



Etheridge

Shire Council

2012-13

ANNUAL REPORT



...the golden heart of the gulf

welcome

2012-2013

welcome to Etheridge Shire Council's 2012|2013 Annual Report. This report provides a comprehensive account of Council's performance from July 1, 2012 to June 30, 2013.

Council's 2012|2013 Annual Report details our achievements over the last 12 months, addresses the minor setbacks experienced and also identifies the future challenges that lie ahead for our region.

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 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

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



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Over the past twelve months all councillors have been very active in the community and have honourably represented the Etheridge Shire everywhere they have been.

As reported in the previous annual report this council has chosen to govern through community consultation. The council undertook to attend a different community each month and conduct semi-formal community meetings. This has been maintained during the year with meetings held at Mt Surprise, Forsayth, Einasleigh, Oak Park, The Lynd and of course Georgetown. These meetings have been a vital method of informing all the residents of council activities but more importantly giving all residents a chance to share in the decision making of the council. It is intended that these community meetings will continue throughout the term of this council.

Some major issues have confronted the council during the year and all have been tackled head on with results obtained –

- Rural fires – A Category B disaster classification was sought and obtained which brought relief to graziers.
- Failed wet season – Drought declaration for the Shire was sought and granted which brought State Government assistance.
- Forsayth water – Public meetings were held which greatly reduced water usage and prolonged the amount of water available.
- Road system - Roads have deteriorated rapidly due to high traffic volumes. Extra funding was obtained from Main Roads to maintain the Georgetown/Forsayth Road.



Cr Will Attwood
Mayor

Council has commenced programs which will enhance the liveability of the Shire. Three of these projects are the Charleston Lake, appointment of a Community Development Officer, and formation of the Gilbert River Irrigators Group.

The benefits of the Charleston Lake are the large scale storage of water, a secure water supply for Forsayth, a business boost for Forsayth by providing a water recreation area with boating, fishing, camping etc., and a boost for the water supply at Georgetown.

The Community Development Officer is actively investigating the creation of an early secondary school model in Georgetown, providing services to the aged, and assisting with “in home care” for rural families.

The Gilbert River Irrigators Group has been brought together firstly to facilitate the submissions for the allocation of water and secondly to keep the group updated with DAFF investigations into the viable use of irrigation. A web site is being constructed by GSD to link graziers who wish to lease part of their property for cropping with farms who wish to take up this opportunity. It is anticipated that soon much more cropping will be seen developing along the Gilbert River.

I am in constant contact with the IFED group who are proposing a very large agricultural project on the northern side of the Gulf Developmental Road between the Einasleigh and the Gilbert Rivers. This project if successful will inject an increase in skilled workers, along with their families and associated businesses into the Shire. Council has subsequently been considering how this population will be accommodated in the Georgetown area. Council is considering the extra demand for water, creation of sewage services, transport, power, communications and all the things that go to make a liveable environment.

During the year I have represented the Shire on many local committees where our voice has been heard on issues such as the Hann Highway, upgrade of the Agate Creek Road to enhance tourism, funding for the Charleston Dam and pest control in the Shire. I have personally spoken to and lobbied State and Federal members of Parliament including the Premier to enhance the developments of our Shire. I have been successful in obtaining extra funding for the Georgetown to Forsayth Road, having the Hann Highway Project listed as the highest priority for the FNQ RDA proposal, the Charleston Lake being mentioned in Parliament and obtaining a category B disaster classification for our Shire during the fires. I have made numerous press releases for our Shire and have been interviewed regularly on the radio.

I have attended and chaired every council meeting and been part of 117 other meetings where the Shire was represented. My job as the Mayor is to enhance the standing of the Etheridge Shire; I have achieved this goal during the year.

I look forward in the coming year to continue with plans that will enhance our shire. I have shown that I am able to deal with any problems that arise and will continue striving to make life just a little bit better for everyone in the shire

Cr Will Attwood
Mayor of Etheridge Shire Council

a word from our ceo



Lew Rojahn
CEO

The past year will be memorable as the first full operational year for the current Council and I am pleased to say that we have been able to again manage with the limited resources we have and come to the end of the year with surplus funds to put aside for our future.

My congratulations to the Mayor and Councillors for cautiously managing the budget they approved at the beginning of the year. As well, Council staff have again worked within budget, met the scheduled programmed works, and achieved a profit from our contracted works. I extend my thanks to Councillors and staff in all areas of Council's operations.

As a CEO for a Council you sometimes struggle with the worries of where the next Council dollar is coming from and how you are going to keep your staff employed. Every year though something seems to happen and you seize the opportunity rather than dwell on the negative. I console myself with the thought that the Etheridge Shire has been around since 1919 and does not seem to feature anywhere in the history books as being a shire with a checked past.

So based on this premise, I can happily say that again this year Etheridge Shire has come through the trials and tribulations without too many marks on its surface.

If we look back and consider the onslaught of the terrible fires and the large number of hectares that was burnt within our Shire and neighbouring shires and then followed by the failure of our annual wet season, it was difficult to remain optimistic. As we are passing through the year, circumstances are not improving. Water is slowly becoming a big issue not just for the Towns but for the graziers and contractors as well. We need water to sustain our lives, our industry and our jobs and each day our country is getting that little bit drier.

I am pleased that Council has maintained its commitment to long term goals and long term prosperity for the future. In the interim, we will continue to provide the best services we can within the budgetary framework and resources that we have. With the advent of flood damage grants and the size of the projects, people have become accepting of high quality road maintenance standards and this will impact in the future if the access to these types of funds reduces or even cuts out entirely.

Council has also been successful in reducing its debt level and operating without the need to undertake borrowings for any large capital works. This is good responsible financial management in times where funding from Governments has been significantly reduced and even though interest rates are relatively low, access to revenue to meet the debt is also not readily available.

Council has successfully met the challenges of this year. We now have to face up to even greater challenges in the coming year and we will do this by continuing to identify opportunity, reduce our operational costs and seek information from all sources that will help us grow and meet these challenges.

Etheridge Shire is making its mark in Local Government with heightened media presence and winning awards for innovation that led to a reduction in our operating costs. I give my commitment to the community of Etheridge Shire that I will continue to build the Shire's presence as a sustainable, innovative leader in Local Government Initiative and maintain its status as one of the best performing Shires in Queensland.

Lew Rojahn
CEO for Etheridge Shire Council

fast facts



// our region's profile

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.

909 people

Area: **39,323**km²

2.3% of the total area of Queensland

567 rateable properties

17.4° – 31.4° average minimum and maximum daily temperature

734mm average rainfall per year

Value of Agricultural Production **\$43.7** million

1 world class mineral collection

// council's profile

had a budget of **\$28.274**million

\$138.895million in assets (written down value)

1,781km of roads and **476** floodway's and culverts

269 water connections

maintained **3.94**hectares of park

and **6,685**hectares of reserve land

173 tonnes of waste collected

managed **1** childcare centre

managed **5** aerodromes

maintained **4** landfill sites

managed **1** student hostel centre

net rateable income **\$2.432**million





In 2012-2013 Council received widespread recognition for its efforts in “innovation” and “continuous improvement”.....

highlights 2012-2013

outstanding achievements

**// winner of the 2013 Igma award for excellence in innovation
// etheridge shire council – portable satellite communications unit
// winner of the 2012 northern outback business awards – business innovation award**

Working in the bush usually means the wonders of the internet and immediacy of email is a world away. But this is no longer the case, thanks to the innovation of a moveable and self-sufficient Portable Satellite Communications Unit (PSCU) designed and constructed by Council's IT Manager.

The Unit has been designed to fit onto any commercial vehicle or a 6x4 box trailer, and operates over satellite connection provided by a commercial ISP, giving the user access to the internet, email and corporate network facilities.

The Unit was designed to save the council time and money – and it has been successful in doing both resulting in organisational improvements to productivity and performance.

The Portable Satellite Communications Unit (PSCU) is the only unit available that is solar powered, with back up 240v power supply. As all other units run solely on 240v power, it makes the PSCU a greener and more sustainable product than any other similar unit on the market. It also means it does not need to be located near a power supply.

A 240v generator has been included in the Unit to provide power should the natural elements of solar fail due to harsh weather.

Excellence/Outcomes

The Council is proud of the innovation which has resulted in improvements to its performance, productivity and provision of services. Examples of some of the positive outcomes and the impact it has had on the Council and community are listed below.

Financial savings

The Unit has been in use by the Council for about 12 months. In that time it has already proven to be cost effective in many ways. Some examples of the savings are as follows:

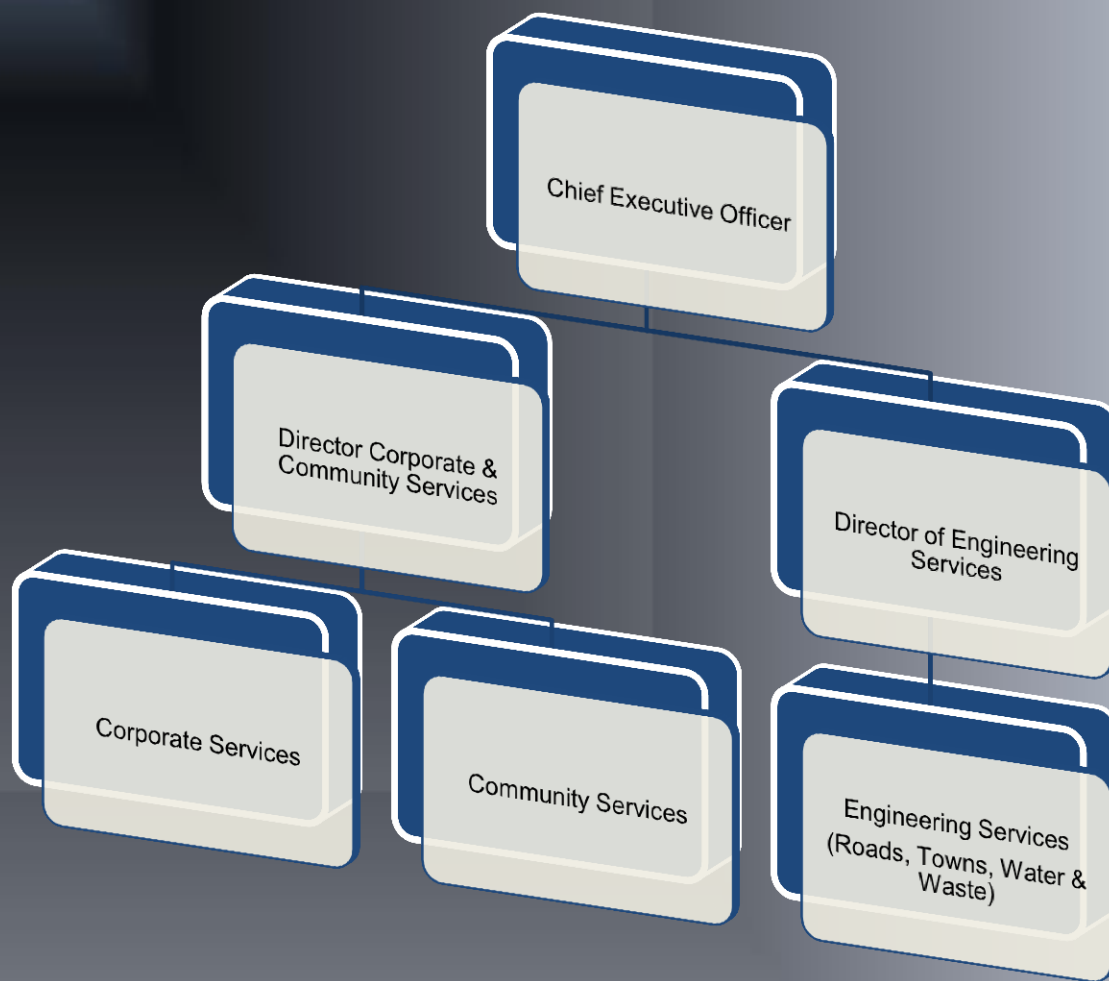
- The cost of ownership of the unit is significantly less when compared with rental rates of other units on the market;
- Staff spend less time travelling and more time at the work site undertaking relevant tasks;
- Email can be used for communication rather than satellite Phones or mobile connections;
- Vehicle maintenance costs and wear and tear has reduced.
- community and family

The project is a prime example of a local government working to enhance its facilities for the betterment of the community it represents and furthermore the PSCU contributes to the professional operations of the Council by improving communication between remote worksites, Council management and the community. It provides instant, more reliable and cheaper communication.





corporate



structure

elected representatives



Mayor Will Attwood
// finance / budget



Deputy Mayor Ian Tincknell
// infrastructure development
// asset management

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

Will was born and raised on a dairy farm near Daylesford in Victoria. He attended Daylesford Technical/High School. At 16 he joined the Victoria Police Cadets on 2/2/1971 and then graduated as a police officer 18 months later.

Will was stationed in the Melbourne CBD and suburbs, Colac, Highway Patrol, Cheltenham Crime Car Unit, Community Policing Squad, Swan Hill, Portland, Traffic Research Section, Shepparton and Portland again.

Will moved to Qld in 1997 and after a short stint of retraining in Brisbane he was stationed at Cairns and the Esplanade Police beat for 5 years. Will then moved to Laura and then to Pomppuraaw. Finally he finished off his policing career at Georgetown.

Will retired from policing in July 2011 after having spent 40 years serving the communities of Victoria and Queensland. After six months of retirement Will was looking for a new challenge, he stood for election for Mayor.

Will is married to Dawn and they have six children, three of them live in Georgetown, Paul (Wilson), Felicity and Kathryn. The others reside in Weipa, Tamworth and the Gold Coast.

Will has been a bit of a nomad but now Georgetown is home, Will and Dawn have bought a house in Crampton Road and intend staying put.

// Phone: 0448 089144
// Email: cr.tincknell@etheridge.qld.gov.au

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
// engineering



Cr. Warren Bethel
// council personnel / shire well-being



Cr. Pauline Royes
// business activity

// Phone: 0448 089068
// Email:
cr.arnett@etheridge.qld.gov.au

Trevor was born on the Atherton Tablelands in 1962, where he spent the next 18 years moving between the towns of Malanda, Ravenshoe and Milla Milla.

He then joined the Department of Defence (Army) for the next 13 years and travelled and visited places like Melbourne, Sydney, Brisbane and Townsville.

He left the Army in 1994 where he journeyed up to Georgetown and spent the next 16 years working with the Etheridge Shire Council.

Trevor left the Etheridge Shire Council in April 2012 when he took over the Elders Depot and became elected as councillor for Etheridge Shire Council.

Trevor has been an active member of the Georgetown community and is a volunteer member in both the Ambulance and Rural Fire Services.

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

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.

// Phone: 0448 089047
// Email:
cr.royes@etheridge.qld.gov.au

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.

executive management team



Lew Rojahn

// chief executive officer

// Phone: 0458 621285

// Email: lew.rojahn@etheridge.qld.gov.au

Qualified Shire Clerk, Diploma in Local Government Administration, 38 years' experience in Local Government Management.

Formerly Principal Advisor with the Department of Local Government and Planning.

David Munro

// deputy chief executive officer /
// director corporate & community services

// Phone: 0458 621231

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

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

Eleven (11) years' experience in Local Government Management.

Rohana Samarasekera

// director of engineering services

// Phone: 0458 621234

// Email: rohana@etheridge.qld.gov.au

Bachelor of Science Engineering, Master of Science Engineering Structures, Master of Science Engineering Public Health, Certificate Contract Engineering.

Has had experience in State Government, Local Government and the Private Sector

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

our organisation

// human resource strategy

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

Council faces a number of key challenges:

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

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

. Changes to funding patterns in Local Government will require Local Authorities to develop commercial edges in order to attract monies from other than the more traditional government funding sources in order to adequately fund necessary infrastructure for future development.

// six (6) key principles of the strategy

1. RECRUITMENT, SELECTION AND APPOINTMENT

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

2. REWARD, RECOGNITION AND REMUNERATION

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

3. EQUITY AND DIVERSITY

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

4. STAFF DEVELOPMENT AND WORKPLACE CULTURE

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

5. DEVELOPMENT OF LEADERSHIP & MANAGEMENT CAPABILITIES

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

6. A SAFE, HEALTHY AND PRODUCTIVE WORK ENVIRONMENT

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

// headcount of staff by year

Annual headcount includes all staff except councillors. Full-time, part-time, casual, temps, apprentices and trainees. As at 30 June 2013, Etheridge Shire Council retained 68 FTE, in comparison as at 30 June 2012, Council retained 73 FTE.



// breakdown of staff



// training and development activities

More than 40 per cent of staff undertook some form of formal training during the 2012-13 financial year. Courses included:

- Queensland Disaster Management training;
- Trainee – Cert III Business;
- Trainee – Cert IV Business;
- Diploma in Local Government Administration;
- Diploma in HRM;
- Diploma in Business (Accounting);
- Cert IV – Civil Construction;
- Cert III – Plant Operations;
- Cert III – Road Construction & Maintenance;
- Personal Safety Sessions;
- Cert IV – WH & S Rehab & RTW;
- Cert III Children Services;
- Advanced Diploma Children Services;
- Bachelor of Education (Early Childcare Learning)

our organisation

// workforce

The following charts give visual representations of the workplace demographics with a summary of changes over the past four years (2010-2013)

Diagram 1

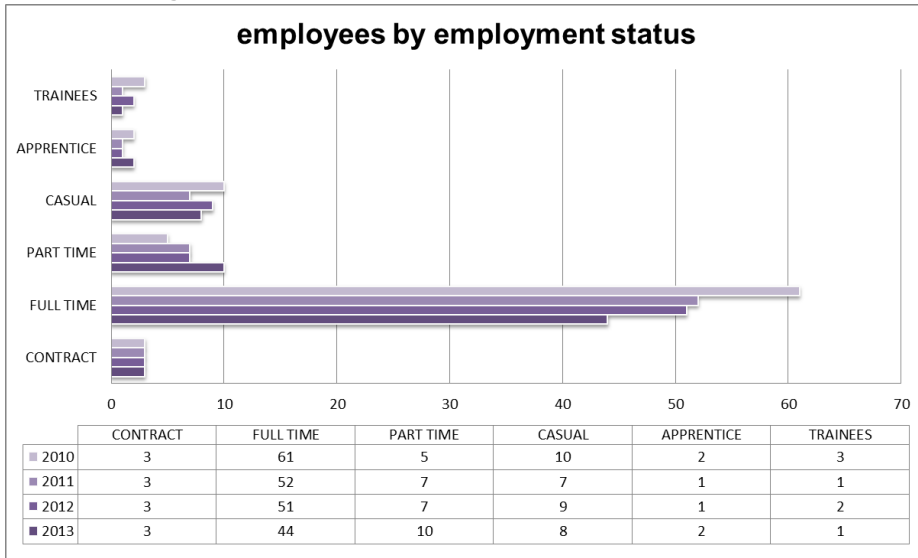
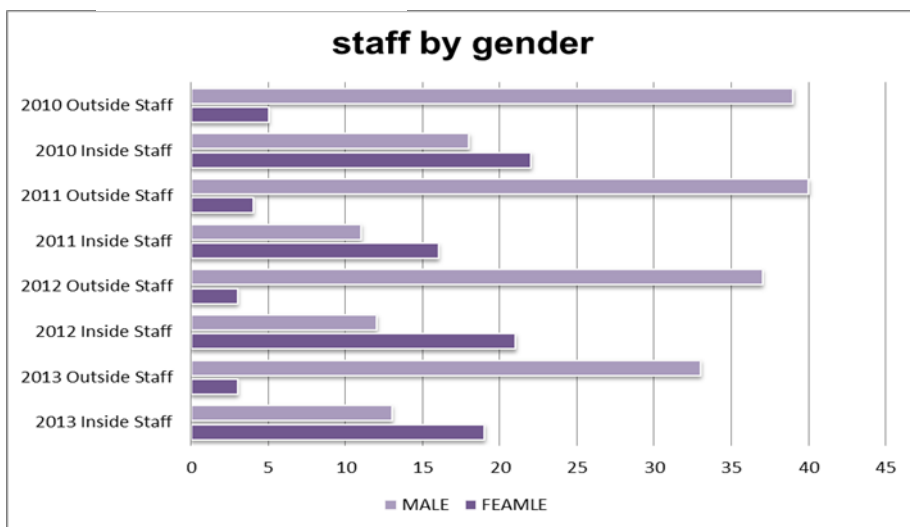


Diagram 6



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

// employees by gender

Diagram 2 - June 2013

■ MALE ■ FEMALE

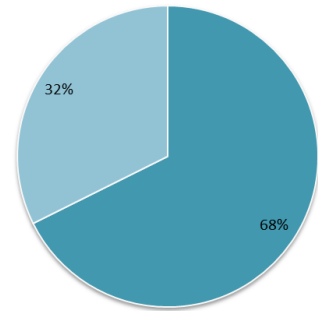


Diagram 3 - June 2012

■ MALE ■ FEMALE

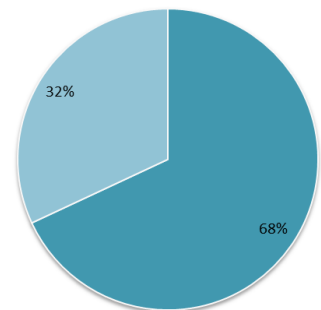


Diagram 4 - June 2011

■ MALE ■ FEMALE

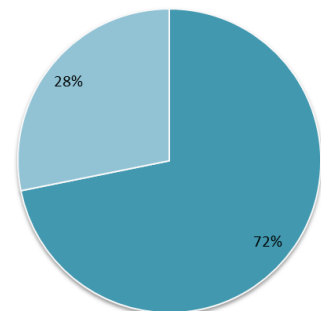


Diagram 5 - June 2010

■ MALE ■ FEMALE

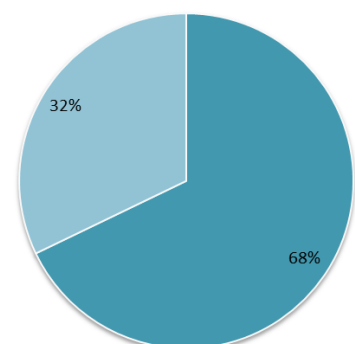
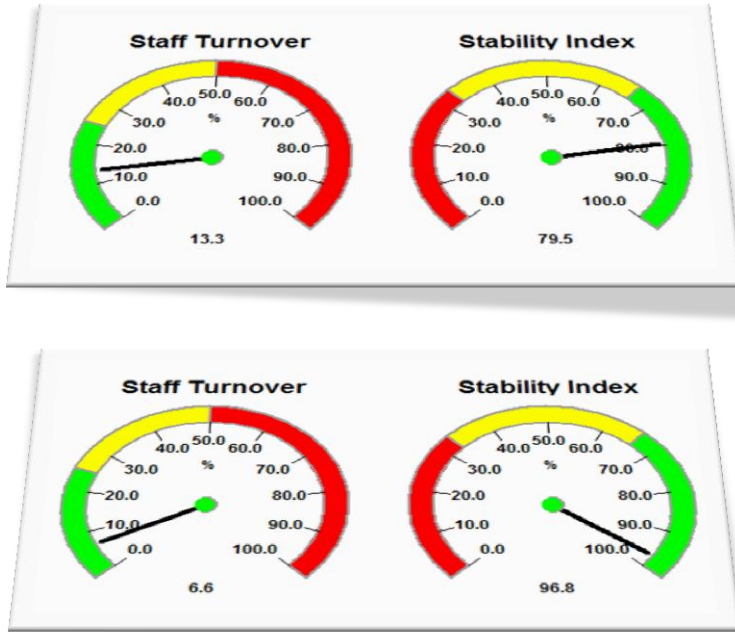


Diagram 7



The staff turnover and stability index shows a percentage rate difference for the 2012|2013 periods. There has been a slight increase in staff turnover in 2012 due to an increase in casuals being employed on flood works plus natural attrition. While there has been a change in turnover between the two periods (FYE2012 & FYE 2013), the stability index has improved.

// benchmarking

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

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

During 2012-13 financial year, Council undertook a review of its policies and procedures to ensure it maintained consistency with organisational and community needs. It is anticipated that during the 2013-14 financial year, additional policies and procedures will be implemented as the organisation and its needs evolve.

Diagram 8 - employees by age

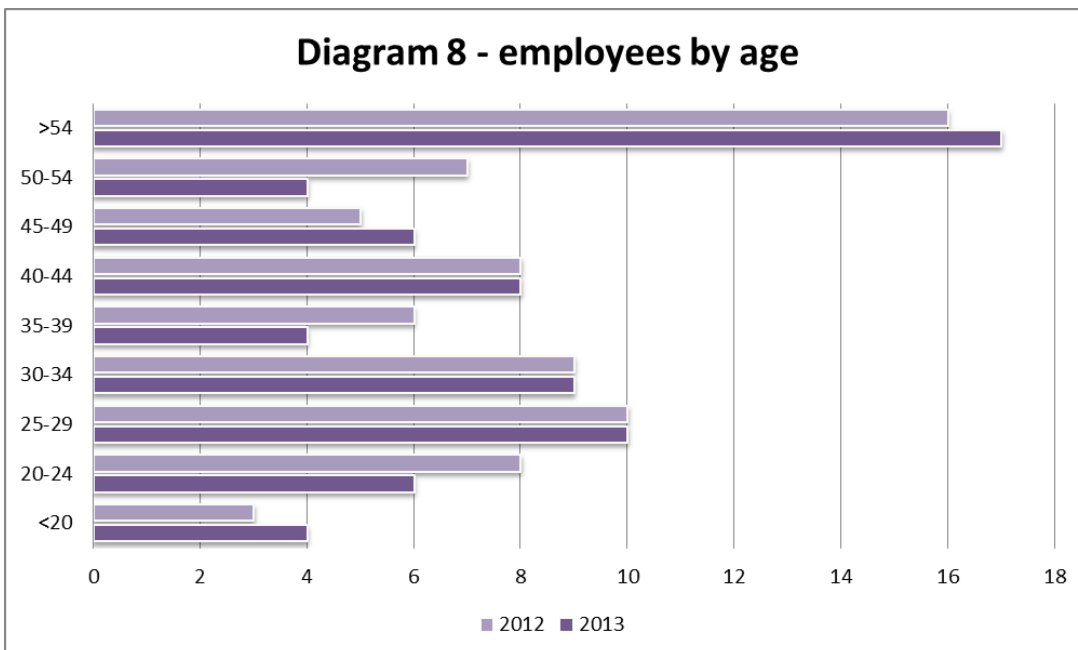


Diagram 8 shows the majority of Council employees fall within the 50 to over 54 age groups, however there is an increasing number of staff now aged between 25 to 44.



MINING SNAPSHOTS IN THE NORTH.

1.—The Bush Ambulance Car en route to Gilberton to remove a sick patient. This car claimed to be the first motor to traverse that rough road. Mr A. E. Weston, the superintendent is second from the left.
3.—State Battery, Kidston.

2.—Police Station, Percyville, Etheridge, recently closed, now waiting removal.
4.—The old Union Mine, Percyville, which was transformed into a baling camp during the drought.

J. W. Brown, photos 1

corporate governance

// general meetings of council

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

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

// councillors code of conduct

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

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

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

There are a number of requirements contained within Section 180 & 181 of the *Local Government Act 2009*, that are required to be reported within the Annual Report, regarding complaints made about councillors. During the 2012|2013 financial year there were no complaints received against any of the Councillors.

// 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 Council's 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.

// 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 2012-2013.*

// tenders

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

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

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

Council had no occasion to call for Expressions of Interests in accordance with Section 228(6) of the Regulation during the financial year.

// administrative complaints process

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 Regulation 2012*, 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.

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 2012/13 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.

// revenue policy

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

// special rates and charges

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

special Charge

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

The revenue from these rates was used as core funding for the provision of maintenance and operations of all waste management facilities for the towns of Einasleigh, Mt Surprise and Forsayth. The Special Charge will 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.



community

financial

Income Statement
How did we perform in relation to our trading result over the past 12 months?

Balance Sheet
What do we own and owe at year end?

Statement of cash flows Where has our cash been received and used during the past 12 months and how much remains at year end?

Statement of changes in equity
What is the wealth of the community at year end?

report

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

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

statement of comprehensive income

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

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

// 2012-2013 result

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

// total revenue – where our money comes from

Revenue totalled \$26.310 million in the 12 months to June 30, 2013. The graph below indicates that 56 per cent of council's revenue is generated from operating grants and subsidies and around 24 per cent from sales revenue. Only 9 per cent of council's revenue is generated from rates and charges. The high percentage of revenue from operating grants and subsidies, as was the case in 2012-2013 year is directly related to the funding for the delivery of significant flood damage repairs. This was the case with sales revenue; council was successful in gaining additional Main Roads works in 2012-2013 for flood damage works on various State Roads within the shire.

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

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

// 2012-2013 result

\$26,310,806

total income

-\$20,176,566

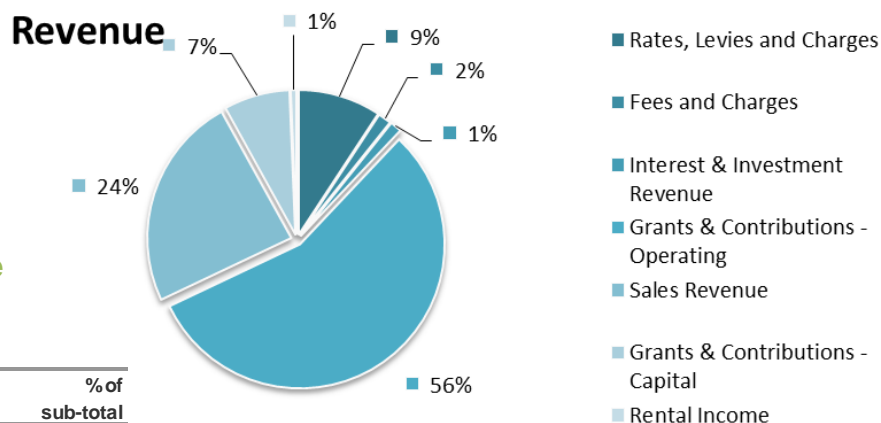
total expenses

\$ 6,187,534

surplus

Council's Result

\$ '000	Actual 2013	Budget 2013	Actual 2012
Expenditure	20,176	24,060	19,004
Revenues (excl. income for capital purposes)	24,367	19,246	18,576
Net Result before Capital Grants & Contributions	4,191	4,814	(428)
Capital Grants & Contributions	1,996	2,117	2,117
Net Result	6,187	2,697	1,689



Statement of Comprehensive Income

for the year ended 30 June 2013

\$ '000	Actual 2013	% of sub-total
Income		
Rates, Levies and Charges	2,432	9%
Fees and Charges	391	1%
Interest & Investment Revenue	343	1%
Grants & Contributions - Operating	14,713	56%
Sales Revenue	6,317	24%
Grants & Contributions - Capital	1,943	7%
Rental Income	171	1%
Total Income	26,310	100%

// where our money goes

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

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

While council's operating costs amounted to \$20.176 million, council also spent \$6.770 million on capital projects during the year.

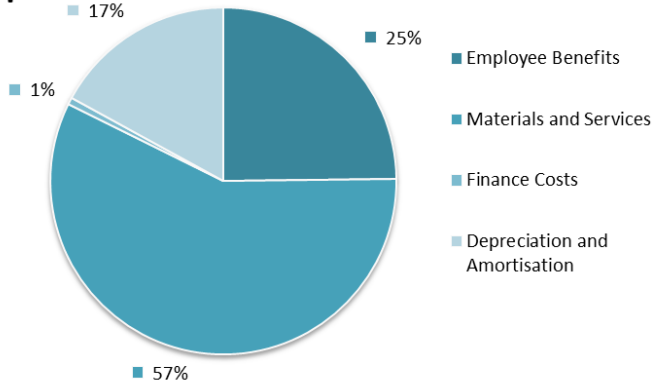
// major items of capital expenditure
 roads, bridges and drainage (\$4.419M)
 buildings (\$0.120M)
 plant and equipment (\$0.515M)
 water (\$0.226M)
 W.I.P. (\$1.490M)

// operating expenditure 2012-2013

Statement of Comprehensive Income
 for the year ended 30 June 2013

\$ '000	Actual 2013	% of sub-total
Expenses		
Employee Benefits	5,006	25%
Materials and Services	11,601	57%
Finance Costs	131	1%
Depreciation and Amortisation	3,438	17%
Total Expenses	20,176	100%

Expenses

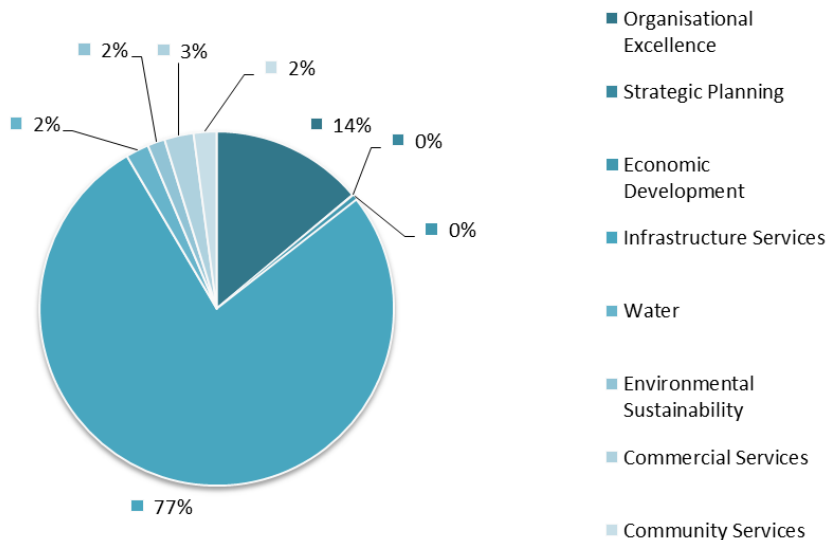


Statement of Comprehensive Income
 for the year ended 30 June 2013

Expenses by functions

\$ '000	Actual 2013	% of sub-total
Organisational Excellence & Governance	2,806	14%
Strategic Planning	25	0%
Economic Development	82	0%
Infrastructure Services	15,554	77%
Water	428	2%
Environmental Sustainability	320	2%
Commercial Services	538	3%
Community Services	423	2%
Total Expenses	20,176	100%

Expenses by functions



statement of financial position

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

Our community's net worth (what we own less what we owe) at the end of the financial year was approximately \$150.886 million.

// what do our assets consist of?

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

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

// 2012-2013 result

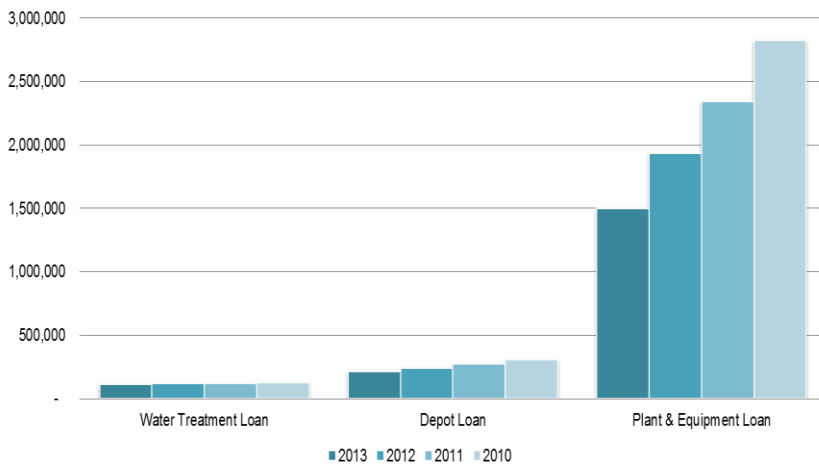
\$154,539,548 assets
-\$ 3,653,072 liabilities

\$150,886,476 equity

// what do our liabilities consist of?

The bulk of council's liabilities are in the form of loans and provisions which collectively represent 50 per cent of council's total liabilities. Council uses loans to finance certain projects in order to ensure costs are shared across the generations who will receive a benefit from those assets. Provisions include the setting aside of funds to cover expenses relating to employee entitlements (e.g. long service leave).

Council's Borrowings

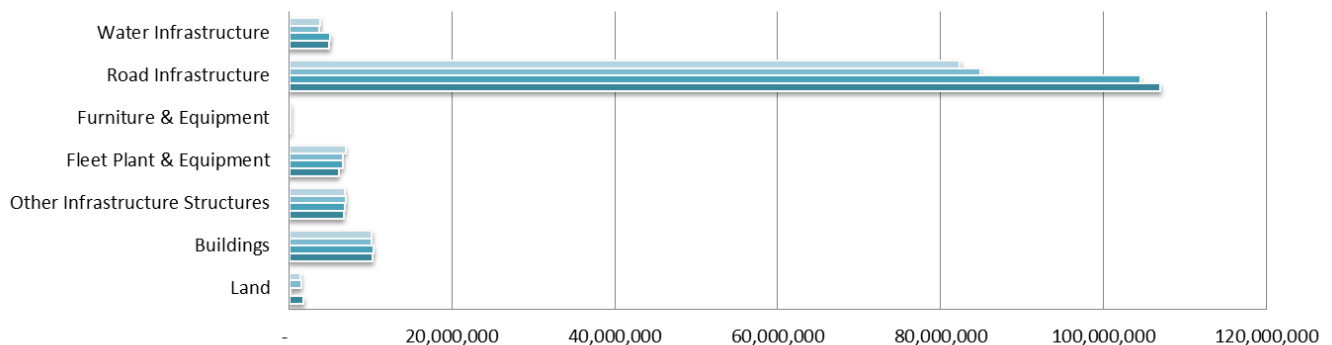


Council's long term financial forecast shows debt decreasing with the majority of council's debt clearing in the next 18 months.

The borrowings that are outstanding relate to the water treatment plant at Forsyth, improvements to council's depot, and plant and equipment. The use of debt ensures that residents of the future also contribute their fair share to the cost for these long life assets.

Council's outstanding debt at financial year end was approximately \$1.829 million. The graph below shows the borrowings of Etheridge Shire Council over the past four years.

Assets held by asset class



	Land	Buildings	Other Infrastructure Structures	Fleet Plant & Equipment	Furniture & Equipment	Road Infrastructure	Water Infrastructure
2010	1,365,532	10,106,403	6,810,772	6,871,613	148,927	82,330,286	3,764,716
2011	1,422,533	10,072,676	6,911,530	6,565,512	133,924	84,785,843	3,671,383
2012	1,727	10,332,800	6,832,921	6,519,095	116,332	104,465,123	5,025,081
2013	1,727,600	10,209,351	6,622,169	6,024,019	117,864	106,944,069	4,911,356

statement of cash flows

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

While Council's cash balance is \$10.263 million, it is important to note that a large portion of this amount is restricted for specific purposes such as flood damage repairs and future capital works.

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

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

// 2012-2013 result

$$\begin{aligned}
 & \$ 8,254,597 \text{ opening balance} \\
 + & \$26,796,374 \text{ cash received} \\
 - & \$24,787,257 \text{ cash spent} \\
 \hline
 & \$10,263,714 \text{ cash available at year end}
 \end{aligned}$$

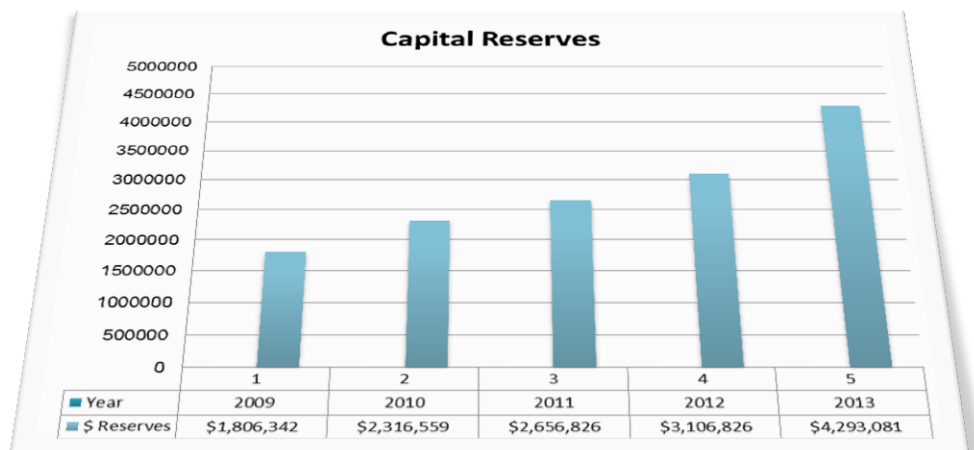
statement of changes in equity

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

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

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

The current balance of these reserves total approximately \$4.293 million.



overall trends

Council ended the 2011-2012 financial year in a solid financial position, and Council's long term position remains sustainable based on current assumptions.

Council is committed to maintaining financial sustainability in the long term which allows us to meet our future obligations and the demands of our community for the foreseeable future.

// working capital ratio

This measures an organisation's ability to meet commitments when they fall due, and is important in determining financial health. A result of better than 1:1 reflects a sound position and indicates that the organisation has an ability to meet its commitments. Council has consistently exceeded this benchmark and as such is in a strong financial position.

// operating surplus ratio

This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. A positive ratio indicates that funds are available for capital expenditure and the suggested target range is between 0% and 10%. Council's long term commitment to funding future capital growth is reflected in these results. The result for 2013 has exceeded the suggested target range however there are a few anomalies which have provided a stronger result for 2013. Council had received early payments of revenue within the 2013 financial year which relate to the 2014 financial year and has distorted Council's operating revenue for 2013.

// relevant measures of financial sustainability

Financial Sustainability Indicators

for the year ended 30 June 2013

Measures of Financial Sustainability

	Target	Actual 2013
Ratio		
Operating Surplus Ratio	0 - 10%	17.100%
Asset Sustainability Ratio	> 90%	32.470%
Net Financial Liabilities Ratio	< 60%	-46.570%

// net financial liabilities ratio

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

// net interest coverage ratio

This measures the extent to which Council's operating revenues are committed to pay for interest on borrowings. To maximise long term sustainability the ratio should ideally be less than 5 per cent. Council is well within this tolerance and this ensures Council has the flexibility to meet its debt funding requirements and expand the use of debt where appropriate.

// asset sustainability ratio

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

**// relevant measures of financial sustainability
(long term financial forecast)**

Financial Sustainability Indicators
10 year financial forecast

	Long Term Financial Plan Projections									
	Yr 1 2013	Yr 2 2014	Yr 3 2015	Yr 4 2016	Yr 5 2017	Yr 6 2018	Yr 7 2019	Yr 8 2020	Yr 9 2021	Yr 10 2022
Ratio										
Operating Surplus Ratio	17.100%	-1.600%	6.300%	11.900%	0.300%	-1.400%	8.400%	4.300%	3.400%	5.000%
Asset Sustainability Ratio	32.47%	22.30%	102.30%	161.20%	126.90%	113.30%	98.70%	88.50%	84.10%	88.50%
Net Financial Liabilities Ratio	-46.57%	-20.10%	-32.60%	-56.20%	-61.60%	-60.60%	-68.50%	-75.40%	-80.90%	-100.90%
Working Capital Ratio	5.38%	11.55%	15.68%	15.01%	20.19%	20.98%	22.31%	22.31%	28.42%	34.28%
Net Interest Coverage Ratio	0.31%	0.22%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%

// looking ahead

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

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

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

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

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

// rates 2012-2013

567 number of rateable assessments

\$2,304,784 general rates

\$ 196,327 water charge

\$ 124,245 water consumption charge

\$ 98,763 waste management & garbage charges

\$2,724,118 total rates & charges

-\$ 272,924 rates discount

-\$ 19,142 pensioner remissions

\$2,432,053 net rates & charges

\$0.012M in rates arrears



...Council's financial results are reflective of good financial stewardship and sound planning and capacity to service its obligations in the future...

communication links

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





legislative

requirements

policies

borrowing policy

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

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

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

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

purposes of borrowing

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

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

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

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

// borrowing table 2012-2013

Project	Opening Book Value 06/2012	Interest	Admin Fee	Redemption Payment	New Advances	Closing Book Value 06/2013	Repayment Term
Water	\$124,082	\$7,427	\$124	\$12,703	Nil	\$118,930	13 years
Depot	\$273,379	\$17,138	\$274	\$45,706	Nil	\$245,085	7 years
Plant	\$2,344,317	\$127,678	\$2,254	\$539,685	Nil	\$1,934,565	3.9 years

Councillors' remuneration policy

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

policies

councillors' reimbursement policy

The councillors' reimbursement of expenses and provision of facilities policy (as required under the *Local Government Act and 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.

// payment of expenses

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

// expense categories

(i) Professional development

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

(ii) Discretionary professional development

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

(iii) Travel as required to represent council

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

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

(iv) Private vehicle usage

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

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

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

(v) Meals

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

(vi) Incidental daily allowance

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

(vii) Hospitality

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

(viii) Accommodation

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

// provision of facilities

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

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

// facility categories

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

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

(b) 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.

(c) 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.

(d) 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).

(e) Use of council vehicles on council business

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

(f) 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.

(g) Fuel costs

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

(h) 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).

(i) Telecommunication needs: mobile phones

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

(j) 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).

(k) 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.

(l) Insurance cover

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

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

(m) Limit

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

// returning of facilities

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

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

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

// Misuse of Council Provided Resources for Electoral Purposes

This policy provides for the following –

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

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

allowances

councillor's allowances

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

On the 16 January 2013 council adopted the remuneration schedule as set down by the Local Government Remuneration and Discipline Tribunal.

// remuneration paid to councillors during 2012-2013

Councillor	Meetings Attended	Remuneration (as per the Local Government Remuneration Tribunal Report)	Mileage Paid	Total Remuneration 2012-2013
Cr Will Attwood	11	\$ 72,873.97	Nil	\$ 72,873.97
Cr Ian Tincknell	12	\$ 31,232.03	\$ 4,862.28	\$ 36,094.31
Cr Trevor Arnett	12	\$ 19,731.75	\$ 178.43	\$ 19,910.18
Cr Warren Bethel	11	\$ 19,728.75	\$ 1,293.63	\$ 21,022.38
Cr Pauline Royes	11	\$ 19,731.75	\$ 4,190.93	\$ 23,922.68
		\$163,298.25	\$10,525.27	\$173,823.52

list of registers

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

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

committees

// committees 2012-2013

Councillor	Committees
Cr Will Attwood	NWQROC District Disaster Management Group Chair of the Local Disaster Management Group Deputy Chair Gulf Savannah Development Inc. FNQRRG (Regional Road Group) Southern Gulf Catchments
Cr Ian Tincknell	Board Member of NGRMG Deputy Chair of the Local Disaster Management Group Gilbert River working party
Cr Trevor Arnett	FNQRRG (Regional Road Group)
Cr Warren Bethel	Southern Gulf Catchments
Cr Pauline Royes	Board Member of Savannah Way Limited

expenses

senior officer's remuneration

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

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

Senior management of a local government is -

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

The Senior Offices at Etheridge Shire Council during the 2012-2013 year were:

- Lew Rojahn
Chief Executive Officer
- David Munro
*Deputy Chief Executive Officer/
Director Corporate & Community Services*
- Rohana Samarasekera
Director of Engineering Services

// total remuneration packages for senior officers during 2012-2013

- 1 senior contract employee with a total remuneration package in the range of \$129,000 – \$176,000
- 1 senior contract employee with a total remuneration package in the range of \$127,500 – \$174,000
- 1 senior contract employee with a total remuneration package in the range of \$118,000 – \$163,000

grants to community organisations

During the 2012-2013 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

overseas travel

During the 2012 - 2013 financial year there was no overseas travel undertaken by a Councillor and or an Employee of Etheridge Shire Council for business purposes.

internal audit

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

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

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

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

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

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

The Internal Audit function reports to the Chief Executive Officer. To ensure the internal audit activity is directed to areas of most benefit, a number of Council processes have been selected for review during 2012-2013 and are incorporated into this Internal Audit Plan.

To be compliant with the professional standards of the Institute of Internal Audit, Council, through its Internal Audit function will also prepare a Strategic Internal Audit Plan including specific projects and activities that will be undertaken in each year of the next three years. The Annual and Strategic Internal Audit Plan will be reviewed at least annually to ensure they continue to reflect the areas of greatest importance to the organisation.

// composition of the annual internal audit plan

The following table represents the projects to be delivered during the 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.

// internal audit projects 2012|2013

Year	Project Description	Department	Overview of Project Scope	Link to Corporate Plan 2010 2015	Est Days
2012 2013	Plant Management Practices	Engineering / Finance / Fleet Management	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: <input type="checkbox"/> Project Risk <input type="checkbox"/> Property/Asset Risk <input type="checkbox"/> Financial Risk <input type="checkbox"/> Fraud/Probity Risk	4 days

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 2013 and the Auditors Report reflect the effectiveness of the operation of internal control.

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

right to information

Requests for information under the Right to Information Act (RTI) must be made on the required form (available on council's website or by contacting Council. During the period 1 July 2011 to 30 June 2012 council received no applications.

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

Land and roads prescribed not to have a value

Etheridge Shire Council has control of:

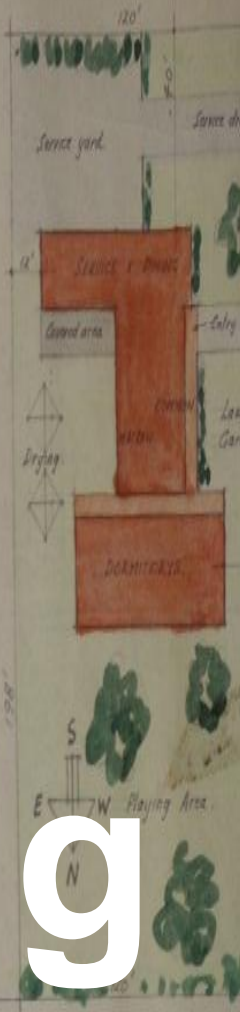
1. 6,689 hectares of reserve land under the Land Act 1994. (Includes Reserves for Parks, Recreation, Water Supply, Rubbish Disposal and Local Government Purposes); and
2. 1,797.1 km of Roads. This land does not have a value in the financial statements.



B. T. LYNN & ASSOCIATES, ARCH
14-18 SHIELDS ST., CAIRNS



FLOOR PLAN



SITE PLAN
1/32" = 1'0"

meeting
our
corporate
plan



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

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

// Community and Lifestyle

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

// Economic Development

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

// Environmental Sustainability

To ensure environmental assets and ecosystem services are available for future generations.

// Strategic Planning

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

// Infrastructure Services

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

// Commercial Services

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

// Organisational Excellence & Governance

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

objectives

// 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	Accomplished Outcome(s)
<p>Libraries</p> <ol style="list-style-type: none"> 1. Maintain Library services 2. Maintain Internet services provided through the Shire Library(s) 3. Continue to provide support & training to library staff 	<p>1.3 1.9</p>	<p>Etheridge Shire has continued to provide Library services to the Etheridge community over the past 12 months. The operating system has been upgraded to Aurora 4 which provides a better service to our rural members and furthermore to the travelling public. The system allows for online borrowing and direct access to the catalogue of books..</p> <p>Council's internet room has been maintained with a number of computers being upgraded to provide better graphics and better access to certain programs and functions thereby enhancing the experience.</p> <p>Training has been completed by the librarians to become familiar with the new operating platform known as Aurora 4.</p>
<p>Cultural Development</p> <ol style="list-style-type: none"> 1. Continue participation in RADF program 2. Continue to hold RADF meetings with the committee and continue to educate and entice the community to utilize this funding program. 3. Maintain Arts & Cultural Policy 	<p>1.1</p>	<p>Council has continued to support the Regional Arts Development Fund (RADF) throughout the financial year. Several funding rounds were held with all applications submitted under this funding program being approved by the RADF committee and being endorsed by the Council.</p> <p>Council has maintained the level of compliance required to administer this program with a number of committee meetings being conducted throughout the financial year, plus council and the RADF committee have reviewed and maintained the Arts and Cultural policy.</p>
<p>Cemeteries</p> <ol style="list-style-type: none"> 1. Continue to maintain the Shire's cemeteries 2. Continue to develop and maintain Cemetery Register and Cemetery history 	<p>1.17</p>	<p>Council has continued its ongoing maintenance programs for the Shire's cemeteries, by undertaking maintenance to fencing, and the cemetery grounds.</p> <p>Council has also continued to maintain the cemetery records and has been continuing to undertake research into past cemetery records.</p>
<p>Halls & Public Facilities</p> <ol style="list-style-type: none"> 1. Maintain Public Halls within Georgetown 2. Maintain Public Halls within Einasleigh 3. Maintain Public Halls within Mt Surprise 	<p>5.5</p>	<p>Council has undertaken a number of major repairs to the Georgetown Shire Hall over the past financial year. Council has completed an external repaint to the Centre, lifted the floor, and repaired rotten timber to the externals of the building. Further maintenance works to this building have been scheduled for the 2013/14 financial year.</p> <p>The Einasleigh Hall has had the completion of a new multipurpose kitchen, and the completion of a disabled access ramp which was partially funded through a Federal Government Grant.</p> <p>The Mt Surprise Hall was upgraded to accommodate a disable access ramp, plus a new unisex disabled toilet was completed and finalized within the financial year.</p>
<p>Swimming Pool</p> <ol style="list-style-type: none"> 1. Maintain swimming pool facilities for public use 2. Install seating to the swimming pool complex 3. Install a shade structure for patrons of the pool complex 	<p>1.1</p>	<p>The Shire's aquatic centre located within Georgetown has been maintained throughout the financial year. Council installed additional shade structures, plus installed additional disabled friendly seating within the pool complex.</p>

economic development

2

// to stimulate investment for existing and new industries creating a sustainable, diverse economy that is regionally significant.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p>Membership</p> <ol style="list-style-type: none"> 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) 	<p>2.8 2.9</p>	<p>Council has continued its membership with certain economic, tourism and lobbying associations throughout the financial year. Council is a member of the following Associations:</p> <ul style="list-style-type: none"> . GSD (Gulf Savannah Development Ltd) . Savannah Way Ltd . Local Government Association of Qld (LGAQ) . FNQROC (Far North Qld group of Councils) . NGRMG (Northern Gulf Resource Management Group) . SGRMG (Southern Gulf Resource Management Group) . NQLGA (North Qld Local Government Association) . NWQRRG (North West Qld Regional Road Group)
<p>Economic Development</p> <ol style="list-style-type: none"> 1. Update and support Gulf Savannah Development Ltd annual economic development publication 2. Continue to promote the shire within various publications. 	<p>2.5 2.8</p>	<p>Council has been the facilitator of the Gilbert River Irrigation Scheme, with a number of community meetings arranged and organised by Council on behalf of this potential development opportunity. As a result of this, an action group has been established. Council has had a number of discussions with potential developers over the past 12 months, with the message being to all developers that the shire is open for business and there are plenty of opportunities to create and establish businesses within the region.</p> <p>Council has continued to promote the shire and the region through various forms of media (advertisements, media releases, flyers and radio).</p>
<p>Land for Resale</p> <ol style="list-style-type: none"> 1. Purchase land within the various townships for future development and growth. 	<p>2.9 2.15 2.16</p>	<p>Council has made a number of approaches to the State Government throughout the 2012/13 financial year to acquire additional land in Mt Surprise and Einasleigh. Council has received offer documents from the State Government for the land, but due to the high prices that the State Government is requesting for the land, Council has declined the State's offer and has commenced further negotiations with various Ministers and the Premier regarding this issue. This matter will be ongoing until a mutual and sensible outcome can be reached by all parties concerned.</p>

environmental sustainability

3

// to provide environmental assets and ecosystem services are available for future generations

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p>Environmental Health – Inspection</p> <ol style="list-style-type: none"> 1. Continue regular inspection program for compliance with various Acts / Regulations 2. Continue and maintain education programs for the community to ensure compliance with new and or amended legislation. 3. Continue to provide data to the Department regarding compliance under Councils approved Environmental Licenses 	<p>3.1</p>	<p>Council has completed its annual food inspections plus carried out a number of interim inspections throughout the financial year to various food vendors within the shire. Council has had no reports of any breaches with food standards throughout the financial year.</p> <p>Council has completed the annual return to the Department regarding the Food Act.</p>
<p>Pest Management</p> <ol style="list-style-type: none"> 1. Maintain budget program in line with Pest Management Plan 2. Maintain procedures and compliance with Land Protection (Pest & Stock Route Management) Act 2002 3. Implement pest/plant control program on behalf of Main Roads 4. Maintain wash down bay at Mt Surprise 	<p>3.8</p>	<p>Council has continued to undertake a number of pest management initiatives throughout the financial year. Council continued with its parthenium containment to the southern area of the shire, continued with its 1080 baiting program.</p> <p>Council continued its yearly program of roadside spraying of noxious weeds and pests along state roads which was funded by the Department of Main Roads.</p> <p>Council continued to operate the wash down bay located at Mt Surprise to assist in alleviating the transfer of noxious weeds and seeds within the shire.</p>
<p>Waste Management</p> <ol style="list-style-type: none"> 1. Implement the relocation and closure of the Georgetown Landfill site, 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>3.4 5.7</p>	<p>Council has continued to maintain its four (4) landfill sites within the shire in accordance with guidelines and licencing conditions set down by the Department.</p> <p>Council has almost completed the operational works for the new landfill site some 10 km's south of Georgetown. All planning and environmental issues have been approved in readiness for the new landfill site. It is envisaged that the new landfill site will be open to the public in late August 2013.</p> <p>Once operational the old landfill site located within Georgetown will be closed. This site will not be able to be utilised for another 15-20 years. The site will be revegetated with natural trees and grasses to assist in the remediation of the site.</p>

// the aspirations and safety of our community will be achieved through collaborative planning and action.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p>Town Planning</p> <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 a review of the current Town Planning Scheme 4. Identify land opportunities throughout the shire for re-sale and development. 	<p>4.1 4.3 4.6 4.10</p>	<p>Over the past 12 months council has continued to operate and assess applications under its current IPA Planning Scheme while maintaining compliance with the Sustainable Planning Act. At this stage Council will be seeking an extension of its IPA Planning Scheme until the amendments are finalised within the Sustainable Planning Act. Council has met with Departmental personnel regarding the planning scheme seeking advice on how to amend its scheme and update its current planning scheme maps.</p> <p>Council has conducted internal workshops in relation to future growth of its townships and what impact it will have on council's infrastructure and services. This information has been collated to assist council officers prepare new planning scheme maps and provide for the future development of its planning scheme.</p> <p>Vacant land behind Latara Motel was re-surveyed during the 2012/13 financial year to enable this freehold allotment to be placed for sale via public auction. Auction was conducted in July 2013 with the vacant parcel of land being sold at auction.</p>
<p>Building</p> <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 	<p>4.3 4.4</p>	<p>Council has continued to carry out building and plumbing assessments while maintaining compliance under the relevant Acts and Codes. In addition, council has provided its officers the opportunity to attend various information sessions to keep abreast of any changes relating to the Building Act and Code.</p> <p>Council has continued providing the community with building information through Council's monthly newsletter.</p>
<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>4.7</p>	<p>Council's Local Disaster Management Plan (Main Plan) has been developed and has been approved by EMQ and the DDMG. Sub-plans have commenced, however several sub-plans are yet to be implemented and written.</p> <p>Council has been represented at the District Disaster Management Meetings by the Mayor and CEO. In addition, Council has conducted several Local Disaster Management Meetings throughout the financial year to discuss any potential threats and improve the LDMG Plan.</p> <p>Council has also conducted training sessions throughout the financial year around operating a co-ordination centre in the event that council is required to active in the event of a disaster.</p>

infrastructure services

5

// 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	Accomplished Outcome(s)
<p>Road Maintenance (Shire)</p> <ol style="list-style-type: none"> 1. Continue Town Street Maintenance programs 2. Continue Shire Road Maintenance programs 	<p>5.3</p>	<p>Council continued its annual town street maintenance program which consists of footpath mowing, cleaning of the gutters and drainage infrastructure, street repairs such as pothole maintenance.</p> <p>In addition, council continued to implement its rural roads maintenance program, with council being responsible for maintaining some 1,500km's of unsealed roads, plus 450 culverts and inverts.</p>
<p>Road Improvements (Shire)</p> <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. Continue the upgrade to the Pave & Seal of the Hann Highway under the Safer Roads Sooner funding (Flinders & Etheridge SC) 6. Continue Town Street improvements 	<p>5.3</p> <p>5.12</p> <p>5.15</p> <p>5.16</p>	<p>During the 2012/13 financial year, Council continued to implement its Re-Sealing program, which also incorporates Town Streets. Council completed re-seals within the Einasleigh and Georgetown Townships.</p> <p>Council also continued to implement its Re-Sheeting program throughout the 2012/13 financial year. Councils re-sheeting program is undertaken in-conjunction with Flood Damage works to provide efficiencies and cost benefits to council.</p> <p>The T.I.D.s allocation for 2012/13 financial year has been spent on upgrading the pavement on the Forsayth-Einasleigh Road to enable an additional 1.8km of seal to this Council road.</p> <p>The last portion of the R2R funding has been spent on upgrading several creek crossings from a stabilized causeway to a cement causeway.</p> <p>Stage 3 of the Hann Highway has been completed, and work has commenced on Stage 2. This project has been funded through the State Government via the Safer Roads Sooner funding program.</p>
<p>Bridges</p> <ol style="list-style-type: none"> 1. Commence the planning and design of an approved crossing over Yarraman Creek on the Bagstowe Road. 	<p>5.3</p> <p>5.5</p> <p>5.15</p>	<p>Council has completed the upgrade to the Yarraman Creek crossing situated on the Bagstowe – Oak Park Road. This crossing has been raised to assist in flood mitigation strategies.</p>
<p>Road Improvements (Main Roads)</p> <ol style="list-style-type: none"> 1. Continue to work with Main Roads to improve state controlled road networks within the shire 2. Continue with RMPC expenditure 	<p>5.14</p> <p>5.15</p>	<p>Council has continued its partnership with the Department of Main Roads by signing off on the RMPC agreement, which enables Council to perform basic maintenance on the State controlled roads within the Shire. Council has utilised the funding allocation within the 2012/13 financial year.</p> <p>Council has continued to meet with the Department on various issues regarding State Roads within the Shire and was successful in obtaining additional works within the 2012/13 financial year. This work was mainly to do with Main Roads Flood Damage works on the Kennedy and Gregory Developmental Roads.</p>

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p>NDRRA (Flood Damage – Shire)</p> <ol style="list-style-type: none"> 1. Continue to implement and undertake flood damage works - 2010 2. Continue to implement and undertake flood damage works – 2011 3. Prepare flood damage submission for the 2012 event and submit to QRA for approval 	<p>5.3 5.4</p>	<p>Council has completed the restoration works approved under the 2010 NDRRA funds.</p> <p>Council is well in advance of completing the restoration works approved under the 2011 NDRRA. Flood damage work will continue into the 2013/14 financial year, but will be completed on or before the 31 October 2013.</p> <p>Council has submitted its NDRRA application for the 2012 and 2013 Flood events. Council's application is still being processed by the Queensland Reconstruction Authority.</p> <p>Council was successful in securing additional Flood Damage works from the Department of Main Roads during the 2012/13 financial year. This work was mainly focused on the Kennedy & Hann Highway(s).</p>
<p>Water Supply – Georgetown</p> <ol style="list-style-type: none"> 1. Continue Rising & Reticulation System maintenance 2. Continue plant maintenance programs for reservoir and wells 3. Undertake replacement program for meters and valves 4. Undertake capital works required within the Georgetown water supply. <ol style="list-style-type: none"> (i) Hydrants & Valves; (ii) Replacement of Meters (iii) Reticulation Improvements 5. Actively seek funding opportunities to implement capital works programs <p>Water Supply – Forsayth</p> <ol style="list-style-type: none"> 6. Continue to update Asset Management Plans 7. Continue Rising & Reticulation System maintenance 8. Continue plant maintenance programs for reservoir and wells 9. Undertake replacement program for meters and valves 10. Undertake capital works program <ol style="list-style-type: none"> (i) Reticulation Improvements 	<p>5.8 5.9 5.10 5.11</p>	<p>Council has continued with its annual maintenance programs for supplying water to Georgetown residents. This has included replacement of water metres; maintenance to reticulation assets and general maintenance to the reservoir and treatment plant.</p> <p>In relation to Forsayth water supply, council has continued to undertake its annual maintenance programs for the treatment plant, reticulation assets and the ongoing program of replacing water metres. Council has also installed additional water tanks in preparation that council may have to undertake the carting of water to Forsayth due to the lack of annual rainfall within the 2012/13 financial year.</p> <p>Council has also undertaken its compliance obligations by having both water sources tested. This includes the raw water source and also the potable water. Council has had no infringements over the past 12 months from its water operations.</p>

commercial services

6

// substantial income awarded and generated for foundation services, building infrastructure and implementing regional and local priorities.

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p>Terrestrial Centre – V.I.C.</p> <ol style="list-style-type: none"> 1. Continue to promote the shire and its attractions 2. Continue to support tourism publications 3. Undertake the development of a new of a new business plan for Terrestrial. 4. Continue to update shire's information and tourism brochures 	<p>6.3 2.5 2.8 2.9</p>	<p>Council has placed various adverts within various publications promoting not only the Terrestrial Centre but also the Shire and the region throughout the financial year. As an approved V.I.C. council supports various tourist destinations and tourist locations throughout the shire and the Savannah region.</p> <p>Council has started the journey to develop and update the current Shire Information Brochure. At this stage this project is in its infancy stage with a number of concepts and designs being completed.</p> <p>Council has developed a new Business Plan and Operating Plan for Terrestrial over the past 12 months and this was required to enable the Centre to keep its V.I.C status.</p> <p>Council has also been investigating ways to provide additional tourism information through technology. (such as interpretative kiosks)</p>
<p>Childcare</p> <ol style="list-style-type: none"> 1. Continue agreement with child care services 2. Continue to seek additional funding for the centre 3. Review and update policies and procedures 4. Continue to maintain building 5. Upgrade outdoor play area 6. Provide training where necessary 7. Continue to provide traineeships for childcare 	<p>1.14 2.18 6.4</p>	<p>Council's childcare centre has undergone its first audit against the new National Framework with the centre achieving a sound score card against the seven principles.</p> <p>Council was successful in its grant application to upgrade the outdoor play area within the centre and also extend the undercover area. The majority of this work has been completed within the 2012/13 financial year and is expected to be completed by August 2013.</p> <p>Council has also completed new signage for the centre and also undertook an external re-paint during the 2012/13 financial year.</p>
<p>Student Hostel</p> <ol style="list-style-type: none"> 1. Continue to provide student hostel facilities 2. Undertake a business plan for the centre 3. Continue to seek additional funding for the centre 4. Continue to provide a tutoring facility for the students through VISE 5. Continue to undertake building maintenance to the building 	<p>2.19 6.5</p>	<p>Council has continued its commitment to run and operate the Student Hostel on behalf of the community. Council has approved a new Hostel manager to oversee the day to day operations of the centre.</p> <p>Minor maintenance has been carried out to the centre over the past 12 months to ensure compliance with the appropriate standards.</p> <p>The State Government has continued to support the centre through their subsidy scheme which assist council in meeting the operational expenses associated with running this facility.</p>

organisational excellence & governance

7

// 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	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>7.3</p> <p>7.17</p>	<p>Council has continued to implement and roll out Safe Plan to the organisation throughout the financial year, with a key message to all employees and contractors regarding safety. In addition, council has developed a Drug & Alcohol policy which has been endorsed by the workforce.</p> <p>Council has continued to conduct quarterly workplace health and safety meetings during the 2012/13 financial year plus council has implemented two (2) employee workforce gatherings regarding safety and other key operational issues and updates plus bi-monthly site visits.</p> <p>Safety training has been conducted during 2012/13 and is part of Council's ongoing commitment to safety.</p>
<p>Audit</p> <ol style="list-style-type: none"> 1. Maintain policy register 2. Review and update internal policies to remain compliant with current legislation and reflect the operation of Council 3. Maintain compliance standards with the Local Government Act & Regulations 4. Maintain compliance standards with Accountings Standards 	<p>7.8</p> <p>7.9</p> <p>7.10</p>	<p>Council has continued to operate its financial affairs in accordance with the relevant legislation and regulations which is reflected within Councils audit report from the Auditor General.</p> <p>Council has undertaken a review of its policies and procedures with a number of policies updated as a result of this review and a number of policies have been superseded.</p> <p>Council has in place an internal auditor who has reviewed councils plant procurement, plant rates and policies with the internal auditor making a number of recommendations which will provide for efficiencies and provide council with a platform for continuous improvement within this area.</p>
<p>Financial Reporting</p> <ol style="list-style-type: none"> 1. Continue to provide monthly financial reports to Council and the Community 2. Continue to review ten (10) year financial forecast in line with Asset management plans, community plan & corporate plan 	<p>7.9</p> <p>7.10</p>	<p>Council has continued to provide monthly financial information to the elected members and also to the community. Community updates have been provided through council's monthly newsletter titled the "Inform".</p> <p>Councils long term financial forecast has been updated and reviewed as part of the budget process and is still showing that council is sustainable based on the level of employees, funding streams and the level of services council currently provides..</p>

Operational Plan Action / Outputs	Link to Strategy	Accomplished Outcome(s)
<p>Information Technology</p> <ol style="list-style-type: none"> 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 	<p>7.5</p>	<p>Council IT platform has been upgraded during the 2012/13 financial year with additional servers and backup systems to enable continuity of its information in the event of a disaster. This platform also enables council to run efficiently and effectively.</p> <p>Council's website has been upgraded with additional information now being provided on its own website. The layout of the website is currently being reviewed to provide the end user with a more pleasant experience.</p> <p>All licences have been renewed and updated to ensure that council remains compliant with the software producers.</p>
<p>Training & Development</p> <ol style="list-style-type: none"> 1. Continue to implement Human Resource Strategy and update and implement HR Policies 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 	<p>7.2</p> <p>7.4</p>	<p>More than 40 per cent of staff undertook some form of formal training during the 2012-13 financial year. Courses included:</p> <ul style="list-style-type: none"> • Queensland Disaster Management training; • Trainee – Cert III Business; • Trainee – Cert IV Business; • Diploma in Local Government Administration; • Diploma in HRM; • Diploma in Business (Accounting); • Cert IV – Civil Construction; • Cert III – Plant Operations; • Cert III – Road Construction & Maintenance; • Personal Safety Sessions; • Cert IV – WH & S Rehab & RTW; • Cert III Children Services; • Advanced Diploma Children Services; • Bachelor of Education (Early Childcare Learning) <p>Council has continued to support traineeships with council again hosting 2 trainees and 2 apprentices during the 2012/13 financial year.</p>



