervene only in urgent and significantly compelling cases.



Advocacy

As part of its role of facilitating sustainable, capable, and accountable local governments that enable thriving local communities, the Department engages with stakeholders across and outside government at all levels to represent the interests of the Queensland local government sector.

The Department is a representative on relevant State and Commonwealth bodies and works to build and enhance relationships with key stakeholders outside government. Through these relationships, the Department influences policy and program development, shares knowledge and best practice, advocates for funding, and communicates the successes and challenges of Queensland's councils.

A chart summarising the Department's sustainability principles, elements and levers is in **Appendix B**.

Other Key Stakeholders

The Department works closely with a range of stakeholders to enhance and support the success of councils, leveraging their perspectives and expertise to deliver positive outcomes for Queenslanders.

Communities

Local government is the closest level of government to the community, and its representatives are drawn from its ranks. In addition to working closely with councils themselves, the Department also consults with the community itself about changes to policies and programs that affect local government.

Councils

Councils play a central role in community governance as a local decision-making and service delivery agent. Councillors are elected to represent their constituents and oversee the good rule and government of their local area.

The Department is responsible for administering and supporting the Queensland local government sector, and works closely the councils to empower them to deliver positive outcomes for their communities. As mentioned above, this is achieved through the six key levers of policy, monitoring, funding, capability, governance, and advocacy. The Department maintains a regional network of officers across the state to support its work and provide an on-the ground contact point for council officers and elected officials.

Queensland Audit Office

The QAO, led by the Auditor-General, is tasked with auditing local government annual financial statements and publishing their opinions about the reliability of these statements through councils' annual reports. These opinions, along with an assessment of the overall financial sustainability of the sector, are summarised and published by the QAO each year.

Additionally, the QAO also undertakes performance audits to examine the efficiency, effectiveness and legislative compliance of councils and identify opportunities for them to improve performance and service delivery.

Queensland Treasury Corporation

As the Queensland Government's central financing authority, Queensland Treasury Corporation (QTC) manages the State's borrowing program in the global financial markets and provides financial services to all government entities in Queensland. QTC works closely with the Department to provide financial resources and services to councils, and deliver sustainable and cost-effective borrowings for the local government sector.

QTC also undertakes credit reviews of councils holding or seeking borrowings, and provides recommendations to the Department about the ongoing creditworthiness of Queensland's councils.

Office of the Independent Assessor

The OIA, led by the Independent Assessor, undertakes the initial assessment of all complaints about councillor conduct in Queensland. It investigates misconduct complaints against local government mayors and councillors and, where appropriate, prosecutes those complaints in the Councillor Conduct Tribunal.

The Independent Assessor reports directly to the Minister for Local Government and ensures the councillor complaint process remains transparent and accountable.

Electoral Commission of Queensland

The ECQ, led by the Electoral Commissioner, is the independent statutory authority that is responsible for the conduct of local government elections in Queensland. It also reviews local government electoral boundaries, and regulates and promotes compliance with electoral funding and disclosure requirements.

The Department works with the ECQ to establish and administer the local government electoral system through the *Local Government Electoral Act 2011* and supports the Commission by offering training sessions to intending councillors prior to nominating for election.

Other State Government Agencies

Other State Government departments and statutory authorities provide support to councils through various policies and programs, and administer other Acts and Regulations that affect the local government regulatory framework.

The Department coordinates with these agencies to represent the interests of the sector, ensure alignment between legislation and policies, and provide specialist expertise on Queensland local government to support the delivery of programs for the benefit of our communities.

Local Government Association of Queensland

The LGAQ is the peak body for local government in Queensland. It is a not-for-profit association set up solely to advise, support, and represent councils, enabling them to improve their operations and strengthen relationships with their communities.

The Department consults closely with the LGAQ on matters affecting Queensland councils, and works together with them to strengthen the ability and performance of local government to better serve their community through the Partners in Government Agreement.

Other Relevant Peak Bodies

The Department also engages with other peak bodies in the local government sector to seek input on policies and programs, and support the delivery of government initiatives and objectives. These bodies include Local Government Managers Australia (Queensland), Local Government Finance Professionals, and the Institute of Public Works Engineers Australasia.

Part B: Sustainability

Definition

There are many definitions of local government sustainability that have been developed over time by various jurisdictions and stakeholders. The Department's definition of sustainability is suitable to the Queensland context, recognises the various drivers of council success, and guides future support to the sector.

Principles

Local Government Act Definition

The *Local Government Act 2009* provides the following definition of financial sustainability:

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

For both financial capital and infrastructure capital, the emphasis is on maintaining the service capacity of the council in the long-term. There is a direct link between the prudent and strategic management of community infrastructure and financial assets, and the ongoing financial viability of a local government.

Although an individual councillor or council officer may only serve their council for a limited time, they should take the short- and long-term impacts of their choices into consideration of every decision they make. The Department provides an oversight role for councils, but ultimately it is up to individual local governments to make decisions in the best interests of their community now and into the future.

A Holistic Approach

Although the above definition provides a basis for the responsible management of community funds and assets, it does not include other factors which influence council success and sustainability.

Non-financial elements such as governance and integrity can significantly impact a local government's ability to represent and deliver for their community in a way that maintains public confidence.

At the same time, there are factors largely beyond a council's control which can have a material effect on its short- and long-term sustainability, such as natural disasters. These influences can only be managed, not controlled, so as to minimise risks to the community and council's ongoing service delivery.

The Department recognises the important influence of non-financial factors on council success and for this reason has incorporated these key drivers into this Framework. It ensures an integrated and more holistic approach to monitoring, measuring, and managing council sustainability.

Service Delivery

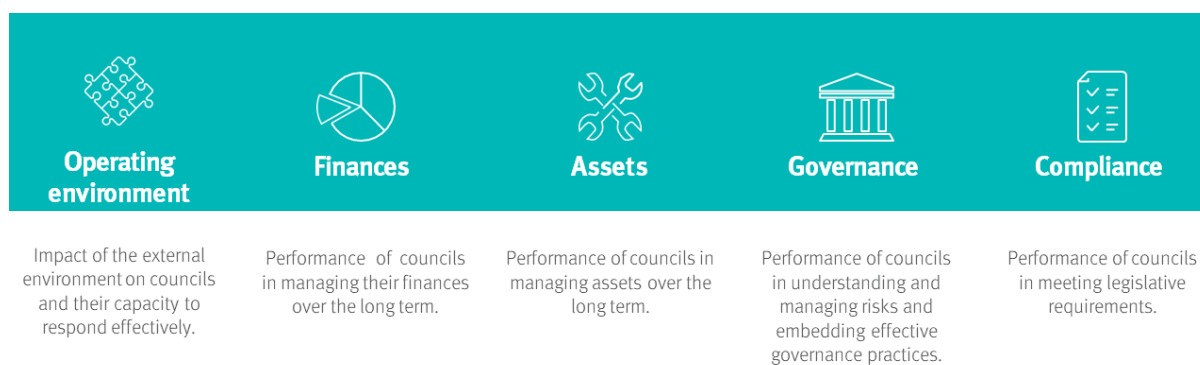
Councils provide a multitude of services to their communities, using a variety of operating methods and delivery approaches, operating in a range of different local environments. The efficiency and effectiveness of these services is directly impacted by how well a council manages the fundamental elements of its own sustainability, which is why it is not included as a specific element below.

Due to the breadth of services provided by the sector and the many different operating models employed by councils to deliver them, the Framework does not set service level standards for local governments.

Individual councils can and should establish efficiency and effectiveness performance indicators for the services they deliver, taking into account local factors and constraints as well as council's specific organisational and delivery model.

Elements of Sustainability

Using the principles explained above, the Department has distilled the financial and non-financial factors influencing local government sustainability into five key elements - Operating Environment, Finances, Assets, Governance, and Compliance, as outlined further below.



Operating Environment

Impact of the external environment on councils and their capacity to respond effectively.

Outcomes

- » Councils are aware of their operating environments and respond appropriately
- » Local communities are supported socially and economically by their councils
- » Councils are resilient and equipped to respond to natural disasters

A council's operating environment represents those factors primarily outside its control but still affecting its ability to operate. This includes factors like remoteness, demographics and socio-economic characteristics, industry composition, as well as an area's exposure to natural disaster events. While councils cannot control these factors, their ability to respond to and/or influence them can affect their long-term sustainability.

The outcomes sought for this element reflect the everyday reality for councils in Queensland, where communities adapt to local circumstances and manage risks as best as they can. An understanding of these external factors can assist councils to develop risk mitigation and management strategies, and seek innovative solutions to support their local communities.

Finances

Performance of councils in managing their finances over the long-term.

Outcomes

- » Service levels are maintained at appropriate levels over time
- » Services are delivered efficiently and effectively
- » Councils operate within their means
- » Appropriate levels of debt are maintained relative to council's servicing capacity

Councils that cannot afford to deliver the necessary levels of service to their communities over the longer term are not sustainable. For all councils, regardless of size, this requires operating within their means and managing resources efficiently and effectively to minimise the need for external financial support, to the extent possible.

The outcomes sought for this element reflect the legislative expectation that councils manage their finances prudently and avoid making decisions which negatively impact financial sustainability especially in the longer term. Council elected officials and officers should ensure they understand the long-term effects of financial decisions in addition to short-term impacts.

Assets

Performance of councils in managing assets over the long term.

Outcomes

- » Assets are well managed and maintained
- » Capital expenditure is adequately funded when it falls due
- » Projects are appropriately prioritised and costed
- » Councils are planning for future community needs

Service delivery is closely aligned with how well a council manages its assets, including critical water and waste infrastructure, road networks, community amenities, and airports. Poor asset management impacts the quality and reliability of community services, increased costs to councils and ratepayers and compromises long-term sustainability.

The outcomes sought for this element reflect the need for councils to plan and make decisions for the long-term. A thorough understanding of community asset conditions, whole-of-life maintenance and renewal costs, and achievable service levels and capital expenditure given financial and other constraints is required by council officials to better inform their decision-making and conversations with their local communities.

Governance

Performance of councils in understanding and managing risks and embedding effective governance practices.

Outcomes

- » Decisions are made responsibly and in accordance with legislative governance framework
- » Core business risks are identified and managed
- » Suitably qualified staff are employed and retained
- » Community is satisfied with council performance

Councillors and council staff are expected to make decisions in the best interests of the community and manage risks to ensure council success. Effective governance and decision-making reduce the potential for adverse impacts on community service delivery and confidence from failures of planning, integrity, and transparency. Councils with effective governance practices are better placed to make informed decisions that consider the long-term risks and long-term affordability.

The outcomes sought for this element reflect the Local Government Principles and the requirement for council decision-makers to exercise the highest standards when fulfilling responsibilities. Elected officials and officers must familiarise themselves with their obligations, and nurture a council culture which values integrity, accountability, transparency, appropriate risk management, and a focus on the community interest.

Compliance

Performance of councils in meeting legislative requirements.

Outcomes

- » Financial accountability and corporate planning documents are prepared on time and to a high standard
- » Council complies with all State and Commonwealth statutory requirements
- » Documents are publicly available as required by regulation
- » Grant funded projects are delivered on time and within budget

It is imperative that councils are effective managers of their regulatory obligations. Councils without the organisational behaviours and systems in place to consistently meet their regulatory requirements in a timely and effective manner attract financial and other statutory penalties, which can compromise their ongoing sustainability.

The outcomes sought for this element reflect the statutory requirements for councils to comply with regulatory frameworks applicable to them. Elected officials and officers must familiarise themselves with the relevant Acts and Regulations, and put in place systems to ensure proactive compliance and management of risks.

Measurement

Local government sustainability is a broad concept, with many elements influencing council outcomes in different ways depending on local circumstances.

No measurement system will be able to provide complete assurance of a specific council's sustainability, particularly in a rapidly changing environment, however an analysis of key indicators over time provide evidence of whether or not desired outcomes are being achieved.

Indicators can be either quantitative or qualitative. Quantitative measures are more objective in nature and are easier to measure, while qualitative measures are less easily defined but provide necessary context which may not be captured by numbers.

Principles

Based on the 2007 National Framework *Criteria for Assessing Financial Sustainability*, the Department has established a set of principles for the development of sustainability indicators.

Relevance	»	Indicators chosen should measure factors which define sustainability.
Reliability	»	indicators should be based on information that is readily available and reliable.
Measurability	»	Indicators should be based on information that is quantifiable and as objective as possible.

Differentiation

Queensland has one of the most diverse local government sectors in Australia, covering a large geographic area. Across the state, individual councils face a unique set of financial, service delivery and community need circumstances and are impacted by a wide range of social and economic factors.

The Department acknowledges the diversity across the sector and recognises there is little benefit gained from comparing disparate councils given their vastly different operating environments. As a result, the Department has allocated each of Queensland's 77 councils to a small number of groups to allow for like-for-like comparisons between councils with similar characteristics for sustainability reporting purposes.

Grouping councils allows fit-for-purpose measures and/or benchmarks for each council group, increasing the relevance of the information communicated to stakeholders and enabling the department to identify and provide more targeted support where required. This approach does not supersede existing classifications of councils for other statutory and program purposes.

Various alternative approaches for grouping councils were considered and analysed for correlation across key performance metrics with support from the sector and stakeholders, with the final methodology resulting in eight "Tiers" of councils based on a combination of population figures and remoteness classifications by the Australian Bureau of Statistics.

These two factors were found to have the greatest influence on council sustainability as they are key drivers of the types of services provided, as well as a council's ability to fund the delivery of these services to their community. For example, remote councils with small populations often provide services as the provider of last resort such as aged care and childcare.

Grouping councils according to population and remoteness is also considered the most stable and reliable method compared with other potential approaches due to the limited variation in these two factors over time for the vast majority of councils.

Council Narrative

Without context, most performance measures will have little meaning, reducing their effectiveness and council accountability in addition to creating confusion for stakeholders.

Commentary provided by the council allows elected officials and senior management the opportunity to offer necessary clarity about a local government's performance, the drivers of the published results, and whether or not the council remains on track toward achieving its goals.

Comparison against other councils over time is one way to identify relative performance across a range of published measures, which can offer context to elected officials and other stakeholders about a council's efficiency and effectiveness compared with its peers.

Elements

This section outlines examples of qualitative and quantitative measures which can be used to provide insights into varying aspects of a council's sustainability. The categories and indicators listed here are not exhaustive and councils and the Department may choose to analyse other measures of success in forming a view on council performance depending on the issue under consideration.

Operating Environment

Indicators for this element strive to capture those drivers which are outside a council's control, but which have the potential to affect local government sustainability over the short- and/or longer-term. They can also help councils understand the impact of various decisions on their local communities.

- » **Demographic** – population, birth rates, age structure, household size and composition
- » **Environmental** – climate, rainfall, pollution, disaster frequency and preparedness, water quality
- » **Economic** – unemployment, capital investment, median income, industry concentration
- » **Social** – home ownership, crime, literacy, education levels, cultural identity, disadvantage

Finances

Indicators for this element illustrate various aspects of a local government's financial performance and are usually lagging (after the fact) in nature. Council management and elected officials should use these measures to assess the financial impacts of proposed actions on their council's ongoing sustainability.

- » **Financial Capacity** – population growth, council-controlled revenue, grants reliance

- » **Operating Performance** – operating surplus, operating cash, revenue/expenditure growth
- » **Liquidity** – working capital, unrestricted cash expense cover
- » **Debt Servicing** – leverage, net financial liabilities, debt service coverage

Assets

Indicators for this element assess a council performance across various aspects of asset management, from initial project planning to delivery and ongoing maintenance. They can assist councils with understanding their asset base and making better investment decisions for their communities.

- » **Planning** – lifecycle costs, net present benefit/cost, asset management plan quality/links
- » **Investment** – renewal ratio, sustainability ratio, infrastructure backlog, service levels
- » **Consumption** – consumption ratio, occupancy/usage rate, maintenance/renewal rates
- » **Performance** – failure rates, overall equipment effectiveness, customer satisfaction

Governance

Indicators for this element provide insights into aspects of a council's risk management and leadership frameworks and can often be leading indicators of future sustainability challenges. Council leadership should monitor these areas to ensure the ongoing good governance of their community over time.

- » **Leadership** – meeting attendance, community satisfaction, contested executive and senior management decisions, policy suite
- » **Workforce** – employee/executive turnover, vacancy periods, employee satisfaction
- » **Audit** – committee meetings, internal audit planning, identified control risks, aged risks
- » **Complaints and Media** – conduct complaints, negative media, conduct register publication

Compliance

Indicators for this element assess a council's ability to meet its prescribed statutory requirements and avoid potential risks and penalties for non-compliance. They can assist with monitoring deadlines, improving transparency and accountability, and retaining the confidence of their communities.

- » **Information** – notice periods, website publication timeliness, community engagement, policy suite
- » **Meetings** – transparency, impartiality, decision legality, procedure adherence, public disclosures
- » **Funding** – reporting timeliness/quality, funding variations, projects on time/budget
- » **Declarations** – registers of interests, conflicts of interest

Other Measures

Councils often include other performance indicators in their internal and/or external reporting framework to meet other regulatory requirements or highlight areas of particular importance for their communities.

Where these measures are included, councils should strive to ensure the meaning and results are clear to stakeholders and align with the council's short- and longer-term objectives.

Note: Under the *Local Government Act 2009* and *City of Brisbane Act 2010*, the Department is required to establish a set of relevant measures of financial sustainability for the purposes of council annual financial planning and reporting.

The guideline containing these measures has been developed based on the principles established in the Sustainability Framework and is published separately as the *Financial Management (Sustainability) Guideline*. Please refer to the Department's website for more information.

Application

Overview

Council sustainability is a complex issue. Although a council may succeed in one or more elements of sustainability, it may struggle in others. Further, sustainability is not a “set-and-forget” issue where challenges can be “fixed” once and for all, with many issues councils face requiring constant monitoring and maintenance to ensure ongoing success and stability.

This Framework forms the basis for how the Department will engage with the sector and its stakeholders to support council sustainability, as illustrated in the diagram below:



A more detailed chart summarising the relationship between the various local government sustainability principles, elements, and levers outlined in this Framework can be found in **Appendix B**.

The Department will work with councils and other sector stakeholders to monitor council sustainability, and use the intelligence gathered from these and other sources to inform policy, funding, capability, and other responses to support individual councils, groups of councils, and the sector at large, delivered through the Department or in combination with other stakeholders.

See the **Examples** section overleaf for hypothetical applications of the Framework to potential local government sustainability issues.

Over time, the Department will seek to embed the principles and language underpinning the Framework into all facets of the State’s engagement with the sector, providing a common language for monitoring, measuring, and responding to council sustainability challenges.

Examples

The following examples illustrate how the Framework can be used by councils and the Department to identify and address short- and longer-term sustainability issues facing the sector in a structured, considered, and collaborative way.

Example 1: Financial Distress

The Department notes from a regular service meeting with Council A (**Monitoring**) that the council is experiencing cashflow problems and is forecasting difficulties fulfilling its future expenditure obligations if the current trend continues (**Finances**). Further investigation reveals a history of cost overruns and poor project oversight (**Assets, Governance**).

Working closely with Council A's elected leaders and CEO, the Department quickly establishes a temporary working capital facility for the council to ease the immediate pressure on its finances (**Funding**). The Department also appoints an advisor (**Performance Response**) to support and train the council's leadership to establish appropriate controls over project planning and delivery and identify and minimise future sustainability risks (**Capability**).

The Department continues to monitor the situation over the coming months to ensure Council A's challenges are resolved and that service delivery to the community can continue without interruption, eventually winding down the working capital facility and advisor appointment on the council's achievement of performance milestones agreed with the council's leadership as they are fulfilled.

Example 2: Asset Management

A regional group of councils have reached out to the Department to discuss common challenges they are experiencing in fulfilling their regulatory asset management functions (**Assets, Compliance**), including the regular condition assessment of community assets, future demand and maintenance forecasting, and preparation and updating of asset management plans (**Governance**).

The Department convenes a meeting with the councils and relevant stakeholders with expertise in this area (**Advocacy**) to discuss the issues, identify best practices, and develop a plan to build the council's asset management capacity – including grant funding for a regional uplift project (**Funding**), and the development of templates and training for council officers and elected officials (**Capability**).

Following the project, the Department continues to work closely with the councils to monitor and support the implementation of the agreed program (**Monitoring**) and works with the sector and relevant stakeholders to update existing policy guidelines to provide better clarity to councils about regulatory obligations for asset management functions (**Policy**).

Glossary

Reference	Meaning
CCC	Crime and Corruption Commission
Commonwealth	Australian Government
Department	The Department of State Development, Infrastructure, Local Government and Planning
ECQ	Electoral Commission of Queensland
LG Act	<i>Local Government Act 2009</i> and <i>City of Brisbane Act 2010</i> (for Brisbane City Council)
LG Regulation	Local Government Regulation 2012 and City of Brisbane Regulation 2012 (for Brisbane City Council)
LGAQ	Local Government Association of Queensland
Minister	Minister for Local Government
OIA	Office of the Independent Assessor
QAO	Queensland Audit Office
QTC	Queensland Treasury Corporation
State	Queensland Government
UQ	University of Queensland

Additional Resources

This page provides links to additional resources and stakeholders to support users of the Local Government Sustainability Framework.

Legislation

- » [Local Government Act 2009](#)
 - [Local Government Regulation 2012](#)
- » [Local Government Electoral Act 2011](#)
 - [Local Government Electoral Regulation 2023](#)
- » [City of Brisbane Act 2010](#)
 - [City of Brisbane Regulation 2012](#)
- » [Statutory Bodies Financial Arrangements Act 1982](#)
 - [Statutory Bodies Financial Arrangements Regulation 2019](#)
- » [Planning Act 2016](#)
 - [Planning Regulation 2017](#)

Stakeholder Websites

Queensland Government

- » [Department of State Development, Infrastructure, Local Government and Planning](#)
- » [Queensland Audit Office](#)
- » [Queensland Treasury Corporation](#)
- » [Office of the Independent Assessor](#)
- » [Electoral Commission of Queensland](#)

Peak Bodies

- » [Local Government Association of Queensland](#)
- » [Local Government Managers Association \(Queensland\)](#)
- » [Local Government Financial Professionals](#)
- » [Institute of Public Works Engineers Australasia](#)

Key Documents

- » *Financial Management (Sustainability) Guideline*

Appendix A – Sustainability and Reporting Requirements Summary

The key sustainability requirements contained in the *Local Government Act 2009* (LGA09), *City of Brisbane Act 2010* (COBA), *Local Government Regulation 2012* (LGR12) and the *City of Brisbane Regulation 2012* (COBR) have been summarised below, under the following categories:

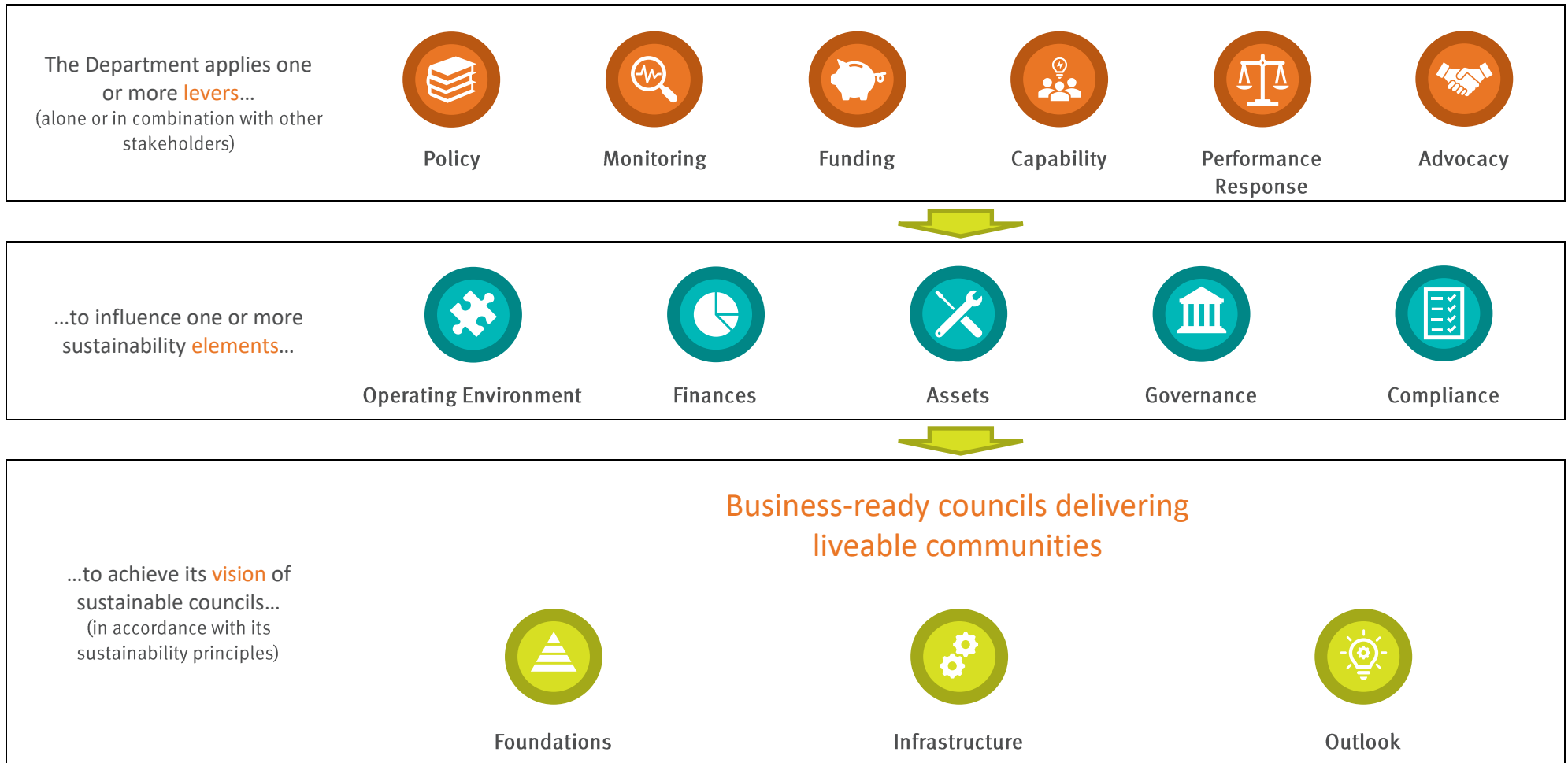
- » Financial Sustainability
- » Financial Management System
- » Financial Forecasts
- » Asset Management Plans
- » Budget Requirements
- » Internal Audit
- » Audit Committees
- » Audit Requirements
- » Annual Report Requirements
- » Community Financial Report Requirements
- » Statutory Interventions

This summarised information is presented for informational purposes only and is not intended to replace the need for officers of local governments to be familiar with the Acts and Regulations.

Category	Legislative Reference	Summary
Financial Sustainability	s104(2) LGA09 s103(2) COBA	Definition of ‘financially sustainable local government’
	s169(6) LGR12 s160(6) COBR	The nine measures of financial sustainability
Financial Management System	s104(1) LGA09 s103(1) COBA	Local governments must have a financial management system in place.
	s104(5) LGA09 s103(5) COBA	Required financial management system components
	s104(6) & (7) LGA09	Requirement for regular review and update of financial policies
Financial Forecasts	s171(1) LGR12 s163(1) COBR	Definition of ‘long-term financial forecast’
	s171(2) LGR12 s163(2) COBR	Requirement for annual review and update of long-term financial forecast
Asset Management Plans	s167 LGR12 s159 COBR	Requirement for long-term AMP to cover a period of at least 10 years
	s168 LGR12	Long-term AMP contents
Budget Requirements	s169 LGR12 s160 COBR	Budget requirements
	s169(2)(a) LGR12 s160(2)(a) COBR	Must include long-term financial forecast in budget process
Internal Audit	s105(1) LGA09	Councils must establish an efficient and effective internal audit function
	s270 LGR12	Internal audit provisions

Category	Legislative Reference	Summary
	s199 COBR	
Audit Committees	s105(2) LGA09	Each large local government must establish an audit committee
	s105(4) LGA09	Duties of audit committees
	s210 LGR12 s200 COBR	Audit committee composition
	s211 LGR12 s201 COBR	Audit committee meetings
Audit Requirements	s212(1) LGR12 s202(1) COBR	Provide current year financial sustainability statement to Auditor-General for auditing
	s212(2) LGR12 s202(2) COBR	Provide long-term financial sustainability statement to Auditor-General for information
	s212(5)(b) LGR12 s202(5)(b) COBR	Mayor and CEO to include (as part of the Management Certificate) their opinion as to whether current year and long-term financial sustainability statements have been accurately calculated
	s178(2) and (3) LGR12 s170(2) and (3) COBR	Long-term financial sustainability statement requirements
Annual Report Requirements	s176 LGR12 s175 COBR	Must prepare current year and long-term financial sustainability statements each financial year
	s178(1) and (3) LGR12 s170(1) and (3) COBR	Current year financial sustainability statement requirements
	s183(b) & (c) LGR12 s175(b) & (c) COBR	Must include current year and long-term financial sustainability statements in Annual Reports
Community Financial Report Requirements	s179(2)(c) and (3) LGR12 s171(2)(c) and (3) COBR	Include measures of sustainability in Community Financial Report
Statutory Interventions	s115 of LGA09	Provision for monitoring and evaluation of a council of councillor by the Department
	s117 of LGA09	Provision for appointment of an advisor to a council by the Department
	s118 of LGA09	Provision for appointment of a financial controlled to a council by the Department
	s121 of LGA09	Provision for the removal of an unsound decision of a council by the Minister
	s122 of LGA09	Provision for the removal of a councillor by the Minister
	s123 of LGA09	Provisions for suspension or dissolution of a council, and appointment of an administrator, by the Minister

Appendix B – Sustainability Framework Principles, Elements, and Levers





Department of State Development,
Infrastructure, Local Government and Planning
PO Box 15009 City East Qld 4002 Australia
Tel 13 QGOV (13 74 68)
info@dasilgp.qld.gov.au
www.statedevelopment.qld.gov.au



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Renee Bester

From: Ken Timms
Sent: Wednesday, 28 June 2023 7:11 AM
To: Glen Hudson
Cc: Renee Bester; Cheryl Portch; Andrew McKenzie
Subject: FW: RADF | Program Renewal Update + 2023-24 Contracts

Glen
Please file

Renee
Council meeting agenda - information

Kind Regards



Ken Timms PSM

Chief Executive Officer
Etheridge Shire Council
PO Box 12 | St George Street | Georgetown Q 4871
Phone: 4079 9090 **Fax:** 07 4062 1285
Mobile: 0439 414 771 **Email:** Ken.Timms@etheridge.qld.gov.au



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From: regionalartsservices <regionalartsservices@arts.qld.gov.au>
Sent: Monday, 19 June 2023 2:10 PM
To: Ken Timms <Ken.Timms@etheridge.qld.gov.au>
Cc: Andrew McKenzie <Andrew.McKenzie@etheridge.qld.gov.au>
Subject: RADF | Program Renewal Update + 2023-24 Contracts

Some people who received this message don't often get email from regionalartsservices@arts.qld.gov.au. [Learn why this is important](#)

Dear Ken,

I write in follow up to the consultation conducted by Arts Queensland (AQ) in relation to the Regional Arts Development Fund (RADF), comprising:

- meetings held in early March with representatives of Regional Councils state-wide, and
- surveys completed by Councils over April and May.

As a result of the consultation, all parties agree to moving to multiyear funding agreements, aligned to financial year, with simplified agreement processes and reduced reporting.

Survey feedback indicated that the readiness to move to multi-year funding arrangements in the 2023-24 financial year proved difficult for some Councils and the preferred approach to move forward successfully is as a collective. Subsequently, AQ can confirm that the implementation of multi-year funding agreements will commence from 2024-25 financial year.

This will allow for Councils to put in place the appropriate internal processes to successfully transition to the new agreements, additionally, AQ will progress further consultation regarding future funding methodologies.

In the short term, we can confirm an extension of the 2022-23 contracts, along with an application of 5% increase to your Council's 2022-23 funding level to enable efficient contracting for 2023-24 activities.

This process will mirror that of last year's and AQ will be in touch with your RADF Officer in the coming days to initiate the process. Our aim is to have all 2023-24 funding agreements executed by the end of July and all 2023-24 programs and budgets submitted by Councils and confirmed by September.

If you have any questions about this email, please contact Julie Beveridge on 07 3034 4065.

Wishing you a wonderful winter week.

Sincerely,
Julie



Julie Tanner

Director Partnerships and Investment

Arts Queensland

Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities, and the Arts

Phone: 07 3034 4058 eMail: julie.tanner@arts.qld.gov.au

Level 24, 111 George Street, Brisbane QLD 4000

GPO Box 1436, Brisbane Queensland 4001



Arts Queensland recognises, respects and values First Nations peoples, arts and cultures. We recognise the unique contribution of First Nations artists and performers, respect the cultural authority of Elders as guardians of culture and value the creative expression of culture that First Nations people choose to share with us all.

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Renee Bester

From: Ken Timms
Sent: Monday, 26 June 2023 10:11 AM
To: Glen Hudson
Cc: Renee Bester; Andrew McKenzie
Subject: FW: Update on amendments to Local Government regulations

Glen

Please file,

Renee

For the Council Meeting Agenda – Information.

Kind Regards



Ken Timms PSM

Chief Executive Officer

Etheridge Shire Council

PO Box 12 | St George Street | Georgetown Q 4871

Phone: 4079 9090 **Fax:** 07 4062 1285

Mobile: 0439 414 771 **Email:** Ken.Timms@etheridge.qld.gov.au



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From: DDG LGD Mailbox <DDGLGDMailbox@dasilgp.qld.gov.au>
Sent: Monday, 26 June 2023 10:03 AM
Subject: Update on amendments to Local Government regulations

Good morning

On 23 June 2023, three pieces of local government subordinate legislation were formally notified on the Queensland legislation website:

1. a commencement Proclamation for the *Local Government Electoral and Other Legislation (Expenditure Caps) Amendment Act 2023*
2. the Local Government Electoral Regulation 2023, which repeals and replaces the Local Government Electoral Regulation 2012
3. the Local Government Legislation (Boundary Changes and Other Matters) Amendment Regulation.

Please see below for a summary of this legislation and links to further details. As always, our Local Government team are able to assist with any questions you may have.

Proclamation to commence provisions in the *Local Government Electoral and Other Legislation (Expenditure Caps) Amendment Act 2023 (Amendment Act)*

As you would be aware, electoral expenditure caps will be in place for the 2024 local government election. This [Proclamation](#) fixes 28 June 2023 as the commencement day for the provisions in the Amendment Act related to the scheme.

This means the scheme is in effect from 28 June 2023 for the 16 March 2024 local government quadrennial elections. Importantly, please note the capped expenditure period for the 2024 local government quadrennial elections does not begin until 14 August 2023 (see below). You can find out more about the scheme [here](#).

For queries regarding the electoral expenditure caps scheme, please contact the ECQ on 1300 881 665 or fad@ecq.qld.gov.au

Local Government Electoral Regulation 2023

The new [Local Government Electoral Regulation 2023](#) (LGER 2023) will also commence on 28 June 2023. The LGER 2023 includes updates to the previous Regulation, with the key changes being:

1. fixing 16 March 2024 as the date of the 2024 local government quadrennial elections
2. amending and introducing provisions to support the new electoral caps scheme
3. clarifying the categories of electors who can access electronically assisted voting, adding 'out-of-State voters' as an additional class of these electors, and approving an updated Electoral Commission of Queensland procedure for electronically assisted voting.

The LGER 2023 also approves an updated Electoral Commission of Queensland procedure for electronic lodgement of returns.

You can find out more about the new Local Government Electoral Regulation 2023 [here](#). In addition, if you have other questions regarding the LGER 2023, please contact me or Mr Jordan Watts, Director, Local Government Legislation and Policy on jordan.watts@dcdilgp.qld.gov.au or (07) 3452 7643.

Local Government Legislation (Boundary Changes and Other Matters) Amendment Regulation 2023

As you would be aware, the department has developed a new [Sustainability Framework for Queensland Local Governments](#) (the Framework) for implementation from 1 July 2023.

The Local Government Legislation (Boundary Changes and Other Matters) Amendment Regulation 2023 (the Amendment Regulation) commences on 1 July 2023 and amends the Local Government Regulation 2012 and City of Brisbane Regulation 2012 to provide for new measures of financial sustainability and for a new 'Financial Management (Sustainability) Guideline 2023, version 1'.

Further information regarding the new Sustainability Framework and new 2023 Guideline will be provided to councils shortly.

However, if you have any questions regarding the new measures of financial sustainability or the 2023 Guideline, please contact the department at lgsustainability@dcdilgp.qld.gov.au.

In addition, the Amendment Regulation amends the Local Government Regulation 2012 to implement Local Government Change Commission recommendations for boundary changes between Barcaldine Regional Council, Blackall-Tambo Regional Council, Central Highlands Regional Council, Charters Towers Regional Council, Flinders Shire Council, Isaac Regional Council and Longreach Regional Council.

A copy of the 2022 Local Government Change Commission report where the recommendations were made can be found [here](#).

Kind Regards

Bronwyn



Bronwyn Blagoev
Acting Deputy Director-General

Local Government Division

Department of State Development, Infrastructure,
Local Government and Planning'

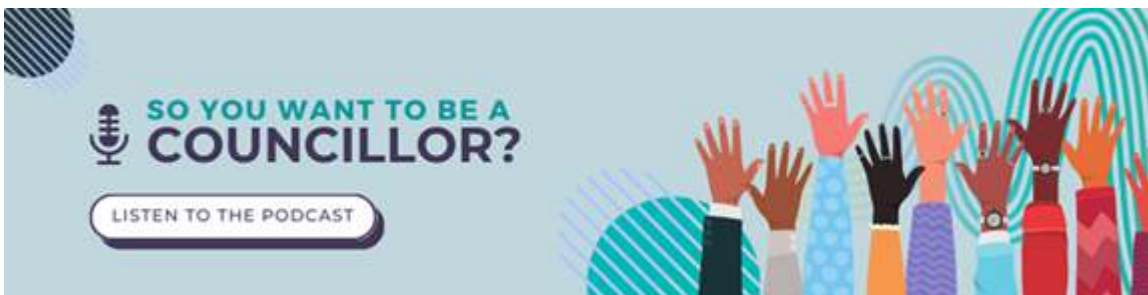
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Established in 1983 by the Local Government authorities of North Queensland

12/07/2023
Media Release

North Queensland Sports Foundation Named as Finalist in the Australian Sport, Recreation and Play Innovation Awards

The North Queensland Sports Foundation (NQSF) has been selected as a finalist in the prestigious Australian Sport, Recreation, and Play Innovation Awards that celebrate organisations and initiatives that have made significant contributions to the advancement of sport, recreation, and play across the nation.

NQSF Senior Program Coordinator Megan Taylor said, “this recognition highlights NQSF’s commitment to excellence and innovation in the field of sports and recreation in North Queensland. As a finalist this underscores the exceptional work in driving positive change and fostering inclusive sporting opportunities for the community.”

Martin Sheppard, Founder of the National Sports and Physical Activity Convention said, “With the largest ever number of submissions this year, the standards have been exceptionally high, and short-listing was very hard. Congratulations to North Queensland Sports Foundation in their submission that showcased what can be achieved with a good strategy that connects the dots in the community and uses sport and recreation as a vehicle to enhance community health and wellbeing goals.”

NQSF Chair and Cairns Regional Councillor Rhonda Coghlan said “This nomination acknowledges the tireless dedication from the NQSF team and the board to continue to implement various initiatives towards inclusion. We firmly believe sports and recreation should be enjoyed by everyone, irrespective of age, gender, ethnicity, or physical limitations. NQSF through the Move It NQ program has distributed \$1.7m in local, state, and federal government funding to facilitate free physical activity programs for the community. Our unique model allows us to support healthy, active communities in regional, rural, and remote Queensland. With approximately 60,000 participations it goes without saying that we are extremely proud of our achievements.”

This September the NQSF will also release a new innovative Move It NQ health and wellbeing app proudly supported by the Queensland Government and Health and Wellbeing Queensland through ActiveKIT Round 2. This free app will further enhance opportunities for North Queenslanders to access wellbeing opportunities and participate in flexible, inclusive, and healthy activities.

NQSF has consistently demonstrated its dedication to creating a diverse and inclusive environment through its various programs. Last year, Move It NQ, received both state and national accolades as it was recognized by AUSactive for being the most Inclusive and Diverse community program.

The NQSF will join short-listed contenders at the awards presentation at the National Sports and Physical Activity Convention in Melbourne on Thursday 27th July.

For more information contact Megan Taylor, pc@nqsports.com.au (0429 164 717)