



Etheridge

Shire Council

2018-19

ANNUAL REPORT

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



Peace Monument - Georgetown

Acknowledgements

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

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

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

*Mayor & Councillors
Etheridge Shire Council*



Student Hostel - Georgetown

Welcome to Etheridge Shire Council's Annual Report for 2018 | 2019

welcome to Etheridge Shire Council's 2018/2019 Annual Report. This report provides a comprehensive and transparent account of Council's performance and achievements for the past financial year (1 July 2018 to 30 June 2019).

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

copies of the 2018/2019 Annual Report and Council's Audited Financial Statements are available free of charge electronically on Council's website at www.etheridge.qld.gov.au

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

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

Contents

Part A

Acknowledgements	Page 2
Welcome to Etheridge Shire Annual Report 2018/19	Page 3
Contents	Page 4
Our Road Map	Page 5
Fast Facts	Page 7
Snapshot of Etheridge Shire	Page 8
Message from the Mayor	Page 22
Message from the CEO	Page 23
Corporate Structure	Page 24
Councillor Profiles	Page 25
Executive Management Team	Page 28
Our People	Page 30
Corporate Governance	Page 34
Community Financial Report	Page 37
Legislative Requirements	Page 49
Awards & Events	Page 65
Meeting our Corporate Plan	Page 70
Index of Statutory Information	Page 85

Part B

Financial Statements 2018-19	Page 91
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Cumberland Dam

Our Road Map

our Mission

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



our Vision

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

our Guiding Principles

*Long term time frame in decision making;
Leadership style of governance with a finger on the community pulse;
Fairness; Equity;
Transparency;
Accountability;
Sustainability;
Community service orientation;
Prudent fiscal management;
Generation of employment;
Accessibility;*

*Dynamic & adaptable;
Successful business enterprise;
Responsiveness to current economic conditions & community needs*



Etheridge Shire Council – Administration Building Georgetown

Our Road Map



Our Corporate Vision...

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

In the plan, Council sets out:

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

How it intends going about achieving those outcomes - Strategies.

Our Council's Top 7 Strategic Priorities

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

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

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

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

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

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

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



Fast Facts...

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

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

804 people

Area **39,351 km²**

2.3% of the total area of Queensland

759mm average rainfall per year

1 world class mineral collection

Managed **1** student hostel

Managed **1** childcare centre

Had a budget of **\$26.97** million

\$210.571 million in assets

278 water connections

1,752 km of roads

and **532** floodways and culverts

599 rateable properties

Maintained **3.94** hectares of parks and

6,685 hectares of reserve land

265 tonnes of waste collected

Managed **5** aerodromes

Managed **4** landfill sites



Etheridge Shire Hall - Georgetown

Snapshot of Etheridge Shire

The Etheridge Shire covers an area of 39,351 square kilometres, and is located in the Gulf-Savannah area of far-north Queensland, approximately 400 kilometres south-west of Cairns.

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

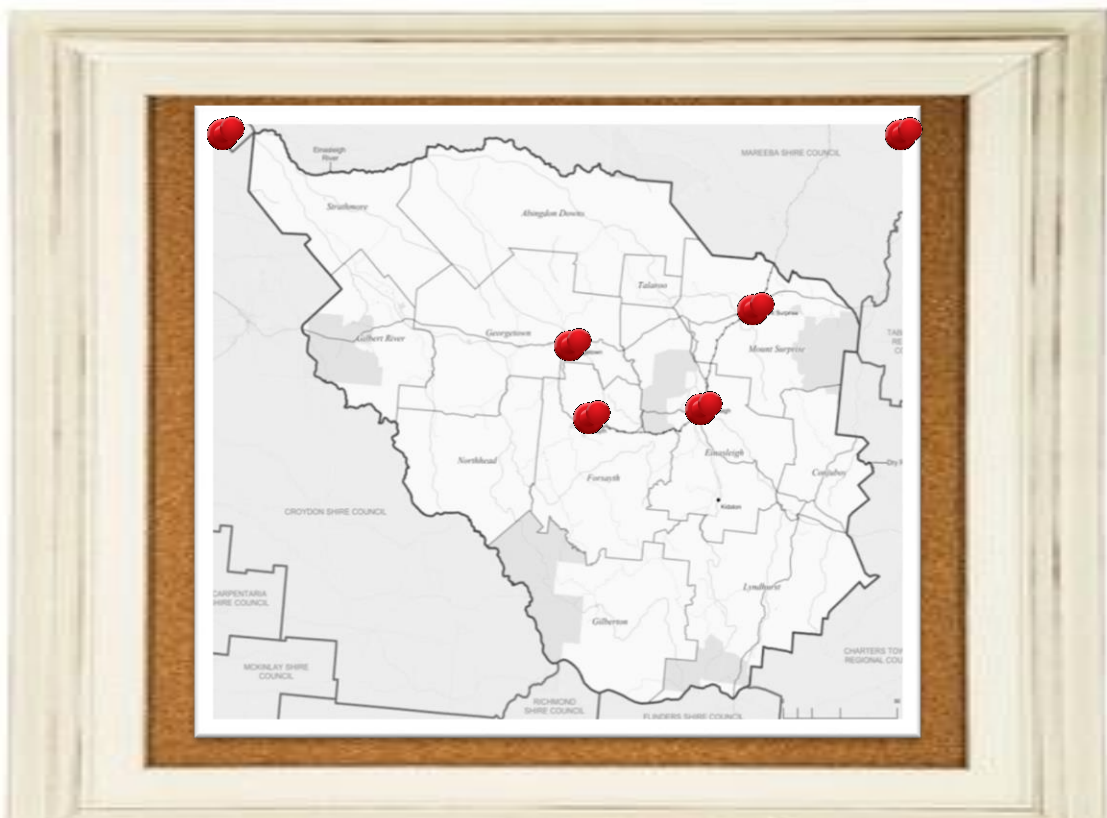
The Shire will soon be home to the largest renewable energy project in Australia and the third largest in the world. The Shire is very accessible via road and air and we have a diversity of experiences for those visiting, living and investing in the Shire.

Towns in the Shire are Georgetown, Mt Surprise, and Einasleigh & Forsayth which have a combined urban area of 31.51km².

The Shire's estimated resident population as at 30th June 2018 was 804 persons with an average annual growth rate of -1.5% over the past five years with an average annual growth rate of -1.6% over the past ten years.

Population by age

- 20.1% aged 0-14 years as at 30th June 2017
- 59.8% aged 15-64 years
- 20.1% aged 65+ years





Snapshot of Etheridge Shire

Etheridge Shire is large in area (39,351km²), low in population and situated in a region reliant predominantly on extensive cattle production. The ABS classifies the entire shire as 'Very Remote'. Georgetown, the main urban centre in Etheridge Shire, is a 380 km road journey from Cairns, and approximately 1,856 km from Brisbane. At June, 2018 the Shire's population was 804 persons; down from 819 in June, 2016.

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

Etheridge has an ageing population, with an average age of 46 years compared to 38 nationally (2016 census). 53.6% of the Shire's residents are males.

Etheridge Shire has more one person households (41.7%) than nationally (24.4%). It is home to more Indigenous residents (5.1%) than nationally (2.8%). 59.1% of persons over 15 years had a total personal weekly income of less than \$1,000 (2016 census).

2016 census numbers show 45.4% of Etheridge residents were employed in the Agricultural Industry. In June 2016 the unemployment rate was at 7.6%, it currently stands at 7.3%.



^{1,2,3}

¹ NIEIR - National Institute of Economic and Industry Research (NIEIR)

² ABS - Australian Bureau of Statistics

Settlement History

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

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

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

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

Estimated Resident Population (ERP)

Etheridge (S) LGA

- ERP of 804 persons as at 30 June 2018
- Average annual growth rate of -1.5% over five years
- Average annual growth rate of -1.6% over ten years

As at 30 June 2018, the estimated resident population for Etheridge (s) LGA was

804 persons

Queensland

- ERP of 5,011,216 persons as at 30 June 2018
- Average annual growth rate of 1.48% over five years
- Average annual growth rate of 1.73% over ten years

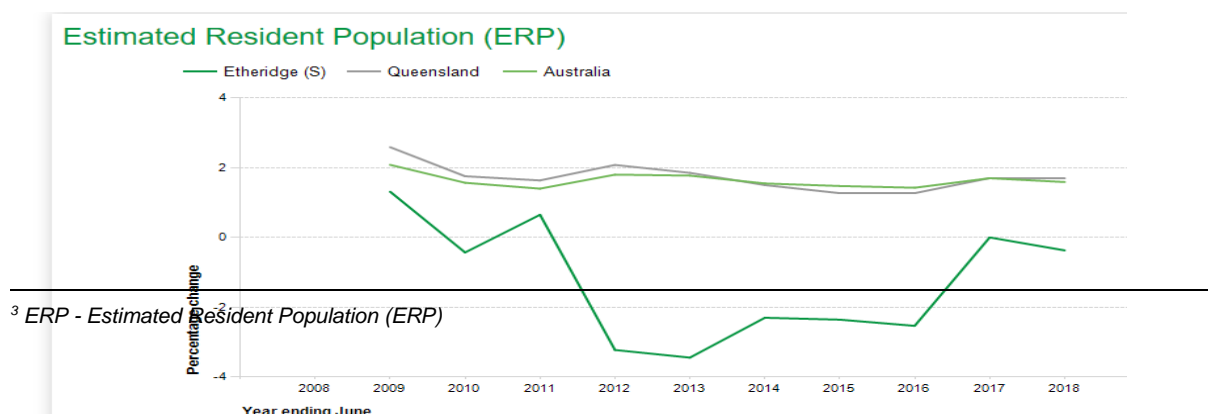
Table No.1
Estimated resident population

Dataset: ERP by LGA (ASGS 2018), 2001 to 2018

Measure	Estimated Resident Population								
	Local Government Areas (2018)								
Geography Level	Annual								
Frequency	Time	2011	2012	2013	2014	2015	2016	2017	2018
Region									
Australia		22,340,024	22,733,465	23,128,129	23,475,686	23,815,995	24,190,907	24,601,860	24,992,860
Queensland		4,476,778	4,568,687	4,652,824	4,719,653	4,777,692	4,845,152	4,927,629	5,011,216
Etheridge (S)		929	897	864	840	818	807	807	804

Data extracted on 16 Aug 2019 05:20 UTC (GMT) from ABS.Stat@Commonwealth of Australia. Creative Commons Attribution 2.5 Australia (<https://creativecommons.org/licenses/by/2.5/au>).

Table No.2
Estimated resident population growth



³ ERP - Estimated Resident Population (ERP)

Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in economy.id by .id, the population experts

Population by age and sex

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

Etheridge (S) LGA

- 20.1% aged 0–14 years as at 30 June 2017
- 59.8% aged 15–64 years
- 20.1% aged 65+ years

Queensland

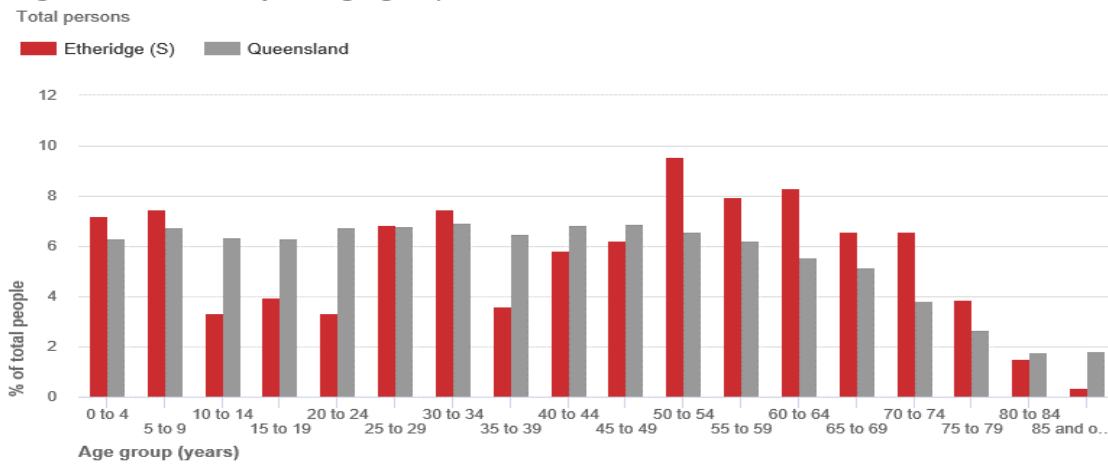
- 19.6% aged 0–14 years as at 30 June 2017
- 65.3% aged 15–64 years
- 15.1% aged 65+ years

As at 30 June 2017, the proportion of the estimated resident population aged 65 years and over for Etheridge (S) LGA was

20.1%

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

Age structure - five year age groups, 2016

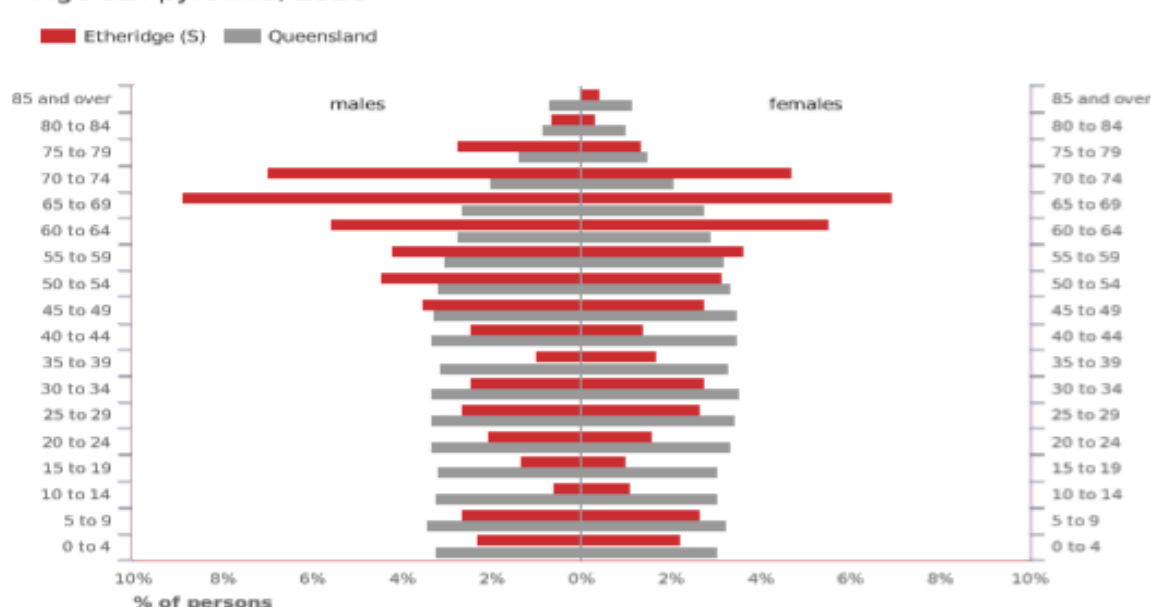


Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

.id the population experts
Highcharts.com

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

Age-sex pyramid, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.

.id the population experts

Population Projections

These population projections have been prepared using the latest available information at the time of preparation. Complete accuracy of these projections should not be assumed.

Variation above or below the figures provided is to be expected, because projections rely on the accuracy of the assumptions used, as well as the quality of data on which they are based.

Caution should be used when interpreting results for areas with small populations, due to higher variability frequently associated with small numbers.

Etheridge (S) LGA

- Population projected to be 691 persons as at 30 June 2041
- Decrease of 0.6% per year over 25 years

Queensland

- Population projected to be 7,161,661 persons as at 30 June 2041
- Increase of 1.6% per year over 25 years

From 2016 to 2041, the population for Etheridge (S) LGA is projected to decrease from **819 persons to 691 persons**

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

Population size

Series	Low	Medium	High
Year	-persons-		
2016 (a)	819	819	819
2021	752	763	775
2026	718	741	767
2031	685	725	769
2036	651	708	771
2041	616	691	774

Etheridge (S) is projected to have a population between 616 and 774 by 2041

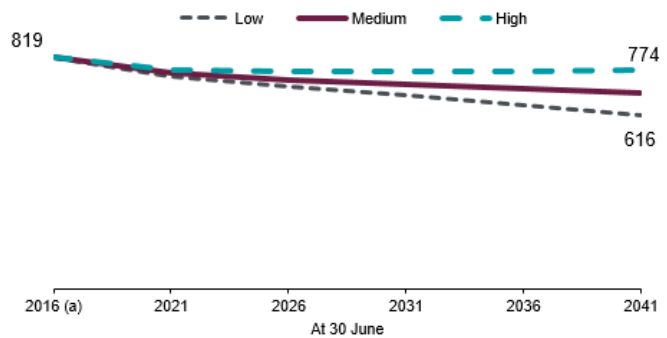
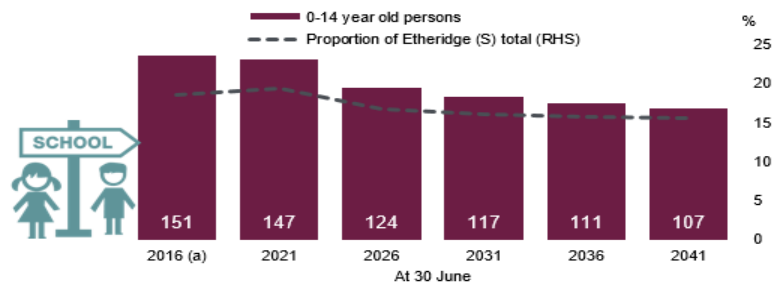


Table No.6
Projected population Age Structure, Etheridge (S) LGA

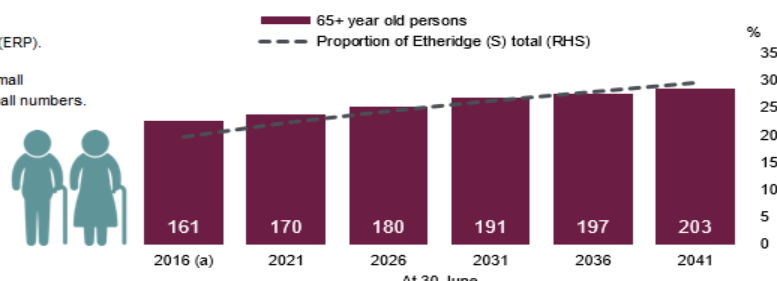
Age structure

Age Group	2016 (a)		2041	
	persons	%	persons	%
0-14	151	18	107	15
15-24	56	7	58	8
25-44	192	23	109	16
45-64	259	32	213	31
65+	161	20	203	29
Total	819	100	691	100

In Etheridge (S), around 1 in 6 persons are projected to be aged between 0 and 14 years by 2041



In Etheridge (S), around 1 in 3 persons are projected to be aged over 65 years by 2041



Notes: (a) 2016 preliminary rebased estimated resident population (ERP).

Caution should be used when interpreting results for areas with small populations, due to higher variability frequently associated with small numbers.

(S) = Shire

Source:

Queensland Government population projections, 2018 edition; Australian Bureau of Statistics, *Population by age and sex, regions of Australia*, 2016 (Cat no. 3235.0).

Total Individual Income

Individual Income statistics are an indicator of socio-economic status. With other data sources, such as Household Income, Qualifications and Occupation, they help tell the story of the economic opportunities and socio-economic status of Etheridge (S). The amount of income an individual receives is linked to a number of factors including employment status, age (as for instance students and retirees often receive a lower income), qualifications and type of employment. The incomes presented on this page are for the latest Census year only.

Table No.7
Total individual income, Etheridge (S) LGA and Queensland



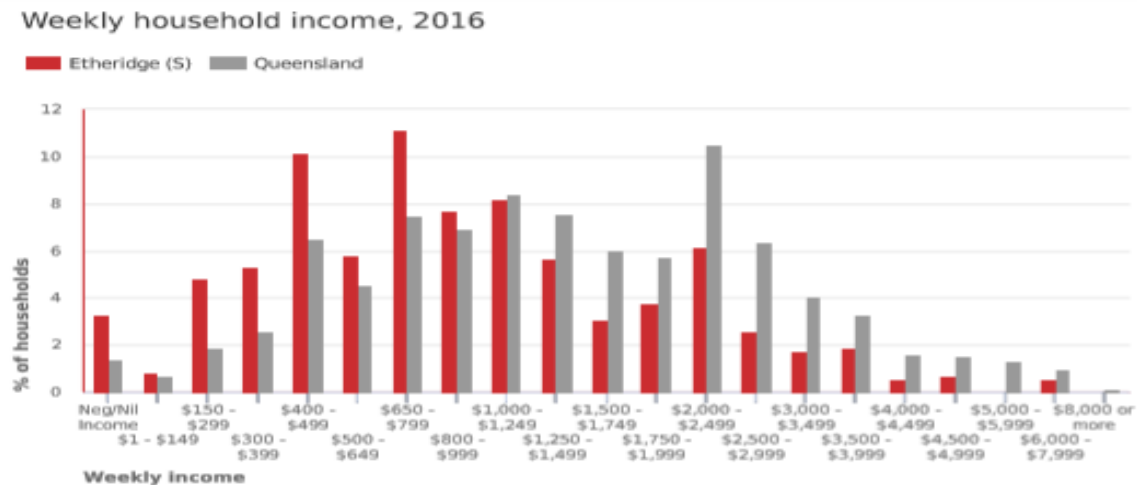
Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.



Total Household Income

Households form the common 'economic unit' in our society. Etheridge (S)'s Household Income is one of the most important indicators of socio-economic status. With other data sources, such as Qualifications and Occupation, it helps to reveal the economic opportunities and socio-economic status of Etheridge (S). It is important to note that income data is not necessarily a measure of wealth. For example, if an area has a large number of retirees this will produce a higher proportion of households with low income but the retirees may have large capital wealth. For this reason, household income should be viewed in conjunction with Age and Household Composition.

Table No.8
Total household income ^(a), Etheridge (S) LGA and Queensland



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.



Unemployment and Labour Force

Estimates of unemployment and labour force are produced by the Australian Government Department of Employment. The estimates are calculated by utilising administrative data such as Centrelink Newstart and Youth Allowance (Other) recipients as well as ABS labour force estimates. Data are updated quarterly with a release approximately 3 months after the reporting period. The next planned update is in September 2019.

Etheridge (S) LGA

- 30 unemployed persons in March quarter 2019
- Unemployment rate of 7.32%

Queensland

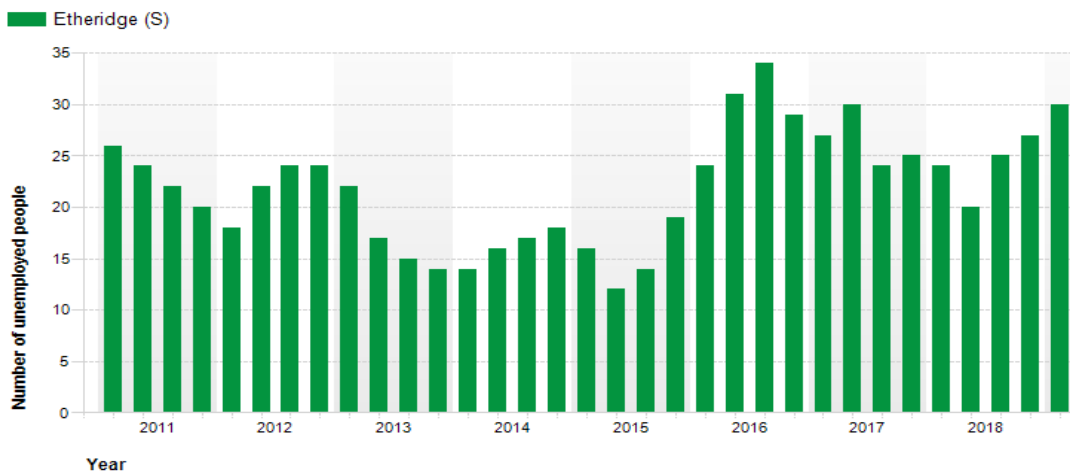
- Unemployment rate of 6.0%

**The unemployment rate in
Etheridge (S) LGA at March
quarter 2019 was**

7.32%

Table No.9
Unemployment and labour force ^(a), Etheridge (S) LGA March quarter 2019

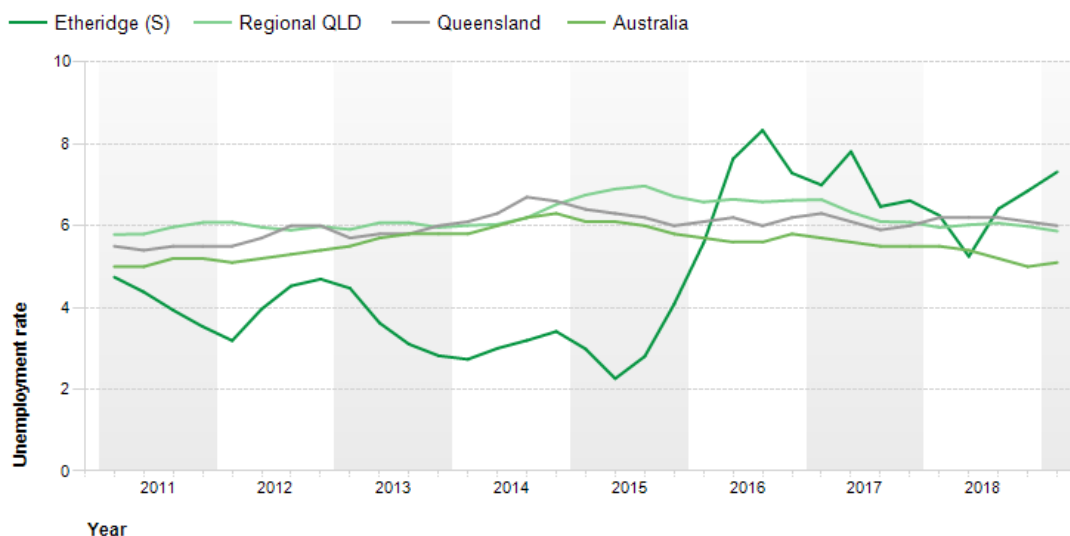
Quarterly unemployment



Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018. Compiled and presented in economy.id by .id the population experts.

Table No.10
Unemployment rate ^(a), Etheridge (S) LGA Regional Qld, Queensland and Australia

Quarterly unemployment rate



Source: Australian Bureau of Statistics, Labour force survey, catalogue number 6202.0, and Department of Employment, Small Area Labour Markets, December 2018. Compiled and presented in economy.id by .id the population experts.

Gross Regional Product

Headline Gross Regional Product (GRP) is a measure of size or net wealth generated by the local economy. Changes in this figure over time can represent changes in employment, productivity or the types of industries in the area.

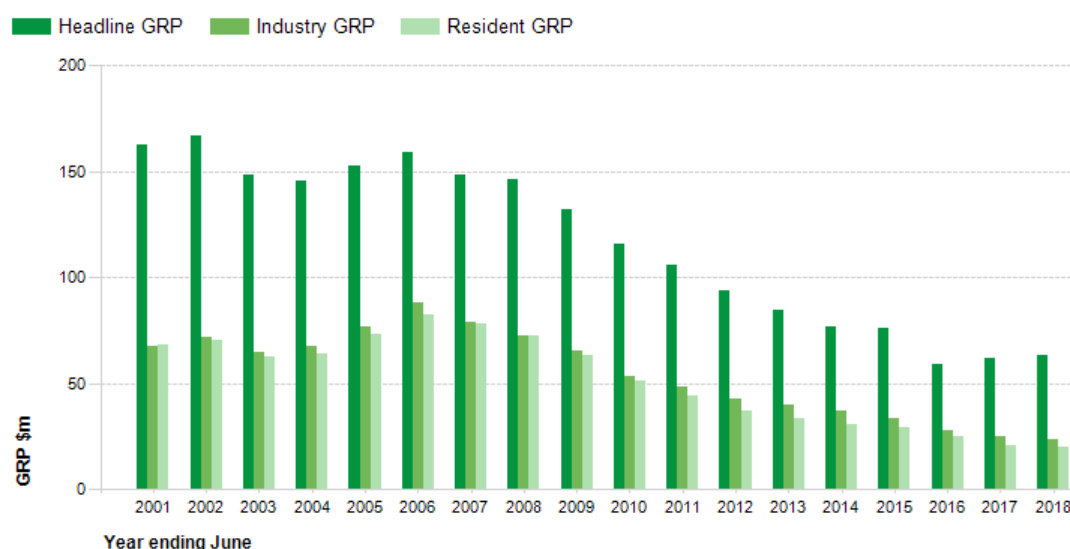
Local Industry GRP shows the value of the local economy, generated by the local workers within the area regardless of where they live, after taxes and dividends leave the area. It is best thought of as GRP produced by local industries.

Local Residents GRP refers to the economic output of the residents of the area regardless of where they work. It is best thought of as the income received by people in the Region. If the Residents GRP is high relative to the Local Industry GRP, this indicates that residents are contributing their economic productivity to other areas (most likely commuting out).

Table No.11
Gross Regional Product - Etheridge

Gross Regional Product

Etheridge (S) - Gross Regional Product



Source: National Institute of Economic and Industry Research (NIEIR) ©2018
Compiled and presented in economy.id by .id the population experts

Gross Regional Product Measures

Table No.12
Gross Regional Product Measures - Etheridge

Year ending June	Headline GRP \$m	% change from previous year	Local industry GRP \$m	Local residents GRP \$m	Local industry to residents ratio
2018	63	+2.0	24	20	1.17
2017	62	+4.9	25	21	1.18
2016	59	-22.2	28	25	1.13
2015	76	-1.0	33	29	1.14
2014	77	-9.3	37	30	1.22
2013	84	-10.1	40	33	1.21
2012	94	-11.2	43	37	1.16
2011	106	-8.6	48	44	1.10
2010	116	-12.3	53	51	1.04
2009	132	-9.9	65	63	1.03
2008	146	-1.6	72	73	1.00
2007	149	-6.4	79	78	1.01
2006	159	+3.8	88	83	1.06
2005	153	+5.3	76	73	1.05
2004	145	-2.1	67	64	1.05
2003	148	-11.2	65	63	1.04
2002	167	+2.8	72	71	1.01
2001	162	--	68	68	0.99

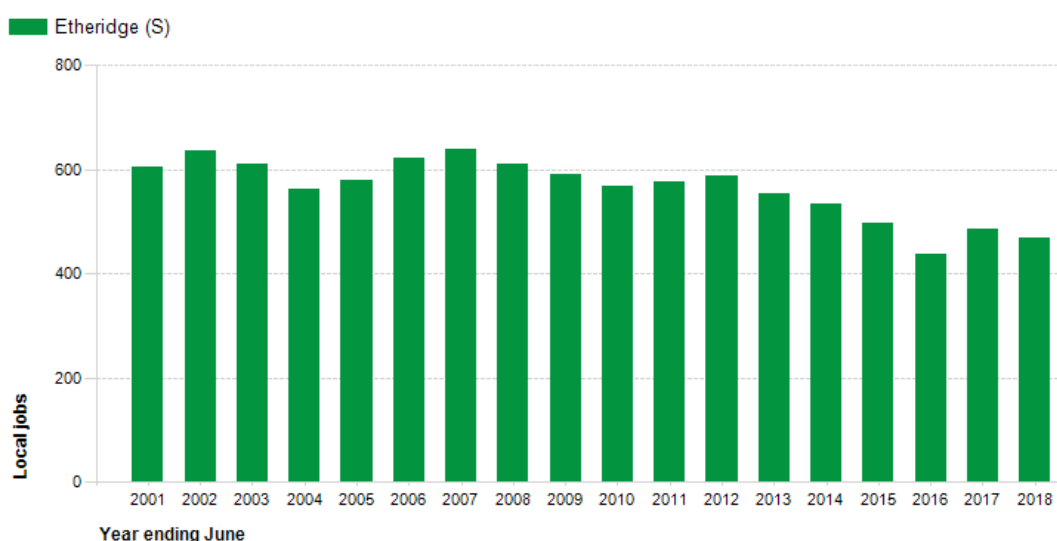
Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id, the population experts. Data are based on a 2016-17 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base year. [Learn more](#)

Local Employment

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

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

Table No.13
Local Jobs



Source: National Institute of Economic and Industry Research (NIEIR) ©2018
Compiled and presented in economy.id by .id the population experts

Table No.14
Local Jobs

Local Jobs

Year (ending June 30)	Etheridge (S)		Queensland		Etheridge (S) as a % of Queensland
	Number	% change	Number	% change	
2018	468	-3.53	2,486,238	+4.82	0.02
2017	485	+11.06	2,371,895	+0.99	0.02
2016	437	-12.21	2,348,545	+1.46	0.02
2015	498	-6.94	2,314,688	-0.40	0.02
2014	535	-3.49	2,323,896	+1.26	0.02
2013	554	-5.72	2,294,994	+0.04	0.02
2012	588	+2.17	2,294,009	+1.04	0.03
2011	575	+1.29	2,270,469	+1.60	0.03
2010	568	-3.95	2,234,699	+0.05	0.03
2009	591	-3.25	2,233,601	+3.14	0.03
2008	611	-4.32	2,165,617	+3.47	0.03
2007	639	+2.92	2,092,990	+4.88	0.03
2006	621	+7.22	1,995,691	+3.75	0.03
2005	579	+3.02	1,923,524	+5.72	0.03
2004	562	-7.78	1,819,451	+3.59	0.03
2003	609	-4.19	1,756,403	+3.79	0.03
2002	636	+5.01	1,692,230	+1.89	0.04
2001	606	--	1,660,768	--	0.04

Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id, the population experts

Table No. 15
Annual Change in Local Jobs

Annual Change in Local Jobs



Source: National Institute of Economic and Industry Research (NIEIR) ©2018
Compiled and presented in economy.id by .id the population experts

Employment by Industry (FTE)

Employment (total) is the most accurate and up to date measure of the total number of people employed in Etheridge (S). The statistics are modelled by NIEIR to correct for the known undercount of jobs recorded in the Census. They estimate the total number of persons employed in an industry sector (full-time and part-time) in FNQROC regardless of where they live. They are updated annually.

By comparing the number of jobs in each industry sector to a regional benchmark, you can clearly see the structure of FNQROC's economy. This can be done by directly comparing the area to its benchmark, or by using a location quotient to look at the relative size of industries.

Estimated total employment by industry should not be considered as a "Full-Time Equivalent" measure as different industries will have different ratios of part-time and full time employees. Full-time employment by industry statistics are also available.

To see how employment is distributed across the area, see the Employment locations section and to see where people come from to work in these industries, these data should be viewed in conjunction with Workers place of residence by industry data.

More granular sub-categories for each industry sector are available in the Employment by industry (Census) counts. While Census figures undercount employment they do provide a more detailed picture of the specific industries operating in the area.

Table No. 16
Full Time Equivalent employment by industry sector

Employment (total) by industry

export

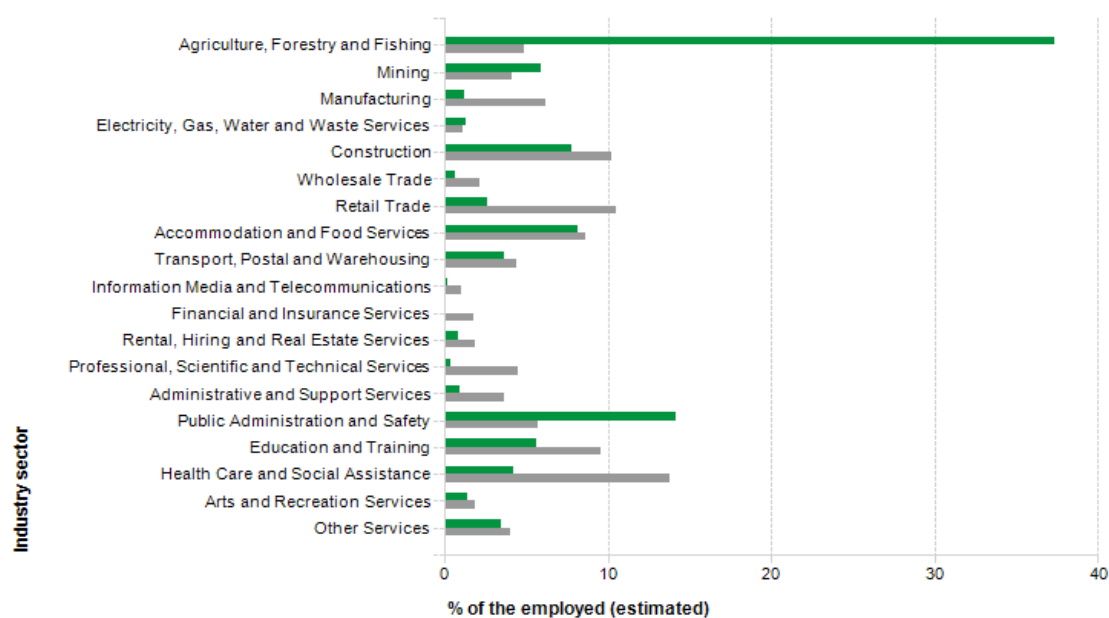
Etheridge (S)	2017/18			2012/13			Change
Industry (Click rows to view sub-categories)	Number	%	Regional QLD%	Number	%	Regional QLD%	2012/13 to 2017/18
Agriculture, Forestry and Fishing	175	37.4	4.9	183	33.0	4.8	-8
Mining	28	5.9	4.1	74	13.4	4.4	-47
Manufacturing	6	1.2	6.2	4	0.7	7.0	+2
Electricity, Gas, Water and Waste Services	6	1.3	1.2	4	0.7	1.4	+2
Construction	36	7.7	10.2	38	6.8	10.9	-2
Wholesale Trade	3	0.7	2.1	7	1.2	2.9	-4
Retail Trade	12	2.6	10.5	43	7.7	10.9	-31
Accommodation and Food Services	38	8.2	8.6	49	8.9	8.1	-11
Transport, Postal and Warehousing	17	3.7	4.4	18	3.3	4.6	-1
Information Media and Telecommunications	1	0.2	1.0	0	0.0	1.2	+1
Financial and Insurance Services	0	0.0	1.8	0	0.0	1.9	0
Rental, Hiring and Real Estate Services	4	0.9	1.9	5	0.9	2.1	-1
Professional, Scientific and Technical Services	2	0.4	4.5	7	1.3	4.6	-5
Administrative and Support Services	4	0.9	3.6	6	1.1	3.3	-2
Public Administration and Safety	66	14.1	5.8	58	10.4	5.7	+9
Education and Training	26	5.6	9.6	23	4.2	8.3	+3
Health Care and Social Assistance	20	4.3	13.8	21	3.8	11.9	-1
Arts and Recreation Services	7	1.4	1.9	1	0.1	1.8	+6
Other Services	16	3.4	4.0	13	2.4	4.1	+3
Total Industries	468	100.0	100.0	554	100.0	100.0	-86

Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id, the population experts. NIEIR-ID data are adjusted each year, using updated employment estimates. Each release may change previous years' figures. [Learn more](#)

Table No. 17
Employment (FTE) 2017/18

Employment (total) by industry 2017/18

■ Etheridge (S) ■ Regional QLD



Source: National Institute of Economic and Industry Research (NIEIR) ©2018
Compiled and presented in economy.id by .id the population experts

Worker Productivity

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

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

Table No. 18
Productivity per worker

Productivity per worker (annual) by industry

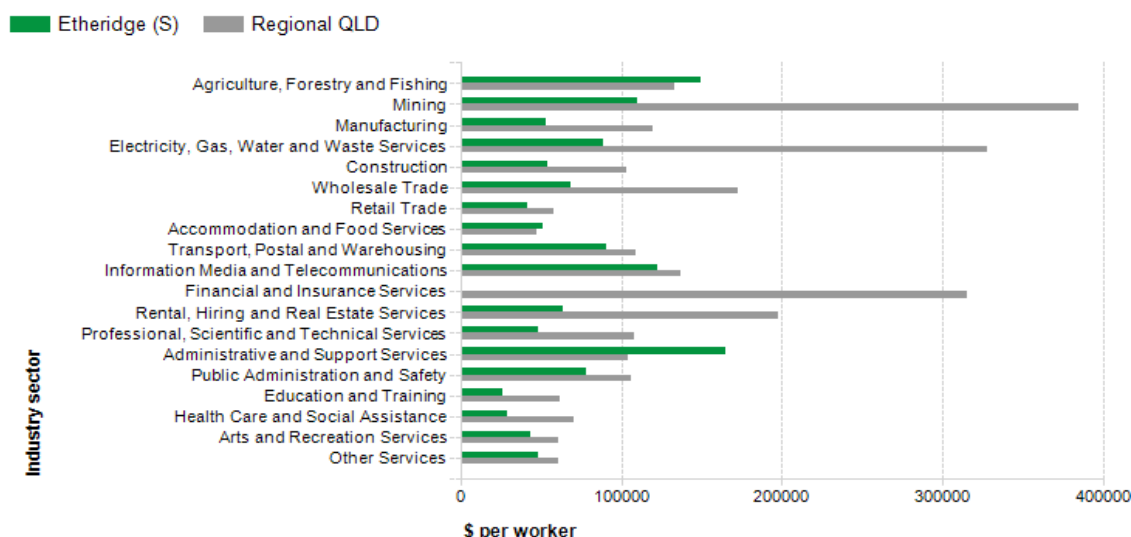
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Etheridge (S) - Constant prices	2017/18		2012/13		Change
Industry (Click rows to view sub-categories)	\$	Regional QLD \$	\$	Regional QLD \$	2012/13 to 2017/18
Agriculture, Forestry and Fishing	149,246	133,488	155,931	156,069	-6,685
Mining	110,350	385,112	284,443	233,639	-174,093
Manufacturing	53,363	119,479	65,179	111,537	-11,816
Electricity, Gas, Water and Waste Services	88,393	328,360	95,530	257,198	-7,136
Construction	53,673	102,944	218,230	133,971	-164,558
Wholesale Trade	68,851	172,629	79,293	145,245	-10,442
Retail Trade	41,063	57,736	45,550	55,832	-4,487
Accommodation and Food Services	51,154	47,274	54,900	50,761	-3,747
Transport, Postal and Warehousing	90,983	108,938	54,865	123,356	+36,118
Information Media and Telecommunications	122,513	137,051	87,829	102,894	+34,684
Financial and Insurance Services	--	315,207	111,986	276,519	--
Rental, Hiring and Real Estate Services	63,225	198,079	55,701	160,517	+7,524
Professional, Scientific and Technical Services	48,019	107,766	44,271	96,502	+3,748
Administrative and Support Services	164,709	104,035	52,783	90,657	+111,926
Public Administration and Safety	78,367	106,052	62,496	98,567	+15,871
Education and Training	25,949	61,509	29,258	68,712	-3,309
Health Care and Social Assistance	29,289	70,661	40,021	63,389	-10,732
Arts and Recreation Services	43,759	60,397	48,323	56,879	-4,563
Other Services	47,850	60,839	50,669	61,273	-2,819
Total Industries	95,880	107,451	128,957	103,766	-33,077

Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id, the population experts. Data are based on a 2016-17 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base year. [Learn more](#)

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

Productivity per worker (annual) by industry 2017/18



Source: National Institute of Economic and Industry Research (NIEIR) ©2018. Compiled and presented in economy.id by .id the population experts



Terrestrial Centre (V.I.C.) - Georgetown

Snapshot of Etheridge Shire

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

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

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

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

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

Visitor Numbers Recorded at Terrestrial Centre														
Financial Years 2006/07 to 2018/19														
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
Jul	3537	2681	2868	2532	2893	3212	2925	2930	2812	2967	3236	3516	3037	39146
Aug	2880	2133	2020	2166	1992	2337	2287	2139	1909	2005	2920	2530	2436	29754
Sep	1407	1470	1317	1504	1408	1307	1120	1217	1324	1261	1446	1659	1257	17697
Oct	694	677	462	539	385	494	554	433	1324	463	530	585	582	7722
Nov	347	250	253	319	314	223	363	287	373	254	250	326	270	3829
Dec	199	190	150	177	209	130	190	169	192	171	138	123	109	2147
Jan	170	191	106	281	166	159	195	248	214	140	184	167	129	2350
Feb	235	190	116	210	163	181	211	195	184	215	136	215	89	2340
Mar	313	450	206	274	209	258	321	314	239	307	284	182	216	3573
Apr	779	781	703	703	612	553	876	809	809	798	724	649	679	9475
May	1187	1397	1452	1362	1229	1328	1431	1260	1344	1522	1404	1284	1221	17421
Jun	2008	2208	2035	2255	1961	1904	2069	1992	2330	2460	2520	2041	2019	27802
Totals	13756	12618	11688	12322	11541	12086	12542	11993	13054	12563	13772	13277	12044	163256

Visitor Numbers at Terrestrial Centre															
Financial Year 2018/19															
Visitors	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	%	
Qld	1146	957	632	330	172	88	112	85	157	518	628	826	5651	47%	
NSW	580	399	131	67	11	0	7	0	2	37	169	344	1747	15%	
Vic	528	434	128	55	8	2	3	1	11	29	139	312	1650	14%	
Other	611	499	249	65	19	9	2	0	4	41	186	388	2073	17%	
NZ	31	44	10	3	4	0	1	0	1	6	24	67	191	2%	
UK	25	13	14	8	12	0	2	0	4	1	3	11	93	1%	
Europe	86	70	73	38	35	8	2	3	30	35	58	54	492	4%	
Asia	13	10	7	6	9	0	0	0	0	4	4	6	59	-	
US / Can	13	10	4	4	0	2	0	0	5	8	8	10	64	-	
Other O/S	4	0	9	6	0	0	0	0	2	0	2	1	24	-	
Totals	3037	2436	1257	582	270	109	129	89	216	679	1221	2019	12044		



Little Gems Children's Centre

Snapshot of Etheridge Shire

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

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

In 2018/19 staff have continued training, completed child protection courses, first aid anaphylaxis and asthma training.

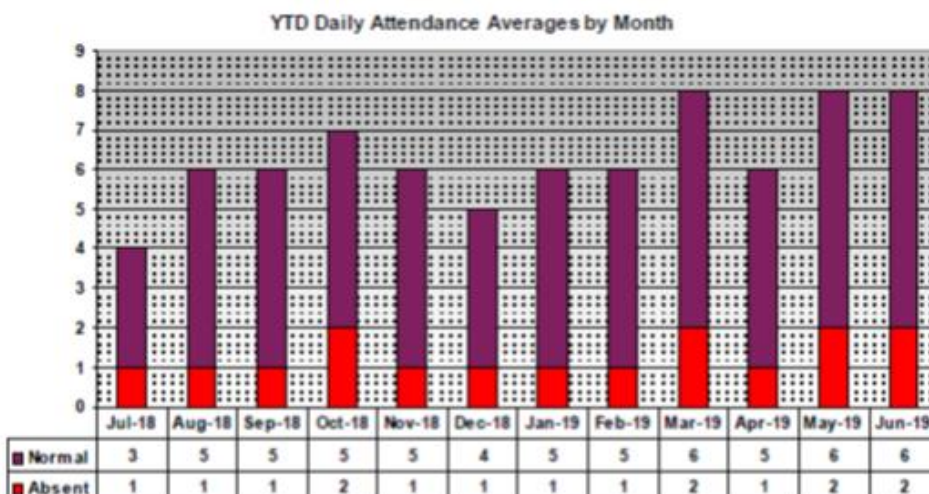
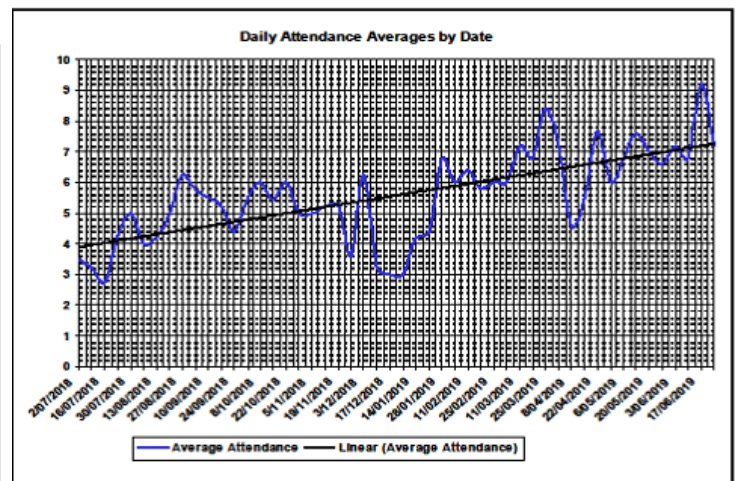
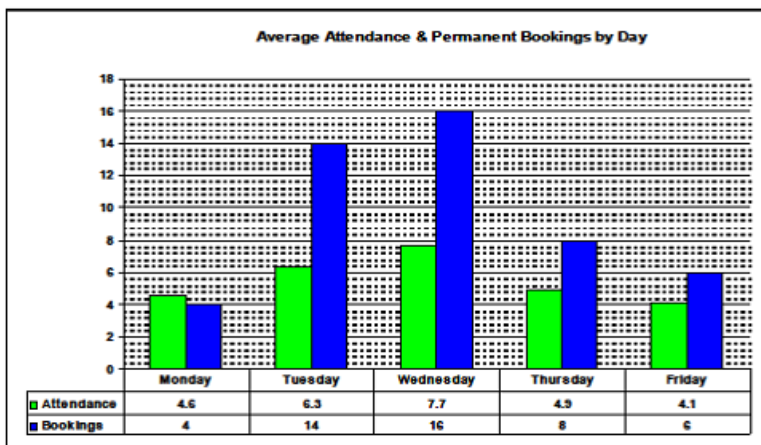
Little Gems have implemented The Early Years Learning Framework (EYLF) *Belonging, Being and Becoming*, a national early learning framework for children. The Framework acknowledges the important role educators, parents and the physical environment play in children's learning

Our daily curriculum features a strong emphasis on sustainable practices and includes these as part of everyday life at the Centre.

In 2018/19 the Centre continued to promote and educate our children, families and community in sustainable practices. We have supported and raised funds for and/or promoted causes and the Centre through:

- Leukaemia Foundation via Funky Hair Day
- Muscular Dystrophy via Super Hero Day
- Childhood Cancer via Pirate Day
- RFDS with aluminium can recycling
- Premier's Reading Challenge
- Book Week, Science Week, Earth Day, Clean Up Australia Day

Little Gems Children's Centre
Attendance Graphs: 1/07/2018 - 30/06/2019
Little Gems





Message from the Mayor

Cr. Warren Devlin

Phone: 0458 621233

Email: mayor@etheridge.qld.gov.au

.....“On behalf of my fellow Councillors it gives me great pleasure to introduce the Annual Report to the Community as a demonstration and reflection of our region’s outstanding achievements, hard work & professional service delivery provided by the Staff and the Elected Representatives throughout the 2018-2019 financial year”.....

Council staff and contractors have carried out an excellent job on the Forsayth - Einasleigh Road in road pavement and associated drainage construction works. This has resulted in another 4 kilometres of bitumen laid near Flag’s Lookout. The project was funded from TIDS (Traffic Infrastructure Development Scheme) and R2R (Roads to Recovery) allocations.

Work continued on the NDRRA 2018 flood damage (Nora) event and Council has finalised its claim under the February 2019 Declared Monsoon Event with a submission of approximately \$3.9million being lodged with the QRA.

Council has commenced work on Stage 3 of the upgrade to the Hann Highway with Stage 4 to be commenced in the new financial year.

Other notable achievements throughout the year were:

- The Gilbert River Irrigation Project gains momentum as a Business Case is now underway with a draft to be presented to Council in mid-December with an activity completion date of May 31 2020.
- Construction of the Charleston Dam consists of four separate components: a pipe-line to Forsayth and Georgetown, the main embankment and spillway infrastructure, and a fish ladder in order to be compliant with State Government legislative requirements. This is evidence of Council sourcing innovative strategies to achieve better value for money. Progress to date has seen the fish ladder completed and excavation of the main embankment is underway and most of the keyway being exposed. The pipeline contractors (Trazibat) are on track to be completed by December. LDI Constructions has mobilised, starting the clearing and grubbing of the dam and spillway site
- The Sport & Recreation Complex in Georgetown is nearing completion. This complex is going to be an amazing asset to the Shire, delivering a gymnasium, a meeting/conference room and multi sporting facilities - such as a Bowling Green, Tennis Court, Squash Court, Basketball and Netball.

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

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

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

Cr Warren Devlin
MAYOR



Message from the CEO

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

The Annual Report plays an important role in Council's accountability framework. The report attempts to tell readers about the Council's operations, financial situation (how the Council earned and spent money, together with details of its assets and liabilities) and how it is addressing the various social and economic influences / challenges.

Operationally, Council has met all of its goals. Our core and non-core services have been maintained to a very high standard. We have reviewed internal practices to find efficiencies in how we operate. The internal organisational structure has been subject to ongoing review with some changes being made to better align the workforce with service delivery and more importantly align the workforce to Council's long term Corporate Plan.

Council has conducted several internal audit reviews on Fraud, Risk Management & Governance plus a review on how Council undertakes its procurement practices. I am pleased that Council has adopted all recommendations made by the Internal Auditor regarding these matters. Council will continue to strive to continually improve the way we do business. Most importantly, we have achieved another un-qualified / unmodified audit report from the Queensland Audit Office. This is a credit to the team and I would like to thank them for their efforts in the sound management over the Council's finances.

Over the past 12 months Council has been developing its new Town Planning Scheme with the assistance of the Department of State Development, Manufacturing, Infrastructure and Planning to comply with the new Planning Act.

Council's new Planning Scheme has been developed to fulfil the requirements of section 16(1) and 16(2) of the Planning Act 2016, as it:

- identifies strategic outcomes for the local government area
- includes measures that facilitate the achievement of the strategic outcomes
- coordinates and integrates the matters dealt with by the planning scheme, including State and regional aspects of the matters
- complies and is consistent with the regulated requirements.

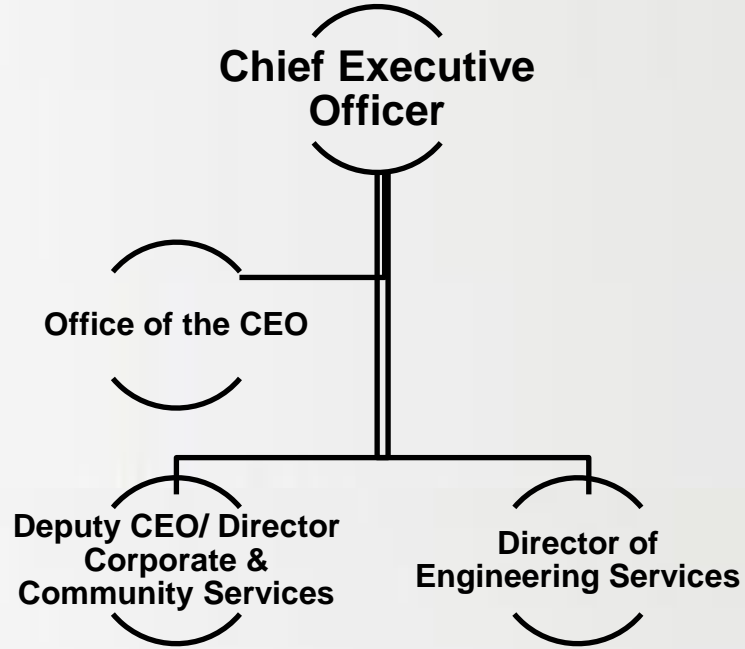
Overall the past twelve (12) months has been very positive and although we are currently going through some extremely trying times our future prosperity as a Shire is strong. I am encouraged by the proposed growth for our region and look forward to the opportunities that will be presented over the coming years.

The professionalism and dedication of Council staff is a genuine display of the pride that we take in being the key representatives of our community. The performance standards delivered by all work areas is of the highest standard and I am particularly proud of the fact that through prudent management Council has maintained its reserves and managed a modest rates increase without the reduction of any services.

On a final note, I would like to thank the Etheridge Community and Staff for the combined efforts over the past twelve months. It is through the close working relationship that Council and the Community hold that we will continue to prosper.


David Munro
CHIEF EXECUTIVE OFFICER

Corporate Structure



councillor profiles

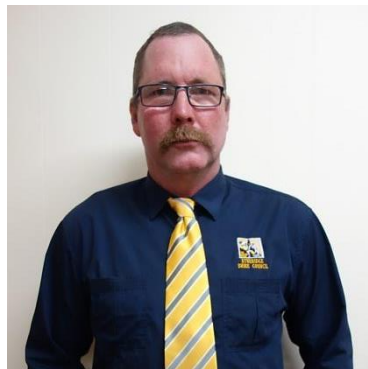


Mayor Warren Devlin

Phone: 0458 621233
Email: mayor@etheridge.qld.gov.au

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

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



Deputy Mayor Warren Bethel

Phone: 0448 089140
Email: cr.bethel@etheridge.qld.gov.au

(Deputy Mayor from 23rd January 2019)

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

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

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

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



Councillor Will Attwood

Phone: 0448 089068

Email: cr.attwood@etheridge.qld.gov.au

(Deputy Mayor from 21st March 2018 to 23rd January 2019)

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

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

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

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

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

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



Councillor Tony Gallagher

Phone: 0448 089144

Email: cr.gallagher@etheridge.qld.gov.au

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

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

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

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

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



Councillor Troy Barnes

(Resigned as at 17th May 2019)

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

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

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

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

Troy is married to Sam and has 2 beautiful girls, Amber and Mikaylah, who keep him on his toes. Troy, Sam and the family are passionate about the local area and have every intention of being long term residents of the Etheridge Shire.

Councillor Edward (Ted) Loudon

Phone: 0448 089047

Email: cr.loudon@etheridge.qld.gov.au

(Appointed on the 12th June 2019 due to the resignation of Cr Barnes).

Edward (Ted) Loudon first moved to the Etheridge Shire when his parents purchased Wirra Wirra Station outside of Forsayth.

After completing year 12, Ted began working on the family station as well as several other stations within the Etheridge Shire. Soon after, Ted began working at the Kidston Gold Mine as a machine operator until 1999.

That same year he purchased his first earthmoving machine and started his own business 'Wirra Earthmoving'.

After 20 years of running 'Wirra Earthmoving' Ted prides himself on maintaining a positive rapport with the members of the Etheridge Shire.

Within this time he has also taken ownership of Wirra Wirra Station where he resides with his partner Irene and their twin sons.

Having a young family growing up within the Shire he is striving to see strong economic growth, quality education and healthcare as well as ample job opportunities for young people in the Etheridge Shire.

executive management team



Chief Executive Officer

David Munro

Email: david.munro@etheridge.qld.gov.au

David brings over 25 years of Corporate & Financial Management to the Etheridge Shire with 15 of those years in a Banking & Finance environment. In his role, David looks after all of the accounting & finance, budgeting, financial planning, administration, building & town planning, tourism, childcare, student hostel, environmental health, community facilities and parks and gardens.

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

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



Director of Corporate & Community Services

Ian Kuhn

Email: ian.kuhn@etheridge.qld.gov.au

As Director of Corporate & Community Services, with over 22 years' service.

Ian has a wealth of working knowledge and experience within many facets of Local Government.

Previously serving as a senior executive manager at Barcaldine Regional Council and Barcoo Shire Council.

Ian also has a background in Procurement & Stores operations, Payroll and various other functions of finance and administration.

Ian has attained a Diploma of Business (Frontline Management), Diploma of Local Government Administration and a Diploma of Business –Accounting (via Open Learning Australia).

Born in Brisbane and raised in Dayboro (about an hour's drive north-west of Brisbane) Ian is married with a daughter and a son who both live in Brisbane.

Ian enjoys and participates in many sporting activities where he has represented his respective areas and clubs in Tennis, Squash, Golf, Rugby League and Cricket.

Director of Engineering

Currently vacant



Aquatic Centre - Georgetown



Historic Mining Equipment, Greens Park - Georgetown

our people

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

// human resource strategy

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

Council faces a number of key challenges:

. As changes to the demographics of the Australian population continue, the attraction of high quality staff will become more acute as the generation of baby boomers move out of the workforce;

. With the shortage of appropriate candidates, there are now numerous career alternatives for employees;

. Changes to the Local Government Award and the State Industrial Relations Act will see new challenges for Local Government in the way we recruit and manage our employees.

// six (6) key principles of the strategy

1. RECRUITMENT, SELECTION AND APPOINTMENT

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

2. REWARD, RECOGNITION AND REMUNERATION

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

3. EQUITY AND DIVERSITY

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

4. STAFF DEVELOPMENT AND WORKPLACE CULTURE

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

5. DEVELOPMENT OF LEADERSHIP & MANAGEMENT CAPABILITIES

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

6. A SAFE, HEALTHY AND PRODUCTIVE WORK ENVIRONMENT

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

// headcount of staff by year

Annual headcount includes all staff except councillors. Full-time, part-time, casual, temps, apprentices and trainees. As at 30 June 2019, Etheridge Shire Council retained 65 employees, in comparison as at 30 June 2018, Council retained 68 employees.



// breakdown of staff



FYE 2019	FYE 2018
49 full time	57 full time
9 part time	4 part time
5 casuals	6 casuals
2 apprentices / trainees	1 apprentices / trainees

// training and development activities



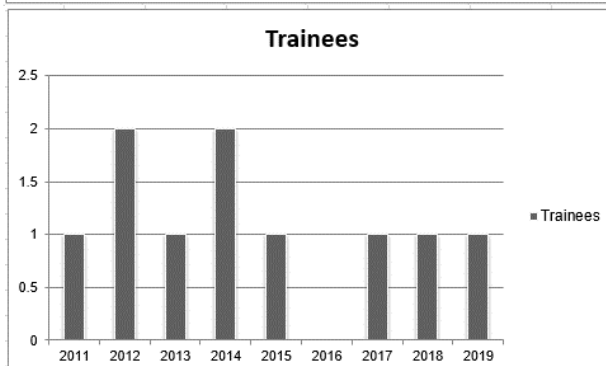
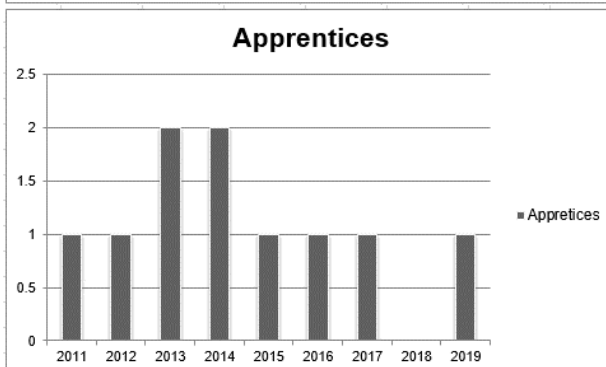
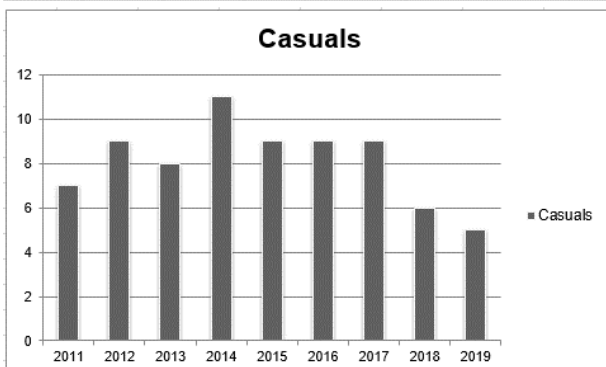
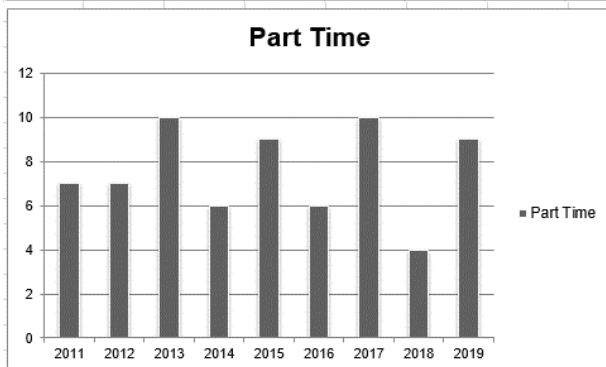
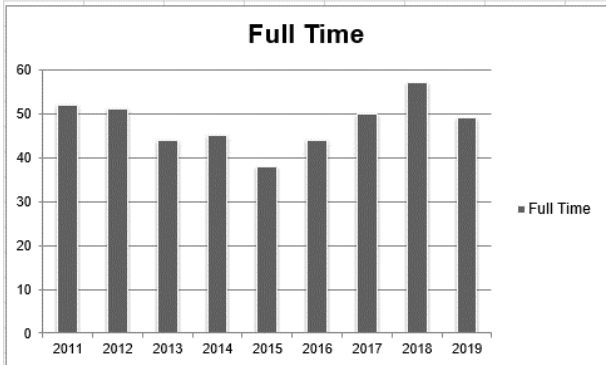
Staff undertook various forms of formal training during the 2018-19 financial year. Courses included:

- Cert III Civil Construction and Plant Operations;
- Trainee – Cert IV Business & Administration;
- Cert III Engineering – Mechanical Trade Diesel Fitting;
- Cert III Childcare;
- Forklift Operations;
- Advanced Diploma Children Services;
- Cert III Water Industry Treatment;
- First Aid & CPR

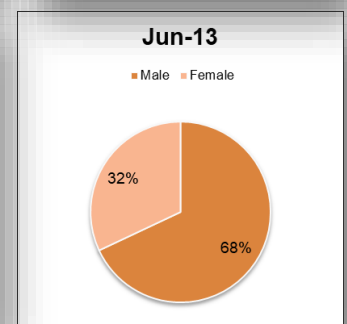
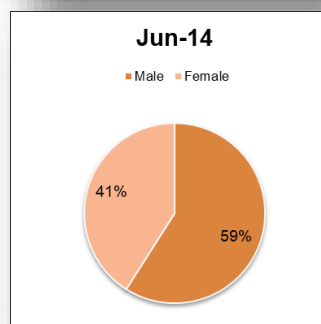
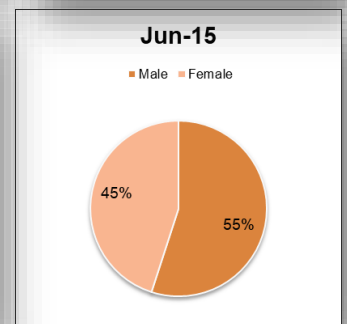
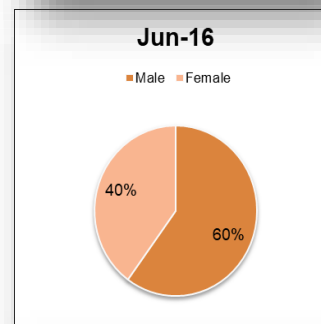
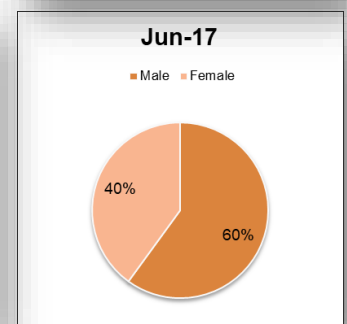
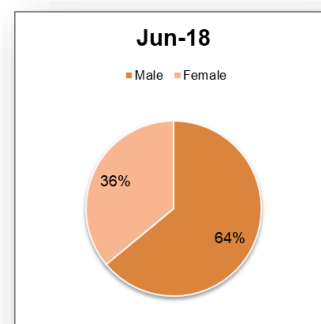
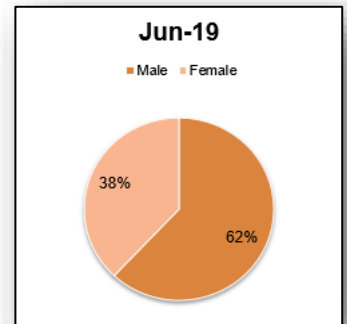
our people

// workforce

The following charts give visual representations of the workplace demographics with a summary of changes over the past eight years (2011-2019)



// employees by gender



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

our people

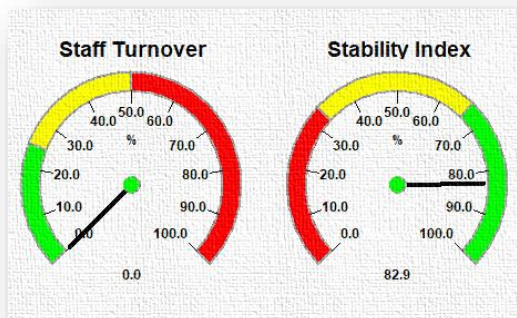
// benchmarking

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

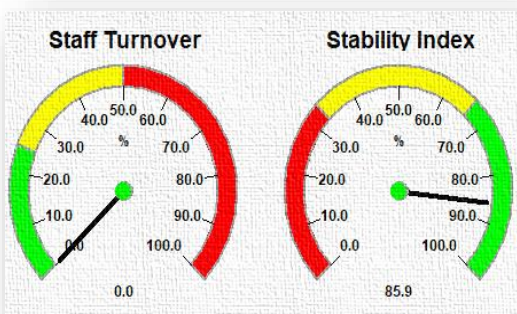
When maintaining compliance with changes in legislation, industry standards, local government expectations and the needs of staff and the community, continual review is essential.

During 2018-19 financial year, Council undertook a review of its policies and procedures to ensure it maintained consistency with organisational and community needs. It is anticipated that during the 2019-20 financial year, additional policies and procedures will be implemented as the organisation and its needs evolve.

2017/2018



2018/2019



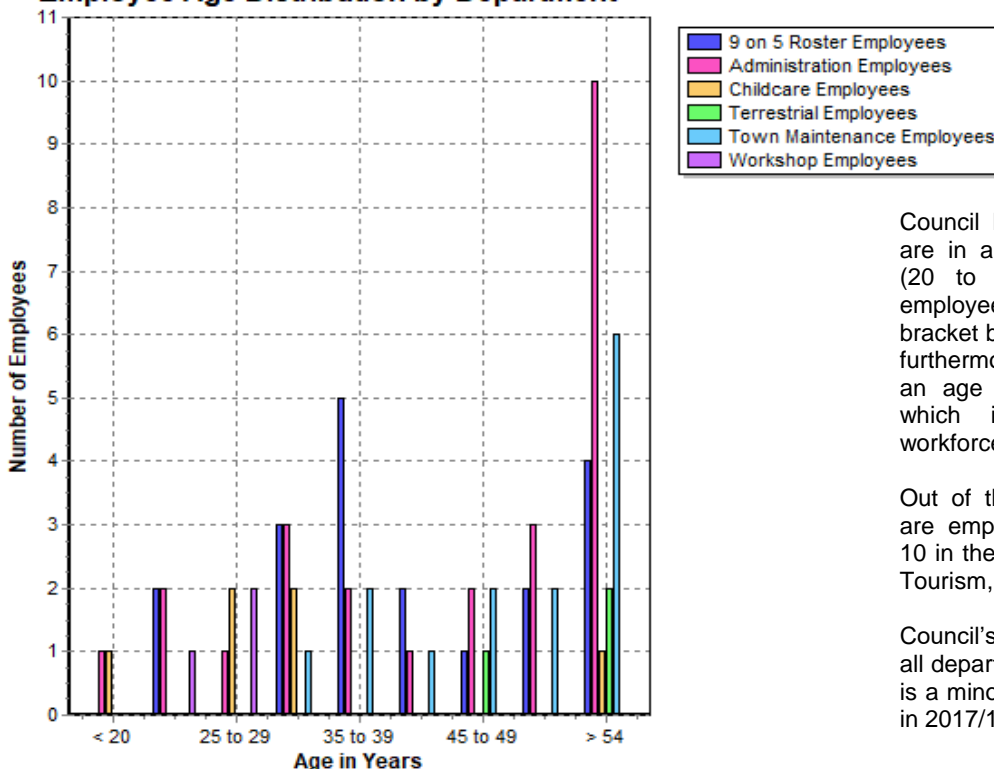
The Stability index shows a minor deterioration between the two financial years. The reason for the variability in the stability index is due to Council engaging staff on a casual basis, due to the uncertainty of long term work within the shire especially around major road contracts with the State Government.

// training & development

- Logan Bethel (completed Certificate III in Childcare)



Employee Age Distribution by Department



Council has 30 employees who are in an age bracket between (20 to <40) Council has 15 employees who are in an age bracket between (40 to > 54) and furthermore 23 employees are in an age bracket between (>54) which is 28% of Councils workforce.

Out of the 23 aged >54yrs, 10 are employed in Administration, 10 in the outside crews, and 2 in Tourism, and 1 in Childcare

Council's averaged age across all departments is 45.44yrs which is a minor decrease from 45.6yrs in 2017/18.



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



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



// general meetings of council

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

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

// councillors code of conduct

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

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

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

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

// employee code of conduct

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

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

All new employees are provided with training regarding their obligations under the Code of Conduct. Any alleged breaches of the code are investigated in accordance with Councils guidelines.

// external audit

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

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

Council has received an **"Unmodified Audit Opinion"** Report for 2018-2019 financial year.

(Note: This is regarded as a Good Outcome)

// tenders

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

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

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

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





// administrative complaints process

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

Complaints to be welcomed

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

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

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

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

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

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

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

During the 2018/19 financial year a total of 20 'request for action' were received and 8 complaints. Council has implemented its complaints management process effectively, with all complaints being actioned and completed in accordance with Councils policy.

// revenue policy

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

// special rates and charges

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

Special Charge

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

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

rebates and concessions

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



// risk management

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

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

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

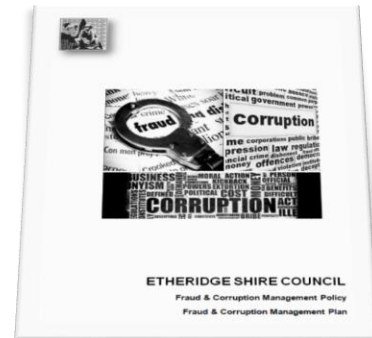
Etheridge Shire Council is committed to:

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

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

// risk tolerance

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



// fraud and corruption prevention

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

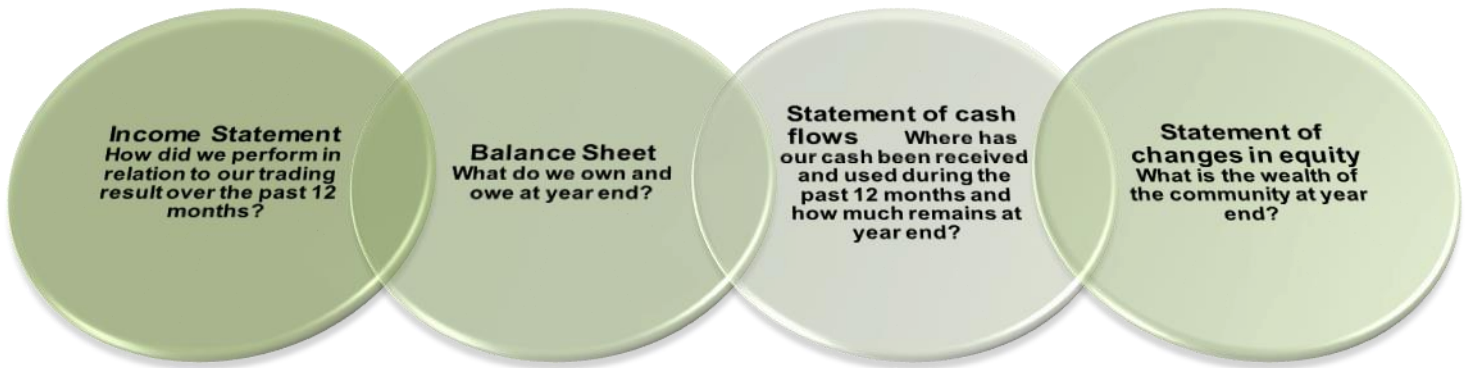
Council’s Fraud and Corruption Prevention Policy & Management Plan forms part of Council’s overall approach to transparent corporate governance. The policy informs all Council officers, Councillors, consultants and contractors of Council’s position regarding fraud and corruption and the consequences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

Council is committed to:

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

Community

Financial



Report

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

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

Community financial report

The Community Financial Report is a simplified version of Council's financial performance and position for the 2018/19 financial year. The aim of the report is to assist readers in evaluating Council's financial position without the need to interpret the financial information contained in the Annual Financial Statements.

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

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

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

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

- Unmodified financial statements
- Cash holdings of \$16.319 million with active management generating over \$0.511 million in interest revenue
- Significant reduction in outstanding rates debtors of \$0.700 million

For Council's 2018/19 Audited Financial Statements refer to Part B – Financial Statements

2013	2014
2,432	2,391
391	341
171	184
343	452
6,317	1,652
14,713	5,830
1,943	10,101
26,310	20,951
53	(43)
-	-
5,006	4,613
11,623	5,999
131	99
16,760	10,711
7,607	139
2013	2014
15,023	13,532
1,981	2,405
13,042	11,127
10,263	8,765
1,829	1,326
139,515	151,513
3,438	4,147
98%	97%

Key Financial Figures over the past 5 years

Financial Performance Figures (\$'000)	2015	2016	2017	2018	2019
Inflows:					
Rates, Levies & Charges	2,663	2,343	2,443	2,085	2,195
Fees & Charges	343	318	277	282	305
Rental Income	177	157	145	154	146
Interest Received	442	489	554	482	511
Sales Revenue	7,390	2,569	3,671	6,235	9,435
Grants, Subsidies, Contributions & Donations					
- Operating	4,772	8,370	10,278	10,742	13,379
- Capital	5,932	8,569	989	1,253	1,791
Total Income from Continuing Operations	21,719	22,815	18,357	21,233	27,762
Sale Proceeds from PP&E	10	(430)	(57)	(22)	(29)
New Loan Borrowings & Advances	-	-	-	-	-
Outflows:					
Employee Benefits	4,945	4,427	5,384	6,274	6,028
Materials & Services	7,680	5,355	9,690	12,693	13,126
Finance Costs	74	54	1,421	15	11
Total Expenses from Continuing Operations	12,699	9,836	16,495	18,982	19,165
Operating Surplus/(Deficit) (excl. Capital Income & Exps & Dep)	3,088	4,410	873	998	6,806
Financial Position Figures (\$'000)	2015	2016	2017	2018	2019
Current Assets	13,075	17,526	17,350	16,694	19,612
Current Liabilities	1,473	1,403	965	1,695	2,438
Net Current Assets	11,602	16,123	16,385	14,999	17,174
Cash & Cash Equivalents	10,614	13,218	15,144	12,483	16,319
Total Borrowings Outstanding (excl. any overdraft) (Loans, Advances & Finance Leases)	798	210	164	114	72
Total Value of PP&E	181,277	184,955	181,851	188,768	190,960
Total Depreciation	4,186	4,275	4,546	4,364	3,818
Indicative Remaining Useful Life (as a % of WDV)	98%	98%	98%	98%	98%

Statement of comprehensive income

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

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

Snapshot of Performance 2018-2019

- Council has generated an additional \$5.991 M in Operating Revenue which is a 30% increase compared against the FYE2018.
- The increase in Councils Operating Revenue for the 2019 Financial Year has been driven through the line item Titled "Sales Revenue". This was due to Council receiving two (2) major DTMR Contracts pertaining to the Hann Highway upgrade which is being jointly funded by the Federal & State Governments. Council's revenue streams especially within line items Titled "Sales Revenue" & "Grants" can fluctuate from year to year and there are no certainties regarding the level of revenue that Council may receive in each financial year.
- In relation to Operating Expenditure, Councils expenditure increased by \$0.826M which is a 3.53% increase compared against the FYE2018.
- One of the main areas that has decreased between the two financial years are in Employee Benefits, decrease of \$0.247M, however Materials & Services, increased \$0.432M, however there has been a decrease of \$0.004M in Councils finance costs.
- Councils Net Result has improved by \$5.696M compared against the 2018 Financial Year of (\$2.137M).
- Councils Current Assets increased by \$2.918M compared against the FYE2018.
- Inventories increased by \$0.072M or 21.4% between the two financial periods, A review of stock on hand is being undertaken to determine necessary requirements. Trade & Other Receivables decreased by \$0.99M (timing issue) with Council's Cash & Investments increasing by \$3.836M.
- Non-Current Assets increased by \$2.191M compared against the 2018 Financial Year. Council additions this year was \$6.44M.
- Current Liabilities increased by \$0.743M compared against the FYE2018. This was due to an increase in accrued expenses of \$1.040M there was a slight decrease in Employee Provisions, and Councils current portion of its borrowings decreased by \$0.033M.
- Non-Current Liabilities increased by \$1.184M compared against the 2018 Financial Year. This is due to an increase in Provisions. Council has established a provision for restoration costs of the Georgetown, Forsayth, Einasleigh and Forsayth Landfills. The calculation of this provision requires assumptions and will be reviewed annually.
- Overall Councils Community Equity increased by \$3.182M which is contributed to the increase in Councils Non-Current Assets through additions.

SNAPSHOT - Statement of Comprehensive Income

\$ '000	Actuals 2018 2019	Actuals 2017 2018
Total Operating Revenue	25,971	19,980
Total Operating Expenditure (including Depreciation)	- 24,174	- 23,347
Operating Surplus / (Deficit)	1,797	- 3,367
Total Capital Grant Revenue	1,791	1,253
Gain / Loss on Sale of Non-Current Asset	- 29	- 22
Total Capital Revenue	1,762	1,231
Net Result	3,559	- 2,136

Statement of comprehensive income (cont'd)

// 2018-2019 result

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

// total revenue – where our money comes from

Revenue totaled \$27.762 million in the 12 months to June 30, 2019. The graph below indicates that 52 per cent of council's revenue is received from operating & capital grants and around 36 per cent has been generated from sales revenue. Only 8 per cent of council's revenue is generated from rates and charges. The high percentage of revenue from operating & capital grants is directly related to the funding for the delivery of significant flood damage repairs and the receipt of the Federal Financial Assistance Grant. This was the case with sales revenue; council was successful in gaining additional Main Roads works in 2018/19 for the upgrade of the Hann Highway.

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

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

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

The table below reveals where the 2018/19 Operating Grants came from.

Operating Grants & Subsidies for the year ended 30 June 2019

\$'s	Actuals 2018 2019	Actual 2017 2018
Financial Assistance Grant (FAGs - 18/19)	\$ 4,498,013	\$ 4,138,729
Identified Road Entitlement (FAGs - 18/19)	\$ 1,073,823	\$ 1,036,687
Trainee Subsidy	\$ 6,500	\$ 15,250
Apprentice Subsidy	\$ 34,500	\$ 24,090
R2R	\$ -	\$ 1,167,202
2018 (Part A) NDRRA Funds	\$ 3,536,259	\$ -
2018 (Part B) NDRRA Funds	\$ 2,271,484	\$ -
2018 (Emergent Works - Shire) NDRRA	\$ 13,754	\$ 41,115
Flood Damage Nora Emergency Works	\$ 18,697	\$ 51,840
Emergent Works Shire 2019	\$ 50,000	\$ -
2015 NDRRA Funds	\$ 103,882	\$ 2,514,985
2015 NDRRA Funds	\$ 64,265	\$ 1,333,018
Child Care Operating Grant	\$ 200,000	\$ 56,030
Child Care Subsidy (State)	\$ 14,008	\$ -
TIDS Subsidy	\$ -	\$ 242,241
Student Hostel Operating Grant	\$ 41,626	\$ 28,850
Cumberland Chimney Donation Box	\$ 2,545	\$ -
Georgetown Donation Box	\$ 714	\$ -
Mt Surprise Donation Box	\$ 531	\$ -
Forsyth Donation Box	\$ 317	\$ -
State Libraries Grant	\$ 1,604	\$ 662
R.A.D.F (Regional Arts Grant)	\$ 15,000	\$ 15,000
Get Ready Qld Base Grant	\$ 6,102	\$ 6,102
SES Subsidy	\$ 13,550	\$ 13,440
Get Out Get Active	\$ -	\$ 16,200
Community Drought Support Grant	\$ -	\$ 5,750
First 5 Forever Library Grant	\$ 2,362	\$ -
MIPP2	\$ 1,602,400	\$ -
Donations Gulf Cattleman's	\$ -	\$ 35,000
Total Operating Grants	\$ 13,378,504	\$ 10,742,191



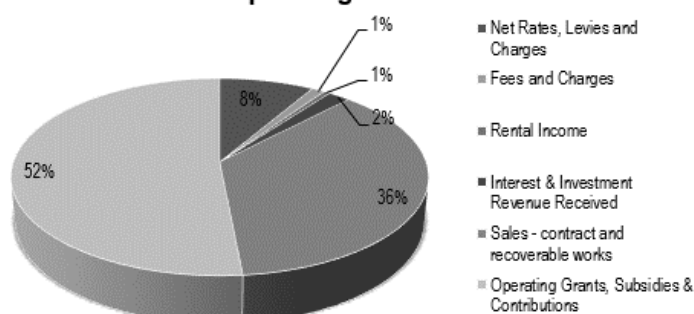
// 2018-2019 result

\$27,762,305 total income
-\$24,203,093 total expenses
\$ 3,559,212 surplus

Council's Result FYE 2019

\$ '000	Actuals 2018 2019	Actuals 2017 2018
Total Operating Revenue	25,971	19,980
Total Operating Expenditure (including Depreciation)	- 24,174	- 23,347
Operating Surplus / (Deficit)	1,797	- 3,367
Total Capital Grant Revenue	1,791	1,253
Gain / Loss on Sale of Non-Current Asset	- 29	- 22
Total Capital Revenue	1,762	1,231
Net Result	3,559	- 2,136

Operating Revenue



Statement of Comprehensive Income for the year ended 30 June 2019

\$'s	Actuals 2018 2019	Actual 2017 2018
Revenue		
Net Rates, Levies and Charges	\$ 2,195,522	\$ 2,085,014
Fees and Charges	\$ 304,683	\$ 281,779
Rental Income	\$ 145,648	\$ 154,041
Interest & Investment Revenue Received	\$ 511,115	\$ 481,815
Sales - contract and recoverable works	\$ 9,435,399	\$ 6,235,078
Operating Grants, Subsidies & Contributions	\$ 13,378,504	\$ 10,742,191
Total Recurrent Revenue	\$ 25,970,871	\$ 19,979,918



Statement of comprehensive income (cont'd)

// where our money goes

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

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

While council's operating costs amounted to \$24.173 million, council also spent \$6.44 million on capital projects during the year.

// major items of capital expenditure

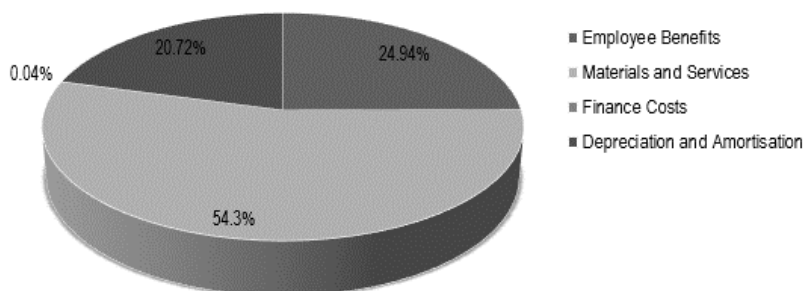
roads, bridges and drainage (\$1.812M)
buildings & other structures (\$1.433M)
plant and equipment (\$0.842M),
water and water infrastructure (\$2.241M)

Statement of Comprehensive Income for the year ended 30 June 2019



\$'s	Actuals 2018 2019	Percentage 2018 2019
Expenses		
Employee Benefits	\$ 6,027,675	24.94%
Materials and Services	\$ 13,125,786	54.30%
Finance Costs	\$ 10,532	0.04%
Depreciation and Other Expenses	\$ 5,009,537	20.72%
Total Recurrent Expenses	\$ 24,173,530	100.00%
Total Expenses	\$ 24,173,530	

Operating Expenditure

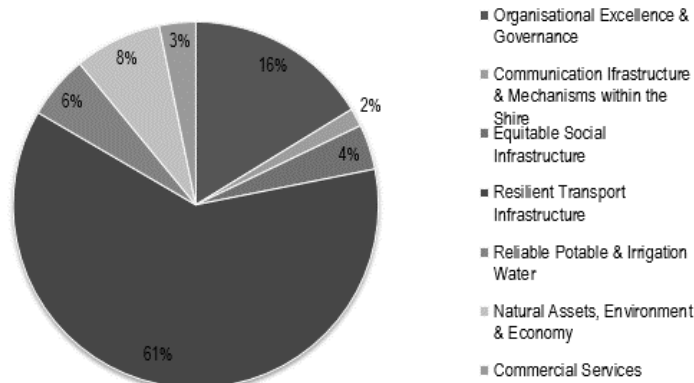


Statement of Comprehensive Income for the year ended 30 June 2019



\$'s	Actual 2,019.00	% of sub-total
Expenses by Functions		
Organisational Excellence & Governance	3,930,007	16.257%
Communication Infrastructure & Mechanisms within the Shire	391,421	1.619%
Equitable Social Infrastructure	965,135	3.993%
Resilient Transport Infrastructure	14,875,806	61.538%
Reliable Potable & Irrigation Water	1,357,893	5.617%
Natural Assets, Environment & Economy	1,875,065	7.757%
Commercial Services	778,203	3.219%
Total Expenses	24,173,530	100%

Expenses by Functions



Statement of financial position

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

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$206.715 million.

// what do our assets consist of?

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

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

// 2018-2019 result

\$210,571,833 assets
-\$ 3,856,068 liabilities

\$206,715,764 equity

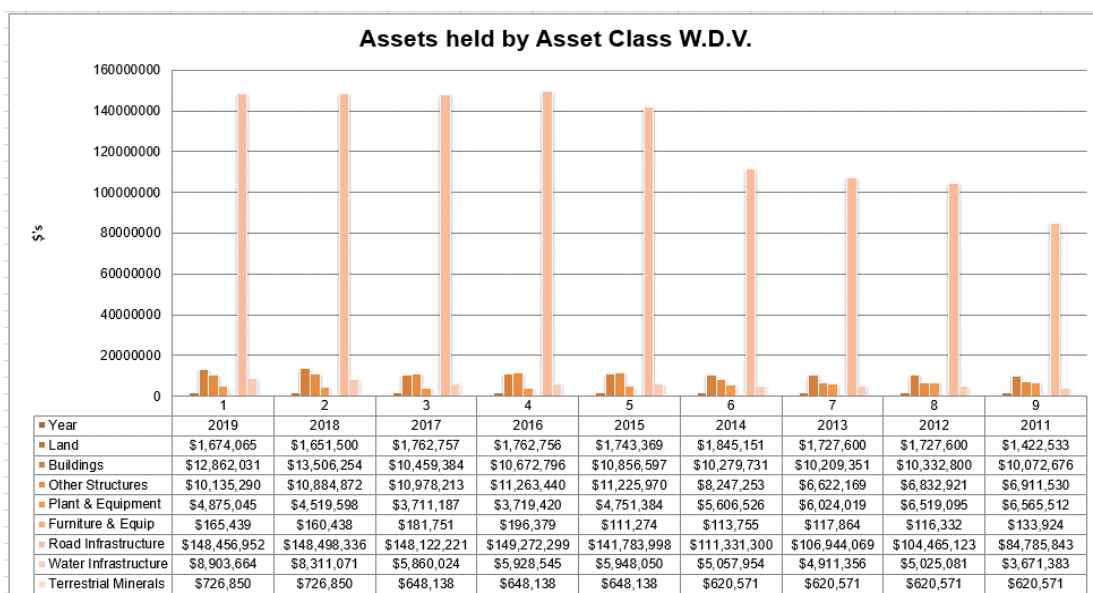
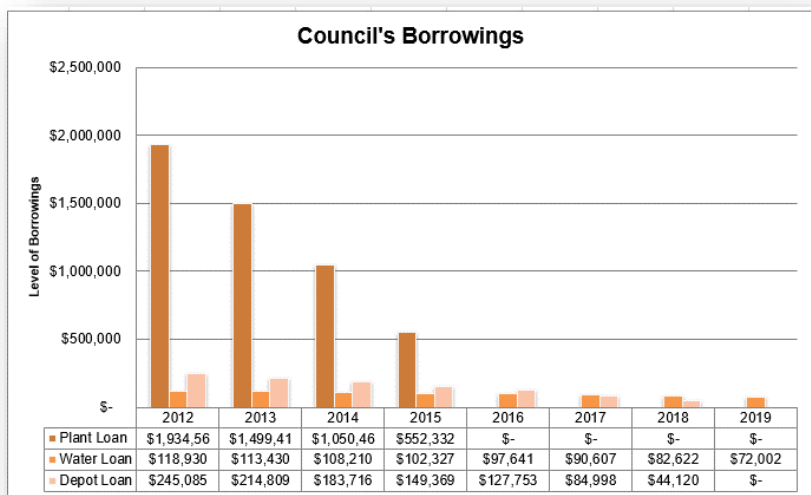
// what do our liabilities consist of?

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

Council's long term financial forecast shows debt decreasing with the majority of council's debt clearing in the next 60 months.

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

Council's outstanding debt at financial year end was approximately \$0.72 million. The graph below shows the borrowings of Etheridge Shire Council over the past eight years.



Statement of financial position (cont'd)

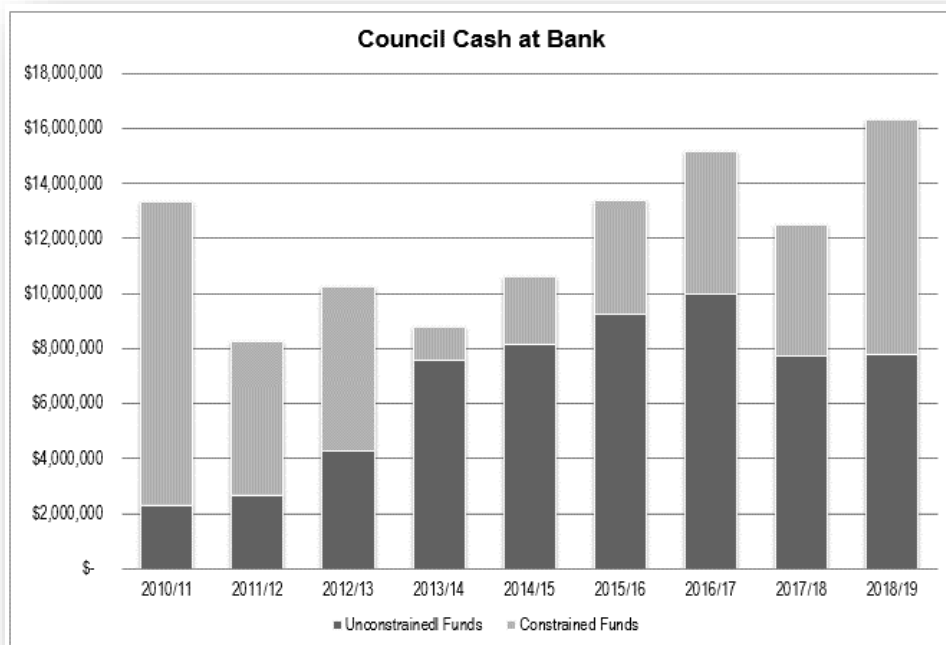
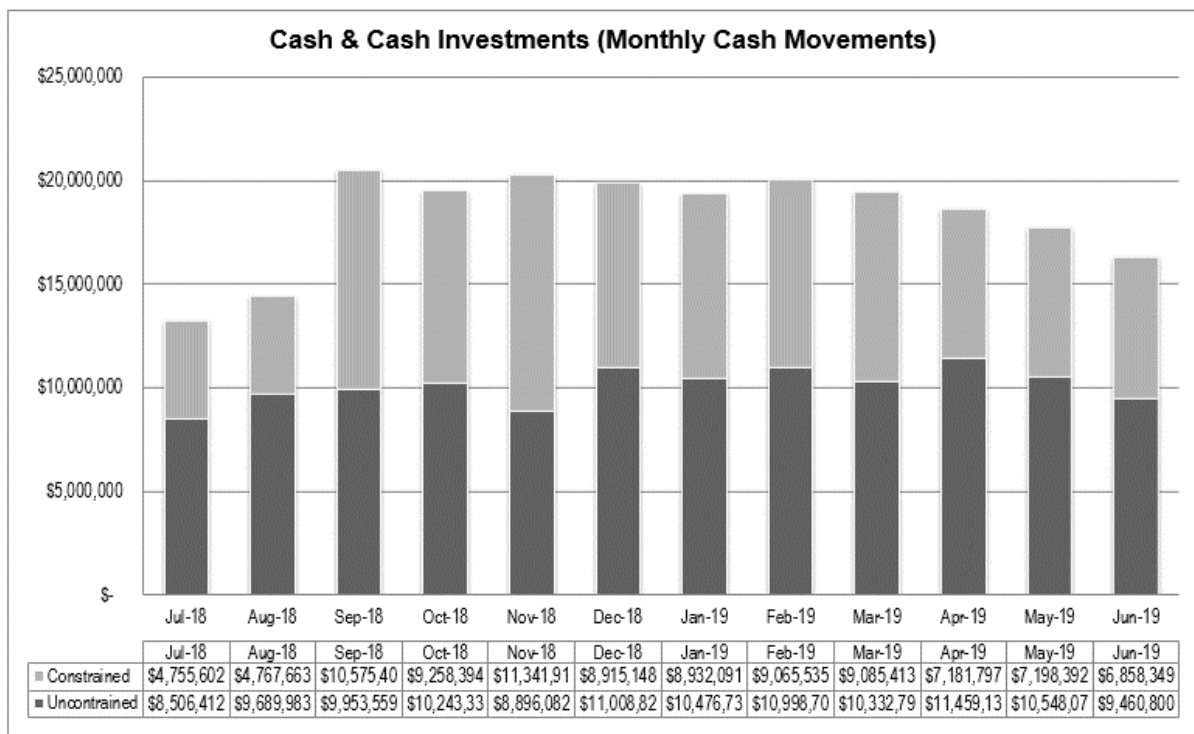


Current Assets for the year ended 30 June 2019

\$'s	Actuals 2018 2019	Actuals 2017 2018
Cash & Cash Investments		
Constrained	\$ 6,858,349	\$ 4,755,601
Unconstrained	\$ 9,460,800	\$ 7,727,782
	\$ 16,319,149	\$ 12,483,383
Trade & Other Receivables		
Debtors & Accruals	\$ 2,798,574	\$ 3,187,205
Rates Debtors	\$ 84,338	\$ 685,724
Less Impairments	-	-
	\$ 2,882,912	\$ 3,872,929

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

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



Statement of cash flows

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

While Council's cash balance is \$16.319 million, it is important to note that a large portion of this amount is restricted for specific purposes such as flood damage repairs and future capital works.

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

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

// 2018-2019 result

\$12,483,384	opening balance
+ \$29,117,976	cash received
- \$25,282,211	cash spent
<hr/>	
\$16,319,149	cash available at year end

Statement of changes in equity

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

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

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

The current balance of these reserves total approximately \$9.460 million.

Overall trends

Council ended the 2018-2019 financial year in a solid financial position, and Council is committed to maintaining financial sustainability in the long term which allows us to meet our future obligations and the demands of our community for the foreseeable future.

// operating surplus ratio

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. A positive ratio indicates that funds are available for capital expenditure and the suggested target range is between 0% and 10%. Council's long term commitment to funding future capital growth is reflected in these results. The result for 2018/19 has been hampered by Council receiving payments in advance for flood damage works in the prior financial year plus Councils Financial Assistance Grant. This has meant that Council has received the revenue in the prior financial year with Council undertaken the associated expenditure within the current financial year.

// relevant measures of financial sustainability

// net financial liabilities ratio

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

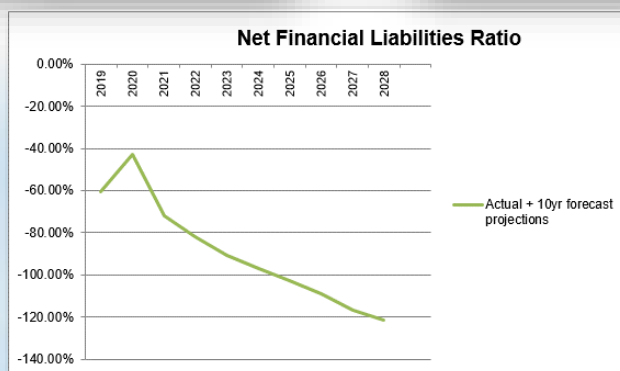
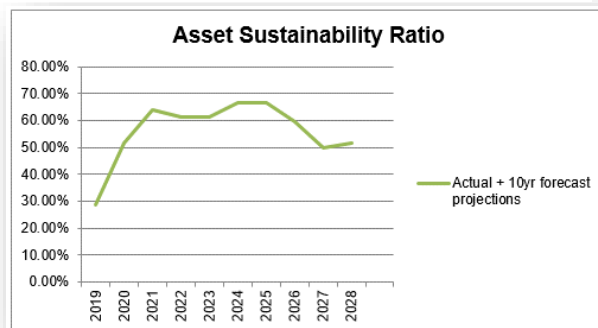
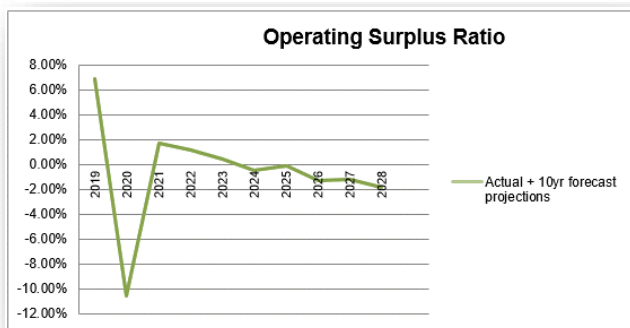
// asset sustainability ratio

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

as at 30 June 2019

Measures of financial sustainability

	Target	Actual	Budget	Long Term Financial Plan Projections							
		2019	2020	Yr 1 2021	Yr 2 2022	Yr 3 2023	Yr 4 2024	Yr 5 2025	Yr 6 2026	Yr 7 2027	Yr 8 2028
Ratio											
Operating Surplus Ratio	0 - 10%	6.90%	-10.60%	1.70%	1.20%	0.40%	-0.50%	-0.10%	-1.30%	-1.20%	-1.80%
Asset Sustainability Ratio	> 90%	28.50%	51.50%	64.10%	61.40%	61.50%	66.80%	66.40%	59.60%	49.90%	51.60%
Net Financial Liabilities Ratio	< 60%	-60.70%	-42.60%	-72.20%	-81.90%	-90.70%	-96.90%	-102.80%	-109.00%	-116.60%	-121.60%



Overall trends (cont'd)

Note: Sustainability Ratio

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

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

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

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

Over the FYE18 and FYE19 Council has a focus on diverting the majority of councils Capital Income (Grants + Council funds) towards upgrading State Government infrastructure (i.e Kennedy Development Rd). In the past, Council has utilised these funds to upgrade Councils existing assets (culverts, re-seals, re-sheeting etc).

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

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

Council provisions approximately \$250k - \$350k per annum to maintain its current Building Structures which has an annual depreciation expense of approximately \$703k. Due to accounting standards the building maintenance is expensed due to the nature of the work and it is not captured as capital renewal. Based on this quick analogy, it would be fair to say that Council is meeting its obligation to maintain one of its classes of assets however this is not captured when calculating the sustainability ratio.

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

At present, Council has core revenue from Rates & Charges of approximately \$2.2M, FAGs funds of around \$5.5M and approximately \$0.304M in fees & charges which equates to around \$8.004M in core revenue with a capital renewal program of around \$1.2M to 1.8M per annum. This does not leave a lot of surplus to pay for Council overheads, insurance obligations and the ever increasing demand to meet community expectations.

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

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

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

Looking ahead

// looking ahead

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

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

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

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

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

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

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

// rates 2018-2019

599 number of rateable assessments

\$2,068,475 general rates

\$ 286,270 water charge

\$ 118,207 water consumption charge

\$ 134,044 waste management & garbage charges

\$ -48,830 emfrl

\$2,558,165 total rates & charges

-\$ 338,777 rates discount

-\$ 23,866 pensioner / emfrl

\$2,195,522 net rates & charges

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

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

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

Legislative requirements

policies

councillors' reimbursement policy

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

// payment of expenses

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

// expense categories

(i) Professional development

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

(ii) Discretionary professional development

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

(iii) Travel as required to represent council

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

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

(iv) Private vehicle usage

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

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

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

(v) Meals

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

(vi) Incidental daily allowance

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

(vii) Hospitality

Councillors may have occasion to incur hospitality expenses while conducting council business apart from civic receptions organised by council. The Mayor may particularly require additional reimbursement when entertaining dignitaries outside of official events.

To allow for this expense, the following amounts can be claimed: \$500 per annum for councillors and up to \$5,000 per annum for the Mayor.

(viii) Accommodation

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

// provision of facilities

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

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

// facility categories

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

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

Maintenance costs of council-owned equipment

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

Uniforms and safety equipment

Council will provide to a councillor:

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

Use of council vehicles on council business

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

Private use of council vehicles

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

Fuel costs

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

Car parking amenities

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

Telecommunication needs: mobile phones

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

(a) Mobile phone provided by council

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

Insurance cover

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

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

Limit

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

// returning of facilities

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

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

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

// Misuse of Council Provided Resources for Electoral Purposes

This policy provides for the following –

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

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

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

// Policy was updated and reviewed by Council as at 23rd January 2019 under resolution number 2019/GM2527. Policy is due for its next review as at January 2020.

policies

// borrowing policy

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

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

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

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

// purposes of borrowing

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

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

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

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

// Councillors' remuneration policy

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

// borrowing table 2018-2019

Project	Opening Book Value 06/2018	Interest	Admin Fee	Redemption Payment	New Advances	Closing Book Value 06/2019	Repayment Term
Water	\$80,533.22	\$5,592.86	\$88.89	\$14,428.64	Nil	\$71,786.33	6 years 10 months
Depot	\$33,403.85	\$1,275.90	\$ 19.32	\$34,699.07	Nil	Nil	

allowances

councillor's allowances

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

On the 23rd January 2019 council resolved in accordance with Section 247 of the Local Government Regulation 2012, to set a remuneration payment as determined by the local Government Remuneration Tribunal as shown below:-

	Remuneration 2016/2017	Remuneration 2017/2018	Remuneration (current) 2018/2019
Mayor	99,638	101,631	103,918
Deputy Mayor	57,483	58,633	59,952
Councillors	49,819	50,815	51,958 (note 1)
	(As set by the Local Government Remuneration Tribunal effective 1/7/2016)	(As set by the Local Government Remuneration Tribunal effective 1/7/2017)	(As set by the Local Government Remuneration Tribunal effective 1/7/2018)

// remuneration paid to councillors during 2018 - 2019

Councillor	General Meetings Attended	Special Meetings Attended	Remuneration (set by the Local Government Remuneration Tribunal)	Mileage & Other Allowances	Total Remuneration Paid
Mayor Warren Devlin	12 * (1) via teleconference	2	\$103,918.00	Nil	\$103,917.68
Deputy Mayor Warren Bethel	12	2	\$59,952.00	\$739.20	\$56,028.01
Cr Tony Gallagher	12	2	\$51,958.00	\$1391.28	\$53,349.24
Cr Troy Barnes (note 4)	11 * (3) via teleconference	2 *(1) via teleconference	\$51,958.00	Nil	\$47,628.13
Cr Will Attwood	12	2	\$51,958.00	Nil	\$56,621.15
Cr Ted Loudon (note 4)	1	0	\$51,958.00	\$134.64	\$3,598.50

// Notes to the remuneration schedule

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

Note 2: for councillors in category 1 councils, a base payment of \$35,366 is payable for the 12 months commencing on 1 July 2019. A meeting fee of \$1,473.60 is payable for attendance at each of the 12 mandated monthly meetings of council subject to certification by the mayor and/or chief executive officer of the council. Mayors and deputy mayors in category 1 councils are to receive the full annual remuneration level shown. (Etheridge Shire Council is classified as a Category 1 Council).

Note 3: Cr Attwood served as Deputy Mayor from 21/3/18 to 23/1/19. Cr Bethel was elected as the new Deputy Mayor from 23/1/19.

Note 4: Cr Barnes resigned as at 17/05/19: Cr Loudon commenced as from 12/06/19

complaints

// mayor and councillor conduct

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

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

It is a requirement under sections 186(d) and (f) the Local Government Regulation 2012 that the Annual Report contains details of complaints received about Councillors' conduct or performance. In 2018-19, one Councillor complaint was received. The table shows the reporting requirements contained in the Local Government Regulation 2012 for the financial year.

Complaints on conduct and performance of Councillors			
Unresolved 30 June 2018 (carried over from 2017/18)	New Complaints received (in 2018/19)	Complaints resolved (in 2018/19)	Unresolved 30 June 2019 (carry over to 2019/20)
7	1	7	1

Further notations:

- 7 complaints were referred to the Department of Local Government (5) and / or the Queensland Police Force (1) and / or Office of Integrity (1) for assessment and have been resolved as at 30 June 2019.

No Orders or Recommendations were made by the regional conduct review panel or Local Government Remuneration and Disciplinary Tribunal during the 2018/19 financial year.

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

list of registers

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

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



Creek crossing on Ellendale Station

committees

// committees 2018-2019

Mayor & Councillors (post Local Government Quadrennial Elections dated 19th March 2016)

Councillor	Committees
Cr Warren Devlin	<i>FNQRRG (Regional Road Group) NWQROC; Chair of the Local Disaster Management Group; Gulf Cattleman's Association ; Gilbert River Irrigation Area; Etheridge Road Action Group; Tablelands Futures; Advance Cairns; TTNQ; FNQROC</i>
Cr Tony Gallagher	<i>NWQROC; Savannah Way Ltd ; ETAG; Gulf Cattleman's Association Forsyth Improvements Group; Etheridge Road Action Group; Aged Care Advisory Committee</i>
Cr Will Attwood	<i>District Disaster Management Group; Member of the Cairns & Hinterland Health Services; Local Disaster Management Group; Gulf Cattleman's Association; Georgetown Progress Association; Tablelands Futures; NGRMG; Aged Care Advisory Committee</i>
Cr Troy Barnes (resigned as at 17 May 2019)	<i>Savannah Way Ltd; ELF Advisory Committee; ETAG; Gilbert River Irrigation Area; TTNQ</i>
Cr Warren Bethel	<i>Pest Management Committee; NGRMG; Southern Gulf Catchments Group; Einasleigh Progress Association</i>
Cr Ted Loudon (from 12 June 2019)	<i>Aged Care Advisory Committee</i>



Aerial View of Einasleigh Township

expenses

// senior officer's remuneration

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

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

Senior management of a local government is -

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

The Senior Offices at Etheridge Shire Council during the 2018-2019 year were:

- *Chief Executive Officer*
Norman Garsden (from 1st July 2018 to 21st November 2018)
- *Chief Executive Officer (from 21st November 2018)*
Director Corporate & Community Services (1st July 2018 to 21st November 2018)
David Munro
- *Director Corporate & Community Services*
Ian Kuhn (from 20th May 2019)
- *Director of Engineering Services*
Vacant

// total remuneration packages for senior officers during 2018-2019

- 3 senior contract officers received total remuneration packages in the range of \$150,000 – \$250,000
- The 3 senior contracts totalled \$594,100.

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

// grants to community organisations

During the 2018-2019 financial year, Council reviewed its Grants to Community Organisation Policy on the 23rd January 2019 and has made no formal changes to the policy. Council will not provide a monetary donation to Community Groups within the Shire; the eligible local community organisation may request assistance from Council in the form of machinery such as a Water Truck, Grader etc., subject to availability and subject to operator availability. This form of assistance has a monetary cost to Council.

Council provides Community Assistance through other mediums such as

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

// overseas travel (S.188)

During the 2018-2019 financial year there was no overseas travel undertaken by Councillors and Council Staff in an official capacity.



internal audit

// internal audit

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

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

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

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

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

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

The Internal Audit function reports to the Chief Executive Officer. To ensure the internal audit activity is directed to areas of most benefit, a number of Council processes have been selected for review during 2018/2019 and are incorporated into this Internal Audit Plan.

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

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

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



internal audit

Composition of the Strategic Internal Audit Plan

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

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

Three Year Internal Audit Plan 2019-21

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



internal audit

Composition of the Strategic Internal Audit Plan

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

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

Year 2 - Proposed Internal Audit projects

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



internal audit

Year 3 - Proposed Internal Audit projects

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

principles of financial management

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

The financial result for year ending 30 June 2019 and the Auditors Report reflect the effectiveness of the operation of internal control.

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

right to information

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

During the period 1 July 2017 to 30 June 2018 council received and finalised one (1) RTI application.

business activities

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

a) Roads business activity means.

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

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

b) Business activity means.

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

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

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

These business activities are referred to as type 3 activities.

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

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

Land and roads prescribed not to have a value

Etheridge Shire Council has control of:

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

awards & events

Australia Day Awards

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

Australia Day Citizen of the Year

Veronica Wilson

Australia Day Young Citizen of the Year

Kayla Pedersen

Community Event / Organisation of the Year

The Georgetown Boars 'N' Bowls

Senior Sports Medallion

Raymond Brown

Junior Sports Medallion

Liam Atkinson

Mayoral Award

Rebekah Haase and Joseph Haase



2019 Etheridge Shire – Australia Day Award Recipients

awards & events

Etheridge Shire Council's Centenary Celebrations was held on the 15th and 16th March 2019.

The Etheridge Shire Council was first called the "Einasleigh Divisional Board" which then became the Einasleigh Shire Council in 1902 before changing its name to the Etheridge Shire Council in March 1919, because Council's mail was being sent to Einasleigh instead of Georgetown at the time.



awards & events



Centenary Celebrations at Einasleigh – March 2019



awards & events

// Unearthing the Student Hostel Time Capsule

The Hostel was built by Council in 1968, and opened in 1969 - originally managed by the Country Women's Association before they handed the service over to Council to run.

Today the hostel still operates, providing a home away from home, so that children who live on properties can attend school in town during the week.

On Friday 4th June 1999, a Time Capsule was buried at the front of the Hostel with instructions on the plaque for it to be opened in the year 2019 to commemorate 50 years of the Hostel being open.



awards & events



Festival of Small Halls



Loose Ends Theatre Performance





*Meeting our
corporate plan*

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

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

Resilient transport infrastructure and connectivity

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

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

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ol style="list-style-type: none"> 1. Develop a comprehensive, sustainable and funded, 10-year Capital Works Program for roads and drainage. 2. Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's road and air services assets. 3. Upgrade major road infrastructure and prioritise road train access on appropriate roads. 4. Continue to link our communities with sealed roads along Local Roads of Regional Significance. 5. Manage the region's road network to enable the movement of people and goods in a safe and efficient manner. 	<p>1.1.1</p> <p>1.1.2</p> <p>1.1.3</p> <p>1.1.4</p> <p>1.1.5</p>	<ul style="list-style-type: none"> □ Council's Asset Management Plan (AMP) is current and has been in place since 2009/10. Council last performed a comprehensive review of the AMP in 2016/17. Council is working towards having the revised AMP completed by August 2019. Several meetings have occurred in relation to the AMP. Council is required to have a comprehensive 10yr AMP and have this document as its major driver when developing Councils Long Term Financial Plan, Budgets and its yearly Operational Plan. □ Council has completed the upgrade of the 4km section of the Einasleigh-Forsayth Road as at 20 June 2019. This upgrade was funded via TIDs & R2R. □ Councils re-seal program for the town streets and the Forsayth-Einasleigh Road have been completed as per the approved program identified within the 2018/19 Budget. □ Council has approved the construction of new town street (Creek Street) at the December General meeting. This work has been completed.
<ol style="list-style-type: none"> 1. Maintain a fleet of Council owned plant and contractor hire arrangements. 2. Develop a Plant Replacement and upgrade schedule and maintain the operational capacity of plant. 	<p>1.1.6</p> <p>1.1.7</p>	<ul style="list-style-type: none"> □ Council has in place a preferred supplier list for wet & dry hire plant which is due for review in March 2019. □ New Tenders have been issued with the Preferred Supplier List being endorsed by Council as at June General Meeting. New contract arrangements are now in place. □ Council has purchased several items of new plant in accordance with the 2018/19 Plant Budget. Council has accepted the disposal of the tri-axle trailer via Pickles Auction. Plant procurement has been completed as per the 2018/19 Budget. □ Council has undertaken an internal audit of its plant management function, with a number of items identified through this audit requiring improvement or implementation. Council has developed a timeframe to implement the recommendations from this audit.

<ol style="list-style-type: none"> 1. Maintain relationship with the Department of Transport and Main Roads and capacity to undertake road construction and maintenance. 2. Continue to lobby to raise the national profile of the Kennedy Development Road (Hann Highway) and for additional funding for high priority widening and sealing. 	<p>1.2.1</p> <p>1.2.2</p> <p>1.2.3</p>	<ul style="list-style-type: none"> □ Council has continued to hold discussions with the Department of Transport & Main Roads regarding road improvements within the Shire and the Gulf Region. Council has submitted an application to the FNQRRG to have the Strathmore Road included as Councils new Local Road of Regional Significance. This application has been approved at the RRG December Meeting. □ Council has completed Stage 1 & 2 of new 7km seal work on the Hann Highway. Council has been successful with its Tender for Stage 3. Works on Stage 3 are progressing with side tracks completed and commissioned and works have commenced on the sub grade. Stage 3 should be completed by September 2019. Council has submitted its tender for Stage 4 to DTMR. Council is still waiting on confirmation of approval.
<ol style="list-style-type: none"> 1. Advocate for improved airfield infrastructure and services. 2. Maintain airfields and airports throughout the Shire. 3. Strengthen and extend the runway at the Georgetown airfield to 1,500m 	<p>1.3.1</p> <p>1.3.2</p> <p>1.3.3</p>	<ul style="list-style-type: none"> □ Council is continuing to maintain the five airstrips in the Shire. Preliminary discussions have occurred with Genex Power to lease the Kidston Airstrip from Council. At the General Meeting in May, Council formally agreed to enter into a lease agreement with Genex to take over the management and maintenance of the said airstrip. Genex have confirmed in writing that they are prepared to do this. Lease agreement is being prepared.



Georgetown-Forsayth Road

Developing reliable potable and irrigation water supply

2

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

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

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

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
1. Construct the Charleston Dam and reticulate water to Georgetown and Forsayth for domestic and irrigation purposes (dual supply).	2.1.1 2.1.2 2.1.3	<ul style="list-style-type: none"> □ Council has commenced the construction of the Charleston Dam. Council has had to re-engineer the design of the Dam Wall based on compliance & legislative requirements. Council has in place all other compliance matters pertaining to this project. Council has engaged the services of GHD to assist with the final design and provide management services during the construction phase. Council has awarded contracts to three firms to undertake various elements of the Dam. Contractors have mobilised to site to commence works. □ Council has completed the upgrade to the Forsayth Water Treatment Plant which was undertaken by Aqua Tec Maxcon. GHD have been to the site to undertake a compliance inspection based on the scope of works. The plant is completed and finalised. All listed matters have been rectified by the contractor. □ Council's Asset Management Plan (AMP) is current and has been in place since 2009/10. Council last performed a comprehensive review of the AMP in 2016/17. A review is in progress to update the AMP. The updated AMP is due to be completed in August 2019.
2. Upgrade domestic water treatment and storage facilities.	2.1.4	
3. Review and update the comprehensive asset management strategy to support the maintenance, replacement and enhancement of council's water assets.	2.1.5	
4. Move towards full cost recovery for water provision.		
5. Provide consistent high quality water supply to serviced communities where both practical and viable.		
1. Advocate for expansion of sustainable agriculture developments.	2.2.1	<ul style="list-style-type: none"> □ Council has been successful with its MIPP2 funding application to undertake a comprehensive Business Case Study for the Gilbert River Irrigation Project. Council has signed the funding agreement, prepared the necessary tender documents, Council has assessed the tender and has awarded a contract to Jacobs. □ The detailed business case has commenced with Jacobs meeting with Council on several occasions to provide an update on what has occurred and has also provided Council with preliminary options for a Dam Site. □ The draft version of the detailed business case should be delivered to Council by December 2019.
2. Develop the Gilbert River irrigation area, Greenhill dam and provide three phase power.	2.3.1 2.3.2	
3. Continue to strengthen cross regional partnerships and networks across Northern Australia to manage and maximize opportunity for nation building initiatives and reduce cumulative impacts.	2.3.3	
	2.3.4	



Managing the natural assets and environment for tourism and economic development

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

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

The Shire is well positioned to supply local and global markets with innovative emerging industries which harness the region's natural assets, knowledge and partnerships including renewable energy, environmental management and Indigenous knowledge. Respecting and managing the region's natural assets and the environment will assist sustainable economic growth and development in the region.

By deploying a combination of strategies to protect natural assets the region will be able to prosper and grow. Strategies such as geo tourism and investment in renewable energy will stimulate employment, innovation and offer a sustainable energy source for future generations.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
1. Development of a new Planning Scheme in conjunction with the Department of Infrastructure, Local Government and planning that also encourages contemporary urban design and regeneration projects. 2. Actively participate in the regional organisations and statutory supported planning instruments	3.1.1 3.1.2 3.1.3	<input type="checkbox"/> Council has commenced the development of a new Planning Scheme under the Planning Act. The majority of the work is being undertaken by the Department with milestones reported back to Council. Council has had three workshops to date with the Department in relation to the new Planning Scheme. Council has had meetings with the Traditional Owners seeking their input and feedback, which is part of the process. Council should have a draft Planning Scheme by August 2019, which will then go out to the community for feedback and comment. Once this consultation period is completed, Council will then endorse and approve its new planning scheme.
1. Advocating release of State Land for future development across the shire 2. Progress industrial subdivisions throughout shire as land become available and demand increases. • Advocate for the development of renewable energy projects. • Facilitate the development and marketing of a distinctive regional image.	3.1.4 3.1.5 3.1.6 3.1.7 3.1.8 3.1.9 3.2.1	<input type="checkbox"/> Council has made applications to the Department of Natural Resources, Mines & Energy to acquire land within the Mt Surprise Township and also land west of Georgetown along the Gulf Development Road. Council is waiting on the offer from Department in relation to the application to acquire. <input type="checkbox"/> Council has developed a concept plan for the development of future Industrial Land west of Georgetown. This concept was presented to Council at the September General Meeting. At this stage no further action is required in the development of this precinct. <input type="checkbox"/> Council has acquired the Air Services Land & Infrastructure to enable Council the opportunity to retransmit AM radio via 4KZ.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ol style="list-style-type: none"> 1. Establish a Geo-tourism strategy and Tourism Plan 2. Promote growth of the tourism market in partnership with stakeholders 3. In partnership with regional stakeholders, facilitate economic development opportunities relating to creative and cultural industries 4. Continue our partnership with DEWS to further enhance the visitor experience on the Copperfield Dam, including construction of recreation facilities to encourage activity based tourism. 	<p>3.3.1</p> <p>3.3.2</p> <p>3.3.3</p> <p>3.4.1</p>	<ul style="list-style-type: none"> □ Council has developed a draft Geo-tourism strategy in conjunction with the community and key stakeholders. No further work has been undertaken since the development of the strategy. □ Council has produced several short films to showcase the Shire through TV media outlets. Council has provisioned funds within the 2018/19 financial year to undertake several additional films showcasing the Shire during the wet season and showcasing events. The new TV adverts have been filmed; Council is now waiting on the final versions to be presented to Council for approval and use.
<ol style="list-style-type: none"> 1. Construct recreation facilities at Charleston Dam (e.g. swimming, skiing, boating (sail), canoeing, fishing, picnicking camping, bird watching, bush trails (walking, push bike, motorbike)) to encourage activity based tourism. 2. Upgrade the 'River Walk' along the Etheridge River in Georgetown. 3. Recognise and promote the value of community gardens, streetscape and properties. 4. Maintain the Shire's Cemeteries. 	<p>3.4.2</p> <p>3.5.1</p> <p>3.6.1</p> <p>3.6.2</p> <p>3.6.3</p>	<ul style="list-style-type: none"> □ Council has developed a concept Masterplan for the Charleston Dam Recreational Area. This Masterplan has been presented to Council at the September 2018 General Meeting with Council endorsing the plan and requesting that Stage 1 of the Masterplan commence. Council has grant funds approved from the State Government under the LGGSP 17-19 program to assist in the development of the Recreational Area. Council has completed the design & constructs drawings for the recreational area with Council endorsing the said plans and has now requested that an EOI be issued for the supply and construct of the recreational area. □ Council has completed stage 1 of the Riverwalk in February 2018 which was funded via W4Q. Council is looking at developing a further concept plan to expand the beautification of the Riverwalk and also finalise the Einasleigh Copperfield Walk. □ Council's cemeteries are being maintained in accordance with Councils service standards. Einasleigh cemetery fence has been repaired in accordance with the 2018/19 Budget

Developing equitable social infrastructure

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

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

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

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

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ol style="list-style-type: none"> 1. Partner with state government agencies to improve social conditions and liveability. 2. Acknowledge and support local indigenous cultural heritage, practices and protocols, to build economic social and cultural capital. 3. Encourage local historians to preserve and promote local history and heritage. 4. Advocate to State and Federal Governments to address social inequity and disadvantage. 	<p>4.1.1</p> <p>4.1.2</p> <p>4.2.1</p> <p>4.2.2</p> <p>4.2.3</p>	<ul style="list-style-type: none"> □ Council has conducted several meetings with the Traditional Owners regarding a range of issues and economic projects within the Shire (i.e. Gilbert River, Talaroo Station Project) □ The Mayor & CEO have had meetings with various State & Federal Ministers regarding the potential of the Shire from the Gilbert River Project, Geo-Tourism, Roads of Significance (Gulf Development Rd, Hann Highway, Strathmore Rd). In addition the Mayor has been part of the FNQROC’s delegation to meet with State & Federal members over the past 6 months to push regional and local projects
<ul style="list-style-type: none"> • Enhance the life of seniors within the region through transport, encouraging a doctor to the region, aged care and respite and palliative care support. • Advocate and facilitate the provision and improvement of central and remote health services. 	<p>4.2.4</p> <p>4.2.5</p> <p>4.2.6</p> <p>4.2.7</p> <p>4.2.8</p>	<ul style="list-style-type: none"> □ Council has responded to the community regarding the safety of the children’s playground at Heritage Park, and has completed the fencing around this area plus installed seating and shade along with water fountains to enhance the experience and safety. □ Council is still offering Childcare services along with the Student Hostel. Council has been able to secure long term funding for the Childcare to ensure that it remains sustainable.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ol style="list-style-type: none"> 1. Provide assistance to the community with respect to child care, youth hostel and aged care services. 2. Provide libraries, as learning and information centres 3. Develop a strategy to encourage a more effective use of 'Little Gems' Childcare centre (including investigating after school care). 4. Provide incentive for establishment of youth programs for leadership, recreation, entertainment and healthy socialization 5. Provide support to volunteers, community groups and events 6. Encourage the establishment of strong networks across the region where people can interact socially and safely through sport, recreation, cultural life and the arts. 	<p>4.2.9</p> <p>4.2.10</p> <p>4.2.11</p> <p>4.2.12</p> <p>4.2.13</p> <p>4.3.1</p> <p>4.3.2</p> <p>4.3.3</p>	<ul style="list-style-type: none"> □ Council has organised a number of community events to enable the community to interact and meet in a safe environment. Council is hosting the "Festival of Halls" in November 2018, the Community Christmas gathering in December 2018. □ Etheridge centenary celebrations in March 2019. Council has continued to support the Etheridge Show. Additional events have been planned for the 2019 calendar year (RADF funded events). Council has endorsed a funding submission to the State Government for an event for the Shire in 2020 or 2021.
<ol style="list-style-type: none"> 1. <i>Build and strengthen the Shire's identity through the support and provision of a variety of events and branding our corporate image.</i> 2. <i>Ensure a preparedness to respond to natural disasters and other emergencies and engage in planning activities aimed at minimising the impact of such disasters on the community.</i> 3. <i>Support residents to participate in and influence key government policies that impact upon livelihoods and general well-being.</i> 4. <i>Seek funding to build sport and recreation infrastructure.</i> 5. <i>Maintain public buildings to meet resident's expectations.</i> 	<p>4.3.4</p> <p>4.3.5</p> <p>4.3.6</p> <p>4.3.7</p> <p>4.3.8</p>	<ul style="list-style-type: none"> □ Council has purchased several marques which has the branding of the Shire. These marques can be used at various events which are another means of showcasing what is on offer within the Shire. □ Council has secured funding through the 2017-19 W4Q fund to construct a Multi-Purpose Sports Facility. A contract was awarded in December 2018 to construct the Sports Complex Building. Work has commenced and it is envisaged that the building will be completed by 31 July.

Improving communications infrastructure and mechanisms within the shire

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

To be competitive in current marketplaces (national and international) and drive increased productivity and access to greater economic opportunities through a global marketplace our communication network is essential. Etheridge has vast untapped potential for the development of an array of 'Agri-Business' and tourism products which can be exported from the region. An equitable communication network will also support social networking and infrastructure (education, health, workplace health and safety and social wellbeing) and commercial services.

There is also considerable concern that, while satellite services will deliver broadband to many areas that currently don't have it, and that it should improve speeds significantly, the network will remain far inferior to that covered by the fibre footprint.

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

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

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

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

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ul style="list-style-type: none"> • Improve co-operation and communication with relevant stakeholders and all levels of government in the strategic planning of future community infrastructure. • Develop and maintain a current advocacy plan. • Advocate and facilitate the provision of telecommunication services, telemetry and media. • Maintain radio re-transmission services for Mt Surprise, Forsayth and Einasleigh. 	5.1.1	<ul style="list-style-type: none"> □ Council has lodged an application with the Federal Government for Blackspot Funding for Mobile Communication within the Shire. (Einasleigh & the Lynd Junction). At this stage Council has not had any formal response from the Federal Government. □ Council is still maintaining the transmission of radio throughout the four townships. □ Council is still actively promoting the Council, the Shire and the community through its Facebook Page
	5.1.2	
	5.1.3	
	5.1.4	
	5.1.5	
	5.2.1	
5.2.2		

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

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

Such services include:

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

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

Council will:

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

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
1. Maintain Swimming Pool as a safe and attractive venue.	6.1.1	<input type="checkbox"/> <i>Councils Aquatic Centre is being maintained in accordance with Councils service standards.</i>
2. Review the Refuse collection and disposal activities.	6.1.2	
3. Continue to promote and provide hostel services for primary aged school children with support from grant funding.	6.1.3 6.1.4	<input type="checkbox"/> <i>Council's Hostel Facility is currently operational. The State Government is undertaking a review of the level of financial support for these facilities. Several teleconference meetings are occurring seeking feedback from principals of schools, hostel managers and management of Council.</i>
4. Review operation of childcare to improve viability.	6.1.5	
5. Develop a strategy to encourage a more effective use of 'Georgetown Hostel'.	6.1.6	<input type="checkbox"/> <i>Council's Childcare Facility is operating in accordance with the National Early Learning Framework. Council has secured three (3) years of funding from the Federal Government to assist in the sustainability of the Centre.</i>

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

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

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

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

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

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<ol style="list-style-type: none"> 1. Provide professional, responsible, timely and accessible services to external and internal customers that reflect the values of the organization. 2. Maximise grants and external income. 3. Pursue and nurture an environment of honesty and integrity in which elected members, managers and staff work together in a spirit of trust and teamwork. 4. Disseminate accurate and relevant information within the organization, the community and other relevant audiences. 5. Ensure the administration of the region is governed through open and transparent decision-making and reporting processes. 	<p>7.1.1</p> <p>7.1.2</p> <p>7.1.3</p> <p>7.2.1</p> <p>7.2.2</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Council has continued to actively pursue grant opportunities to assist Council with Capital & Operating activities. Council has applied for several grants over the past 6 months. <input type="checkbox"/> Council has adopted a new revised Code of Conduct for Staff & Contractors <input type="checkbox"/> Council is continuing to publish information in the Inform Newsletter on a monthly basis, conduct monthly community consultation meetings. <input type="checkbox"/> Councils meeting agenda reports have been improved with the implementation of new reporting requirements.
<ol style="list-style-type: none"> 1. Ensure the transparency of council's financial operations and performance and promote awareness within the community of council's financial management and other strategies. 2. Promote and support a safe and healthy work environment in which the importance of family and work/life balance is recognised. 3. Promote a drug free environment. 4. Maintain compliance with legislation. 5. Adopt appropriate governance structures and make appropriate delegations. 6. Councillors take a leadership role in the community and serve as a role model. 	<p>7.2.3</p> <p>7.3.1</p> <p>7.3.2</p> <p>7.3.3</p> <p>7.3.4</p> <p>7.4.1</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Council has continued to publish relevant financial information on Councils website, through the Inform Newsletter. Council is receiving a comprehensive financial analysis report each month via the General Meeting. Council has completed the 2018/19 audit, with Council receiving an "Unmodified / Unqualified audit opinion. <input type="checkbox"/> Council is continuing to work through SafePlan and working towards complying with all requirements under the SafePlan. Council is conducting its mandatory workplace, health and safety meetings.
<ol style="list-style-type: none"> 1. Review the current practice of holding consultation meetings throughout the Shire and distribution of 'Inform' to maximise effective community engagement. 2. Develop and implement proactive risk management strategies to reduce risk to the council and the community. 	<p>7.7.1</p> <p>7.8.1</p> <p>7.8.2</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Council is still actively engaging with the community through the monthly community consultation meetings. <input type="checkbox"/> Council has in place a risk management framework which covers operational & corporate risks. This risk management framework was last reviewed by Council in the September quarter with the introduction of Fraud & Corruption Risks to the register.

Index of statutory information

Local Government Regulation 2012			
Requirement	Chapter	Section	Page
Community financial report 1) A local government must prepare a community financial report for each financial year. 2) The community financial report for a financial year must: a) contain a summary and an analysis of the local government's financial performance and position for the financial year b) be consistent with the general purpose financial statement for the financial year c) include the relevant measures of financial sustainability for the financial year d) be written in a way that can be easily understood by the community.	5	179	37
Preparation of annual report 1) A local government must prepare an annual report for each financial year. 2) The local government must adopt its annual report within one month after the day the Auditor-General gives the Auditor-General's audit report about the local governments' financial statements for the financial year to the local government. 3) However, the Minister for Local Government may, by notice to the local government, extend the time by which the annual report must be adopted. 4) The local government must publish its annual report on its website within two weeks of adopting the annual report.	5	182	N/A
Financial statements The annual report for a financial year must contain: a) the general purpose financial statement for the financial year, audited by the Auditor General b) the current-year financial sustainability statement for the financial year, audited by the Auditor-General c) the long-term financial sustainability statement for the financial year d) the Auditor-General's audit reports about the general purpose financial statement and the current-year financial sustainability statement.	5	183	Part B
Community financial report The annual report for a financial year must contain the community financial report for the financial year.	5	184	37-48
Particular resolutions The annual report for a financial year must contain: a) a copy of the resolutions made during the financial year under section 250(1) b) a list of any resolutions made during the financial year under section 206(2).	5	185	50 N/A

Index of statutory information

Local Government Regulation 2012			
Requirement	Chapter	Section	Page
Councillors	5	186	
<i>The annual report for a financial year must contain particulars of:</i>			
a) <i>for each Councillor, the total remuneration, including superannuation contributions, paid to the Councillor during the financial year</i>			54
b) <i>the expenses incurred by, and the facilities provided to, each Councillor during the financial year under the local government's expenses reimbursement policy</i>			54
c) <i>the number of local government meetings that each Councillor attended during the financial year</i>			54
d) <i>the total number of the following during the financial year:</i>			
i. <i>orders made under section 150I(2) of the Act</i>			
ii. <i>orders made under section 150AH(1) of the Act</i>			55
iii. <i>decisions, orders and recommendations made under section 150AR(1) of the Act</i>			55
e) <i>each of the following during the financial year:</i>			
i. <i>the name of each Councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made</i>			55
ii. <i>a description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the Councillors</i>			55
iii. <i>a summary of the decision, order or recommendation made for each Councillor</i>			55
(f) <i>the number of each of the following during the financial year—</i>			55
(i) <i>complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government;</i>			55
(ii) <i>matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission;</i>			55
(iii) <i>notices given under section 150R(2) of the Act;</i>			55
(iv) <i>notices given under section 150S(2)(a) of the Act;</i>			
(v) <i>decisions made under section 150W(a), (b) and (d) of the Act;</i>			55
(vi) <i>referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act;</i>			55
(vii) <i>occasions information was given under section 150AF(4)(a) of the Act;</i>			55
(viii) <i>occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor;</i>			
(ix) <i>applications heard by the conduct tribunal about the alleged misconduct of a councillor.</i>			

Index of statutory information

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

Index of statutory information

Local Government Regulation 2012			
Requirement	Chapter	Section	Page
Other contents	5	190	
1) <i>The annual report for a financial year must contain the following information:</i>			
a) <i>the chief executive officer's assessment of the local government's progress towards implementing its five-year corporate plan and annual operational plan</i>			70-84
b) <i>particulars of other issues relevant to making an informed assessment of the local government's operations and performance in the financial year</i>			70-84
c) <i>an annual operations report for each commercial business unit</i>			N/A
d) <i>details of any action taken for, and expenditure on, a service, facility or activity:</i>			N/A
i. <i>supplied by another local government under an agreement for conducting a joint government activity</i>			
ii. <i>for which the local government levied special rates or charges for the financial year</i>			35
e) <i>the number of invitations to change tenders under section 228(7) during the financial year</i>			34
f) <i>a list of the registers kept by the local government</i>			56
g) <i>a summary of all concessions for rates and charges granted by the local government</i>			35
h) <i>the report on the internal audit for the financial year</i>			60-63
i) <i>a summary of investigation notices given in the financial year under section 49 for competitive neutrality complaints</i>			N/A
j) <i>the local government's responses in the financial year on the Queensland Competition Authority's recommendations on any competitive neutrality complaints under section 52(3).</i>			N/A
2) <i>In this section, an 'annual operations report for a commercial business unit' means a document that contains the following information for the previous financial year:</i>			N/A
a) <i>information that allows an informed assessment of the unit's operations, including a comparison with the unit's annual performance plan</i>			N/A
b) <i>particulars of any changes made to the unit's annual performance plan for the previous financial year</i>			N/A
c) <i>particulars of the impact the changes had on the unit's:</i>			N/A
i. <i>financial position</i>			
ii. <i>operating surplus or deficit</i>			
iii. <i>prospects.</i>			

Index of statutory information

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



*Financial
Statements*

For the year ended 30th June 2019

Part B