



Etheridge
Shire Council

11-12

ANNUAL REPORT



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Welcome

to Etheridge Shire Council's 2011|2012 Annual Report

This report incorporates audited financial statements for the period July 1, 2011, to June 30, 2012.

The information in this report demonstrates accountability to stakeholders, who include residents and ratepayers, staff, councillors, investors, community groups, government departments and other interested parties.

Copies of the Annual Report

Copies of the 2011-2021 Community Plan, 2010-2015 Corporate Plan, this Annual Report and council's 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 4062 1233 or emailing info@etheridge.qld.gov.au

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Etheridge
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ANNUAL REPORT

....introduction

Each year, Etheridge Shire Council produces an annual report. This is a legal requirement, but we also appreciate the opportunity to provide a report to our community on our performance against our corporate and operational plans. It also gives us a chance to highlight our achievements and outline how we are addressing challenges in the Etheridge Shire.

2011|2012 saw a number of major activities in Etheridge Shire and significant changes within Etheridge Shire Council, including:

- Development and adoption of the Etheridge Shire Community Plan (reflecting the visions of the Etheridge community);
- Preparation of a new long term financial strategy;
- Preparation of a new long term asset management plan;
- Preparation for the compliance of the new *Local Government Act 2009*.

Our Mayor reports more on these activities in his message.

This report has been produced to provide an accurate record of what Council achieved over the past 12 months to meet community expectations and also to celebrate Council's achievements.

The Annual Report is the major accountability tool in Council's corporate governance framework providing non financial and financial information to assess the efficiency, effectiveness and economy of our operations.

Our Region | Our Profile



....our region | our profile

Our vision

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

Our mission

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

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



....our region | our profile continued

About Etheridge Shire



Traditional (Aboriginal) Owners

Council acknowledges the Ewamian People as the Traditional Owners of most of the lands and waters within the Etheridge Shire. The Tagalaka and the Gugu Badhun Peoples also claim a connection to a small portion of the Etheridge Shire.

Our Shire

Location: located 380 km's west of Cairns and 420 km's south of Karumba.

Area: 39,332.3 km² or 2.3 percent of the total area of the State of Queensland

Economy: Agriculture (Cattle (Beef), Small Crops), Mining (Gold, Iron Ore, Zinc, Silica), Tourism

Population: As at 30 June 2011, the estimated resident population of Etheridge Shire Local Government Area (LGA) was 931 persons, compared with 4,580,282 persons in Queensland. The population of Etheridge Shire LGA increased by 8 persons between 30 June 2010 and 2011, this was a population growth rate of 0.9 per cent, compared with 1.7 per cent increase for Queensland.

Environment: As of 2010, the total park and forest estate in terms of National Park, State Forest, Timber Reserve and Forest Reserve in the region was 1,237.5 km².



....our region | our profile continued

Our Communities

Georgetown is a town on the Etheridge River in Far North Queensland, Australia. The Gulf Developmental Road passes through the town, linking Cairns - 380 km to the east - and Normanton - 301 km to the west. Georgetown is the administrative headquarters of the Shire of Etheridge, a local government area encompassing the nearby settlements of Mount Surprise, Forsyth and Einasleigh. At the 2011 census, Georgetown had a population of 254.

The Etheridge River was the site of a gold rush in the 1870s; the town of Georgetown was established on the site of the diggings. Originally known by the name Etheridge, the town's name was changed in 1871 to honour an early gold commissioner, Howard St George. By 1900 grazing had replaced gold mining as the region's primary source of income.

Georgetown is one of the real locations mentioned several times in the novel "A Town Like Alice" by Nevil Shute.

There are many interesting historical features in Georgetown, from the restored Shire Hall in St George Street (built in 1908 and restored in 1998), Savannah House, the restored ex-clerk of the courts dwelling in the same street, the Masonic Temple, the Catholic Church (established in 1913) and the cemetery. Another picturesque mining relic is found 20km west of the town, the Cumberland Chimney which is all that stands of the gold crushing plant.



....our region | our profile continued

Forsayth, originally known as Finnigan's Camp after the prospector who discovered gold nearby in 1871, within a year the settlement had become Charleston Township, and it continued to grow despite near desertion when its inhabitants rushed to the Palmer River Goldfield in 1874 and to the Hodgkinson in 1876. After a slump in the mid-1880s the township was again a flourishing centre by the mid-1890s, having five hotels, a school and a court of petty sessions.

By the late 1890s base metal prices were high: a number of promising copper deposits were opened up in the Etheridge district at Charleston, Einasleigh and Ortona, and several were acquired by a subsidiary of the Chillagoe Company. This led the company to commence a rail link in 1907 from Almaden to Einasleigh and the Charleston area, which was completed in January 1910. The Etheridge Railway terminated at a new settlement on the other side of the Delaney River. First known as New Charleston, it was renamed Forsayth after the railways commissioner, James Forsayth Thallon. During the year, all the buildings in Charleston, including the police station and the school, which had previously been at Gilberton, were moved across the Delaney River to Forsayth.

New buildings and services followed the opening of the railway; these included a hospital, a new court house and a new school built in 1912, and a public hall built two years later. In 1914 the Chillagoe Smelters were shut down and the town's importance as an ore-loading facility and centre for miners and their families declined as mining activity in the area was scaled back. Forsayth remained the railhead for transport to the west, although plans in the 1930s to extend the railway to connect to the Croydon line did not proceed. From the 1980s, renewed mining activity in the area and increased livestock traffic revived the town. Today Forsayth is a service centre for road transport and regional tourism.



....our region | our profile continued

[Einasleigh](#), originally named Copperfield, was laid out in 1900 by the mining warden on a new township reserve established near the Einasleigh Company's copper mine.

Although the company had been formed only in the previous year, already two hotels, a store, a billiard room, and butcher and baker shops were being built and funds were being collected for a school. The town briefly became the largest population centre in the shire during construction of the Chillagoe Company's Etheridge Railway in the years 1907-10.

After the closure of the mine in the 1920s, the township almost disappeared and was saved from extinction only by its location on the railway.

Found by Richard Daintree in 1866, the Einasleigh copper deposit was one of the earliest mineral discoveries in north Queensland. It was initially too remote to develop and was abandoned and virtually forgotten after Daintree's death. The Chillagoe Company rediscovered the Einasleigh shaft when exploring the area and began developing it in 1900 through its subsidiary, the Einasleigh Copper Mines Company.

A small blast furnace was erected for smelting in 1902, but until the opening of the Etheridge Railway in 1910 operations proved uneconomical because of high transport costs. The mine closed when the Chillagoe Smelters were shut down in 1914. Acquired by the Queensland Government in 1919 as part of the assets of the Chillagoe Company, it returned to full production the following year, supplying the reopened Chillagoe Smelters. As the Einasleigh State Mine, it finally closed in 1922 as a result of depleted ore reserves and a post-war drop in the world copper price.

Einasleigh sits on the Eastern edge of the Newcastle Range, on the banks of the Copperfield River. Einasleigh is on the old Chillagoe to Forsayth railway. Once a Copper mining town, it is set among some unusual scenery with flat top hills that rise out of the grasslands



....our region | our profile continued

Mt Surprise - Ezra Firth took up Mount Surprise sheep run in 1861. Firth converted to cattle after selling his sheep profitably on the new Palmer River Goldfield in 1873, when the Etheridge Railway was built from Almaden to Forsayth in 1910.

The Queensland Government resumed a section of the property for the Mt Surprise Township. In the same year the Junction Creek telegraph office, built in 1871, was moved to the town. Mt Surprise developed as an important cattle trucking and telegraph centre for the western section of the Tablelands. The town's importance was reduced as railway traffic from the mining and cattle industries declined in the 1930s. Reconditioning of the railway in 1951 and construction of the Gulf Development Road in the 1960s revitalized Mt Surprise as a livestock trucking centre and, more recently, a tourist stop. The Mount Surprise Hotel was one of two erected opposite the railway station about 1910 when Mount Surprise was established as a cattle trucking siding on the new Etheridge Railway.

It is the first town within the Gulf Savannah region encountered by visitors traveling from the east. The settlement lives up to its name with a range of adventures including tours to the nearby geological wonders such as the Undara Lava Tubes and fossicking expeditions to O'Brien's Creek.

The Undara Lava field which was caused by ancient volcanic eruptions in the McBride Plateau is now a thriving tourist destination. With tours run daily, Undara is one of the main attractions which draw people to the region



**Message from
the Mayor**



....message from the mayor

Everyday, Etheridge Shire Council is working on a project, as well as offering a diverse range of services or providing a facility that benefits our region. 2011|2012 was no different – we have seen the workload increase significantly to meet the growing needs of our community.

This Annual Report clearly shows you, as local residents and ratepayers, the progress we have made across the entire region in the past year.

Council continued to deliver many of its basic services such as road and footpath maintenance, water and waste collection whilst at the same time faced the challenge of restoring roads, culverts, and causeways that have been affected from past and current natural disaster events.

After the exciting period of councillors being elected and in some cases disappointment for candidates who were not elected came and went the time came to form the mayor and councillors into a team.

I asked all councillors to be part of a portfolio structure where all councillors would be encouraged to develop ideas and bring them to council to be assessed. A meeting in Greens Park determined which councillors were interested in which fields and would like to pursue their interests into projects. From this meeting the following areas of responsibility were devolved –

Mayor – Councillor ATTWOOD

Governance, Finance, Budget, Council liaison with CEO, Overview all programs and projects and represent Council in community at working groups and committees.

Projects - Establish a Liaison with JCU, Hann Highway Development, Shire Land release

Councillor Arnett

Governance, Finance, engineering, rural roads, equipment maintenance, new machinery and workshop depot.

Projects - Council staff enterprise bargaining, establish a working liaison with Main Roads Dept.

Councillor BETHEL

Governance, Finance, Council Personnel, Workplace Health & Safety, Training, Shire service delivery, aged care, and students.

Projects - Forsayth Water Supply, StudentHostel, Rubbish disposal.

Councillor TINCKNELL

Governance, Finance, asset management, infrastructure development, construction and investment.

Projects - Gilbert River Irrigation Development

Councillor ROYES

Governance, Finance, business activity, tourism and mining

Projects – Oak Park Crossing, Terrestrial Business Plan, Savannah Way development.

The councillors are all very eager to work on problems and projects throughout the shire. The method to be used by this council to progress ideas will be through community consultation so that the community has ownership of the results. Already this form of problem solving has been used for the Oak Park Bridge, Forsayth water supply, Gilbert River project, enterprise bargaining and road issues. All the councillors have taken to their areas of responsibility with enthusiasm and have already produced results.

....message from the mayor (cont'd)

In closing, Local Government is continually being pressured to provide assistance and services which were previously the responsibility of State and Federal Government Departments. This is of course placing an increasing pressure on Council's finances and resources. Council has also been asked to participate at an unprecedented level in regional management issues to ensure that future access to vital resources such as water and development opportunities are available in the Shire. I am confident that we will have a great future and with the continual involvement of Council in planning and development on a regional basis, the area can look forward to an increase in development, population and wealth.

I have been impressed by the professionalism of Council and its staff and within this organisation there is a strong commitment to serve our communities, effectively protect our natural environment and see our towns move forward responsibly.

On behalf of the Councillors and I, we sincerely convey our thanks to the community of Etheridge for your support, confidence and assistance over the past year and together we will achieve great things.

I look forward to reporting again in twelve months time to show that under this team structure and leadership style the same enthusiasm exists and this shire will be progressing forward.

Cr Will Attwood
MAYOR

Mayor & Councillors Information



....mayor & councillors information

Mayor and Councillors (pre local government elections dated 28 April 2012)



Mayor Cr Warren Devlin

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 a first term Mayor, Warren brings to the fore many fresh and innovative ideas to carry us into the future.



Deputy Mayor Cr Warren Bethel (appointed to Deputy Mayor as at 19 May 2010)

A grazier and Rodeo Stock Contractor who's family history dates back more than one hundred years in the Etheridge Shire. Previously a councilor with the Croydon Shire Council, Warren brings a balance of traditional rural skilling and temperate modernization in his new role. Warren's strong interest to improve opportunities and skills for young people of the shire provides a much needed rural appreciation to the team.



Cr Neil Butler

Local business owner and president of the Georgetown Golf Club and Georgetown Turf Racing Club, Neil grew up in the area and loves the country lifestyle. Having been a councilor for more than 7 years Neil has witnessed many changes and it is his long term experience and commitment to the Council that make him a greatly valued member of the team.



Cr George Ryan

A grazier who's family has a long association with the Kidston area. George worked for the Kidston Gold Mine whilst building and improving his cattle property. His tough work ethic and a desire to create better life styles for the residents of the shire make him a strong driver in our team.



Cr Noeline Gross

Noeline moved to the region with her family several years ago as the General Manager of the Northern Gulf Resource Management Group, Noeline's dedication to the region and her standing in the community sets a new standard. Noeline brings with her many years of experience in dealing with Local and Federal Government issues and continues to contribute greatly in her new role with the Council.

....mayor & councillors information

Mayor and Councillors (post local government elections dated 28 April 2012)



Mayor

Cr Will Attwood - Will was born and raised on a dairy farm near Daylesford in Victoria. At 16 he joined the Victoria Police Cadets on 2/2/1971 and then graduated as a police officer 18 months later. After serving a number of various stations in Victoria Will moved to Qld in 1997. Will finished off his policing career at Georgetown and 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, and stood for election for Mayor. Will is married to Dawn and they have six children, three of them live in Georgetown and the others reside in Weipa, Tamworth and the Gold Coast.



Deputy Mayor

Cr Ian Tincknell - Ian along with his wife Pauline and their three young children own and operate Dagworth Station north of Georgetown. Ian has held positions of vice and chairman of the Cattleman's Union and has been involved in the Gulf Ringer Training Association. Ian has also been actively involved in the Georgetown Horse & Pony Club and the Georgetown Rodeo Association, where Ian held the position of President for the Rodeo Committee for seven years. Ian is passionate about the region and is keen to see the use of local experience and encouraging people to stay within our communities.



Cr Trevor Arnett - Trevor has lived in the Shire for seventeen years, where he was employed by the Etheridge Shire Council for the past sixteen years. Trevor is now local business person who has taken over the Elders Depot in Georgetown. Trevor has been active member of the Georgetown community and is a volunteer in both the Ambulance and Rural Fire Services. A first term Councillor, Trevor is keen to see a more consultative approach between Council and the Community and wants to create a more transparent Council where residents of the Shire can be able to follow the progress of projects.



Cr Warren Bethel - 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 second 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 much needed rural appreciation to the team.



Cr Pauline Royes - Pauline moved to the Shire eight years ago. A local business person who owns and operates along with her two daughters the "Oasis Roadhouse" at the Lynd Junction. Before purchasing the Roadhouse in 2004, Pauline operated a Beef Cattle Station on the Tablelands as well as a relief milking and butchering works, which Pauline still owns. Pauline has been actively involved in many junior sports organisations and youth activities throughout North Queensland and is still pursuing these interests today. Pauline is keen to see the Shire's potential grow, especially in the Tourism sector.

....mayor & councillors information

Remuneration to Councillors

Council resolved on 18 January 2012 in accordance with S.42(5) of the Local Government (Operations) Regulation 2010 to provide remuneration to the Mayor and Councillors in accordance with the Local Government Remuneration Tribunal Report.

Council resolved on 22 January 2009 to adopt the Transitional Expenses Reimbursement Policy for Local Government Councillors as developed by the Department of Local Government.

Councillors Meeting Attendance and Remuneration—2011/2012 (Period 1st July 2011 to 9th May 2012)

Councillor	Meetings Attended	Remuneration (as per the Local Government Remuneration Tribunal Report)	Mileage Paid	Total Remuneration 2011/12
Cr Warren Devlin	11	\$56,542.32	Nil	\$56,542.32
Cr Warren Bethel	10	\$24,723.84	\$1,762.01	\$26,485.85
Cr George Ryan	9	\$16,409.41	\$14,725.10	\$31,134.51
Cr Neil Butler	8	\$16,409.41	Nil	\$16,409.41
Cr Noeline Gross	6	\$16,409.41	Nil	\$16,409.41

Councillors Meeting Attendance and Remuneration—2011/2012 (Period 9th May 2011 to 30th June 2012)

Councillor	Meetings Attended	Remuneration (as per the Local Government Remuneration Tribunal Report)	Mileage Paid	Remuneration 2011/12
Cr Will Attwood	3	\$9,400.42	Nil	\$9,400.42
Cr Ian Tincknell	3	\$4,028.99	\$802.95	\$4,831.94
Cr Trevor Arnett	3	\$2,238.21	Nil	\$2,238.21
Cr Warren Bethel	3	\$2,238.21	\$267.65	\$2,505.86
Cr Pauline Royes	3	\$2,238.21	\$881.01	\$3,119.22

Section 45 of the Local Government (Operations) Regulation 2010 states that a Local Government must adopt by resolution an expenses reimbursement policy or an amendment of the expense reimbursement policy. The Councillor's reimbursement of expenses and provision of facilities policy ensures accountability and transparency in the reimbursement of expenses incurred by councilors and ensures that councilors are provided with reasonable facilities to assist them in carrying out their civic duties.

Council resolved on 16 May 2012 to adopt the "Councillor Reimbursement of Expenses and Provision of Facilities Policy" in accordance with and pursuant to Section 45 of the Local Government (Operations) Regulation 2010.

....mayor & councillors information

Councillor Reimbursement of Expenses and Provision of Facilities Policy

(as adopted at the Statutory Meeting dated 16 May 2012)

1. BACKGROUND AND CONTEXT

Division 2 of the *Local Government (Operations) Regulation 2010* states that an Expenses Reimbursement Policy is a policy providing for the following—

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

Furthermore, Section 45 of the *Local Government (Operations) Regulation 2010* states the following -

1. A local government must adopt, by resolution, an expenses reimbursement policy or an amendment of the expenses reimbursement policy.
2. An expenses reimbursement policy, including any amendment of the policy, adopted by a local government must be consistent with—

(a) The local government principles; and

(b) The financial sustainability criteria under section 102 of the Act.

2. PURPOSE AND SCOPE

The councillors' reimbursement of expenses and provision of facilities policy (as required under Section 45 the *Local Government (Operations) Regulation 2010*) ensures accountability and transparency in the reimbursement of expenses incurred by councillors and ensures that councillors are provided with reasonable facilities to assist them in carrying out their civic duties.

3. POLICY PROVISIONS

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



....mayor & councillors information

Expense Categories

Professional development

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

Discretionary professional development

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

Travel as required to represent council

- Council will reimburse local, interstate and, in some cases, intrastate and overseas travel expenses (such as flights, motor vehicle, accommodation, meals and associated registration fees) deemed necessary to achieve the business of council where a councillor is an official representative of council and the activity/event and travel has been endorsed by resolution of council.
- Council will pay for reasonable expenses incurred for overnight accommodation when a councillor is required to stay outside or in some cases within the Etheridge Shire. All councillor travel approved by council will be booked and paid for by council. This includes transfers to and from airports (eg. taxis, trains and buses).

Private vehicle usage

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

....mayor & councillors information

Rates per business kilometre		
Engine capacity		Cents per kilometre
Ordinary engine	Rotary engine	
1.6 litre (1,600cc) or less	0.8 litre (800cc) or less	63 cents
1.601-2.6 litre (1,601-2,600cc)	0.801-1.3 litre (801-1,300cc)	74 cents
2.601 litre (2,601cc) and over	1.301 litre (1,301cc) and over	75 cents

Meals

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

Incidental daily allowance

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

Hospitality

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

Accommodation

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

....mayor & councillors information

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.

Home office

Council recognises that by using contemporary communication technologies (such as the internet for the electronic distribution of agendas and minutes) that some councillors would be required to travel long distances, therefore, it is necessary to provide home office facilities to councillors. Accordingly, council will supply and pay for: an internet connection (broadband or dial-up), to a council-supplied laptop – for each councillor residence.

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

....mayor & councillors information

days prior, except in exceptional circumstances as determined between the councillor concerned, Mayor and CEO.

Private use of council vehicles

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

Fuel costs

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

Car parking amenities

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

Telecommunication needs: mobile phones

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

Mobile phone provided by council

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

Mobile phone provided by councillor

- When a councillor uses his/her own personal mobile phone for business use, council shall reimburse the councillor \$50 per month. The respective councillor is to provide the CEO with a copy of their monthly account for reimbursement.

The Mayor and CEO shall in the event of a dispute be the final arbiters as to what costs are council business and may withdraw specific limits to benefits under this clause.

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

....mayor & councillors information

councillor resulting from the conduct of official council business and on any claim made under insurance cover.

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

Limit

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

Returning of Facilities

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

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

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

Misuse of Council Provided Resources for Electoral Purposes

This policy provides for the following –

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

A breach of the reimbursement of expenses and facilities policy is a misuse of information or material acquired in or in connection with the performance of the councillor's responsibilities and would be "misconduct" (as provided in Chapter 6, Part 2, Division 6 of the *Local Government Act 2009*). Therefore, elected members should pay particular care in any campaign activity to ensure that there can be no possible perception of use of council provided resources / facilities for activity that could be perceived as having some electoral favor.

4. AUTHORITIES AND ACCOUNTABILITIES

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

Message from the Chief Executive Officer



....message from the chief executive officer



This year Council had to face a few challenges. Change comes along and it is always a challenge to adapt both from the Council's point of view as well as the staff. For starters I had the fortune of being selected as the new Chief Executive Officer

I don't deny this was quite a challenge coming from a State Government bureaucracy to an environment that I had not been part of for some time. My time working around Cape York had certainly prepared me for the unexpected but settling into a new job and new organisation is always challenging not just for me but for all those people that had to deal with me as well.

The previous Council had achieved quite a lot over its four year term. The most notable of these achievements were the bridges across the Einasleigh River and the Copperfield River at Einasleigh. These two structures have completely changed the dynamic for the whole of the gulf country right through to Normanton. No longer is the gulf cut off for long periods. Commercial operators right along the gulf development road have reported much improved bottom lines since these bridges were put into use.

I would like to extend my congratulations to the Mayor and Councillors of the past term for the effort and time they put into serving the Etheridge Shire Communities.

However, change was again put in place. Elections were called in April 2012. This was a month later than scheduled because of the State Election and it threw Local Government into confusion right across Queensland. Following the elections, only one Councillor from the previous Council was elected providing a steep learning curve for the other four new Councillors. All were sworn in on the 16 May 2012.

The new Council was confronted with a daunting budgeting process as well as having to be brought up to speed with the legalities of Local Government and the extent of their responsibilities. Nevertheless, all the Councillors are now functioning well as a Council, having acknowledged the responsibilities of their portfolios and getting on with the business.

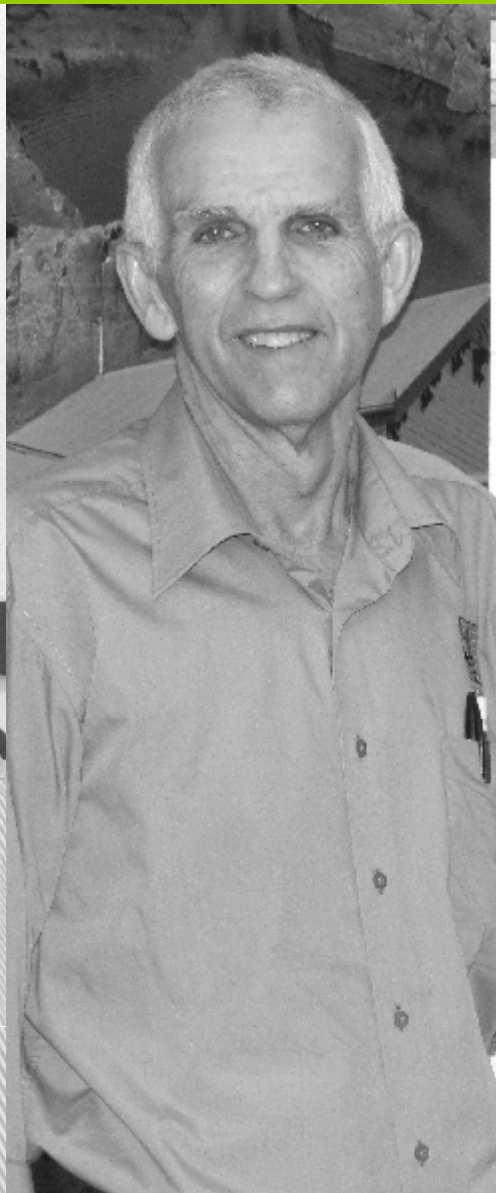
Operationally, Council has met its goals. Our core and non-core services have been maintained eg, libraries, childcare, hostel, public facilities etc. We spent all our allocated funding and more on road maintenance and improvements whilst trying to meet our deadlines for the expenditure of flood damage money. The Hann Highway construction has progressed although we did experience some delay along the way.

On a strategic viewpoint, Council has worked relentlessly across the region in to make the Gilbert River Development scheme one that will be a huge step forward for our Shire in terms of income and production and provide some diversity to any risk around the grazing industry. Supporting this strategic view, Council has developed strong links with Tourism organisations, Regional partnership groups, environmental, biodiversity and educational organisations that we will partner with to explore future opportunities for our Shire.

I think the next two years will be an economic struggle for Council but I have great faith in Etheridge Shire's ability to survive and become a driving force in the Gulf.

Lew Rojahn
Chief Executive Officer

Executive Leadership Group



....executive leadership group



Chief Executive Officer

Lew Rojahn

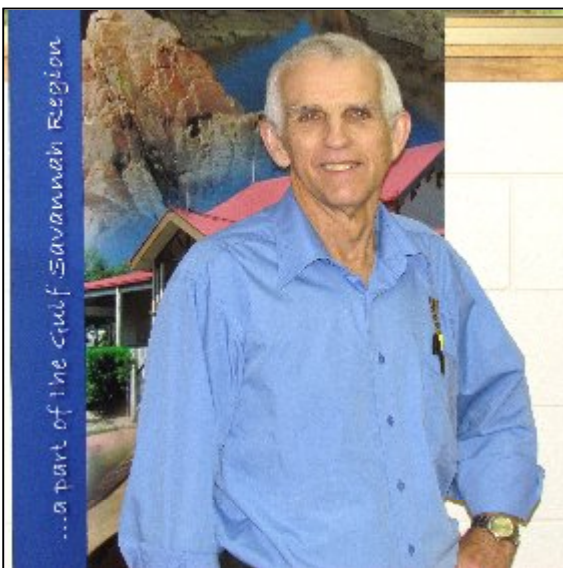
Qualified Shire Clerk, Diploma in Local Government and 35 years experience in Local Government Management. Formerly Principal Advisor with the Department of Local Government and Planning



Deputy Chief Executive Officer / Director Corporate & Community Services

David Munro

Bachelor of Banking & Finance, Bachelor of Human Resources, Diploma in Local Government, Diploma of Planning (current), President of the Local Government Finance Professionals Queensland, Member of the Local Government Managers Australia



Director of Engineering Services

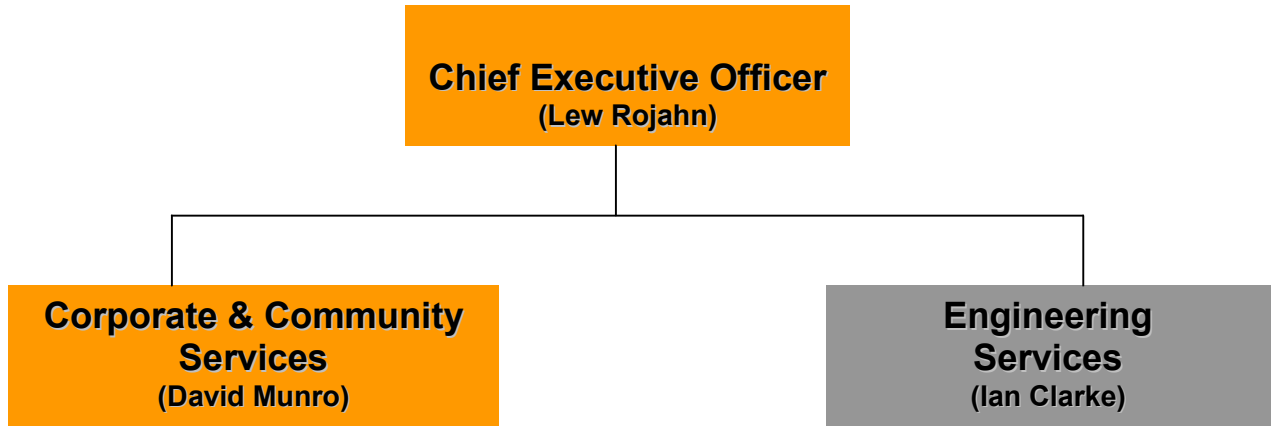
Ian Clarke

Diploma of Engineering (Civil), Fellowship Diploma of Engineering (Civil), Registered Professional Engineer in Queensland (RPEQ 3444), Member of IPWEAQ, Chair of the North West Regional Road Group (Technical Committee)

Our Organisation | Our People



....our organisation



- Corporate**
- Administration
 - Customer Service
 - Financial Services
 - Stores & Procurement
 - Human Resources
 - Governance
 - Information Services (Information Technology)
 - Records Management
 - Local Laws
 - Disaster Management
 - Financial Management (LTFP)

- Community**
- Community Development
 - Library Services
 - Tourism Services
 - Economic Development
 - Childcare
 - Student Hostel
 - Property Services
 - Building Services
 - Development Assessment (Planning)
 - Strategic Planning
 - Health & Regulatory

- Engineering**
- Technical Services
 - Construction
 - Town Maintenance
 - Parks & Gardens
 - Landfill Maintenance
 - Airstrips
 - Water Operations & Services
 - Asset Management
 - Plant & Fleet
 - Development Assessment (Engineering)

....our people

People are the key to the Etheridge Shire Council's future. The survival, growth and success of Etheridge Shire Council are directly linked to the quality of the staff as individuals and as collaborative colleagues. This will require:



- An organizational culture that recognizes and values high performance in all facets of our operations;
- The continuing development of the capabilities and talent of our current workforce aligned with sustainable high performance and a culture that values collaboration and collegiality;
- Inspirational workplace leadership and effective performance management;
- More systematic workforce and succession planning at all levels;
- Flexibility in incentives and rewards to acknowledge and guide performance ;
- A more concerted approach to managing underperformance;
- Guidance in understanding relevant local, national and international benchmarks for high achievement.



Over the past 16 months, Councils Human Resource Department has been implementing the Human Resources Strategic Plan. This plan covers six key principles:

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

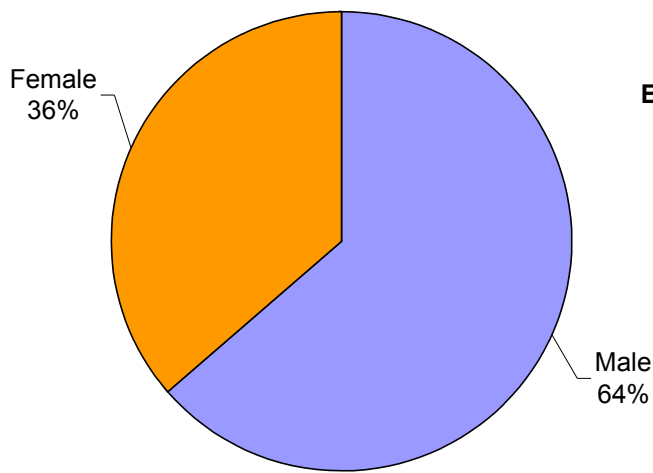
Aim: To provide formative staff development programmes that enable staff to strengthen those skills, capabilities and experience which contribute to the achievement of organizational goals, job satisfaction and career aspirations.

5. DEVELOPMENT OF LEADERSHIP & MANAGEMENT CAPABILITIES

Aim: To identify and develop outstanding leaders and high standards of staff management at all levels of the organization.

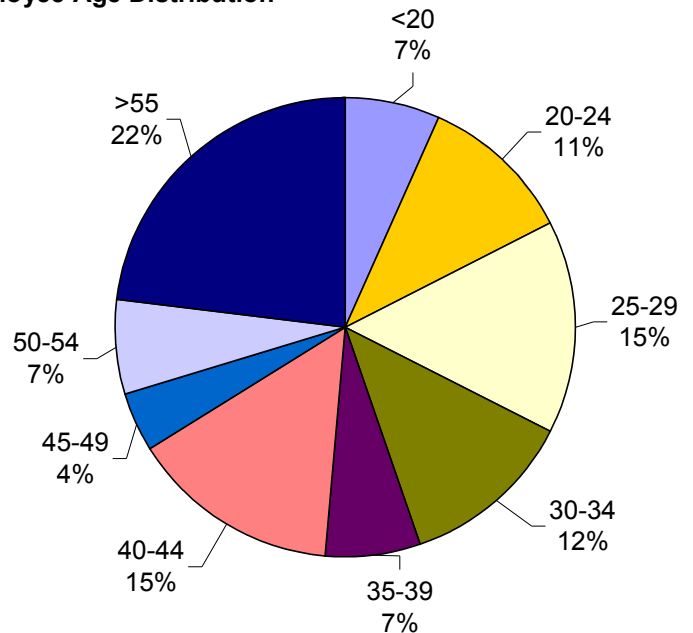
6. A SAFE, HEALTHY AND PRODUCTIVE WORK ENVIRONMENT

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.



Break Down of Male & Female Employees

Employee Age Distribution



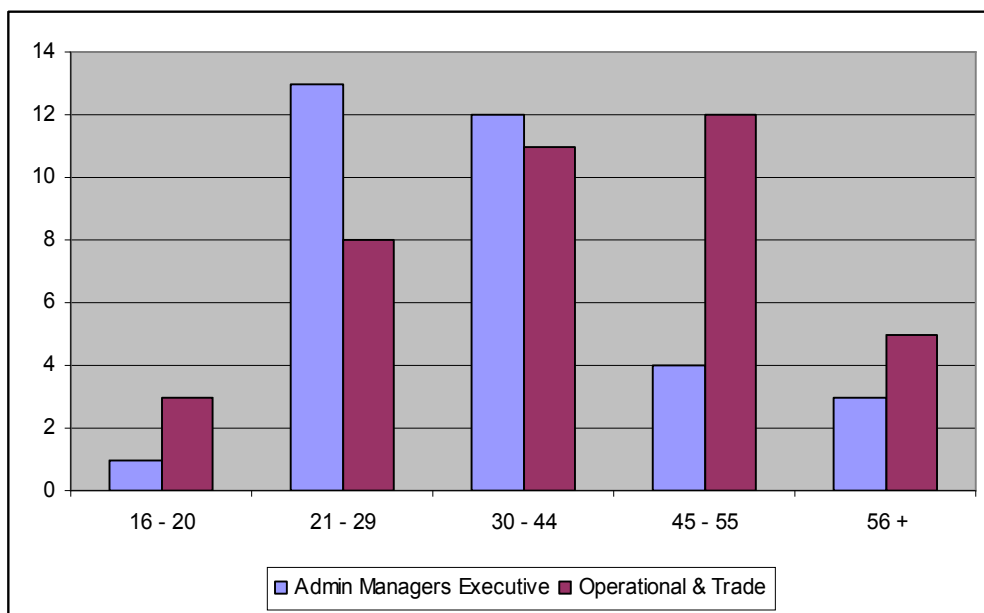
...our people (cont'd)

Age Profile of Employees – Administrative

16 – 20 years	21 – 29 years	30 – 44 years	45 – 55 years	56 + years
1	13	12	4	3

Age Profile of Employees – Trade & Operational

16 – 20 years	21 – 29 years	30 – 44 years	45 – 55 years	56 + years
3	8	11	12	5



Communication Links in the Community & Council Partnerships

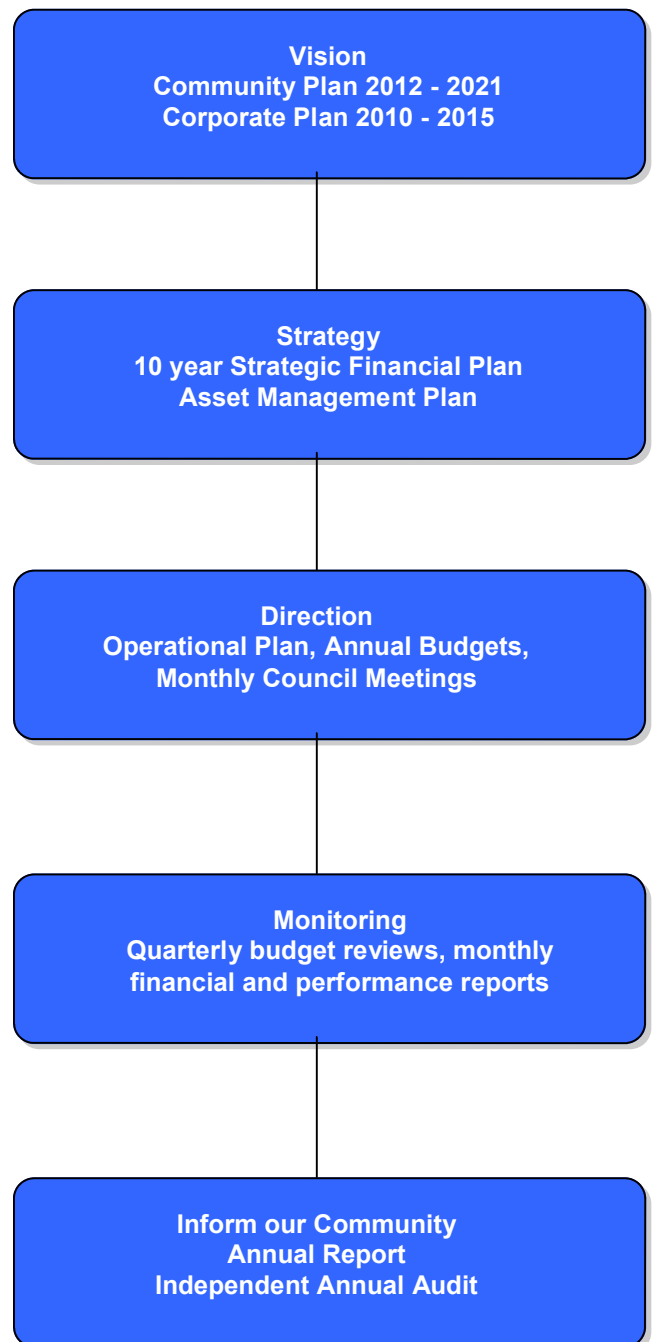


....communication links in the community and council partnerships

The dialogue between council and the community is open, transparent and on-going. It is exercised through four-yearly Local Government elections, deputations, correspondence, public meetings and planned consultation on projects and initiatives. More informally, the community's views are submitted through regular meetings and community engagement opportunities, surveys, community participation opportunities at council meetings and contact with councillors.

A formally adopted Community Engagement Policy ensures that all groups - council, community and other spheres of government - are clear about the principles that guide council's efforts to involve the community in the planning and evaluation of council's activities.

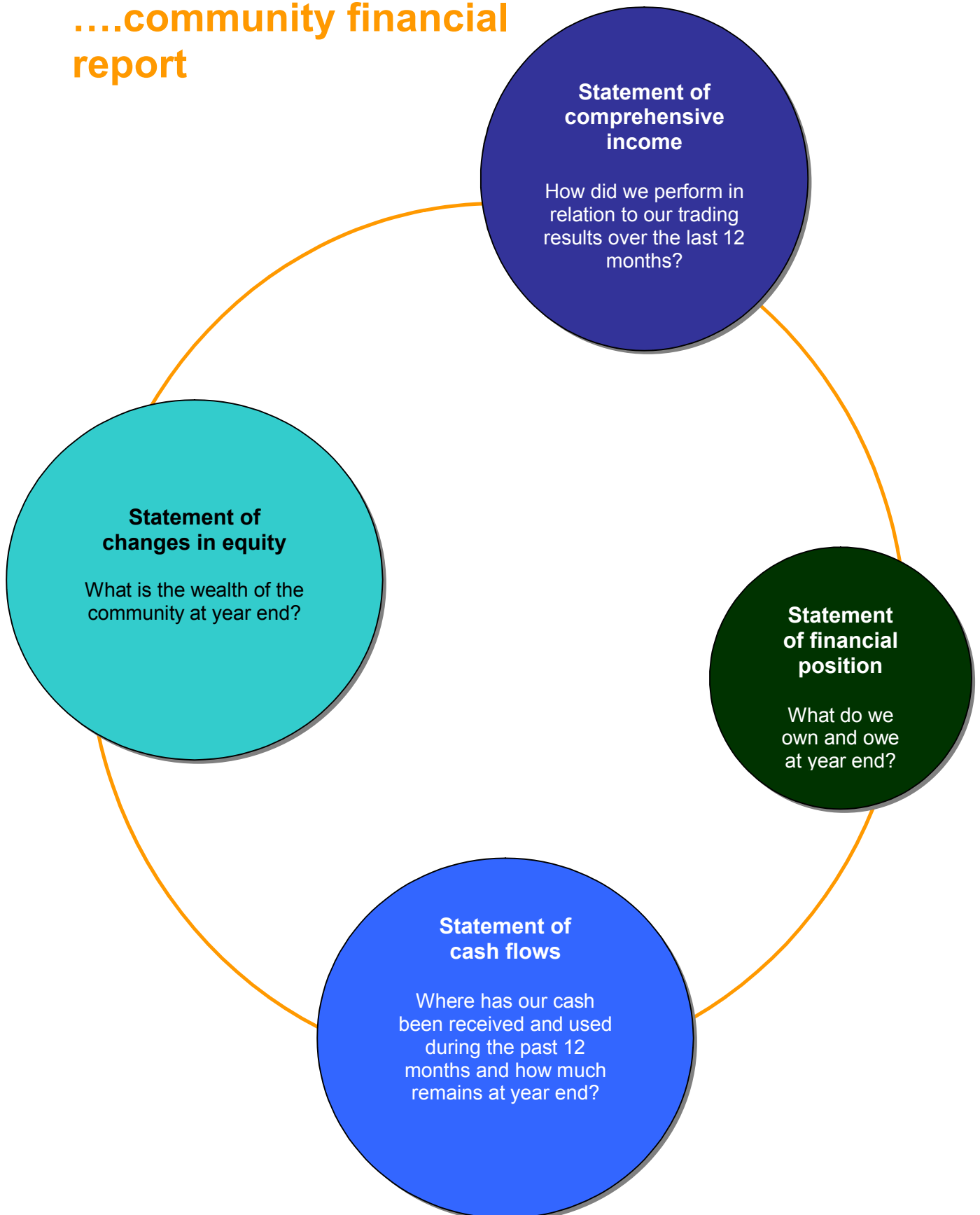
Strategic planning framework:



Community Financial Report



....community financial report





....community financial report

The Community Financial Report is produced each year as part of Council's annual report, to provide members of the community, customers, business partners and employees with a better understanding of Council's financial performance and position over the last financial year. The report uses plain language and pictorial aids such as graphs and tables to give all interested readers and stakeholders an easy to follow summary of the financial statements for the past financial year.

Summary of key financial performance indicators

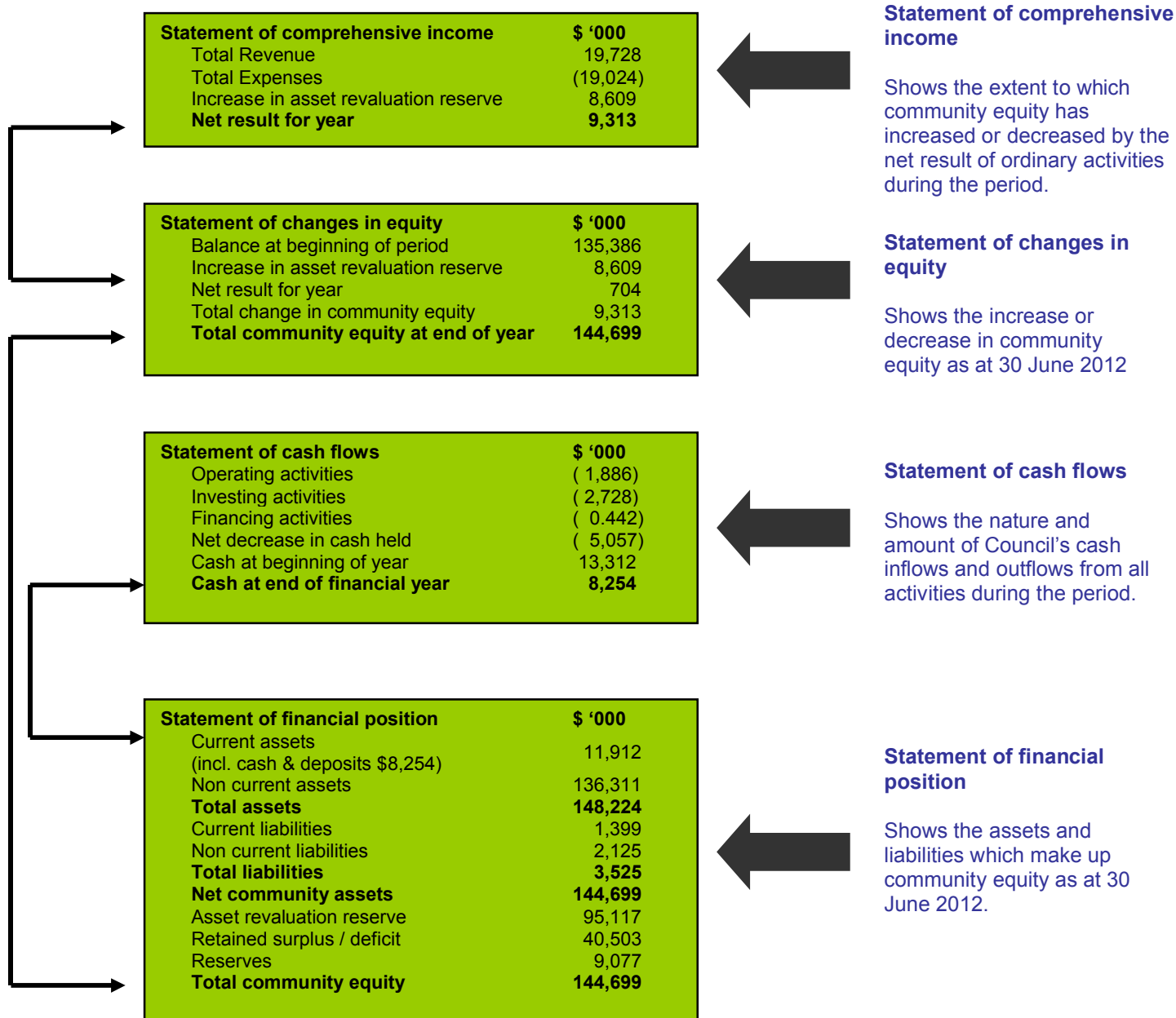
Like any well managed organisation, Council strategically aims to operate within a set of conservative financial parameters to ensure it is financially sustainable in both the short and long term. Council, as part of its financial strategy, has adopted several key financial performance indicators to guide the financial health of the organisation. Throughout the financial year, these indicators are calculated and reported to monthly Council meetings as part of a full suite of financial reports. Should there be any deviation outside these parameters, the executive management and Council will be fully informed to take corrective action if required.

The following table summarises how Council performed against set targets for the key financial performance indicators established in its financial strategy. In summary, Council achieved or bettered all financial targets, performing strongly in its ability to generate cash from day to day operations, meeting all financial commitments in the financial year and keeping debt to manageable levels. This was achieved while still maintaining the ongoing investment in community infrastructure and services.

financial health indicator

	Target	Actual Performance
Level of dependence of rate revenue	≥ 10%	9.65%
Ability to pay our bills (current ratio & or liquidity ratio)	1 : 1	8.51 : 1
Cash balance	≥ \$2.75 million	\$8.254 million
Sustainability ratio	> 1%	156.03%

....community financial report



The purpose and interrelation of our four key financial statements (Statement of comprehensive income, Statement of changes in equity, Statement of financial position and Statement of cash flows) is set out in the diagram above, with the full statements and accompanying notes included in "our financial report".

....community financial report



Information at a glance

Below is a series of tables and graphs that illustrates Council's major sources of revenue and expenses in addition to the value of Council's assets and liabilities. Comparisons are made between the 2011/12 and 2010/11 financial years.

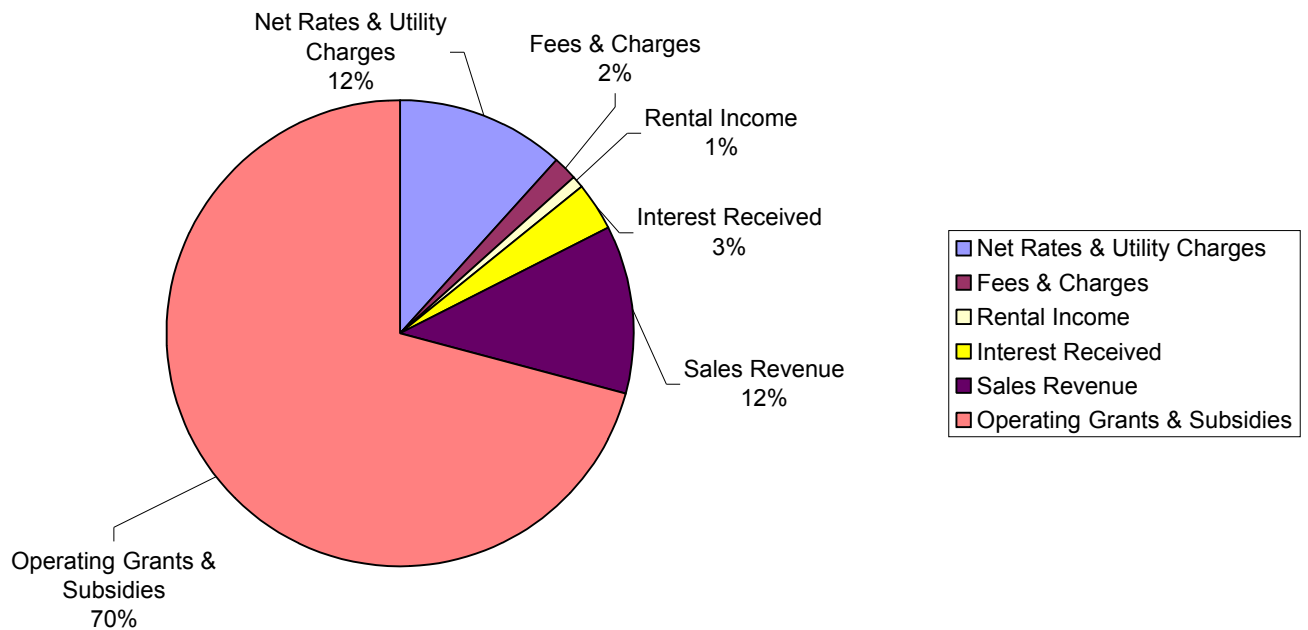
	2011/12 (000's)	2010/11 (000's)
Total revenue	19,728	21,022
Total operating revenue	18,576	20,346
Total operating expenses	19,004	32,673
Loan interest costs	155	179

Total income received was \$19.728 million. In comparison to the 2010/11 financial year, revenue decreased by \$1.294 million, a 6.5% decrease. This was due to reductions in Sales & Private Works revenue and the reduction in interest revenue.

Rates and utilities income comprised of \$2.159 million, which equates to 11.62% of total operating revenue. Recoverable and private Works income comprised of \$2.201 million, which equates to 11.85% of total operating revenue. The major source of income was Operating Grants & Subsidies comprising of \$13.134 million, which equates to 69.66% of total operating revenue.

Council earned \$0.584 million or 3.1% of total operating revenue from interest on investments and overdue rates during the financial year.

What were the major sources of Income to Council in 2011|2012



....community financial report



What expenses did Council have to meet? (Comprehensive Income Statement)

Etheridge Shire Council's operating expenses for the 2011/12 financial year totalled \$19.004 million, an overall decrease of 42% from the previous years' expense total of \$32.673 million. The reason for the decrease is due to expenditure pertaining to the Einasleigh River Bridge, Copperfield River Bridge, Auslink Project, and the completion of the 2009 flood damage works.

The associated graph illustrates the breakdown of operating expenses between the major categories materials and services, employee costs, finance costs and depreciation.

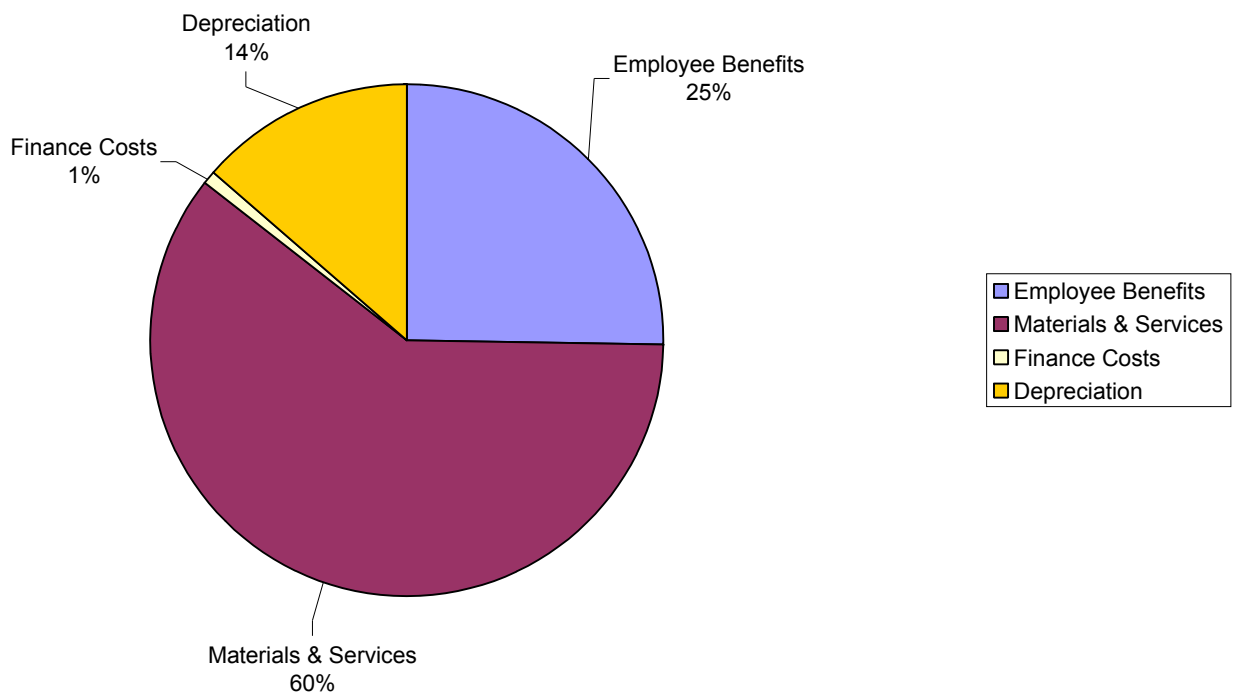
The largest expense Council has to meet was the payment to suppliers for materials and services \$11.418 million or 60% of total operating costs, employee benefits \$4.822 million or 25.3% of total operating costs and depreciation \$2.605 million or 13.71% of total operating costs.

Material and services cost is a very large category of expenses and includes, consultancy, contractor and materials consumed in delivering projects and services to the community including roads, parks, water, footpaths, libraries, pools, sports fields, community halls and town planning just to name a few.

Employee costs includes wages and salaries, annual leave, superannuation, remuneration and allowances paid to elected members.

Depreciation expenses refer to the estimated run down in the value of Council assets due to wear and tear or becoming out of date technically. This includes roads & drainage infrastructure, water infrastructure, buildings and plant and equipment.

Where did our money go?



....community financial report



What is the value of the community's assets in Council's care? (Statement of Financial Position)

	2011-12	2010-11
	\$ million	\$ million
Total Assets	148.224	143.629
Total Liabilities	3.525	8.242
Cash Held	8.254	13.312
Loan Borrowings	2.299	2.741
See financial statements 'Statement of Financial Position' for more information		

The value of all assets controlled by Council totaled \$148.224 million as at 30 June 2012. This figure is broken down between current assets of \$11.912 million (8.03%) and non-current assets of \$136.311 million (91.97%).

Current assets are those that are readily available to meet expenses and include mainly cash and amounts owed from customers. Cash assets were \$8.254 million and receivables from customers \$2.28 million at the end of the 2011-12 financial year.

Council's property plant and equipment assets of \$136.311 million include freehold land, buildings, road's and drainage, water, plant and equipment and other infrastructure assets.

Liabilities or amounts owing at 30 June 2012 totaled 3.525 million. The largest single debt that Council owed at 30 June 2012 was to Queensland Treasury Corporation (QTC), the state government-owned lending agency from which most local governments and state authorities borrow to finance their large scale infrastructure projects. At the end of the financial year, Council owed QTC a total of \$2.299 million, after repaying \$0.442 million in principal off the various loans during the financial year.

What were the major sources of cash in and cash out? (Statement of Cash Flows)

The table below outlines the main sources of cash receipts and applications of cash payments between 1 July 2011 and 30 June 2012.

	2011-12	2010-11
	\$ million	\$ million
Net cash inflow (outflow) from operating activities	(1.886)	0.444
Net cash inflow (outflow) from investing activities	(2.728)	(6.250)
Net cash inflow (outflow) from financing activities	(0.442)	(0.418)
Net increase (decrease) in cash held	(5.057)	(6.224)
Cash at beginning of reporting period	13.312	19.536
Cash at end of reporting period	8.254	13.312

....community financial report



The cash flow statement is summarized into three activities:

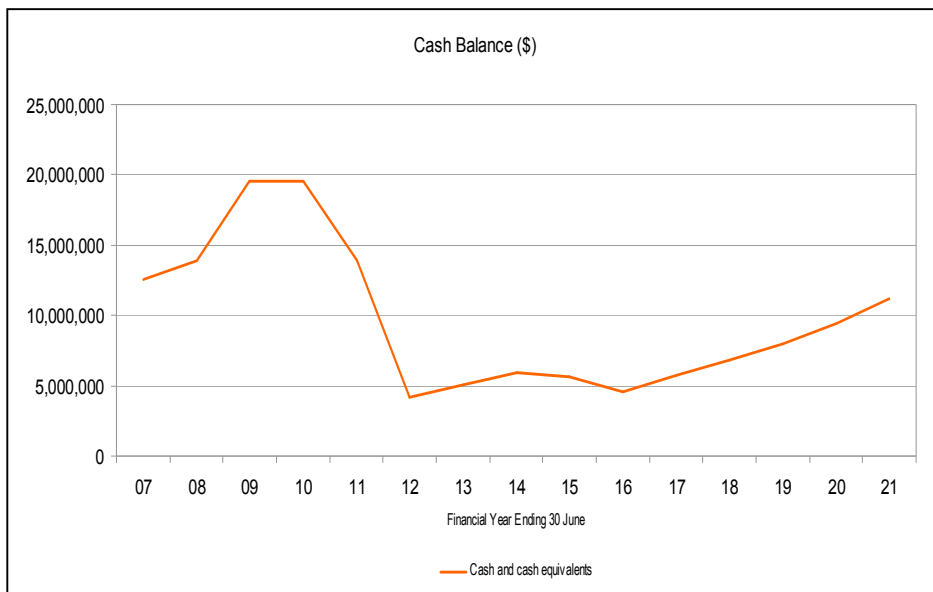
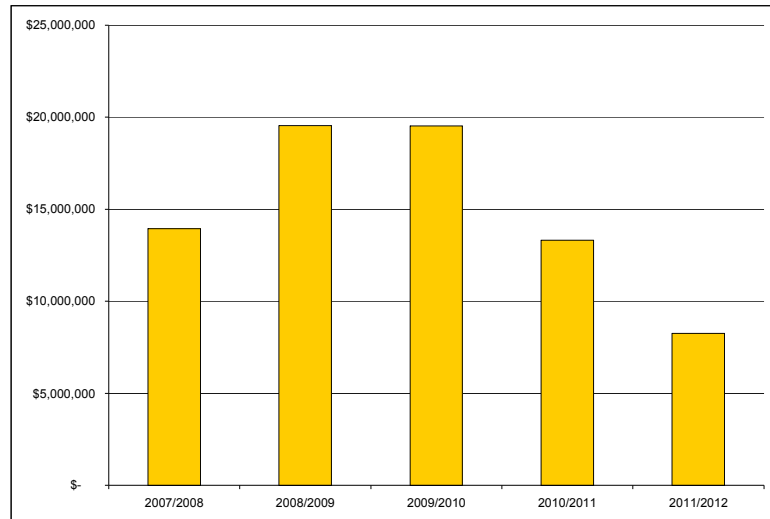
- Operating activities, which are normal day-to-day functions of Council. These include receipts of rates, fees and charges and operating grants offset by payments for employees' costs, materials and services and interest costs.
- Investing activities, which include payments for the purchase and construction of property, plant and equipment and proceeds for the sale of surplus assets.
- Financing activities, which are repayments of principal on Council's loans, as well as the inflows from new loans drawn down in the year.

Council started the 2011-12 financial year with \$13.312 million total cash in the bank and ended the year with \$8.254 million, exceeding the target for cash held.

Councils Cash Position (5 years)

Council's cash position has fluctuated from \$13.945 million in 2007/08 to a peak in 2008/09 of \$19.537 million.

This increase in cash holdings for Council was influenced by grant funds held in reserves for the Einasleigh River Bridge project, Auslink Funding for the Gulf Development Road, and Flood Damage funds. The majority of these funds were constrained and needed to be allocated specifically against the identified project.



Projected cash balance over the next 10 years.

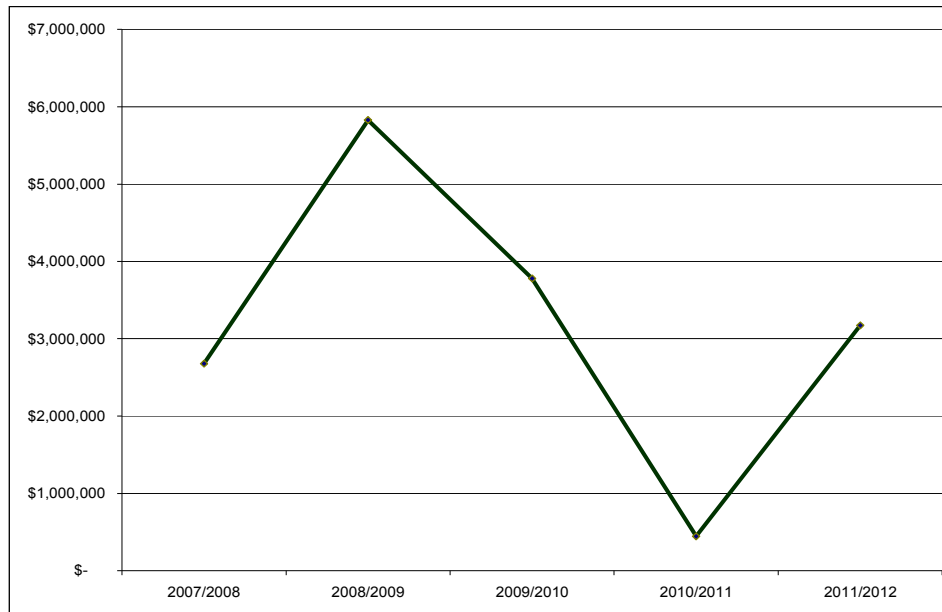
Information has been sourced from Council's Long Term Financial Forecast as adopted by Council.

....community financial report



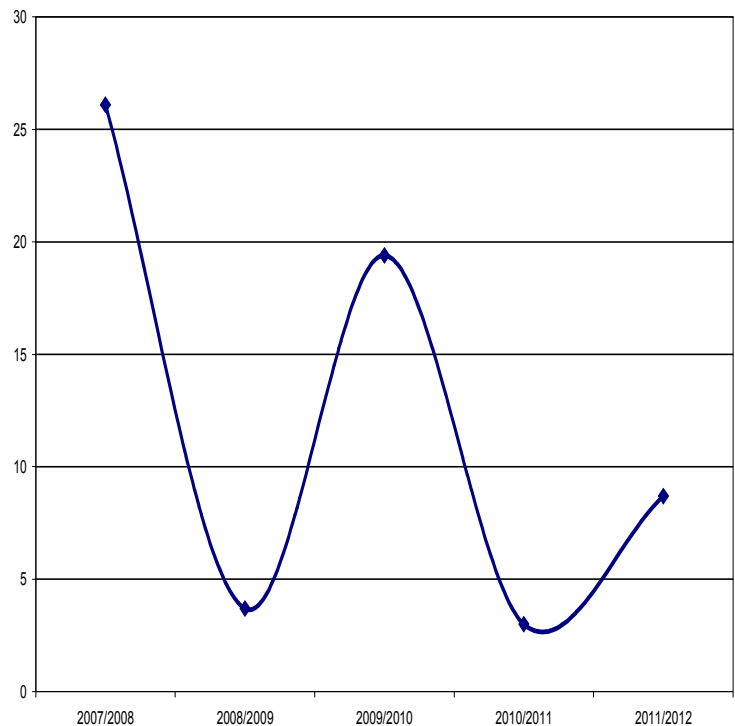
To maintain its strong financial position on behalf of the community, Council must make enough cash from its day to day operations to fund purchases of property, plant and equipment, repay interest and principal payments on loans and leave enough in reserve for future requirements.

The graph below shows the level of net cash Council has been generating from normal day-to-day operations over the past five years.



An essential requirement for any business, including Council, is its ability to pay bills as when they fall due. A good benchmark for measuring this capacity is called the current asset ratio which is the ratio of current assets to current liabilities.

The following diagram illustrates that the ratio has been greater than 1 for the past five years reaching a healthy level of 26:1 in 2007/08. The ratio has fluctuated over the past five years due to the decrease and or increase in current assets and also the decrease and or increase in current liabilities over the past financial year(s). In 2009/10 council was holding significant cash reserves mainly to do with grant funds associated with the Einasleigh Bridge. During 2010/11, council utilised these funds to cover the capital costs associated with the construction of the Einasleigh River Bridge and also the capital costs for the Copperfield River Bridge at Einasleigh. Therefore, council's liquidity was distorted to a degree in the prior financial year(s), however, council can still meet its current liabilities 8.5 times based on the 2011/12 operating results.



....community financial report



Key Performance Measures (Financial Ratios)

Ratio	Definition	Information	Target	Result 2011 2012
Working capital ratio	Current assets divided by current liabilities expressed as 1: X, where X = CA/CL.	This is an indicator of the management of working capital (short term financial capital). Measures the extent to which a council has liquid assets available to meet short term financial obligations.	greater than 1:1	8.51 : 1
Operating surplus ratio	Net operating surplus divided by total operating revenue. Expressed as a percentage.	This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates. A positive ratio indicates the percentage of total rates available to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or preferably, where possible, reducing debt.	between 0% and 15%	-2.30%
Net financial liabilities ratio	Total liabilities less current assets divided by total operating revenue. Expressed as a percentage.	This is an indicator of the extent to which the net financial liabilities of a Council can be serviced by its operating revenues. A ratio greater than zero (positive) indicates that total liabilities exceed current assets. These net liabilities must be serviced using operating revenues. A positive value less than 60 per cent indicates the council has the capacity to fund the liabilities and appears to have the capacity to increase its loan borrowings. A positive value greater than 60 per cent indicates the council has limited capacity to increase its loan borrowings. A ratio less than zero (negative) indicate that current assets exceed total liabilities and therefore the council appears to have the capacity to increase its loan borrowings.	Not greater than 60%.	- 45%

....community financial report



Ratio	Definition	Information	Target	Result 2009/2010
Interest coverage ratio	Net interest expense on debt service divided by total operating revenue. Expressed as a %.	This ratio indicates the extent to which a council's operating revenues are committed to interest expenses. As principal repayments are not operating expenses, this ratio demonstrates the extent to which operating revenues are being used to meet the financing charges associated with debt servicing obligations.	Between 0% and 10%.	0.85%
Asset consumption ratio	Written down value of infrastructure assets divided by gross current replacement cost of infrastructure assets. Expressed as a %.	The average proportion of as new value remaining in the infrastructure assets. This ratio shows the written down current value of a council's depreciable assets relative to their as new value in up to date prices. This ratio seeks to highlight the aged condition of a council's stock of physical assets.	Between 40% and 80%	86%
Asset sustainability ratio	Capital expenditure on the replacement of assets (renewals) divided by depreciation expense. Expressed as a %.	This is an approximation of the extent to which the infrastructure assets managed by the council are being replaced as these reach the end of their useful lives. Depreciation expense represents an estimate of the extent to which the infrastructure assets have been consumed in a period. Capital expenditure on renewals (replacing assets that the council already has) is an indicator of the extent to which the infrastructure assets are being replaced. This ratio indicates whether a council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out.	greater than 1%	156.03%

Summary

During the 2011-12 financial year, Etheridge Shire Council once again delivered a large program of operational and capital works to the community, while still meeting the financial sustainability indicators. Council continued to meet all financial commitments and keep debt at manageable levels. Council continued to generate sufficient cash from its day to day operations in order to meet its financial commitments throughout the financial year. Your Council is in a moderate financial position to deliver the planned program of projects and services throughout the 2012-13 financial year.

....community financial report



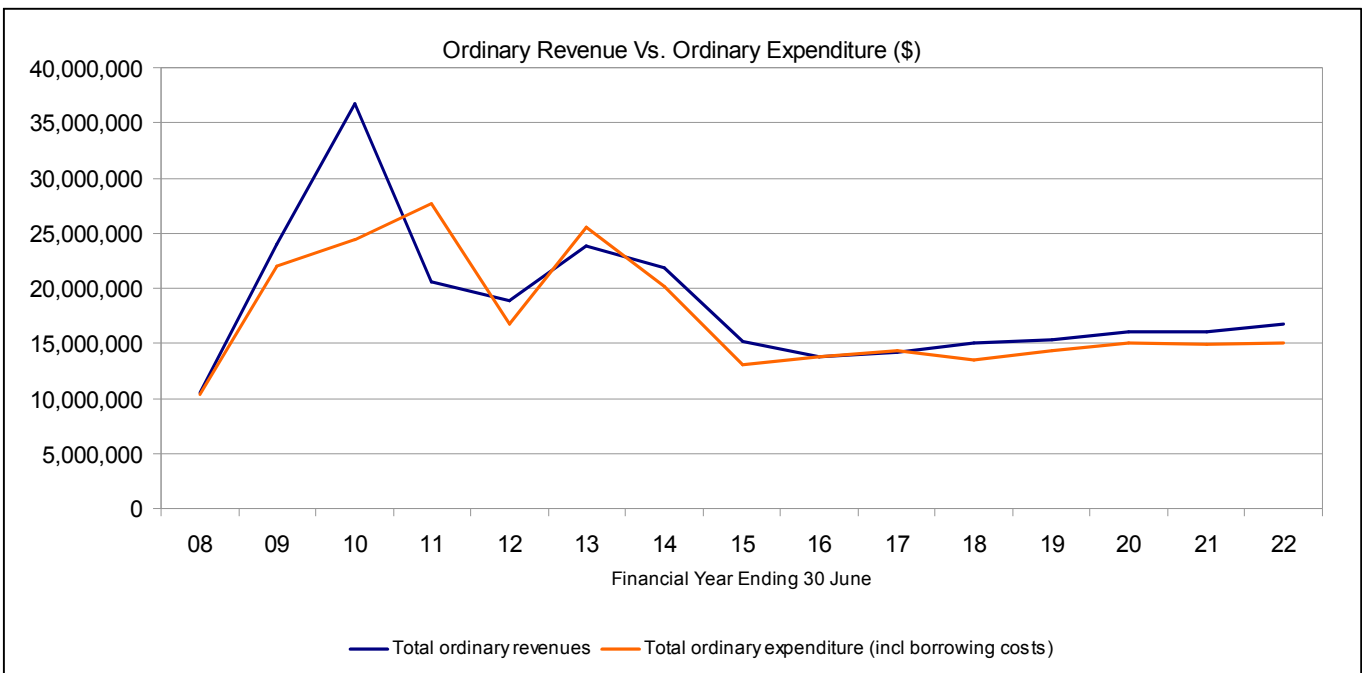
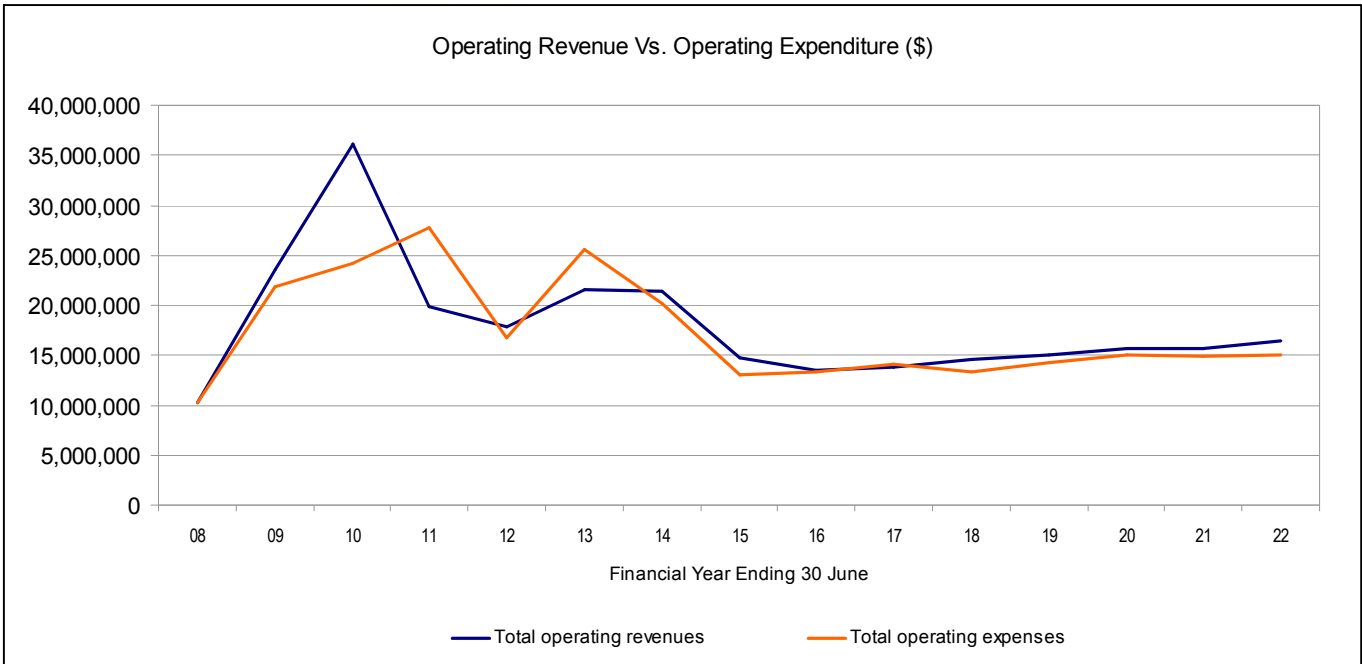
Relevant measures of financial sustainability

The annual report for a financial year must state:

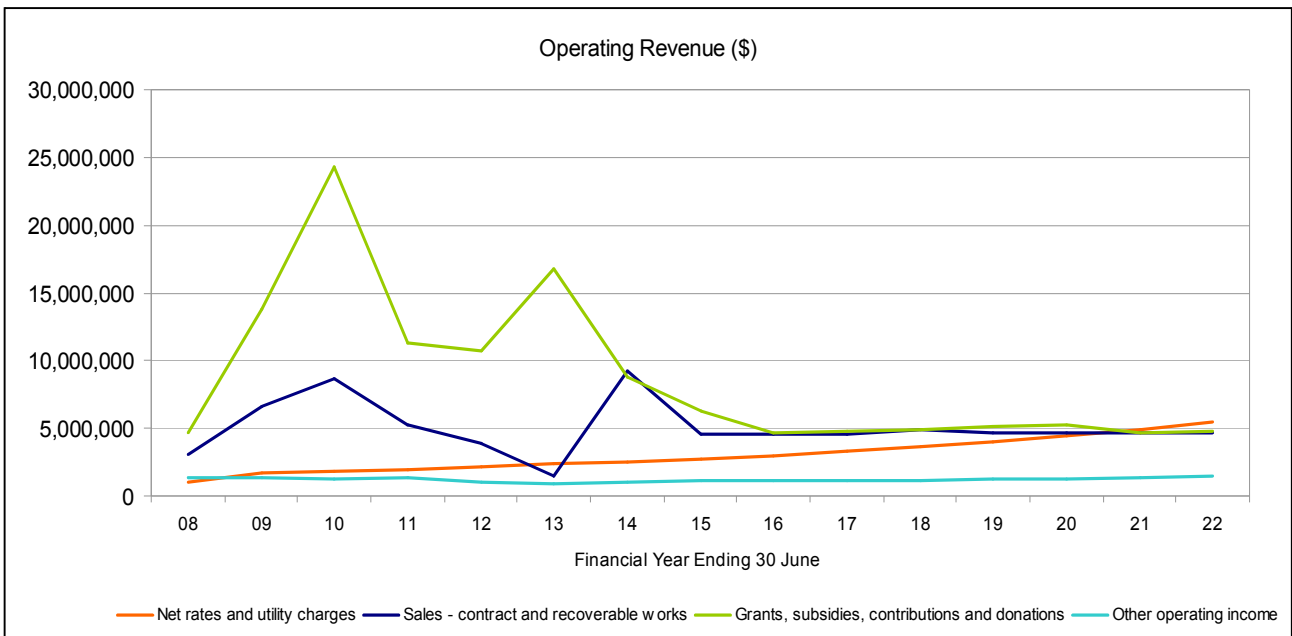
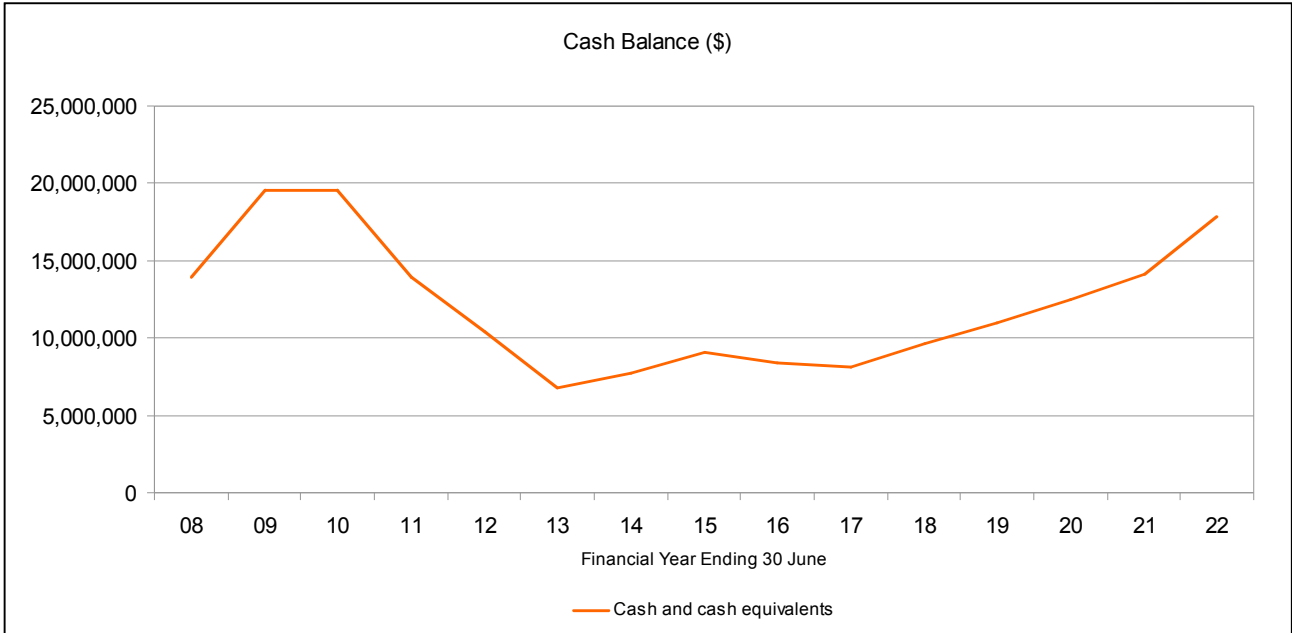
- (a) The relevant measures of financial sustainability for the financial year for which the report has been prepared and the next 9 financial years.

This is contained under S.112 of the Local Government (Finance, Plans & Reporting) Regulation 2010.

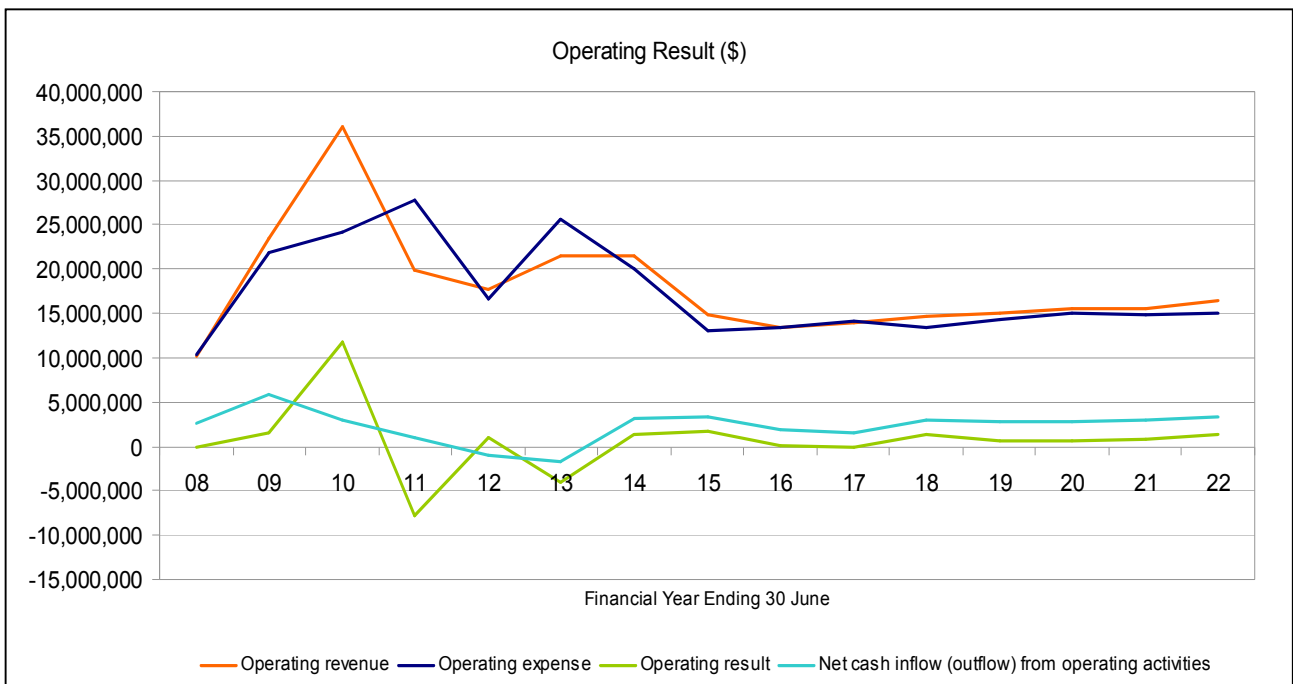
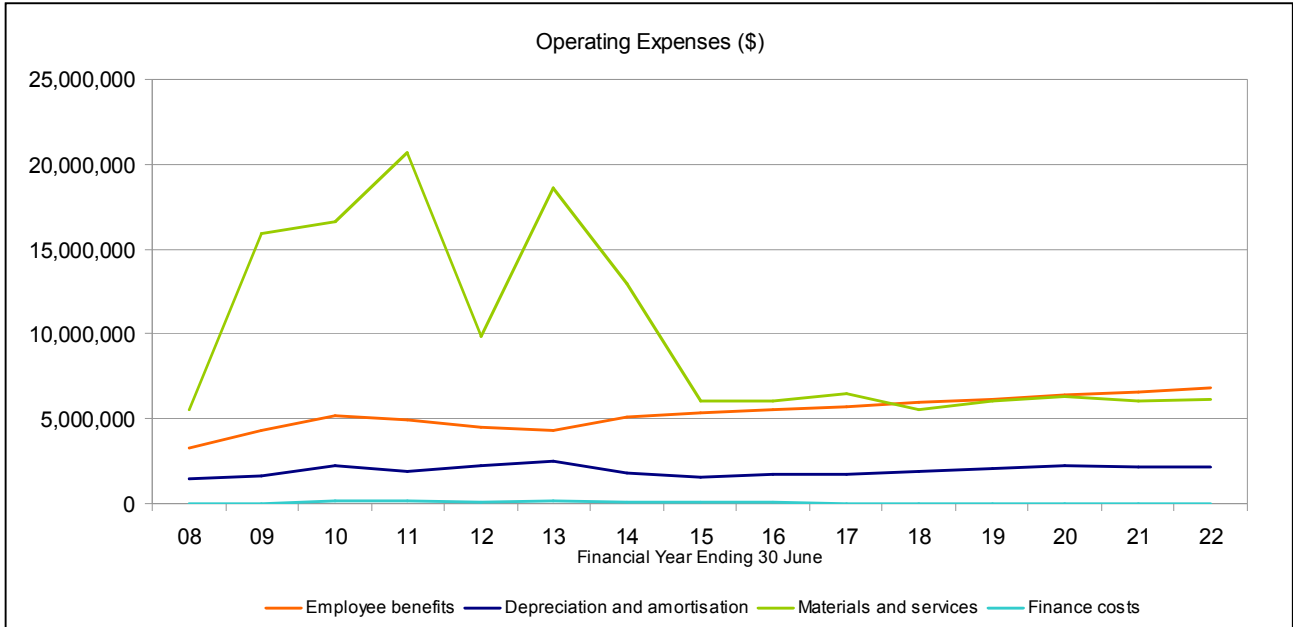
The graphs and ratios that are shown on the following pages have been extracted from Council's Long Term Financial Plan



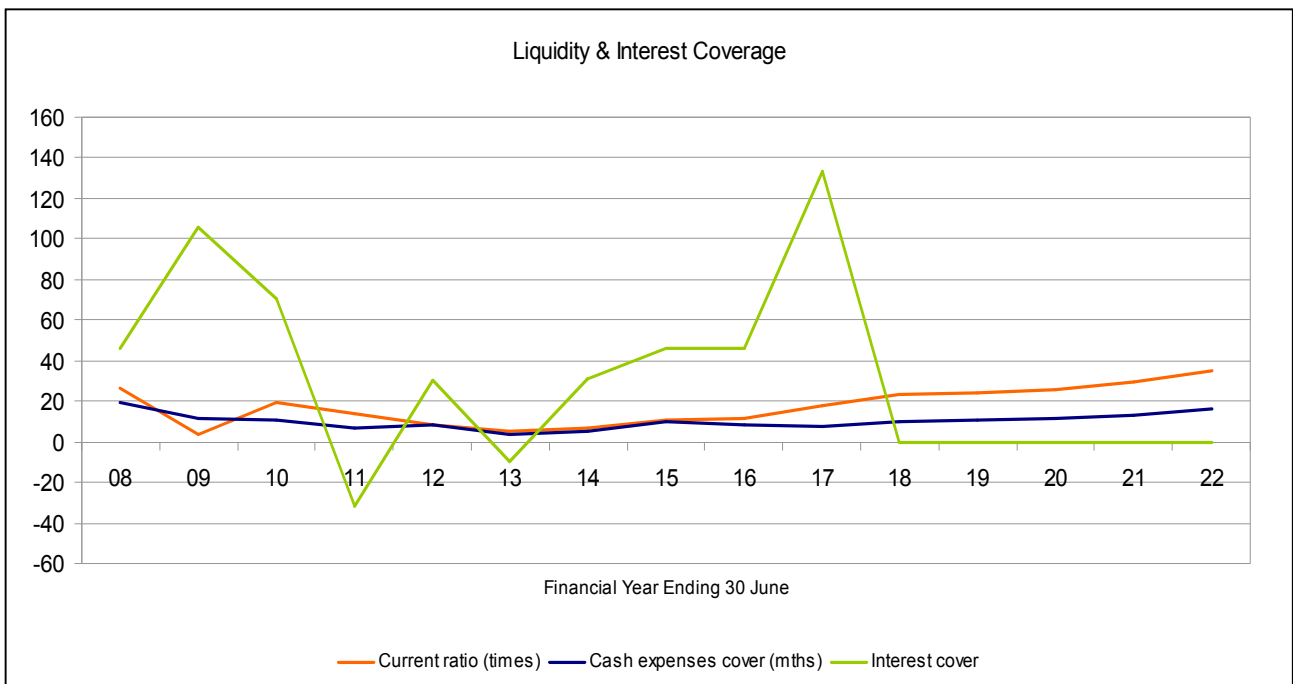
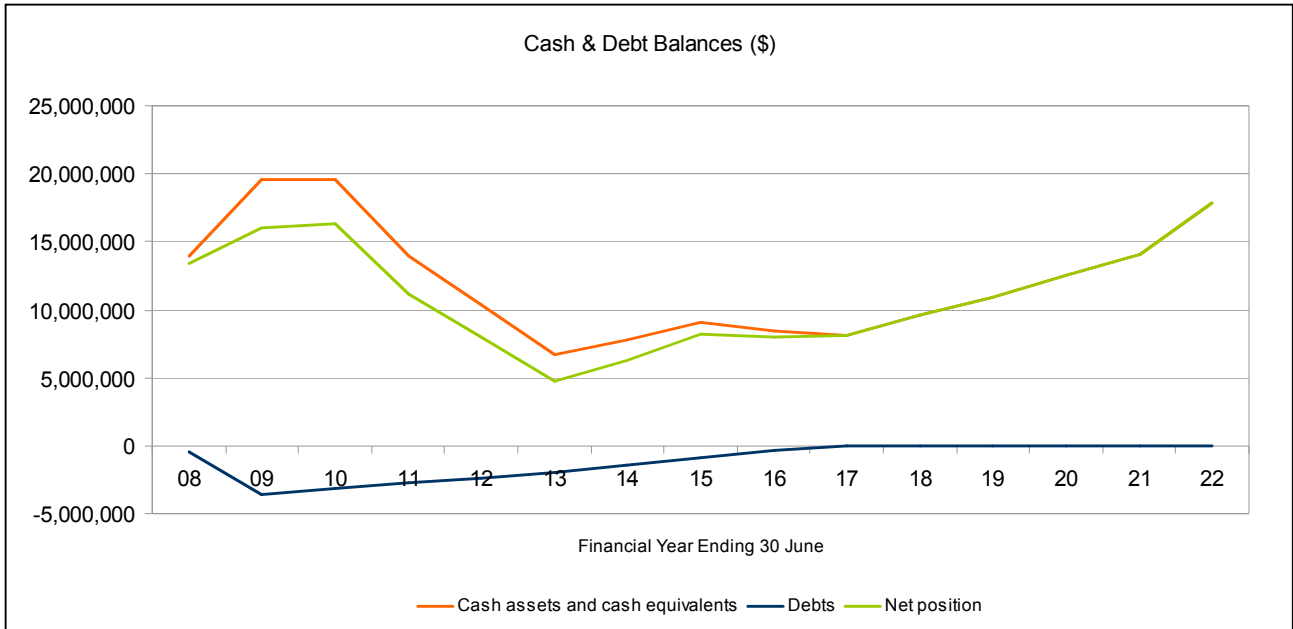
....community financial report



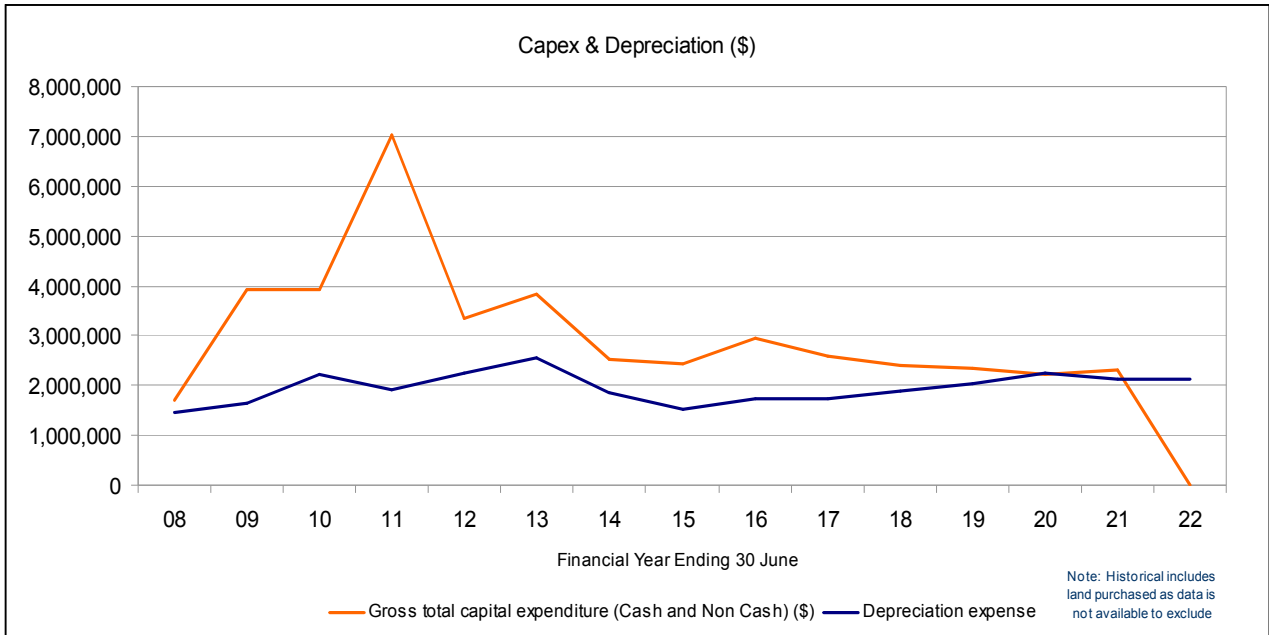
....community financial report



....community financial report



....community financial report





Corporate Governance



....corporate governance

General Meetings of Council

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

The Local Government Act requires elected members to declare any material personal interests, in matters before Council and to remove themselves from any discussions or decision making on that matter. For a Councillor to have a material personal interest there must be an expectation of personal benefit gain or loss for the Councillor or an associate. A register listing Councillors 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 114 of the *Local Government (Finance, Plans & Reporting) Regulation 2010*, that are required to be reported within the Annual Report, regarding complaints made about councillors. Below is a table containing complaints received during the 2011/2012 financial year:

Councillors	Code of Conduct Breach	Outcome
Cr Warren Devlin	Complaint received regarding the Mayor for inappropriate conduct. Matter referred to the Director General of the Department of Local Government & Planning under S.177(5)(a) of the Act	As reported in the Etheridge Shire Council Annual Report 2010-2011 regarding Councillors Code of Conduct and the complaint received regarding the Mayor, Warren Devlin for inappropriate conduct. This matter was referred to the Director General of the Department of Local Government & Planning under S.177 (5) (a) of the Act. The Mayor was exonerated of all matters.

....corporate governance

Remuneration to Senior Staff

The annual report of a local government must state -

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

A **senior contract employee** is -

- the chief executive officer; or
- any other local government employee who is employed -
 - on a contractual basis; and
 - in a position that reports directly to the chief executive officer.

1 senior contract employee with a total remuneration package in the range of \$125,000 – \$170,500
1 senior contract employee with a total remuneration package in the range of \$118,565 – \$163,293
1 senior contract employee with a total remuneration package in the range of \$118,000 – \$165,260

(The above remuneration packages include, salary, superannuation, and various non-cash benefits)

Administrative Complaints Process

On the 20 April 2011, Council adopted a new 'Administrative Complaints Policy' which replaced the old General Complaints Policy. The old policy was compliant in relation to the *Local Government Act 1993*, however, with the introduction of the new Local Government Act and in particular the *Local Government (Operations) Regulation 2010*, council was required to review its complaints process and ensure compliance with the new Act and Regulations.

Complaints to be welcomed

- 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

....corporate governance

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 Misconduct 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 2011/12 financial year a total of 85 'request for action' were received and 3 complaints. All complaints have been actioned and completed in terms of Councils policy.

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.

The Code of Conduct is taken into account in the development and preparation of Councils Policies and guidelines. 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.



....corporate governance

External Audit

Council is audited annually by either the State Government's Queensland Audit Office or 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 "Unqualified Audit" Report for 2011-2012.

Tenders

Changes to Tenders in accordance with S.177 (7) of the *Local Government (Finance, Plans & Reporting) Regulation 2010*

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.177 (6) of the *Local Government (Finance, Plans & Reporting) Regulation 2010*

Council had no occasion to call for Expressions of Interests in accordance with Section 177(6) of the Regulation during the financial year.

....corporate governance

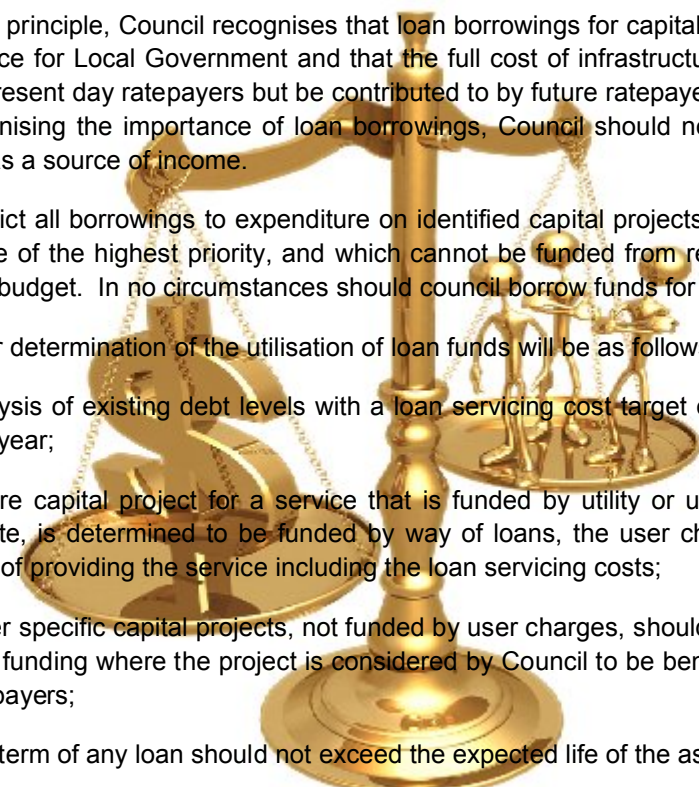
Borrowing Policy

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

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

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



	A	B	C	D	D
FUNCTION DESCRIPTION	EST BOOK DEBT BALANCE 30/06/2011	QTC INTEREST	QTC ADMIN	QTC REDEMPTION	EST BOOK DEBT BALANCE 30/06/2012
WATER FUNCTIONS	124,082.	7,427	124.39	12,703	118,930
DEPOT FUNCTIONS	273,379	17,138	274.27	45,706	245,085
PLANT FUNCTIONS	2,344,317	127,678	2,254.69	539,685	1,934,565
TOTAL ALL FUNDS	2,741,778	152,243	2,653.35	598,094	2,298,580

....corporate governance

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 119 of the *Local Government (Finance, Plans & Reporting) Regulation 2010*, 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 substantially fund the activity, however Council may determine to subsidise the service in view of the high costs of this service provision and the undue hardship that may result if full cost recovery was sought from the special charge.

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

....corporate governance

Register of Documents

Register	Comments
Personal Interest of Councillors	Records certain financial and other personal interests of Councillors. Available on written request. Councillors affected must be notified by Chief Executive Officer
Personal Interest of Councillors related persons	Restricted access – Councillors
Personal Interests of Chief Executive Officer and certain other senior staff.	Restricted access – Councillors and limited range of others permitted by law.
Minutes of Council Meetings	Available to any person ten days after the Council Meeting.
Delegation of Authority to Mayor or Chief Executive Officer	Available to any person.
Community Plan & Corporate Plan	Available to any person.
Budget and Operational Plans	Available to any person.
Road Register	Available to any person.
General Charges	Available to any person.
Delegations of Authority made by Chief Executive Officer.	Available to any person.
Land Record	Available to any person. A fee is required except for a person's own land or adjoining blocks.
Local Laws and Local Law Policies	Available to any person.
Town Planning and planning documents	The <i>Integrated Planning Act 1993</i> requires a local government to make a comprehensive range of documents available for inspection and (generally) for purchase. These documents are described in Section 5.7 of the Act.
Annual Report	Available to any person

Reportable Issues



....reportable issues

Internal Audit

Council passed a resolution in October 2011 to appoint an Internal Auditor pursuant to Section 155 of the Local Government (Finance, Plans & Reporting) Regulation 2010. It is also a requirement under Section 119(g) of the Local Government (Finance, Plans & Reporting) Regulation 2010, 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 Section 155 – Internal Audit or the Local Government (finance Plans & Reporting) Regulation 2010. The Regulation requires that Council must:
Undertake and 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
- Twice 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 2011-2012 and are incorporated into this Internal Audit Plan.

....reportable issues

To be compliant with the professional standards of the Institute of Internal Audit, Council, through its Internal Audit function will also 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.

Composition of the Annual Internal Audit Plan

The following table represents the projects to be delivered during the 2011-12 and 2012-13 financial year. For each project we have included a brief overview of the scope of review and the link to the Corporate Plan. Each project will culminate in the distribution of a report to the Chief Executive Officer.

Project Description	Overview of Project	Link to Corporate Plan
Plant Management & Practices	Council has a fleet of heavy plant which it supplements with third party plant hire (wet/dry). The objective of this review is to examine the organisation plant management practices including: Compilation of Plant Rates charged to projects; Utilisation rates of existing Council plant; Extent of and rationale supporting use of external plant hire (wet/dry); and Plant Funding approach including turnover frequency	Objective #6 - Commercial Services Risks -Project Risks -Property / Asset Risk -Financial Risk -Fraud / Property Risk
Tender Evaluation Practices	Materials and Services represent a significant portion of Council expenditure annually, much of which arises through the procurement of goods and services of both an operational and capital nature. Higher value procurement carries greater risk for Council due to the level of interest from prospective suppliers locally and regionally and the opportunity unsuccessful tenders to make accusations. A robust tender evaluation process manages reputation, financial and legal risks. The effectiveness of Council's tender evaluation practices associated with major contracts will be examined in this internal audit review	Objective #7 - Organisational Excellence Risks -Reputation Risk -Financial Risk -Property / Asset Risk -Operational Risk -Project Risk
Customer Request Management (including Complaint Handling)	The Community makes contact with Council in numerous ways to make requests, report information, request information and register complaints. The accuracy and timeliness of Council's response impacts its reputation and is reliant on the effectiveness of internal processes. The project will review the mechanisms Council have in place for capturing, managing and monitoring service requests, information requests and complaints, including close out procedures.	Objective #7 - Organisational Excellence Risk -Reputation Risk -Insurance Risk -Property / Asset Risk
Review of External Works Costing (including RMPC, Main Roads, Flood Damage, Private)	Council undertakes external works on behalf of third parties or in response to State government requests for disaster assistance. Failure to accurately and completely estimate the costs of these projects, including employee and plant charges, and manage them effectively can expose Council to project and financial risks. The internal controls over external works processes from receipt of the initial request to perform external works, materials and labour estimates, project costing and budget financial management, monitoring controls and project/programme governance will be examined.	Objective #5 - Infrastructure Services Risks: -Project Risk -Reputation Risk -Operational Risk / Financial Risk

....reportable issues

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 2011 to 30 June 2012 council received no applications during this period.

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
2. 1,797.1 km of Roads. This land does not have a value in the financial statements.

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. This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within that activity. The application of the CCC to the roads business activity is compulsory.

The Council has resolved not to apply the CCC to the following activities.

- Plant Hire
- Waste Services
- Road Services
- Water Services

....reportable issues

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 2012 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.

Overseas Travel

During the 2011 - 2012 financial year there was no overseas travel undertaken by a Councillor and or an Employee of Etheridge Shire Council for business purposes.

Grants to Community Organisations

During the 2011-2012 financial year, Council did not implement this policy within its Community Services Section.

Council provides Community Assistance through other mediums such as

- Community Assistance Donations;
- Concessions to Community Groups through Rating

Meeting our Operational Plan Objectives



....meeting our operational plan objectives

Meeting our Operational Plan objectives

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.

Strategic Priority	Objective
1. 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.
2. Economic Development	To stimulate investment for existing and new industries creating a sustainable, diverse economy that is regionally significant.
3. Environmental Sustainability	To ensure environmental assets and ecosystem services are available for future generations.
4. Strategic Planning	To ensure the aspirations and safety of our community will be achieved through collaborative planning and action.
5. 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.
6. Commercial Services	To ensure that substantial income is awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.
7. 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.



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

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Libraries 1. Maintain Library services 2. Maintain Internet services provided through the Shire Library 3. Continue to provide support & training to library staff <i>KPM – ensure the provision of dynamic, relevant and accessible leisure and lifelong learning opportunities are provided for.</i>	1.3 1.9	<ul style="list-style-type: none"> Manager of Terrestrial DCCS 	1. Libraries are being maintained. Council's librarian's have undertaken a number of book exchanges with Queensland State Libraries 2. Councils internet services are being maintained with a number of computers have been upgraded throughout the year. Council has installed two new internet computers at the Forsyth Community Library / Community Centre. 3. Staff training has been provided to the Librarians. The head librarian has attended a number of training sessions with Queensland State Libraries over the year.				
Link to Budget - General Ledger No. 7010 / 2221/ 2; 7020 / 2221 / 1		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$2,494	\$3,170	\$49,944	\$52,500	\$Nil	\$Nil
Cultural Development 1. Continue participation in RADF program 2. The establishment of a RADF committee. 3. Maintain Arts & Cultural Policy 4. Implement an Arts Register throughout the Shire <i>KPM – provide opportunities for individuals and groups to participate in the Arts & Cultural life of the community and conserve Art & Heritage</i>	1.1	<ul style="list-style-type: none"> MBPCS DCCS 	1. Council has continued its association with Arts Queensland through the Regional Arts Development Fund program. 2. Council has also re-established an RADF committee which has met on regular basis to conduct assessments on each funding round and also undertake induction training. The RADF committee has undertaken training through Arts Queensland. 3. This project is yet to commence and needs the support of the community and also the support of the RADF committee to assist in this project.				
Link to Budget - General Ledger No. 7030 / 2001 / 0		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$26,010	\$22,000	\$25,350	\$25,000	\$Nil	\$Nil
Cemeteries 1. Continue to maintain the Shire's cemeteries 2. Continue to develop and maintain Cemetery Register and Cemetery history <i>KPM – to ensure the Shire's heritage is preserved and valued by the community</i>	1.17	<ul style="list-style-type: none"> Town Overseer Tourism Officer 	1. Council has continued to maintain the shire's various cemeteries, with council undertaking the mowing and any maintenance to fencing and to council's infrastructure. 2. Council has completed the updating of the cemetery register and is continuing with the history behind the cemeteries.				
Link to Budget - General Ledger No. 7051 / 2221; 7052 / 2221; 7053 / 2221; 7054 / 2221; 7055 / 2221; 7055 / 2222		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$550	\$Nil	\$18,589	\$23,500	\$Nil	\$Nil

Emergency Services – SES 1. Continue to maintain budget program for SES Group 2. Maintain SES building 3. Actively seek funding grants for our SES groups (EMQ, EMA grants) KPM – maintain support for shire emergency service group(s)	4.7	<ul style="list-style-type: none"> DCCS 	1. The budget allocation has been maintained and is being utilized to support the SES group in its operations. 2. The SES building has been maintained, with no real building issues reported to date. 3. EMQ and EMA have released funding rounds; Council has not submitted any funding applications for equipment at this stage as the SES is currently up to date with equipment. General SES equipment is funded and supplied by EMQ.				
Link to Budget - General Ledger No. 7060 / 2222		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$3,000	\$3,000	\$3,398	\$11,000	\$Nil	\$Nil
Halls & Public Facilities 1. Maintain Public Halls within Georgetown 2. Maintain Public Halls within Einasleigh 3. Maintain Public Halls within Mt Surprise 4. Construct disabled access to Einasleigh Hall (Part funded by Disabled Grant) 5. Construct disabled access to Mt Surprise Hall (Part funded by Disabled Grant) KPM – ensure public halls are maintained to promote community participation throughout the shire	5.5	<ul style="list-style-type: none"> MBPCS 	1. The Georgetown Hall is being maintained. Some minor maintenance work has been carried out to date on the Hall. A full maintenance schedule is being prepared to allow for future maintenance allocations within the Budget to ensure that this public building is maintained in good order. 2. The Einasleigh Hall is being maintained. Some minor works have been completed. (Repairs to the internal ceiling and some minor works to the toilets). New kitchen is in the process of being completed. Kitchen will be completed within the first two weeks of the new financial year. 3. The Mt Surprise Hall is being maintained. No maintenance has been required to the hall to date. 4. Quotes have been obtained to construct a disabled access ramp to the Einasleigh Hall. Funding for this project has been via the Federal Government's Disabled Access Funding program. Work has been awarded to Tropical Coast Builders. Disabled Ramp and Disabled Toilet will be completed prior to 31 July. 5. Quotes have been obtained to construct a disabled access ramp and disabled toilet to the Mt Surprise Hall. Funding for this project has been via the Federal Government's Disabled Access Funding program. Work has been awarded to Tropical Coast Builders. Disabled Ramp and Disabled Toilet will be completed prior to 31 July.				
Link to Budget - General Ledger No. 7070 / 2331; 7080 / 2331; 7081 / 4500 ; 7090 / 2331; 7090 / 4500		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$66,531	\$67,775	\$50,419	\$90,500	\$29,051	\$116,209

<p>Medical Centres</p> <ol style="list-style-type: none"> Maintain Einasleigh Medical Centre Maintain Mt Surprise Medical Centre <p>KPM – ensure facilities are maintained to ensure that they meet community health requirements</p>	<p>1.8 5.5</p>	<ul style="list-style-type: none"> MBPCS 	<ol style="list-style-type: none"> The Einasleigh Medical Building has been maintained. To date limited maintenance has been required to the building. The Mt Surprise Medical Building has been maintained. To date limited maintenance has been required to the building. All capital improvements to this building have been completed. The final acquittal return has been completed for the capital improvements which were undertaken in 2010/11. 				
<p>Link to Budget - General Ledger No. 7100 / 2331; 7200 / 2331</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$Nil</p>	<p>\$Nil</p>	<p>\$10,063</p>	<p>\$17,150</p>	<p>\$Nil</p>	<p>\$Nil</p>
<p>Swimming Pool</p> <ol style="list-style-type: none"> Maintain swimming pool facilities for public use Install seating to the swimming pool complex <p>KPM – provide facilities to accommodate a diverse range of leisure and recreation activities</p>	<p>1.1</p>	<ul style="list-style-type: none"> Town Overseer MBPCS 	<ol style="list-style-type: none"> The Pool Complex is being maintained to ensure that this public facility is at acceptable standards for the public to use. General maintenance is ongoing throughout the year to ensure this facility is maintained to a high standard. Operation costs and maintenance costs are within budget allocations. New Seating to the pool has been ordered and should be on-site by the middle of July 2012. Additional seating will be undertaken within the 2012/13 Budget. 				
<p>Link to Budget - General Ledger No. 7300 / 2331</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$Nil</p>	<p>\$Nil</p>	<p>\$68,943</p>	<p>\$83,500</p>	<p>\$Nil</p>	<p>\$Nil</p>



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

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Membership 1. Continue association and membership with Gulf Savannah Development Limited 2. Continue association and membership with Savannah Way Limited 3. Continue association and membership with Local Government Association Qld 4. Continue association and membership with NQ Local Government Association Qld 5. Continue association and membership with FNQ Regional Organisation of Councils (FNQROC) <i>KPM – support the activities of regional economic and tourism development organizations and apply to shire's own economic strategies</i>	2.8 2.9	<ul style="list-style-type: none"> • DCCS • CEO 	1. Council has continued its membership and association with the Gulf Savannah Development Ltd (GSD) 2. Council has continued its membership and association with the Savannah Way Ltd 3. Council has continued its membership and association with the Local Government Association of Queensland 4. Council has continued its membership and association with the North Queensland Local Government Association 5. Council has continued its membership and association with the FNQROC. 6. Council has renewed its membership to the above key organizations that support and assist the Etheridge Shire.				
Link to Budget - General Ledger No. 3010 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$58,331	\$51,850	\$Nil	\$Nil
Economic Development 1. Update and support Gulf Savannah Development Ltd annual economic development publication 2. Prepare and implement Council's Community Plan in accordance with the LGA 3. Continue to promote the shire within various publications. <i>KPM – continue to support regional, state, and federal economic bodies to promote the shire</i>	2.5 2.8	<ul style="list-style-type: none"> • CEO • DCCS 	1. At this stage the Gulf Savannah Development Ltd has not requested an updated economic profile of the Etheridge Shire. The last economic profile that Gulf Savannah Development Ltd undertook was in 2010. Council has updated and collated economic statistics that have an effect on the shire. 2. The Community Plan has been developed and adopted by Council as at April 2012. 3. Etheridge Shire has continued its association with a number of publications which highlight the many economic benefits of the shire through tourism and industry.				
Link to Budget - General Ledger No. 3010 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$8,719	\$9,000	\$Nil	\$Nil

Signage 1. Develop and install Tourism Signage throughout key locations within the Shire. KPM – enhance the shire’s tourist and economic profile by utilizing visual signs and interpretative signs	2.7	<ul style="list-style-type: none"> • CEO • DCCS 	1. This project has commenced but is still in the conceptual stage for the design of tourism signage within and out of the shire. 2. Shire entrance signs have been approved by council with the project completed. New Shire Entrance signs have been installed.				
Link to Budget - General Ledger No. 3010 / 4501		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$9,030	\$100,000	\$Nil	\$Nil
Land for Resale 1. Implement the sale of the Residential Estate - Georgetown 2. Implement the sale of the Industrial Estate – Georgetown 3. Implement the sale of Residential Estate – Forsyth 4. Undertake the development of the Residential Estate – Mt Surprise 5. Implement the sale of the Residential Estate – Mt Surprise 6. Implement the sale of the Rural-Residential Estate – Georgetown KPM – to develop plans to acquire land for the intention of resale which reflects the community desire and demand for the shire	2.9 2.15 2.16	<ul style="list-style-type: none"> • DCCS • MPBCS 	1. The sale of the residential estate in Georgetown has been undertaken. Council went to Public Auction for this sub-division on the 24 September 2011. Council has the ability to receive offers after the auction date; Council has sold 7 allotments to date out of 30 allotments. 2. The sale of the industrial estate in Georgetown has been undertaken. Council went to Public Auction for this sub-division on the 24 September 2011. Council has the ability to receive offers after the auction date; Council has sold 1 allotment to date out of 4 allotments. 3. The sale of the residential land in Forsyth has been undertaken. Council went to Public Auction for the sale of this residential land on the 24 September 2011. The allotments were sold at auction. 4. The development of residential land in Mt Surprise has been stalled due to the price to obtain an englobo parcel from Ergon Energy has been considered to be on the high side. Ergon Energy is in the process of re-negotiating with the DERM regarding the purchase price. In addition, council has received a preliminary offer from DERM to purchase the remainder of the Town Reserve. Council has written to DERM requesting them to re-consider their preliminary offer based on a reduced area. 5. The implementation of selling residential land at Mt Surprise has not occurred due to the reason’s stated under item 4. Council has kept the Mt Surprise Progress Association informed of the progress to date. 6. The implementation of selling rural-residential allotments in Georgetown has not occurred due to council reconsidering its original survey design and also council is waiting on engineering comments in relation to access to a number of allotments within this sub-division. Planning approvals are ready to go subject to access and infrastructure designs from councils engineering department.				

Link to Budget - General Ledger No. 3020 / 1502; 3020 / 1503; 3020 / 1505; 3020 / 1504; 3020 / 3302 / 1; 3020 / 3302 / 2; 3020 / 3302 / 4; 3020 / 1502 / 7		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$110,200	\$385,000	\$161,370	\$184,000	\$Nil	\$Nil
Housing Development 1. Complete the relocation of houses to Georgetown and Forsyth 2. Implement the sale of Residential Houses at Georgetown 3. Implement the sale of Residential House at Forsyth. <i>KPM - to develop plans to acquire houses for the intention of resale which reflects the community desire and demand for the shire</i>	5.6	<ul style="list-style-type: none"> DCCS 	<ol style="list-style-type: none"> The relocation of four (4) houses to the Shire has been completed and within the agreed tender contract. Three (3) houses were located within the Georgetown residential sub-division with the other house relocated to Forsyth. The three (3) houses situated in Georgetown have been sold or are under contract. Two (2) houses have settled with the other house to settle in late July 2012. The house located at Forsyth has not sold. At present council has agreed to rent this property out to a building contractor firm who are undertaking work on the Forsyth Hospital for the next 22 weeks. 				
Link to Budget - General Ledger No. 3030 / 3302; 3030 / 1502		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$239,091	\$474,000	\$186,036	\$186,300	\$Nil	\$Nil
Regional Development 1. Continue to progress the Gilbert River Irrigation Scheme. 2. The implementation of a Community Forum / Consultative committee regarding the Gilbert River Irrigation Scheme in partnership with GSD. 3. Continue to progress projects identified within the Regional Development Australia Road Map. 4. Continue to undertake regular deputations with State & Federal Members regarding Shire and Regional issues. 5. Continue to support other key stakeholders in the development of services within the region.	4.1 4.2 4.6 4.9 2.21	<ul style="list-style-type: none"> CEO Councillors 	<ol style="list-style-type: none"> Council has continued to promote and provide information to key stakeholders, community organizations, landowners, aboriginal corporations and has been able to host Federal & State task groups regarding this proposed irrigation scheme. Council has been able to establish and commence a community forum regarding the Gilbert River Irrigation Scheme. Council has organized a number of public forums with the assistance of the Gulf Savannah Development Ltd. In addition, Council has engaged a project officer specifically to assist in this corporate plan priority. The CEO has also been tasked onto a steering committee regarding the Gilbert River Irrigation Scheme. Council has submitted a funding application to the Regional Development Australia (federal) to provide additional funds to upgrade the pavement to the Hann Highway. This project has been listed on the FNQ RDA road map. Council has also indicated that when the next round of RDA funding is available that Council submit an application to upgrade the power around the Gilbert Irrigation area to three phase power. This project is also contained within the FNQ RDA Road map. Council has undertaken numerous deputations with both State & Federal Members around issues pertaining to the shire and also the Gulf Region. 				

			<p>5. Council has continued to support its neighboring shires in major developments and improvements to infrastructure that will enhance the lifestyle and economic situation within the Gulf region.</p>					
<p>Link to Budget - General Ledger No. 1030 / 2001; 1020 / 2400</p>			<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
			<p>\$Nil</p>	<p>\$Nil</p>	<p>Nil</p>	<p>\$Nil</p>	<p>\$Nil</p>	<p>\$Nil</p>



3. Environmental Sustainability - To provide environmental assets and ecosystem services are available for future generations

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
<p>Environmental Health – Inspection</p> <ol style="list-style-type: none"> Continue regular inspection program for compliance with various Acts / Regulations Continue and maintain education programs for the community to ensure compliance with new and or amended legislation. Continue to provide data to the Department regarding compliance under Councils approved Environmental Licenses <p><i>KPM – improve public health and safety through implementation of regular inspection programs and develop public education programs to improve community knowledge</i></p>	3.1	<ul style="list-style-type: none"> DCCS 	<ol style="list-style-type: none"> Council has continued to undertake regular inspections on food operators within the shire. Council has written to all food retailers that the annual inspection will be undertaken in April 2012. Food & ERA Licenses have been completed for the 2011/12 year. Council has also informed the community regarding the changes to the annual licensing of Flammable Combustible. Council has completed its annual return in relation to the Food Act and other Environmentally Relevant Activities (ERA's) 				
<p>Link to Budget - General Ledger No. 5010 / 2221; 5020 / 2371</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$6,836</p>	<p>\$9,200</p>	<p>\$18,753</p>	<p>\$20,000</p>	<p>\$Nil</p>	<p>\$Nil</p>
<p>Pest Management</p> <ol style="list-style-type: none"> Maintain budget program in line with Pest Management Plan Maintain procedures and compliance with Land Protection (Pest & Stock Route Management) Act 2002 Implement pest/plant control program on behalf of Main Roads Maintain wash down bay at Mt Surprise Continue to provide adjustment via the Einasleigh Common and investigate alternative options to manage the Einasleigh Common Continue the Gilbert River Rehabilitation Project to eradicate rubber vine and other noxious weeds <p><i>KPM – to provide pest management services to protect the shire from declared pests while</i></p>	3.8	<ul style="list-style-type: none"> CEO DCCS Stock & Pest Officer 	<ol style="list-style-type: none"> Council's budget provides sufficient funding to undertake the activities required to ensure the compliance with Councils Pest Management Plan. Councils Pest Management contractor has undertaken spraying of Councils reserves and vacant lands has continued to provide 1080 baiting to the rural landowners has continued the parthieum containment program for the southern land owners. Additional funding if available would be utilized to assist in the education of declared Pests both plant and animal. Council is fully compliant in relation to its obligations contained under the relevant pieces of legislation. Council has been successful in its tender application to provide roadside spraying of identified pests (plants). This work has been completed. The wash down bay at Mt Surprise has continued to be maintained and is continually being utilized by the traveling public and the community of Etheridge Shire. Council has continued to provide agistment of cattle and horses on the Einasleigh Common. Council has also commenced and undertaken alternative options for the lease of the Einasleigh Common. Council has 				

<i>having regard to environmental impacts</i>			<p>been briefed and provided with all relevant information pertaining to this matter. Management needs to prepare relevant tender documents and provide council with a copy to ensure that the contents not only meet the requirements of the current land use, but to ensure that all conditions that council wishes to include within the tender documents are included from the outset.</p> <p>6. Council has continued with the Gilbert River Aerial Ignition programme via funding through the NGRMA. This project has been co-ordinated by Council's Pest Management contractor.</p>				
Link to Budget - General Ledger No. 5030 / 2221; 5030 / 2222; 4160 / 2222; 5030 / 2226; 5030 / 2224; 5030 / 2225		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$88,102	\$122,000	\$175,684	\$196,500	\$Nil	\$Nil
Natural Disaster Mitigation 1. Undertake the clearing of re-growth vegetation from the Etheridge River as part of Council's flood mitigation strategy. <i>KPM – ensure preparedness to respond to natural disasters and engage in planning activities aimed at minimizing the impact of such disasters on the community</i>	5.4	<ul style="list-style-type: none"> • CEO • DCCS 	1. Council has undertaken a small amount of clearing of the Etheridge River during the 2011/12 financial year. Council is allowed to clear 2500m2 without a formal permit from the Department (DERM). To allow council to clear vegetation re-growth within the river, council has had to lodge a formal planning application, undertake a formal land management plan just to name a few requirements to satisfy the legislation surrounding the clearing which had the formal support of the former Premier of Queensland. Another option which council can utilize is aerial ignition, which does not require formal approval or permits from the Department which has been advised by Council's pest management contractor who has conducted trial aerial ignition burning within the Gilbert River over the past two years.				
Link to Budget - General Ledger No. 5040 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$6,955	\$45,000	\$Nil	\$Nil
Waste Management 1. Implement the relocation and closure of the Georgetown Landfill site, and provide transfer stations to the Eiansleigh, Mt Surprise, Forsayth & Georgetown Landfills	3.4 5.7	<ul style="list-style-type: none"> • Town Overseer • DES • CEO 	1. The implementation of a new landfill for Georgetown is progressing with the planning application complete and has been sent off to the various referral agencies such as Main Roads, DERM, and EPA. The progress on the planning side has slowed due to an information request from DERM/EPA regarding the site and the impacts that it may have on leachate to the Delaney River. Council is working through these issues to				

<ol style="list-style-type: none"> 2. Implement a user pay scheme for the disposal of trade waste and tyres. 3. Continue to maintain landfill site at Georgetown 4. Continue to maintain landfill site at Forsayth 5. Continue to maintain landfill site at Einasleigh 6. Continue to maintain landfill site at Mt Surprise 7. Continue to provide refuse collection to Georgetown 8. Continue to maintain septic waste site at Georgetown <p><i>KPM – operate sustainable landfill and transfer station sites and waste collection services to ensure protection of the environment and compliance with legislative requirements and develop education programs to educate the public on ways to reduce the pressure on landfills.</i></p>		<ul style="list-style-type: none"> • DCCS 	<p>have them resolved. Management is in the process of preparing tender documents for the construction of the Landfill. The closure of the existing landfill can not occur until the new landfill is operational and open. Closure plans have been developed in accordance with current legislation.</p> <ol style="list-style-type: none"> 2. This has not occurred at this stage. Council has resolved a set of fees for the disposal of tyres and other trade waste materials. 3. The existing Georgetown Landfill site is being maintained in accordance with Councils current EPA License. This landfill is nearing its useful life. 4. The Forsayth Landfill site is being maintained in accordance with Councils current EPA License. 5. The Einasleigh Landfill site is being maintained in accordance with Councils current EPA License. 6. The Mt Surprise Landfill site is being maintained in accordance with Councils current EPA License. 7. Refuse collection for the township of Georgetown is being maintained. Council has purchased a new Garbage Truck which has replaced the old truck which has past its useful life. <p>8. Council has been subject to audit and inspection of Councils landfill sites from the Department (DERM/EPA) with council being compliant with its current license and its operations for our various landfills.</p>			
<p>Link to Budget - General Ledger No. 5060 / 4500; 1030 / 2001; 5070 / 2231; 5080 / 223; 5090 / 2231; 5100 / 2231; 5070 / 2221; 5070 / 2233</p>	<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
	<p>\$536,921</p>	<p>\$1,500,931</p>	<p>\$125,980</p>	<p>\$119,830</p>	<p>\$335,737</p>	<p>\$1,410,631</p>



4. Strategic Planning - The aspirations and safety of our community will be achieved through collaborative planning and action.

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Town Planning <ol style="list-style-type: none"> 1. Continue implementation of planning scheme to meet the requirements of the Sustainable Planning Act 2009. 2. Continue assessment of development applications 3. Undertake the development of Priority Infrastructure Plan 4. Undertake a review of the current Town Planning Scheme 5. Identify land opportunities throughout the shire for re-sale and development. 6. Continue to undertake pre-lodgment meetings with potential developers. <p><i>timeframes and assessment obligations</i></p>	4.1 4.3 4.6 4.10	<ul style="list-style-type: none"> • DCCS • Manager Building, Planning & Communities • DES 	<ol style="list-style-type: none"> 1. Council has continued the implementation of the planning scheme and has varied its assessment processes to align with the Sustainable Planning Act. 2. Council has undertaken a number of planning assessments throughout the year which have been assessed and approved within the statutory timeframes allowable under the Sustainable Planning Act. 3. The development of a priority infrastructure plan has commenced. 4. Council has lodged several applications with the Department (DERM) during the year to acquire additional land within our townships for future development and growth. To date Council has received a preliminary offer for the Mt Surprise Town Reserve, an acknowledgement of council's application for land surrounding the Forsyth Township. 				
Link to Budget - General Ledger No. 2010 / 2221; 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$745	\$20,000	\$17,796	\$10,000	\$Nil	\$Nil
Building <ol style="list-style-type: none"> 1. Continue to maintain compliance with the relevant Acts, Codes & Regulations 2. Continue the assessment of Building & Plumbing Applications. 3. Attend training sessions when required 4. Implement public education on building matters 5. Implement Pool Inspection program. 	4.3 4.4	<ul style="list-style-type: none"> • Manager Building, Planning & Communities 	<ol style="list-style-type: none"> 1. Council has continued to maintain compliance and keep abreast of any changes to the relevant building acts, codes and regulations. Council has also provided monthly updates in the Inform under the heading "Harry the Hammer" in relation to building hints and tips, which also relate directly back to the various building codes, acts and regulations. 2. Public education has been continuing via monthly updates in the Inform under the heading "Harry the Hammer." This provides the community with relative building hints and tips, which relate directly back to the various building codes, acts and regulations. 3. Council has conducted its Pool Inspection program, has provided the State Government with a list of pools within the shire and furthermore Council has a certified pool inspector within its staff. 				
Link to Budget - General Ledger No. 2020 / 2101; 1030 / 2241		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$16,210	\$10,000	\$1,061	\$3,000	\$Nil	\$Nil

<p>Disaster Management Planning</p> <ol style="list-style-type: none"> 1. Continue to update Disaster Management Plan and Sub Plans 2. Undertake the development and implementation of a Community Recovery Plan 3. Continue to implement and test Disaster Management Plan 4. Continue to attend District Disaster Management Committee Meetings 5. Continue to conduct Local Disaster Management Committee Meetings 6. Implement staff training under the Disaster Management Guidelines 7. Attend training sessions when required <p><i>KPM – to maintain, update and implement disaster management and mitigation plans that are compliant with legislative requirements</i></p>	<p>4.7</p>	<ul style="list-style-type: none"> • CEO • DCCS 	<ol style="list-style-type: none"> 1. The Local Disaster Management Plan (Main Plan) has been updated and sent for approval and audit by the District Disaster Management Group and EMQ. The sub-plans are still being updated and or developed to comply with the change in the Disaster Management Act. 2. The development of a Community Recovery Plan has not yet been developed. This will form part of the sub-plans under the Disaster Management Plan. 3. The Disaster Management Plan has been tested in a desk top exercise conducted by the District Disaster Management Group. 4. The CEO & DCCS have continued to attend the District Disaster Management Meetings when available. 5. Local Disaster Management meetings have been scheduled for the 2011/12 year. This is a requirement to hold a minimum of two meetings per year. 6. Staff training is incorporated within the Local Disaster Management Meetings. The CEO has attended a number of workshop regarding Disaster Management. 				
<p>Link to Budget - General Ledger No. 1030 / 2001;1030 / 2241</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$Nil</p>	<p>\$Nil</p>	<p>\$Nil</p>	<p>\$Nil</p>	<p>\$Nil</p>	<p>\$Nil</p>



5. Infrastructure Services - To provide service delivery and infrastructure roll out, maintenance and improvement underpins a healthy and growing economy and comfortable lifestyle in the gulf region

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)					
Road Maintenance (Shire) <ol style="list-style-type: none"> 1. Continue Town Street Maintenance programs 2. Continue Shire Road Maintenance programs <p><i>KPM – continue to maintain the shires town streets and road network in accordance with advanced asset management principles</i></p>	5.3	<ul style="list-style-type: none"> • DES • Works Manager 	<ol style="list-style-type: none"> 1. Town Street maintenance is ongoing. 2. Shire road maintenance is ongoing. 3. Total budget allocation for Shire Roads & Town Streets has exceeded the budget allocation for the 2011/12 financial year by \$81k. 					
Link to Budget – General Ledger No. 4010 / 2211; 4011 / 2211; 4012 / 2211; 4013 / 2211; 4014 / 2211		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses	
		\$Nil	\$Nil	\$628,042	\$547,000	\$Nil	\$Nil	
Road Improvements (Shire) <ol style="list-style-type: none"> 1. Continue scheduled re-seal program 2. Continue scheduled re-sheeting program 3. Continue TIDS program 4. Continue R2R program 5. Continuation of the Auslink program (Hann Highway) 6. Commencement of the Pave & Seal of the Hann Highway under the Safer Roads Sooner funding (Flinders & Etheridge SC) 7. Continue commitment to Regional Roads Group and Partnership 8. Continue drainage and flood mitigation program 9. Continue Town Street improvements <p><i>KPM – continue to develop and maintain the shires road network in accordance with advanced asset management principles</i></p>	5.3 5.12 5.15 5.16	<ul style="list-style-type: none"> • DES • Works Manager 	<ol style="list-style-type: none"> 1. Re-sheeting program is being carried out in accordance with council's asset management plans. The 2011/12 re-sheeting program achieved 93% against budget allocation. 2. Re-sealing program has been carried out in accordance with council's asset management plans. The 2011/12 re-sealing program is completed. 3. TIDS program for 2011/12 has been completed. Council has applied to the Regional Road Group for additional funding for 2011/12 and has been successful in obtaining an additional \$100k. Council is required to match this funding. Additional works has been completed. 4. The Roads to Recovery program has been completed on the Georgetown – Forsayth Road, with council completing another 4 kilometres of seal to this road. 5. This Auslink program has been completed and is now finalized. 6. Council has commenced the first stage of the pave and seal of the Hann Highway which is funded under the State Government's Safer Roads Sooner program. Design for stage 2 has been prepared and has been submitted to the Department of Transport & Main Roads for approval. 7. Council has continued its association with the North West Regional Roads Group. 8. Drainage and Flood mitigation works has commenced with a number of causeways being completed to date. (Perryvale, Werrington, Oak Park, Beverley Hills) 9. Town Street improvements have been completed and have been undertaken in accordance with council's asset management plans. 					

Link to Budget - General Ledger No. 4020 / 4500; 4020 / 4501; 4020 / 45 02; 4010 / 2223; 4193 / 2221; 4194 / 2221; 4195 / 2221; 4197 / 2221; 1030 / 2001; 4061 / 4500; 4061 / 4501; 4063 / 4500		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$3,799,995	\$5,611,396	\$3,373,724	\$4,396,059	\$964,467	\$937,000
Asset Management 1. Continue to implement and develop asset management plans and procedures <i>KPM – continue to develop asset management plans in accordance with advanced asset management principles</i>	5.1 5.2	<ul style="list-style-type: none"> DES DCCS 	1. Asset Management Plans have been prepared and approved by Council. The Asset Management Plan is a living document and will be reviewed and updated each year when the annual budget is prepared.				
Link to Budget - General Ledger No. 4020 / 2231; 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$9,759	\$25,000	\$Nil	\$Nil
Road Improvements (Main Roads) 1. Continue to work with Main Roads to improve state controlled road networks within the shire 2. Continue of RMPC expenditure <i>KPM – maintain a partnership with Main Roads for the maintenance and improvement of the States road network within the Shire</i>	5.14 5.15	<ul style="list-style-type: none"> DES Works Manager RMPC Coordinator 	1. Council continues to hold regular meetings with Main Roads regarding future works and also discuss various issues within the shire and the region regarding state roads. 2. Council is continuing to implement and undertake the scheduled RMPC works. Drainage maintenance is nearing completion, roadside slashing is being undertaken, and shoulder repairs to 92C and 99A will commence in April through to June				
Link to Budget - General Ledger No. 4160 / 2222		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$1,478,382	\$1,592,041	\$1,340,436	\$1,513,064	\$Nil	\$Nil
NDRRA (Flood Damage – Shire) 1. Commence flood damage works - 2010 2. Commence flood damage works – 2011 <i>KPM – maintain the shire’s road network in accordance with advanced asset management principles</i>	5.3 5.4	<ul style="list-style-type: none"> DES Works Manager 	1. 2010 Flood damage works approved under NDRRA arrangements has commenced and is progressing. A submission to the Queensland Reconstruction Authority for an extension of time has been lodged with an approval received to have the 2010 flood damage works completed by December 2012. 2. 2011 Flood damage works has commenced.				
Link to Budget - General Ledger No. 4181 / 2223; 4183 / 2225		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$4,930,949	\$3,890,536	\$7,256,963	\$8,724,250	\$Nil	\$Nil

Public Amenities Buildings 1. Maintain public toilets and amenities throughout the shire KPM – maintain public facilities to a level that the community expects	5.5	<ul style="list-style-type: none"> Town Overseer 	1. Public Toilets and Amenity buildings are being maintained and cleaned to ensure that these facilities are of a high standard.				
Link to Budget - General Ledger No. 4081 / 2221; 4082 / 2221; 4083 / 2221; 4084 / 2221; 4085 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$39,382	\$50,200	\$Nil	\$Nil
Aerodromes 1. Maintain aerodromes and upgrade safety equipment where necessary at Georgetown Airstrip 2. Maintain aerodromes and upgrade safety equipment where necessary at Forsyth Airstrip 3. Maintain aerodromes and upgrade safety equipment where necessary at Einasleigh Airstrip 4. Maintain aerodromes and upgrade safety equipment where necessary at Mt Surprise Airstrip 5. Maintain aerodromes and upgrade safety equipment where necessary at Kidston Airstrip 6. Undertake improvements to the Georgetown Aerodrome. (ie Apron extensions, Tie downs) KPM – maintain public airstrips to a level that is in accordance with relevant guidelines and to ensure public safety	5.5	<ul style="list-style-type: none"> Town Overseer DES 	1. All aerodromes under Council's control are being maintained and ongoing. 2. Capital improvements to the Georgetown Aerodrome have yet to commence or progress at this stage.				
Link to Budget - General Ledger No. 4091 / 2221; 4092 / 2221; 4093 / 222; 4094 / 2221; 4095 / 2221; 4091 / 4500		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$118,839	\$152,500	\$0	\$40,000

Water Supply – Georgetown

1. Continue to update Asset Management Plans
2. Continue Rising & Reticulation System maintenance
3. Continue plant maintenance programs for reservoir and wells
4. Undertake replacement program for meters and valves
5. Maintain Drought Management Plan for the Georgetown township
6. Continue water wise education programs
7. Undertake capital works required within the Georgetown water supply.
 - (i) Chlorine Shed;
 - (ii) VSD Pump System for Low Pressure issues
8. Actively seek funding opportunities to implement capital works programs

5.8
5.9
5.10
5.11

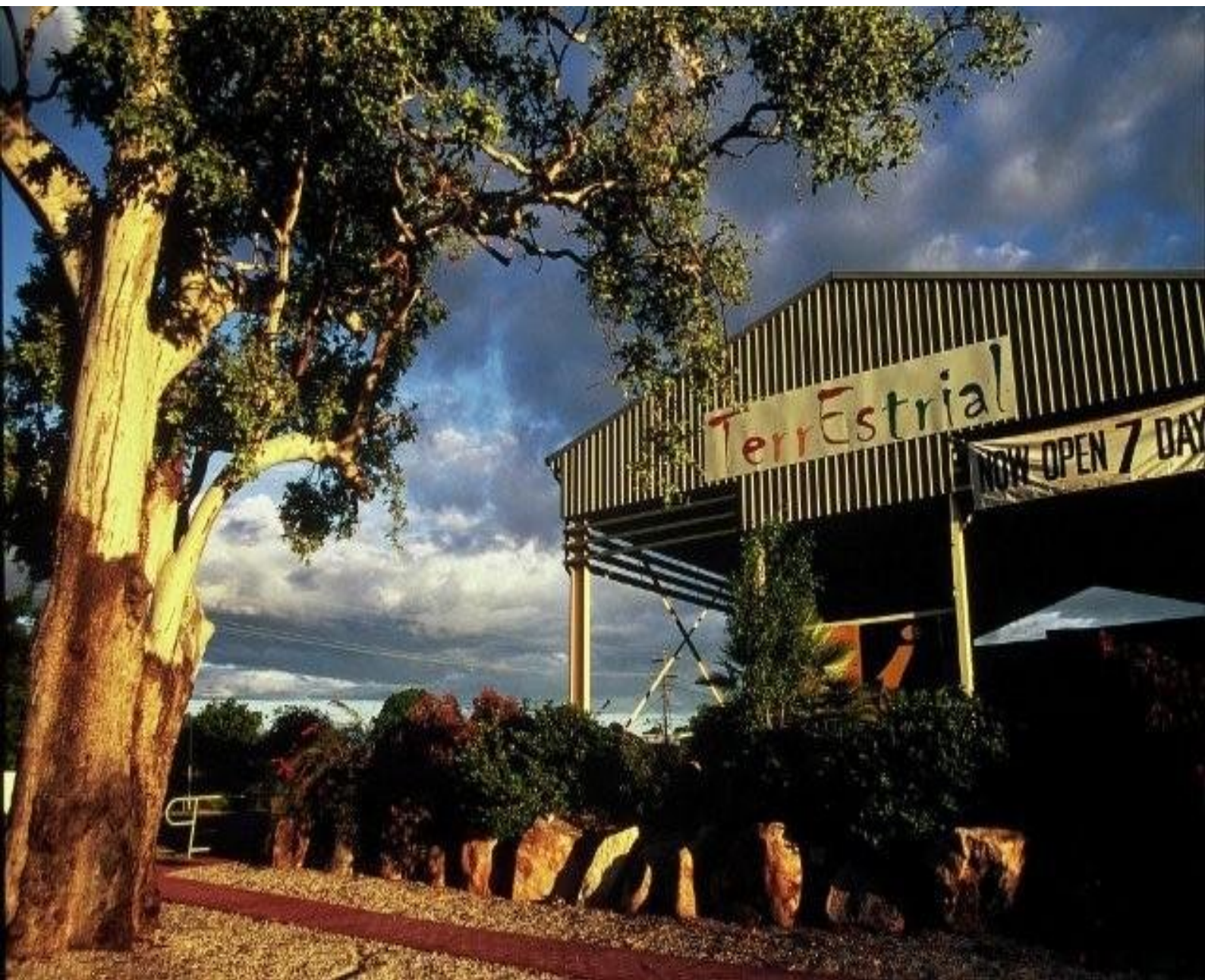
Water Supply – Forsayth

9. Continue to update Asset Management Plans
10. Continue Rising & Reticulation System maintenance
11. Continue plant maintenance programs for reservoir and wells
12. Undertake replacement program for meters and valves
13. Maintain Drought management plan for the Forsayth township
14. Continue water wise education programs
15. Undertake upgrade to Water Infrastructure at 3rd Street, Forsayth.
16. Undertake pressure reduction works to the water supply of Forsayth.

KPM – ensure maintenance is maintained to enable a sustainable water treatment operation to ensure protection of the environment and compliance with legislative requirements

- DES
- Town Overseer

1. Asset Management Plans for the Georgetown water services has been completed. Council's asset management plans are a living document and will be reviewed on a regular basis.
2. Maintenance on rising and reticulation systems is ongoing.
3. Replacement program for water meters is ongoing.
4. Plant maintenance is ongoing, with expenditure within budget allocations.
5. Council's Drought Management Plan is current.
6. Education material is published through council's Inform newsletter on a monthly basis.
7. Capital works program has commenced. The chlorine shed has been ordered and is installed. Project complete
8. There are no available grant funds available through the State or Federal governments for water at the present time.
9. Asset Management Plans for the Forsayth water service has been completed. Council's asset management plans are a living document and will be reviewed on a regular basis.
10. Maintenance on rising and reticulation systems is ongoing.
11. Plant maintenance is ongoing, with expenditure within budget allocations.
12. Replacement program for water meters is ongoing.
13. Upgrade to water infrastructure at 3rd Street Forsayth has commenced and is nearing completion.
14. Pressure reduction works has commenced and is nearing completion.



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

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
<p>Terrestrial Centre – V.I.C.</p> <ol style="list-style-type: none"> Continue to promote the shire and its attractions Continue to support tourism publications Undertake the development of a new of a new business plan for Terrestrial. Continue to update shire’s information and tourism brochures undertake concreting to the undercover area of the building through the Disabled Access Grant <p>KPM – increase the number of tourist visits and tourism business opportunities in the shire in a sustainable manner</p>	<p>6.3 2.5 2.8 2.9</p>	<ul style="list-style-type: none"> Manager of Terrestrial DCCS MBPCS 	<ol style="list-style-type: none"> Council has continued with its current advertisement program by placing adverts into various publications promoting the shire and the various attractions we have within the shire. In addition council has continued its association with Savannah Way, and officers have attended various seminars and workshops around the promotion of the Gulf Region. Council has continued to provide the shire tourists brochures to various VIC centres throughout the state and also interstate. Council also promotes other tourism operators by placing various pamphlets and booklets within the Terrestrial Centre. The development of a new business plan has commenced. The shire’s tourist brochure is due to be revamped and given a fresh image. This project has yet to commence. 				
<p>Link to Budget - General Ledger No. 6010 / 2221; 1030 / 2001; 6010 / 2222; 6010 / 4500</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$94,952</p>	<p>\$94,220</p>	<p>\$141,030</p>	<p>\$193,200</p>	<p>\$0</p>	<p>\$0</p>
<p>Student Hostel</p> <ol style="list-style-type: none"> Continue to provide student hostel facilities Undertake a business plan for the centre Continue to seek additional funding for the centre Continue to provide a tutoring facility for the students through VISE Continue to undertake building maintenance to the building <p>KPM – support the provision of accessible and affordable student hostel services</p>	<p>2.19 6.5</p>	<ul style="list-style-type: none"> DCCS MBPCS 	<ol style="list-style-type: none"> Council has maintained and continued to provide hostel service for the outlying students within the shire to attend the Georgetown State School. A business plan has yet to be developed and or commence for this centre. Council has been able to maintain the level of State Government support for the centre and has been successful again with the capital grant to enable enhancements and improvements to the centre which require upgrading and or replacing. Council has been able to secure the service of VISE to provide a free tutoring service for the attendees. Building maintenance has been carried out if and when required. 				
<p>Link to Budget - General Ledger No. 6030 / 2231; 1030 / 2001; 6030 / 4500</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$86,323</p>	<p>\$122,850</p>	<p>\$156,939</p>	<p>\$176,900</p>	<p>\$18,995</p>	<p>\$27,500</p>

<p>Childcare</p> <ol style="list-style-type: none"> 1. Continue agreement with child care services 2. Continue to provide occasional child care services with the view to expanding the hours of child care to long day care 3. Continue to seek additional funding for the centre 4. Undertake minor improvements to the Childcare Building to enable the progression to Long Day Care. 5. Review and update policies and procedures 6. Upgrade outdoor carpet 7. Replace shade sail 8. Provide training where necessary 9. Continue to provide traineeships for childcare <p><i>KPM – support the provision of accessible and affordable child care services</i></p>	<p>1.14 2.18 6.4</p>	<ul style="list-style-type: none"> • Director of Childcare 	<ol style="list-style-type: none"> 1. Council has continued its agreement with the State Government regarding the provision of child care services. 2. Council has continued to provide child care services, however as at February 2012, Council has moved to long day care from a limited hours child care service. 3. Council is in the process of submitting a funding application to seek additional funds for the start up of the long day care service. Council is hopeful that some funding may be granted to assist in the costs of enhancing the service. Application has been submitted to the Department for assessing. 4. Capital improvements to the child care building have been undertaken and are now finalized and completed. Council is working on stage 2 of the enhancements to the centre by re-designing the outdoor activities area. Concept designs are being sought with costings attached for consideration within the 2012/13 Budget. If funding is approved by the Department, these funds will be utilized to assist in the development of the outdoor activities area. 5. Policies and procedures have been updated and reviewed and also approved by Council. 6. The upgrade to the outdoor carpet has not occurred and has been deferred as part of Stage 2 developments and enhancements to the centre. 7. The existing shade sail has not been replaced as funds were diverted to the capital improvements of the building to enable the progression from limited hours to long day care. 				
<p>Link to Budget – General Ledger No. 6020 / 2231; 6020 / 2233; 6020 / 4501</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$127,771</p>	<p>\$50,000</p>	<p>\$133,552</p>	<p>\$132,700</p>	<p>\$53,076</p>	<p>\$52,000</p>



7. Organisational Excellence and Governance - To deliver excellence as an organization, embracing exceptional customer service, valuing staff and promoting ethical standards of practice supported by clear policies and strategies.

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
<p>Workplace Health & Safety</p> <ol style="list-style-type: none"> 1. Ensure compliance with Workplace Health & Safety Act 2. Continue to develop, update, implement and maintain Safeplan 3. Continue to identify and carry out specific workplace health & safety training 4. Continue to conduct Workplace Health & Safety meetings and review frequency of meetings. <p><i>KPM – ensure the development and implementation of formal risk management programs and procedures are in place to reduce the level of risk exposure</i></p>	<p>7.3 7.17</p>	<ul style="list-style-type: none"> • CEO • WHSO 	<ol style="list-style-type: none"> 1. Council is continuing with the implementation of Safe Plan and has been improving its level of knowledge and compliance of workplace health & safety through all Departments via internal staff meetings, toolbox talks. 2. Council is continuing to roll out Safe Plan to the staff and to update the requirements that need to be undertaken each month as part of Safe Plan. 3. Workplace Health & Safety Officer has attended a number of specific training programs to ensure compliance with the new legislation and to ensure that there skills are kept up to date. 4. Workplace Health & Safety meetings are conducted on a quarterly basis with all safety representatives and management are in attendance to discuss safety issues and to provide solutions to any incidents that have occurred or have been identified as a specific risk. 				
<p>Link to Budget - General Ledger No. 1030 / 2005</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$Nil</p>	<p>\$Nil</p>	<p>\$125,433</p>	<p>\$186,500</p>	<p>\$Nil</p>	<p>\$Nil</p>
<p>Audit</p> <ol style="list-style-type: none"> 1. Maintain and review accounting procedures and policies and maintain the internal accounting manual procedures 2. Maintain policy register 3. Review and update internal policies to remain compliant with current legislation and reflect the operation of Council 4. Maintain compliance standards with the Local Government Act & Regulations 5. Maintain compliance standards with Accountings Standards 	<p>7.8 7.9 7.10</p>	<ul style="list-style-type: none"> • DCCS • Senior Finance Officer 	<ol style="list-style-type: none"> 1. Council has continued to update and maintain its internal accounting manual, which covers off on a range of functions from receipting payments to capitalization. 2. Council has maintained its policy register, with a number of new policies have been implemented and approved by the CEO and Council. A review of council's policies is due to be undertaking. 3. Council has been working towards meeting all legislative requirements contained under the Local Government Act and Regulations. The majority of compliance has been completed with only a few minor items required to be published and displayed on council's website. 4. Council has continued to ensure that its financial operations and financial statements are in accordance with the current Accounting standards. 				
<p>Link to Budget - General Ledger No.1030 / 2120; 1030 / 2001; 1030 / 2101</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$Nil</p>	<p>\$Nil</p>	<p>\$12,368</p>	<p>\$65,000</p>	<p>\$Nil</p>	<p>\$Nil</p>

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Shire Office 1. Maintain councils administration building and depot administration building 2. Undertake Office improvements – replace ceiling to IT & Photocopy Room. 3. Update asset management plans for the maintenance of administration buildings KPM – ensure facilities are maintained to deliver defined levels of safety and comfort	5.5	<ul style="list-style-type: none"> • DCCS • Manager Building, Planning & Communities 	1. Maintenance has been carried out as and when required. Ongoing. 2. Ceiling has not been replaced as yet. Waiting on quotes from various builders. 3. Asset Management Plans for buildings has commenced and is still progressing.				
Link to Budget - General Ledger No. 1030 / 2151; 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$80,703	\$113,500	\$Nil	\$Nil
Information Technology 1. Continue to maintain current IT systems 2. Continue to upgrade systems to deal with the flow of information and storage of councils IT records and upgrade operating platforms. 3. Continue to improve and enhance the website portal 4. Undertake an asset management plan for the replacement of IT infrastructure 5. Ensure all IT licenses are registered and current KPM – improve accessibility to councils services through electronic mediums	7.5	<ul style="list-style-type: none"> • DCCS • IT Manager 	1. IT systems have been maintained. 2. Council has purchased additional servers and also undertaken the development of virtual servers / platforms and furthermore has upgraded the IT system to be ready for cloud. In addition, council has also upgraded its operating platform to Windows 7. 3. Council's website has continued to be developed with additional information being placed onto the site. The site has improved since its redevelopment in 2009. 4. This project has yet to commence. Council has undertaken an audit and risk assessment of its IT infrastructure. 5. All licenses have been renewed and or upgraded to comply with additional users.				
Link to Budget - General Ledger No. 1030 / 2180		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$219,350	\$256,000	\$Nil	\$Nil

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Insurances 1. Continue General Insurance cover to insure council's assets in accordance with relevant Acts and Legislation 2. Continue Public Liability cover in accordance with relevant Acts and Legislation 3. Continue Work cover Insurance KPM – to ensure council maintains sufficient level of insurance cover to protect assets and to protect the community, council, and employees.	7.14	<ul style="list-style-type: none"> • DCCS • Senior Finance Officer 	1. Council has renewed and reviewed the level of cover for Councils General Insurance and has remained compliant with the Local Government Act regarding levels of insurance cover. 2. Public Liability insurance has been renewed. 3. Work Cover Insurance has been renewed.				
Link to Budget - General Ledger No. . 1030 / 2231; 1050 / 2081		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$266,054	\$263,000	\$Nil	\$Nil
Training & Development 1. Continue to implement Human Resource Strategy 2. Maintain staff training and development in line with Human Resource Strategy 3. Maintain budget allocations for Staff Training & Development 4. Continue traineeship employment program KPM – ensure opportunities for Councillors, Staff, Trainees & Apprentices to gain skills and experiences and ensure implementation of staff development and training programs to achieve high levels of performance	7.2 7.4	<ul style="list-style-type: none"> • DCCS 	1. Council's human resource strategy is being implemented with a number of new human resource policies and procedures having been developed and implemented across the organization. 2. Staff Training has continued with a number of employees undertaking Certificate Level qualifications in Civil Construction, Child Care, Human Resources, and Business & Finance. In addition, employees have attended a number of workshops, seminars and conferences pertaining to their roles and responsibilities. 3. Budget allocation for staff training and development has been maintained. 4. Council is again hosting 3 trainees, which are in the area of Horticulture, Administration and Engineering (Motor Mechanic)				
Link to Budget - General Ledger No. 1030 / 2241; 1030 / 2001		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$126,258	\$180,000	\$Nil	\$Nil

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
Records Management 1. Continue to develop and maintain Records Management System 2. Continue to implement training to end users 3. Continue to upgrade Records Management System where required 4. Maintain records management preservation in accordance with the Retention & Disposal Act <i>KPM – ensure councils records are maintained in accordance with relevant legislation and acts</i>	7.5 7.12	<ul style="list-style-type: none"> • Records Supervisor • MBPCS 	1. Council's record management system is being maintained. The record management system has been enhanced via a number of scheduled updates to the system by the product owner (InfoXpert) 2. Training has been conducted to all employees; additional training has been undertaken to end users as and when required. 3. The records management system has been enhanced through updated versions from the product owner. 4. Records are being preserved in accordance with the guidelines produced by state archives. Retention and disposal records have been updated and are compliant with the requirements under the current legislative requirements (Archives Act)				
Link to Budget - General Ledger No. 1040 / 2110; 1030 / 2241		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$300	\$28,000	\$Nil	\$Nil
Communication & Advertising 1. Continue to produce Councils Inform Newsletter <i>KPM – ensure council is providing effective communication to the community and also supporting community groups</i>	7.9 7.12	<ul style="list-style-type: none"> • DCCS 	1. Council has continued to publish the Inform Newsletter on a monthly basis. The publication is always being reviewed and enhanced. This is one of council's main vehicles of communication to the community.				
Link to Budget - General Ledger No. 1030 / 2100; 1030 / 2110; 1030 / 2221		Actual Revenue	Budget Revenue	Actual Expenses	Budget Expenses	Actual Capital Expenses	Budget Capital Expenses
		\$Nil	\$Nil	\$109,614	\$124,000	\$Nil	\$Nil

Operational Plan Action / Outputs	Link to Strategy	Responsible Officer	Accomplished Outcome(s)				
<p>Councillors Remuneration, Deputations & Development</p> <ol style="list-style-type: none"> 1. Continue to base remuneration for Councillors in accordance with the Local Government Remuneration Tribunal 2. Continue to lobby and promote the shires priorities to State & Federal members 3. Provide adequate training opportunities for Councillors development. 4. Attendance at regional forums and meetings 	<p>7.2 2.9 2.10 2.11 2.21</p>	<ul style="list-style-type: none"> • CEO 	<ol style="list-style-type: none"> 1. Councillor's remuneration has been approved in accordance with the Local Government Remuneration Tribunal recommendations. 2. Council has undertaken a number of deputations to State and Federal members over the past year with a range of topics discussed and raised such as road funding, flood damage funding, alternative business opportunities, Gilbert River irrigation scheme. 3. Councillors have had the opportunity to attend a number of state conferences, seminars, workshops over the past year. Councillors have had training in the local government act, meeting procedures, how to run an effective meetings, asset management, and financial sustainability. 4. Councillors have attended a number of regional forums and meetings from GSD, NGRMA, Community Cabinet, and Outback Beef & Roads Forum. 				
<p>Link to Budget - General Ledger No. 1020 / 2160; 1020 / 2400</p>		<p>Actual Revenue</p>	<p>Budget Revenue</p>	<p>Actual Expenses</p>	<p>Budget Expenses</p>	<p>Actual Capital Expenses</p>	<p>Budget Capital Expenses</p>
		<p>\$Nil</p>	<p>\$Nil</p>	<p>\$207,926</p>	<p>\$239,100</p>	<p>\$Nil</p>	<p>\$Nil</p>

Audited Financial Statements 2011|2012

