



# Burdekin Shire Council

## AGENDA

### ORDINARY COUNCIL MEETING

**HELD AT COUNCIL ADMINISTRATION BUILDING,  
145 YOUNG STREET, AYR**

**on 23 October 2018**

**COMMENCING AT 9:00AM**

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# Burdekin Shire Council

**TUESDAY 23 OCTOBER 2018**

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# Burdekin Shire Council

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## **1 PRAYER**

## **2 DECLARATIONS OF INTEREST**

## **3 MINUTES AND BUSINESS ARISING**

### **3.1 Ordinary Council Meeting Minutes - 9 October 2018**

#### **Recommendation**

That the minutes of the Ordinary Council Meeting held on 9 October 2018 be received and confirmed.



**Burdekin Shire Council**

# **MINUTES**

## **ORDINARY COUNCIL MEETING**

**HELD AT COUNCIL ADMINISTRATION BUILDING,  
145 YOUNG STREET, AYR**

**on 09 October 2018**

**COMMENCING AT 9:00AM**



# Burdekin Shire Council

TUESDAY 9 OCTOBER 2018

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Ordinary Council Meeting 09 October 2018



# Burdekin Shire Council

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## **ATTENDANCE**

Councillors L.A. McLaughlin (Mayor), J.T. Bonanno (Deputy Mayor), E.J. Bawden, A.J. Goddard, S.P. Perry and J.F. Woods

Mr. T. Brennan - Chief Executive Officer  
Mr. N. O'Connor – Director Corporate and Community Services  
Mr. N. Wellwood – Director of Infrastructure, Planning and Environmental Services

Minutes Clerk - Mrs. S. Saunders

Apologies: Councillor U.E. Liessmann - Approved Leave of Absence (ArtLands 2018 Conference)

## **1 PRAYER**

The meeting prayer was delivered by Pastor Ian Ness of the Burdekin Uniting Church.

## **2 DECLARATIONS OF INTEREST**

The Mayor called for declarations of interest.

Councillor Woods declared a Conflict of Interest relating to Item 14.1 Notices of Motion, Request - Installation of Concrete Bases around Art Pieces - Lloyd Mann Gardens Home Hill, as he is the President of the Home Hill Harvest Festival Inc. Committee.

Councillor Woods advised of his intention to leave the room during discussion of this item.

## **3 MINUTES AND BUSINESS ARISING**

### **3.1 Ordinary Council Meeting Minutes - 25 September 2018**

#### **Recommendation**

That the minutes of the Ordinary Council Meeting held on 25 September 2018 be received and confirmed.

#### **Resolution**

Moved Councillor Goddard, seconded Councillor Perry that the recommendation be adopted.

CARRIED

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## **4 REPORTS**

### **4.1 Council Workshops - September 2018**

#### **Executive Summary**

The Council conducted workshops during the past month on 4 and 18 September 2018 with a range of policy and operational issues discussed.

A brief summary of the items discussed at the workshop is contained in the report.

#### **Recommendation**

That the report on the Council workshops held on 4 and 18 September 2018 be received and noted.

#### **Resolution**

Moved Councillor Bawden, seconded Councillor Woods that the recommendation be adopted.

CARRIED

## **5 GOVERNANCE**

### **5.1 Adoption of Functional Structure and Staff FTE Allocation**

#### **Executive Summary**

The Council adopted a revised organisational structure in November 2017. The structure re-established two director level positions within the organisation and recruitment for these positions was finalised in May 2018.

Work has been undertaken on the development of a functional structure that better aligns activities and addresses some of the issues that existed with the previous structure following input from the Directors.

Associated with the functional structure, a review of the staff FTE across the various departments and directorates has occurred. This has not resulted in any additional staffing being proposed other than what was approved in the 2018/19 Budget with an additional position created in the Economic Development section to support tourism and economic development activities.

There has been some reallocation of staff resources across various sections and departments based on identified needs by the CEO and Directors.

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### **Recommendation**

That Council note the report by the Chief Executive Officer and

1. Approve the Functional structure attached to the report; and
2. Endorse the allocated staff FTE between the various departments and directorates.

### **Resolution**

Moved Councillor Woods, seconded Councillor Goddard that the recommendation be adopted.

FOR: Councillors Perry, McLaughlin, Goddard, Woods, Bawden.

AGAINST: Councillor Bonanno

5/1

CARRIED

## **5.2 Council Meeting Dates - December 2018 and January 2019**

### **Executive Summary**

The Council's ordinary meeting cycle is normally varied during the December/January period each year to accommodate the absence of councillors and key staff with personal and leave commitments during this time. It is proposed to hold only one ordinary Council meeting in December 2018 and also in January 2019. The workshop meeting cycle will also be varied during this period.

### **Recommendation**

That one Ordinary Council meeting be held in December 2018 and also in January 2019 on the following dates:

- Tuesday, 11 December 2018
- Tuesday, 22 January 2019

### **Resolution**

Moved Councillor Goddard, seconded Councillor Bonanno that the recommendation be adopted.

CARRIED

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## **6 ENVIRONMENTAL AND HEALTH SERVICES**

## **7 CLIENT SERVICES**

## **8 FINANCIAL & ADMINISTRATIVE SERVICES**

## **9 OPERATIONS**

## **10 TECHNICAL SERVICES**

## **11 PLANNING & DEVELOPMENT**

### **11.1 Application to the LGAQ for funding - Coastal Hazards Adaptation Strategy (CHAS)**

#### **Executive Summary**

After receiving funding from the QCoast<sub>2100</sub> program in 2017 to complete Phases 1 and 2 of a CHAS, an opportunity now exists to apply for further funding to allow additional phases (Phases 3-8) to be undertaken.

#### **Recommendation**

That Council resolves to apply to the LGAQ for funding under the QCoast<sub>2100</sub> Coastal Hazards Adaptation Program to complete Phases 3-8 of a Coastal Hazards Adaption Strategy.

#### **Resolution**

Moved Councillor Woods, seconded Councillor Perry that the recommendation be adopted.

CARRIED

## **12 COMMUNITY DEVELOPMENT**

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## **13 ECONOMIC DEVELOPMENT**

*9:17am – Councillors Woods left the meeting due to a perceived Conflict of Interest in relation to Item 14.1 as disclosed at the start of the meeting.*

## **14 NOTICES OF MOTION**

### **14.1 Request - Installation of Concrete Bases around Art Pieces - Lloyd Mann Gardens Home Hill**

#### **Recommendation**

That Council offers no objection to the installation of suitably sized concrete bases around the "Open for Ideas" and "?" art pieces in Lloyd Mann Gardens Home Hill, and that Council also agrees to the title of each piece being displayed in these concrete bases.

#### **Resolution**

Moved Councillor Bawden, seconded Councillor Goddard that Council install suitably sized concrete bases around the "Open for Ideas" and "?" art pieces in Lloyd Mann Gardens Home Hill, and that Council also agrees to the title of each piece being displayed in these concrete bases, with the Home Hill Harvest Festival Inc. meeting the cost of the plaques for the art pieces.

CARRIED

*9:21am – Councillors Woods returned to the meeting.*

## **15 CORRESPONDENCE FOR INFORMATION**

## **16 GENERAL BUSINESS**

### **16.1 Proposed Visitor Information Facility - Plantation Park**

#### **Executive Summary**

One of Council's approved projects under the 2017-2019 Works for Qld program (W4Q2) is the construction of a new Visitor Information Centre (VIC) in Plantation Park. The recently

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completed Burdekin Tourism strategy notes the need for Council to investigate alternate forms of visitor information services including the option of a mobile VIC.

At its General Meeting held on 24 July 2018 Council resolved to submit an application to the Dept. of Local Government Racing and Multicultural Affairs (DLGRMA) seeking approval to vary the VIC project under the W4Q2 program to enable the provision of a mobile VIC and associated infrastructure in Plantation Park. Advice from DLGRMA was that this would require the Minister to exercise his discretion to approve the request under the guidelines and a request for this to occur was subsequently submitted.

Preliminary investigations were commenced on options for the sizing and fit out of the VIC and it was identified that Moreton Bay Regional Industry and Tourism (MBRIT) had a suitable trailer which they were interested in selling for a price significantly below the cost of purchasing and fitting out a new purpose built trailer.

Council officers have undertaken an inspection of the trailer, which is well equipped to meet the needs for a VIC, and it is in good condition. If Council was to purchase the trailer it is recommended it be fitted with new tyres before being transported to Ayr.

The purchase price of \$65,000 plus GST represents excellent value and whilst Council has not yet received a response from the Minister on the exercise of his discretion, if the purchase of the trailer was deemed ineligible under W4Q2 the Council would be able to fund the purchase and fit out of the trailer from funds held in the Recurrent Maintenance reserve. If this occurred the approved funding for the project under W4Q2 would be adjusted and the surplus funds allocated to another project in the current approved list of projects.

### **Resolution**

Moved Councillor Woods, seconded Councillor Perry that Council authorise the CEO to make an offer to Moreton Bay Regional Industry and Tourism for the purchase of its existing mobile Visitor Information trailer (Registration Number 922 UFF) for the sum of \$65,000 plus GST, with the Council to meet the cost of fitting new tyres to the trailer and its relocation to Ayr.

FOR: Councillors Perry, Goddard, Woods, Bonanno and McLaughlin

AGAINST: Councillor Bawden

5/1

CARRIED

Noting Councillor Bawden objected to this Resolution as the Minister's approval for changing the scope of the Works for Queensland funding of this project has not yet been received.

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## **16.2 Approved Leave of Absence - Councillor Goddard**

### **Resolution**

Moved Councillor Bawden, seconded Councillor Woods that Council approves leave of absence for Councillor Goddard from Thursday 18 October 2018 to Friday 2 November 2018.

CARRIED

## **16.3 Appreciation Received - Rotary Clubs of Home Hill and Ayr**

Councillor Woods passed on an expression of appreciation from the Rotary Clubs of Home Hill and Ayr for the in-kind support of providing the use of Council's bus to transport participants from the Friendship Exchange Program around the district during their visit from 8 to 10 October 2018.

## **16.4 Council Endorsement – 2018-19 Local Government Levy Ready Grant Program**

### **Resolution**

Moved Councillor Woods, seconded Councillor Perry that Council endorse the submitting of an application under the 2018-19 Local Government Levy Ready Grant Program for works associated with the introduction of the State Government Waste Levy to the approximate value of \$220,000 with Council contributing 30% of the total funding allocated.

CARRIED

## **16.5 Attendance at Townsville Enterprise AGM and Network Function - 1 November 2018 - Townsville**

### **Resolution**

Moved Councillor Bawden, seconded Councillor Goddard that Council approve the attendance of Councillors Woods and Perry at the Townsville Enterprise AGM and Network Function on 1 November 2018 in Townsville.

CARRIED

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## **16.6 Vote of Thanks - Councillors Tour of Burdekin District**

### **Resolution**

Moved Councillor Goddard, seconded Councillor Perry that Councillors move a vote of thanks to Mr Nick Wellwood (Director of Infrastructure, Planning and Environmental Services) and Council Officers for providing an informative Shire inspection program on Thursday 4 October 2018.

CARRIED

## **16.7 Amendment of Waste Disposal Fees and Charges**

### **Resolution**

Moved Councillor Bonanno, seconded Councillor Bawden that Council deletes the below fee from the 2018-19 Fees and Charges;

1. Waste Disposal Fees and Charges, Recyclable Waste Logs, stumps over 300 mm (Landfill only) per cubic metre - \$72.00 (Inc. GST) and
2. notes that logs or stumps of any size will be accepted as part of green waste at the Ayr, Home Hill and Giru Transfer Stations and the Kirknie Road Landfill.

CARRIED

## **17 CLOSED MEETING ITEMS**

## **18 DELEGATIONS**

There being no further business the meeting closed at 10:11am.

**These minutes were confirmed by Council at the Ordinary Council Meeting held on 23 October 2018.**

**MAYOR**

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### **3.2 Aerodrome Advisory Group Meeting Minutes - 29 August 2018**

#### **Recommendation**

That the minutes of the Aerodrome Advisory Group Meeting held on 29 August 2018 be received and adopted.

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## Aerodrome Advisory Group Meeting

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**Meeting Number:** #10  
**Date:** Wednesday 29 August 2018  
**Location:** Ayr Aerodrome  
**Chair:** Mr Nick O'Connor

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### ATTENDEES:

Cr Tony Goddard	Burdekin Shire Council
Nick O'Connor	Burdekin Shire Council
Eliza Lovell	Burdekin Shire Council
Rob Potter	Burdekin Shire Council
Brice Halls	Blanchair
Jim McDonald	Blanchair
Neil Hoffensetz	Ayr Flying Services
Steve McGuire	Interested stakeholder
Beth McGuire	Interested stakeholder
Bill Meehan	Interested stakeholder
Rupert Kefford	Lease Holder

### APOLOGIES:

Brad Pfeiffer	Ayr Craft Avionics
Paul Burgess	Ayr Sports Inc.
Cr. Lyn McLaughlin	Burdekin Shire Council
Dan Mulcahy	Burdekin Shire Council
June Powell	Department of State Development, Manufacturing, Infrastructure & Planning
John Pappalardo	Interested stakeholder
Brian Richardson	Interested stakeholder
Kevin Scheuber	Lease Holder
Graham Andersen	Lease Holder
Robert Oar	Lease Holder, Burdekin Aero Club
Hylton Ward	Roncato Helicopters
Steve Garrard	Ayr Sports Inc
Talbot Cox	Rocks Farming

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### 1. Welcome and apologies

Mr Nick O'Connor welcomed members to the meeting and assumed the position of chair in Cr Lyn McLaughlin's absence.

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### 2. Minutes of previous meeting

It was resolved to adopt the minutes of the previous meeting as true and accurate. Mr O'Connor advised that the minutes from the meeting will be circulated to members for approval prior to being tabled for Council consideration.

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### 3. Action Table (refer Appendix A)

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### 4. General Business

#### Item 1 – Fuel Facility

Ms Eliza Lovell advised that Council is currently working through some details with IOR Aviation regarding the installation of the fuel facility. Feedback on the proposed location was provided to the company, who have indicated they could go to the northern boundary of the apron. Location to be confirmed.

*New action* - Email update to be provided to members on proposed location.

**Item 2 – Fire hazard**

Mr Steve McGuire raised concerns of the dry grass in the parking area which could be a fire hazard.

*New action:* Mr Rob Potter to consider options for mitigating fire hazards moving forward.

**Item 3 – Power points in terminal building**

Mr Steve McGuire advised that no power points are working in the terminal building.

*New action:* Mr Rob Potter to investigate power problems in the terminal building and rectify.

**Item 4 – Ayr AvSafety Seminar**

Mr Neil Hoffensetz advised that Civil Aviation Safety Authority (CASA) is hosting an AvSafety Seminar at the Ayr Aerodrome on Sunday 30 September 2018 at 10am.

*New action:* Ms Eliza Lovell to promote Civil Aviation Safety Authority (CASA) AvSafety Seminar on Council's social media.

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There been no further business the meeting closed at 12:30pm

## ACTION TABLE

### Appendix A

#### ACTION ITEMS FROM MINUTES OF MEETING #2 – 2/11/2016

	Action	Person(s) responsible	Status
2.1.3	<p>Develop a business case for the development of Lot 15 as follows –</p> <ul style="list-style-type: none"> <li>Estimated cost of a prefabricated hanger.</li> <li>Fire Safety requirements.</li> <li>Provide a plan of the proposal.</li> <li>Expression of Interest within the market (sell off the plan) to ascertain the likelihood of a shared wall hanger facility being sold.</li> </ul>	Dan Mulcahy	Ongoing. Council's building department is investigating this matter, however, due to other priorities within the department this project will be explored at a later date.

#### ACTION ITEMS FROM MINUTES OF MEETING #6 – 30/8/2017

	Action	Person(s) responsible	Status
4.2	<p>Brad Pfeiffer will investigate if a Facebook page could be established by the Burdekin Aero Club to promote the Ayr Aerodrome.</p> <p>It was recommended that Council install a sign at the Ayr Aerodrome to welcome visitors. Sign could include: map of the area, key contact information (taxi etc.), where to stay, where to eat.</p>	<p>Brad Pfeiffer</p> <p>Eliza Lovell</p>	<p>Members to forward any images that could be included on the Facebook page to Brad Pfeiffer.</p> <p>Eliza Lovell advised that all information for the sign has been provided to a Graphic Designer. A draft of the sign will be distributed to members for feedback.</p>

#### ACTION ITEMS FROM MINUTES OF MEETING #7 – 15/11/2017

	Action	Person(s) responsible	Status
7.3.1	Sub-committee meeting to be held in the new year to consider developing an iconic event at the Ayr Aerodrome in 2018 to boost visitors to the aerodrome as well as build local community awareness of the facility.	Eliza Lovell	<p>Eliza Lovell advised that the Event Sub-committee has met and decided to host a fly in event in 2018 following the installation of the fuel facility. It was recommended that Council could provide in-kind support by way of promotion of the fuel facility and event in aviation related publications and websites.</p> <p>The Event Sub-committee also agreed that a more substantial event could be held in 2020 which marks 100 years since the first plane landed in Ayr.</p> <p>It was noted that an event ideas list could be generated as a working document for the Event Sub-committee.</p>

#### ACTION ITEMS FROM MINUTES OF MEETING #9 – 23/05/2018

	Action	Person(s) responsible	Status
9.4.2	Provide locations of meters to be installed as part of the upgrade of power supply at the Ayr Aerodrome.	Dan Mulcahy	Completed. It was noted that the electricity upgrade has been completed. Council is submitting

			<p>Supply Abolishment Forms on behalf of operators to finalise paperwork requirements for Ergon. Future charging to be decided, but looking to be consumption only – Business General Supply Tariff 20. Council to cover service fee and read meters internally.</p> <p>New action: Nodes are difficult to see in some areas. It was recommended reflective tape be installed on the nodes. Mr. Robert Potter to investigate options and install as necessary.</p>
9.4.3	Obtain estimate to top dress the cross strip to determine if this would be a maintenance project or capital works project.	Rob Potter	Completed. Rob Potter advised that an estimate to top dress the cross strip is \$50,000. This would need to be considered by Council as part of budget discussions. It was resolved to continue with current practice of moving cones and monitor.
9.4.4	Investigate solutions for macropod harvesting in the grounds of the Ayr Aerodrome.	<p>Dan Mulcahy</p> <p>Eliza Lovell</p> <p>Eliza Lovell</p>	<p>Concerns raised by operators that the number of kangaroos in the area is increasing. The risks are not only from a health and safety perspective but also the potential to cause major financial implications if the kangaroos damage an aircraft.</p> <p>New action: Eliza Lovell to discuss with Council's Pest Management Unit to determine options to address this issue. Provide an email update to the group.</p> <p>New action: Eliza Lovell to notify Royal Flying Doctor Service of the kangaroos in the area.</p>

**ACTION ITEMS FROM MINUTES OF MEETING #10 – 29/08/2018**

	Action	Person(s) responsible	Status
10.4.1	Email update to be provided to members on proposed fuel facility location.	Eliza Lovell	
10.4.2	Consider options for mitigating fire hazards.	Rob Potter	
10.4.3	Investigate power problems in the terminal building and rectify.	Rob Potter	
10.4.4	Eliza Lovell to promote Civil Aviation Safety Authority (CASA) AvSafety Seminar on Council's social media.	Eliza Lovell	

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### **3.3 Audit Committee Meeting Minutes - 29 August 2018 and 3 October 2018**

#### **Recommendation**

That the minutes of the Audit Committee Meetings held on 29 August 2018 and 3 October 2018 be received and adopted.

<b>Location of Meeting:</b>	Ernie Ford Board Room
<b>Date of Meeting:</b>	Wednesday 29 August 2018
<b>Commencing at:</b>	9:00am
<b>Minutes Clerk:</b>	Rebecca Stockdale - Executive Officer

## Attendance

<b>Attendees</b>	Mr Ian Jessup (Independent Chairperson), Mr Jim Fahey (Independent Professional Member), Mr Jim Nuttall (Independent Community Member), Cr John Woods (Member); Cr Sue Perry (member), Mr Terry Brennan (Chief Executive Officer), Mr Nick O'Connor (Director Corporate and Community Services), Mrs Kim Olsen (Manager Administrative and Financial Services), Mrs Kathy Cortabitarte (Financial Accountant- Systems), Miss Hope Johnstone (Financial Accountant), Mrs Rebecca Stockdale (Executive Officer), via telephone - Mrs Donna Sinanian (Crowe Horwath), via telephone for part John Crook (QAO).
<b>Apologies</b>	Mayor Lyn McLaughlin (observer)

## Agenda Items

1. Apologies
2. Previous Meeting Minutes
3. Financial Reporting
  - 3.1 Draft Financial Statements
  - 3.2 Review management assurance and compliance representations
4. External Audit-
  - 4.1 QAO Briefing- Emerging Issues
  - 4.2 Consider external audit reports for the Council
  - 4.3 Results of audit and follow-up with management
  - 4.4 Consider need for closed briefing session
5. Internal Audit
  - 5.1 Internal Audit Report- final report from internal resource.
  - 5.2 New Internal Audit Service Provider Appointed
6. Management Updates
  - 6.1 Management Update- Review of Risk Management Framework
  - 6.2 Management Update- Review of Fraud and Corruption Control Plan
  - 6.3 CCC- Recommendations to Parliament following Operation Windage (Ipswich City Council Investigation)
  - 6.4 Follow-up Audit Issues

## 7. Other Business

**Minutes****1. Apologies**

The Mayor provided her apologies as she had other commitments and was unable to attend.

**2. Previous Meeting Minutes**

The minutes of the previous meeting were circulated via email and approved by committee members. Moved Cr Woods, seconded Mr Fahey that the minutes from the previous meeting be accepted. Carried.

**3. Financial Reporting****3.1 Draft Financial Statements**

The draft financial statements were provided to all committee members ahead of the meeting for review and consideration. Mrs Cortabitarte provided an overview of the financial statements and the associated points of note. Mrs. Cortabitarte advised that even though there had been an overall reduction in the net result from the previous financial year, Council remains in an acceptable financial position. Mrs Cortabitarte outlined the areas of increased costs including the employee benefits payments in line with the finalisation of the new Enterprise Bargaining Agreement and subsequent back-pay provisions. This expense was anticipated and had been budgeted for, but had an effect on the net financial result. Other increases included increases to operating costs such as materials and services and one-off consultancy type fees. Council has seen a reduction in the outstanding debts this financial year due to successful debt collection practices and procedures. Mrs Cortabitarte advised that Council has been monitoring the inventories held in stores and seeking to identify any efficiency that can be gained in this area. Non-consumable items held in the store (such as signs, lifting equipment, form work) have been reviewed and written off as expenses. Mrs. Cortabitarte also noted that at the auction for unpaid rates two properties were passed in and have been deemed to be acquired by Council. These are recorded as assets held for sale; however these are not a high value and would be considered immaterial. Mrs Cortabitarte advised the committee that the Asset Sustainability Ratio has increased by 27.96% largely due to grant funds received through the Works for Queensland program. Kim Olsen advised that a new set of draft financial statements would be provided to the auditors with a number of minor changes. Mrs Sinanian recommended a couple of minor changes to the notes however advised that the full detailed review of the financial statements will be conducted during the final on-site audit visit. Mrs Sinanian recommending including the early payment figure for the 18/19 financial year financial assistance grants along with the 2017/2018 figure in Note 4 part (a). Additionally, Mrs Sinanian queried the categories listed in the Materials and Services note (note 7) and in particular commented that the figure for other materials and services was greater than 10% of the total figure. Mrs Sinanian asked if this "other material and services" category should be broken up into smaller categories. Mrs Cortabitarte advised that this had been reviewed this year and generally each category has a minimum threshold of \$1M to trigger being disclosed separately and that anything lower than this is usually grouped together. Of the items that make up the category "other materials and services" the next biggest value was around \$700,000 and did not meet this threshold. Mr Crook advised that ideally the "other category" should be below the 10% threshold, but accepted that if management has reviewed this figure and is unable to identify collective items that can be categorised together as a new category, the higher figure listed as "other materials and services" would be acceptable. Mrs Sinanian also commented that for future financial statement and further simplification, Council may consider removing note 10, Loss on write-off of capital assets, as it is

**Audit Committee Meeting**

already captured in note 9. Mrs Olsen advised that management had previously considered removing note 10, however, due to the simplification of note 15 where the comparative is in total, not by asset class, note 10 was the only place where the losses by asset class were disclosed which was why this note had been retained.

Mr Fahey raised a question in relation to the two properties held for sale and asked if the sale amount would cover the cost of the receivables. Mr. Brennan advised that at this time Council believes the sale will cover those costs. Mr Fahey also asked why restoration was listed as a finance cost. Mrs Cortabitarte advised that the figure listed as "restoration" under finance costs is actually associated with the borrowing costs associated with the restoration provision. The restoration costs themselves are not finance costs, only the borrowing costs in relation to the restoration provisions. Mr Fahey sought further clarification regarding how prepaid rates were recorded. Mrs Cortabitarte advised that prepaid rates are currently recorded as income received as they are received.

Mr Brennan commented that the overall financial position of Council as demonstrated through the Draft Financial Statements is very strong and that Council is currently in a comfortable financial position.

### **3.2 Management Assurance and Compliance Representations**

Mr Brennan advised that Mrs Olsen and Mrs Cortabitarte have provided the Mayor and the CEO with briefings regarding the Financial Statements and the Management Assurance and Compliance Recommendations and they have been made aware of the various approaches that have been used in preparing and the key issues contained in the statements.

Moved Mr. Jessup, seconded Mr Fahey that the draft financial statements and the associated Management Assurance and Compliance Representations be accepted by the Audit Committee. Carried.

## **4. External Audit**

Mrs Sinanian presented the External Audit briefing and advised that the External Audit was tracking in line with the key milestone dates. The interim audit report was issued on 15 June, 2018 and identified some minor internal control deficiencies which were reported to management. This did not have an impact on the planned audit approach.

Mr Crook provided an overview of the performance audit conducted by QAO around "Managing Local Government Rates and Charges" Mr Crook advised that this performance audit is one of a three-part series of audits looking at the financial sustainability of Local Governments.

There was no need for a closed briefing session with the External Auditor and the Audit Committee (excluding management)

The Audit Committee noted the report from the External Auditor.

## **5. Internal Audit**

Mr O'Connor provided a brief update regarding the internal audit function. The Internal Audit Report for the Business Continuity Planning has been forwarded to management but is awaiting final management review. This report will be presented at the next Audit Committee Meeting.

Mr O'Connor gave the audit committee an overview of the process undertaken to secure an external contractor for internal audit services and advised the committee that the contract has been awarded to OCM. Mr O'Connor and Mrs Stockdale have held an initial introductory teleconference meeting with the

**Audit Committee Meeting**

supplier and it is anticipated that a draft internal audit schedule will be presented to the Audit Committee for endorsement at the next audit committee meeting in October.

**6. Management Updates****6.1 Risk Management Framework Update**

A Risk Management Briefing Paper was sent to all committee members ahead of the meeting. Mr O'Connor provided an update on the review of the Risk Management Framework and advised the committee that a significant review of the Risk Management Framework has been undertaken by the newly formed Risk Management Committee. A main area of focus for the review has included drafting a risk appetite statement which is tailored to Burdekin Shire Council. Mrs Stockdale advised that the revised framework document has been reviewed to align with the new International Standard for Risk Management and that the revised document was almost complete. Mrs Stockdale advised that the committee that the Risk Management Committee continue to meet on a monthly basis and had recently made the decision to include Council's Quality and Safety Coordinator as a regular attendee to Risk Management Meetings for the purpose of providing strategic oversight of the Health and Safety function within Council. Mr Brennan commented that the inclusion of the two new directors on the Risk Management Committee has added a great deal of value to the work that the committee undertakes due to their combined breadth of experience and knowledge of both strategic and operational risk management practices.

The Audit Committee noted the Risk Management Briefing Paper.

**6.2 Fraud and Corruption Control Plan Review Update**

Mr O'Connor provided the committee with an update on the progress achieved since the last meeting in regards to reviewing the Fraud and Corruption Control Plan. A series of focus group workshops were conducted to work through the QAO's Fraud and Corruption Risk Assessment Tool. Mrs Stockdale and Mr O'Connor facilitated these workshops and participants from various work groups across Council were selected to participate and provide insights into the current controls that are in place. There was a high level of buy-in from all workshop attendees and the workshops were an effective method of utilising the QAO tool and ensuring that fraud risks across the organisation have comprehensively been assessed and rated. Participating officers were also encouraged to consider risks that had not been included in the QAO tool and these risks were then added and assessed and rated as well. Existing treatments were documented and a fraud risk register will be developed from the information gathered during the workshops. A process will be undertaken to identify further actions that will form part of the revised Fraud and Corruption Control Plan.

The Audit Committee noted this advice.

**6.3 CCC-Recommendations to Parliament following Operation Windage (Ipswich City Council Investigation)**

Mr O'Connor delivered a short presentation in relation to the Crime and Corruption Commission report to parliament following Operation Windage (the investigation into corruption at Ipswich City Council). Mr O'Connor's presentation covered the four recommendations made by the CCC in their report to parliament to address corruption risks across the broader local government sector.

The audit committee noted the presentation.

#### 6.4 Follow-up audit issues

The audit committee were provided with a table addressing all outstanding audit issues prior to the meeting. Mr Brennan discussed each of the identified audit issues and provided the audit committee with an update of progress towards addressing the issues.

The audit committee noted the advice.

#### 7. Other Business

Mr Brennan provided the Audit Committee with an update in relation to the sustainability of Council's water supply. In order to ensure water supply continuity, Council has recently approved expenditure to update the water bore field in Conlan Street, near Rossiter's Hill. The water at this location is of a high quality, however some modification to existing pipelines and enhancement to the existing pumps will be required to be able to utilise the water from this location. Additional bores may also be put in to increase the water supply and build water supply resilience.

### Meeting Closure

<b>Meeting Closed at:</b>	10:02pm
<b>Date of Next Meeting:</b>	Wednesday 3 October 2018

<b>Location of Meeting:</b>	Ernie Ford Board Room
<b>Date of Meeting:</b>	3 October 2018
<b>Commencing at:</b>	9:00am
<b>Minutes Clerk:</b>	Rebecca Stockdale - Executive Officer

## Attendance

<b>Attendees</b>	Mr Ian Jessup (Independent Chairperson), Mr Jim Fahey (Independent Professional Member), Mr Jim Nuttall (Independent Community Member), Cr John Woods (Member); Cr Sue Perry (member), Mr Terry Brennan (Chief Executive Officer), Mr Nick O'Connor (Director Corporate and Community Services), Mrs Kim Olsen (Manager Administrative and Financial Services), Mrs Kathy Cortabitarte (Financial Accountant- Systems), Mrs Rebecca Stockdale (Executive Officer), Ms Cathy Blunt (Internal Audit Function OCM), Mr Doug Dunstan (Internal Audit Function- OCM) Mrs Donna Sinanian ( External Audit- Crowe Horwath), via telephone for part John Crook (QAO).
<b>Apologies</b>	Mayor, Lyn McLaughlin

## Agenda Items

1. Apologies
2. Accept Minutes from Previous Meeting
3. Financial Reporting
  - 3.1 Final Financial Statements
4. Annual Report
  - 4.1 Draft Annual Report
5. External Audit
  - 5.1 QAO & Crowe Horwath Briefing
  - 5.2 Consider need for closed briefing session excluding management
6. Internal Audit
  - 6.1 Review Internal Audit Charter
  - 6.2 Review New Internal Audit Plan
  - 6.3 Internal Audit Report- Business Continuity Plans
7. Management Updates
  - 7.1 Revised Enterprise Risk Management Framework
  - 7.2 Fraud and Corruption Control Plan
  - 7.3 Follow up on Audit Issues

Effective Date: [Select Effect Date](#)
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- 8. Audit Committee Performance Effectiveness**
  - 8.1 Review & Confirm Audit Committee Charter**
  - 8.2 Review committee member performance**
- Other Business**

## Minutes

### 1. Apologies

Apologies were received from the Mayor, Lyn McLaughlin.

### 2. Accept Minutes from Previous Meeting

The minutes of the previous meeting were circulated via email to all members and were accepted via response email. Moved Cr Woods, seconded Mr Nuttall that the minutes from the previous meeting be formally accepted by the committee. Carried.

### 3. Financial Reporting

#### 3.1 Final Financial Statements

There were no changes to the draft financial statements that had been previously presented to the Audit Committee. The audit committee noted the management representation letters and made no recommendations for amendment. Moved Mr Jessup, seconded Cr Perry that the Final Financial Statements be endorsed by the audit committee. Carried.

### 4. Annual Report

#### 4.1 Draft Annual Report

- Draft Annual Report was provided to audit committee ahead of meeting- noting some known errors
- Audit Committee members to forward any corrections or feedback to Mrs Stockdale by end of week if possible.
- Audit Committee noted the draft annual report

### 5. External Audit

#### 5.1 QAO & Crowe Horwath Briefing

- Final closing audit report was provided to audit committee members ahead of meeting.

Moved Mr Jessup, seconded Mr Fahey that the QAO closing report be noted.

9:10am- Cr Woods briefly left the meeting to take a phone call. Mrs Cortabitarte left the meeting. Mr Crooks left the meeting.

#### 5.2 Consider need for closed briefing session excluding management

- No closed briefing session was required.

Effective Date: [Select Effect Date](#)

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**6. Internal Audit****6.1 Review Internal Audit Charter**

- Revised Internal Audit Charter is under development
- Due for completion by December will be presented to Audit Committee in February

**6.2 Review New Internal Audit Plan**

- Proposed internal audit plan was prepared in consultation with Council management
- Plan aligns with Council's Corporate Objectives and Risks identified in the Corporate Risk Register
- Plan is and 3-year plan with audits detailed for the first 12 months
- Plan to be reviewed annually.

9.19am Cr Woods returned to the meeting.

Moved Mr Jessup, seconded Mr Nuttall that the Audit Committee notes the three-year internal audit plan and has no suggestions for changes at this time. Carried.

**6.3 Internal Audit Report- Business Continuity Plans**

- Mr O'Connor provided a brief overview of the recommendations from the final internal audit provided by Mr Hutchinson.

Moved Mr Fahey, seconded Cr. Perry that the Internal Audit Report regarding Business Continuity Plans be noted by the Audit Committee. Carried.

**7. Management Updates****7.1 Revised Enterprise Risk Management Framework**

- Revised Enterprise Risk Management Framework Document and supporting Risk Management Handbook were provided to audit committee members ahead of the meeting.
- Significant consultation process was undertaken in reviewing the framework and developing the handbook, including peer review provided by Council's insurers JLT
- Framework now includes risk appetite statements
- Handbook has been designed to be an easy to read and follow guide to risk management for all officers

Moved Cr Woods, seconded Mr Fahey that the Audit Committee notes the new Framework and Handbook with no recommended changes at this time. Carried.

**7.2 Fraud and Corruption Control Plan**

- Mr O'Connor provided a brief update regarding progress with revising Council's Fraud and Corruption Control Plan.
- It is foreseen that the updated Fraud and Corruption Control Plan will be finalised by the end of October.

**7.3 Follow up on Audit Issues**

- No outstanding audit issues.

**8. Audit Committee Performance Effectiveness****8.1 Review & Confirm Audit Committee Charter**

- Minor amendments required due to change in internal audit function no longer being provided by in-house staff
- Amendment required to reflect that Directors attend as non-voting attendees.
- Mrs Stockdale to make necessary amendments and forward the Charter to Council for adoption.

**8.2 Review committee member performance**

- Self-assessment survey to be emailed to all audit committee members
- Survey will be digital- using survey monkey
- Results will be collated, and report prepared for next audit committee meeting in February.

**Other Business**

Nil

**Meeting Closure**

<b>Meeting Closed at:</b>	9:40am
<b>Date of Next Meeting:</b>	Wednesday 6 February 2019

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### **3.4 Local Disaster Management Group Meeting Minutes - 14 September 2018**

#### **Recommendation**

That the minutes of the Local Disaster Management Group Meeting held on 14 September 2018 be received and confirmed.

**Burdekin Shire Council**  
**Minutes - Local Disaster Management Group Meeting**  
**Held on 14 September 2018 at 12:03pm**

**Attendance**

**Core Members**

Cr Lyn McLaughlin	Mayor - Chairperson	Burdekin Shire Council
Ms. Eileen Robinson	Local Disaster Coordinator	Burdekin Shire Council
Cr John Woods	Councillor – Deputy Chairperson	Burdekin Shire Council
Mr. Shane Great	Deputy Local Disaster Coordinator	Burdekin Shire Council
Mr. Kevin Byers	Manager Technical Services	Burdekin Shire Council
Ms. Linda Govan	Coordinator Environment and Health	Burdekin Shire Council
Mr. Wayne Saldumbide	Manager Operations	Burdekin Shire Council
Mr. Nick Wellwood	Director Infrastructure, Planning and Environmental Services	Burdekin Shire Council
Ms. Debra Cochran	Welfare – Chief Executive Officer	Burdekin Community Association
Mr. Andy Pethybridge	Emergency Management Coordinator	Queensland Fire and Emergency Services
Snr. Sgt. Steve Barton	Officer in Charge	Queensland Police Service - Ayr

**Core Members Apologies**

Mr. Robert Sutcliffe	Local Controller	State Emergency Service
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**Advisors**

Mr. Arjon Cheema	Local Emergency Liaison Officer	Australian Red Cross
Mrs. Kimberly Ballinger	Acting Clinical Nurse Educator	Ayr Health Service
Mr. Nick O'Connor	Director Corporate and Community Services	Burdekin Shire Council
Mr. Warren Francis	Disaster Management Officer	Burdekin Shire Council
Mr. Bradley Hutchinson	Safety and Productivity Coordinator	Burdekin Shire Council
Mrs. Rebecca Grogan	Service Coordinator	Burdekin Centre for Rural Health
Ms. Sharon Galeano	Senior Advisor	Department of Communities, Disability Services and Seniors
Mr. Mark Biffanti	Area Manager	Energy Queensland
Mr. Kevin Trueman	Station Officer	Queensland Fire and Emergency Services
Mrs. Tracey Gabiola	Director of Nursing (Acting)	Queensland Health - Ayr
Mrs. Sonja Brady	Director of Nursing	Queensland Health – Home Hill
Sgt. Craig Hosie	Second in Charge	Queensland Police Service
Mr. John Winn	Deputy Local Controller	State Emergency Service
Mr. John Forde	Area Control – Northern Region	State Emergency Service
Mr. Paul Quagliata	President	Volunteer Marine Rescue - Burdekin
Mr. Lionel Tappenden	Member	Volunteer Marine Rescue - Burdekin

**Advisors Apologies**

Mr. Terry Brennan	Chief Executive Officer	Burdekin Shire Council
Cr Tony Goddard	Councillor	Burdekin Shire Council
Mr. Daniel Mulcahy	Manager Environmental and Health Services	Burdekin Shire Council
Mrs. Janai Giddy	Deputy Disaster Management Officer	Burdekin Shire Council
Mrs. Deana Murray	Workplace Health and Safety Officer	Lower Burdekin Home for the Aged
Mr. George Christensen	Member for Dawson	Member of Parliament
Snr. Stg. Brenton Webb	Executive Officer – District Disaster Management Group	Queensland Police Service
Sgt. Steve Wilson	Officer in Charge	Queensland Police Service – Home Hill
Mr. Michael Thompson	Area Commander	Rural Fire Service
Mr. James Stuart	Emergency Management Coordinator	Sunwater

Minutes Clerk – Ms. Kara Flanagan

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## **1. Minutes of the Burdekin Shire Council Local Disaster Management Group Meeting held on 20 April 2018**

**1.1** Moved Ms. Debra Cochran, seconded Ms. Linda Govan that the minutes of the Burdekin Shire Council Local Disaster Management Group Meeting held on 20 April 2018 be received as a true and correct record.

CARRIED

## **2. Business Arising out of Minutes**

NIL

## **3. Correspondence for Information**

### **3.1 Notice of Refresh – Emergency Management Assurance Framework**

Refresh is not yet finalised and still ongoing. More information from the Office of The Inspector-General Emergency Management is being provided for consideration.

### **3.2 Community Preparedness Project – Needs Analysis Online Survey – Griffith University**

Ms. Robinson has completed the survey and replied to the Office of The Inspector-General Emergency Management.

### **3.3 Invitation – Energising Qld SES Equipment Program – Queensland Fire and Emergency Services**

This event was held on 21 June 2018. Ms. Robinson and Councillor Tony Goddard attended this event in which the local SES branch was presented with a mule stretcher suitable for rough terrain.

### **3.4 Request for Information – Townsville District Disaster Management Group**

Relevant information was forwarded by Ms. Robinson and Councillor Lyn McLaughlin.

### **3.5 Feedback on QRA Website – Queensland Reconstruction Authority**

Ms. Robinson provided relevant feedback.

### **3.6 Community Services Industry Alliance Limited – Toolkit Copies for Community Distribution**

Information was provided regarding disaster management and recovery for community based organisations. This information involved a toolkit with copies made available at the Burdekin Shire Council Customer Service Centre.

### **3.7 Post Haughton/Burdekin 2018 Flood Questionnaire – Bureau of Meteorology**

Bureau of Meteorology questionnaire regarding the Haughton River flooding that occurred in February has been completed, with input from Burdekin Shire Council technical services officers, and forwarded.

### **3.8 Government Stakeholder Update – Powerlink Summer Preparations 2018**

Powerlink update was received, indicating they are undertaking their Summer preparations for 2018.

### **3.9 Queensland Country Women's Association (CWA) – Red Cross Disaster Relief Recovery Appeal**

A flyer was received in regard to information on how to apply for assistance from the Red Cross Disaster Relief Recovery Appeal to help drought affected Australian farmers. Relevant information has been forwarded to the Media Officer to make it readily available on the Burdekin Shire Council website.

Councillor McLaughlin emphasised that Correspondence for Information will be sent out prior to each Local Disaster Management Meeting along with the Agenda.

## 4. Agency Reports

### 4.1 Disaster Management Plan - Mr. Andy Pethybridge – Queensland Fire and Emergency Services

- See Attachment 1 - Presentation.

### 4.2 Ms. Eileen Robinson – Burdekin Shire Council

- Ms. Robinson introduced and welcomed Mr. Warren Francis to the LDMG. Mr. Francis gave a brief overview of his background in regards to disaster management and his current role as Disaster Management Officer with the Burdekin Shire Council.

### 4.3 Mr. John Winn – State Emergency Service

- 8 new members have joined this year.
- 3 members have left the district and transferred elsewhere.
- Land Search Training Course was held on 25 August 2018 with 10 members gaining their qualifications and 2 members becoming qualified instructors. Training covered use of the mule stretcher, emergency lighting, communications, casualty handling, storm damage and flood based emergency drills.
- Upcoming training includes First Aid and all terrain vehicle inductions.
- A reconnaissance will be carried out this weekend at the Burdekin Dam in preparation for other training exercises scheduled to occur in September and October 2018.
- SES Week will occur from 20 October 2018 to 28 October 2018 with an aim to recruit new members.
- Burdekin SES and the Burdekin Shire Council are continuing with the SES maintenance program to ensure preparedness for the upcoming wet season.
- Mr. Winn also reported on the Alva Beach Rural Fire Brigade's collaboration with the Burdekin Shire Council and Gudjuda Reference Group in regards to the installation of fire breaks at Alva Beach. Weather permitting, several more burn offs will be conducted in the upcoming weeks.

### 4.4 Mr. Wayne Saldumbide – Burdekin Shire Council

- A test run of the generator at the Multi-Purpose Hall has taken place.
- Burdekin Shire Council generator testing for water supply and waste water will occur over the next month.

### 4.5 Mr. Kevin Byers – Burdekin Shire Council

- Burdekin Shire Council, in conjunction with the Bureau of Meteorology, has completed an annual maintenance run on the Flood Reporting Network.

### 4.6 Ms. Tracey Gabiola – Queensland Health – Ayr Hospital

- All testing and scheduled maintenance of equipment has been carried out.
- New doctors have been appointed as reported in The Burdekin Advocate.
- Ayr and Home Hill staff will be involved in a mock disaster prior to accreditation on 12 November 2018.
- Introduction of Mrs. Sonja Brady – Director of Nursing, Home Hill.

### 4.7 Ms. Sharon Galeano - Department of Communities, Child Safety and Disability Services

- The process of appointing a new director is currently underway.
- An update of the Human Social Plan has occurred.
- District HUB sites are currently being reviewed to ensure they are up to date.
- Currently in the process of developing the Personal Hardship Assistance (PHAS) Template to simplify records across the state.
- An email will be sent out to encourage members to register for the upcoming Insurance Council Webinar. Councillor Woods was nominated as a representative to attend this webinar and to provide feedback to the entire group.
- The Department of Communities is still providing assistance to approximately 90 people in regards to Tropical Cyclone Debbie recovery.
- Recovery related to the Ingham floods (March 2018) is still being finalised.

#### **4.8 Mr. Arjon Cheema – Australian Red Cross**

- Significant restructure in Queensland has taken place with staff operating under a place based structure where community service provisions are targeted at a more local level.
- Regional Coordinator positions no longer exist.
- In the case of an event, the activation process remains the same.
- Tropical Cyclone Debbie recovery is still occurring in the Whitsunday region with advocacy taking place at a government level.

#### **4.9 Mr. Mark Biffanti – Energy Queensland**

- Demelza Fraser has been recruited as the future liaison with Local Disaster Management Group.
- A staff member will be allocated to liaise with Burdekin Shire Council to map out critical sites (hospitals, food outlets) in an event.

#### **4.10 Mr. Kevin Trueman – Queensland Fire and Rescue Service**

- Home Hill fire station has had an upgrade. Ayr fire station has had an upgrade of its generator.
- Improved service agreement with Caltex to provide fuel to trucks in a disaster.
- Operation “Knock, Knock” happening on Saturday 15 September 2018 in selected areas of Ayr and Home Hill to gather an understanding of residents’ awareness regarding disasters.
- “Operation Synergy” currently underway in cooperation with Townsville and Whitsundays. The aim of this operation is to reduce bushfire risk.

#### **4.11 Mr. Andy Pethybridge – Queensland Fire and Rescue Service**

- See Attachment 2 – Emergency Management Report.

#### **4.12 Ms. Eileen Robinson – Burdekin Shire Council**

- A Disaster Management stall was set up at the Ayr Water Festival to promote the Emergency Dashboard and encourage disaster preparedness. This will also be set up at the upcoming Home Hill Harvest Festival. Community surveys are being conducted at both festivals, with the prize being a 2KVA generator for one participant.
- Guardian Software Training scheduled for October.
- 11 October to 14 October 2018 is “Get Ready Burdekin” Week with displays to be set up in the Burdekin Shire Council Customer Service Centre. Disaster Management Officers will liaise with community groups.
- Reviews of the Airport Emergency Sub Plan, Community Information and Warnings Sub Plan, Evacuation Sub Plan, Transport Sub Plan and Tsunami Response Sub Plan will be sent out to Core and Advisory Members for feedback.
- Communications Sub Plan, Community Recovery Sub Plan and Public Health Sub Plan reviews to occur soon. These will be sent out to Core and Advisory Members once completed.
- Local Disaster Management Plan will also be reviewed and feedback will be sought by the extended group.

### **5. Appointment of Burdekin LDMG Core Members**

#### **5.1 Moved Councillor Woods, seconded Senior Sergeant Barton that the following be appointed as Burdekin LDMG Core Members –**

Mr. Andy Pethybridge – Emergency Management Coordinator  
Ms. Margaret Lessells – Deputy Emergency Management Coordinator  
Mr. Steven Knight – Area Commander of Southern Command  
Mr. Nick Wellwood – Director Infrastructure, Planning and Environmental Services

CARRIED

There being no further business the meeting closed at 1:15pm.

The next meeting will be held on 19 October 2018.

CHAIRPERSON

## Attachments:

### 1. Disaster Management Plan Presentation – Mr. Andy Pethybridge – Queensland Fire and Emergency Services

The presentation consists of 17 slides, numbered 1 through 17, detailing the Queensland State Disaster Management Plan (QSDMP). The slides are organized as follows:

- Slide 1: Queensland State Disaster Management Plan** - Overview of the plan's purpose and governance.
- Slide 2: Queensland State Disaster Management Plan (QSDMP)** - Details on the plan's development, including its governance by a Steering Committee and its status as a Queensland Government (QGO) document.
- Slide 3: General Facts: The Plan** - Key facts about the plan, including its development timeline (18 months) and the number of stakeholders involved (over 100).
- Slide 4: What's New in the Plan?** - Highlights the plan's design, including its focus on resilience, recovery, and the inclusion of new stakeholders.
- Slide 5: Key Elements of the Plan** - Lists the key elements of the plan, including its purpose, scope, and the roles of various stakeholders.
- Slide 6: Key Elements of the Plan Cont'd** - Continues the list of key elements, including the plan's structure and the roles of various stakeholders.
- Slide 7: Key Concepts** - Explains the key concepts of the plan, including its purpose, scope, and the roles of various stakeholders.
- Slide 8: General Facts: The Guideline** - Key facts about the guideline, including its development timeline (12 months) and the number of stakeholders involved (over 100).
- Slide 9: Key Elements of the Guideline** - Lists the key elements of the guideline, including its purpose, scope, and the roles of various stakeholders.
- Slide 10: Key Changes to the Guideline** - Highlights the key changes to the guideline, including its focus on resilience, recovery, and the inclusion of new stakeholders.
- Slide 11: Emergency Alert** - Overview of the emergency alert system, including its purpose and the roles of various stakeholders.
- Slide 12: Key Contacts and Information** - Provides key contacts and information for the emergency alert system, including the Queensland Fire and Emergency Services (QFES) and the Queensland Disaster Management Centre (QDMC).
- Slide 13: Emergency Alert** - Overview of the emergency alert system, including its purpose and the roles of various stakeholders.
- Slide 14: What is Emergency Alert?** - Explains what the emergency alert system is, including its purpose and the roles of various stakeholders.
- Slide 15: Emergency Alert Roles** - Lists the roles of various stakeholders in the emergency alert system, including the Queensland Fire and Emergency Services (QFES) and the Queensland Disaster Management Centre (QDMC).
- Slide 16: Emergency Alert Process** - Explains the emergency alert process, including its purpose and the roles of various stakeholders.
- Slide 17: Emergency Alert Information** - Provides key information about the emergency alert system, including its purpose and the roles of various stakeholders.

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### **3.5 Burdekin Shire Youth Council Meeting Minutes - 17 September 2018**

#### **Recommendation**

That the minutes of the Burdekin Shire Youth Council Meeting held on 17 September 2018 be received and adopted.

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## **Burdekin Shire Council**

### **Minutes – Burdekin Shire Youth Council Meeting held on 17 September 2018**

Held at Burdekin Shire Council Chambers  
The meeting commenced at 3:30pm

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#### **CLAUSE 1 ATTENDANCE**

Sarah McDonnell - Youth Mayor  
Taryn Delle Baite - Deputy Youth Mayor  
Emily Holmes - Secretary  
Alexa Mann - Burdekin Catholic High School  
Alyssia Guy - Burdekin Catholic High School  
Eddie Jones - Ayr State High School  
Harrison Hickmott - Burdekin Catholic High School

Tammy Quagliata - Burdekin Shire Council

#### **Apologies for Absence**

Cr. Lyn McLaughlin - Mayor, Burdekin Shire Council  
Amaya Castrejana - Burdekin Catholic High School  
Amy Langdon - Burdekin Catholic High School  
Jasmine Oats - Burdekin Catholic High School  
Jessica Cox - Burdekin Catholic High School  
Lanita Goos - Burdekin Catholic High School  
Zavier Wood - Ayr State High School

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#### **CLAUSE 2 MINUTES RECEIVED**

Moved Harrison Hickmott, seconded Taryn Delle Baite that the Minutes of the Burdekin Shire Youth Council Meeting held on 27 August 2018 be received.

CARRIED

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#### **CLAUSE 3 CORRESPONDENCE**

##### **INWARD CORRESPONDENCE**

1. Burdekin Shire Council - Nominations are now open for the 2019 Australia Day Awards. Nominations for 13 different categories will close on 11 December 2018.
2. Mayor, Lyn McLaughlin, Burdekin Shire Council – Forwarding a letter of thanks to the Burdekin Shire Youth Council members who assisted with badge making at the 2018 It's Your Reef Fest at Alva Beach. Certificates of thanks were forwarded to Sarah McDonnell, Taryn Delle Baite, Alyssia Guy and Alexa Mann.

##### **OUTWARD CORRESPONDENCE:**

1. Burdekin Shire Council - Forwarding a letter of support for a proposed multi-cultural event to be held as part of Queensland Day Celebrations in 2019.
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Moved Alyssia Guy, seconded Alexa Mann that the inward correspondence be received and the outward adopted.

CARRIED

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**CLAUSE 4                      FEEDBACK FROM BURDEKIN WATER FESTIVAL INVOLVEMENT – 1 SEPTEMBER 2018**

Members discussed the Meet and Greet with special guest 'Aydan' in the lead up to the Burdekin Water Festival. The invite only event was attended by approximately 30 guests and all had a great night. Members received great feedback from the event. It was noted that the event was hosted by the Burdekin Shire Youth Council with support from the Burdekin Water Festival Committee.

Members discussed the inclusion of skirmish as part of the Water Festival Mardi Gras this year. It was noted that the location of skirmish was not ideal and it was suggested that it be located closer to the other rides/activities etc. It was also noted that more space was needed. It was reported that approximately 100 people participated throughout the evening, covering Burdekin Shire Youth Council's contribution towards the activity.

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**CLAUSE 5                      OPERATION CHRISTMAS CHILD 2018**

Members discussed the possibility of donating shoeboxes of items for disadvantaged children as part of 2018 Operation Christmas Child. Members who would like to take part were given details of items to provide and asked to bring their shoebox of items to the next meeting.

Tammy Quagliata undertook to investigate the best way to take part in the project and have the parcels delivered.

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**CLAUSE 6                      INVOLVEMENT IN COMMUNITY WELLNESS & FAMILY FUN DAY – SUNDAY 7 OCTOBER 2018**

Jaye Christensen from the Burdekin Library provided information about the upcoming Community Wellness & Family Fun Day to be held on Sunday 7 October 2018 at the Burdekin Theatre Forecourt from 8am to 12pm. Jaye asked if Youth Council Members would be available to assist in running a hoola hoop decorating stall. Members agreed to take part and Tammy undertook to put together a roster for the event. Members further discussed ways to improve and add to this event as part of Mental Health Week. Sarah suggested a colour fun run could be held in conjunction with Mental Health Week in 2019.

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**CLAUSE 7                      INVOLVEMENT IN DAY FOR DANIEL 2018 – 26 OCTOBER**

Youth Council Members agreed to take part in raising funds for the Daniel Morcombe Foundation as part of 2018 Day for Daniel. It was again agreed to have a 'guess the lolly' jar to raise funds in the lead up to Day for Daniel. It was agreed that the jar be put together before the next meeting.

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**CLAUSE 8****OTHER GENERAL BUSINESS**

- Sarah McDonnell advised that she has been nominated to attend a 'girls in politics' camp to be held in Canberra later in the year. Sarah is waiting to hear if she is successful with her nomination. Members congratulated Sarah on her nomination.
- Members provided information on their plans for the upcoming school holidays. Tammy wished members a safe and happy break.

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**NEXT MEETING – Monday 15 October 2018 at 3:30pm**

There being no further business, the meeting closed at 4:30pm.

Emily Holmes  
SECRETARY

*Meeting Minutes taken by Tammy Quagliata and Emily Holmes*

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## **4 REPORTS**

### **4.1 Capital Projects Report for Period Ending 30 September 2018**

#### **Recommendation**

That the Capital Projects Report for Period Ending 30 September 2018 be received.

## Overview Of Council's Capital Projects

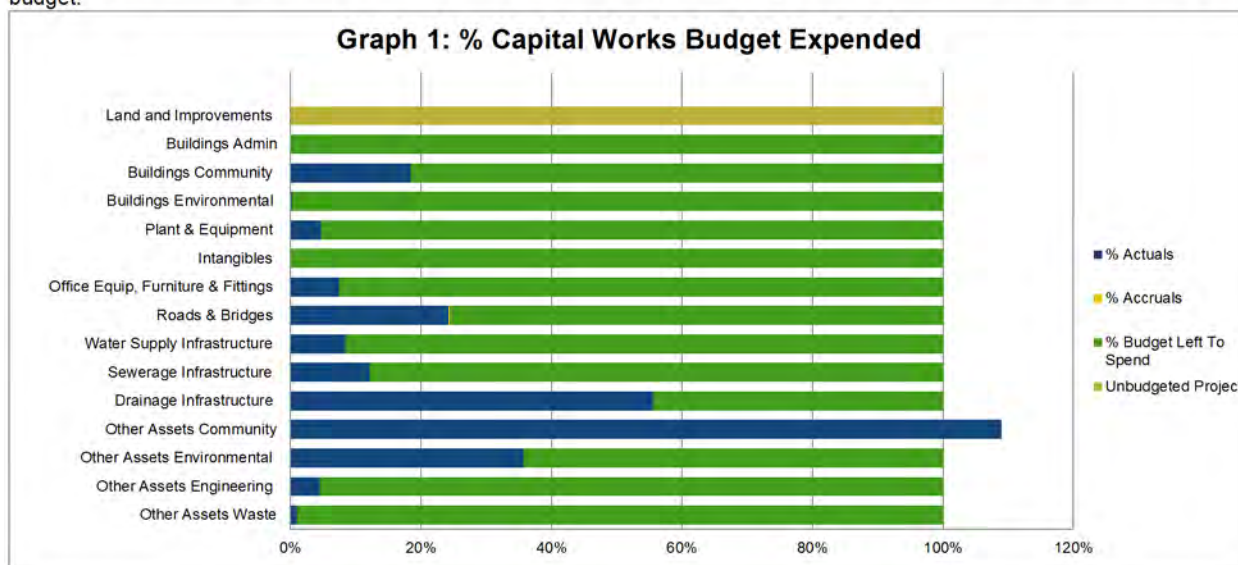
Capital expenditure incurred for the year to 30 September 2018, is shown by asset class in the table below.

Capital projects expenditure to 30 September 2018 is \$3,166,846. In addition to this, there is \$10,294 in accruals. Therefore bringing the total capital expenditure to \$3,177,141.

**Table 1: Financial Overview by Asset Class**

Asset Class	Original Budget	Actuals	Accruals	Total
Land and Improvements	\$ -	\$ 31,642	\$ -	\$ 31,642
Buildings Admin	\$ 62,000	\$ 60	\$ -	\$ 60
Buildings Community	\$ 300,500	\$ 55,491	\$ -	\$ 55,491
Buildings Environmental	\$ 900,000	\$ 1,952	\$ -	\$ 1,952
Plant and Equipment	\$ 1,740,000	\$ 82,900	\$ -	\$ 82,900
Intangibles	\$ 143,000	\$ -	\$ -	\$ -
Office Equip, Furniture and Fittings	\$ 399,200	\$ 29,882	\$ -	\$ 29,882
Roads and Bridges	\$ 6,393,000	\$ 1,552,456	\$ 10,294	\$ 1,562,750
Water Supply Infrastructure	\$ 1,355,950	\$ 114,317	\$ -	\$ 114,317
Sewerage Infrastructure	\$ 1,950,000	\$ 237,651	\$ -	\$ 237,651
Drainage Infrastructure	\$ 1,275,000	\$ 708,352	\$ -	\$ 708,352
Other Assets Community	\$ 130,000	\$ 141,491	\$ -	\$ 141,491
Other Assets Environmental	\$ 547,000	\$ 195,389	\$ -	\$ 195,389
Other Assets Engineering	\$ 45,000	\$ 2,043	\$ -	\$ 2,043
Other Assets Waste	\$ 1,334,000	\$ 13,220	\$ -	\$ 13,220
<b>TOTAL</b>	<b>\$ 16,574,650</b>	<b>\$ 3,166,846</b>	<b>\$ 10,294</b>	<b>\$ 3,177,141</b>

The below graph shows, by Asset Class, how much Council has spent (including accruals) on Capital Projects, compared to each budget.



Expenditure on carryover projects from 2017/18 is included in the actuals. The original budget does not include the carryover budget as this will be adopted in the first budget revision. Due to the Electrical Upgrade of Ayr Aerodrome carryover project, the above graph has Other Assets Community as 9% above budget.

Construction of a new combined greenwaste, steel pad and sediment pond at Kirknie Landfill has been budgeted for as 'Other Assets Waste'. Expenses for this project are currently sitting at 'Land and Improvements'. Therefore this asset class is showing as having unbudgeted expenses due to the mismatch.

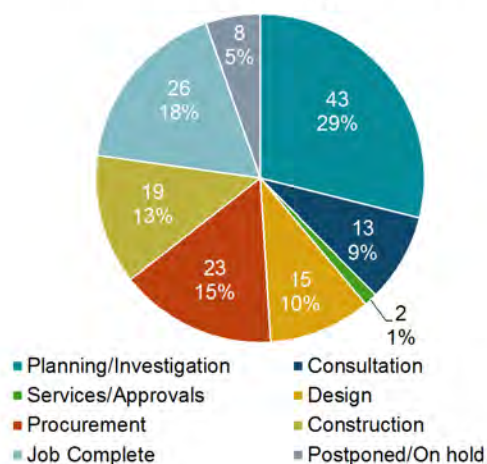
Extended information on individual projects has been provided to Council in a separate dashboard report.

## The Status of Council's Capital Projects

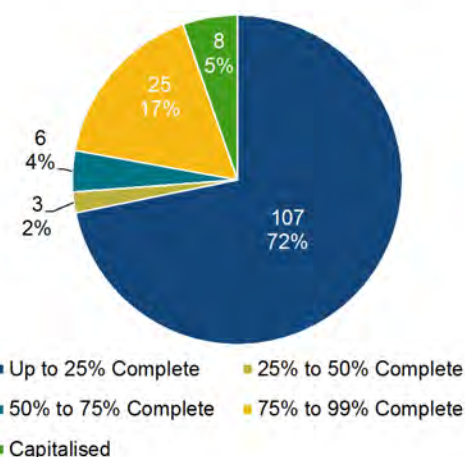
As at 30 September 2018 there are 149 capital projects.

Graph 2 provides a summary of the projects in each Stage Gate. This graph shows that 29% of Council's capital projects are currently in the Planning/Investigation stage. Graph 3 summarises all projects in the various bands of the construction/delivery phases. Currently 72% of projects are up to 25% complete. There has been 8 projects capitalised this financial year.

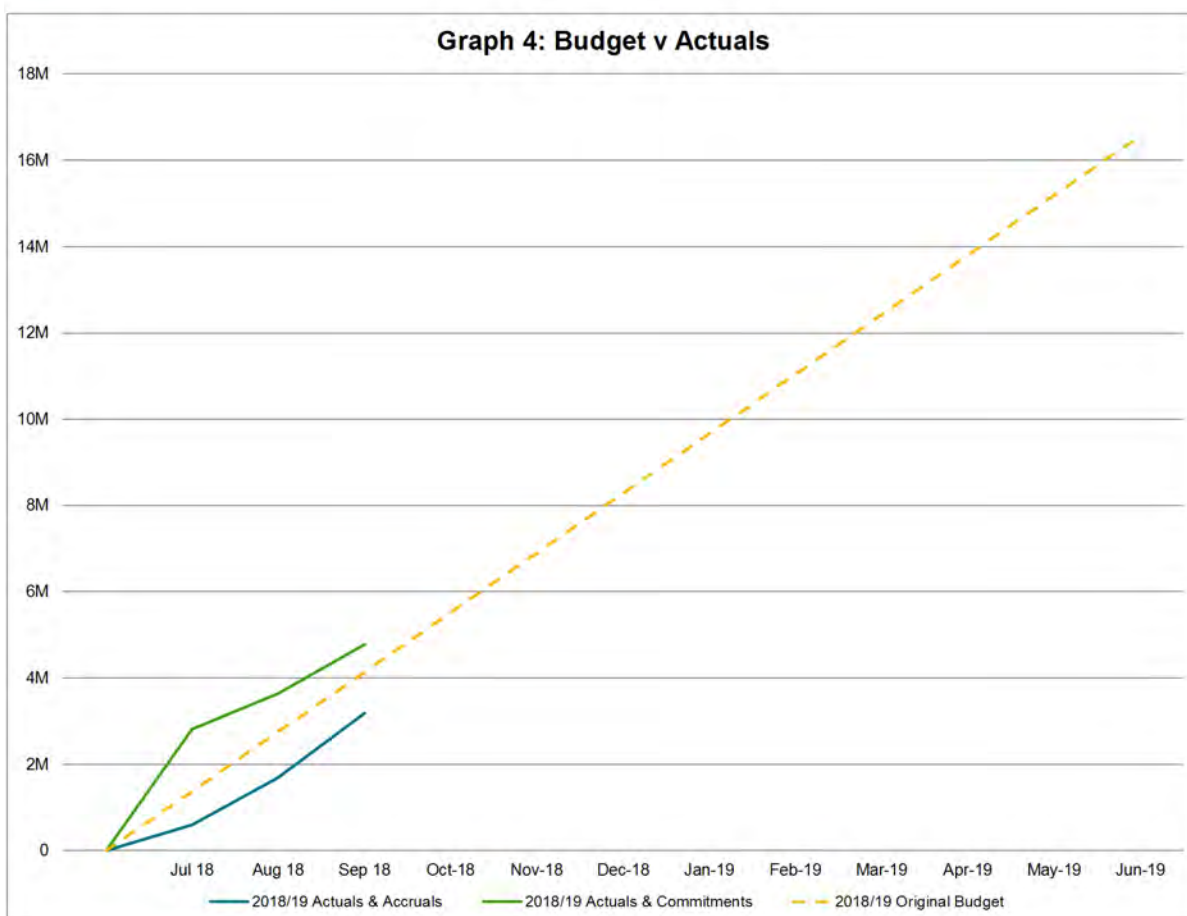
**Graph 2: Project Status Gate Summary**



**Graph 3: Project % Complete**



**Graph 4: Budget v Actuals**



Actuals and Accruals include payments made and materials/services received but not yet invoiced.

Actuals and Commitments include payments made, accrual transactions and purchase orders raised for materials/services not yet provided/supplied.

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## **4.2 Operational Monthly Report for Period Ending 30 September 2018**

### **Recommendation**

That the Operational Monthly Report for Period Ending 30 September 2018 be received.

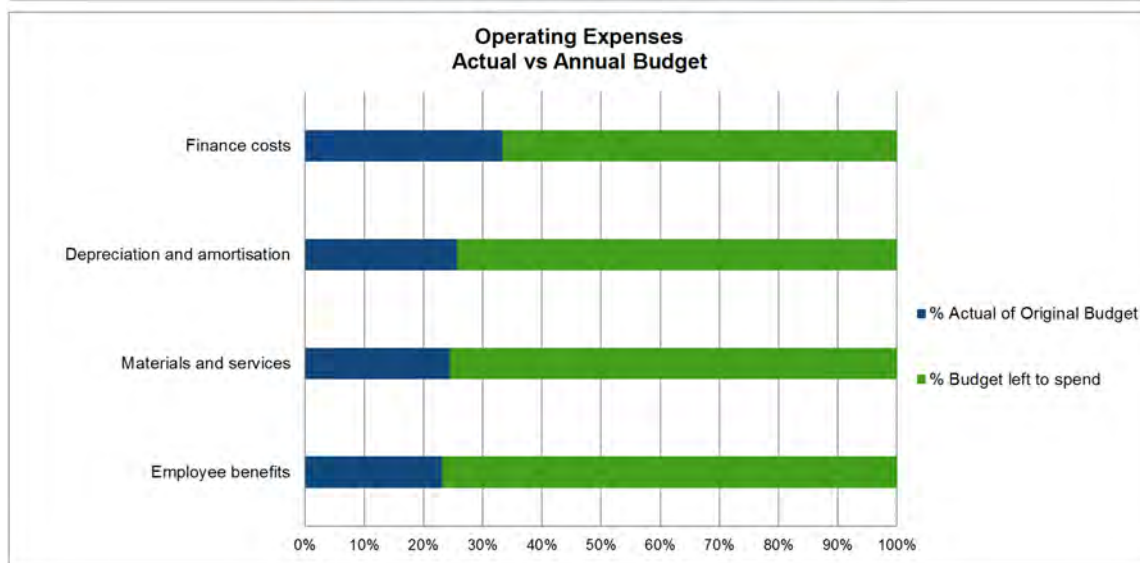
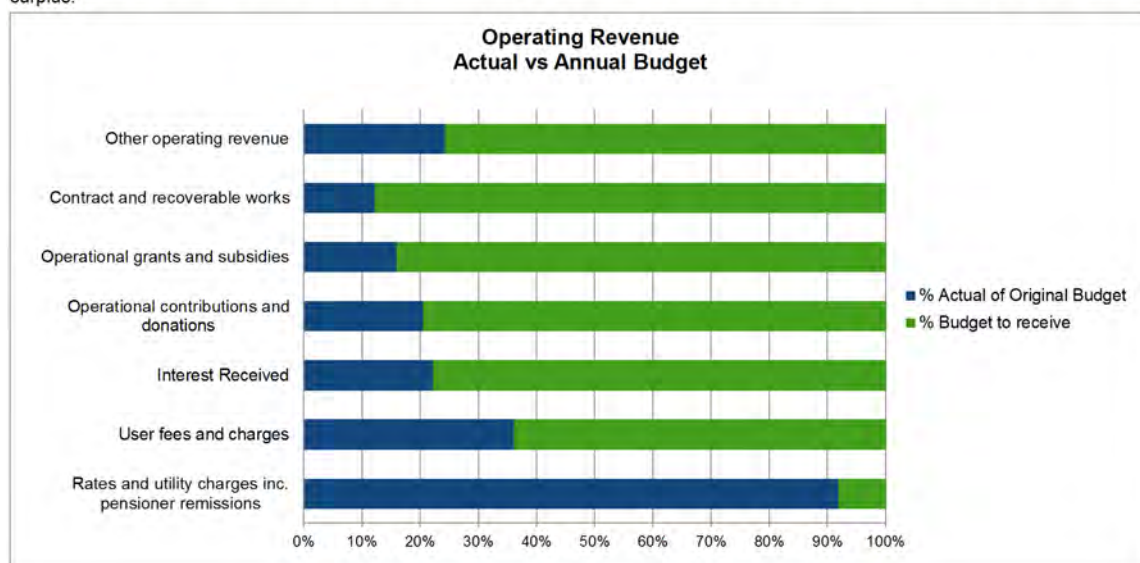


The following report provides a summary of Council's financial performance to 30 September 2018.

## FINANCIAL STATEMENTS AT A GLANCE

As at 30 September 2018	Actual \$000	Annual Budget \$000	YTD Budget \$000	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
Total Operating Revenue	37,929,015	49,251,460	41,007,357	-3,078,342	-8%
Total Operating Expenses	11,569,350	47,847,895	12,592,605	-1,023,255	-8%
<b>Operating Position</b>	<b>26,359,665</b>	<b>1,403,565</b>	<b>28,414,752</b>	<b>-2,055,087</b>	<b>-7%</b>
Capital Revenue	353,396	3,145,630	3,145,630	-2,792,234	-89%
<b>Net Result</b>	<b>26,713,061</b>	<b>4,549,195</b>	<b>31,560,382</b>	<b>-4,847,321</b>	<b>-15%</b>

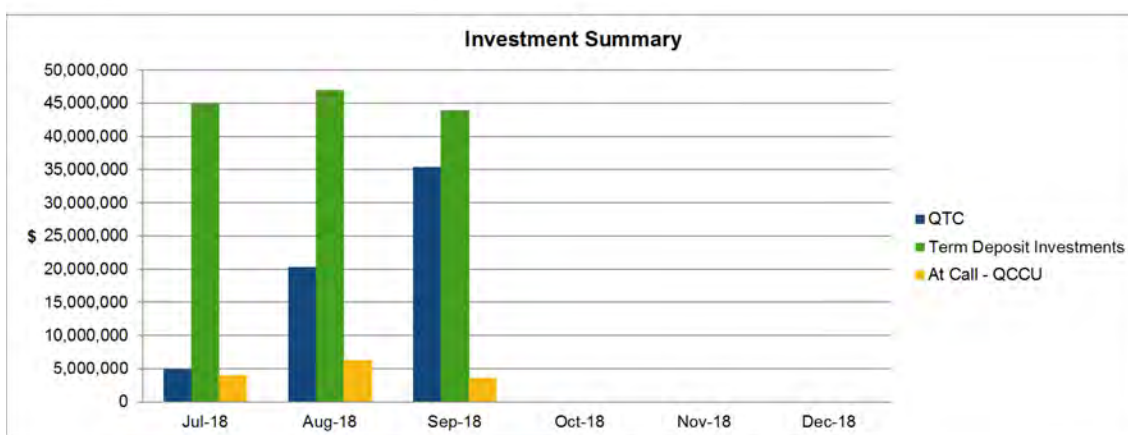
This report contains financial information for the period ending 30 September 2018. Council's operating position at month end is a \$26.4M surplus.



## INVESTMENT PORTFOLIO

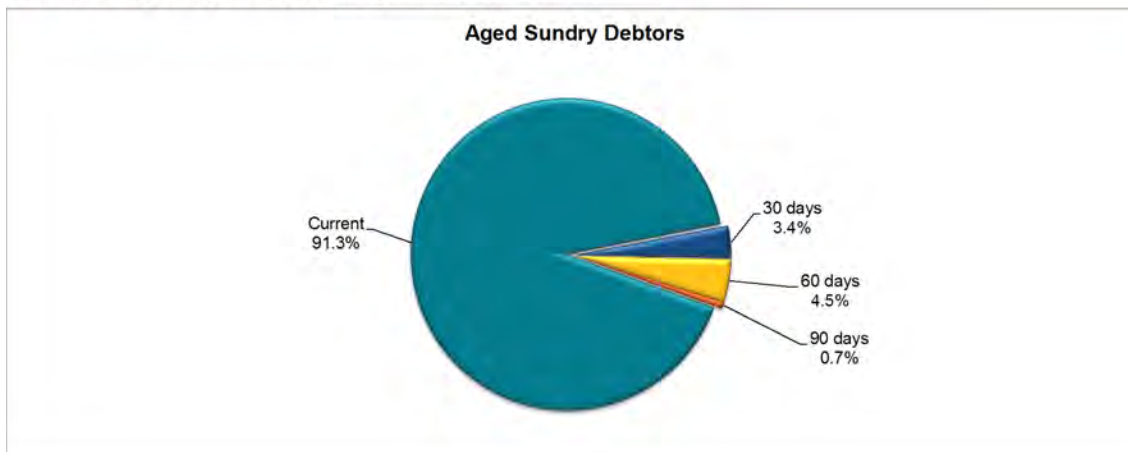
### Investment Report as at 30 September 2018 (including at call cash)

	Total Invested	Average Current Rate Weighted	% Invested
<b>Major Banks</b>			
NAB	14,000,000	2.71%	16.9%
Westpac	14,000,000	2.74%	16.9%
<b>Other</b>			
Bendigo HH	2,000,000	2.70%	2.4%
ME Bank	2,000,000	2.70%	2.4%
QCCU	6,000,000	2.85%	7.2%
Suncorp	6,000,000	2.70%	7.2%
QTC	35,386,139	2.60%	42.6%
QCCU General	3,636,863	2.80%	4.4%
<b>Total Funds</b>	<b>\$83,023,002</b>		



## SUNDRY DEBTORS

Total outstanding Sundry Debtors as at 30 September are \$252,256.25

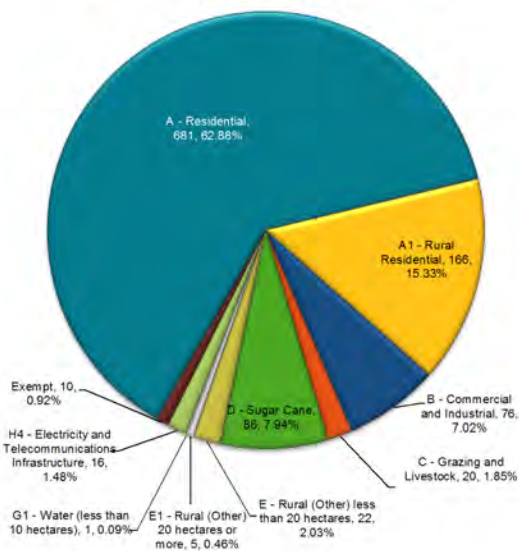


## RATES

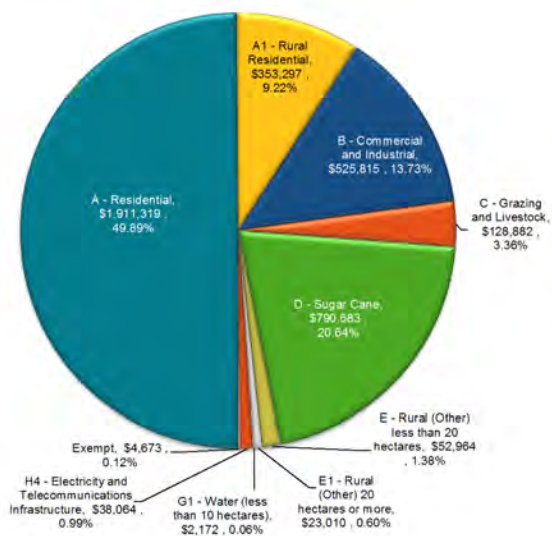
Arrears as at 1 July 2018		\$1,158,686
Levy and fees raised *	\$40,700,943	
Plus Interest charged *	\$54,215	
Less Pensioner subsidy and rebate	<u>\$631,405</u>	<u>\$40,123,753</u>
Less Payments received		<u>\$37,404,840</u>
Arrears as at 30 September 2018		<u>\$3,877,598</u>
% Arrears September 2018		9.39%
% Arrears September 2017		12.76%
Pre-payments as at 30 September 2018		\$247,971
Pre-payments as at 30 September 2017		\$262,990

\* includes State Govt Emergency Management Levy

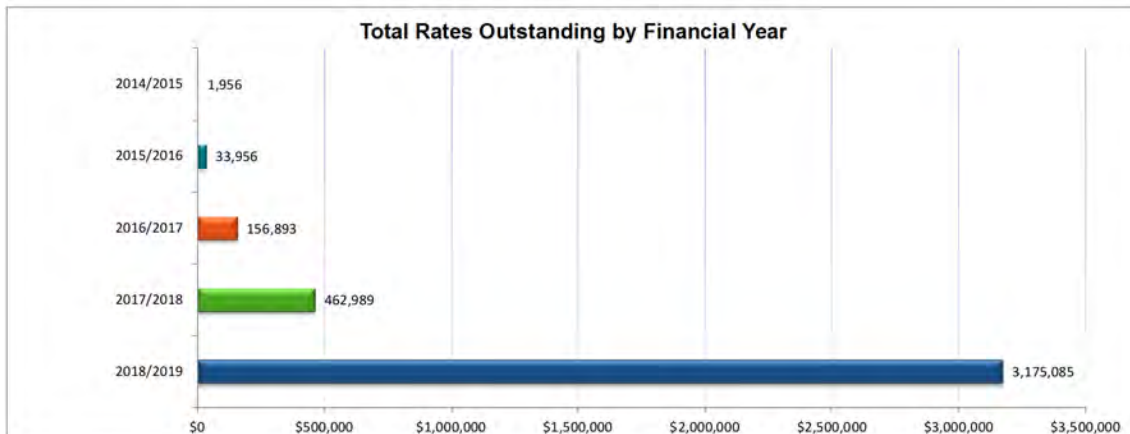
**Number of Outstanding Rates Properties by Rating Category**



**\$ Value of Outstanding Rates by Rating Category**



**Total Rates Outstanding by Financial Year**



## Rates Debt Recovery

### Collection House - Debt Referral

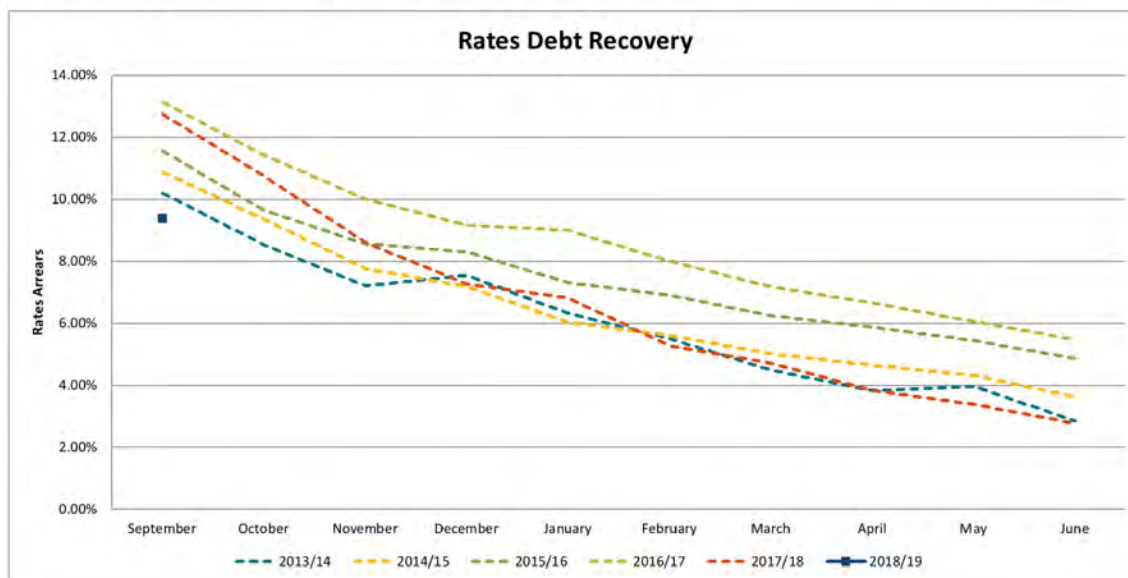
Collection House continues to monitor ratepayers that were referred to them in the 2017/2018 financial year. Council Rates staff are currently reviewing properties with overdue balances from the 2018/2019 Annual Levy and will refer new files to Collection House in October.

### Collection House - Sale of Land

Collection House continues the Sale of Land process with three properties. Two of the three properties only have small balances still to be collected by Collection House.

### Council Periodic Payment Plans

In addition to the properties referred to Collection House, there are 299 current periodic payment plans made directly with Council. These plans are continuing to be monitored by Rates Staff to ensure conformance.



### APPENDIX 1 - OPERATING STATEMENT BY MANAGER

Attached are the Operating Statement Reports by Manager - please refer to these report for individual comments.

### APPENDIX 2 - TOTAL COUNCIL OPERATING STATEMENT

Attached is the Total Council Operating Statement for your information.

### APPENDIX 3 - STATEMENT OF FINANCIAL POSITION

Attached is the Statement of Financial Position as at 30 September 2018.

### APPENDIX 4 - STATEMENT OF CASH FLOWS

Attached is the Statement of Cash Flows for the period ending 30 September 2018.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Chief Executive Officer**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Operational contributions and donations	-108.20	134.95	0	135	-
Operational grants and subsidies	15,000.00	15,000.00	0	15,000	-
Other operating revenue	1,226.91	858.52	2,000	-1,141	-57%
<b>Total operating revenue</b>	<b>16,118.71</b>	<b>15,993.47</b>	<b>2,000</b>	<b>13,993</b>	<b>700%</b>
<b>Operating Expenses</b>					
Employee benefits	100,192.58	304,532.56	315,207	-10,675	-3%
Materials and services	16,342.90	87,619.47	98,838	-11,218	-11%
<b>Total operating costs</b>	<b>116,535.48</b>	<b>392,152.03</b>	<b>414,045</b>	<b>-21,893</b>	<b>-5%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-100,416.77</b>	<b>-376,158.56</b>	<b>-412,045</b>	<b>35,886</b>	<b>-9%</b>
<b>Net result for period</b>	<b>-100,416.77</b>	<b>-376,158.56</b>	<b>-412,045</b>	<b>35,886</b>	<b>-9%</b>

**Comments**

**Operational grants and subsidies**

Final grant funding received for the Burdekin Tourism strategy following recent completion and adoption of the strategy.

**Other operating revenue**

Burdekin Business Industry Breakfast attendance fees, Gateway Visitor Information Centre takings and reimbursements received for attendance at LGM and LGW Meetings. Credit notes were issued for Sweet Days Hot Nights sponsorship invoices raised in error last financial year.

**Materials and services**

Expenses include annual Townsville Enterprise membership for 2018/19 and subscription costs for Remplan Economy package and final payment for Burdekin Tourism Strategy. Currently under budget due to low year to date expenditure for Tourism events.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Director of Corporate & Community Services**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Operational grants and subsidies	30,000.00	30,000.00	0	30,000	-
<b>Total operating revenue</b>	<u>30,000.00</u>	<u>30,000.00</u>	<u>0</u>	<u>30,000</u>	<u>-</u>
<b>Operating Expenses</b>					
Employee benefits	43,878.85	131,450.14	131,544	-94	0%
Materials and services	2,300.03	22,511.15	45,890	-23,379	-51%
<b>Total operating costs</b>	<u>46,178.88</u>	<u>153,961.29</u>	<u>177,434</u>	<u>-23,473</u>	<u>-13%</u>
<b>Surplus (deficit) from operating activities</b>	<u>-16,178.88</u>	<u>-123,961.29</u>	<u>-177,434</u>	<u>53,473</u>	<u>-30%</u>
<b>Net result for period</b>	<u>-16,178.88</u>	<u>-123,961.29</u>	<u>-177,434</u>	<u>53,473</u>	<u>-30%</u>

**Comments**

**Operational grants and subsidies**

Annual RADF grant funding received from Arts Queensland. This is above year to date budget as this was initially budgeted to be received in October.

**Materials and services**

Budget includes provision to engage Internal Audit services. Council is currently in the early stages of this process and is therefore currently under budget.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Client Services**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Operational grants and subsidies	11,358.00	11,358.00	6,250	5,108	82%
Other operating revenue	625.30	7,226.47	5,125	2,101	41%
<b>Total operating revenue</b>	<b>11,983.30</b>	<b>18,584.47</b>	<b>11,375</b>	<b>7,209</b>	<b>63%</b>
<b>Operating Expenses</b>					
Employee benefits	96,679.39	476,671.88	681,196	-204,524	-30%
Materials and services	33,399.09	135,918.84	170,761	-34,842	-20%
<b>Total operating costs</b>	<b>130,078.48</b>	<b>612,590.72</b>	<b>851,957</b>	<b>-239,366</b>	<b>-28%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-118,095.18</b>	<b>-594,006.25</b>	<b>-840,582</b>	<b>246,576</b>	<b>-29%</b>
<b>Net result for period</b>	<b>-118,095.18</b>	<b>-594,006.25</b>	<b>-840,582</b>	<b>246,576</b>	<b>-29%</b>

**Comments**

**Operational grants and subsidies**

Grant funds received from Queensland Reconstruction Authority for Get Ready Burdekin grant.

**Other operating revenue**

Income received includes payment for electricity used at the Ayr Showgrounds and a Long Service Leave contribution for current Council employee from another Council.

**Employee benefits**

This budget is for the staff wages within the Client Services department, as well as employee related costs for the whole organisation. Annual Leave is under budget \$13,783 however Long Service Leave is over budget by \$14,343 due to staff having accrued leave paid out and staff resigning and using up all of their leave balances. Sick Leave is over budget due to a number of staff taking extended sick leave. Statutory holidays are under budget due to no public holidays. Due to working extra hours to meet deadlines, the Human Resources department is tracking over budget. The remainder of the areas within Client Services are currently under budget.

**Materials and services**

Most areas are currently under budget as they are in the planning stage of their workload and have incurred minimal expenses to date. This is partially offset by annual insurance premiums and PBF corporate membership paid in July. Training is under budget due to timing of courses and availability of training providers and employees.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Community Services**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
User fees and charges	14,742.10	42,623.59	50,250	-7,626	-15%
Operational contributions and donations	0.00	40.00	0	40	-
Operational grants and subsidies	0.00	10,500.00	5,000	5,500	110%
Other operating revenue	6,078.89	27,950.86	17,950	10,001	56%
<b>Total operating revenue</b>	<b>20,820.99</b>	<b>81,114.45</b>	<b>73,200</b>	<b>7,914</b>	<b>11%</b>
<b>Operating Expenses</b>					
Employee benefits	120,669.35	398,681.32	404,551	-5,870	-1%
Materials and services	199,210.30	467,429.13	325,179	142,250	44%
Depreciation and amortisation	9,940.83	30,485.17	33,697	-3,212	-10%
<b>Total operating costs</b>	<b>329,820.48</b>	<b>896,595.62</b>	<b>763,427</b>	<b>133,169</b>	<b>17%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-308,999.49</b>	<b>-815,481.17</b>	<b>-690,227</b>	<b>-125,254</b>	<b>18%</b>
 Capital grants and subsidies	 21,878.13	 21,878.13	 80,000	 -58,122	 -73%
<b>Net result for period</b>	<b>-287,121.36</b>	<b>-793,603.04</b>	<b>-610,227</b>	<b>-183,376</b>	<b>30%</b>

**Comments**

**User fees and charges**

This income is variable monthly as it includes the hire of the Burdekin Theatre and Burdekin Memorial Hall, and Library internet and photocopying fees.

**Operational grants and subsidies**

Over year to date budget due to timing of receipt of grant income for STEM Ideas@108 Project.

**Other operating revenue**

This income is variable monthly as it includes ticket sales for theatre promotions and theatre bar takings.

**Materials and services**

Over year to date budget due to payment of annual insurance premiums and deposits on numerous theatre shows to be held later in the financial year. Annual donations and standing donations for sewerage charges to community groups have been paid.

**Capital grants and subsidies**

First Quarter of 2018/19 State Library Grant has been received in September.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Financial and Administrative Services**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Rates and Utility Charges	-12.76	25,095,662.16	27,145,117	-2,049,455	-8%
Pensioner remissions	170,558.61	-315,416.97	-78,500	-236,917	302%
User fees and charges	3,263.38	27,707.52	25,375	2,333	9%
Interest Received	100,710.47	143,219.99	163,650	-20,430	-12%
Operational grants and subsidies	0.00	317,371.75	736,952	-419,580	-57%
Other operating revenue	0.00	58.82	125	-66	-53%
<b>Total operating revenue</b>	<b>274,519.70</b>	<b>25,268,603.27</b>	<b>27,992,719</b>	<b>-2,724,115</b>	<b>-10%</b>
<b>Operating Expenses</b>					
Employee benefits	141,042.85	454,677.19	451,707	2,970	1%
Materials and services	212,989.13	877,736.22	638,452	239,284	37%
Depreciation and amortisation	46,535.76	142,649.18	143,399	-749	-1%
Finance Costs	60,339.80	71,152.11	64,790	6,362	10%
<b>Total operating costs</b>	<b>460,907.54</b>	<b>1,546,214.70</b>	<b>1,298,348</b>	<b>247,867</b>	<b>19%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-186,387.84</b>	<b>23,722,388.57</b>	<b>26,694,371</b>	<b>-2,971,983</b>	<b>-11%</b>
 Capital grants and subsidies	 0.00	 0.00	 0	 0	 -
<b>Net result for period</b>	<b>-186,387.84</b>	<b>23,722,388.57</b>	<b>26,694,371</b>	<b>-2,971,983</b>	<b>-11%</b>

**Comments**

**Rates and Utility Charges**

At the end of the financial year, rates in advance revenue of approximately \$2 million will be recognised.

**Pensioner Remissions**

State Government Subsidy received in September.

**User fees and charges**

Increase in Annual Tramway Permit paid in July.

**Interest Received**

Interest relating to June for investments maturing in August and September were accrued in June and reversed in July. August and September investments have now matured.

**Operational grants and subsidies**

First Quarter of the 2018/19 Financial Assistance Grant received in August. Council received a prepayment of half of the 2018/19 Financial Assistance Grant in June 2018, the budget will be adjusted in the first revision.

**Materials and services**

Over year to date budget due to annual payments for IT Software maintenance contracts paid in full. This is offset with the payments for the annual insurance premiums being under budget.

**Finance Costs**

Over year to date budget due to increased bank fees during the rating season.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Environmental & Health Services excluding Waste Program**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Rates and Utility Charges	0.00	88,204.96	88,590	-385	0%
Pensioner remissions	0.11	0.00	0	0	-
User fees and charges	64,522.03	352,843.73	302,030	50,814	17%
Operational contributions and donations	11,910.80	21,524.35	34,880	-13,356	-38%
Operational grants and subsidies	65,391.00	65,391.00	15,929	49,462	311%
Other operating revenue	3,068.19	5,380.90	1,625	3,756	231%
<b>Total operating revenue</b>	<b>144,892.13</b>	<b>533,344.94</b>	<b>443,054</b>	<b>90,291</b>	<b>20%</b>
<b>Operating Expenses</b>					
Employee benefits	108,524.64	364,518.24	365,705	-1,187	0%
Materials and services	113,913.01	473,512.60	520,525	-47,012	-9%
Depreciation and amortisation	112,679.91	345,675.43	339,538	6,137	2%
<b>Total operating costs</b>	<b>335,117.56</b>	<b>1,183,706.27</b>	<b>1,225,768</b>	<b>-42,062</b>	<b>-3%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-190,225.43</b>	<b>-650,361.33</b>	<b>-782,714</b>	<b>132,352</b>	<b>-17%</b>
Capital grants and subsidies	0.00	0.00	130,000	-130,000	-100%
Other capital income (expense)	-4,041.72	-20,560.20	0	-20,560	-
<b>Net result for period</b>	<b>-194,267.15</b>	<b>-670,921.53</b>	<b>-652,714</b>	<b>-18,208</b>	<b>3%</b>

**Comments**

**User fees and charges**

Caravan Parks income above budget. Annual aerodrome fees raised in July.

**Operational contributions and donations**

Under budget due to no budgeted income received yet for aquatic weed control contributions.

**Operational grants and subsidies**

Over year to date budget due to annual grant funds for PCYC operations received in full.

**Other operating revenue**

Caravan Park incidental income currently above budget.

**Materials and services**

Currently under budget for chemical and contractor payments relating to the pool, as well as chemicals for land protection. Annual precept payment yet to be received from BSRIT.

**Capital grants and subsidies**

Budgeted Works for Queensland 2017-19 grant for Ayr Showgrounds upgrade not yet received.

**Other capital income (expense)**

Loss on write off of Building assets following capitalisation of the replacement of roof sheeting at the Burdekin Memorial Hall, Brandon Railway Ticket Office and Ayr Showgrounds building.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Environmental & Health Services - Waste Program**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Rates and Utility Charges	-42.13	3,960,628.53	3,960,668	-39	0%
Pensioner remissions	5.26	0.00	0	0	-
User fees and charges	32,404.84	64,898.66	76,250	-11,351	-15%
Interest Received	26,410.14	38,446.08	43,575	-5,129	-12%
Other operating revenue	1,829.56	9,647.90	16,788	-7,140	-43%
<b>Total operating revenue</b>	<b>60,607.67</b>	<b>4,073,621.17</b>	<b>4,097,281</b>	<b>-23,659</b>	<b>-1%</b>
<b>Operating Expenses</b>					
Employee benefits	57,290.34	173,060.83	173,640	-579	0%
Materials and services	152,776.32	235,408.37	594,700	-359,292	-60%
Depreciation and amortisation	26,496.56	81,256.10	85,792	-4,536	-5%
Finance Costs	3,380.46	3,380.46	3,380	0	0%
<b>Total operating costs</b>	<b>239,943.68</b>	<b>493,105.76</b>	<b>857,512</b>	<b>-364,407</b>	<b>-42%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-179,336.01</b>	<b>3,580,515.41</b>	<b>3,239,768</b>	<b>340,747</b>	<b>11%</b>
 Capital grants and subsidies	 0.00	 0.00	 140,000	 -140,000	 -100%
<b>Net result for period</b>	<b>-179,336.01</b>	<b>3,580,515.41</b>	<b>3,379,768</b>	<b>200,747</b>	<b>6%</b>

**Comments**

**User fees and charges**

Waste accounts for September to be issued in October.

**Interest Received**

Interest on rates and maturing investments has been received for September. Budget for interest on investments has been split evenly over 12 months. Investment income is recognised in month of investment maturing.

**Other operating revenue**

Income received from sale of second hand goods at transfer stations and drumMUSTER processing cost recovery. Under budget for scrap metal income.

**Materials and services**

Monthly payments to Cleanaway in arrears; operational expense allocations for mulching and concrete crushing not yet used; no expenditure from legacy landfill allocation.

**Capital grants and subsidies**

Works for Queensland 2017-19 grant for Home Hill Transfer Station upgrade not yet received.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Operations - General Fund**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
User fees and charges	15,339.68	28,044.07	32,100	-4,056	-13%
Operational contributions and donations	6,938.62	21,748.99	17,250	4,499	26%
Operational grants and subsidies	0.00	199,363.70	217,053	-17,689	-8%
Contract and recoverable works	7,429.72	7,429.72	13,400	-5,970	-45%
Other operating revenue	0.00	742.99	0	743	-
<b>Total operating revenue</b>	<b>29,708.02</b>	<b>257,329.47</b>	<b>279,803</b>	<b>-22,474</b>	<b>-8%</b>
<b>Operating Expenses</b>					
Employee benefits	348,873.39	1,147,281.50	1,233,669	-86,387	-7%
Materials and services	281,906.09	994,079.46	1,097,623	-103,543	-9%
Depreciation and amortisation	56,872.10	173,107.64	163,690	9,418	6%
<b>Total operating costs</b>	<b>687,651.58</b>	<b>2,314,468.60</b>	<b>2,494,981</b>	<b>-180,512</b>	<b>-7%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-657,943.56</b>	<b>-2,057,139.13</b>	<b>-2,215,178</b>	<b>158,039</b>	<b>-7%</b>
Capital contributions	0.00	2,090.00	0	2,090	-
Capital grants and subsidies	-66,000.00	450,000.00	644,000	-194,000	-30%
Other capital income (expense)	-53,917.48	-53,917.48	0	-53,917	-
<b>Net result for period</b>	<b>-777,861.04</b>	<b>-1,658,966.61</b>	<b>-1,571,178</b>	<b>-87,789</b>	<b>6%</b>

**Comments**

**User fees and charges**

Year to date revenue received from cemetery operations is less than forecast to the end of September. Slightly ahead of budget in Parks, Depot and Engineering operations.

**Operational contributions and donations**

Revenue target is above expectations due to receipt of Home Hill Boat Club septic disposal charges received paid in arrears from previous financial year.

**Operational grants and subsidies**

Financial Assistance Grants payments will be adjusted first budget revision to recognise 50% advance payment of 2018/19 FAGS in June 2018. \$106,500 received in first quarter 2018/19 financial year. Unbudgeted revenue of \$82,360 Queensland Reconstruction Authority payment for recovery of emergent works expenditure March 2018 flooding and \$10,500 first payment of Anzac Centenary Spirit of Service Grant for Home Hill RSL Cenotaph Upgrade was received and will be adjusted for in first budget revision.

**Contract and recoverable works**

Revenue stream is variable throughout the year with forecast total revenue based on historical annual actuals. Recovery of costs in replacing damaged water meters, clean up and asset replacement costs following vehicle accidents and hire of streetsweeper are typical activities in this area.

**Other Operating Revenue**

Typical activities captured in this revenue stream are the annual BSRIT Engineering Retainer, scrap metal sales and recoveries of Wilmar contributions for electricity to streetlighting near tramway crossings. No revenue received this year so far.

**Employee benefits**

Under budget in Parks admin and operations due to unfilled vacancies. Over budget in road maintenance which is variable month to month dependent on capital roads activity.

**Materials and services**

Currently under budget in Parks Operations, Public Conveniences, Drainage Maintenance and Recoverable Works and over budget Streetlighting, Engineering Operations, Works Section and Depot Operations. Overall tracking under budget on year to date balance but expenditure is variable month to month in most areas due in part to seasonal factors.

**Capital contributions**

Monies received from Home Hill Rotary Club as contribution to Mount Inkerman Picnic Shelter.

**Capital grants and subsidies**

\$450,000 payment received from State Government as 30% upfront contribution to Plantation Park Nature Based Playground.

**Other Capital Income (expense)**

Expenses in September are for write off of Anzac Park softfall and write off of one solar light at Plantation Creek Boat Ramp.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Operations - Water**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Rates and Utility Charges	-4,758.84	3,010,448.05	3,515,837	-505,389	-14%
Pensioner remissions	49,370.71	-182.72	0	-183	-
User fees and charges	13,828.54	20,608.54	17,700	2,909	16%
Interest Received	50,457.84	73,605.03	81,825	-8,220	-10%
Operational contributions and donations	0.00	0.00	2,000	-2,000	-100%
Other operating revenue	0.00	0.00	300	-300	-100%
<b>Total operating revenue</b>	<b>108,898.25</b>	<b>3,104,478.90</b>	<b>3,617,662</b>	<b>-513,183</b>	<b>-14%</b>
<b>Operating Expenses</b>					
Employee benefits	79,236.33	250,519.87	275,683	-25,163	-9%
Materials and services	149,014.68	385,219.55	644,650	-259,430	-40%
Depreciation and amortisation	47,318.63	145,109.89	144,015	1,095	1%
<b>Total operating costs</b>	<b>275,569.64</b>	<b>780,849.31</b>	<b>1,064,348</b>	<b>-283,498</b>	<b>-27%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-166,671.39</b>	<b>2,323,629.59</b>	<b>2,553,314</b>	<b>-229,685</b>	<b>-9%</b>
Capital grants and subsidies	0.00	0.00	327,570	-327,570	-100%
<b>Net result for period</b>	<b>-166,671.39</b>	<b>2,323,629.59</b>	<b>2,880,884</b>	<b>-557,255</b>	<b>-19%</b>

**Comments**

**Rates and Utility Charges**

Water access charges have been levied in August. Variance is attributable to revenue estimate for water consumption to be received in January 2019.

**User fees and charges**

Rental income received from lease payments by telecommunications providers co-located on the Ayr Water Tower. Other revenue is received from sale of bulk water from filling stations.

**Interest Received**

Interest on rates and maturing investments has been received for September. Budget for interest on investments has been split evenly over 12 months. Investment income is recognised in month of investment maturing.

**Operational contributions and donations**

Dependant on income received from developer infrastructure charges for connection to water supply. Revenue forecast is based on historical averages. No activity so far this financial year.

**Other operating revenue**

Minor revenue stream for collection of refundable deposits for water filling station keys and other miscellaneous activities. No revenue received so far this financial year.

**Employee benefits**

Currently under budget for water operational, water reticulation and property meters. Over budget for property connections. Capital project activities associated with the South Ayr Diversion Pipeline in September have reduced year to date operational wages.

**Materials and services**

Currently under budget due to low expenditure for licences and permits. A committal of \$201,000 for payment of annual Lower Burdekin Water Bulk Water Charges is yet to be processed which will reduce the variance in this area.

**Capital grants and subsidies**

Annual budget is for Local Government Grants and Subsidies Program grant for Home Hill Water Tower Switchboard.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Operations - Sewerage**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
Rates and Utility Charges	0.00	3,990,798.88	3,989,088	1,711	0%
Pensioner remissions	51,268.67	-218.79	0	-219	-
User fees and charges	0.00	0.00	600	-600	-100%
Interest Received	68,180.39	98,516.96	109,275	-10,758	-10%
Operational contributions and donations	0.00	0.00	2,500	-2,500	-100%
Other operating revenue	0.00	0.00	300	-300	-100%
<b>Total operating revenue</b>	<b>119,449.06</b>	<b>4,089,097.05</b>	<b>4,101,763</b>	<b>-12,666</b>	<b>0%</b>
<b>Operating Expenses</b>					
Employee benefits	102,187.22	316,540.80	323,225	-6,684	-2%
Materials and services	56,486.02	235,836.76	301,100	-65,263	-22%
Depreciation and amortisation	101,693.13	311,214.73	303,752	7,463	2%
<b>Total operating costs</b>	<b>260,366.37</b>	<b>863,592.29</b>	<b>928,077</b>	<b>-64,485</b>	<b>-7%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-140,917.31</b>	<b>3,225,504.76</b>	<b>3,173,686</b>	<b>51,819</b>	<b>2%</b>
Capital grants and subsidies	0.00	0.00	0	0	-
Other capital income (expense)	-4,206.08	-4,206.08	0	-4,206	-
<b>Net result for period</b>	<b>-145,123.39</b>	<b>3,221,298.68</b>	<b>3,173,686</b>	<b>47,613</b>	<b>2%</b>

**Comments**

**User fees and charges**

Revenue is from miscellaneous charges and sales. No revenue received so far this financial year.

**Interest Received**

Interest on rates and maturing investments has been received for September. Budget for interest on investments has been split evenly over 12 months. Investment income is recognised in month of investment maturing.

**Operational contributions and donations**

Dependant on income received from developer infrastructure charges for connection to sewerage network. Revenue forecast is based on historical averages. No revenue received so far this financial year.

**Other operating revenue**

Revenue is from sales of used chemical drums. No revenue received this financial year.

**Materials and services**

Under budget sewerage operational due to lower than forecast insurance premium and under budget sewerage treatment for chemicals and electricity year to date. Over budget sewerage reticulation as a result of minor sewer collapse Burke Street, Ayr.

**Other capital income (expense)**

Expenses in September are for the write off a pump at Sewerage Pump Station 25, Ayr.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Planning and Development**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
User fees and charges	31,684.36	90,577.77	86,250	4,328	5%
Operational grants and subsidies	33,028.43	44,633.02	0	44,633	-
Other operating revenue	0.00	90.02	0	90	-
<b>Total operating revenue</b>	<b>64,712.79</b>	<b>135,300.81</b>	<b>86,250</b>	<b>49,051</b>	<b>57%</b>
<b>Operating Expenses</b>					
Employee benefits	84,934.80	272,101.58	278,161	-6,059	-2%
Materials and services	27,101.28	97,327.66	45,731	51,597	113%
<b>Total operating costs</b>	<b>112,036.08</b>	<b>369,429.24</b>	<b>323,891</b>	<b>45,538</b>	<b>14%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-47,323.29</b>	<b>-234,128.43</b>	<b>-237,641</b>	<b>3,513</b>	<b>-1%</b>
<b>Net result for period</b>	<b>-47,323.29</b>	<b>-234,128.43</b>	<b>-237,641</b>	<b>3,513</b>	<b>-1%</b>

**Comments**

**Operational grants and subsidies**

Unbudgeted grant funds received for QCoast 2100 Coastal Hazard Adaption Strategy project.

**Materials and services**

September expenditure includes consultancy services for planning scheme drafting and Industrial Estate masterplanning. Variance will be amended and funded using the Strategic Projects Fund in budget revision.

**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

**Manager Technical Services**

	Month of September Actual	Year to Date Actual	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>					
User fees and charges	12,740.48	89,455.86	76,000	13,456	18%
Operational grants and subsidies	11,121.00	21,860.51	26,250	-4,389	-17%
Contract and recoverable works	64,551.10	206,906.87	200,000	6,907	3%
Other operating revenue	109.12	3,324.12	0	3,324	-
<b>Total operating revenue</b>	<b>88,521.70</b>	<b>321,547.36</b>	<b>302,250</b>	<b>19,297</b>	<b>6%</b>
<b>Operating Expenses</b>					
Employee benefits	183,990.29	588,186.59	687,879	-99,692	-14%
Materials and services	-79,994.38	-263,912.56	-130,125	-133,788	103%
Depreciation and amortisation	533,632.64	1,638,410.33	1,635,064	3,347	0%
<b>Total operating costs</b>	<b>637,628.55</b>	<b>1,962,684.36</b>	<b>2,192,818</b>	<b>-230,133</b>	<b>-10%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-549,106.85</b>	<b>-1,641,137.00</b>	<b>-1,890,568</b>	<b>249,431</b>	<b>-13%</b>
<b>Capital contributions</b>	<b>0.00</b>	<b>1,708.40</b>	<b>0</b>	<b>1,708</b>	<b>-</b>
Capital grants and subsidies	192,071.03	481,985.03	1,824,060	-1,342,075	-74%
Other capital income (expense)	-522,904.10	-525,582.12	0	-525,582	-
<b>Net result for period</b>	<b>-879,939.92</b>	<b>-1,683,025.69</b>	<b>-66,508</b>	<b>-1,616,518</b>	<b>2431%</b>

**Comments**

**User fees and charges**

Trade waste income higher than budget.

**Operational grants and subsidies**

September fuel tax credits to be received in October.

**Contract and recoverable works**

Additional recoveries for unbudgeted BSRIT works.

**Other operating revenue**

Unbudgeted Fuel Subsidy received through insurance.

**Employee benefits**

Under budget due to staff vacancies in the Technical Services Section.

**Materials and services**

Currently under budget due to timing of major projects associated with RMPC.

**Capital contributions**

Contribution for vehicle accessory.

**Capital grants and subsidies**

Grants not yet received for Works for Queensland 2017-19, Building our Regions, Roads to Recovery, and the Cycle Network Local Government Grants Program. Grant funding received to date is for flood guage upgrades and the Transport Infrastructure Development Scheme.

**Other capital income (expense)**

Write-offs associated with disposal of transport assets.

**BURDEKIN SHIRE COUNCIL**  
**OPERATING STATEMENT**  
**Period Ending 30 September 2018**

	Month of September Actual	Year to Date Actual	Original Budget	Year to Date Original Budget	\$ Variance YTD Actual to YTD Original Budget	% Variance YTD Actual to YTD Original Budget
<b>Operating Revenue</b>						
Rates and Utility Charges	-4,813.73	36,145,742.58	39,299,300	38,699,300	-2,553,557	-7%
Pensioner remissions	271,203.36	-315,818.48	-314,000	-78,500	-237,318	302%
User fees and charges	188,525.41	716,759.74	1,984,154	666,555	50,205	8%
Interest Received	245,758.84	353,788.06	1,593,300	398,325	-44,537	-11%
Operational contributions and donations	18,741.22	43,448.29	212,522	56,630	-13,182	-23%
Operational grants and subsidies	165,898.43	715,477.98	4,494,734	1,007,434	-291,956	-29%
Contract and recoverable works	71,980.82	214,336.59	1,753,600	213,400	937	0%
Other operating revenue	12,937.97	55,280.60	227,850	44,213	11,068	25%
<b>Total operating revenue</b>	<b>970,232.32</b>	<b>37,929,015.36</b>	<b>49,251,460.48</b>	<b>41,007,356.63</b>	<b>-3,078,341</b>	<b>-8%</b>
<b>Operating Expenses</b>						
Employee benefits	1,467,500.03	4,878,222.50	21,083,607	5,322,167	-443,944	-8%
Materials and services	1,165,444.47	3,748,686.65	15,358,541	4,353,322	-604,636	-14%
Depreciation and amortisation	935,169.56	2,867,908.47	11,182,137	2,848,946	18,962	1%
Finance Costs	63,720.26	74,532.57	223,610	68,170	6,363	9%
	0.00	0.00	0	0	0	-
<b>Total operating costs</b>	<b>3,631,834.32</b>	<b>11,569,350.19</b>	<b>47,847,894.81</b>	<b>12,592,605.18</b>	<b>-1,023,255</b>	<b>-8%</b>
<b>Surplus (deficit) from operating activities</b>	<b>-2,661,602.00</b>	<b>26,359,665.17</b>	<b>1,403,566</b>	<b>28,414,751</b>	<b>-2,055,086</b>	<b>-7%</b>
Capital contributions	0.00	3,798.40	0	0	3,798	-
Capital grants and subsidies	147,949.16	953,863.16	3,145,630	3,145,630	-2,191,767	-70%
Other capital income (expense)	-585,069.38	-604,265.88	0	0	-604,266	-
<b>Net result for period</b>	<b>-3,098,722.22</b>	<b>26,713,060.85</b>	<b>4,549,195.67</b>	<b>31,560,381</b>	<b>-4,847,321</b>	<b>-15%</b>

**BURDEKIN SHIRE COUNCIL**  
**STATEMENT OF FINANCIAL POSITION**  
**As at 30 September 2018**

	Year to Date Actual \$	Annual Budget \$
<b>Current Assets</b>		
Cash and Cash Equivalents	83,095,807	45,905,998
Receivables	4,098,609	4,636,885
Inventories	724,226	720,712
Non-Current Assets Held for Sale	161,000	0
<b>Total Current Assets</b>	<u>88,079,641</u>	<u>51,263,595</u>
<b>Non-Current Assets</b>		
Receivables	427,643	186,176
Property, Plant and Equipment	505,138,455	513,627,565
Intangibles Assets	730,215	775,632
<b>Total Non-Current Assets</b>	<u>506,296,314</u>	<u>514,589,373</u>
<b>TOTAL ASSETS</b>	<u>594,375,955</u>	<u>565,852,968</u>
<b>Current Liabilities</b>		
Payables	4,966,595	4,660,966
Borrowings	1,759,020	1,329,735
Provisions	2,878,335	3,091,919
Other	1,545	1,373
<b>Total Current Liabilities</b>	<u>9,605,495</u>	<u>9,083,993</u>
<b>Non-Current Liabilities</b>		
Borrowings	1,245,451	355,390
Provisions	16,347,082	16,044,730
<b>Total Non-Current Liabilities</b>	<u>17,592,533</u>	<u>16,400,120</u>
<b>TOTAL LIABILITIES</b>	<u>27,198,028</u>	<u>25,484,113</u>
<b>NET COMMUNITY ASSETS</b>	<u>567,177,927</u>	<u>540,368,855</u>
<b>Community Equity</b>		
Asset Revaluation Surplus	295,598,110	294,512,344
Retained Surplus (deficiency)	271,579,817	245,856,511
<b>TOTAL COMMUNITY EQUITY</b>	<u>567,177,927</u>	<u>540,368,855</u>

**BURDEKIN SHIRE COUNCIL**  
**STATEMENT OF CASH FLOWS**  
For Period Ending 30 September 2018

	Year to Date Actual \$	Annual Cashflow Budget \$
<b>Cash Flows from Operating Activities</b>		
<b>Receipts</b>		
Receipts from Customers	36,380,356	42,950,904
Operating Grants, Subsidies and Contributions	758,926	4,707,256
Interest Received	504,460	1,593,300
<b>Payments</b>		
Payments to Suppliers and Employees	-9,064,572	-36,198,504
Interest Expense	-47,975	-158,610
<b>Net Cash Inflow (Outflow) from Operating Activities</b>	<u>28,531,196</u>	<u>12,894,347</u>
<b>Cash Flows from Investing Activities</b>		
Commonwealth Government Grants	0	0
State Government Subsidies and Grants	953,863	3,145,630
Capital Contributions	3,798	0
Payments for Property, Plant and Equipment	-3,166,846	-16,431,650
Payments for Intangible Assets	0	-143,000
Net transfer (to) from Cash Investments	0	3,000,000
Proceeds from Sale of Property, Plant and Equipment	3,010	327,000
Net Movement in Loans to Community Organisations	-24,162	-26,767
<b>Net Cash Inflows (Outflow) from Investing activities</b>	<u>-2,230,337</u>	<u>-10,128,787</u>
<b>Cash Flows from Financing Activities</b>		
Repayment of Borrowings	-429,477	-1,752,285
<b>Net Cash Inflows (Outflow) from Financing activities</b>	<u>-429,477</u>	<u>-1,752,285</u>
<b>Net Increase (Decrease) in Cash and Cash Equivalents Held</b>	<u>25,871,382</u>	<u>1,013,274</u>
Cash and Cash Equivalents at Beginning of the Financial Year	57,224,426	44,892,724
<b>Cash and Cash Equivalents at end of the Period</b>	<u>83,095,808</u>	<u>45,905,998</u>

---

## 5 GOVERNANCE

### 5.1 Adoption of Revised Fox and Wild Dog Bounty Policy

#### Document Information

**Referring Letter No:** N/A

**File No:** 1623

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Dan Mulcahy – Manager Environmental and Health Services

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#### Executive Summary

Council and staff review the Fox and Wild Dog Bounty Policy biennially to determine if any improvements or changes are required. The policy sets out Council's commitment to the management of foxes and wild dogs within the Burdekin Shire Council Local Government Area and provides the rules for administering bounty monies for fox and wild dog scalps to ensure consistency when providing payments.

#### Recommendation

That Council adopts the attached revised Fox and Wild Dog Bounty Policy.

#### Background Information

Foxes and wild dogs are considered to be restricted invasive animals under the *Biosecurity Act 2014* and as such, ongoing population management is required by public and private landholders.

Through the management of these declared pests and subsequent reduction in numbers, Council aims to reduce the risk of adverse effects to the community, the environment and to the livestock industry.

#### Link to Corporate/Operational Plan

4.1.6 Promote the adoption of environmental best practice by Council, residents and business.

#### Consultation

Council reviewed this policy at a workshop on Tuesday 2 October 2018.

---

## **Legal Authority or Implications**

N/A

## **Policy Implications**

This policy will replace the existing Fox and Wild Dog Bounty Policy adopted on 27 September 2016.

## **Financial and Resource Implications**

Funding provided in budget.

### **Report prepared by:**

Dan Mulcahy – Manager Environmental and Health Services

### **Report authorised by:**

Nick Wellwood – Director Infrastructure Planning and Environmental Services

## **Attachments**

1. Fox and Wild Dog Bounty Policy

Policy Type	Corporate
Function	Environmental Management
Policy Owner	Manager Environmental and Health Services
Policy Contact	Senior Environmental Health Officer
Review Schedule	24 Months
Resolution No.	<a href="#">Enter Resolution Number</a>

## 1. Purpose

This policy sets out Council's commitment to the management of foxes and wild dogs within the Burdekin Shire Council Local Government Area and provides the rules for administering bounty monies for fox and wild dog scalps to ensure consistency when providing payments.

## 2. Scope

This policy applies to fox and wild dog control activities within the Burdekin Shire Council Local Government Area.

## 3. Exceptions

Nil.

## 4. Definitions

**Fox** refers to the introduced "*Vulpes vulpes*" species.

**Wild dog** refers to purebred dingoes, dingo hybrids, and domestic dogs that have escaped or been deliberately released and now live in the wild.

## 5. Objectives

Foxes and wild dogs are considered to be restricted invasive animals under the *Biosecurity Act 2014* and as such, ongoing population management is required by public and private landholders.

Through the management of these declared pests and subsequent reduction in numbers, Council aims to reduce the risk of adverse effects to the community, the environment and to the livestock industry.

## 6. Policy Statement

**6.1** Council is committed to the management of fox and wild dog populations within its local government area and understands that an integrated management approach is required to appropriately control these populations.

### 6.2 Claim Forms

6.2.1 A claim form must be completed to claim bounty monies for fox or wild dog scalps.

6.2.2 Pest Management officers are authorised to approve claim forms to enable efficiency of processing.

- 6.2.3 Pest Management officers must not approve their own claim form.
- 6.2.4 The claim form must identify the property where the animal/s were taken (description to include lot/plan number).

### 6.3 Presentation of Scalps

- 6.3.1 Presentation of scalps will be by prior arrangements and can either be made on site, at the Council Chambers or at another agreed meeting place.
- 6.3.2 Scalps are not to be presented to Council's customer service centre without prior arrangements with the appropriate authorised officer.
- 6.3.3 A claim form must accompany the presentation of scalps.

### 6.4 Bounty Payments

- 6.4.1 Bounty payments will only be made after a claim form has been approved by an authorised Council officer.
- 6.4.2 Bounty payments will be in accordance with Council's current adopted fees and charges schedule.
- 6.4.3 Bounty payments will only be made on sighted entire scalps. No payment will be made for partial scalps. The authorised officer's ruling shall be final.
- 6.4.4 Council is not bound by legislation to provide bounty payments, however does so under this policy to encourage landowners to participate in population reduction activities.

## 7. Legislation

*Local Government Act 2009*

*Local Government Regulation 2012*

*Biosecurity Act 2014*

*Biosecurity Regulation 2016*

## 8. Related Documents

Document Title	Description
Fox and Wild Dog Bounty Claim Form	

## 9. Document History

Revision Number	Revision Details	Approved By (Officers Name)	Resolution Number	Date
1.0	Adopted	Ordinary Council Meeting	1534554	27/09/2016

Effective Date: 23/10/2018

**PUBLIC**

Page 2 of 2

Documents are considered uncontrolled when printed or removed from their source location

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## 5.2 Annual Report 2017/2018

### Document Information

**Referring Letter No:** N/A

**File No:** 440

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Rebecca Stockdale – Executive Officer

---

### Executive Summary

Under the *Local Government Regulation 2012* Council is required to prepare an annual report for each financial year. The 2017/2018 Annual Report has been compiled to fairly represent Council's achievements throughout the financial year that contribute to meeting the strategic intents outlined in the adopted Corporate Plan 2017-2022. This year, the report follows a new format and displays all statutory information in a logical, sequential manner making this information easier to locate in the final report. The Annual Report also includes the general purpose financial statements, the current year financial sustainability statement and the long-term financial sustainability statement as well as a community financial report which all demonstrate Council's stable financial position.

### Recommendation

That Council adopts the Annual Report 2017/2018 as attached to this report.

### Background Information

All local governments must prepare annual reports to discharge their public accountability responsibilities. As a communication tool, the annual report provides a broad range of information to our stakeholders on the services provided by Council, the activities completed and the financial performance during the past financial year. Council's Annual Report allows ratepayers, the community and the wider public to assess how we have performed in relation to stewardship of community assets and the efficiency, effectiveness and cost-effectiveness of operations.

### Link to Corporate/Operational Plan

The "Our Performance" pages of the annual report are directly linked to the Strategic Intent Statements in the adopted Corporate Plan 2017-2022

5.3.1 Demonstrate open and transparent leadership

5.3.2 Ensure Council's financial position is effectively managed

5.3.3 Adhere to the governance framework and public reporting systems

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## Consultation

All managers and directors were involved in providing information for the annual report. Other relevant officers throughout the organisation were required to gather and provide necessary content according to statutory reporting requirements. A copy of the Draft Annual Report was provided to Council's Audit Committee for review and consideration at their meeting on 3 October. Council's financial statements were also endorsed by the Audit Committee at this meeting.

## Legal Authority or Implications

The Department of Infrastructure, Local Government and Planning, have published an Annual Report Compliance Checklist. With the adoption of the Annual Report at this meeting and the subsequent publication to Council's website, all necessary compliance measures have been met.

### *Local Government Regulation 2012*

#### **182 Preparation of annual report**

- (1) A local government must prepare an annual report for each financial year.
- (2) The local government must adopt its annual report within 1 month after the day the auditor-general gives the auditor-general's audit report about the local government's financial statements for the financial year to the local government.
- (3) However, the Minister may, by notice to the local government, extend the time by which the annual report must be adopted.
- (4) The local government must publish its annual report on its website within 2 weeks of adopting the annual report.

## Policy Implications

N/A

## Financial and Resource Implications

N/A

### **Report prepared by:**

Rebecca Stockdale – Executive Officer

### **Report authorised by:**

Terry Brennan – Chief Executive Officer

## Attachments

1. Annual Report 2017/2018

A low-angle photograph of tall grasses, possibly reeds or papyrus, reaching towards a clear, vibrant blue sky. The grasses are green with some brown, feathery seed heads at the top. The image is used as a background for the report cover.

# BURDEKIN SHIRE COUNCIL 2017/18 ANNUAL REPORT



**Burdekin**  
Shire Council



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Part 1

*About our Shire*



# Shire Profile

*Welcome to the Burdekin, where unspoilt natural beauty meets a thriving rural community right on the doorstep of the Great Barrier Reef.*

## LOCATION

Located 80km south of Townsville and 100km north of Bowen, Burdekin Shire is in the heart of the dry tropics.

## LOCAL GOVERNMENT AREA

5,052.5 square kilometres

## POPULATION

17,215

## GEOGRAPHY

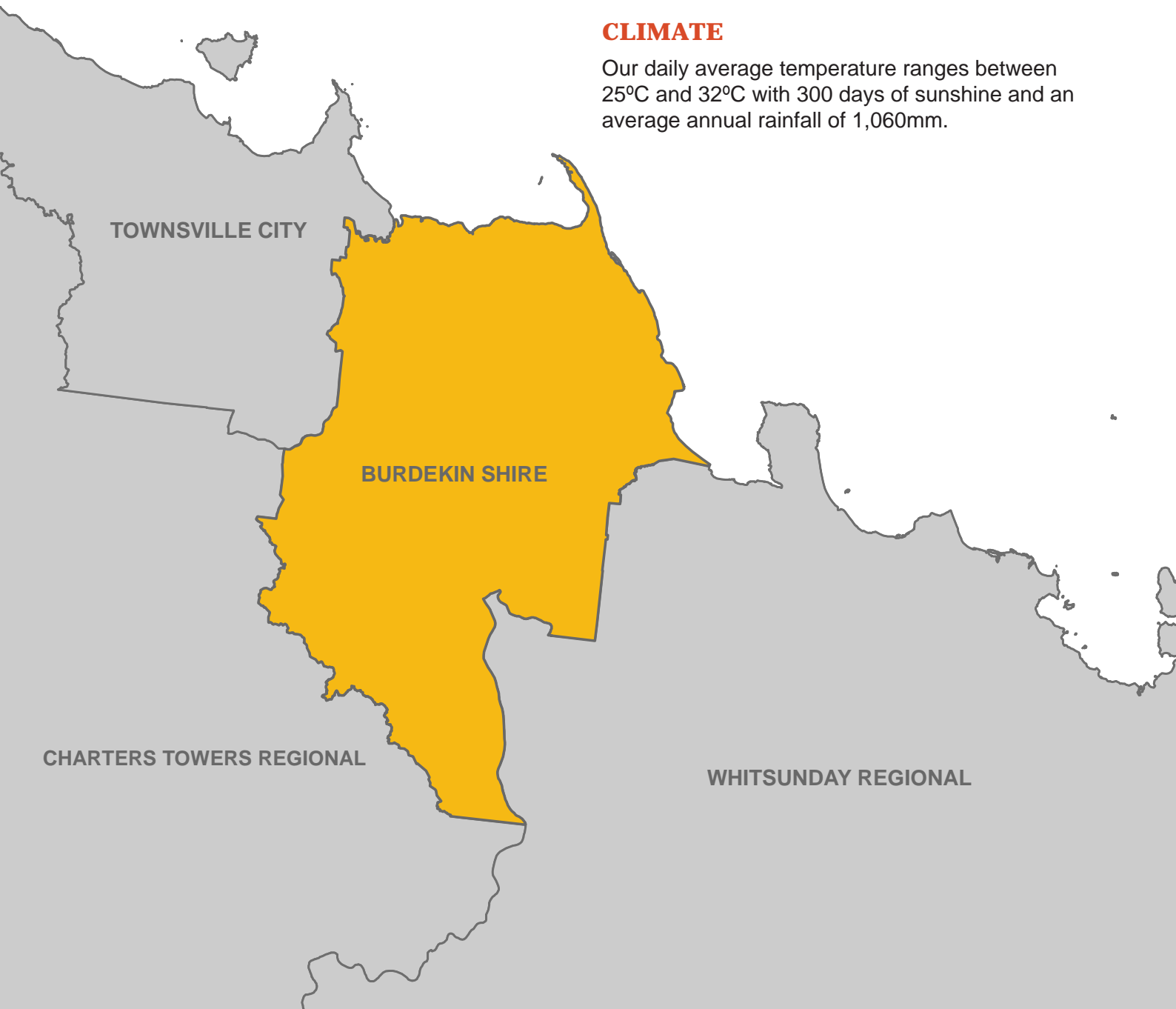
Bordered by Townsville City Council to the north, Charters Towers Regional Council to the west and Whitsunday Regional Council to the south, Burdekin Shire boasts rich, fertile soils, abundant water supplies and pristine coastlines.

## ECONOMY

Agriculture, aquaculture, construction, healthcare and social assistance, manufacturing, milling, mining, retail trade, sugar cane and training.

## CLIMATE

Our daily average temperature ranges between 25°C and 32°C with 300 days of sunshine and an average annual rainfall of 1,060mm.





***Burdekin Shire Council respectfully acknowledges the Bindal and Juru people of the Birri Gubba Nation as the traditional custodians of the land on which we live and work.***

# Mayor's Report

*This annual report provides an excellent opportunity for Council to highlight the activities, programs and projects of the past year whilst meeting the legislative requirement of reporting to State Government.*



As I reflect on the past year, I am proud to report that Council has continued to build on the strategic planning and successes from last year. The new organisational structure adopted by Council has proven to be a positive decision, adding additional experience and support in developing strategy and delivering services.

Councillors and staff are very aware of the challenges that the future may bring and continues to lobby State and Federal Governments for support. To this end Council has collaborated with a number of Departments in hosting potential investors.

The Industry Breakfast programme was very well supported with a diverse range of presentations covering employment and business opportunities, export ready assistance, and innovation pathways. With the Burdekin economy built on a strong sugar growing base, projects for renewable fuels, value-added industries and opportunities for diversification have been workshopped.

The five North Queensland councils that are members of the NQROC work closely together in promoting the region's attributes including industry, tourism and investment opportunities. Townsville Enterprise Limited led a very successful delegation to Singapore, building on the Singapore-Australia Free Trade Agreement. Along with industry, business leaders and local government, I represented the Burdekin as the delegation connected with decision makers covering agriculture, aquaculture, supply chains and logistics, innovation and emerging industries throughout the Southeast Asian market. There has been ongoing interaction since the delegation.

The cultural value and flow-on economic benefits in the community are increasing with a record number of events hosted by the community and Council. In addition to the many annual events, Council identified the need for a Burdekin iconic destination event and built on the unique Australian Hand Cane Cutting Championships. The *Sweet Days, Hot Nights Festival* was launched and proved to be very successful with a record number of visitors and locals attending. A bumper program of shows and events held at the cultural facilities attracted increased patronage and featured local and visiting performers displaying outstanding talent.

The International Year of the Reef was celebrated around the world and the Burdekin hosted the very successful *It's Your Reef Fest* event at Alva. In partnership with numerous agencies, community groups and incorporating the launch of the film *S.S. Yongala Mystery*, attendance at this event surpassed all expectations. With the Burdekin's close proximity to the Great Barrier Reef the day promoted how responsible habits maintain and enhance the environment.

Ayr was selected as a venue for the Queen's Baton Relay as it travelled from London to the Gold Coast and 16 local baton runners were selected to take part. The community support was overwhelming and organisers praised the event in the Burdekin as being the best supported event held anywhere in regional Australia.

The State Government's Works for Queensland funding is the best initiative introduced in my sixteen years in local government. Council completed 21 projects to a value of \$2.93 million in the first round and has now been allocated \$3 million in Round Two. There are 14 projects identified to be completed by 30 June 2019.

Council applications for funding to develop a Sports and Recreation Plan, Ayr Showgrounds Master Plan and Tourism Plan were successful with Council adopting these plans following extensive engagement with the community. These plans give a strategic direction going forward and will assist in prioritising works and projects.

Residents would be seeing the benefits of rejuvenated and brightened landscape in Home Hill, Ayr and Giru with the installation of eye catching murals and sculptures. Council is receiving very positive feedback on the installations and plans are in place to develop an Art Trail brochure for locals and visitors.

I encourage residents to peruse the Annual Report which gives a more detailed account of Council's operations.

In closing, I assure the community that Councillors and staff are working collaboratively for the ongoing sustainability and future advancement of the Shire. I sincerely thank my fellow Councillors, Chief Executive Officer Mr Terry Brennan, Directors, Senior Leadership Team and staff for their positive attitude and dedication in delivering programs and services whilst at the same time looking for every opportunity to make the Burdekin Shire an even better place to live, work, invest and visit.

**Cr Lyn McLaughlin**  
**Mayor**



# Our Councillors

## MAYOR COUNCILLOR LYN MCLAUGHLIN

Cr McLaughlin serves on numerous boards, groups and committees.

Cr McLaughlin is Council's representative on:

- Aerodrome Advisory Group (Chair);
- Bowen-Burdekin Local Marine Advisory Committee;
- Burdekin Cultural Advisory Group (Chair);
- Burdekin Shire Council Local Disaster Management Group (LDMG) (Chair);
- Burdekin Shire Rivers Improvement Trust (BSRIT) (Deputy Chair);
- Burdekin Water Futures (Chair);
- Community Grants Panel;
- District Disaster Management Group;
- North Queensland Regional Organisation of Councils (NQ ROC);
- North Queensland Regional Roads and Transport Group;
- North Queensland Sports Foundation;

- Reef Guardian Councils; and
- Regional Economic Development Sub-Committee of NQ ROC (REDROC).



Cr McLaughlin is also in regular attendance at the following groups and committees in her role as Mayor:

- Ayr Chamber of Commerce;
- Burdekin Shire Youth Council;
- Home Hill Chamber of Commerce; and
- North Queensland Dry Tropics (Director - Local Government).

The Mayor is ex-officio on all Council Advisory Groups.

## COUNCILLOR TONY GODDARD

Cr Goddard is Council's representative on:

- Aerodrome Advisory Group;
- Burdekin Shire Council LDMG (Deputy Chair until April 2018);
- Burdekin Liquor Accord;
- Burdekin Road Safety Advisory Committee (Chair);
- Building Safer Communities Action Team;
- Local Authority Waste Management Advisory Committee;
- North Queensland Regional Waste Reduction and Recycling Plan Group; and
- Reef Guardian Councils.

Cr Goddard is also the School Councillor representative for Ayr State High School, Ayr State Primary School and Home Hill State Primary School.



## COUNCILLOR JOHN BONANNO

Cr Bonanno is Council's representative on:

- Burdekin Be Active Advisory Committee;
- Burdekin PCYC;
- Carols by Candlelight Committee;
- Community Grants Panel; and
- Regional Arts Development Fund (RADF) Advisory Group.

Cr Bonanno is also the School Councillor representative for the Burdekin Catholic High School, East Ayr State School and Millaroo State School.



## COUNCILLOR TED BAWDEN

Cr Bawden is Council's representative on:

- Burdekin Community Association;
- Burdekin Road Safety Advisory Committee;
- Burdekin Seniors' Advisory Group (Chair);
- Pest Management Plan Working Group; and
- Rural Health Consultative Committee.

Cr Bawden is also the School Councillor representative for Brandon State School, Jarvisfield State School and Maidavale State School.



## COUNCILLOR ULI LIESSMANN

Cr Liessmann is Council's representative on:

- Beachmount Reserve Management Group;
- Burdekin Landcare Group;
- Community Grants Panel;
- Home Hill Chamber of Commerce; and
- RADF Advisory Group (Chair).

Cr Liessmann is also the School Councillor representative for Giru State School, Osborne State School and St. Coleman's School.



## COUNCILLOR SUE PERRY

Cr Perry is Council's representative on:

- Audit Committee;
- Ayr Chamber of Commerce;
- Burdekin Cultural Advisory Group;
- Burdekin Neighbourhood Centre Association;
- Economic Advisory Group (Chair); and
- Lower Burdekin Water Board.

Cr Perry is also the School Councillor representative for Airville State School, Kalamia State School and St Francis Primary School.



## COUNCILLOR JOHN WOODS

Cr Woods is Council's representative on:

- Audit Committee;
- Burdekin Bowen Integrated Floodplain Management Advisory Committee (BBIFMAC);
- Burdekin Cultural Advisory Group;
- Burdekin Shire Council LDMG (Deputy Chair from April 2018);
- Burdekin Shire Rivers Improvement Trust;
- Burdekin Tourism Association (disbanded December 2017); and
- Regional Tourism Working Group of Townsville Enterprise Limited.

Cr Woods is the School Councillor representative for Burdekin Christian College, Clare State School, Burdekin School and Home Hill State High School.

Councillor Woods was elected as Vice President of the Northern Alliance of Councils (formally known as the North Queensland Local Government Association).



# Chief Executive Officer's Report

I am pleased to report that the 2017/18 financial year has been a busy and productive year for the Council. A number of important strategic priorities have been progressed or completed and other significant initiatives commenced.

The review and adoption of a revised organisational structure was completed in November 2017 to enhance the strategic capability of the Council and eliminate duplication and overlap. The first steps in implementing the structure involved the appointment of two new directors and this was completed in April 2018. The new directors are making a significant contribution to the organisation.

The certification of a new Enterprise Bargaining Agreement in June 2018 covering the Council workforce was the result of lengthy and at times difficult negotiations between the parties. The finalisation of the agreement is pleasing given the significant delays in being able to start negotiations whilst State Government reforms to the industrial relations framework were implemented. The agreement is for a three-year period and provides certainty to both employees and the Council as to the terms and conditions of employment.

The audited financial statements for 2017/18 indicate that Council finished the financial year in a strong position, meeting all key financial sustainability ratios. This is an excellent outcome and reflects the good financial and asset management practices that Council has in place. There is a continuing focus on the Council's long-term financial sustainability and ongoing improvements to our asset management systems will help provide a clearer picture of our asset renewal needs which will better inform decisions on future capital projects.

In the area of corporate governance, significant progress was achieved during the year on the review of existing policies and the adoption of new policies. This has been a major body of work and is planned to be completed by the end of 2018. An enhanced focus on risk management was initiated during the year with the adoption of an enterprise risk management approach, with significant works planned to fully implement this next year.

The Council has once again been successful in obtaining grant funding for a number of key projects with over \$2.5 million being secured for major projects including water supply and sewerage



switchboard upgrades in Ayr and Home Hill and drainage upgrade works in Edwards Street, Ayr. A key project completed during the year with State Government funding support was the upgrade of the Mount Inkerman Lookout, with substantial improvements undertaken to the access road and lookout area and the construction of a new walking trail to enhance the visitor experience.

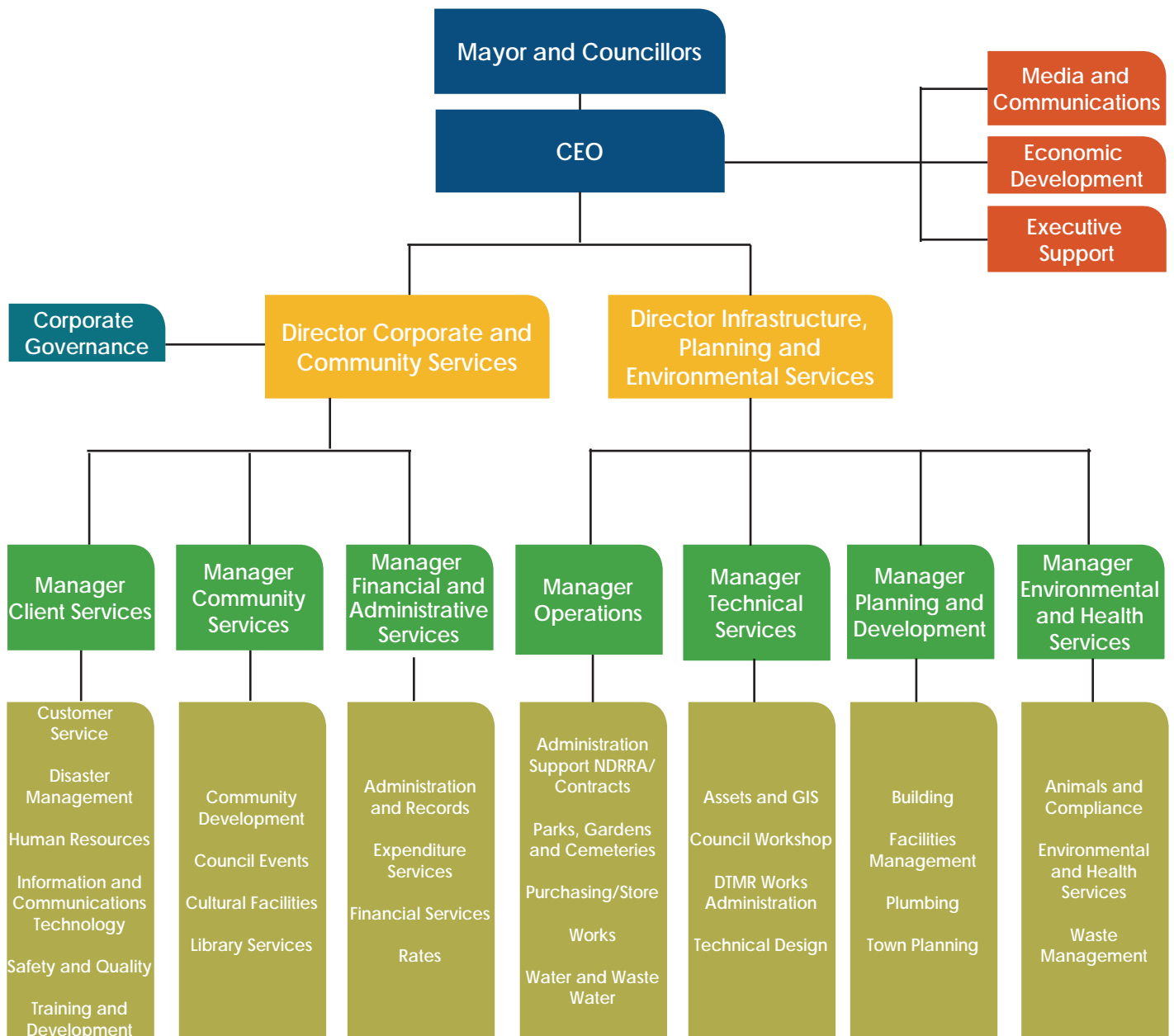
Council staff continue to provide excellent customer service as reflected in the achievement of performance targets for responsiveness to customer requests. A large number of compliments continue to be received from residents and visitors in relation to the standard of maintenance of our facilities and the attitudes displayed by staff in undertaking their roles.

Looking ahead to next year some of the key priorities include the preparation of the new Shire Planning Scheme which was commenced during the current year, the completion of projects under the second round of the State Government's Works for Queensland program and the implementation of strategies outlined in the Burdekin Tourism Strategy.

I would like to thank the Mayor, Lyn McLaughlin, Councillors and staff for their support over the past year which has ensured that the Council is continuing to make good progress in achieving its corporate objectives.

**Terry Brennan**  
CEO

# Organisational Structure



## ORGANISATIONAL VALUES

To achieve our mission, Council has adopted the following values:

- Customers First
- Lead and Innovate
- Value People
- Continuous Improvement
- Ideas into Action

## OUR VISION

Through committed leadership Burdekin Shire Council will work with the community to create an inclusive, welcoming and healthy environment that offers a high quality of liveability for residents that is underpinned by a productive and diverse economy.

## OUR MISSION

To achieve our vision through leadership, facilitation, innovation and outstanding service.

# Community Financial Report

The Community Financial Report is prepared to present a simplified version of Council's financial statements for the year ended 30 June 2018 and provide the reader with a better understanding of Council's financial performance and financial position.

The Community Financial Report is prepared in accordance with section 179 of the *Local Government Regulation 2012*.

This report provides a summary of Council's:

- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Statement of Cash Flow; and
- Measures of Financial Sustainability.

## STATEMENT OF COMPREHENSIVE INCOME

The Statement of Comprehensive Income summarises how much money was received by Council and how much was spent in the financial year, giving a net result.

The net result includes recurrent income and expenses as well as capital income and expenditure. Recurrent income and expenditure is money received or spent on the day to day operations of Council. Capital income is usually sourced from grants, subsidies and developer contributions received solely for the purpose of funding current and future capital works on assets and infrastructure. Capital expenses predominantly represent the value of assets replaced or disposed of throughout the year.

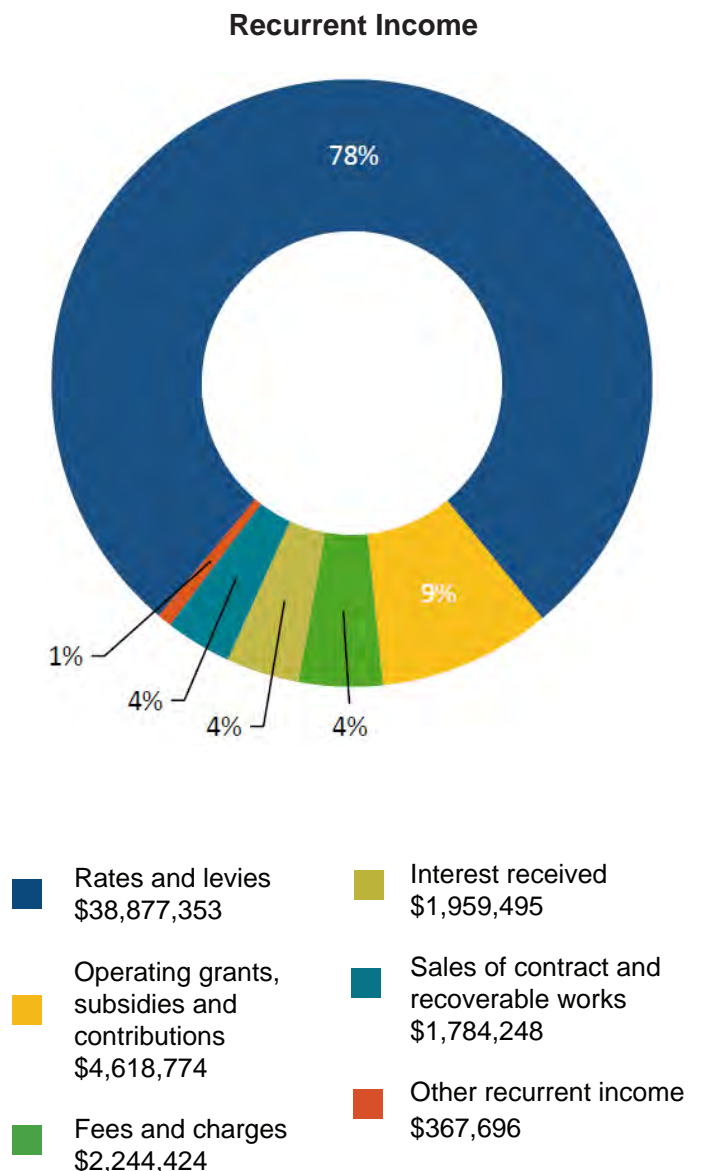
## Council's result at a glance

	2018
Recurrent operating income	\$49,851,990
Recurrent operating expenditure	\$46,318,291
<b>Operating position</b>	<b>\$3,533,699</b>
Capital income	\$5,933,863
Capital expenses	\$2,320,794
<b>Net result</b>	<b>\$7,146,768</b>

## Recurrent Income – Where did the money come from?

Council raised 82.49% of the recurrent income from its own sources, e.g. rates and levies, and fees and charges, reducing Council's reliance on external sources of income. Council actively pursues revenue from the State and Federal Governments in the form of grants and subsidies, to ease the burden on ratepayers.

The following chart shows the breakdown of the different sources of recurrent income.

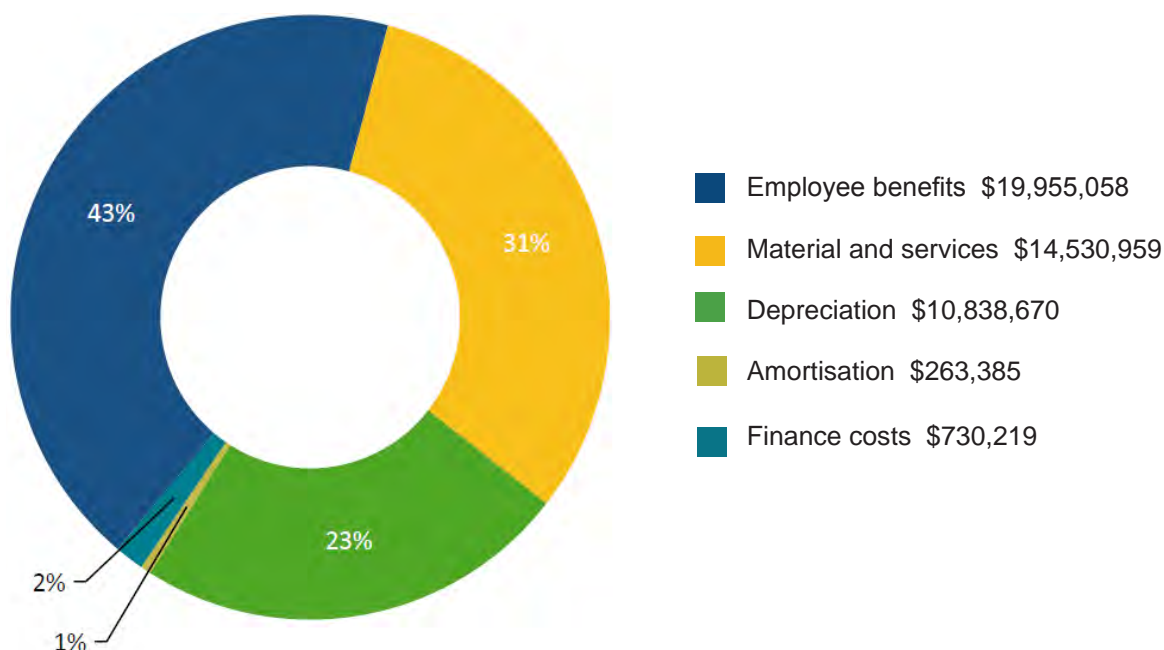


## Recurrent Expenses – Where was the money spent?

Council's recurrent (operating) expenses include employee benefits, materials and services, depreciation, amortisation and finance costs. These day to day costs are monitored throughout the year to enable Council to provide services, operate community facilities, maintain assets, and administer corporate functions.

Depreciation expenses represent the reduction in the value of property, plant and equipment over time resulting from wear and tear. To ensure the depreciation amount is reflective of asset utilisation, Council's assets are reviewed annually taking into account the value, condition and remaining life.

Recurrent Expenses



## STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position summarises the financial position of Council at the end of the financial year. This shows what Council owns (assets) less what Council owes (liabilities). The difference between these amounts is the net community wealth (equity) of Council. Council's financial position at 30 June 2018 was:



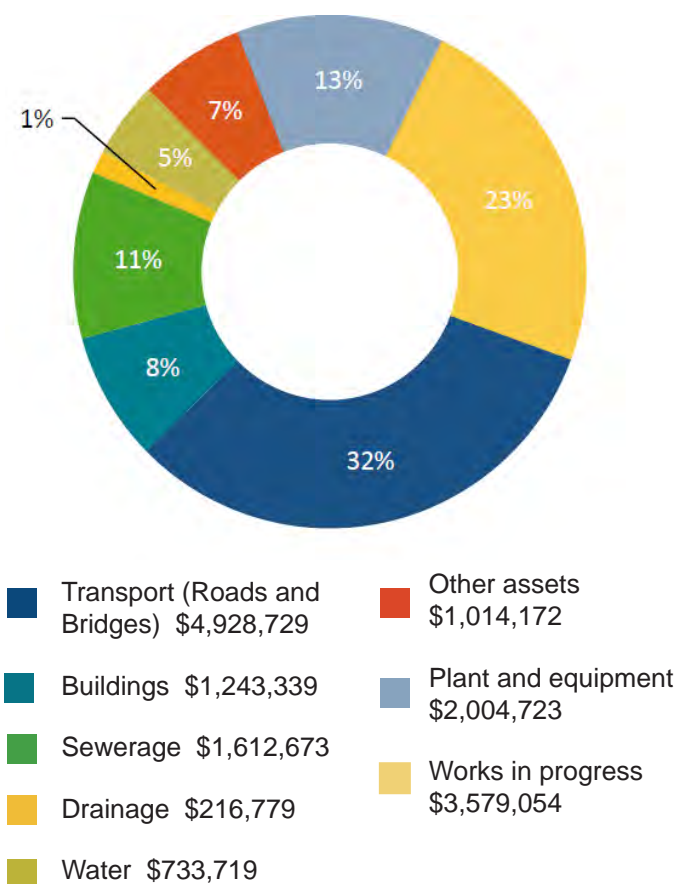
## Assets – What do we own?

As at 30 June 2018, Council controlled assets worth \$567,879,135.

Council's most significant asset class is property, plant and equipment as it equates to 88.99% of Council's total asset value.

In 2017/18 Council spent \$15,333,188 to renew, upgrade and build new community assets.

**Capital Expenditure by asset class**

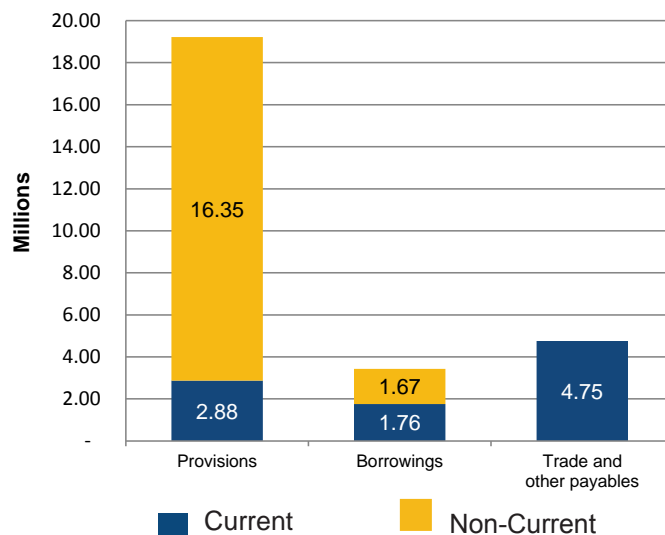


## Liabilities – What do we owe?

Council's liabilities are borrowings, amounts owed to suppliers, provisions for future rehabilitation costs of landfill sites and amounts owed to employees both now and in the future (e.g. long service leave).

Council's total liabilities at 30 June 2018 were \$27,414,272, which is a reduction of \$944,675 from the 2016/17 financial year.

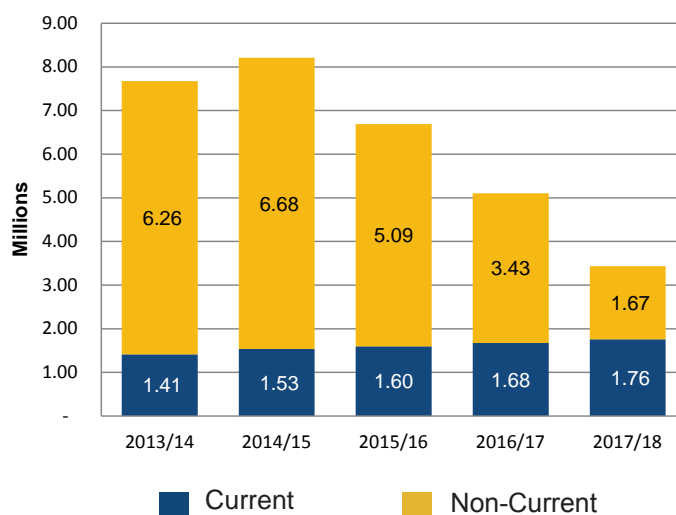
## What do we owe?



## Loan Debt

In accordance with the *Local Government Regulation 2012*, Council adopts an annual Debt Policy. This ensures sound management of Council's existing and future debt. Council is mindful of the additional costs incurred by the community when assets are acquired through borrowings, as this increases the cost of providing capital infrastructure. However, by using borrowed funds, the cost of longer life assets is spread across the generations receiving the asset's benefits.

**Loan Debt**



There were no new loan borrowings in the 2017/18 year or in the 10-year budget forecast. Council made principal repayments of \$1,667,896 and interest payments of \$241,911. Therefore, the outstanding debt at 30 June 2018 was \$3,433,946, equalling \$389.38 of debt per rateable property. This is a continued reduction from 2016/17 where the debt per rateable property was \$577.13.

## STATEMENT OF CHANGES IN EQUITY

The Statement of Changes in Equity measures the change in Council's net worth over the financial year. This statement summarises the asset revaluation surplus and retained surplus. The asset revaluation surplus has increased to \$295,598,109. The retained surplus increased to \$244,866,754.

## STATEMENT OF CASH FLOWS

The Statement of Cash Flows identifies Council's cash receipts and where money was spent during the year. This statement differs from earlier statements as it excludes non-cash items, such as depreciation. Cash transactions originate from operating, investing and financing activities.

In accordance with the annual Investment Policy, Council invests surplus funds and the interest earned helps fund operational expenses.

The cash result for 2017/18 was an increase of \$8,596,619. The increase in cash is reflective of factors such as the increase in rates received in advance, a reduction in the outstanding rates receivable, increase in grant funds received and the maturity of a long term cash investment.

## FINANCIAL SUSTAINABILITY MEASURES

Financial sustainability is achieved through Council's ability to maintain infrastructure and remain financially viable over the long term. The three levels of financial sustainability outlined in section 169(5) of *Local Government Regulation 2012* are Operating Surplus Ratio; Asset Sustainability Ratio; and Net Financial Liabilities Ratio. Target ranges for these are set by the Department of Local Government, Racing and Multicultural Affairs. These target ranges are to be considered as planning tools to assess Council's current sustainability strategy over the long term and are not necessarily targets to be met at the end of each financial year.

### Operating Surplus Ratio

This ratio is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes or other purposes.

TARGET	2018	2017	COMMENTS
Between 0% and 10%	7.09%	13.77%	Council is within the target range. This shows that Council has been able to fund operating expenditure through operational revenue. This also shows that Council can fund future capital expenditure and/or debt repayments and maintain service levels expected by rate payers. The 2017 ratio was higher due to the prepayment of the 2017/18 Financial Assistance Grant.

### Asset Sustainability Ratio

This ratio is an approximation of the extent to which the infrastructure assets (long life assets, e.g. water, sewerage, roads, etc.) managed by Council are being replaced as they reach the end of their useful lives.

TARGET	2018	2017	COMMENTS
Greater than 90%	96.86%	68.90%	Council has achieved the target rate. Council's calculation of the ratio does not include the Plant and Equipment and Land and Improvement asset classes. The utilisation of grant funds received has increased Council's ability to invest in renewal and asset replacement.

### Net Financial Liabilities Ratio

This ratio is an indicator of the extent to which the net financial liabilities of Council can be serviced by its operating revenues.

TARGET	2018	2017	COMMENTS
Not greater than 60%	-67.81%	-56.99%	Council's current assets exceed total liabilities and therefore it has the capacity to increase loan borrowings if required.



LARK



QSL

Your Trusted Partner



Part 2

# *Our Achievements*

# Our Performance

*Council's Operational Plan outlines the organisation's objectives for the year in delivering on the strategic outcomes of the Burdekin Shire Council Corporate Plan 2017-2022.*

Implementation of the 2017/18 Operational Plan was based on the five key strategic areas and associated strategies detailed in the Corporate Plan 2017-2022. Highlights of our achievements are outlined below, with more detailed information on our performance in relation to each Key Strategic Area provided in the following chapters of this report.

## Infrastructure

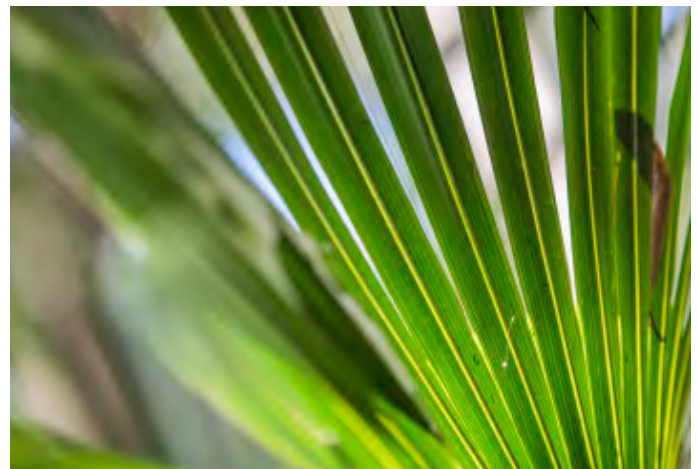
- Completed Mount Inkerman lookout upgrade
- Constructed Mount Inkerman Nature Trail (MINT)
- Upgraded switchboards at South Ayr Water Treatment Facility
- New shade structure installed at Watson's Green over the skate park

## Economic Development

- Hosted a series of industry breakfasts to strengthen networks and encourage innovation in local industry
- Women's *Be the Best You Motivational Evening* headlined by Michelle Bridges
- *Sweet Days, Hot Nights Festival* including the First Fire event and the Australian Hand Cane Cutting Championships

## Social Wellbeing

- Launched the new Emergency Dashboard to boost community resilience against disasters
- Provided \$438,379 in community grants, donations and in-kind support
- Hosted the Commonwealth Games Queen's Baton Relay
- Burdekin-wide art trail commenced including new artworks in the Home Hill and Ayr CBD's



## Environment

- Hosted *It's Your Reef Festival*
- Hosted the *Pets Day Out*
- Energy efficiency initiatives implemented including reflective roof coating on Council buildings

## Organisational Sustainability

- Finalised new Enterprise Agreement
- Over 6,000 customer requests received across all Council departments with over 82% completed within target
- Council employs a total of 251 full time equivalent employees

# Infrastructure

## INFRASTRUCTURE FOR FUTURE NEEDS

The new Mount Inkerman Nature Trail (MINT) and the upgrade of the Mount Inkerman lookout were delivered this year providing residents and tourists with a wonderful opportunity to take in the beautiful views of the Burdekin Shire. The upgrade included the installation of two new lookout structures, additional car parking and a new toilet facility. The upgrade also included widening and resealing of the Inkerman Hill Road and replacement of the guardrails. A nature-based walking track now extends from the Inkerman shops to the new lookout and has been extremely popular with locals and visitors alike.

## MANAGEMENT AND MAINTENANCE OF COMMUNITY ASSETS

Council continues to proactively manage and maintain community assets. In April, Council reviewed and adopted a series of Asset Management Plans detailing the various classes of assets managed by Council and ensuring that there is a systematic process adopted for developing, operating, maintaining, upgrading and disposing of assets in the most cost-effective way. Council's asset management classes are buildings, drainage, sewerage, transport and water.

## SAFE AND EFFECTIVE TRANSPORT NETWORKS

During July and August 2017, under the Queensland Government Works for Queensland funding program, Council constructed a new roundabout at the intersection of Young and MacMillan Street, Ayr providing a boost for safety for all motorists and reducing the chance of collisions at this intersection.



Mount Inkerman Lookout upgrade

Bitumen and resealing works were carried out in Macmillan Street, Young Street and Albert Street, Ayr along with kerb and channel and bitumen reconstruction works in Fifteenth Avenue and Fourth Street, Home Hill and Beach Road, Ayr. Council also carried out bitumen and resealing works on several rural roads including Lena Road, Mt Kelly and Donadon Road, Airdmillan. Footpath upgrades were carried out in parts of Queen Street, Ayr and Ninth Avenue, Home Hill, along with new footpaths being installed in parts of Giru and sections of Edward and Little Drysdale Streets, Ayr.

## SECURING AND MANAGING WATER RESOURCES

Council conducted numerous activities to ensure that the town water supply was well managed including the upgrade and replacement of various water mains and maintenance and replacement of water meters. Council replaced the aerator at the Home Hill water tower and the switchboards at the sewage pump stations in Ayr. Council prides itself on achieving an extremely high level of customer service in the water and waste water area and during the financial year over 93% of water maintenance customer requests were completed within the agreed customer service timeframes.

## EFFECTIVELY EMPLOY TECHNOLOGY

As an initiative to improve public safety and discourage anti-social behaviour, Council implemented a camera surveillance pilot project which saw the installation of camera devices at ANZAC Memorial Park, Burdekin Library, Mount Inkerman scenic lookout and the Edward Street Taxi Rank.

During the year, 28 staff computers, four photocopiers and 11 smart phones were replaced as part of Council's annual information and communications technology replacement programs. Council also established an Information Security Committee to develop and promote information security capability within the organisation. Additionally, Council introduced virtual desktop infrastructure (VDI) to allow greater mobility for our workforce and to enhance corporate systems.

# Economic Development

## EMPOWER THE COMMUNITY

Council has continued to empower the community throughout the year by hosting a series of six industry breakfasts which provided local businesses with insights into new opportunities available in the Burdekin Region. Highlights of the industry breakfasts include presentations from the CEO of the North Queensland Cowboys and tourism-focused presentations from Townsville Enterprise Ltd. Council also actively continues to promote state and federal funding opportunities to local business and community organisations.

## ENCOURAGE INNOVATION

In May, Council hosted the 2018 Burdekin Export Forum to encourage Burdekin growers to consider potential export opportunities and provide insight into existing export arrangements. With trade and investment service providers on hand and case studies and presentations from successful local producers, attendees were presented with practical insights into doing business internationally. Local crop growers were able to learn more about emerging markets, supply chains and what international opportunities were currently available.

In June, Council in partnership with the Queensland Renewable Fuels Association hosted the Growing Renewable Fuels in Regional Queensland - Project Development and Opportunities in the North. Key industry leaders provided information to primary producers about value adding opportunities in the renewable fuels industry and how biofuels are part of the strategic approach to domestic fuel security.

In partnership with Townsville Enterprise, Council hosted three storytelling and experience development workshops for Burdekin businesses and organisations. This was aimed at educating Burdekin tourism operators on the value of so-called hero experiences and storytelling and how this can be incorporated into business products, services and activities.

During the financial year, Council received funding through the Building Better Regions Fund to develop a Burdekin Tourism Strategy. The plan is due to be completed by late 2018 and will outline the strategic direction for Burdekin Shire Council to plan and develop tourism opportunities within the Shire.

## STRENGTHEN NETWORKS

Council supported the Burdekin Water Futures Committee to host the Burdekin Water Forum in October, showcasing various initiatives such as innovative irrigation and cropping management practices developed in various communities and environments across the country. Events such as these help local businesses to make new connections and solidify business relationships.

## ENCOURAGE RE-INVESTMENT AND ATTRACT NEW INVESTMENT TO THE BURDEKIN

Council met with a number of project proponents and provided follow up assistance. These included new business opportunities, companies already investing in the shire as well as companies that had already visited the Burdekin and were holding next stage discussions for projects.

## PLAN AND CO-ORDINATE OUR COMMUNITIES

A total of 10 Material Change of Use applications, 31 Applications to Reconfigure a Lot and one Operational Work Development Application were received and assessed by Council's Planning and Development Department during the financial year. In issuing any development permits, land use outcomes have focussed on being achievable, sustainable and in the best interest of the community. A total of 34 survey plans have also been released within this same period.

Council has worked to encourage and promote pre-lodgement meetings with potential developers to facilitate economic growth opportunities within the Burdekin Shire. Effective pre-lodgement meetings are a crucial element in ensuring new economic development opportunities lead to sustainable planning outcomes.

A new Local Government Infrastructure Plan (LGIP) is due to be implemented from mid-July 2018. The LGIP will replace the current Infrastructure Charges Resolution. Both the resolution and the new LGIP are the mechanisms Council use to ensure developers contribute towards the infrastructure needed to service each proposed new development. In addition, Council have engaged a consultant to develop a new planning scheme in accordance with statutory requirements of the *Planning Act 2016*.



*Sweet Days, Hot Nights Festival*



*Sweet Days, Hot Nights Festival*



*Sweet Days, Hot Nights Festival*

# Social Wellbeing

## SAFE, HEALTHY, INCLUSIVE AND SOCIALLY ENGAGED COMMUNITIES

Council has continued its efforts to ensure the Burdekin Community is well connected, socially engaged, inclusive and well prepared for disaster events.

In November 2017 Council launched a new Emergency Action Guide which was provided to all households within the Burdekin Shire. The guide was designed to assist residents plan and prepare for disaster events such as floods, bushfires and cyclones and provides practical advice and tips for having emergency plans in place and emergency kits prepared. The guide also provides advice on what to do before, during and after a disaster event and includes maps for storm surge and inundation. Council received an influx of positive feedback on this innovative initiative and plans to continue to proactively approach disaster preparedness in our community.

Public health and safety are a strong focus of Council's Environment and Health department with over 140 routine regulatory inspections of licensed premises being undertaken throughout the year. Additionally, more than 400 customer requests were addressed, and six food safety training courses

were delivered to local food service providers. Council also maintained a spotlight on responsible pet ownership and animal management by hosting the annual *Pet Day Out* at Plantation Park and responding to customer request regarding roaming animals and dog attacks.

In March, the Burdekin community welcomed the Queen's Baton Relay as part of the Gold Coast 2018 Commonwealth Games. Sixteen local baton bearers proudly carried the Baton, which had a message from Her Majesty Queen Elizabeth II to the game's athletes. Baton bearers were chaperoned by Commonwealth Game's officials and motorcycle police whilst they were cheered on by school students, shop keepers, community members and tourists. A community celebration including live music, face painting, sidewalk sales and children's activities was hosted in the main street of Ayr in honour of the Baton Relay.

In June, Council held the *2018 Queensland Day Fun and Fitness Expo* to showcase the various sporting, health and fitness options available locally. This free family event, held for the first time at Hutchings Lagoon, boasted live water-skiing demonstrations and a special guest appearance by Queensland footballer and State of Origin player Steve Renouf.





Burdekin Water Festival



Sweet Days, Hot Nights Festival



Queensland Day Fun & Fitness Expo

Burdekin women were encouraged to increase their activity levels through the 2018 Burdekin Women and Girls Get Out, Get Active Program funded by the Department of National Parks, Sport and Racing. The program aimed to encourage women and girls who may not be as active as they would like to be to try out a new physical activity over an eight week period and was well supported by local health and fitness providers. This initiative saw a high level of interest from participants.

## STRONG COMMUNITY ORGANISATIONS

Council continues to provide ongoing support to community organisations in a variety of ways. Council provides grant funds and interest free loans under our Community Grants Program and our Revenue Assistance Policy. Council also works closely with sporting and community organisations to build resilience and sustainability by providing support in applying for external grants and assisting with advice pertaining to operating an incorporated association. Council also works with community organisations to promote local events via our social media platform, website and the Community Connections newspaper pages.

## CREATING PLACES OF COMMUNITY IDENTITY

This year Council took on the running of the iconic Australian Hand Cane-Cutting Championships and First Fire events and made the move of rebranding them as the *Sweet Days, Hot Nights Festival*. The festival focused on the Burdekin's enviable lifestyle whilst celebrating the traditions and history of our region. *The Sweet Days, Hot Nights* concept was designed to drive destination awareness and tourism in the Burdekin and it is hoped that this event can be built upon in coming years as an iconic Queensland destination event.

Home Hill's central business district saw a transformation with the addition of three vibrant art attractions as part of a new street art trail in the shire. The artworks, which are in close proximity to the comfort stop, help to add to the unique identity of the area and rejuvenate and brighten the spaces. Council's Ayr CBD water fountain is routinely coloured throughout the year in support for various charity causes. This small gesture helps to raise awareness of various issues faced by our community members and has become a regular talking point for locals.



Special Guest Steve Renouf at the Family Fun & Fitness Expo

## PROVISION OF PUBLIC SPACE

Burdekin Shire Council's cultural venues, which include the Burdekin Theatre, Burdekin Memorial Hall and Ayr and Home Hill Libraries, have continued to provide public spaces to host a wide range of community and cultural events throughout the year.

Council has monitored and maintained public swimming pool facilities in Ayr, Home Hill, Clare and Millaroo and has secured access to the Giru Pool for the 2017/18 financial year.

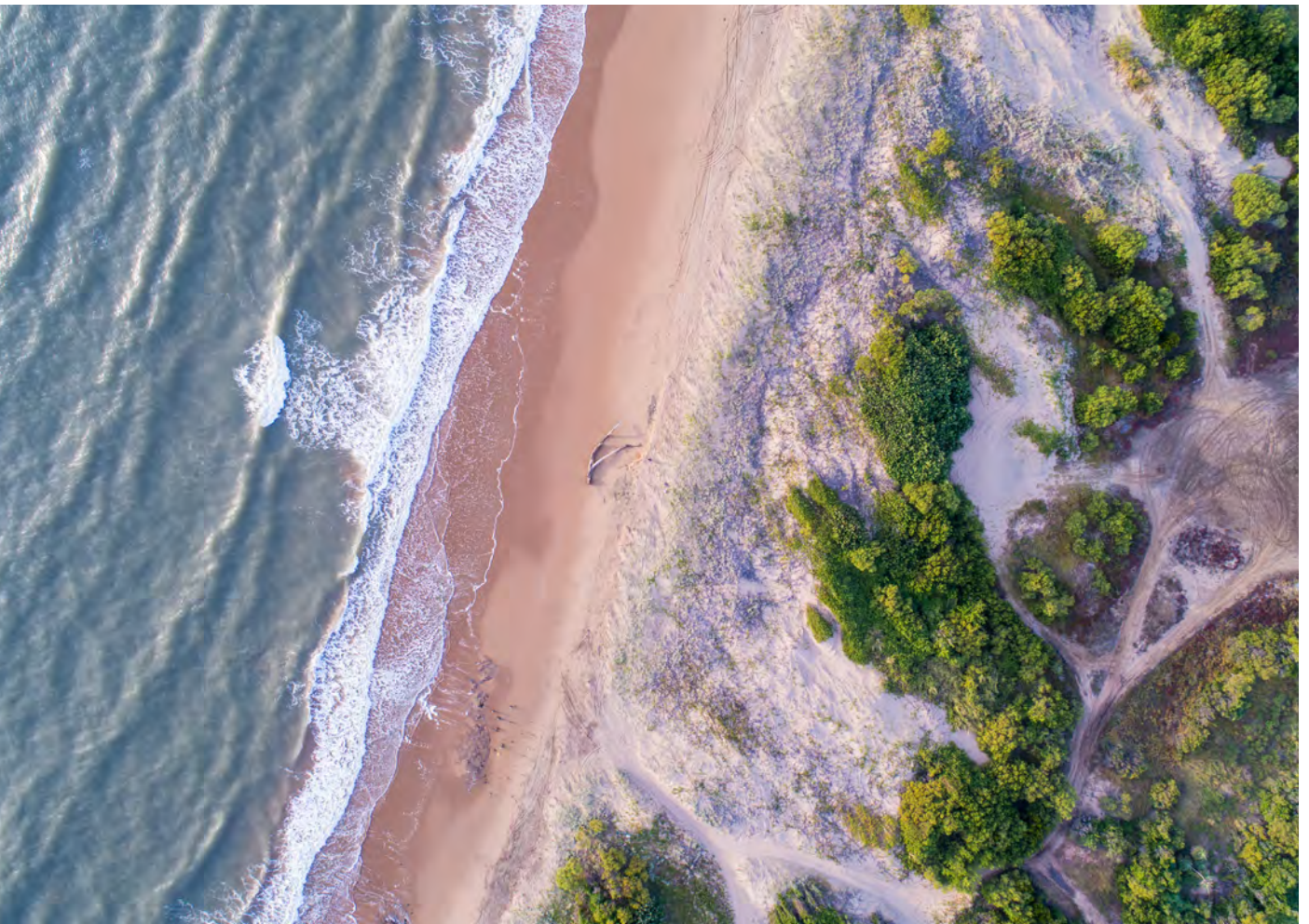
Council's Parks and Gardens crew work year-round to ensure our parks, streetscapes, water fountains and public amenities are in excellent condition. New shade structures were erected at Home Hill and Giru Skate Parks to provide safe shaded areas for park-goers.

## BUILD A ROBUST AND RESILIENT COMMUNITY

In November 2017, Council delivered a presentation to local businesses on business continuity at a business industry breakfast with the aim of assisting local business owners plan for disaster events. Council provided business continuity packs and provided advice to business owners about steps they can take to ensure their businesses are prepared for disaster events such as cyclones and floods.

Council's Local Disaster Management Group is committed to ensuring that residents of the Burdekin Shire are well prepared for disaster events. In April, Council launched the new Emergency Dashboard - an online portal that will function as a one-stop shop for emergency information during disasters and throughout the year. The dashboard, funded by Queensland Reconstruction Authority as part of the Get Ready Queensland program, will provide real-time, specific information to residents of the Burdekin Shire relating to emergency news, road closures, power outages and weather forecasts. Council is proud to be keeping abreast of communication advances that help the Burdekin community to build resilience against disaster events.

Council also adopted a more planned approach to on-boarding and upskilling the volunteers who assist with our local disasters by providing local warden training to our SES members. The Area Warden Program provided comprehensive information for SES volunteers in all the major coastal and rural communities within the shire relating to their duties and responsibilities during emergency events. Each area warden also received an area warden kit including battery packs, torches, wind up radios, personal protective equipment and a list of relevant contacts for information.



# Environment

## BALANCING THE NEEDS OF THE COMMUNITY AND THE ENVIRONMENT

Burdekin residents joined forces in July to plant almost 300 trees as part of the National Tree Day initiative. This mammoth effort was the result of cooperation between Council, Lower Burdekin Landcare and volunteers from the community.

Council's Pest Management team work with landholders, Lower Burdekin Water, Burdekin Bowen Integrated Floodplain Management Advisory Committee (BBIFMAC) and other agencies to manage aquatic weeds in the Burdekin. The work undertaken provides a healthier ecosystem for fish, birds and plants as well as providing recreational activities for the community such as fishing, bird watching and boating. Improving the quality of our water bodies also helps to reduce negative impacts on the Great Barrier Reef. Council's aquatic program also compliments our role as a Reef Guardian Council.

The Council vector management program aims to reduce the impact of mosquitoes on the community. Sites around Ayr, Home Hill and the saltpan and marshes at Alva are treated regularly throughout the year. The summer season in the dry tropics is long and the pest management team work five days a week to reduce the mosquito numbers. The reduction in the number of mosquitoes is hoped to reduce the risk of diseases such as Ross River virus occurring.

In July, Council's kerb-side bin collection services were transitioned to a new external contractor, Cleanaway. The eight year contract will ensure that high level waste services are provided to residents with Council ensuring that performance measures are met by the provider.

Council have commenced the implementation of a legacy landfill groundwater monitoring program. The program includes bi-annual sampling of 11 ground water monitoring wells across four legacy landfill sites. The monitoring program will extend for a period of four years and will be reviewed after two years with data collected being analysed and used to develop a strategic plan for long term management and treatment of all existing closed landfill sites.

## A SUSTAINABLE ENVIRONMENT

Council have developed an environmental monitoring plan for the Kirknie Landfill site. The plan addresses groundwater, surface water and landfill gas issues associated with the operation of a landfill site and will assist Council to effectively monitor and manage the site.

Council has continued to implement numerous Energy Efficiency Projects throughout the financial year following an Energy Audit in 2013/14. Energy Efficiency training was provided to 105 employees and Council installed LED lights in place of existing fluorescent tubes at the Young Street administration building, the Burdekin Theatre, the Jones Street Depot, the Ayr Library and the Burdekin Memorial Hall.

A reflective roof coating was applied to the Council Administration Office, Burdekin Theatre (Foyer), Jones Street Depot (various buildings), Ayr Library and the Burdekin Memorial Hall (lower flat section). In addition, a 30kW solar panel installation was installed on the Jones Street Depot Workshop roof. The energy efficiency initiatives will contribute to electricity cost savings and reduced greenhouse gas emissions.

In June, Council hosted the *It's Your Reef Fest* at Alva Beach, providing locals and visitors with the opportunity to celebrate the region's connection with the Great Barrier Reef. The free community event promoted responsible recycling habits and special guest speaker Max Gleeson was present to launch his documentary about the S.S. Yongala - a historic shipwreck that is home to a marine life treasure just off our coast line.

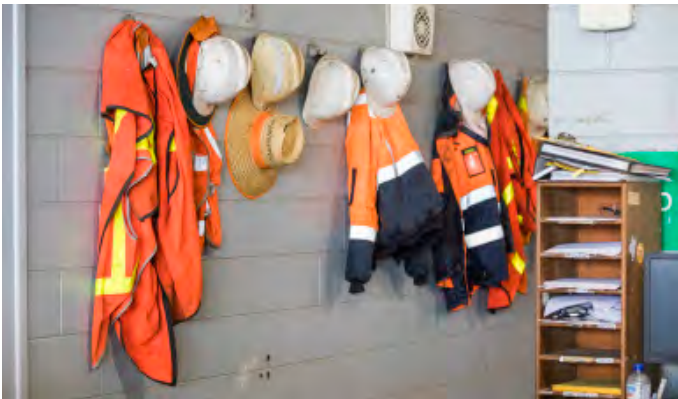


*It's Your Reef Fest*

# Organisational Sustainability

## **STRONG ENGAGEMENT WITH THE COMMUNITY**

Council delivers timely and meaningful information to the community through numerous media channels, social media platforms and on Council's website. Weekly radio broadcasts through Radio Sweet FM and a weekly Council Connections page in the Burdekin Advocate assist Council to keep our community well informed. Council's social media presence via various platforms is becoming increasingly popular and more heavily relied upon for instant, real-time information. Council has exceeded its target of 10% growth across all social media platforms with an average increase in social media following across all pages of 23% throughout this financial year.



## **AN ORGANISATIONAL CULTURE THAT EMBRACES OUR VALUES**

Council's values are customers first, lead and innovate, value people, continuous improvement and ideas into action.

A revised organisational structure was adopted by Council in November 2017 and two directors were appointed early in 2018 as the first step in implementing the structure. The revised structure will increase the strategic capacity of the organisation and help to manage the workload placed on operational managers.

## **COMMITMENT TO CONTINUOUS IMPROVEMENT, CUSTOMER SERVICE AND ACCOUNTABILITY**

Council sets high targets to ensure that our customers receive exceptional service both internally and externally. Of the 6,081 formal requests for service, over 82% were completed within target and a further 14% completed outside of target.

Council has implemented numerous continuous improvement measures throughout the year as we strive for excellence in customer service and accountability. Council established an internal committee for information security to improve Council's information security capability. Council also established an internal committee for risk management as part of a series of steps aimed at improving the approach to risk management across the organisation.

Council sets and achieves very high standards in relation to the management of its corporate records. All Council meeting agendas and minutes are prepared and published within a 10 day timeframe and 100% of incoming correspondence is registered within two days of being received. During this year, employees were provided with additional training through LearnConnect, Council's digital online training platform, to improve knowledge of Council's records management system and the required naming standards for all Council records.

## **CREATE A WORKPLACE THAT IS REGARDED AS AN EMPLOYER OF CHOICE**

After extensive negotiations, a new Enterprise Bargaining Agreement (EBA) was finalised and certified by the Queensland Industrial Relations Commission in June 2018. The new EBA simplifies and reduces the amount of content in the agreement.

Council has taken steps this financial year to ensure that a cost-effective, capable and skilled workforce is retained. Council employees now have access to the online eLearning platform LearnConnect. This has enabled Council to deliver regular Take 5 training across the organisation in a timely and cost-effective manner. Additionally, 51 professional development courses and 34 legislative training courses were provided to employees during this financial year. Council provided electrical safety awareness training to 99 staff and a further 23 staff completed mental health awareness training. Council maintains a skills register for all staff and aims to ensure all relevant skills and qualifications are updated regularly.

# Corporate Governance

Corporate Governance focuses on Council delivering services in the most efficient and effective ways whilst ensuring that there is an appropriate level of accountability and transparency in our operations.

## ADMINISTRATIVE ACTION COMPLAINTS

COMPLAINTS 1 JULY 2017 TO 30 JUNE 2018		
Administrative action complaints	Administrative action complaints resolved	Administrative action complaints not resolved
4	3	1

None of the outstanding administrative action complaints in the above table are from a previous financial year.

An administrative action complaint is a complaint that is about an administrative action of a local government including the following, for example:

- (a) A decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision;
  - (b) The formulation of a proposal or intention;
  - (c) The making of a recommendation;
- and is made by an affected person.

An affected person is a person who is apparently directly affected by an administrative action of a local government.

Burdekin Shire Council is committed to a robust complaints management process which ensures the following:

- Conflicts of interest are identified and managed appropriately when investigating and responding to complaints;
- Staff at all levels are empowered to resolve issues wherever possible when they are first raised by the customer;
- The effective, transparent and timely resolution of complaints;
- Complaints are treated confidentially, and customers are not treated differently as a result of lodging genuine complaints; and
- Complaints are objectively reviewed to ensure our actions are fair and in accordance with legislation.

Council utilises the customer request system and records management system to record and track complaints.

Council's complaints management policy can be viewed online or in person at the Council Chambers.

## INTEGRITY AND ACCOUNTABILITY

Section 23 of the *Public Sector Ethics Act 1994* (PSEA) requires each annual report to include an implementation statement giving details of the actions taken during the reporting period to comply with section 15, 21 and 22 of the PSEA. Implementation statements for the 2017/18 reporting period are as follows:

### Preparation of codes of conduct (s 15)

Burdekin Shire Council continues to utilize the Employee Code of Conduct which was prepared and signed by the CEO in 2011. The Code of Conduct can be viewed on the Council's intranet site and is readily available for directors, supervisors, managers and employees.

### Education and training (s 21)

Code of conduct training continues to be incorporated into the employee induction training for all new Council employees and includes information regarding the rights and responsibilities of all public service employees under the *Public Sector Ethics Act*. Council conducts regular Take 5 quizzes to ensure that employees are aware of and compliant with various requirements.

### Procedures and practices (s 22)

Several process improvements have been implemented during this financial year to improve the application of the ethics principles and values and ensure compliance with Council's Employee Code of Conduct.

## MONITORING THROUGH INTERNAL AUDIT

The *Local Government Act 2009* requires councils to provide assurance that they discharge their responsibilities effectively and efficiently by maintaining an internal audit function to review risks, internal controls, performance and compliance. The internal Audit Function completed a number of



A mural by artist Sofles, located in the Ayr CBD



Artwork by Nicky Bidju-Pryor located near the Comfort Stop, Home Hill



Artwork by John Bradshaw located near the Comfort Stop, Home Hill

internal audits and presented reports and regular briefings to the Audit Committee throughout the year. Internal Audits completed included Enterprise Risk Management, Statutory and Legal Obligations of Council and Asset Management Framework. The recommendations from these internal audits were endorsed by the Audit Committee and will be implemented by management over the next 12-18 months.

## Audit Committee

Council's Audit Committee for 2017/18 comprised:

- Mr Ian Jessup Independent Chairperson;
- Mr Jim Fahey – Independent Professional Member;
- Mr Jim Nuttall - Independent Community Member;
- Councillor John Woods; and
- Councillor Sue Perry.

The Committee met a total of five times during the financial year to review Council's financial reporting, risk management and other key management issues. The committee received regular updates and presentations from the External Auditor, the Internal Audit Function and key Council Personnel.

The minutes from each Audit Committee Meeting were provided to Council for adoption shortly after each meeting.

## MANAGING RISK

Council continues to implement initiatives to achieve the objectives of the adopted Enterprise Risk Management Policy which includes:

- Promote risk management principles as a strategic tool to ensure better-informed decision making throughout Council;
- Align Council activities to, and support, business objectives identified in Council's corporate and operational plans;
- Maintain and improve reliability and quality of service provided by Burdekin Shire Council, within Council's controls and capabilities;
- Capitalise on opportunities identified for Burdekin Shire Council; and
- Safeguard Council's employees, contractors, committees, volunteers, assets, financial sustainability, property, reputation and information.

This year, Council established a new Risk Management Committee charged with the oversight of risk management across the organisation.



An aerial photograph of a river. The left bank is covered in a dense mangrove forest with green and brown foliage. The right bank has a sandy area with some trees and a boat ramp. A small boat is docked at the ramp. The water is a dark green color.

Part 3

# *Statutory Information*



# Statutory Information

*This section of the report contains information which is prescribed by the Local Government Act 2009 and Local Government Regulation 2012 to be disclosed in Council's annual report for the period.*

## **LOCAL GOVERNMENT ACT 2009**

### **s 41 Beneficial Enterprises**

Council did not conduct any beneficial enterprises within the 2017/18 financial year.

### **s 45 Significant Business Activities**

(a) During the 2017/18 financial year Council operated the following Business Activities:

- Waste Collection;
- Water; and
- Sewerage.

(b) None of the above activities satisfied the statutory threshold for classification as a significant business activity.

(c) The competitive neutrality principle was not applied as Council does not have any significant business activities.

(d) Council did not commence any new business activities within this period i.e. all the listed business activities were also conducted in the preceding financial year.

### **s 201 Remuneration paid to Senior Management Employees**

(a) The value of remuneration packages of senior management employees was \$1,613,932.

#### **Before organisational restructure**

BAND	NUMBER OF EMPLOYEES IN BAND
\$140,001 - \$240,000	7
\$240,001 - \$340,000	1

#### **After organisational restructure**

BAND	NUMBER OF EMPLOYEES IN BAND
\$140,001 - \$240,000	9
\$240,001 - \$340,000	1

## **LOCAL GOVERNMENT REGULATION 2012**

### **s 183 Financial Statements**

(a) The general purpose financial statements are shown on pages 44 to 67.

(b) The current year financial sustainability statement is shown on page 71.

(c) The long-term financial sustainability statement is shown on page 75.

(d) The auditor-general's audit reports about the general purpose financial statement and current-year financial sustainability statement are shown on pages 68 to 70 and 72 to 74.

### **s 184 Community Financial Report**

The Community Financial Report for the period is shown on pages 14 to 17.

### **s 185 Particular Resolutions**

(a) A copy of resolutions made under Section 250 of the *Local Government Act 2009*.

On 12 December 2017, Council made the following resolution:

#### **Recommendation**

That the Council adopts the amended Councillor Expense Reimbursement policy as per the attachment to the Chief Executive Officer's report.

#### **Resolution**

Moved Councillor Liessmann, seconded Councillor Bawden that the recommendation be adopted.

#### **CARRIED**

(b) On 8 May 2018, in accordance with section 206(2) of the *Local Government Regulation 2012*, Council resolved to adopt a revised Non-Current Asset Policy. The policy details the classes of non-current physical assets and sets the amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense. The below table, from the adopted Non-Current Asset Policy, details the thresholds for each asset type.

ASSET TYPE	THRESHOLD (GST EXCLUSIVE)
Land	\$1
Land improvements	\$5,000
Buildings	\$5,000
Infrastructure (roads and bridges, water, sewerage)	\$5,000
Plant and equipment	\$5,000
Office equipment, furniture and fittings	\$5,000
All other assets (including intangible assets)	\$5,000

## s 186 Councillors

(a) Remuneration and superannuation payments to Councillors during 2017/18 financial year were:

TOTAL REMUNERATION AND SUPERANNUATION CONTRIBUTIONS PAID TO COUNCILLORS						
Councillor	Mayor	Deputy Mayor	Councillor	Telephone and data allowance	Total	Council 12% Super
Ted Bawden	-	-	\$50,767	\$300	<b>\$51,067</b>	\$6,092
John Bonanno	-	\$12,087	\$40,960	\$300	<b>\$53,347</b>	\$6,366
Tony Goddard	-	\$46,510	\$9,807	\$300	<b>\$56,617</b>	\$6,758
Uli Liessmann	-	-	\$50,767	\$300	<b>\$51,067</b>	\$6,092
Lyn McLaughlin	\$101,570	-	\$0	\$0	<b>\$101,570</b>	\$12,188
Sue Perry	-	-	\$50,767	\$300	<b>\$51,067</b>	\$6,092
John Woods	-	-	\$50,767	\$300	<b>\$51,067</b>	\$6,092
<b>TOTAL</b>	<b>\$101,570</b>	<b>\$58,597</b>	<b>\$253,835</b>	<b>\$1,800</b>	<b>\$415,802</b>	<b>\$49,680</b>

No Councillor receives a car allowance. The Mayor is provided with a vehicle for business and private use and the Councillors have access to a Council vehicle for business use only. Councillors have access to Council vehicles (including fuel provisions) for Council business such as travel to and from conferences and training.

(b) The cost of expenses incurred by, and the facilities provided to Councillors in accordance with Burdekin Shire Council's Expense Reimbursement Policy in the 2017/18 financial year was as follows:

EXPENSES INCURRED BY AND FACILITIES PROVIDED TO COUNCILLORS UNDER THE COUNCILLOR EXPENSE REIMBURSEMENT POLICY					
Councillor	Functions	Food and beverages	Travel and Accommodation	Conference registration costs	Total
Ted Bawden	\$0	\$40	\$419	\$450	\$909
John Bonanno	\$0	\$0	\$0	\$172	\$172
Tony Goddard	\$0	\$0	\$0	\$0	\$0
Uli Liessmann	\$136	\$307	\$2,033	\$1,750	\$4,226
Lyn McLaughlin	\$685	\$393	\$3,641	\$2,076	\$6,795
Sue Perry	\$0	\$0	\$0	\$172	\$172
John Woods	\$136	\$299	\$2,700	\$976	\$4,111
<b>TOTAL</b>	<b>\$957</b>	<b>\$1,039</b>	<b>\$8,793</b>	<b>\$5,596</b>	<b>\$16,385</b>

Each Councillor is provided with either a laptop computer or tablet device to be used for Council work. The Mayor is provided with a mobile phone which can be used for Council business and minor private use. Each Councillor is provided with appropriate personal protective equipment for use during Council inspections.

(c) Meeting attendances for the year were as follows:

ELECTED MEMBER'S MEETING ATTENDANCES 1 JULY 2017 TO 30 JUNE 2018				
Councillor	Ordinary and Special Meetings held	Ordinary and Special Meetings attended	Meetings absent while on Council	Leave of absence
Ted Bawden	23	23	0	0
John Bonanno	23	22	0	1*
Tony Goddard	23	20	0	3
Uli Liessmann	23	21	0	2
Lyn McLaughlan	23	23	0	0
Sue Perry	23	22	0	1
John Woods	23	23	0	0

\* Meeting missed due to illness

(d) and (e) Orders and recommendations made during the period about misconduct or inappropriate conduct of Councillors.

There were no orders made under sections 180 or 181 of the *Local Government Act 2009*.

(f) Complaints about the conduct or performance of Councillors during 2017/18:

COMPLAINT TYPE	LGA SECTION	NUMBER
Complaints for which no further action was taken (i.e. assessed as frivolous or vexatious)	s 176C(2)	Nil
Inappropriate conduct complaints referred to Department's CEO	s 176C(3)(a)(i)	Nil
Inappropriate conduct complaints referred to the Mayor	s 176C(3)(a)(ii)	Nil
Misconduct complaints referred to Department's CEO	s 176C(4)(a)	Nil
Complaints of corrupt conduct under the <i>Crime and Corruption Act 2001</i>	s 176C(5)	Nil
Complaints heard by the Regional Conduct Review Panel	s176(c)(4)(b) & 177 (3)	Nil
Complaints heard by Local Government Remuneration and Discipline Tribunal	s 177 (3)	Nil
Other complaints dealt with	s 176C(6)	Nil

### s 187 Administrative Action Complaints

A report regarding implementation of Council's Administrative Action Complaints Process is shown on page 31.

### s 188 Overseas Travel

No overseas travel was made in an official capacity during the period by any employee.

The Mayor did travel in her official capacity as per the table below:

NAME	DESTINATION	COST OF TRAVEL	PURPOSE	OTHER RELEVANT INFORMATION
Lyn McLaughlin	Singapore	\$5,953	Townsville North Queensland Delegation - organised by Townsville Enterprise Limited (TEL) business networking and insight gathering.	Travel was between 4 September 2017 and 8 September 2017.

## s 189 Expenditure on Grants to Community Organisations

(a) The total summary of Cash Grants, Donations, Standing Donations and In-Kind Support has been broken into nine categories.

CATEGORY	AMOUNT
Arts and Culture	\$7,285
Swimming Pools	\$11,000
Recreation/Sport	\$4,136
Community Assistance	\$5,518
Community Development	\$50,800
Welfare	\$84,747
Surf Lifesaving	\$11,697
Standing Donations	\$136,878
In-Kind	\$126,318
<b>TOTAL</b>	<b>\$438,379</b>

(b) None of the Councillors at Burdekin Shire Council have discretionary funds.

## s 190 Other Matters

(a) The assessment of our implementation of the Corporate Plan 2017-2022 and Operational Plan 2017/18 is included on pages 20 to 30.

(b) Pages 20 to 30 of this report provide a detailed assessment of Council's performance for the year.

(c) Council did not operate any commercial business units.

(d) Council did not levy any special rates or charges for a service, facility or activity supplied by another local government.

(e) Council issued one invitation to two tenderers to change a tender due to a change of specifications under section 228(7) of the *Local Government Regulation 2012* during the period.

(f) The following registers were kept by Council during the period:

- Register of Interest for Councillors and their Related Persons;
- Register of Interests for Senior Executive Employees and their Related Persons;

- Register of Gifts and Benefits;
- Risk Register;
- Register of Delegations;
- Register of Loss of Council Assets;
- Council Policy Register;
- Register of Impounded Animals;
- Animal Register (Cats and Dogs);
- Road Map and Register;
- Burial Register;
- Register of Backflow Prevention Devices;
- Register of Pre-qualified Suppliers;
- Register of Local Laws;
- Register of Fees and Charges;
- Register of Development Applications; and
- Register of Decision Notices re Development Applications.

(g) Council granted concessions to pensioners in accordance with the Council resolution made at the Budget Meeting on 27 June 2017 as a pensioner rebate. The rebate was calculated as half of the sum of the relevant General Rates, Water Charges and Sewerage Charges up to a maximum rebate set at \$358.

In total, Council received 877 pensioner rebate applications and remitted \$306,290 in concessions.

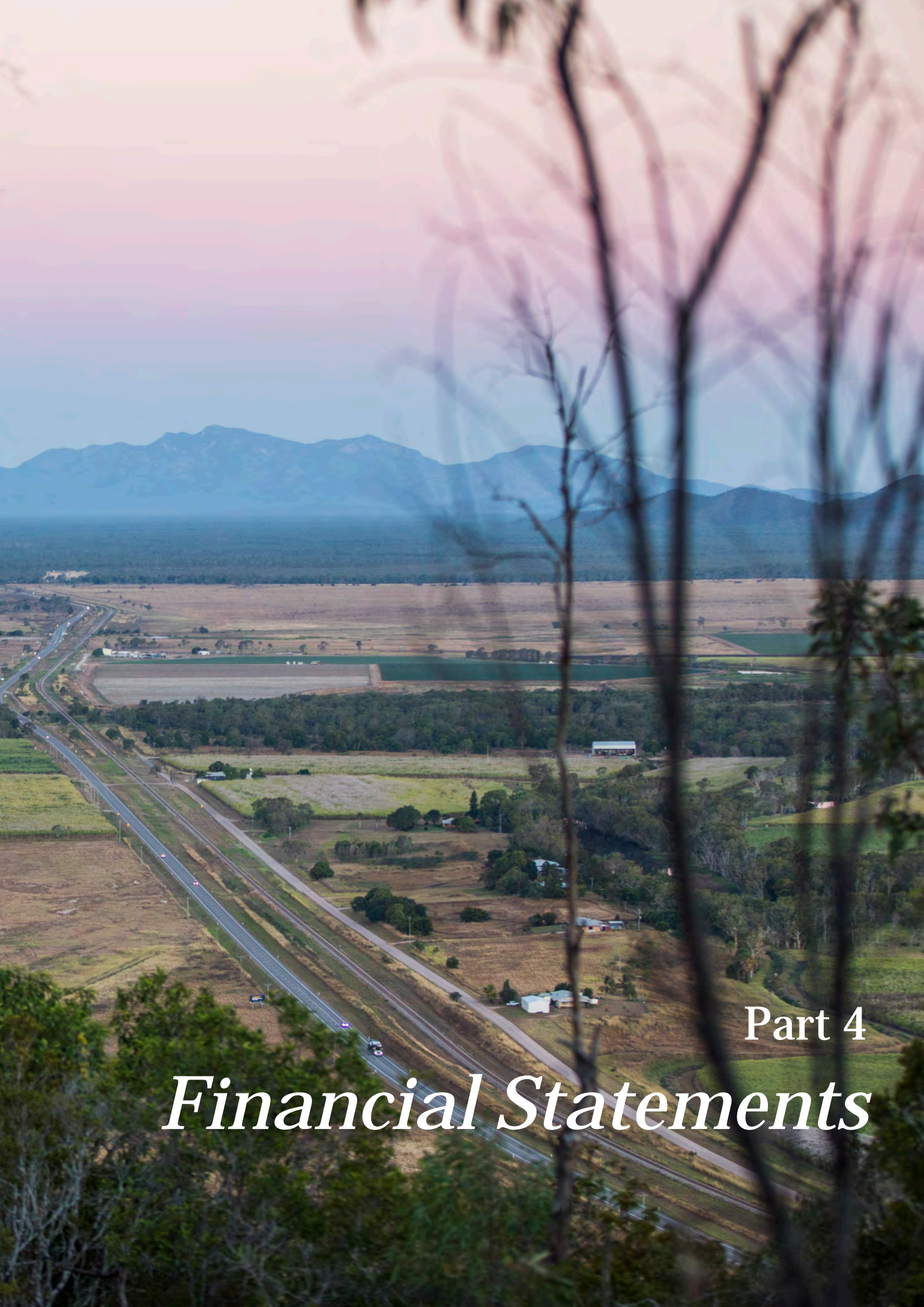
Additionally, Council provided 52 applicants from Not for Profit Organisations with \$137,385 in rates and charges concessions in relation to land used for private schools, churches, welfare and youth organisations, sporting purposed and public halls, excluding premises licensed under the *Liquor Act 1992*.

(h) The report on the internal audit for the year is shown on pages 31 to 32.

(i) and (j) Council did not receive any investigation notices about competitive neutrality complaints and no competitive neutrality complaint reports were received or responses required during the period.







Part 4

# *Financial Statements*



**Burdekin Shire Council**

# **Annual Financial Statements**

**for the financial year ended  
30 June 2018**

# BURDEKIN SHIRE COUNCIL

## Financial Statements

For the year ended 30 June 2018

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**BURDEKIN SHIRE COUNCIL**  
**Statement of Comprehensive Income**  
For the year ended 30 June 2018

		2018	2017
	Note	\$	\$
<b>Income</b>			
<b>Recurrent</b>			
Rates and levies	3 (a)	38,877,353	38,032,971
Fees and charges	3 (b)	2,244,424	2,072,065
Interest received		1,959,495	1,851,532
Sale of contract and recoverable works		1,784,248	2,025,675
Other recurrent income		367,696	304,752
Grants, subsidies and contributions	4 (a)	4,618,774	5,942,808
		<u>49,851,990</u>	<u>50,229,803</u>
<b>Capital</b>			
Grants, subsidies and contributions	4 (b)	5,838,410	5,752,897
Other capital income	5	95,453	173,098
		<u>5,933,863</u>	<u>5,925,995</u>
<b>Total income</b>	2 (b)	<u>55,785,853</u>	<u>56,155,798</u>
<b>Expenses</b>			
<b>Recurrent</b>			
Employee benefits	6	(19,955,058)	(18,549,160)
Materials and services	7	(14,530,959)	(13,585,353)
Finance costs	8	(730,219)	(744,780)
Depreciation	15 (e)	(10,838,670)	(10,192,444)
Amortisation		(263,385)	(241,607)
		<u>(46,318,291)</u>	<u>(43,313,344)</u>
<b>Capital</b>			
Other capital expenses	9	(2,320,794)	(2,718,852)
<b>Total expenses</b>	2 (b)	<u>(48,639,085)</u>	<u>(46,032,196)</u>
<b>Net result</b>		<u>7,146,768</u>	<u>10,123,602</u>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to net result</b>			
Increase/(decrease) in asset revaluation surplus	19 (a)	1,085,765	21,702,241
<b>Total other comprehensive income for the year</b>		<u>1,085,765</u>	<u>21,702,241</u>
<b>Total comprehensive income for the year</b>		<u><u>8,232,533</u></u>	<u><u>31,825,843</u></u>

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

# BURDEKIN SHIRE COUNCIL

## Statement of Financial Position

As at 30 June 2018

	Note	2018 \$	2017 \$
<b>Current assets</b>			
Cash and cash equivalents	11	57,224,426	48,627,807
Cash investments	12	-	3,000,000
Receivables	14 (a)	3,241,481	4,636,885
Inventories		753,530	720,712
		<u>61,219,437</u>	<u>56,985,404</u>
Non-current assets held for sale		161,000	-
<b>Total current assets</b>		<u>61,380,437</u>	<u>56,985,404</u>
<b>Non-current assets</b>			
Receivables	14 (b)	321,695	186,176
Property, plant and equipment	15 (e)	505,374,700	501,778,177
Intangible assets		802,303	907,073
<b>Total non-current assets</b>		<u>506,498,698</u>	<u>502,871,426</u>
<b>TOTAL ASSETS</b>		<u>567,879,135</u>	<u>559,856,830</u>
<b>Current liabilities</b>			
Payables	16	4,753,959	4,516,345
Provisions	17 (a)	2,878,335	2,770,317
Borrowings	18	1,759,020	1,675,717
Other		950	1,373
<b>Total current liabilities</b>		<u>9,392,264</u>	<u>8,963,752</u>
<b>Non-current liabilities</b>			
Provisions	17 (b)	16,347,082	15,969,070
Borrowings	18	1,674,926	3,426,125
<b>Total non-current liabilities</b>		<u>18,022,008</u>	<u>19,395,195</u>
<b>TOTAL LIABILITIES</b>		<u>27,414,272</u>	<u>28,358,947</u>
<b>NET COMMUNITY ASSETS</b>		<u><u>540,464,863</u></u>	<u><u>531,497,883</u></u>
<b>Community equity</b>			
Asset revaluation surplus	19	295,598,109	294,512,344
Retained surplus (deficiency)		244,866,754	236,985,539
<b>TOTAL COMMUNITY EQUITY</b>		<u><u>540,464,863</u></u>	<u><u>531,497,883</u></u>

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

# BURDEKIN SHIRE COUNCIL

## Statement of Changes in Equity

For the year ended 30 June 2018

	Total	Retained surplus (deficit)	Asset revaluation surplus Note 19
	2018	2018	2018
	\$	\$	\$
Balance at beginning of year	531,497,883	236,985,539	294,512,344
Correction to opening balance	819,494	734,447	85,047
Restated opening balance	532,317,377	237,719,986	294,597,391
Net result	7,146,768	7,146,768	-
Other comprehensive income for the year			
Asset revaluation surplus	1,000,718	-	1,000,718
Total comprehensive income for the year	8,147,486	7,146,768	1,000,718
Balance at end of year	540,464,863	244,866,754	295,598,109

## Statement of Changes in Equity

For the year ended 30 June 2017

	Total	Retained surplus (deficit)	Asset revaluation surplus Note 19
	2017	2017	2017
	\$	\$	\$
Balance at beginning of year	499,672,040	226,861,937	272,810,103
Net result	10,123,602	10,123,602	-
Other comprehensive income for the year			
Asset revaluation surplus	21,702,241	-	21,702,241
Total comprehensive income for the year	31,825,843	10,123,602	21,702,241
Balance at end of year	531,497,883	236,985,539	294,512,344

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

# BURDEKIN SHIRE COUNCIL

## Statement of Cash Flows

For the year ended 30 June 2018

	Note	2018 \$	2017 \$
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Receipts from customers		47,458,314	43,965,122
Operating grants, subsidies and contributions		4,618,774	5,942,808
Interest received		1,918,350	1,844,727
<b>Payments</b>			
Payments to suppliers and employees		(36,973,686)	(33,612,404)
Interest expense		(241,911)	(323,227)
<b>Net cash inflow (outflow) from operating activities</b>	24	<u>16,779,841</u>	<u>17,817,026</u>
<b>Cash flows from investing activities</b>			
Commonwealth government grants		871,044	1,005,503
State government subsidies and grants		4,965,643	3,585,107
Capital contributions		1,723	32,714
Payments for property, plant and equipment		(15,494,188)	(12,345,099)
Payments for intangible assets		(158,615)	(136,484)
Net transfer (to) from cash investments	12	3,000,000	(3,000,000)
Proceeds from sale of property, plant and equipment		468,000	531,367
Net movement in loans to community organisations		(168,933)	(26,290)
<b>Net cash inflow (outflow) from investing activities</b>		<u>(6,515,326)</u>	<u>(10,353,182)</u>
<b>Cash flows from financing activities</b>			
Repayment of borrowings	18	<u>(1,667,896)</u>	<u>(1,586,581)</u>
<b>Net cash inflow (outflow) from financing activities</b>		<u>(1,667,896)</u>	<u>(1,586,581)</u>
<b>Net increase (decrease) in cash and cash equivalents held</b>		<u>8,596,619</u>	<u>5,877,263</u>
Cash and cash equivalents at beginning of the financial year		<u>48,627,807</u>	<u>42,750,544</u>
<b>Cash and cash equivalents at end of the financial year</b>	11	<u><b>57,224,426</b></u>	<u><b>48,627,807</b></u>

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

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**1 Significant accounting policies**

**(a) Basis of preparation**

These general purpose financial statements are for the period 1 July 2017 to 30 June 2018 and have been prepared in compliance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*. They comply with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to Council's operations and effective for the current reporting period.

Council is a not-for-profit entity and the Australian Accounting Standards include requirements for not-for-profit entities which are inconsistent with International Financial Reporting Standards (IFRS), to the extent these inconsistencies are applied, these financial statements do not comply with IFRS. The main impacts are the offsetting of revaluation and impairment gains and losses within a class of assets, and the timing of the recognition of non-reciprocal grant revenue.

These financial statements have been prepared under the historical cost convention, except where stated.

**(b) Date of authorisation**

The financial statements are authorised for issue on the date they were submitted to the Auditor-General for signature. This is the date the management certificate is signed.

**(c) Adoption of new and revised Accounting Standards**

Some Australian Accounting Standards and Interpretations have been issued but are not yet effective. Those standards have not been applied in these financial statements and Council will implement them when they are effective. The standards that are expected to have a material impact upon council's future financial statements are:

AASB 15 Revenue from Contracts with Customers, AASB 1058 Income of Not-for-Profit Entities, AASB 2016-7 Amendments to Australian Accounting Standards - Deferral of AASB 15 for Not-for-Profit Entities and AASB 2016-8 Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities.

AASB 15 will replace AASB 118 Revenue, AASB 111 Construction Contracts and a number of Interpretations. AASB 2016-8 provides Australian requirements and guidance for not-for-profit entities in applying AASB 9 and AASB 15, and AASB 1058 will replace AASB 1004 Contributions. Together they contain a comprehensive and robust framework for the recognition, measurement and disclosure of income including revenue from contracts with customers.

Council has commenced analysing the new revenue recognition requirements under these standards and is yet to form conclusions about significant impacts. To date the following potential impacts have been identified:

At 30 June 2018 Council had received pre-paid rates totalling \$2,022,997 which are recognised as revenue in the Statement of Comprehensive Income. If Council had applied AASB 1058 this year these rates would have been recognised as a liability in the Statement of Financial Position and Council's net result would decrease by \$2,022,997.

Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. It is anticipated, assuming no change to current grant arrangements, the Financial Assistance Grants will continue to be recognised upfront when received.

**(d) Estimates and judgements**

Where necessary, judgements, estimates and assumptions have been used in preparing these financial statements. Those that have a significant effect, or risk causing an adjustment to Council's assets or liabilities relate to:

- Valuation and depreciation of property, plant and equipment - note 15
- Annual leave liability - note 16
- Provisions - note 17
- Contingent liabilities - note 22

**(e) Rounding and comparatives**

The financial statements are in Australian dollars and have been rounded to the nearest \$1.

**(f) Taxation**

Income of local authorities and public authorities is exempt from Commonwealth taxation except for Fringe Benefits Tax and Goods and Services Tax ('GST') and Payroll Tax on certain activities. The net amount of GST recoverable from the Australian Taxation Office (ATO) or payable to the ATO is shown as an asset or liability respectively.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**2 Analysis of results by function**

**(a) Components of Council functions**

The activities relating to the Council's components reported on in note 2 (b).

**Administration**

Deliver responsible governance, efficient service and administrative support for Council's operations and strategic initiatives. The services include recruitment, training and development, employee and public relations, information technology services, secretarial and minutes support, records management, quality assurance, Council properties management, revenue, purchasing, creditors, payroll, debtors, budgeting, statutory and financial reporting, debt management, taxation, and financial, asset and systems management.

**Community and Cultural**

Council's community and cultural services objective is to provide a broad range of cultural, recreation and sport facilities, welfare and area promotion. The services include libraries, theatre, memorial hall, art and cultural activities, recreation and sport facilities, area promotion, welfare, disaster management, tourism and economic development.

**Development**

Development services aim to ensure all new development outcomes meet regulatory obligations including relevant Acts, the Planning Scheme, building codes, council policies and local laws. Development services comprises of development administration, town planning, building services, plumbing and facilities management.

**Environmental**

The objectives for Council's environmental services are to protect and enhance the natural environment and encourage environmental responsibility throughout the community. These services include public health administration, inspection, local law enforcement, animal control, vector control, pest management, land protection, aquatic weed removal, protection of the environment, caravan parks and swimming pools.

**Engineering**

Engineering services objective is to provide safe and efficient transport networks, stormwater drainage systems, flood mitigation and warnings systems and a modern fleet of construction equipment and light vehicles which meet the requirements of the community, external stakeholders and regulatory responsibilities. Services provided include the design, construction, management and maintenance of relevant infrastructure and the procurement and maintenance of Council's fleet. The department also manages Council's relationship with Transport and Main Roads including the Road Maintenance Performance Contract.

**Waste**

Waste management services aim to provide efficient and compliant waste infrastructure and services including waste receptacles, waste collection and disposal and waste management and education. Council operates or facilitates four transfer stations at Ayr, Home Hill, Giru and Clare and a landfill at Kirknie Road, Home Hill. Services also include the review, assessment and treatment of legacy landfills.

**Sewerage**

Council provides sewerage services to the towns of Ayr, Brandon and Home Hill. The objectives of the service is to provide disposal and treatment of commercial, industrial and domestic sewage in a manner which safeguards public health and is consistent with Council's responsibilities and obligations under Queensland legislation. The services include the collection of sewage from customers within Council's adopted service areas via reticulation networks including pump stations, gravity and pressure sewers, and the treatment of the collected waste to a standard within environmental licence parameters determined by the regulator.

**Water**

Council is a registered water service provider under the provisions of the *Water Supply (Safety and Reliability) Act 2008*. Council provides potable water supply service to the towns of Ayr, Brandon, Home Hill and Giru and also to the rural residential settlement of Mt Kelly and the beachside settlement of Alva. The service objective is to provide an adequate supply of quality drinking water that complies with aesthetic and health parameters stipulated in the Australian Drinking Water Guidelines (2011). The services include the pumping, treatment and disinfection of raw water prior to the reticulated supply to customers via individual metered property connections.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**2 Analysis of results by function (continued)**

**(b) Income and expenses defined between recurring and capital, and assets are attributed to the following programs**

**For the year ended 30 June 2018**

Functions	Recurrent revenue			Capital revenue		Total Income	Recurrent Expenses	Capital Expenses	Total Expenses	Operating surplus/(deficit) from recurrent operations	Net result for year	Assets
	Grants	Other		Grants	Other							
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Administration	2,938,212	27,492,536		1,528,367	-	31,959,115	(7,410,937)	(32,799)	(7,443,736)	23,019,811	24,515,379	80,138,106
Community and Cultural	344,961	474,020		115,311	-	934,292	(4,939,199)	(77,142)	(5,016,341)	(4,120,218)	(4,082,049)	25,687,006
Development	-	351,533		-	-	351,533	(1,272,795)	-	(1,272,795)	(921,262)	(921,262)	-
Environmental	65,612	1,084,601		480,706	909	1,631,828	(5,700,220)	(177,175)	(5,877,395)	(4,550,007)	(4,245,567)	11,655,359
Engineering	1,074,139	1,826,975		2,926,602	814	5,828,530	(15,022,430)	(1,682,349)	(16,704,779)	(12,121,316)	(10,876,249)	383,520,708
Waste	-	4,660,907		43,266	95,453	4,799,626	(3,895,340)	(33,100)	(3,928,440)	765,567	871,186	7,102,234
Sewerage	-	4,691,669		476,000	-	5,167,669	(3,983,496)	(196,112)	(4,179,608)	708,173	988,061	36,052,823
Water	-	4,846,825		266,435	-	5,113,260	(4,093,874)	(122,117)	(4,215,991)	752,951	897,269	23,722,899
<b>Total</b>	<b>4,422,924</b>	<b>45,429,066</b>		<b>5,836,687</b>	<b>97,176</b>	<b>55,785,853</b>	<b>(46,318,291)</b>	<b>(2,320,794)</b>	<b>(48,639,085)</b>	<b>3,533,699</b>	<b>7,146,768</b>	<b>567,879,135</b>

**For the year ended 30 June 2017**

Functions	Recurrent revenue			Capital revenue		Total Income	Recurrent Expenses	Capital Expenses	Total Expenses	Operating surplus/(deficit) from recurrent operations	Net result for year	Assets
	Grants	Other		Grants	Other							
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Administration	4,013,965	27,115,889		1,626,043	-	32,755,897	(7,112,678)	(9,353)	(7,122,031)	24,017,176	25,633,866	75,783,781
Community and Cultural	209,629	362,315		186,238	-	758,182	(4,165,327)	(48,097)	(4,213,424)	(3,593,383)	(3,455,242)	25,763,420
Development	-	342,359		-	-	342,359	(1,153,765)	-	(1,153,765)	(811,406)	(811,406)	-
Environmental	64,534	1,037,845		442,814	-	1,545,193	(5,533,147)	(42,855)	(5,576,002)	(4,430,768)	(4,030,809)	9,756,220
Engineering	1,412,992	2,109,692		1,755,471	590,284	5,868,439	(14,128,866)	(2,478,843)	(16,607,709)	(10,606,182)	(10,739,270)	383,254,207
Waste	-	4,645,116		-	173,098	4,818,214	(3,592,337)	(5,135)	(3,597,472)	1,052,779	1,220,742	7,418,506
Sewerage	-	4,555,738		190,400	517,697	5,263,835	(3,937,231)	(74,216)	(4,011,447)	618,507	1,252,388	35,009,433
Water	3,335	4,356,394		389,644	54,306	4,803,679	(3,689,993)	(60,353)	(3,750,346)	669,736	1,053,333	22,871,263
<b>Total</b>	<b>5,704,455</b>	<b>44,525,348</b>		<b>4,590,610</b>	<b>1,335,385</b>	<b>56,155,798</b>	<b>(43,313,344)</b>	<b>(2,718,852)</b>	<b>(46,032,196)</b>	<b>6,916,459</b>	<b>10,123,602</b>	<b>559,856,830</b>

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
For the year ended 30 June 2018

**3 Revenue**

Revenue is recognised at the fair value of consideration received or receivable, on the basis it meets the recognition criteria as indicated below.

**(a) Rates and levies**

Rates are recognised as revenue at the start of the rating period or if paid earlier they are recognised as revenue when they are received.

	2018	2017
	\$	\$
General rates	26,880,108	26,414,925
Separate rates	6,545	6,921
Environmental levy	87,212	88,191
Water	4,299,578	3,951,776
Sewerage	3,953,369	3,910,888
Garbage charges	3,956,831	3,947,362
Rates and utility charge revenue	39,183,643	38,320,063
Less: Pensioner remissions	(306,290)	(287,092)
	<u>38,877,353</u>	<u>38,032,971</u>

**(b) Fees and charges**

Fees and charges are recognised when Council is unconditionally entitled to those funds. Generally this is upon lodgement of the relevant applications or documents or when the service is provided.

	2018	2017
	\$	\$
Building and development fees	349,912	333,622
Caravan parks	499,859	420,970
Animal management	148,153	164,791
Waste disposal	371,449	391,564
Trade waste	150,629	124,071
Cultural facilities	231,035	186,499
Cemetery fees	138,082	151,223
Other fees and charges	355,305	299,325
	<u>2,244,424</u>	<u>2,072,065</u>

**4 Grants, subsidies and contributions**

Grants, subsidies and contributions that are non-reciprocal in nature are recognised as revenue when Council obtains control over them, which is usually upon receipt of funds.

Physical assets contributed to Council by developers in the form of roadworks, stormwater, water and wastewater infrastructure and park equipment are recognised as revenue when the development becomes "on Council maintenance" (i.e. the Council obtains control of the assets and becomes liable for any ongoing maintenance) and there is sufficient data in the form of drawings and plans to determine the approximate specifications and values of such assets. Non-cash contributions with a value in excess of the recognition thresholds are recognised at fair value as non-current assets. Those below the threshold are recorded as expenses.

Capital revenue includes grants and subsidies received which are tied to specific projects for the replacement or upgrade of existing non-current assets and/or investment in new assets. It also includes non-cash contributions which are usually infrastructure assets received from developers.

	2018	2017
	\$	\$
<b>(a) Recurrent</b>		
General purpose grants	3,714,446	5,164,406
State government subsidies and grants	708,478	540,049
Contributions	195,850	238,353
	<u>4,618,774</u>	<u>5,942,808</u>

Council received pre-payments of the Financial Assistance Grant in June 2018 of \$1,871,182 and June 2017 of \$1,759,182.

	2018	2017
	\$	\$
<b>(b) Capital</b>		
<b>(i) Monetary</b>		
Commonwealth government grants	871,044	1,005,503
State government subsidies and grants	4,965,643	3,585,107
Contributions	1,723	32,714
	<u>5,838,410</u>	<u>4,623,324</u>
<b>(ii) Non-monetary</b>		
Developer assets contributed at fair value	-	1,129,573
	<u>5,838,410</u>	<u>5,752,897</u>

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
For the year ended 30 June 2018

**4 Grants, subsidies and contributions (continued)**

**(c) Conditions over grants and contributions**

Non-reciprocal grants and contributions which were recognised as revenues during the reporting period and which were obtained on the condition that they be expended in a manner specified by the contributor but had not been expended at the reporting date.

	2018	2017
	\$	\$
Grants for infrastructure	2,087,399	1,693,089

Non-reciprocal grants and contributions which were recognised as revenues during a previous reporting period and were expended during the current reporting period.

	2018	2017
	\$	\$
Grants for infrastructure	1,559,493	322,867
Contributions for infrastructure	-	15,115
	1,559,493	337,982

**5 Capital income**

	2018	2017
	\$	\$
Revision of the future restoration expenditure	95,453	12,116
Discount rate adjustment to restoration provision	-	160,982
	95,453	173,098

**6 Employee benefits**

	Note	2018	2017
		\$	\$
Total staff wages and salaries		15,541,687	14,717,396
Councillors' remuneration		416,139	407,458
Annual, sick and long service leave entitlements		3,050,585	2,725,145
Superannuation	23	2,007,352	1,914,600
		21,015,763	19,764,599
Other employee related expenses		518,102	516,705
		21,533,865	20,281,304
Less capitalised employee expenses		(1,578,807)	(1,732,144)
		19,955,058	18,549,160

The Enterprise Bargaining agreement has been certified by the Queensland Industrial Relations Commission. The new terms and conditions of the Agreement have taken effect, including a back pay component for all current employees which was paid in June 2018.

Councillor remuneration represents salary, and other allowances paid in respect of carrying out their duties.

Total full time Equivalent Council employees at 30 June	2018	2017
Elected members	7	7
Administration staff	120	112
Depot and outdoors staff	124	124
	251	243

**Key management personnel compensation**

Employee benefits include transactions with key management personnel and their close family members. The key management personnel include the Mayor, Councillors, Chief Executive Officer, Directors and senior management. These amounts, including accrued leave entitlements are

	2018	2017
	\$	\$
Short-term employee benefits	2,021,294	1,876,465
Post-employment benefits	221,101	206,268
Long-term benefits	41,019	51,907
	2,283,414	2,134,639

Detailed remuneration disclosures are provided in the annual report.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
For the year ended 30 June 2018

**6 Employee benefits (continued)**

Employee benefits for close family members of key management personnel for the reporting period is \$176,491.

Council employs 250 staff of which only 2 are close family members of key management personnel. All close family members of key management personnel were employed through an arm's length process and are paid in accordance with the Award for the job they perform.

**7 Materials and services**

	2018	2017
	\$	\$
Audit of annual financial statements by the Auditor-General of Queensland	78,943	70,465
Contract payments	1,942,899	1,943,934
Electricity	1,892,473	1,750,615
Materials	1,476,183	1,430,224
Plant hire external	2,191,494	2,177,185
Trade/contract services	1,221,593	1,111,645
Plant and equipment expenses	1,186,480	1,086,672
Other material and services	4,540,894	4,014,613
	<u>14,530,959</u>	<u>13,585,353</u>

**8 Finance costs**

	2018	2017
	\$	\$
Finance costs charged by the Queensland Treasury Corporation	241,911	323,227
Bank charges	60,223	56,056
Impairment of receivables and bad debts written-off	557	1,209
Restoration	427,528	364,288
	<u>730,219</u>	<u>744,780</u>

**9 Capital expenses**

	Note	2018	2017
		\$	\$
Loss on the sale of capital assets		101,330	154,293
Loss on write-off of capital assets	10	2,203,269	2,564,559
Discount rate adjustment to restoration provision		16,195	-
		<u>2,320,794</u>	<u>2,718,852</u>

**10 Loss on write-off of capital assets**

	Note	2018	2017
		\$	\$
Buildings		252,970	99,908
Plant and Equipment		8,389	9,353
Transport		1,466,322	2,285,902
Water		122,117	60,353
Sewerage		196,112	74,216
Drainage		83,773	5,345
Other Assets		73,586	29,482
	9	<u>2,203,269</u>	<u>2,564,559</u>

**11 Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, all cash and cheques receipted but not banked at the year end, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to cash and which are subject to an insignificant risk of changes in value.

	2018	2017
	\$	\$
Cash at bank and on hand	4,392,471	3,337,660
Deposits at call	7,831,955	31,290,147
Term deposits	45,000,000	14,000,000
	<u>57,224,426</u>	<u>48,627,807</u>

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
For the year ended 30 June 2018

**11 Cash and cash equivalents (continued)**

Council's cash and cash equivalents are subject to a number of external restrictions that limit amounts available for discretionary or future use. These include

	2018	2017
	\$	\$
Unspent government grants and subsidies	2,141,852	1,697,271
Unspent developer contributions	110,832	110,832
	<u>2,252,684</u>	<u>1,808,103</u>

**12 Cash investments**

Term deposits in excess of three months are reported as investments, with deposits of less than three months being reported as cash equivalents.

	2018	2017
	\$	\$
Fixed term held with AMP realisable between 3 and 12 months - unrestricted	-	3,000,000

**13 Trust funds**

In accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*, a separate trust bank account and separate accounting records are maintained for funds held on behalf of outside parties. Funds held in the trust account include those funds from security deposits lodged to guarantee performance and deposits for hire of Council facilities paid into the trust account. The Council performs only a custodian role in respect of these monies and because the monies cannot be used for Council purposes, they are not considered revenue nor brought to account in the financial statements.

	2018	2017
	\$	\$
<b>Trust funds held for outside parties</b>		
Security deposits	<u>65,575</u>	<u>66,666</u>

**14 Receivables**

Receivables are amounts owed to Council at year end. They are recognised at the amount due at the time of sale or service delivery. Settlement is required within 30 days after the invoice is issued. Debts are regularly assessed for collectability and allowance is made, where appropriate, for impairment. All known bad debts were written-off at 30 June.

As Council is empowered under the provisions of the *Local Government Act 2009* to sell an owner's property to recover outstanding rate debts, Council does not impair rate receivables. Interest is charged on outstanding rates at a rate of 11% per annum. No interest is charged on other debtors. There is no concentration of credit risk for rates and utility charges, fees and other debtors receivable.

Loans and advances are recognised in the same way as other receivables. All loans and advances relate to loans made to various community organisations and are interest free. The credit risk on these loans is considered low.

**(a) Current**

	2018	2017
	\$	\$
Rateable revenue and utility charges	1,100,664	2,131,547
Water charges yet to be levied	816,014	668,766
GST recoverable	272,452	306,719
Other debtors	745,315	1,235,599
Less impairment provision	(1,604)	(1,047)
	<u>2,932,841</u>	<u>4,341,584</u>
Prepayments	224,553	237,591
Loans and advances to community organisations	84,087	57,710
	<u>3,241,481</u>	<u>4,636,885</u>

**(b) Non-current**

	2018	2017
	\$	\$
Prepayments	19,730	26,767
Loans and advances to community organisations	301,965	159,409
	<u>321,695</u>	<u>186,176</u>

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**14 Receivables (continued)**

Ageing of past due receivables (excluding prepayments) and the amount of any impairment

	2018	2017
	\$	\$
Not past due	2,114,030	2,378,974
Past due - 31 to 60 days	36,798	27,385
- 61 to 90 days	11,241	5,243
- Over 90 days	1,158,428	2,148,148
	3,320,497	4,559,750
Less impaired	(1,604)	(1,047)
	3,318,893	4,558,703

**15 Property, plant and equipment**

**(a) Recognition**

Items of property, plant and equipment with a total value of less than \$5,000 are treated as an expense in the year of acquisition. All other items of property, plant and equipment are capitalised.

Replacement of a major component of an asset, in order to maintain its service potential, is capitalised. However, routine operating maintenance, repair costs and minor renewals to maintain the operational capacity and useful life of the asset is treated as an expense.

A complex asset is a physical asset capable of disaggregation into significant components, which exhibit different useful lives, such as transport infrastructure where the components may include subgrade, pavement, seal, kerb and channelling, footpaths and roundabouts.

Land under the roads and reserve land which falls under the *Land Act 1994* or the *Land Title Act 1994* is controlled by the Queensland Government pursuant to the relevant legislation. This land is not recognised in these financial statements.

**(b) Measurement**

Property, plant and equipment assets are initially recorded at cost. Subsequently, each class of property, plant and equipment is stated at cost or fair value (as shown in the table 15 (e)) less, where applicable, any accumulated depreciation and accumulated impairment loss.

Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including freight, design fees, architect's fees and all other establishment costs. Direct labour and materials incurred in the acquisition or construction of assets are treated as capital expenditure.

Property, plant and equipment received in the form of contributions, are recognised as assets and revenues at fair value.

**(c) Depreciation**

Assets are depreciated from the date of acquisition or, in respect of constructed assets, from the time an asset is completed and commissioned ready for use, at which time they are reclassified from work in progress to the appropriate property, plant and equipment class.

All assets except for land are depreciated over their useful life using the straight line method. Land is not depreciated as it has an unlimited useful life. Useful lives are reviewed regularly to ensure that the economic benefits embodied in the assets are consumed over the period of use by Council. The condition assessments performed as part of the annual valuation process for assets measured at written down current replacement cost, are used to estimate the useful lives of these assets at each reporting date.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

Major spares purchased specifically for particular assets that are above the asset recognition threshold are capitalised and depreciated on the same basis as the asset to which they relate.

Council only has residual values on the plant and equipment asset class and these are determined based on estimated recovery value at the end of an asset's useful life.

**(d) Impairment**

Property, plant and equipment is assessed for indicators of impairment on an annual basis. If an indicator of impairment exists, the asset's recoverable amount is determined. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**15 Property, plant and equipment (continued)**  
**(e) Movements**

	Land and Improvements		Buildings		Plant and Equipment		Transport		Water		Sewerage		Drainage		Other Assets		Works in Progress		Total
	Fair Value Level 2 & 3	Fair Value Level 2 & 3	Fair Value Level 2 & 3	Cost	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Fair Value Level 3	Cost			
<b>For the year ended 30 June 2018</b>																			
Gross value as at 30 June 2018																			
Less accumulated depreciation																			
Closing written down value as at 30 June 2018																			
<b>For the period ended 30 June 2017</b>																			
Gross value as at 30 June 2017																			
Less accumulated depreciation																			
Closing written down value as at 30 June 2017																			
<b>Movements for year ended 30 June 2018</b>																			
Opening written down value as at 1 July 2017																			
Correction to opening balance																			
Additions at cost																			
Contributed assets at valuation																			
Internal transfers from work in progress																			
Depreciation provided in year																			
Disposals																			
Write-offs																			
Revaluation adjustment to other comprehensive income (refer the ARS*)																			
Closing net value as at 30 June 2018																			
<b>Range of estimated useful life in years</b>																			
Additions of renewal assets																			
Additions of other assets																			
Total additions in year																			

\* ARS denotes - Asset Revaluation Surplus

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
For the year ended 30 June 2018

**15 Property, plant and equipment (continued)**

**(f) Valuation**

**(i) Processes**

Council approves the valuation policies and the valuation procedures are reviewed and approved by the Asset Management Group which consists of key stakeholders. The valuation procedures are reviewed annually taking into consideration an analysis of movements in fair value and other relevant information.

Non-current physical assets measured at fair value are revalued, where required, so that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for buildings, land, bridges, other assets and specific water and sewerage assets at least once every 3-5 years. This process involves the valuer physically sighting these assets and making their own assessments of the condition of the assets at the date of inspection.

Council engineers, asset managers and asset officers undertake the internal valuation of infrastructure assets. The road component values (seal, pavement and subgrade) result from applying unit rates derived from Council's construction costs where there is sufficient representative samples, otherwise an index is applied based on similar construction type. All other infrastructure assets are valued using a first principles methodology incorporating current plant hire and wage rates, material costs and agreed installation rates. Condition of these infrastructure assets is assessed by either Council staff or a contractor physically sighting a sample of assets or by using aged based analysis. Process guidelines, maintenance history and regular inspection reports are also considered.

In the intervening years, with respect to the valuation of land, buildings, other assets, bridges and specific water and sewerage assets, the valuers perform a "desktop" valuation. A desktop valuation involves management providing updated information to the valuer regarding additions, deletions, and changes in assumptions such as useful life, residual value and condition rating. The valuer then determines suitable indices to apply to each of these asset classes. Council staff assess the cost assumptions associated with all other infrastructure assets taking into consideration additions, deletions and changes to assumptions such as useful life, residual value and condition rating.

When considering whether to apply a revaluation Council staff assess the materiality of the movement in the internal unit rates and relevant indices for each asset class.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the asset revaluation surplus, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation surplus of that asset class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

In accordance with AASB 13 fair value measurements for assets are categorised on the following basis:

- Fair value based on quoted prices (unadjusted) in active markets for identical assets (level 1)
- Fair value based on inputs that are directly or indirectly observable, such as prices for similar assets, for the asset (level 2)
- Fair value based on unobservable inputs for the asset (level 3)

Council's policy is to recognise transfers in and out of the fair value hierarchy levels as at the end of the reporting period. There were no transfers between the levels during the year.

**(ii) Techniques used to derive fair values**

**Land and Improvements (level 2 and 3)**

Land fair values were comprehensively revalued by independent valuer, AssetVal Pty Ltd effective 30 June 2015. Fair value of land is measured at current market value, which is derived by reference to market based evidence including observable historical sales data for properties of similar nature and specification in the same localities. Where there is a lack of appropriate comparable sales evidence, the valuation is based on the closest comparable sales in terms of the characteristics of the parcel and sales evidence. Council's fair value measurement is either a level 2 or 3, depending on whether the land is subject to use and/or sale restrictions and whether there is an active market. In the subsequent years indexation assessments supplied by AssetVal Pty Ltd have been applied to the asset class. As at 31 March 2018 AssetVal Pty Ltd undertook a desktop review and advised a 2.0% decrease in land values which was applied to the asset class.

	2018	2017
Land and Improvements	\$	\$
- Non-specialised (level 2)	2,885,779	2,944,673
- Specialised (level 3)	11,995,778	12,511,351
	<u>14,881,557</u>	<u>15,456,024</u>

# BURDEKIN SHIRE COUNCIL

## Notes to the Financial Statements

### For the year ended 30 June 2018

#### 15 Property, plant and equipment (continued)

##### Buildings (level 2 and 3)

The fair value of buildings were comprehensively revalued by independent valuer, AssetVal Pty Ltd effective 30 June 2015. In the subsequent years the valuers provide an indexation assessment based on inputs from producer price data, construction indices and recent construction cost guides. The cumulative increase in building costs of 6.29% was applied to the asset class in the 2016/17 financial year. As at 31 March 2018 AssetVal Pty Ltd advised a 2.2% increase in building costs which was applied.

	2018	2017
Buildings	\$	\$
- Non-specialised (level 2)	1,081,002	1,101,592
- Specialised (level 3)	39,378,256	38,717,320
	<u>40,459,258</u>	<u>39,818,912</u>

##### Infrastructure assets (level 3)

All Council infrastructure assets consisting of Transport, Drainage, Water, Sewerage and Other Assets are recorded at fair value using written down current replacement cost. This valuation comprises the asset's current replacement cost (CRC) less accumulated depreciation calculated to reflect the already consumed or expired future economic benefits of the asset. Council first determined the gross cost of replacing the full service potential of the asset and then adjusted this amount to take account of the expired service potential of the asset.

CRC was measured by reference to the average cost at which the gross future economic benefits of the asset could currently be obtained in the normal course of business. Where existing assets were over designed, had excess capacity, or were redundant an adjustment was made so that the resulting valuation reflected the cost of replacing the existing economic benefits based on an efficient set of modern equivalent assets to achieve the required level of service output within the Council's planning horizon.

The unit rates (labour and materials) and quantities applied to determine the CRC of an asset or asset component were based on a "Greenfield" assumption meaning that the CRC was determined as the full cost of replacement with a new asset including components that may not need to be replaced, such as earthworks. The fair value was determined using methods relevant to the asset class as described under individual asset categories below.

##### Transport Infrastructure

###### Roads

Council categorises its road infrastructure into sealed and unsealed roads. All roads are segmented at intersections or other factors including surfacing type or change in width. All road segments are then componentised into subgrade, pavement, and seal (where applicable). Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment. Council also assumes a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials.

CRC was calculated by reference to asset linear and area specifications, estimated labour and material inputs, services costs and overhead allocations. Council assumes that pavements for all traffic areas are constructed to a depth of either 150mm or 250mm as recorded in the asset register. Council also assumes that all raw materials can be sourced from local suppliers.

In 2015, Infrastructure Management Group Pty Ltd undertook a full condition survey of Council's roads. In the subsequent years desktop reviews of condition were undertaken by Council staff. Full unit rate reviews have also been undertaken in the subsequent years which have been applied across the asset class. Council staff have undertaken a full review of unit rates and a desktop review of condition as at 31 March 2018. This has shown no significant material change to the fair value and as a result of this no indexation has been applied.

###### Bridges

A comprehensive revaluation of bridge assets was undertaken by independent valuers, AssetVal Pty Ltd, effective 31 December 2017. Each bridge was assessed individually, with the valuation varying according to the material type used for construction, the deck area, condition and size. AssetVal Pty Ltd construction estimates considered raw materials, plant, labour and oncosts. These were applied to the known measurements of the assets to calculate the current replacement cost. The raw cost of material, as well as plant and labour hire rates, were established either through suppliers, quoted prices, or cost guides (e.g. Australian Rawlinsons Construction Handbook). Oncosts were established using industry standards which were then tailored to suit Council.

##### Drainage infrastructure

A full valuation of drainage infrastructure was undertaken internally by Council, effective 30 June 2015. Drainage assets are managed by component including segments of conduit, pits, manholes and channels. In the subsequent years unit rate reviews and desktop conditioning were undertaken. A full review of unit rates was undertaken internally by Council staff as at 31 March 2018 as well as a desktop review of condition. The review of unit rates has resulted in an increase to cost of 4.16%.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**15 Property, plant and equipment (continued)**

Council assumes that environmental factors such as soil type, climate and topography are consistent across each segment and that a segment is designed and constructed to the same standard and uses a consistent amount of labour and materials. Where drainage assets are located underground and physical inspection is not possible, the age, size and type of construction material, together with current and planned maintenance records are used to determine the fair value at reporting date.

**Water and sewerage infrastructure**

A full revaluation of water and sewerage infrastructure fair value was determined by a combination of independent valuers, AssetVal Pty Ltd and internal valuations effective 30 June 2015. AssetVal Pty Ltd undertook a valuation of specific water assets (inc. boreholes, buildings, elevated storage, pumps, telemetry, aerator, chlorination equipment) and sewerage assets (inc. treatment plants, buildings, pump stations). The remaining water and sewerage assets CRC were determined by management. The value of sewers was compared with current reline costs and the higher of the two values was adopted as the replacement unit rate.

A desktop review was undertaken as at 31 March 2018 by AssetVal Pty Ltd on specific water and sewerage assets. The remaining water and sewerage assets were internally reviewed by Council staff for changes to condition together with a review of unit rates. The following change to cost - water 2.44% and sewerage 1.39% has been applied this year.

**Other assets**

Other Assets were comprehensively revalued by independent valuer, AssetVal Pty Ltd effective 30 June 2015. Where Council's other assets are specialised in nature the valuation has been undertaken using the written down current replacement cost methodology. AssetVal Pty Ltd undertook a desktop review of the fair values of Other Assets as at 31 March 2018 and advised a 4.0% increase for civil construction costs for the current year which was applied across the asset class.

**Sensitivity of valuation to unobservable inputs**

Council's assets that are valued using written down CRC utilise a number of inputs into the valuation methodology. These inputs require judgement and are therefore classed as unobservable. The use of different judgements could result in a different valuation.

**16 Payables**

Creditors are recognised when goods or services are received, at the amount owed. Amounts owing are unsecured and are generally settled on 30 day terms.

Liabilities are recognised for employee benefits such as wages and salaries and annual leave in respect of services provided by the employees up to the reporting date. The liability is calculated using the present value of remuneration rates that will be paid when the liability is expected to be settled and includes related oncosts.

As Council does not have an unconditional right to defer settlement of the annual leave beyond twelve months after the reporting date, annual leave is classified as a current liability. The portion estimated to be payable later than one year is \$468,872.

	2018	2017
Current	\$	\$
Creditors and accruals	2,512,921	2,381,741
Annual leave	2,241,038	2,134,604
	<u>4,753,959</u>	<u>4,516,345</u>

Creditors and accruals are anticipated to be paid within one year except for contract retentions of \$41,106 which will be paid out within two years.

**17 Provisions**

**Long service leave**

The provision for long service leave represents the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. The liability is calculated using current pay rates and projected future increases in those rates and includes related employee oncosts. The estimates are adjusted for the probability of the employee remaining in the Council's employment or other associated employment which would result in the Council being required to meet the liability. Adjustments are then made to allow for the proportion of the benefit earned to date, and the result is discounted to present value. The interest rates attaching to Commonwealth Government guaranteed securities at the reporting date are used to discount the estimated future cash outflows to their present value.

Where employees have met the prerequisite length of service and Council does not have an unconditional right to defer this liability beyond 12 months long service leave is classified as a current liability. Otherwise it is classified as non-current.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**17 Provisions (continued)**

**Restoration**

A provision is made for the cost of restoring refuse dumps where it is probable the Council will be liable, or required, to do this when the use of the facilities is complete.

The provision for refuse restoration is calculated as the present value of anticipated future costs associated with the closure and decontamination of these sites. The calculation of this provision requires assumptions such as application of environmental legislation, site closure dates, available technologies and engineering cost estimates. These uncertainties may result in future actual expenditure differing from amounts currently provided. Because of the long-term nature of the liability, the most significant uncertainty in estimating the provision is the costs that will be incurred. The provision recognised for refuse sites is reviewed at least annually and updated based on the facts and circumstances available at the time. Management estimates that the open site will close in 2030 with a projected cost of \$15,046,122. The remaining closed sites are estimated to be remediated between 2020 and 2025 with projected cost of \$5,376,632.

Where refuse sites are on state reserve land which the Council does not control, the provision for restoration is treated as an expense in the year the provision is first recognised. Changes in the provision thereafter are treated as an expense or income.

	Note	2018 \$	2017 \$
<b>(a) Current</b>			
Long service leave		2,878,335	2,770,317
<b>(b) Non-current</b>			
Long service leave		265,737	290,387
Restoration		16,081,345	15,678,683
		16,347,082	15,969,070
<b>(c) Details of movements in provisions</b>			
<b>Long service leave</b>			
Balance at beginning of the year		3,060,704	2,846,089
Amount provided for in the year		474,566	456,074
Amount paid in the year		(391,198)	(241,459)
		3,144,072	3,060,704
<b>Restoration</b>			
Balance at beginning of the year		15,678,683	17,220,733
Increase due to change in time	8	427,528	364,288
Increase (decrease) due to change in discount rate		296,758	(1,089,392)
Increase (decrease) in estimate of future cost		(321,624)	(816,946)
		16,081,345	15,678,683

This is the present value of the estimated future cost of restoring the refuse sites under the State Government environmental regulations at the end of its useful life.

**18 Borrowings**

Unsecured borrowings are provided by the Queensland Treasury Corporation.

All borrowings are in \$A denominated amounts and carried at amortised cost, interest being expensed as it accrues. No interest has been capitalised during the current or comparative reporting period. Principal and interest repayments are made quarterly in arrears. There have been no defaults or breaches of the loan agreement during this period. Expected final repayment dates vary from 15 June 2019 to 15 September 2020.

Council adopts an annual debt policy that sets out Council's planned borrowings for the next nine years. Council's current policy is to only borrow for capital projects and for a term no longer than the expected life of the asset.

Council was required as part of the condition of receiving capital grant funds of \$1,050,000 from the Department of Communities to mortgage as security a parcel of freehold land and improvements. It is not envisaged that Council will breach the contract.

**Borrowings at balance date are**

	2018 \$	2017 \$
<b>Queensland Treasury Corporation</b>		
Balance at beginning of the year	5,101,842	6,688,423
Principal repayments	(1,667,896)	(1,586,581)
Book value at end of the year	3,433,946	5,101,842
<b>Classified as</b>		
Current	1,759,020	1,675,717
Non-current	1,674,926	3,426,125
Carrying amount	3,433,946	5,101,842

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**18 Borrowings (continued)**

The loan market value at the reporting date was \$3,565,897 This represents the value of the debt if Council repaid it at that date. As it is the intention of Council to hold the debt for its term, no provision is required to be made in these accounts.

The following sets out the liquidity risk in relation to the above borrowings and represents the remaining contractual cash flows (principal and interest) at the end of the reporting period.

	2018	2017
	\$	\$
0 to 1 year	1,909,807	1,909,806
1 to 5 years	1,752,265	3,662,072
	<u>3,662,072</u>	<u>5,571,878</u>

The contractual outflows are not expected to occur significantly earlier and are not expected to be for significantly different amounts than indicated.

**19 Asset revaluation surplus**

The asset revaluation surplus comprises adjustments relating to changes in value of property, plant and equipment that do not result from the use of those assets. Net incremental changes in the carrying value of classes of non-current assets since their initial recognition are accumulated in the asset revaluation surplus. Increases and decreases on revaluation are offset within a class of assets.

Where a class of assets is decreased on revaluation, that decrease is offset first against the amount remaining in the asset revaluation surplus in respect of that class. Any excess is treated as an expense.

When an asset is disposed of, the amount reported in surplus in respect of that asset is retained in the asset revaluation surplus and not transferred to retained surplus.

	Note	2018	2017
		\$	\$
<b>(a) Movements in the asset revaluation surplus</b>			
Balance at beginning of the year		294,512,344	272,810,103
Correction to Opening Balance		85,047	-
Restated Opening Balance		<u>294,597,391</u>	<u>272,810,103</u>
Adjustments to the property, plant and equipment through revaluations	15 (e)	1,055,110	19,969,001
Adjustment to land and improvements arising from change in rehabilitation costs		(54,392)	1,733,240
Balance at end of the year		<u>295,598,109</u>	<u>294,512,344</u>

**(b) Asset revaluation surplus analysis**

The closing balance is comprised of the following asset categories

	2018	2017
	\$	\$
Land and Improvements	2,649,517	3,038,429
Buildings	25,869,688	25,154,472
Transport	210,365,629	211,955,597
Water	11,241,967	10,962,473
Sewerage	25,411,828	25,106,978
Drainage	12,151,482	10,952,683
Other Assets	<u>7,907,998</u>	<u>7,341,712</u>
	<u>295,598,109</u>	<u>294,512,344</u>

**20 Commitments for expenditure**

**(a) Contractual commitments**

Contractual commitments at the reporting date but not recognised in the financial statements

	2018	2017
	\$	\$
Service contracts over next 1 to 9 years	<u>8,315,915</u>	<u>9,995,163</u>

**(b) Capital commitments**

Commitment for the construction of the following assets contracted for at the reporting date but not recognised as liabilities

	2018	2017
	\$	\$
Buildings and software	-	477,754
Infrastructure	<u>1,560,376</u>	<u>599,990</u>
Payable not later than 1 year	<u>1,560,376</u>	<u>1,077,744</u>

**21 Events after balance date**

There were no material financial adjusting events after balance date.

# BURDEKIN SHIRE COUNCIL

## Notes to the Financial Statements

### For the year ended 30 June 2018

#### 22 Contingent liabilities

##### Local government workcare

Council is a member of the Queensland local government workers compensation self-insurance scheme, Local Government Workcare. Under this scheme the Council has provided a bank guarantee to cover bad debts which may remain should the self insurance licence be cancelled and there was insufficient funds available to cover outstanding liabilities. Only the Queensland Government's workers compensation authority may call on any part of the guarantee should the above circumstances arise. Council's maximum exposure to the bank guarantee is \$299,490.

##### Local government mutual

Council is a member of the local government mutual liability self-insurance pool, LGM Queensland. In the event of the pool being wound up or it is unable to meet its debts as they fall due, the trust deed and rules provide that any accumulated deficit will be met by the individual pool members in the same proportion as their contribution is to the total pool contributions in respect to any year that a deficit arises.

As at 30 June 2017 the financial statements reported an accumulated surplus and it is not anticipated any liability will arise.

Council's Chief Executive Officer is a board member of Local Government Workcare and Local Government Mutual. These two entities are considered related parties to Council.

#### 23 Superannuation

Council contributes to the LGIASuper Regional Defined Benefits Fund (the scheme), at the rate of 12% for each permanent employee who is a defined benefit member. This rate is set in accordance with the LGIASuper trust deed and may be varied on the advice of an actuary. The Regional Defined Benefits Fund is a complying superannuation scheme for the purpose of the Commonwealth Superannuation Industry (Supervision) legislation and is also governed by the *Local Government Act 2009*.

The scheme is a defined benefit plan, however Council is not able to account for it as a defined benefit plan in accordance with AASB119 because LGIASuper is unable to account for its proportionate share of the defined benefit obligation, plan assets and costs.

Any amount by which the scheme is over or under funded may affect future benefits and result in a change to the contribution rate, but has not been recognised as an asset or liability of the Council.

Technically Council can be liable to the scheme for a portion of another local government's obligations should that local government be unable to meet them. However the risk of this occurring is extremely low and in accordance with the LGIASuper trust deed changes to council's obligations will only be made on the advice of an actuary.

The last completed actuarial assessment of the scheme was undertaken as at 1 July 2015. The actuary indicated that "At the valuation date of 1 July 2015, the net assets of the scheme exceeded the vested benefits and the scheme was in a satisfactory financial position as at the valuation date." The Council is not aware of anything that has happened since that time that indicates the assets of the scheme are not sufficient to meet the vested benefits, as at the reporting date.

No changes have been made to prescribed employer contributions which remain at 12% of employee assets and there are no known requirements to change the rate of contributions.

Another actuarial investigation is being conducted as at 1 July 2018. At the time of signing these financial statements this investigation is still in progress.

The most significant risks that may result in LGIASuper increasing the contribution rate, on the advice of the actuary, are:

- Investment risk - The risk that the scheme's investment returns will be lower than assumed and additional contributions are needed to fund the shortfall.
- Salary growth risk - The risk that wages or salaries will rise more rapidly than assumed, increasing vested benefits to be funded.

There are currently 63 entities contributing to the scheme and any changes in contribution rates would apply equally to all 63 entities. Council made less than 4% of the total contributions to the plan in the 2017-18 financial year.

Note	2018 \$	2017 \$
Superannuation contributions made to the Regional Defined Benefits Fund	184,357	197,771
Other superannuation contributions for employees	1,822,995	1,716,829
6	<u>2,007,352</u>	<u>1,914,600</u>

Contributions Council expects to make to the Regional Defined Benefits Fund for the 2019 Financial Year are \$168,289.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**24 Reconciliation of net result for the year to net cash inflow (outflow) from operating activities**

	Note	2018 \$	2017 \$
Net result		7,146,768	10,123,602
Non-cash operating items			
Impairment of receivables and bad debts written-off	8	557	1,209
Depreciation	15 (e)	10,838,670	10,192,444
Amortisation		263,385	241,607
Change in restoration provisions expensed to finance costs	8	427,528	364,288
		<u>11,530,140</u>	<u>10,799,548</u>
Investing and development activities			
Capital grants, subsidies and contributions	4 (b)	(5,838,410)	(5,752,897)
Capital income	5	(95,453)	(173,098)
Capital expenses	9	2,320,794	2,718,852
		<u>(3,613,069)</u>	<u>(3,207,143)</u>
Changes in operating assets and liabilities			
(Increase) decrease in receivables		1,408,186	(801,621)
(Increase) decrease in inventories (excluding land)		(32,818)	(42,970)
Increase (decrease) in payables		257,689	729,622
Increase (decrease) in provisions		83,368	214,615
Increase (decrease) in other liabilities		(423)	1,373
		<u>1,716,002</u>	<u>101,019</u>
<b>Net cash inflow from operating activities</b>		<u><b>16,779,841</b></u>	<u><b>17,817,026</b></u>

**25 Transactions with related parties**

**(a) Subsidiaries**

Council did not have any subsidiaries during the financial year.

**(b) Transactions with related parties that have not been disclosed**

Most of the entities and people that are related parties of Council live and operate within the Shire. Therefore, on a regular basis ordinary citizen transactions occur between Council and its related parties. Some examples include payment of rates, animal registration, use of council facilities e.g. library, theatre, swimming pools.

Council has not included these types of transactions in its disclosure, where they are made on the same terms and conditions available to the general public.

**26 Financial instruments**

**Financial assets and financial liabilities**

Council has exposure to credit, liquidity and market risks arising from financial instruments.

Council is responsible for the establishment and oversight of the risk management framework, together with developing and monitoring risk management policies. Council's management approves policies for overall risk management, as well as specifically for managing credit, liquidity and market risk.

The Council's risk management policies are established to identify and analyse the risks faced, to set appropriate limits and controls and to monitor these risks and adherence against limits. The Council aims to manage volatility to minimise potential adverse effects on the financial performance of the Council. Council does not enter into derivatives.

**Credit risk**

Credit risk is the risk of financial loss if a counterparty to a financial instrument fails to meet its contractual obligations. These obligations arise principally from the Council's investments and receivables from customers.

Exposure to credit risk is managed through regular analysis of credit counterparty ability to meet payment obligations. The carrying amount of financial assets represents the maximum credit exposure.

Investments in financial instruments are required to be made with Queensland Treasury Corporation (QTC) or similar State/Commonwealth bodies or financial institutions in Australia, in line with the requirements of the *Statutory Bodies Financial Arrangements Act 1982*.

The maximum exposure to credit risk is based on the carrying amounts of financial assets at the end of the reporting period as disclosed in the Statement of Financial Position.

**BURDEKIN SHIRE COUNCIL**  
**Notes to the Financial Statements**  
**For the year ended 30 June 2018**

**26 Financial instruments (continued)**

*Cash and cash equivalents*

The Council may be exposed to credit risk through its investments in the QTC Cash Fund and deposits held with banks and other financial institutions. The QTC Cash Fund is an asset management portfolio that invests with a wide range of high credit rated counterparties. Deposits with the QTC Cash Fund are capital guaranteed.

*Cash investments*

Other investments are held with financial institutions and whilst not capital guaranteed, the likelihood of a credit failure is assessed as remote.

*Receivables*

In the case of rate receivables, the Council has the power to sell the property to recover any defaulted amounts. In effect this power protects the Council against credit risk in the case of defaults.

In other cases, the Council assesses the credit risk before providing goods, or services and applies normal business credit protection procedures to minimise the risk.

By the nature of the Council's operations, there is a geographical concentration of risk in the Council's area. As the area is largely agricultural, there is also a concentration in the agricultural sector.

Note 14 provides details of the ageing of past due receivables (excluding prepayments) and the amount of any impairment.

**Liquidity risk**

Liquidity risk is the risk that the Council will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Council is exposed to liquidity risk through its normal course of business and through its borrowings with QTC. The Council manages its exposure to liquidity risk by maintaining sufficient cash deposits, both short and long term, to cater for unexpected volatility in cash flows.

The Council does not have any overdraft facilities at the reporting date.

Note 18 sets out the liquidity risk in relation to Council's borrowings.

**Market risk**

Market risk is the risk that changes in market prices, such as interest rates, will affect the Council's income or the value of its holdings of financial instruments.

**Interest rate risk**

The Council is exposed to interest rate risk through investments with QTC and other financial institutions. Council has access to a mix of variable and fixed rate funding options through QTC and other financial institutions so that interest rate risk exposure can be minimised.

**BURDEKIN SHIRE COUNCIL**  
**FINANCIAL STATEMENTS**  
For the year ended 30 June 2018

**MANAGEMENT CERTIFICATE**  
For the year ended 30 June 2018

These general purpose financial statements have been prepared pursuant to sections 176 and 177 of the *Local Government Regulation 2012* (the Regulation) and other prescribed requirements.


In accordance with section 212(5) of the Regulation we certify that

- (i) the prescribed requirements of the *Local Government Act 2009* and *Local Government Regulation 2012* for the establishment and keeping of accounts have been complied with in all material respects; and
- (ii) the general purpose financial statements present a true and fair view, in accordance with Australian Accounting Standards, of the Council's transactions for the financial year and financial position at the end of the year.

  
\_\_\_\_\_  
Mayor

Cr. L.A. McLaughlin

Date: 03 / 10 / 2018

  
\_\_\_\_\_  
Chief Executive Officer

T.P. Brennan

Date: 3 / 10 / 2018

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Burdekin Shire Council

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Burdekin Shire Council (the Council).

In my opinion, the financial report:

- a) gives a true and fair view of the Council's financial position as at 30 June 2018, and of its financial performance and cash flows for the year then ended
- b) complies with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and the management certificate given by the Mayor and the Chief Executive Officer.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the Council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Other information

Other information comprises the information included in the Burdekin Shire Council annual report for the year ended 30 June 2018, but does not include the financial report and my auditor's report thereon. At the date of this auditor's report, the other information was the current year financial sustainability statement and long-term financial sustainability statement.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the current year financial sustainability statement.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the Council for the financial report**

The Council is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Local Government Act 2009*, the Local Government Regulation 2012 and Australian Accounting Standards, and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Council is also responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the Council or to otherwise cease operations of the Council.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.

- Conclude on the appropriateness of the Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Council to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the audit of the Council. I remain solely responsible for my audit opinion.

I communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

#### **Report on other legal and regulatory requirements**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2018:

- a) I received all the information and explanations I required.
- b) In my opinion, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.



Sri Narasimhan  
as delegate of the Auditor-General

4 October 2018

Queensland Audit Office  
Brisbane

**BURDEKIN SHIRE COUNCIL**  
**Current-Year Financial Sustainability Statement**  
**For the year ended 30 June 2018**

**Measures of financial sustainability**

- (i) **Operating surplus ratio**  
Operating surplus (Net result excluding capital items) divided by total operating revenue (excluding capital revenue).
- (ii) **Asset sustainability ratio**  
Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.
- (iii) **Net financial liabilities ratio**  
Total liabilities less current assets divided by total operating revenue (excluding capital items).

Council's performance at 30 June 2018 against key financial ratios

Ratio	Target	Actual
Operating surplus	Between 0% and 10%	7.09%
Asset sustainability	Greater than 90%	96.86%
Net financial liabilities	Not greater than 60%	-67.81%


**Note 1 - Basis of Preparation**

The current year financial sustainability statement is a special purpose statement prepared in accordance with the requirements of the *Local Government Regulation 2012* and the Financial Management (Sustainability) Guideline 2013. The amounts used to calculate the three reported measures are prepared on an accrual basis and are drawn from the Council's audited general purpose financial statements for the year ended 30 June 2018.

**Certificate of Accuracy**  
**For the year ended 30 June 2018**


This current-year financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this current-year financial sustainability statement has been accurately calculated.

  
\_\_\_\_\_  
Mayor

Cr. L.A. McLaughlin

Date: 03 / 10 / 2018

  
\_\_\_\_\_  
Chief Executive Officer

T.P. Brennan

Date: 3 / 10 / 2018

## INDEPENDENT AUDITOR'S REPORT

To the Councillors of Burdekin Shire Council

### Report on the Current Year Financial Sustainability Statement

#### Opinion

I have audited the accompanying current year statement of financial sustainability of Burdekin Shire Council for the year ended 30 June 2018 comprising the statement, explanatory notes, and the certificate of accuracy given by the Mayor and the Chief Executive Officer.

In accordance with section 212 of the Local Government Regulation 2012, in my opinion, in all material respects, the current year financial sustainability statement of Burdekin Shire Council for the year ended 30 June 2018 has been accurately calculated.

#### Basis of opinion

I conducted my audit in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the current year financial sustainability statement* section of my report.

I am independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the statement in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General of Queensland Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter – basis of accounting

I draw attention to Note 1 which describes the basis of accounting. The current year financial sustainability statement has been prepared in accordance with the Financial Management (Sustainability) Guideline 2013 for the purpose of fulfilling the council's reporting responsibilities under the Local Government Regulation 2012. As a result, the statement may not be suitable for another purpose. My opinion is not modified in respect of this matter.

#### Other Information

Other information comprises the information included in Burdekin Shire Council's annual report for the year ended 30 June 2018, but does not include the current year financial sustainability statement and my auditor's report thereon. At the date of this auditor's report, the other information was the general purpose financial statements and the long-term financial sustainability statement.

My opinion on the current year financial sustainability statement does not cover the other information and accordingly I do not express any form of assurance conclusion thereon. However, as required by the Local Government Regulation 2012, I have expressed a separate opinion on the general purpose financial report.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report and my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this information, I am required to report that fact. I have nothing to report in this regard.

### **Responsibilities of the council for the current year financial sustainability statement**

The council is responsible for the preparation and fair presentation of the current year financial sustainability statement in accordance with the Local Government Regulation 2012. The council's responsibility also includes such internal control as the council determines is necessary to enable the preparation and fair presentation of the statement that is accurately calculated and is free from material misstatement, whether due to fraud or error.

### **Auditor's responsibilities for the audit of the current year financial sustainability statement**

My objectives are to obtain reasonable assurance about whether the current year financial sustainability statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this statement.

My responsibility does not extend to forming an opinion on the appropriateness or relevance of the reported ratios, nor on the council's future sustainability.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- Evaluate the overall presentation, structure and content of the statement, including the disclosures, and whether the statement represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sri Narasimhan  
as delegate of the Auditor-General

4 October 2018

Queensland Audit Office  
Brisbane

**BURDEKIN SHIRE COUNCIL**  
**Long-Term Financial Sustainability Statement**  
 Prepared as at 30 June 2018

**Measures of Financial Sustainability**

**(i) Operating surplus ratio**

Operating surplus (Net result excluding capital items) divided by total operating revenue (excluding capital revenue).

**(ii) Asset sustainability ratio**

Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.

**(iii) Net financial liabilities ratio**

Total liabilities less current assets divided by total operating revenue (excluding capital items).

Council's performance at 30 June 2018 against key financial ratios

		<b>Operating surplus ratio</b>	<b>Asset sustainability ratio</b>	<b>Net financial liabilities ratio</b>
<b>Target</b>		Between 0% and 10%	Greater than 90%	Not greater than 60%
Actuals at 30 June 2018		7.09%	96.86%	-67.81%
Projected for the years ended	30 June 2019	2.80%	89.90%	-52.30%
	30 June 2020	2.70%	82.90%	-51.80%
	30 June 2021	2.60%	55.30%	-57.60%
	30 June 2022	2.80%	62.80%	-63.60%
	30 June 2023	2.50%	51.90%	-70.80%
	30 June 2024	2.30%	52.90%	-76.10%
	30 June 2025	2.40%	61.60%	-81.10%
	30 June 2026	2.10%	53.30%	-87.40%
	30 June 2027	2.00%	51.90%	-93.70%

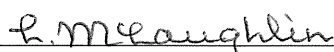
**Financial Management Strategy**

Council measures revenue and expenditure trends over time as a guide to future requirements and to make decisions about the efficient allocation of resources to ensure the most effective provision of services. Council ensures that its financial management strategy is prudent and that its long-term financial forecast shows a sound financial position whilst also being able to meet the community's current and future needs.

**Certificate of Accuracy**  
**For the long-term financial sustainability statement prepared as at 30 June 2018**

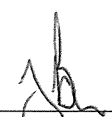
This long-term financial sustainability statement has been prepared pursuant to Section 178 of the *Local Government Regulation 2012* (the Regulation).

In accordance with Section 212(5) of the Regulation we certify that this long-term financial sustainability statement has been accurately calculated.

  
 Mayor

Cr. L.A. McLaughlin

Date: 03 / 10 / 2018

  
 Chief Executive Officer

T.P. Brennan

Date: 3 / 10 / 2018







## CONTACT US

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### 5.3 Q1 Report - Operational Plan 2018/2019

#### Document Information

**Referring Letter No:** N/A

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**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Rebecca Stockdale – Executive Officer

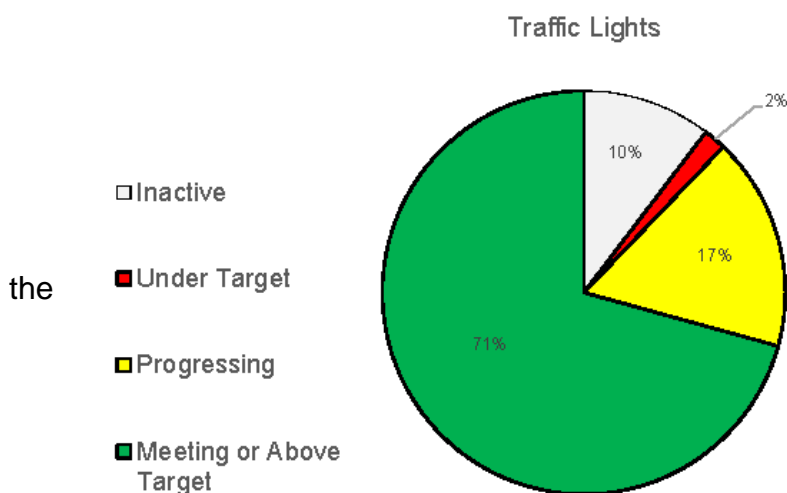
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#### Executive Summary

The Q1 Report for the Operational Plan 2018/2019 provides a fair representation of Council's performance during the period 1 July 2018 to 30 September 2018. The Operational Plan sets out the agreed activities for each section and department of Council and includes measurement statements and targets for each activity. Comments have been provided against each activity to reflect the progress towards achieving the activity within the first quarter. Of the 222 agreed activities within the Operational Plan, 157 activities are meeting or above target with 38 activities progressing. 23 activities are "inactive" or not yet due to commence and a further four activities are under target. The comments provided against each activity provide further clarification and detail pertaining to the activity.

At the end of first quarter:

- 157 activities meeting or above target
- 38 Progressing
- 23 Inactive
- 4 Under Target



#### Recommendation

That Council adopts Q1 Report for the Operational Plan 2018/2019 as attached to this report.

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## **Background Information**

Council is required to prepare and adopt an annual operational plan. The CEO must provide quarterly written assessments of the local government's progress towards implementing the annual operational plan.

## **Link to Corporate/Operational Plan**

5.3.3 Adhere to the governance framework and public reporting systems

## **Consultation**

All managers and other relevant supervisors and officers were required to provide information for the Q1 Report. The Q1 Report was discussed with Council at a workshop on 16 October 2018.

## **Legal Authority or Implications**

Section 174 *Local Government Regulation 2012*

### **174 Preparation and adoption of annual operational plan**

- (1) A local government must prepare and adopt an annual operational plan for each financial year.
- (2) The local government may, but need not, adopt the annual operation plan for a financial year at the same time the local government adopts its budget for the financial year.
- (3) The chief executive officer must present a written assessment of the local government's progress towards implementing the annual operational plan at meetings of the local government held at regular intervals of not more than 3 months.
- (4) A local government may, by resolution, amend its annual operational plan at any time before the end of the financial year.
- (5) A local government must discharge its responsibilities in a way that is consistent with its annual operational plan.

## **Policy Implications**

N/A

## **Financial and Resource Implications**

Activities within the Operational Plan must be discharged in accordance with Council's adopted budget.

### **Report prepared by:**

Rebecca Stockdale - Executive Officer

### **Report authorised by:**

Nick O'Connor - Director Corporate and Community Services

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## **Attachments**

1. Q1 Report – Operational Plan 2018/2019

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# Q1 Report Operational Plan





2018/2019





## Executive Activities

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
EXC1	Implement new Organisational Structure to enhance strategic capability and eliminate duplication and overlap.	5.2.3. Build effective leadership and management capability	Improved alignment of functions and responsibilities under structure.	New structure implemented by 31 March 2019. Areas of duplication and overlap identified and addressed.	Progress is being made with implementing the new structure. The establishment of a new position in the Corporate Governance area will commence to address some key risks.	
EXC2	Commence implementation of new Enterprise Bargaining certified agreement.	5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Efficiencies gained through implementation of provisions contained in agreement. Adoption of new Operational Standards replacing provisions from previous Enterprise Bargaining Agreement.	Identify operational areas where efficiencies can be gained through Enterprise Bargaining provisions by 31 March 2019.  Adoption of required Operational Standards by 31 December 2018.	Implementation of the provisions in the EB to assist with efficiencies has commenced with changes to casual provisions for the Theatre & Waste Transfer Stations under way.  A number of new Operational Standards have been implemented to replace provisions in the previous EB.	
EXC3	Manage risks effectively through improvements to Council's Enterprise Risk Management Framework and Policy in line with agreed recommendations and timelines from the Internal Audit of Council's Enterprise Risk Management Systems.	5.3. Commitment to continuous improvement, customer service and accountability 5.3.3. Adhere to the governance framework and public reporting systems 5.4.2. Provide suitable training and development opportunities to meet organisational and service delivery needs	Adoption of Revised Enterprise Risk Management Framework and Policy by Council. Reports to Audit Committee.  Review of Council's Operational and Corporate Risk Registers.  Provision of appropriate training.	Revised Framework and Policy documents adopted by Council by 30 April 2019  Full review of all Risk Registers completed by 30 November 2018  Staff identified and training provided by 30 June 2019	Revised ERM framework is under development and will be considered by the Audit Committee at its October meeting.  A full review of the risk registers will be commenced once the framework document and Employee Handbook have been adopted.  Employee training will be planned in 2019 once the framework document and Handbook have been completed and implemented.	
EXC4	Facilitate an effective Internal Audit Function including the review and adoption of a revised Internal Audit Plan by the Audit Committee and appointment of an external contractor to conduct internal audits.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Appointment of external contractor for Internal Audit.  Adoption of revised internal audit plan.  Completion of Internal Audit Schedule.	31 August 2018.  September/October Audit Committee Meeting.  30 June 2019.	External contractor OCM have been appointed to undertake internal audit activities for Council.  New internal audit plan for 3 year period to be considered for adoption at October Audit Committee meeting.  Internal audit plan schedule provides for completion by 30 June 2019.	

EXC5	Develop and implement a continuous improvement program to enhance internal and external customer service.	5.3.5. Improve methods of service delivery to the community based on innovation, feedback and review processes	Regular meetings of the Senior Leadership Group, Senior Supervisor Group & work teams held.  Quality of process improvements made	Minimum of four meetings per year.  Identifiable process improvements implemented.	Monthly meetings of the SLG and SSG are being held and work team meetings for various areas held on a quarterly basis.  Process improvement opportunities are being encouraged to be identified through the WOMBAT process and also discussed by various work teams.	
EXC6	Review the Fraud and Corruption Control Plan and implement associated actions.	5.3.1. Demonstrate open and transparent leadership 5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems	Fraud and Corruption Control Plan is reviewed and endorsed by the Audit Committee.	31 March 2019.	Preparation of the revised Fraud and Corruption Control plan is underway and planned to be finalised by 31 December 2018 for consideration by the Audit Committee in February 2019.	
EXC7	Develop and maintain effective regional partnerships through North Queensland Regional Organisation of Councils (NQROC), Townsville Enterprise Ltd (TEL) and other relevant bodies.	5.2.2. Develop co-operative and collaborative partnerships on matters of regional, state and national importance	Participate in activities of NQROC and relevant sub-committees.  Identify desired outcomes in Service Level Agreement with Townsville Enterprise.	Attend meetings of North Queensland Regional Organisation of Councils sub-committees.  30 September 2018.	The Mayor and Council Officers have attended meetings of NQROC and various sub-committees over the quarter. The Mayor is the Chair of NQROC for 2018/19. The Service Level agreement with TEL has been finalised and signed and annual membership paid.	
EXC8	Provide administrative support to the Mayor and Elected Members to assist in undertaking civic duties including the provision of support to arrange citizenship ceremonies.	5.2.1. Demonstrate the Council's strategic direction to government, business and the community through strong leadership and advocacy 5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Effective and efficient management of the CEO's and Mayor's office.  Accurate and efficient management and coordination of Mayor's and CEO's correspondence, calendars, invitations, travel and accommodation.	100% performance development objectives met on performance reviews.  100% satisfaction with citizenship ceremonies.	Effective support continues to be provided to the Mayor and CEO by support staff.  Citizenship ceremonies have been conducted when required to meet obligations under the Citizenship Act.	








### Media and Communications

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
MC01	Develop and issue media releases and posts to Council website informing the community on Council events and projects.	5.1.2. Be responsive and proactive in providing information in the public interest	Number of media releases.  Visits to Council 'Latest News' website page.	120 media releases per year.  10% increase in visits.	30 media releases were released by 25 September 2018, with a minimum of another 1 to be released by the end of the quarter.  Visits to Council 'Latest News' website page: July 220 August 456 Sept 656 <b>TOTAL for Q1: 1332</b>	
MC02	Produce and manage Council promotional materials, external and internal publications for all Council Departments.	5.1.5. Deliver Council messages in accordance with Council's Style Guide in all Council communication	Prepare Annual Report and Budget document by deadlines.  Prepare staff newsletter on quarterly basis.	100% compliance with statutory obligations.  One staff newsletter produced quarterly.	Budget documents successfully prepared by deadlines. Draft Annual Report sent to SLG for comments on 21 September 2018, with second draft sent to Audit Committee on 26 September 2018. First staff newsletter distributed on 2 August 2018.	
MC03	Manage, monitor and promote Council's social media platforms as an effective community engagement tool.	5.1.4. Improve digital platforms to improve access to information	Growth rate across all platforms	10% growth across all platforms.	Increased from 3,679 likes on Facebook on 30 June to 3,780 on 25 September 2018, being a total of 101 likes.	
MC04	Develop and implement a Council-wide Social Media Strategy.	5.1.3. Communicate Council intent and decisions to the community using effective messaging tools	Usage of social media based on strategy.	Strategy developed and adopted by 31 December 2018.	Strategy is in development. Audit of media accounts has occurred, with Media & Communications Officer to continue working towards strategy.	
MC05	Provide support to Mayor, Councillors and Officers in responding to media enquiries.	5.1.2. Be responsive and proactive in providing information in the public interest	Timely, factual and positive coverage of Council issues in various forms of media.	90% response rate within two business days of enquiry.	Over 90% of request for media support were responded to in the stipulated time frame.	



### Economic Development

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
ED1	<i>Engage and empower individuals and local businesses to develop the Burdekin economy.</i>	2.1.1. Acknowledge the contribution of individuals and business to developing the Burdekin economy	Individuals and businesses are showcased across various economic development activities.	20 businesses showcased annually across four economic development activities.	Initial planning commenced on how businesses will be showcased. Hosted KPMG stakeholder sessions on 11/9/18 as part of the North Queensland Agricultural Market and Supply Chain Study.	
ED2	<i>Encourage businesses and individuals to participate in activities to promote employment and training opportunities to young people.</i>	2.1.3. Promote employment and training opportunities to retain young people	Attendance and delivery of events to promote employment/training opportunities.	One event delivered and two events attended annually.	No progress to report this quarter.	
ED3	<i>Encourage and empower individuals and local businesses to participate in digital technology workshops/forums.</i>	2.2.1 Facilitate the provision of information to encourage a digitally connected business community to enable competitiveness	Increase in local businesses digital presence.	10% increase across all local businesses.	Information on Queensland Government Small Business Digital Grants Program distributed to Ayr and Home Hill Chambers of Commerce and Burdekin business directory. Media release distributed and also promoted on Facebook.	






ED4	Promote funding opportunities available to businesses for research and development.	2.2.2 Encourage business to invest in research and development.	Funding opportunities are identified and appropriate businesses are advised.	100% of funding opportunities flagged with businesses.	Information on grant programs distributed to the Ayr and Home Hill Chambers of Commerce and Burdekin business directory. Media releases also prepared to promote grants available. Referred one local business to the Australian Government's Northern Australia Tourism Initiative - Entrepreneurs Programme who is now working with the Tourism Business Advisor.	
ED5	Host industry breakfasts/mentoring sessions to encourage development and expansion of existing business and to encourage start-up and small businesses.	2.2.3 Support the development and expansion of existing business 2.2.4 Support projects and initiatives that encourage start-up and small business	Attendance numbers at industry breakfasts and mentoring sessions.	2% annual increase in attendance.	Hosted Burdekin Industry Breakfast on 18/7/18. Guest speaker - Greg Tonner - Cowboys CEO - Attended by 50 people. Hosted Smarts Seeds workshop to encourage innovation on 27/8/18. Attended by 12 people.	
ED6	Review and adopt new Economic Development Strategy.	2.4.1 Review and implement an Economic Development Strategy	Economic Development Strategy adopted by Council.	30 April 2019.	Commenced investigating funding opportunities to develop an Economic Development Strategy.	
ED7	Co-ordinate pre-lodgement meetings with Planning and Development and project proponents/developers.	2.4.2 Promote pre-lodgement meetings with developers to facilitate industry investment in Burdekin Shire	Number of pre-lodgement meetings held.		Held 3 pre-lodgement meetings for potential projects in the district. Provided information of development application process and grants available to support projects.	
ED8	Provide support for Ageing in Place pilot project being undertaken by Economic Development Queensland (EDQ).	2.5.2 Consider future facilities required for an ageing population	Development Management Agreement entered into with Economic Development Queensland.	31 October 2018.	Advised by EDQ that project has not been approved for funding by the EDQ Board and therefore will not be proceeding.	

ED9	Collaborate with Townsville Enterprise Pty. Ltd. (TEL) to identify, promote and implement Economic Development opportunities for the Burdekin region.	2.2.3. Support the development and expansion of existing business 2.2.4. Support projects and initiatives that encourage start-up and small business 2.3.1. Support business and industry networks 2.3.2. Assist in building an entrepreneurial culture in the Burdekin	Number of collaborative initiatives conducted with Townsville Enterprise.  Number of activities undertaken by Townsville Enterprise Pty Ltd (TEL) in accordance with service level agreement.	2 collaborative initiatives conducted annually.  Activities outlined in service level agreement are delivered by TEL.	Finalised Service Level Agreement with TEL. Continued support for the North Queensland Agricultural Market and Supply Chain study	
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## Tourism







Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
TOU1	Undertake development of a new mobile Visitor Information Centre in Plantation Park	3.3.1. Encourage increased use of community spaces and facilities 3.3.4. Welcome visitors to the Burdekin	Project completed on time & within budget.  Increase in visitation to Visitor Information Centre.	Completion by 30 June 2019 and within Works for Queensland project funding.  10% increase in visitation once operational.	Continued planning and investigations for the development of a new mobile Visitor Information Centre in Plantation Park is being undertaken by the working group.	■■■■■
TOU2	Continue membership of Townsville Enterprise and host industry forums/workshops to encourage development of tourism product.	2.2.5 Encourage and support the development of tourism product	Increased presence in regional and national tourism promotion and marketing. Number of forums/workshop held/businesses engaged with.	5% increase in visitor numbers and tourism product.	Finalised Service Level Agreement with Townsville Enterprise and commenced planning activities included in the agreement. Destination Tourism Plan workshop held on 8/8/18. Burdekin Tourism Strategy adopted by Council on 14/08/2018.	■■■■■
TOU3	Provide support to the Visitor Information Centres in Ayr and Home Hill including upgrade of IT equipment at the Centres.	2.2.5. Encourage and support the development of tourism product 3.2.1. Promote and encourage community participation and volunteerism within community organisations 3.2.2. Build capability of individuals working with community organisations 3.3.4. Welcome visitors to the Burdekin	Visitor numbers and satisfaction.  Number of tourism products that promote the Burdekin investigated and assessed.	5% increase in visitor numbers.  Five tourism products assessed bi-annually.	Monthly volunteer notices distributed. Regular visits to the centres undertaken. Volunteer family held 31/8/18 which included Mount Inkerman, Art Trail and Rusty Kettle Café.	■■■■■
TOU4	Participate in Tourism/Defence Expos.	3.3.2. Highlight the benefits of living, working and playing in the Burdekin	Number of information packs distributed to participants.	Attend three expos and distribute a minimum of 100 information packs at each event.	No progress to report this quarter.	■■■■■
TOU5	Promote the Burdekin as a business and lifestyle destination.	3.3.2. Highlight the benefits of living, working and playing in the Burdekin	Number of promotional opportunities identified and pursued.	Two opportunities per quarter.	Supported the NQ Chamber Magazine including editorial and advertisement.	■■■■■
TOU6	Source and develop new advertising opportunities to market Burdekin tourism and lifestyle e.g. Qld on Show, Qld Country Week, RegionsQ.	3.3.2. Highlight the benefits of living, working and playing in the Burdekin	Ensure participation with existing initiatives and investigate new opportunities.	Two new opportunities identified annually	Provided destination information to regional conference who visited the Burdekin on 20/8/18. Provided a welcome pack to delegates which included an Investment Prospectus and Visit Burdekin guide.	■■■■■





TOU7	Update online presence including the Tourism Website and Calendar of Events and Tourism Social Media Platforms.	2.2.5. Encourage and support the development of tourism product 5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback	New website is developed with improved content & functionality.  Number of hits and likes on sites.	5% increase in hits and likes on sites.	Commenced discussions and planning for new destination website and brand. Met with brand company and web designer.	
TOU8	Undertake projects identified in the Burdekin Tourism Strategy.	2.2.5. Encourage and support the development of tourism product 5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback	Number of action items completed within timeframes.	100% completion.	Burdekin Tourism Strategy adopted by Council on 14/08/2018. Planning commenced to undertake activities included in the action plan.	
TOU9	Host the 2019 Regional Visitor Information Centre (VIC) Volunteers Conference.	3.3.4. Welcome visitors to the Burdekin	Coordination of VIC Volunteers Conference.	Number of volunteers that attend and the amount of local product showcased.	No progress to report this quarter. Conference scheduled to be held in 2019.	
TOU10	Support the staging of the Australian Fishing Championships - Barra Series in the Burdekin	3.3.3. Encourage creative and cultural pursuits that enhance the community identity	Level of promotion received from participation in the championships.  Number of short videos developed for tourism promotional use.	Value of exposure received as a fishing destination.  Completion of two videos for tourism promotion.	Australian Fishing Championships - Barra Series Meet and Greet held on Thursday, 13 September. Supported by local businesses. Fishing competition held on Friday, 14 September. Additional information on value of exposure and videos not yet received.	
TOU11	Develop 'Sweet Days Hot Nights Festival' as a destination event for the Burdekin.	3.3.3. Encourage creative and cultural pursuits that enhance the community identity 3.3.4. Welcome visitors to the Burdekin	Attendance numbers at the event.  Feedback from sponsors of event.	5% increase in level of external visitation to the event.  80% positive feedback from sponsors.	Commenced planning for the 2019 Sweet Days Hot Nights Festival including submitting one funding application to support the event.	



### Corporate Governance

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target		
G1	Implement Improvements to Council's Delegation Registers and Supporting Systems.	5.3. Commitment to continuous improvement, customer service and accountability 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Implement agreed actions from internal audit focusing on delegations register within agreed timeframes.	Delegation Registers updated within one month of Local Government Association of Queensland updates.  Operational Standard developed and adopted by the Senior Leadership Group by 30 August 2018.	A draft Operational Standard for Delegations Management is under development. LGAQ has recently released a delegations update advice (as supplied by King and Co) however these updates have yet been applied to Council's delegations register. It is expected that the delegations register will be updated in the next quarter and a report prepared for Council. The appointment of the new Governance Support Officer will assist with completing this activity.	
G2	Co-ordinate Council's Complaints Management System.	5.3.1. Demonstrate open and transparent leadership 5.3.3. Adhere to the governance framework and public reporting systems 5.3.5. Improve methods of service delivery to the community based on innovation, feedback and review processes	Efficient and timely response to complaints.  Prompt entry of complaints into the Customer Request Management system.	90% of complaints closed within one month of receipt.	There have been no formal complaints received in this quarter.	
G3	Coordinate Council's Public Interest Disclosure Investigations and Training.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations 5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Meet statutory obligations to assess all complaints against Public Interest Disclosure criteria.  Comprehensive training provided to all staff and councillors.  Effective management, investigation and referral of any Public Interest Disclosure matters.	100% of complaints assessed against Public Interest Disclosure criteria.	There have been no formal complaints received in this quarter and no PIDs received. There has been no PID training delivered during this quarter.	

G4	Manage Council's Policy review-Monitor and update Council's Policy Register including assisting with updating existing policies and developing new policies.	5.1.3. Communicate Council intent and decisions to the community using effective messaging tools. 5.2.1. Demonstrate the Council's strategic direction to government, business and the community through strong leadership and advocacy	Policy register maintained accurately.  Monthly reminders to relevant officers as policies become due for review.  New policies developed and adopted according to changes in requirements.	100% of policies reviewed and updated.	Council reviewed and adopted 8 revised policies and 5 new policies during the quarter. In adopting the new Community Assistance Policy, council repealed a number of older policies and incorporated them into the new Community Assistance Policy. The Policy register has been accurately updated with all relevant changes. 89% of Council's existing policies have been reviewed and updated. Of the remaining 11%, the majority are in the consultation phase and are being updated or replaced.	
G5	Oversee the completion of energy efficiency initiatives for Council Administration Building, Burdekin Memorial Hall and Jones Street Depot.	4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Completion of projects.	31 March 2019.	Obtaining quotes for design and documentation for 100 kW solar panel installation on Council Chambers roof (Works for Queensland 2 Project)	
G6	Effectively manage Council's Aerodrome including management of leases and upgrade of electricity networks to improve marketability.	3.3.1. Encourage increased use of community spaces and facilities	Finalise design, tender process and construction of new electricity network for Ayr Aerodrome.	30 June 2019.	Transfer of one lease at Ayr Aerodrome currently being processed. Electricity upgrade project completed.	
G7	Ensure the optimal use of public land through Council's lease program.	3.3.1. Encourage increased use of community spaces and facilities	Up to date leases.	100% of leases are up to date.	Renewal of following leases finalised: Burdekin Rugby League Inc; Home Hill Choral Society. Following leases in process of being renewed: Burdekin Junior Rugby League Inc; Bruno Wyburg (Agricultural Lease - Millaroo Airstrip); Burdekin Community Association (The Support Centre). Preparation of new lease for Burdekin Singers and Theatre Co Inc over "Opera House" in Ross Street finalised and awaiting signatures.	
G8	Provide access to Council documents in accordance with the Right to Information Act and Information Privacy Act.	5.1.2 Be responsive and proactive in providing information in the public interest	Open provision of appropriate information. Number of applications processed.	100% of applications processed accurately.	One application processed under Right to Information Act	
G9	Facilitate the review and update of Local Laws where necessary.	5.3.3. Adhere to the governance framework and public reporting systems	Changes made to local laws to reflect changes to legislation or community need.	100% compliance with agreed timeframes and methodology	No changes made to Local laws.	

G10	Coordinate Council's Insurance Program to manage risks associated with Council operations and assets.	5.3.3. Adhere to the governance framework and public reporting systems	Appropriate and timely insurance policies in place.	100% of Insurance products reviewed.	Completed process and implemented insurance renewals for 2018-2019	
G11	Coordinate and project manage Council's external funding applications.	1.1.2. Prioritise infrastructure projects that will contribute to liveability and growth in the Burdekin 1.2.5. Provide sporting, recreational, parks, playgrounds and aquatic facilities that meet the needs of our community 5.3.2. Ensure Council's financial position is effectively managed	Funding opportunities identified and prioritised in a timely manner.  High quality funding applications submitted. Accurate and timely acquittal of grant funds.	100% of applications submitted on time.  100% of acquittals submitted accurately and on time.	Eight external funding opportunities were identified and applications submitted within required timeframes.  Of the 8 applications, 2 applications were successful and advice is pending on the remaining 6 applications.  All required acquittals were submitted within the set timeframes and accepted by the funding bodies during this period.	
G12	Co-Ordinate RADF (Regional Arts Development Funding) Program.	3.1.6. Provide ongoing support for art, culture, youth, seniors, and welfare. 3.3.3. Encourage creative and cultural pursuits that enhance the community identity	Ensure RADF funding supports local artists and arts and cultural activities, provides opportunities for participation in cultural and arts activities and contributes towards achieving locally determined and government priorities.	Appropriate support provided to applicants. Funds allocated in a fair and transparent manner. Acquittals received and processed in a timely manner.	Advice received from Arts Queensland that Council's application for RADF funds of \$30,000 for 2018/2019 year was successful. No RADF funding rounds advertised in the period. Four (4) acquittals received and processed in a timely manner.	
G13	Administer Council's Revenue Financial Assistance Program (Interest Free Loans).	3.4.2. Support sporting organisations in providing opportunities for physical activity. 5.3.2. Ensure Council's financial position is effectively managed	Effective, fair and transparent administration of funds. Timely action taken to recover owed funds.	Appropriate support provided to applicants. Funds allocated in a fair and transparent manner. Acquittals received and processed in a timely manner.	No "Interest Free Loan" applications received in the period. One acquittal received and processed in a timely manner.	





### Customer Service Activities



Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
CS1	Review and update the five year Customer Service Strategy.	5.1. Strong engagement with the community	Completion of five year Customer Service Strategy.	31 March 2019.	Not yet commenced.  1st July to mid September is CSC busiest time (Animals and Rates).  Coordinator will schedule projects and allocate work for CSC staff.	
CS2	Review and update the Customer Service Centre Charter	5.1. Strong engagement with the community	Completion of Customer Service Charter.	31 March 2019.	Not yet commenced.  1st July to mid September is CSC busiest time (Animals and Rates).  Coordinator will schedule projects and allocate work for CSC staff.	
CS3	Conduct review of the Technology One Customer Request workflows and update as required.	5.1.3. Communicate Council intent and decisions to the community using effective messaging tools	Number of customer request workflows reviewed.  25% of workflows to be reviewed and updated each quarter.	30 June 2019.	There are 41 CRM categories to be reviewed.  13 CRM categories have already been completed (31%)	
CS4	Maintain and deliver performance to achieve established Customer Service Delivery KPIs.  Capture statistical data on call answering performance for the Customer Service Centre and individual agents.	5.3.5. Improve methods of service delivery to the community based on innovation, feedback and review processes	Maintain service level of 80% of all calls answered within 20 seconds.  Record and measure abandonment rate of calls within the centre.  Record and measure average answer call rate.  Monitor incorrect call code allocation for error rate (Non-compliant).	Minimum 80% Service Level.  Abandonment rate less than 5%.  Achieve average call rate of less than 20 seconds.  Error rate to remain below 5%.	Service Level - 81.97%  Abandonment rate - 5.2%  Average answer call rate - 14.8 seconds  Call codes Non-compliance - 4%	
CS5	Produce monthly Customer Service Centre statistical reports for distribution to Senior Management.	5.3.5. Improve methods of service delivery to the community based on innovation, feedback and review processes	Generate monthly reports to be completed within 10 days of the end of the month and sent to Senior Leadership Group on schedule.	12 Reports.	Three reports have been completed and distributed. (July, August and September 2018)	
CS6	Undertake a Community Customer Service satisfaction survey on Council Services.	5.1. Strong engagement with the community	Comprehensive report with findings from Survey to go to Senior Leadership Group.	30 June 2019.	Project has commenced. Reviewing all departmental questions for relevancy.  Project on schedule.	



### Information and Communication Technology

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
ICT1	<i>Undertake the annual review of the ICT strategy, policies and plans to support Council's operational and future business needs.</i>	1.5. Effectively employ technology 1.5.1. Support and improve Council's business performance through information and communication technologies 1.5.2. Deliver reliable, innovative and effective ICT solutions to enable Council's business transformation	Completion of the annual review for the ICT strategy and updated road map to reflect improvements and recommendations.  Number of ICT policies and operational standards reviewed and updated in accordance with the review schedule and as required to support new initiatives.	30 April 2019.        25% of policies and operational standards reviewed per quarter.	Recommendations from 2017/2018 review have been included in 2018/2019 Operational and Capital projects.  Business case and Road map currently being developed to support transition of Council's corporate software Technology One to a Cloud based platform to enhance business processes and Customer experiences.  New "Enterprise Mobility and BYOD" and "Information Security" policies were adopted in August 2018.  A new "Camera Surveillance" policy was adopted in August 2018 and rescinds the previous "Closed Circuit Television" policy.  A new "Information Security Controls" standard was approved in September 2018.	
ICT2	<i>Ensure the ICT Governance and Risk Management Framework is supported and aligns itself with Council's ICT Strategy, Risk Registers and the current ICT architecture.</i>	5.3.3. Adhere to the governance framework and public reporting systems	Number of meetings held for the ICT Steering Committee.  Number of meetings held for the Information Security Committee.  Annual review of the ICT section risks within Council's Corporate Risk Register are updated and actions completed in line with documented mitigation	Four meetings held annually.  Four meetings held annually.  Annual review completed by 30 April 2019.	These Committees are being reviewed by the Executive Leadership Team with the intent of combining the committees.  No meetings held for the quarter.  Not commenced	




ICT3	Ensure the effective management of Council's business systems and software.	<p>1.5. Effectively employ technology</p> <p>1.5.1. Support and improve Council's business performance through information and communication technologies</p> <p>1.5.2. Deliver reliable, innovative and effective ICT solutions to enable Council's business transformation</p> <p>5.3.2. Ensure Council's financial position is effectively managed</p>	<p>ICT infrastructure and networks availability is maintained in accordance with approved service levels.</p> <p>Business system availability is maintained in accordance with approved service levels</p> <p>Percentage of business system sub-plans reviewed in accordance with the ICT disaster recovery Plan.</p> <p>All disaster recovery sub-plans for new and upgraded business systems are developed and included on the testing schedule.</p> <p>Undertake system testing as per the ICT Disaster Recovery Plan and testing schedule.</p>	<p>95% or better up time during agreed operational hours</p> <p>95% or better up time during agreed operational hours</p> <p>100% of disaster recovery sub-plans for critical systems tested annually.</p> <p>100% of all new systems implemented to have a disaster recovery plan and included on the testing schedule.</p> <p>80% completion.</p>	<p>100% uptime for core ICT infrastructure and network. Ongoing radio link issues affecting the Ayr Water and Waste Water Treatment plants due to interference.</p> <p>Approximately 97% uptime for Email, 99.9% uptime for the Internet and websites, 99% uptime for the telephone system and after-hours call service and 100% uptime for all other business systems.</p> <p>No disaster recovery sub-plans tested in Q1.</p> <p>No new systems implemented in Q1</p> <p>Not commenced.</p>	
ICT4	Ensure the effective delivery of ICT Projects in accordance with Asset management plans and budgetary requirements to support Council's ICT architecture.	<p>1.5. Effectively employ technology</p> <p>1.5.1. Support and improve Council's business performance through information and communication technologies</p> <p>1.5.2. Deliver reliable, innovative and effective ICT solutions to enable Council's business transformation</p> <p>5.3.2. Ensure Council's financial position is effectively managed</p>	<p>Development of the capital projects work plan and successful completion of projects on time and within budget as per the schedule.</p> <p>Development of the operational projects work plan and successful completion of projects on time and within budget as per the schedule.</p> <p>- End-user computers - Photocopiers/printers - Mobile devices</p>	<p>100% completion</p> <p>100% completion</p>	<p>ICT Capital Project workshop has been held. Project managers and time frames for completion have been agreed.</p> <p>Capital projects are on schedule.</p> <p>The photocopier/printer replacement schedule for 2018/2019 has been completed. The following photocopiers have been replaced:</p> <ul style="list-style-type: none"> <li>• Store</li> <li>• Budgeting</li> <li>• Water/Waste Water</li> </ul> <p>All other operational projects are on schedule.</p>	

ICT5	<i>Introduce new technologies to support the ongoing improvement and functionality of Council's website to meet the needs of Council and the community.</i>	5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback 5.1.3. Communicate Council intent and decisions to the community using effective messaging tools 5.1.4. Improve digital platforms to improve access to information	Development of a long-term website strategy and road-map.  Submission of a business case to support recommendations for a new platform for delivering web services to Council and the community.  Implementation of the new platform on time and within budget.	31 January 2019.  31 October 2018.  30 April 2019.	Website workshop has been held on the 5th September 2018. Feedback has been sought from participants.  Information gathered will be considered when compiling the Request for Quotation for the hosting of the website by an external provider.  This project is on schedule.	
ICT6	<i>Provide effective customer support of Council's business systems and software.</i>	1.5.1. Support and improve Council's business performance through information and communication technologies 1.5.2. Deliver reliable, innovative and effective ICT solutions to enable Council's business transformation	Percentage of Help Desk requests responded to and resolved in accordance with agreed service levels.	85% of requests responded to and resolved in accordance with agreed service levels.	Tickets created - 652  Tickets Closed - 605  Completion rate 92.7%.	



## Human Resources



Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
HR1	Manage and Deliver Council's payroll- effectively and on time.	5.4. Create a workplace that is regarded as an 'Employer of Choice'	Measure the accuracy and efficiency of the payroll system to ensure it reflects low incidence of error.  Number of payrolls within the quarter processed within acceptable time frame.	Less than 2% error margin.  100% of payrolls processed within pre determined timeframe (2pm Wednesday fortnightly).	7 x Payrolls processed with no issues or errors.  100% payrolls processed prior 2pm pre-determined timeframe	
HR2	Ensure remuneration and benefits for workforce are in line with new Industry Award and Certified Agreements (CA).	5.4. Create a workplace that is regarded as an 'Employer of Choice'	All process, procedures, wage scales, penalties and allowances are updated in our HR Software to reflect the changes with the new Industry Award, IR Act and Certified Agreements (CA).	1 July 2018 or upon certification of Certified Agreement.	100% completed.  All new conditions now in payroll system. No issues have been notified.	
HR3	Review content and update statistical information for the quarterly workforce data reports.  Deliver workforce data reports that meet Council's requirements and highlights workforce trends to inform workforce planning.	5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Completion of review of the quarterly workforce management data statistics report and new report presented to Senior Leadership Group.  Workforce Data Reports completed on time and forwarded to the Senior Leadership Group for review.	31 January 2019.  Four quarterly reports.	New organisational structure has been updated and configured for the new monthly and quarterly reports.  1st Qtr report still yet to be completed  Workforce Data Reports for external agencies not yet due.	
HR4	Undertake a full review of recruitment processes including all policies, procedures and forms from start to finish.	5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Completion of recruitment process review and development of action plan.	31 March 2019.	Project has been allocated resources and preliminary research has begun. On schedule.	
HR5	Provide a framework for the management of work related injuries including the facilitation of workers compensation claims and return to work programs.	5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees	Review work practices for the management of workplace rehabilitation claims for continual improvement opportunities and support an early return to work from injury.	100% of all Workers Compensation claims recorded and statistics included in monthly Work Health and Safety Reports.  95% of Worker Compensation claims returned to work on suitable duties and then fully integrated back into the workforce.	Three Workers Compensation Claims recorded and reported for the quarter  Two Employees have returned back to full duties and one employee is still on sick leave.	

HR6	Manage employee leave accruals in accordance with Industrial Agreements.	5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees.	Report to Senior Leadership Group quarterly on staff accruals and to Council in October and April of each year.  Annual leave balances to be monitored between seven and 10 weeks accrual and leave plans established.  Long service leave balances to be monitored between 13 weeks and 26 weeks accrual and leave plans established.	Four quarterly reports Two bi-annual reports.  100% of leave plans established for employees with excess leave accruals above acceptable leave balances.  90% of workforce to be under acceptable leave balances.	Quarterly report completed and sent to Senior Leadership Group.  Bi-annual report being prepared.  Excess leave letters sent to relevant employees September 2018.	
HR7	Investigate and implement an effective Performance Development Program to enhance Operations and provide support and feedback to personnel	5.3.5. Improve methods of service delivery to the community based on innovation, feedback and review processes 5.4. Create a workplace that is regarded as an 'Employer of Choice' 5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Approval of Performance Development Framework.  Creation of an implementation plan for the commencement of the new Employee Performance Development Program including consideration of ICT requirements.	31 March 2019  30 April 2019.	Project team appointed.  Research has begun and feedback has been sought.	
HR8	Provide Human Resource assistance and advice.	5.4. Create a workplace that is regarded as an 'Employer of Choice' 5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Development and maintenance of operational standards, processes and training that are consistent with relevant legislation.  Attendance at relevant HR workshops, networks and IR updates to ensure compliance.  Provide training information to help and assist Supervisors and employees in relation to these matters.	31 January 2019.  Attendance at two workshops/conferences on HR and performance development.  60% of employees at a Supervisory level to complete performance management training.	Reviewed and adopted at SLG the following operational standards/policies: <ul style="list-style-type: none"><li>• Bullying Anti-Discrimination and Sexual Harassment Policy</li><li>• Bullying Anti-discrimination and Sexual Complaint Operational Standard</li><li>• Corporate Dress Presentation</li><li>• Drug and Alcohol Operational Standard</li><li>• Extended Leave Form</li></ul> No conference or workshop attended to date.  Training will be undertaken as part of ongoing Human Resource projects.	



### Safety and Quality

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
<b>Safety</b>						
SQ1	Ensure compliance with Council's Safety Management System.	5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees 5.4.4. Implement an effective health and safety management system	Timely Completion Monthly Action Plans.  Completion of Workplace Hazard Inspections in accordance with the Hazard Inspection Matrix Schedule.  Lost time injury rates are recorded and monitored for trends.	90% completion by due date.  90% completion as per schedule.  Minimum of 10 monthly review and analysis via Monthly Report.	87% completion rate. Following up on outstanding MAPS.  94% complete. 5 hazard inspections have been carried over to following month, expected to be completed within new timeframes.  Only one report completed. August/September to be completed by 13th October prior to next WH&S Committee meeting.	
SQ2	Complete Annual audit of Safety Management System.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations 5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees 5.4.4. Implement an effective health and safety management system	Completion of full system audit of Council's Safety Management System.  Achievement of benchmark score required by Jardine Lloyd Thompson for certification.	30 April 2019.  70% - Bronze or better benchmark score.	Not yet commenced	
SQ3	Maintain fire safety compliance for Council workplace buildings classed as high occupancy buildings.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations 5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees 5.4.4. Implement an effective health and safety management system	Evaluate and review emergency plans for high occupancy buildings - Chambers - Library - Theatre - Memorial Hall - Showgrounds Hall - Multipurpose Shelter.	100% of emergency and evacuations plans are reviewed and updated by 30 June 2019.	The complete Emergency Evacuation plans are due to be reviewed once the evacuation diagrams have been updated as they form a major component of the review. Due to low staffing numbers in the Design Office the diagrams have not been completed at this time. Design Office have committed to undertaking this task and ensuring its completion and compliance by end of October 2018.	
SQ4	Conduct health and wellbeing programs during October 2018 for Safe Work month.	5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees	Delivery of Safe Work Month Program during October 2018.  Summary of activities and participation as part of the monthly report.	31 October 2018.  30 November 2018.	Not yet commenced.  Suggested Safe Work Month (October) activities: BBQ Breakfast Inspirational guest speaker from Parapelagic Benefit Fund (PBF Australia) - Safety as a "core" value running 3 sessions for employees.	

SQ5	Maintain asbestos compliance for buildings by undertaking asbestos condition assessments and updating asbestos registers for all Council workplace buildings.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations 5.4.3. Maintain Council's commitment to ensure a safe and healthy work environment for all employees	Completion of review and update of Asbestos Management Plan.  Completion of review of condition assessment and Asbestos Management Plan completed.	31 December 2018.  31 December 2018.	No additional work has been done on this project.  Not yet commenced.	
<b>Quality</b>						
SQ6	Undertake audits to ensure continued certification of Council's Quality Management System.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Completion of internal audits in accordance with the quality management system audit schedule.  External certification of Quality Management System.	90% completion as per schedule.  30 June 2019.	Review of non-conformance action plan with Certex and successful transition from the 2008 to 2015 standard has been achieved.  Certification certificate received in September 2018 and next audit review by Certex will be in November 2018 to review the progress of the CDMS document control system.  March 2019 is the scheduled date for the re-certification audit. Planning for this will commence early 2019.	



### Training Activities

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
TR1	Develop and maintain the 2018/2019 Training Plan and ensure that skills and qualifications required by legislation are maintained/updated.	5.2.3. Build effective leadership and management capability 5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Number of qualification / skills training provided.  Provide monthly reports on training and development activities.	98% compliance.  12 reports completed and sent to management for review.	2701 files, 53 expired = 98.03%.  Monthly Reports completed and up-to-date.	
TR2	Develop and implement a Corporate Professional Development Program.	5.2.3. Build effective leadership and management capability 5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Corporate Skills register reviewed and updated and aligns with all current and new position descriptions.  Plan and co-ordinate Council's training schedule to ensure skill and legislative compliance requirements are met. Training schedule designed to meet Council's training requirements.  Number of reviews of position descriptions and training requirements updated to reflect all mandatory and desirable training	Review completed - December 2018.  Less than 5% of training overdue or expired.  10 position descriptions reviewed each quarter.	Skills Gap Analysis Project started.  < 2% Skills Expired.  Position Descriptions to be reviewed in Skills Gap Analysis Project. Project team appointed to update PDs to reflect Essential & Desirable Skills	
TR3	Facilitation of traineeships, apprentices and work experience opportunities.	5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Submit LGAQ "bid" allocation for trainees in line with proposed budgetary limitations.  Number of apprentices engaged.  Number of work experience students engaged at Council each quarter.	Minimum of five traineeships.  Minimum of one apprentice.  Three work experience students per quarter.	LGAQ application submitted for five (5) trainees/apprentices for 2019.  Still waiting for confirmation.  17 x Work Experience Students attended several locations throughout Council (July - September 2018).  Currently have the following filled positions for 2018: 3 x Business Administration Trainees 3 x Water & Waste Water Trainees 2 x Civil Trainees 5 x Apprentices (4 Diesel Fitter, 1 Plumbing) 2 Cadets (1 EHO, 1 Engineering)	



### Local Disaster Management Activities




Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
LDMG1	<i>Local Disaster Management Plan and Sub-Plans are reviewed and updated annually.</i>	3.5. Build a robust and resilient community 3.5.1. Co-ordinate and facilitate disaster planning and preparedness to reduce the impact of disaster events.	Review 100% of plans and sub-plans.	30 June 2019.	Sub plans reviewed and sent to LDMG for feedback 14th September 2018: a. Airport Emergency b. Community Information and Warnings c. Evacuation d. Transport e. Tsunami Response  Sub plans currently being reviewed: a. Communications b. Public Health  Activity on schedule.	
LDMG2	<i>Facilitate Local Disaster Management Group meetings as identified in the Local Disaster Management Plan.</i>	3.5.2. Support the Burdekin Local Disaster Management Group to ensure effective decision making during disaster events	Minimum of seven meetings to be held per year.	Five meetings between October 2018 to April 2019.  Two meetings (October 2018 to April 2019).	First LDMG meeting held 14th September 2018.  Next Scheduled LDMG meeting 26th October 2018	
LDMG3	<i>Participate in a Disaster Management exercise annually and/or disaster activations as required and evaluate response capability.</i>	3.5.2. Support the Burdekin Local Disaster Management Group to ensure effective decision making during disaster events 3.5.3. Partner with the District Disaster Management Group and the State Disaster Management Group.	Disaster Management Exercise or Activation - Meets all requirements on time and in an efficient and coordinated approach.	Minimum of one annual exercise undertaken and/or coordinated activation of a disaster event.	Not yet commenced.  The Townsville District Disaster Management Group is coordinating an Evacuation exercise.  Date and time TBA.	

LDMG4	Coordinate systems that support disaster planning and preparedness.	3.5. Build a robust and resilient community	<p>Provision of training to Local Disaster Management Group members to meet the Queensland Disaster Management Framework training requirements.</p> <p>Update and implement effective disaster management and response capability systems (Guardian Software and Emergency Dashboard).</p> <p>Maintain currency with software systems by attendance at Guardian User Group and Training workshops.</p> <p>Implement community education and awareness initiatives by attendance at Community functions - Water and Harvest Festivals, school programs, street stalls.</p>	<p>Overall 90% training completion across the Local Disaster Management Group core membership.</p> <p>100% of software updates installed and current version applied with less than 5% downtime of the Emergency Dashboard.</p> <p>100% attendance - Local Disaster Coordinator and Disaster Management Officer.</p> <p>Minimum of two Community engagement activities per year.</p>	<p>Review underway with QFES Emergency Management Coordinator. Training will be scheduled prior to "wet season".</p> <p>Emergency Dashboard operational. Currently working with QITplus to allow the Community to "opt" into alerts.</p> <p>Guardian training scheduled for October 2018.</p> <p>Attended the Guardian User Group August 2018 - Eileen Robinson and Warren Francis</p> <p>Attended and held a disaster management stall at the Burdekin Water Festival. Stall showcased the Emergency Dashboard and also promoted "being prepared".</p> <p>Information packs were given to the community including Emergency Dashboard wristbands and lanyards.</p>	<span style="color: green;">●</span>
LDMG5	Review of Community Recovery Plan and Priorities completed as a priority.	3.5. Build a robust and resilient community 3.5.2. Support the Burdekin Local Disaster Management Group to ensure effective decision making during disaster	<p>Review and update of the Community Recovery Plan completed.</p> <p>Workshops and community engagement held with senior officers and community members.</p>	<p>Finalised January 2019</p> <p>31 December 2018.</p>	Planning phase.	<span style="color: orange;">●</span>
LDMG6	Flood Warning System (Queensland Reconstruction Authority Investment Plan) improvement installations completed on time and within budget.	3.5.1. Co-ordinate and facilitate disaster planning and preparedness to reduce the impact of disaster events.	<p>Successful grant application.</p> <p>Appointment of contractor</p> <p>Flood Warning System improvement installed and completed.</p>	<p>31 July 2018.</p> <p>April 2019.</p> <p>30 June 2020</p>	<p>Successful grant application.</p> <p>Planning phase.</p>	<span style="color: orange;">●</span>
LDMG7	Approve and manage all Local Burdekin State Emergency Services operations including material and associated costs relating to all State Emergency Services buildings and plant.	3.5.1. Co-ordinate and facilitate disaster planning and preparedness to reduce the impact of disaster events.	<p>Adopted budget for all 2018-2019 State Emergency Services operations.</p> <p>Application for all State Emergency Services funding opportunities submitted on time.</p>	<p>1 July 2018.</p> <p>Number of funding application submitted (approved/not approved)</p>	<p>OBUD complete.</p> <p>Review of the State Emergency Services MOU. Feedback provided.</p> <p>One grant application submitted for SES through QFES - Foundation for Rural and Regional Renewal's small grants for rural communities program (\$5000).</p>	<span style="color: green;">●</span>



### Community Services

Ref	Activity	Link to achieving Corporate	How we will measure our performance	2018-2019 Target	Comments	
CD1	Review Council's Community Services Delivery Framework to ensure alignment with community needs.	5.3.5. Improve methods of service delivery to the community based on innovation, feedback and review processes	Review and report to Council.	30 April 2019.	Community Development Team meetings held to discuss the alignment of work against the framework. Draft community profile document being finalised.	
CD2	Facilitate and arrange community events.	3.2.3. Support key community events 3.3.3. Encourage creative and cultural pursuits that enhance the community identity	Successfully host events and increase attendance numbers.	Community events to be conducted within agreed timeframes and budget.	Seniors Week Luncheon held on Friday 17th August - 64 tickets sold	
CD3	Coordinate sport and recreation forums and workshops.	3.2.2. Build capability of individuals working with community organisations	Number of forums/workshops held.	Increase in number of forums/workshops.	No forums/workshops during this quarter.	
CD4	Provide the community with access and improved services to cultural venues through the efficient management of the Burdekin Theatre, Burdekin Memorial Hall, Ayr Showgrounds Hall.	3.3.1. Encourage increased use of community spaces and facilities 3.1.6. Provide ongoing support for art, culture, youth, seniors, and welfare.	Number of events held.	Increase in number of events.  Increase in number of attendees at events.	The number of shows and events presented at Cultural Venues have increased. The Burdekin Theatre venue has also been promoted as a wedding venue utilising the foyer and forecourt. The Theatre recently hosted a very successful wedding, the first in many years. Number of events & attendees in 1stQ Burdekin Theatre - 21 events, 4,839 attendees Ayr Showground - 4 events, 3,475 attendees Memorial Hall - 36 events, 1,805 attendees	
CD5	Provide financial and in-kind support to recognised community events through Community Assistance Program.	3.2.3. Support key community events	Number of events/organisations supported and amount of financial & in-kind resources provided.	Provide financial and in-kind support to local events.	Provided financial & in-kind support to eight community organisations through the first round of the Community Grants program	
CD6	Facilitate and provide ongoing support for the Burdekin Youth Council and organise regional youth events.	3.1.6. Provide ongoing support for art, culture, youth, seniors, and welfare.	Meetings attended and support provided.	10 Youth Council meetings held annually.  One Regional Youth Event run annually.	Three Youth Council meetings held in this quarter. Support Burdekin Water Festival with meet & greet function with special guest runner-up of The Voice 'Ayden' and Water Festival Mardi-gras	
CD7	Facilitate and provide ongoing support for Seniors.	3.1.6. Provide ongoing support for art, culture, youth, seniors, and welfare.	Coaching and facilitation on an ongoing basis toward delivering identified objectives of the Burdekin Senior Advisory Group.	Members feedback and achievement of objectives.	The Burdekin Senior Advisory Group hosted the Seniors Week Luncheon at the Theatre Foyer on 17/8/18. 60+ Seniors attended the event.	

CD8	Provide ongoing support for identified community welfare organisations within the shire including the Burdekin Community Association and Burdekin Neighbourhood Centre.	3.1.6. Provide ongoing support for art, culture, youth, seniors, and welfare.	Manage donations and in-kind support to Burdekin Community Association and Burdekin Neighbourhood Centre and other welfare groups.	Within budget.	Provided the annual donation and in-kind support to the Burdekin Community Association in this quarter.	
CD9	Adopt and deliver Burdekin 10 Year Sport & Recreation Plan.	3.1.3. Encourage equitable access to facilities 3.1.7. Build active communities by delivering programs around sport, recreation, parks, playgrounds and aquatic activities that promote regular physical activity as well as individual and community wellbeing 3.3.1. Encourage increased use of community spaces and facilities	Delivery ANZAC Park Precinct Master Plan.	30 April 2019.	Planning has commenced to undertake the Anzac Park Precinct Master Plan prior to 30th April, 2019.	
CD10	Identify and deliver community programs or activities that achieve outcomes for the Burdekin Residents.	5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback	Source funding and partner to deliver key community events/programs - Women's Week - Get Out Get Active - Volunteers Expo  Conduct Health and Fitness Expo.  Extension of Burdekin Be Active Trail completed.	Funding sourced, number of events/programs delivered, attendance figures.  30 June 2019.  30 June 2019.	No community events/programs delivered during this quarter.	



### Library Activities




Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
L01	Review of Library Management System to ensure efficiency and appropriateness to needs.	3.3.1. Encourage increased use of community spaces and facilities	Review completed and recommendations made for upgrade of existing Library Management System or move to new Library Management System.	Fourth quarter.	Investigation underway	
L02	Engage with the community at all levels through events and regular programs throughout the year and where possible in partnership with other agencies.	3.3.1. Encourage increased use of community spaces and facilities	Run special events such as Children's Book Week.  Conduct: storytelling sessions school holiday activities messy play days library visits	At least eight special events run per year.  Weekly activities.	On target Jeremy Scott Author talk held on the 20th September Inaugural Seniors Week Expo successfully held 22nd September. 23 expo stalls; approx 250 attendees. Feedback provided supported the event to be held again. September school holidays events well attended	
L03	Prepare collection development guidelines for the Local History Collection.	3.3.1. Encourage increased use of community spaces and facilities	Guidelines prepared.	Fourth quarter.	Guidelines nearly completed	
L04	Offer technology training to the community.	3.3.1. Encourage increased use of community spaces and facilities	Provide technology learning sessions.	At least eight sessions provided for seniors.	On target - 3 successful events held this quarter	
L05	Develop a plan to increase usage of the Ideas @ 108 space.	3.3.1. Encourage increased use of community spaces and facilities	Increase use of technology provided in Ideas @ 108 space.	Increased number of technology sessions provided	Technology sessions included in school visits	
L06	Update the Current Burdekin Library Strategic Plan incorporating community consultation.	3.3.1. Encourage increased use of community spaces and facilities	Update five year Strategic Plan.	30 June 2019.	Work has commenced on this plan	



### Financial Management Activities

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
<b>Council Budgets</b>						
FM1	Prepare and deliver Council budgets (including revised budgets) in accordance with statutory requirements.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Presentation of Council budgets by agreed timeframes.	Presented to Council by 30 June 2019.	First Revised budget preparation in progress.	
FM2	Report actual performance against budget to Council monthly.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Preparation of monthly reports by the Council meeting agenda deadline each month.	Monthly.	June, July and August monthly reports submitted and approved by Council within deadlines.	
<b>Annual Financial Reporting including external audit</b>						
FM3	Prepare and deliver proposed annual Financial Statements in accordance with legislative and accounting standards requirements and within the agreed external audit plan timeframes.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Presentation of Financial Statements within the agreed external audit plan timeframes.  Accurate proposed Financial Statements can be measured based on audit committee and external auditor queries.	As per the agreed external audit plan.	Draft Financial Statements submitted to the audit committee within agreed timeframes. Draft Financial Statements, workpapers and other requested documentation submitted to auditors within agreed timeframes.  Feedback from audit committee and auditors at the audit committee meeting was positive and only a few minor amendments to the financial statements were proposed.	

FM4	Coordinate external audit of Burdekin Shire Council as required by Queensland Audit Office.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Feedback from external auditor on performance of audit process.	As per the agreed external audit plan.	Final audit of Council's financial statements was undertaken during September as per the agreed audit plan.  Auditors feedback was positive.	
<b>Returns to external bodies</b>						
FM5	Coordinate and complete Local Government Comparative Data Return.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Submission of the comparative data return by the Department of Local Government, Racing and Multicultural Affairs target date.  Accuracy can be measured by queries from the department.	31 October 2018.	Department delayed issuing the return and due date is now 16 November. Preparation of return to commence in October.	
FM6	Coordinate and submit 10 year financial forecast to Local Government Department.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance	Submission by the target date.	31 August 2018.	The ten year financial forecast was lodged with the Department within agreed timeframes - due 14 September.	
FM7	Prepare and lodge all necessary statutory/legislative returns	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Returns to be lodged by the target dates.	30 June 2019.	Financial information was provided for two statutory returns - Library Statistical Return and State Wide Water Information Management within agreed timeframes.	
<b>Prominent Organisational Tasks within Financial Services Area</b>						
FM8	Maximise recovery of outstanding sundry debtors.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Review of aged debtors particularly those in 60 and 90 days.	Level of outstanding debtors in 60 and 90 days.	The sundry debtors are reviewed monthly. Balances at 30 September were:  60 days \$11,271 90 days \$ 1,880	

FM9	Monitor and maintain corporate financial systems for user operability.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems. 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	User support provided in a timely manner.	Annual surveys.	Survey of TechOne users was undertaken in June. Plan for addressing the results currently being developed.  Updating reporting for Enterprise Budgeting and restructure currently in progress.	
FM10	Administer existing and new external and internal loan borrowings.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems. 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Borrowing repayments paid by due date and new loans drawn down by agreed target dates.	Quarterly.	Borrowing repayments paid by due date and there are no new loans.	
FM11	Co-ordinate/provide information for external audit projects undertaken by Queensland Audit Office.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance	Timeliness of response to Queensland Audit Office requests and results of audits if applicable.	Ad hoc as required.	No additional external audits undertaken by Queensland Audit Office.	



### Rates Section Activities

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
R1	Maintain the property and rating database to ensure a high level of accuracy.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Number of instances of errors brought to the attention of Council.	Less than 10 instances.	Valuation amendments - 74 Valuation/Rating Category Objections - 3 Property transfers - 137 Other transfers/memos - 19 Service address amendments - 130 Rates Searches - 79 Land Use changes due to Building & Plumbing applications - 59 Pensioner applications (new/sold properties) - 105 New/replaced/removed water meters - 50 Garbage bin service adjustments - 41 Rates refunds/transfers/standing donations - 80 Dishonoured cheques - 0 Undetected water leak adjustments - 6 Returned Rate Notices - 37 All maintenance completed in a timely manner within set timelines, nil errors.	<span style="color: green;">●</span>
R2	Issue timely and accurate rates and charges notices.	5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Notices issued within agreed timeframes. Number of instances of inaccurate notices issued.	Issued by 30 June 2019. Less than 10 instances of inaccurate notices.	9,229 annual rate notices issued 03/08/18 - 1 notice required a pension rebate amendment	<span style="color: green;">●</span>

R3	Maximise recovery of overdue rates and charges and implement an updated Rate Recovery Policy with an emphasis on more timely follow up action on overdue rates from Reminder Notices through to Sale of land for Arrears of Rates.	5.3.2. Ensure Council's financial position is effectively managed. 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Compare the rate arrears percentage as at 30 June 2019 to previous financial years.	Continually lowering rate arrears as a percentage of the rate levy with a target of less than 5%.	9.39% arrears of nett rates at 30/09/18 compared with 12.76% at 30/09/17. Overdue reminder notices on balances greater than \$100 issued 14/09/18 (1,148 notices issued - not issued to ratepayers already with Collection House) 117 active files with Collection House at 30/09/18. Of these active files 38 have arrangements in place with Collection House and are being monitored. Remaining files are being reviewed, have defaulted or have proceeded to claim and/or judgment. 299 current periodic payments arrangements with Council are being monitored by Council staff. 3 properties with Collection House for Sale of Land at 30/09/18. 2 with small balances remaining. 7 MIP properties	
R4	Ensure accurate and timely Emergency Management Levy, Rural Fire Brigade Charge and State Government Pensioner Subsidy claims and payments.	3.1.5. Develop in partnership with the community plans and processes to mitigate the impacts of a disaster 3.5.1. Co-ordinate and facilitate disaster planning and preparedness to reduce the impact of disaster events. 5.3.2. Ensure Council's financial position is effectively managed	Returns and payments submitted in accordance with State Government requirements.	Claims and payments duly submitted.	QFES Form 1 - 2018/2019 - submitted 20/09/2018. Claim 1 for Pensioner Rebate Subsidy Scheme submitted 06/09/18. Reimbursement of Rural Fire Brigade Levies issued 09/08/18.	





### Expenditure Services Activities

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
EXP1	Administer accounts payable and contract register.	5.3.2. Ensure Council's financial position is effectively managed	Invoices to be paid within 30 days from EOM in weekly, fortnightly and monthly payment runs.	Invoices not paid within 30 days to be less than 10%.	Total first quarter invoices processed is 2558. 31 Invoices not paid within required timeframe due to: Goods/Services not received, invoices received into Finance too late and waiting on departments to deliver or waiting for credit notes to be issued. Average invoices not paid within required timeframe for the quarter is 1%.	
EXP2	Maximise earnings on cash holdings.	5.3.2. Ensure Council's financial position is effectively managed	Interest earnings - Rates sourced from various institutions to ascertain best rate for period of investment.	Level of earnings.	Average interest rate to 30 September 2018 is 2.73%. Interest earned for first quarter 2018/2019 is \$302,903-62, compared with interest earned for first quarter 2017/2018 of \$254,512.53.	
EXP3	Administer financial delegations.	5.3.2. Ensure Council's financial position is effectively managed	Update of Financial Delegations Register.	Actioned within five working days of receiving notification.	All changes to Financial Delegations Register actioned within acceptable timeframes.	
EXP4	Preparation of Approved Contractors Listing (tenders) applications for private hire and traffic control providers for the period 1 October 2018 to 30 September 2019.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Collate and update private hire and traffic control information for database and continued maintenance of databases throughout year.	28 September 2018 and accuracy of information.	47 Private Hire and 4 Traffic Control applications received. As at 30 September- 3 private hire applications are non conforming, 32 applications have been checked and entered. 12 Private Hire and 4 Traffic Control applications still waiting on additional information to complete.	



### Administration and Records Activities

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
AR1	Provide support and coordination of Council's statutory meetings and provide accurate and timely minutes of meetings.	5.1.2. Be responsive and proactive in providing information in the public interest 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Accurate, complete and timely minutes published to website.	Within 10 days of each statutory Council meeting.	100% of Council's statutory meeting minutes have been completed accurately and within the 10 day time frame.	
AR2	Ensure the safe custody of Council records through the classification and registration of daily correspondence into the records management system.	5.1.2. Be responsive and proactive in providing information in the public interest 5.3.3. Adhere to the governance framework and public reporting systems 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Completion of registration of all correspondence into the records management system within 48 working hours of receipt.	80% completion within set timeframes.	All incoming correspondence has been classified and registered into ECM and tasked to the relevant officer within two business days of being received. Target 80% Actual 100%	
AR3	Develop and implement a Recordkeeping Policy.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Development of policy to align with Queensland Government Enterprise Architecture Policy and Information Management Policy Framework.	30 June 2019	Work is progressing on the development of the Records Governance Policy and a second draft is in preparation. When completed it will be sent to the Director of Corporate and Community Services for comment.	
AR4	Deliver systematic ongoing Recordkeeping Awareness training and records management system training for all employees to ensure recordkeeping is supported at all levels of Council.	5.4.2. Provide suitable training and development opportunities to meet organisational and service delivery needs 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	All new employees receive one-on-one Recordkeeping training.  All employees undertake regular refresher training on Recordkeeping Awareness by completing Take 5's via the LearnConnect Portal.  Ensure User Guides and training documents on Records Portal are current. Provide appropriate advice and guidance to ensure Council is aware of the value of its records and how this relates to their obligations and responsibilities as an	100% of new employees receive awareness training as part of their induction.  100% of new employees using the records management system are trained within three months of employment.  95% completion rate. Target date 30 June 2019.  Regular training and support offered to 100% of employees. Details of support and training provided to be listed and registered into CI Anywhere.	All new employees have received awareness training as part of their induction.  100% of new employees have received or are scheduled to receive ECM system training and one-on-one recordkeeping training within three months of their employment.  Recordkeeping Awareness training will be undertaken annually by all employees in February 2019.  Ongoing advice and guidance and additional support and training has been provided to staff as required. Current training documents and user guides are available on the Records Portal on Council's Intranet page.	

AR5	Ensure Compliance with Queensland State Archives schedules for the retention and disposal of paper-based corporate records.	5.3 4. Undertake regulatory responsibilities in accordance with legislative obligations	Number of records disposed/archived each year.	70% of records archived within four months of delivery to Records team.	The disposal of records is an ongoing process and in the first quarter, 29 boxes of records were disposed of in accordance with Queensland State Archives retention and disposal schedules. Another seven boxes of records were appraised and archived by the Records team.	
AR6	Deliver Integral Administrative services to support the efficient operation of the organisation including preparation of Council's Fees and Charges, Coordinating Building Security and Cleaning Contract, Maintaining Stationery and Furniture Supplies and Coordinating Council's Newspaper Advertising.	5.4.1. Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council	Relevant documents prepared in an accurate and timely manner.  Adoption of Fees and Charges by Council.  Timeliness and accuracy of relevant orders placed within budget.	Contracts reviewed and renewed in accordance with renewal schedule.  30 June 2019.  Orders placed within two days of requests.	All contacts have been reviewed in accordance with the renewal schedule. No further action required for quarter one. Version three of LG Solutions' Cloud Fees and Charges was released. Administrator's procedures have been updated and changes to the system noted. To avoid excessive delivery costs stationery is ordered weekly and ensuring all orders placed are within budget. Special orders required urgently are ordered within two days of request.	






### Operations- Works

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
<b>Operations</b>						
OPW1	Completion of Annual Works Program as adopted within the financial year considering revisions required to accommodate externally funded projects and/or natural disasters.	1.1. Infrastructure for future needs 1.1.1. Plan, build and maintain infrastructure that enhances community assets 1.2. Management and maintenance of community assets	Assessment of Works Completed at end of financial year, including dollar value.	85% at 30 June 2019.	21% completed at end of Q1	
OPW2	Achieve a Compliment to Complaint Ratio of 5:1 for Operational Responsiveness and Departmental Conduct.	5.1. Strong engagement with the community 5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback 5.3. Commitment to continuous improvement, customer service and accountability	Analysis of customer requests received in the financial year to measure number of compliments received for quality of work and conduct of staff versus complaints received.	Compliment to complaint ratio of 5:1.	Six compliments received in the period. No complaints	
OPW3	Attend to maintenance matters raised in customer request system within required timeframe.	1.2. Management and maintenance of community assets 1.2.2. Apply a prioritised and planned system to upgrade and enhance existing facilities 5.3. Commitment to continuous improvement, customer service and accountability	90% of requests completed within timeframe.	30 June 2019.	Currently achieving 97.3%	
OPW4	Implement Reseal Program as per budget.	1.1. Infrastructure for future needs 1.1.1. Plan, build and maintain infrastructure that enhances community assets 1.2. Management and maintenance of community assets	Assessment of works completed at end of financial year including dollar value.	100% at 30 June 2019	Reseal program is divided into two distinct campaigns - Urban and rural reseals. Urban reseal program is programmed to be completed in the first half of the financial year and rural in the second half to avoid clashes with the cane harvesting season. 2018/19 program not yet commenced.	



### Water and Waste Water

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
WW1	Develop a real time reporting system to measure operational compliance with Burdekin Shire Council Customer Service Standards - Water Wastewater.	1.2.3. Plan to protect the integrity of key community assets and buildings 1.4. Securing and managing water resources 1.4.2. Increase water supply network reliability	Successful testing and implementation.	30 June 2019.	No activity in the period. Initial discussions with IT Department scheduled for October, 2018.	
WW2	Attend to maintenance matters raised in customer request system within required timeframe.	1.2. Management and maintenance of community assets 1.2.2. Apply a prioritised and planned system to upgrade and enhance existing facilities 5.3. Commitment to continuous improvement, customer service and accountability	90% of requests completed within timeframe.	30 June 2019.	Currently achieving 88.3%. Differential between automatically generated report and manual calculation. Actual achievement rate is higher.	
WW3	Water Quality to be monitored and benchmarked against Australian Drinking Water Guidelines.	1.4. Securing and managing water resources 1.4.3. Improve water quality	Benchmark water quality test result data against Australian Drinking Water Guidelines Health and Aesthetic Guidelines.	100% compliance.	100% regulatory compliance in the period. Eight dirty water requests for period compared to seven for same period last year. A loss of supply incident occurred in the town of Ayr on Sunday 16th September, 2018 when pump start commands from the SCADA system were not received at Nelsons Lagoon.	
WW4	Implement Drinking Water Quality Management Plan Audit - Improvement Opportunities.	1.4. Securing and managing water resources 1.4.2. Increase water supply network reliability 1.4.3. Improve water quality	Implementation of 50% of identified opportunities for improvement from the 2017 Regular Audit Report - Burdekin Shire Council Drinking Water Quality Management Plan.	30 June 2019.	Three of ten Opportunities for Improvement identified in the DWQMP Audit either partially or fully implemented.	
WW5	Undertake detailed analysis of current metering technologies and develop business case to support water meter replacement program.	1.4. Securing and managing water resources 1.4.1. Enhance water security 1.4.2. Increase water supply network reliability	Review undertaken and report to Council with recommendations on future direction.	30 June 2019.	Initial investigations have commenced through the Queensland Water Regional Alliance Program - Northern Group.	

WW6	Develop and implement a Smoke Detection and Inflow Investigation program in the sewage reticulation network.	1.2. Management and maintenance of community assets 1.2.3. Plan to protect the integrity of key community assets and buildings 1.4. Securing and managing water resources	Develop documentation, undertake public consultation and awareness activities and commence implementation of program in identified target areas.  Program developed and works undertaken.	30 June 2019.	CCTV asset inspection of sewer mains for sewer relining program has taken precedence at this point in time.	
WW7	Implement a leak detection program in the water supply network to increase network reliability, reduce demand and minimise non-revenue water losses.	1.2. Management and maintenance of community assets 1.2.3. Plan to protect the integrity of key community assets and buildings 1.4. Securing and managing water resources	Leak detection program implemented to reduce water loss through network.	30 June 2019	Quotations for purchase of leak detection equipment to be sought in October, 2018.	
WW8	Achieve a Compliment to Complaint Ratio of 2:1 for Operational Responsiveness and Departmental Conduct.	5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback 5.3. Commitment to continuous improvement, customer service and accountability	Analysis of customer requests received in the financial year to measure number of compliments received for quality of work and conduct of staff versus complaints received.	2:01.	Zero compliments received in the period. No complaints	



### Purchasing and Stores

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
PS1	Manage stores inventory at optimal levels.	5.3. Commitment to continuous improvement, customer service and accountability 5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems	2.5% reduction in dollar value of stores inventory compared to previous financial year.	30 June 2019.	Target to be measured at June 30 and compared to previous FY result.	
PS2	Participate in North Queensland Regional Organisation of Councils Procurement Group.	5.2.2. Develop co-operative and collaborative partnerships on matters of regional, state and national importance 5.3. Commitment to continuous improvement, customer service and accountability 5.3.2. Ensure Council's financial position is effectively managed 5.3.3. Adhere to the governance framework and public reporting systems	Attendance at quarterly meetings and report to Council on opportunities identified for aggregated procurement arrangements within North Queensland Regional Organisation of Councils.	Report to Council by 30 June 2019.	Burdekin Shire Council hosted the NQROC Procurement Group meeting on 13 September, 2018 with one representative from Charters Towers RC and three from Townsville CC in attendance.	
PS3	Control Inventory of Personal Protective Equipment.	5.3.2. Ensure Council's financial position is effectively managed	2.5% reduction in value turnover of personal protective equipment issues compared to previous financial year.	30 June 2019.	Target to be measured at June 30 and compared to previous FY result.	















## Parks and Gardens







Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
PG1	Undertake maintenance of Shire Parks and Gardens, Cemeteries and Public Conveniences and attend to maintenance matters raised in customer request systems by required timeframe.	1.2. Management and maintenance of community assets 1.2.2. Apply a prioritised and planned system to upgrade and enhance existing facilities 1.2.5. Provide sporting, recreational, parks, playgrounds and aquatic facilities that meet the needs of our community 3.4. Provision of public space 3.4.1. Encourage active communities through the provision and maintenance of recreational facilities	90% of requests completed within timeframe.	30 June 2019.	Currently achieving 93.2%	
PG2	Achieve a Compliment to Complaint Ratio of 5:1 for Departmental Operational Responsiveness and Departmental Conduct.	5.1. Strong engagement with the community 5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback 5.3. Commitment to continuous improvement, customer service and accountability	Analysis of customer requests received in the financial year to measure number of compliments received for quality of work and conduct of staff versus complaints received.	5:01.	Four compliments received in the period. No complaints	
PG3	Develop a Burdekin Shire Council Greenscaping Policy to provide a strategic framework for the planting of trees, shrubs and grasses within public open spaces (including streets) managed by Council.	4.1. Balancing the needs of the community and the environment 4.1.1. Attain a sustainable economic balance between positive environmental outcomes and ongoing development 4.1.3. Protect and enhance the natural environment	Adoption of policy.	31 December 2018.	Draft policy presented for explanation, comment and feedback at Council Workshop 5th June, 2018. Suggested amendments have been incorporated into the draft document. Determination of how proposed "greenscaping" treatments will be applied require alignment with road hierarchy considerations to complete the draft policy before being presented to Council for adoption.	









### Technical Services

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
TS1	Develop capital project prioritisation framework.	1.1.2. Prioritise infrastructure projects that will contribute to liveability and growth in the Burdekin	Development of framework.	30 September 2018.	Prioritisation tool complete. Currently being trialled by Council officers. To be workshopped with Council prior to use for 2019/20 budget preparation.	
TS2	Produce capital tracking program and establish Project Control Group.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 5.3.3. Adhere to the governance framework and public reporting systems	Production of program and establishment of Project Control Group.	30 September 2018.	Project Control Group established with capital tracking developed and currently in use.	
TS3	Produce five year Works Implementation Program for years 2019 - 2024.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 1.4.4. Prioritise upgrades and improvement to the drainage systems	Adoption of works implementation program including commitment to the first two years.	First two years by 28 February 2019 with remaining three years by 30 June 2019.	Ongoing preparation of project list underway for use during preparation of 2019/20 capital budget	
TS4	Produce Annual Works Program and review monthly.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 1.4.4. Prioritise upgrades and improvement to the drainage systems	Monthly reviews.	30 June 2019.	Three monthly reviews completed to 30 September	
TS5	Commence development of a Transport Network Strategy.	1.1.3. Develop and implement strategic infrastructure plans to inform the decision making process when planning for future	50% completion of strategy.	30 June 2019.	Development of draft functional structure for road and path assets. To be workshopped with Council in second quarter	
TS6	Commence development of a Stormwater Strategy.	1.1.3. Develop and implement strategic infrastructure plans to inform the decision making process when planning for future infrastructure	50% completion of strategy.	30 June 2019.	Preliminary work completed on criticality ratings for stormwater networks. To be completed in second quarter with workshops to be held in third quarter	

TS7	Submit environmental authority annual report to Department of Environment and Science.	5.3.3. Adhere to the governance framework and public reporting systems	Submission by due date.	22 November 2018.	Annual report to be completed in November	
TS8	Submit annual water and sewerage data to State-wide Water Information System (SWIM).	5.3.3. Adhere to the governance framework and public reporting systems	Submission by due date.	1 October 2018.	Annual data submitted	
TS9	Complete Transport Infrastructure Development Scheme (TIDS) program in accordance with Roads and Transport Alliance requirements.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 1.3.2. Cooperate with state and federal government to enhance the transport network	Claims for funding to meet target.	30 June 2019.	83% complete to 30 September	
TS10	Complete Roads to Recovery Program in accordance with Australian Government requirements.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 1.3.2. Cooperate with state and federal government to enhance the transport network	Meet regular reporting requirements and manage works program to ensure 100% expenditure by target date.	30 June 2019.	R2R Program on track for completion within target	
<b>Design Office</b>						
TS11	Detail design/brief/project scope for 2018-2019 Transport and Stormwater Drainage capital projects.	1.1.1. Plan, build and maintain infrastructure that enhances community assets	Delivery of plans or brief in advance of construction to enable efficient allocation of resources.	90% complete by 31 December 18.	Approx. 35% complete by 30 September	
TS12	Detail design/brief/project scope for 2019-2020 Transport and Stormwater Drainage capital projects.	1.1.1. Plan, build and maintain infrastructure that enhances community assets	Delivery of plans or brief in advance of construction to enable efficient allocation of resources.	70% complete by 30 June 2019.	Planning commenced with minimal work complete to 30 September	





TS13	Produce reseal program for 2018-2019.	1.1.2. Prioritise infrastructure projects that will contribute to liveability and growth in the Burdekin	Completion of program development.	30 September 2018.	40% complete to 30 September due to available resources. Program expected to be completed in second quarter.	
TS14	Produce reseal program for 2019-2020.	1.1.2. Prioritise infrastructure projects that will contribute to liveability and growth in the Burdekin	Completion of program development	30 June 2019.	Preparation of 2019/20 program to be completed in third and fourth quarters	
TS15	Respond to applications within Design Office responsibility (e.g. Infrastructure in road reserve).	5.1.1. Continue and enhance community engagement processes that enable greater community participation and	Number of applications received.	90% completed within relevant agreed targets.	46 Customer Requests- 65% within target. 291 applications- 95% within target Total 337- 91% within target.	
<b>Asset-Management</b>						
TS16	Complete asset inspections in accordance with inspection program	1.2.1. Implement the Asset Management Strategy	Compliance with asset inspection program	31 March 2019.	Inspections continuing throughout year. Currently on track to meet targets	
TS17	Co-ordinate inspections of building assets.	1.2.1. Implement the Asset Management Strategy 1.2.3. Plan to protect the integrity of key community assets and buildings	Number of buildings inspected prior to engagement of independent valuers.	30% completed by 31 December 2018.	Inspection program currently being developed	
TS18	Facilitate valuations and revaluations of Council assets.	1.2.1. Implement the Asset Management Strategy	Revaluation to be completed by due date required by auditors.	30 April 2019.	Desktop review commenced. Quotation documentation currently being prepared for comprehensive review.	


TS19	Develop defect management process for road drainage infrastructure and sewerage manholes.	1.1.3. Develop and implement strategic infrastructure plans to inform the decision making process when planning for future infrastructure 1.2.1. Implement the Asset Management Strategy	Number of asset categories included in defects module in works and assets.	30 June 2019	Works to commence following completion of revaluation process	
TS20	Develop Asset Management Roadmap to demonstrate ongoing asset management program.	1.1.3. Develop and implement strategic infrastructure plans to inform the decision making process when planning for future infrastructure 1.2.1. Implement the Asset Management Strategy	Council adopts Asset Management Roadmap.	31 March 2019	Roadmap developed with improvement areas identified and prioritised. Asset Management Steering Committee and individual working groups established.	
<b>Plant-Management</b>						
TS21	Update Council's 10 year Fleet Replacement program and implement the first year of adopted plan.	5.3.2. Ensure Council's financial position is effectively managed	Program developed and included in 10 year financial plan.	31 March 2019 90% of replacements delivered by 30 June 2019.	Quotation/Tender process for 2018/19 renewals commenced	
<b>Recoverable Works</b>						
TS22	Coordinate Burdekin Shire Rivers Improvement Trust annual works program.	4.1.4. Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas	Coordinate design and supervision of construction of 2018-2019 Burdekin Shire Rivers Improvement Trust projects.	30 June 2019	Minor works completed this quarter with applications submitted for additional works to be completed before 30 June 2019 subject to timely approvals from relevant State Government departments	
TS23	Deliver RMPC contract in accordance with contract requirements within budget.	5.2.2. Develop co-operative and collaborative partnerships on matters of regional, state and national importance	Contract obligations fulfilled within budget.	30 June 2019	Contract finalised with maintenance works completed as required. Contract on track for completion within budget by 30 June	
<b>GIS</b>						
TS24	Upgrade Council's mapping software and datasets to accommodate the change in datum to GDA2020.	1.5.1. Support and improve Council's business performance through information and communication technologies	Maintain currency with spatial changes undertaken by the Queensland Government and other external agencies.	30 June 2019	Upgrade of software and datasets are currently on track to be completed by 30 June 2019	








## Planning and Development

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
<b>Development Administration</b>						
PD1	Ensure that the Planning and Development Department delivers customer driven and outcome focussed initiatives that promote outstanding service delivery.	5.1.1. Continue and enhance community engagement processes that enable greater community participation and feedback 5.1.2. Be responsive and proactive in providing information in the public interest 5.3.3. Adhere to the governance framework and public reporting systems	Level of improved productivity and performance.	90% Planning and Development budget estimates are within +/- 5% of operating budget actuals excluding unknown variations.  100% development permits are issued in accordance with relevant legislation, policies, Development Assessment Rules and all other adopted standards.  90% of Planning and Development related customer requests are responded to within two business days.	Q1 target for operating budget actuals not met due to special projects being funded from alternate sources. Will be corrected during the revised budget process.  100% of development permits have been issued in accordance with statutory obligations.  100% of Planning and Development CRM's have been responded to within 2 business days.	
PD2	Provide for the needs of the community by delivering appropriate land use outcomes including development approvals that are considered sustainable, achievable and cost effective.	2.4.3. Investigate, support and facilitate the potential of bio-futures projects in the Burdekin 2.5.1. Review land supply and uses as required to meet community and business needs 2.5.2. Consider future facilities required for an ageing population 4.2.1. Develop and implement planning policy to adapt to the impacts of climate change on the community	Number of development applications assessed in accordance with statutory and policy timeframes.	90% of development applications determined within 20 business days from commencement of the decision stage.  100% of development applications considered by development assessment officers within five business days of being properly made.  85% of development related customer requests responded to within two business days.	Target being met: In excess of 90% of development applications have been determined within 20 business days from commencement of the decision stage.  100% of development applications have been considered by development assessment officers within five business days of being properly made.  In excess of 85% of development related customer requests have been responded to within two business days.	

Town-Planning						
PD3	Continue drafting the new Planning Scheme in accordance with requirements of The Planning Act 2016 to ensure: Community expectations are met; State interests are satisfied; and an adequate supply of serviced land to	2.4.4. Support development, diversification, sustainability and expansion of the economic base 2.5.1. Review land supply and uses as required to meet community and business needs	Progress on development within agreed timeframes.	30 June 2019.	Review of planning scheme is continuing (70% complete). Review is due for completion end of October. Flood hazard mapping is being analysed and appropriate mitigation strategies drafted.	
PD4	Provide input and technical support to facilitate the drafting and completion of the QCoast2100 project - Coastal Hazard Adaptation Strategy (Phases 1 & 2).	4.1.3. Protect and enhance the natural environment 4.2.1. Develop and implement planning policy to adapt to the impacts of climate change on the community	Identified outcomes associated with the Coastal Hazard Adaption Strategy (Phases 1 & 2) either implemented or incorporated into relevant strategic objectives of Council.	50% of identified tasks are implemented within first 12 months of project completion.	Phase 1 of Coastal Hazard Adaptation Strategy (CHAS) complete. Phase 2 submitted 3 Oct 2018 for approval from LGAQ. Application for future phases (phases 3-8) will be lodged prior 31st October, 2018 with overall project completion set down for 31 October, 2019.	
PD5	Provide Development Assessment Services which ensure: - land uses comply with the Planning Act 2016, Planning Scheme, Council Policies applicable standards and conditions of approval; - assess development applications; and - undertake land use compliance inspections.	2.4.4. Support development, diversification, sustainability and expansion of the economic base 5.2.1. Demonstrate the Council's strategic direction to government, business and the community through strong leadership and advocacy 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Level of compliance within agreed assessment timeframes.	90% of development applications determined within 20 business days from the commencement of the decision stage.  100% of development applications considered by the development assessment team within five business days of being properly made.  90% of development related customer requests responded to within two business days.  100% of randomised review of 12 development approvals comply with relevant standards.  90% of survey plans endorsed within 20 business days of being properly made.	Target currently being met. In excess of 90% of development applications determined within 20 business days from the commencement of the decision stage.  100% of development applications have been considered by the development assessment team within five business days of being properly made.  In excess of 90% of development related customer requests have been responded to within two business days.  A randomised review of 12 development approvals demonstrated full compliance with relevant standards.  100% of survey plans during the review period have been endorsed within 20 business days of being properly made.	
PD6	Encourage and promote pre-lodgement meetings with developers to facilitate economic growth opportunities for the Burdekin Shire.	2.4.2. Promote pre-lodgement meetings with developers to facilitate industry investment in the Burdekin Shire	Number of pre-lodgement meetings and implementation of actions.	100% of action items identified as part of pre-lodgement discussions are actioned within two business days of meeting and completed within 20 business days.	Target currently being met. All identified actions emanating from pre-lodgement meetings have been actioned in accordance with identified timeframes.	





PD7	Ensure all new developments are assessed against provisions contained within Council's adopted Local Government Infrastructure Plan (LGIP).	1.1.3. Develop and implement strategic infrastructure plans to inform the decision making process when planning for future infrastructure	Number of Infrastructure Charges Notices issued with relevant development approvals.	100% of charges imposed by an Infrastructure Charges Notice are collected prior to commencement of a new use associated with any Development Permit issued.	Target met: Any imposed charges have been received.	
<b>Building</b>						
PD8	Undertake a Building Certification service within the Burdekin Shire in accordance with the Building Act 1975 and associated regulations.	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Number of assessments conducted within adopted standards.	80% of all properly made Development Applications – Building Works are assessed and a permit issued within five business days.	Target met: In excess of 80% of all properly made DA's for Building Works have been assessed with permits being issued within 5 business days.	
PD9	Building section is a customer-driven and outcome focussed part of Council operations that facilitates the protection of community health, safety and amenity with a focus on sustainable development outcomes.	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	All building related development is designed in accordance with the Queensland Development Code and other associated building control standards and complies with adopted Council policy.	90% of line variation applications are decided upon within five business days.  95% of building related customer requests are responded to within two business days.  95% of applications for 1% Annual Exceedance Probability Flood Certificates are decided upon within five business days.	Target currently being met: In excess of 90% of line variation applications have been decided upon within five business days.  95% of building related customer requests have been responded to within two business days.  All applications for 1% AEP Flood Certificates have been decided upon within five business days.	

PD10	Ensure all new and existing swimming pools comply with current pool fencing legislation.	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	All new swimming pool installations have compliant pool fencing in accordance with pool safety legislation.  All existing swimming pools continue to have compliant pool fencing in accordance with pool safety legislation.	100% of all new pools erect compliant fencing (e.g. temporary) before filling in excess of 300mm.  100% of all permanent fencing to be compliant within three months from temporary pool fence inspection date.  100% of all pool safety certificates issued within two business days of inspection being carried out.	Target currently being met. 100% of all new pools have erected compliant fencing (e.g. temporary) before filling in excess of 300mm.  100% of all permanent fencing has been made compliant within three months from temporary pool fence inspection date.  All new pool safety certificates have been issued within two business days of inspection being carried out.	
<b>Plumbing</b>						
PD11	Deliver Plumbing Services to: - ensure development complies with the Plumbing and Drainage Act, standards, Council Policies and conditions of approvals; - provide plumbing and drainage advice; - assess plumbing and drainage applications; - undertake inspections of plumbing and drainage works; - undertake a backflow prevention device testing regime; and - offer a service to design on-site effluent design systems.	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs 5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	All new plumbing installations that are not 'notifiable works' are carried out in accordance with the Plumbing and Drainage Act 2002.  Backflow prevention devices testing program is continually audited.  Requests for on-site effluent design are carried out in an efficient manner within acceptable timeframes.	95% of plumbing and drainage related customer requests responded to within two business days.  100% registered backflow prevention devices inspected annually.  90% of plumbing and drainage applications determined with a compliance permit within 10 business days from commencement of the decision stage.  90% of effluent disposal designs completed within 10 business days of request.	Target currently being met: 95% of plumbing and drainage related customer requests have been responded to within two business days.  100% registered backflow prevention devices inspected annually.  In excess of 90% of plumbing and drainage applications have been determined with a compliance permit being issued within 10 business days from commencement of the decision stage.  90% of effluent disposal designs have been completed within 10 business days of request.	

Facilities Management						
PD12	Develop and implement appropriate facilities management strategies that will ensure effective and efficient planning and coordination of all relevant building maintenance activities.	1.2.2. Apply a prioritised and planned system to upgrade and enhance existing facilities 1.2.3. Plan to protect the integrity of key community assets and buildings	Condition assessments carried out on all relevant Council buildings and building maintenance requests are lodged and processed in accordance with adopted policy.	75% of all relevant Council buildings have condition assessments carried out.  100% of Building Maintenance Requests (BMRs) responded to within two business days.	Condition assessments are being carried out continually throughout the year. On target to achieve a total of 75% by EOY.  100% of Building Maintenance Requests (BMRs) have been responded to within two business days.	
PD13	Develop and implement a Building Maintenance Program.	1.2.1. Implement the Asset Management Strategy 1.2.2. Apply a prioritised and planned system to upgrade and enhance existing facilities 1.2.3. Plan to protect the integrity of key community assets and buildings	Quarterly reviews undertaken to ensure consistency with Asset Management Strategy.	100% of triggered buildings are to be assessed and included in Building Maintenance Program.  Development of strategic programs that enhance Council assets and facilities through the delivery of a 0 - 5 year plan for maintenance.  Investigate electronic condition assessment software to allow more efficient auditing to occur.	On target to ensure all triggered buildings are assessed and included in Building Maintenance Program prior to EOY..  An investigation into adopting electronic condition assessment software has not commenced.	
PD14	Ensure all existing service contracts are reviewed regularly to ensure any identified cost savings and efficiencies are implemented.	1.2.3. Plan to protect the integrity of key community assets and buildings	All Facilities Management service contracts reviewed and any cost savings are implemented, maintained and renewed when due.	100% of all service contracts are reviewed and renewed on or before expiration.  Undertake staff training initiatives to improve knowledge of efficient and effective contract management principles.	All service contracts due during Q1 have been reviewed and renewed on or before expiration.  Relevant staff have attended training sessions focused on improving knowledge of efficient and effective contract management principles.	





### Animal Management

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
AM1	Enforce animal control legislation and local laws.	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs	Requests responded to within adopted timeframes.	80% of requests responded to within adopted time frames	Total Animal CRM's for Year = 297 Completed within target = 76% Completed outside target = 18% Open outside target = 6%	
AM2	Maintain Council's animal holding facility.	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs	Facility cleaned daily with animal containers disinfected prior to reuse. Drop off cages checked twice per day on work days and once on other days. Animals relocated to offsite pound facility within 24 hours.	Facility cleaned daily and inspected twice on work days and once on other days e.g. weekends and public holidays.	Pens are cleaned after each use and prior to another animal being placed in there.	
AM3	Manage animal pound with a focus on rehoming of animals.	5.3.4 Undertake regulatory responsibilities in accordance with legislative regulations	Animals kept in the pound for maximum of three clear business days.	75% of animals leave the pound within four days	70% left pound within 4 days (71 of 102 animals). The delay in leaving the pound was waiting for rehoming of the animal (24 of 31 animals).	
AM4	Participate and promote community events such as Pet Day Out to promote responsible animal ownership.	3.1.1. Support projects and activities to improve public safety and health through strategic partnerships	Pet Day Out event held.  Amount of information on responsible pet ownership via media agencies provided.	Pet Day Out event publicised and undertaken.  Four animal management topics provided to media.	Animal registration renewals advertised as well as reminder to register.	



### Environment and Health




Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
EH1	Undertake regulatory inspections of licensed premises and investigate nuisance complaints (e.g. public health, environmental protection).	3.1.4. Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs	Inspections undertaken with effective consultation and followed up where required.  Inspections undertaken within agreed timeframes.  Complaints inspected	30 June 2019.  100% completed.  100% inspected.	23 inspections and 15 reinspections were conducted from 1 July 2018 to 21 September 2018. 14 temporary food stall inspections were carried out at Water Festival event. Rate searches were undertaken. 33 complaints received and resolved. Total E&H CRMs for Year = 99 Completed within target = 78% Completed outside target = 19% Open outside target = 3%	
EH2	Undertake awareness activities in relation to food hygiene requirements and licensing requirements. Conduct Food Safety and Hygiene training.	4.1.2. Support community education programs that contribute to improved environmental and community outcomes	Number of newsletters and training opportunities provided.	Two newsletters produced by June 2019.  Two food safety and hygiene training conducted by 30 June 2019.  Achieve 80% satisfaction rate in evaluation after the training.	1 food safety training was undertaken this quarter. 14 people attended the training and more than 80% satisfaction rate was achieved in evaluation.	
EH3	Participate and promote Community Environmental Health Events. (e.g. Great Northern Clean Up Day, Food Safety Week, Waste and Recycling Week).	3.1.1. Support projects and activities to improve public safety and health through strategic partnerships	Number of events conducted.  Events run on time and within budget.  Community feedback.	Two events by 30 June 2019.  80% satisfaction rate in evaluation forms.  Two media releases covering the event, participation and achievements.	Participated in National Tree Planting day in conjunction with Lower Burdekin Landcare on 29 July 2018.	
EH4	Administration of licences such as for food businesses, accommodation and other prescribed activities.	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Food license renewals completed.  Accommodation license renewals and other prescribed activities completed.	All renewals sent by 31 May 2019.  Unpaid licenses/permit followed up by 31 May 2019.	Food licences issued in May; Accommodation and Footpath licences issued in July. 128 food license renewals completed. Not for profit organisations were issued annual temporary food licenses. All accommodation permits renewed except 3.	

EH5	<i>Inspect and enforce permits under local laws – Rental Accommodation, Caravan Parks, Camping Grounds.</i>	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Inspections undertaken within agreed timeframes.	100% of complaints investigated within adopted time frame.  100% of premises inspected by 30 June 2019.	3 inspections carried out from July 1 to 21 September 2018.	
EH6	<i>Conduct water quality testing - drinking water and public swimming pools</i>	5.3.4. Undertake regulatory responsibilities in accordance with legislative obligations	Water quality testing undertaken within agreed timeframes.	100% legislative compliance.	Monthly swimming pool tests conducted. 2 water sampling requests received.	



### Natural Resources

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
NR1	<i>Undertake aquatic weed control in Riparian Management Agreement participating waterways in shire.</i>	4.1.3. Protect and enhance the natural environment	Timeliness of riparian agreements are current and sending of invoices.  Treatments/activities undertaken at systems under a Riparian Management Agreement.  Quality of aquatic weed control.	Issue Riparian Management Agreements invoices by 28 February 2019.  Minimum of three treatments/activities undertaken at systems under a Riparian Management Agreement.  Aquatic weed under control to be at low to medium scattered growth in participating waterways.	Purchase of 40m aquatic water weed boom (10m sections) designed for the control spread of Salvinia. 4 aquatic water weed booms have been placed throughout Sheep Station Creek, Kellys Pump Hole, Dicks Bank, Top Drain Landos Lagoon, Gorrias Lagoon. Aquatic water weed booms are being inspected at least once a week and seem to be having a positive result with regards to catching the aquatic water weeds in the system. Helicopter spray carried out to Harpers Lagoon, Licho / Barbaros Lagoon, and top of Red Lilly. Salvinia weevils have been released into the West Barratta system. All systems are in a low growth stage.	
NR2	<i>Liaise and partner with natural resource groups such as the North Queensland Dry Tropics to protect and enhance environmentally sensitive areas such as wetlands and wildlife corridors participating in projects.</i>	4.1.4. Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas	Initiation and participation in projects.	Completion of milestones in agreement.	Continued partnerships with Burdekin Productivity Services and Department of Natural Resources, Mines & Energy to bait their property and 10 other landholders for feral pigs and wild dogs. Attended two Biosecurity teleconferences. Surveyed Haughton River for Siam weed. Meet with QPWS to discuss weeds & feral animals. Currently liaising with NQDT re: 4 Yr Reducing Burdekin Sediments Project.	
NR3	<i>Maintain Council's status as a Reef Guardian Council.</i>	4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Implement Council Reef Guardian Action Plan 2018-2019.  Completion of Milestone Report on 2017-2018 action plan.  Participate in regional Great Barrier Reef Marine Park Authority meetings quarterly. Participate and support other Reef Guardian stakeholders in community like schools.	Action Plan implemented by 30 September 2018.  Milestone report to be completed by 31 October 2018.  Participation in two workshops with relevant stake holders	Different Council areas continue their activities which contribute to Council's Reef Guardian status.	

NR4	Monitor and review the Shire Biosecurity Plan. Implement the operational plan as specified in the Biosecurity Plan.	4.1.3. Protect and enhance the natural environment	Completion of annual review meeting.  Implementation of actions specified in the Biosecurity Plan.	30 November 2018.  100% actions completed.	Continuing actions pursuant to 2018-19 Biosecurity Plan.	
NR5	Undertake property inspections and liaise with landholders to develop property biosecurity plans to reduce the impact of pest plants and animals in the Shire.	4.1.3. Protect and enhance the natural environment	Level of assistance with landholders to develop biosecurity plans.  Review existing plans within agreed timeframes.	Inspect 50% of the total property Biosecurity Plans by 30 June 2019.	41 properties have had their Biosecurity Plans renewed or reinspected for feral animals and plants in the past three months.	
NR6	Undertake animal and plant pest reduction activities.	4.1.3. Protect and enhance the natural environment	Number of landholders participating and amount of bait used for the program.  Amount of bait used, number of landholders requests.  Nurseries and home nurseries inspected every six months.  Number of participants in the project and the number of pigs and dogs killed/destroyed.  Develop and implement proactive pig control project plan.	Weed control activities as described in Shire Biosecurity Plan. Department of Main Roads funding expended for roadside weed treatment.  Two inspections of each nursery and home nursery.  100% compliance with baiting program.	Pig traps are being used by landholders & new traps have been ordered. Our pest management web site has been updated. Attended RPMG meetings in Townsville. Grader Grass survey of Burdekin Shire roads. Undertaken roadside treatments of Grader Grass & Parthenium through Shire. Media article on 8th August for aerial pig shoot results - 301 pigs shot	
NR7	Manage Herbicide Subsidy Policy. Fox and Wild Dog Bounty Policy and Wild Dog Control Assistance Policy.	4.1.3 Protect and enhance the natural environment	Effective administration and distribution of subsidies	Keep records and ensure sustainable use through tools e.g. photos	Herbicide Subsidy Policy uptake is on track with \$35,565 spent and committed to date. 36 wild dogs pelts delivered and processed. 3 landholders have accessed the wild dog control assistance policy, with more to come	
NR8	Surveillance and monitoring for new threatened pests as identified in Biosecurity Plan and legislation in the shire.	4.1.3 Protect and enhance the natural environment	Yearly surveillance of waterways completed.  Training conducted for emergency response procedures for identified threats.	30 June 2019  30 June 2019	Surveillance and monitoring has continued to be carried out as part of our core work. Meetings have been held and are arranged with other stakeholders for Grader Grass and Gamber Grass. Surveys have been carried out along the Haughton River for Siam Weed. A number of plant samples were sent to the herbarium for ID. Water Mimosa identified at Mt. Alma and treated.	
NR9	Pilot trial bioherbicide for defined plants in Biosecurity Plan in association with research institutes, State government and other stake holders.	4.1.4 Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas	Meet the criteria specified by the provider of the bioherbicide.	One new pilot study performed.	No pilots currently available.	



### Vector Management

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
VM1	<i>Undertake a monitoring and larvicidal program to manage mosquito numbers as per Shire Mosquito Management plan.</i>	3.1.1. Support projects and activities to improve public safety and health through strategic partnerships	Mosquito Management Plan implemented. Known breeding sites treated	30 September 2018.	Mosquito Management Plan 2018-20 adopted 14 August 2018. Our regular surveillance and treatments have continued to be carried out over 80% of sites throughout our shire. We have continued to use slow release pellets & briquettes at sites difficult to access. Mosquito trapping and ID also carried out to identify breeding sites of greater concern. Customer requests were responded to; breeding sites identified; and advice given to treat or barrier spray when needed.	



### Caravan Parks

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
CP1	<i>Oversee the management leases for Home Hill Caravan Park and the Burdekin Cascades Caravan Park</i>	5.3.3. Adhere to the governance framework and public reporting systems	All facilities maintained well and kept operational; revenue generated; customer satisfaction.	Number of compliments; revenue generated; work undertaken in accordance with the contract specifications.	Management leases continue. Compliments received for both caravan parks. Revenue increase 14.6% over previous corresponding period.	
CP2	<i>Promote the caravan parks in local, state and national outlets and publications.</i>	2.2.3. Support the development and expansion of existing business	Level of promotion undertaken of both caravan parks. New brochure developed for caravan parks.	Four promotional activities including advertising and promotion at caravan shows undertaken.	Advertising in Caravanning Qld directory for 2019 booked.	



### Swimming Pools





Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
SP1	<i>Finalise scope of works for landscaping improvements at Millaroo Swimming Pool.</i>	1.1.1. Plan, build and maintain infrastructure that enhances community assets	New shelter installed.	31 December 2018.	Layout plan currently being finalised in Design Section.	
SP2	<i>Oversee the management leases of the Ayr and Home Hill Pools.</i>	5.3.3. Adhere to the governance framework and public reporting systems	Well maintained and operated facilities; customer satisfaction.	Number of compliments; work undertaken in accordance with the contract specifications.	New leasee has commenced at Ayr Pool. No lessee issues identified.	
SP3	<i>Monitor and maintain Ayr, Clare, Home Hill and Millaroo Pools.</i>	1.1.1. Plan, build and maintain infrastructure that enhances community assets	Annual site inspections undertaken and required work completed.	Site inspection undertaken by 31 August 2018. Maintenance items actioned.	Maintenance works undertaken as identified. Major leak identified at Ayr Pool - repairs organised for October 2018. Arranging replacement of pool cleaning equipment for Clare and Millaroo Pools and wading pools at Ayr and Home Hill.	
SP4	<i>Provide support to Giru Pool.</i>	3.3.1. Encourage increased use of community spaces and facilities	Support and liaison with local management committees.	As required.	Nil request to date.	
SP5	<i>Install new scum gutter to Ayr Pool.</i>	1.1.1. Plan, build and maintain infrastructure that enhances community assets	Work completed in accordance with Tender.	1 September 2018.	Revised plan to undertake works in 2019 pool closedown. Quotations were recalled for this project and closed on 29 August. Report to be considered by Council.	







### Waste Management

Ref	Activity	Link to achieving Corporate Plan Strategy	How we will measure our performance	2018-2019 Target	Comments	
WM1	Review the North Queensland Waste Recycling and Reduction Program and implement recommendations.	4.1.5. Continually improve waste management practices	North Queensland Waste Recycling and Reduction Program review completed and adopted by Council.	30 June 2019.	Request for quotation from NQWRRP to engage an external consultant to be prepared in October. Plan to be finalised before 30 June 2019.	
WM2	Implement Waste Management Services Contract including Collection Service Specification to ensure Contractor meets performance standards.	4.1.5. Continually improve waste management practices	Achievement of standards listed in the collection service specification.	Minimum standards achieved	6 performance measures identified with contractor. 4 performance measures have met target. 2 performance measures under target marginally (response to missed service, delivery of new bins).	
WM3	Undertake management of kerbside collection including customer service requests.	4.1.5. Continually improve waste management practices	Customer requests resolved within agreed timeframes.	80% of customer requests within agreed timeframes.	Total Waste CRMs for Year = 246 Completed within target = 100% Completed outside target = 0% Open outside target = 0%	
WM4	Investigate complaints under Waste Reduction and Recycling Act 2011 (e.g. Illegal Dumping).	4.1.3. Protect and enhance the natural environment 4.1.4. Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas 4.1.5. Continually improve waste management practices	Customer requests resolved within agreed timeframes.	80% of customer requests within agreed timeframes.	Total Illegal Dumping CRMs for Year = 10 Completed within target = 88% Completed outside target = 12% Open outside target = 0%	

WM5	Supervise waste management sites to ensure compliance with conditions of the Environmental Authority for Kirknie Landfill, Ayr Transfer Station, Giru Transfer Station and Home Hill Transfer Station: - develop and implement an internal audit and inspection program; - develop operators manuals including updated management procedures.	4.1.5. Continually improve waste management practices	Number of complaints/compliments received regarding waste management facility operations (Council Processes and Operator Performance).  Compliance with internal inspection and audit program.  Compliance with audits conducted by Department of Environment and Science (DES)	100% compliance.  100% compliance.	2 compliments. No complaints. Council Service Compliment - CrGen18/0072 (7/09/18) - Customer rang to compliment staff of the Ayr Transfer Station for his helpful attitude and the assistance he provided to her and her husband yesterday afternoon (06/09/2018) when they were at the Ayr Transfer Station late. Their vehicle broke down while they were there and they were unable to leave until RACQ attended to assist. Council Service Compliment - CrGen18/0065 (20/08/2018) - Congratulations to the attendants at the Ayr Transfer Station for the outstanding tidiness and organisation of the facility.  One compliance inspection undertaken by DES with 3 alleged non-compliances and 3 areas of concern. 4 of these items were ongoing from the 2017 site inspection. Council is working to close out all actions.	
WM6	Develop an updated environmental monitoring program for the Giru Landfill (Cromarty), and work to implement within budget amounts. This plan will include groundwater and surface water monitoring and the installation of a new groundwater bore.	4.1.5. Continually improve waste management practices 4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Environmental monitoring program developed.  New groundwater bore installed.  Environmental monitoring program implemented.	30 June 2019.  30 September 2018.  30 June 2019	Council engaged Golder Associates to prepare the environmental monitoring program. Scheduled to be finalised by 31 October 2018. Location of the new bore to be detailed in the above plan. Plan will be implemented following installation of the new bore.	
WM7	Implement the Legacy Landfill groundwater monitoring program including engaging a suitably qualified consultant to review the data every 2 years.	4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Groundwater monitoring program implemented.  Complete biannual groundwater monitoring for Council Legacy Landfill Sites.  Complete review and update monitoring program if required.	30 June 2019.  30 June 2019.  30 June 2019	Council's third round of groundwater sampling is scheduled to be completed by in October 2018.  Following the fourth round of groundwater sampling in April 2019, Council will engage a suitably qualified consultant to undertake a detailed review of the groundwater data.	
WM8	Implement the Kirknie Landfill environmental monitoring program groundwater, surface water and landfill gas - including installation of new groundwater monitoring bores and landfill gas piezometers.	4.1.5. Continually improve waste management practices 4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Environmental monitoring program implemented.  New groundwater monitoring wells and landfill gas piezometers installed.  Factual letter report prepared quarterly following each monitoring event during 3 year investigation period.	Quarterly.  31 July 2018.  30 June 2019	Council's first round of sampling is scheduled to be completed in October 2018. The new bores were installed in August 2018.  First factual letter due in December 2018.	

WM9	Update environmental authority to reflect current activities. This will include engaging consultants to complete environmental impact assessments for the Home Hill and Ayr Transfer Stations.	4.1.5. Continually improve waste management practices	Approval for Material Change of Use development approval obtained.	28 February 2019.	Council plans to arrange a pre-lodgement meeting with the Department of Environment and Science in November 2018 to discuss the removal of ERA 56 from the environmental authority as Council is not undertaking the relevant activity at these sites.	
WM10	Implement Kirknie Landfill Weed Management Plan.	4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Reduction in the percentage cover of weeds species across landfill site.	30 June 2019.	Council has arranged a weed control burn for the Kirknie landfill which is scheduled to be undertaken in November 2018. Council will continue with spraying, mechanical removal of weeds and slashing of the site.	
WM11	Construct second bin bay and complete asphalt seal at the Home Hill Transfer Station.	1.1.1. Plan, build and maintain infrastructure that enhances community assets	Completion of works.	30 June 2019.	Design of retaining wall completed. Quotes to be obtained.	
WM12	Complete Kirknie Landfill Capital Works Projects: - Construct a resource recovery hardstand (green waste and scrap metal) and sediment pond - Upgrade and expand existing sediment pond - Construct additional access roads - Install new concrete slab and relocate battery storage shed from the Ayr Transfer Station - Construct a new waste oil storage shed and slab.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 4.1.5. Continually improve waste management practices 4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Completion of works.	30 June 2019.	Request for quotation and engage contractor for battery and waste oil sheds in October 2018. Works to be completed by 30 November 2018.  Council commenced construction of the new resource recovery hardstand in September 2018. Works are scheduled to be completed in December 2018.  Access roads will be completed while Council are on site completing the above works.  Council released the request for quotation for the upgrade to the sediment basin in September 2018. GHD were engaged as the design consultant on 3 October 2018. Design scheduled to be completed by 3 December 2018.	

WM13	<i>Complete Home Hill Transfer Station Capital Works Projects:</i> - Install a new drum muster cage - Construct a resource recovery hardstand (green waste and scrap metal) and sediment pond.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 4.1.5. Continually improve waste management practices 4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Completion of works.	30 June 2019	Request for quotation and engage contractor for upgrade to drummuster cage in October 2018. Works to be completed by 30 November 2018.  Council released the request for quotation for the design of the greenwaste hardstand and sediment basin in September 2018. GHD were engaged as the design consultant on 3 October 2018. Design scheduled to be completed in January 2019.	
WM14	<i>Complete Ayr Transfer Station Capital Works Projects:</i> - Install roller doors on the second hand good shed. - Install new double bay battery storage shed - Construct a resource recovery hardstand (green waste and scrap metal) and sediment pond.	1.1.1. Plan, build and maintain infrastructure that enhances community assets 4.1.5. Continually improve waste management practices 4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Completion of works.	30 June 2019	Request for quotation and engage contractor for roller door installation and battery shed in October 2018. Works to be completed by 30 November 2018.  Council released the request for quotation for the design of the greenwaste hardstand and sediment basin in September 2018. GHD were engaged as the design consultant on 3 October 2018. Design scheduled to be completed in January 2019.	
WM15	<i>Undertake bin composition audit of Council's mobile bin collection services.</i>	4.1.5. Continually improve waste management practices 4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Completion of audit and audit report.	30 June 2019	BSC provided information to TCC for inclusion in the request for quotation documentation which is being released by TCC. RFQ to be released in October 2018	
WM16	<i>Implement the Site Based Management Plan and complete associated civil works at Luxton Street, Giru legacy landfill site.</i>	4.1.6. Promote the adoption of environmental best practice by Council, residents and business	Implement a Site Based Management Plan and complete civil works required	30 June 2019	A draft Site Investigation and Validation Report has been completed by the consultants which is required to be approved by an independent auditor. Once this step is completed the area should have a site suitability statement to regulate activities on	

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## 5.4 Revised Audit Committee Charter

### Document Information

**Referring Letter No:** N/A

**File No:** 388

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Rebecca Stockdale – Executive Officer

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### Executive Summary

The *Local Government Act 2009* requires Council to establish an audit committee. The Audit Committee plays an advisory role and offers independent assurance regarding the integrity of Council's financial documents, the internal audit function and risk management framework. The Audit Committee has recently conducted a review of the Audit Committee Charter with consideration to the change to an external contractor for the provision of internal audit services. The previous charter referenced the Quality and Safety Coordinator. As this position is no longer responsible for the internal audit function, the appropriate amendments have been made to the charter. The Charter is now presented to Council for formal adoption.

### Recommendation

That Council adopts the revised Audit Committee Charter 2018 as attached to this report.

### Background Information

Council last reviewed and updated the Audit Committee Charter in February 2018 to improve succession planning provisions, remove prohibitive clause excluding past employees or elected members from being eligible for membership, and improve the provisions relating to the approval of the audit committee meeting minutes. The revised charter is largely unchanged. The non-voting attendees list has been updated to add in the two new directors and appropriate amendments have been made to reflect Council's move to engaging an external contractor for the internal audit function.

### Link to Corporate/Operational Plan

5.3.1 Demonstrate open and transparent leadership

5.3.2 Ensure Council's financial position is effectively managed

5.3.3 Adhere to the governance framework and public reporting systems

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## Consultation

Council's Audit Committee discussed the proposed amendments at the audit committee meeting on 3 October 2018.

## Legal Authority or Implications

### *Local Government Act 2009*

105 Auditing, including internal auditing

- (1) Each local government must establish an efficient and effective internal audit function.
- (2) Each large local government must also establish an audit committee.
- (3) A large local government is a local government that belongs to a class prescribed under a regulation.
- (4) An audit committee is a committee that—
  - (a) monitors and reviews—
    - (i) the integrity of financial documents; and
    - (ii) the internal audit function; and
    - (iii) the effectiveness and objectivity of the local government's internal auditors; and
  - (b) makes recommendations to the local government about any matters that the audit committee considers need action or improvement.

## Policy Implications

N/A

## Financial and Resource Implications

N/A

### **Report prepared by:**

Rebecca Stockdale – Executive Officer

### **Report authorised by:**

Nick O'Connor – Director Corporate and Community Services

## Attachments

1. Revised Audit Committee Charter 2018

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# Audit Committee Charter

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2018

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## Purpose

The purpose of this charter is to outline the authority, composition, membership procedures, operational guidelines and responsibilities of the Audit Committee (the committee).

## Authority

The committee has no executive powers, unless delegated to it by the Council through resolution.

The committee is directly responsible and accountable to Council for the exercise of its duties and responsibilities. In carrying out its duties and responsibilities, the committee must at all times recognise that primary responsibility for management of Council rests with the Chief Executive Officer.

The Audit Committee is a committee of the Burdekin Shire Council and is directly responsible to the Council. In performing its responsibilities, the committee has the authority to:

- Undertake its responsibilities in accordance with applicable local government Acts and Regulations.
- Conduct or authorise investigations into matters within its scope of responsibility.
- Request the attendance of any employee at committee meetings.
- Conduct meetings with Council's internal and external auditors, if necessary.
- Request information on any controlled entity.
- Perform other functions as directed by the Council.
- Access information, records and personnel of Council to achieve the above purpose.

## Role

The role of the committee is to provide independent assurance and assistance to the Council on:

- The risk, control and compliance frameworks.
- The Council's external accountability responsibilities as prescribed in the *Local Government Act* and its *Regulations*.

The committee will provide prompt and constructive reports on its findings directly to the Council, particularly when issues are identified that could present a material risk or threat to the Council.

## Relationship with CEO and Council

The Audit Committee will endeavour to have an open, transparent and accountable relationship with the CEO and Council. Recommendations and findings of the Audit Committee shall be forwarded to the CEO and Council in a timely manner and the Audit Committee act as an independent source of counsel to the CEO and Council.

It is recognised by the audit committee that the CEO has a key role in supporting the effectiveness of the audit committee through the provision of information, enabling the availability of key personnel, and the effecting and execution of decisions made by Council following recommendations from the Audit Committee.

### Internal Audit

The committee will act as a forum for internal audit and oversee its planning, monitoring and reporting processes. This process will form part of the governance processes that ensure that Burdekin Shire Council's internal audit function operates effectively, efficiently and economically.

The external contractor for the internal audit function will have a standing invitation to attend audit committee meetings and will be required to report to the audit committee on all internal audit activities.

### External Audit

The committee has no power of direction over external audit or the manner in which the external audit is planned or undertaken, but will act as a forum for the consideration of external audit

findings and will ensure that they are balanced with the view of management. The external auditor will have a standing invitation to attend committee meetings.

## Membership

The members of the committee, taken collectively, will have a broad range of skills and experience relevant to the operations of the Council.

At least one member of the committee shall have accounting or related financial management experience, with understanding of accounting and auditing standards in a public sector environment.

Independent External Membership of the committee is by virtue of the appointed position; no delegates of any of the independent external members are permitted.

Council has resolved to establish an Audit Committee comprising of the following members to be appointed by Council:

- a) 2 councillors; and
- b) Up to three external independent persons with significant experience and skills as outlined below.

The three external members shall be selected as follows:

### Independent Community Member

This member must be independent of Council and have not been an employee or elected member of Burdekin Shire Council within the past 8 years. They must be generally of good character and free of any criminal convictions. They must reside in the Burdekin Shire Local Government Area. They need not hold any particular professional qualifications but should be sufficiently experienced in business or organisational management so as to be able to participate fully in the business and functions of the committee. They must be able and willing to subscribe to Burdekin Shire Council's Code of Conduct.

### Independent Professional Member

This member must be independent of Council and have not been an employee or elected member of Burdekin Shire Council within the past 8 years. They must be generally of good character and free of any criminal convictions. They need not reside in the Burdekin Shire Local Government Area. They must hold duly recognised professional qualifications in Accounting, Law, Finance, Business or Risk Management and should be sufficiently experienced in business or organisational management so as to be able to participate fully in the business and functions of the committee. They must be able and willing to subscribe to Burdekin Shire Council's Code of Conduct.

### Independent Chairperson

This member must be independent of Council and must not have been an employee or elected member of Burdekin Shire Council within the past 8 years. They must be generally of good character and free of any criminal convictions. They need not reside in the Burdekin Shire Local Government Area. They must hold duly recognised professional qualifications in Accounting, Finance, Business or Risk Management and should be sufficiently experienced in business or organisational management so as to be able to lead the business and functions of the Committee. The Chair shall also promote effective communications between the Audit Committee and Council, Chief Executive Officer (CEO), other senior management and the external auditors. The Chair shall ensure the Audit Committee meetings are run smoothly and that the views of all members are heard, and that the agenda and meeting papers properly reflect proceedings. They must be able and willing to subscribe Burdekin Shire Council's Code of Conduct.

### Attendees (non-voting)

Any current Councillor of Burdekin Shire Council (including the Mayor), who is not an Audit Committee Member, may attend Audit Committee Meetings as a non-voting observer.

It is noted that the Chief Executive Officer cannot be a member of the audit committee but can attend meetings of the committee as an advisor and conduit between the committee and council officers.

Other non-voting attendees will be:

- The Director of Corporate and Community Services
- The Director of Infrastructure, Planning and Environmental Services
- The Manager Administration and Financial Services
- The Manager Technical Services
- The Manager Client Services
- Representative of the External Auditor (QAO) and, if a contractor is appointed by the QAO, a representative of that contractor
- Invitees (non-voting) for specific Agenda Items (as requested by the committee)

### Proxy

A Councillor nominated by Council to attend in the absence of a Councillor member.

## Selection Of Committee Members

The selection criteria and process for the appointment of the independent external members shall ordinarily be as follows:

1. The Council shall, through advertising, seek nominations from persons interested in being appointed to the available position. All nominees who satisfy the conditions of this charter shall be eligible for appointment.

2. The eligible persons will be interviewed by a Panel comprising the Mayor, Deputy Mayor and the Council's Chief Executive Officer who shall make recommendations to the Council.
3. Successful applicants will be required to undergo a police check.
4. Following receipt of recommendations from the Panel, the Council may appoint the independent external member by resolution.

## Term Of Office

To allow for knowledge continuity the independent external members will be appointed for a term of four years, after which they will be eligible for extension or re-appointment for a further four years at the discretion of Council, following a review of their performance.

The position of Independent Community Member will become vacant in November of the year of a local government election.

The position of Independent Professional Member will become vacant in March of the year following a local government election.

The position of Independent Chairperson will become vacant in April two years after a local government election.

The maximum number of consecutive terms an independent external member can be a member of the committee without the need for calling for further nominations is two (2) terms. Council shall retain complete discretion in relation to offering a second term and shall take into consideration the performance of the independent member.

## Vacancy

In the case of resignation from the committee by an independent external member, the Council is to appoint another independent external member as soon as is possible in accordance with the process set out above. This member's term will be served in accordance with the above term of office provisions regardless of when the appointment takes place.

## Meetings And Attendance

The committee will meet at least four times each financial year and will adopt a meeting schedule each calendar year.

The committee has the authority to convene additional meetings as circumstances require.

Attendance at each meeting shall be in person, unless prior approval has been granted by the Audit Committee Chair to attend via teleconference.

Representatives from the external auditor (QAO, or their contracted auditor) are permitted to attend each meeting either in person or via teleconference.

Meeting agendas will be prepared and provided in advance to members. The committee should determine its own agenda, with input from officers, ensuring appropriate consultation to include emerging issues and emphasis on the most significant risks and threats.

As soon as practicable after the meeting, a written report about the matters reviewed at the meeting and the committee's recommendations will be provided to the Council for consideration and adoption.

At a meeting of the audit committee—

- (a) a quorum is at least three members of the committee; and
- (b) either—
  - (i) the chairperson presides; or
  - (ii) if the chairperson is absent, the member chosen by the members present as chairperson for the meeting presides.

## Decision Making

The committee is expected to make decisions by consensus but if voting becomes necessary then the details of the vote are to be recorded in the minutes.

Each member of the committee shall be entitled to one vote only. In the case of an equality of votes on any issue the Chair shall have the casting vote.

## Conflict Of Interests And Ethical Practices

Members are required to declare any interests that could constitute a real, potential or perceived conflict of interest with respect to participation on the committee. The declaration must be made on appointment to the committee and in relation to specific agenda items at the outset of each committee meeting, and be updated as necessary. Members of the Audit Committee must conduct themselves in a way which is considered appropriate and promotes a culture of ethical behaviour.

## Confidentiality

All information acquired during a member's term of office on the Audit Committee is confidential to Burdekin Shire Council and should not be disclosed either during the membership or after termination (by whatever means) to third parties except as permitted by law and with prior clearance from the Chair of the committee.

## Minutes

- Secretariat support for the audit committee meetings will be the responsibility of the CEO.
- The secretariat, in consultation with the Chair, will prepare and send notices of meetings and agendas and accurately transcribe all decisions of the committee.
- The secretariat will disseminate all correspondence, reports, briefing papers and other information relevant to the committee's activities and operations.
- Completed minutes shall be forwarded by the secretariat to the Chair within 3 working days of the Audit Committee Meeting for approval.
- The Chair is to respond to the secretariat with approval or alterations within 2 working days.
- Minutes with any amendments from the Chair are then to be forwarded to all committee members via email.
- Committee members are to indicate their agreement that the minutes are correct via a response email- where no response has been provided, it will be taken that the member agrees with the minutes as they stand.
- Approved minutes are to be circulated to all committee members and attendees as well as being presented to council to be received and adopted at the earliest possible ordinary council meeting.

## Responsibilities

The committee will undertake the following: -

- (a) monitor and review—
  - (i) the integrity of financial documents; and
  - (ii) the internal audit function; and
  - (iii) the effectiveness and objectivity of the local government's internal auditors;
- (b) make recommendations to the Council about any matters that the audit committee considers need action or improvement;
- (c) review each of the following matters—
  - (i) the internal audit plan for the internal audit for the current financial year;
  - (ii) the internal audit progress report for the internal audit for the preceding financial year including the recommendations in the report and the actions to which the recommendations relate;
  - (iii) a draft of the local government's financial statements for the preceding financial year before the statements are certified and given to the auditor-general under section 212 of the *Local Government Regulation 2012*;
  - (iv) the auditor-general's audit report and auditor-general's observation report about the local government's financial statements for the preceding financial year.

In undertaking the above responsibilities, the committee may carry out the following:

### Financial Statements

- Review the appropriateness of accounting policies adopted by the Council and ensure the accounting policies adopted are relevant to the Council and its specific circumstances.
- Review the appropriateness of significant assumptions and critical judgements made by management, particularly around estimations which impact on reported amounts of assets, liabilities, income and expenses in the financial statements.
- Review the financial statements for compliance with prescribed accounting and other requirements.
- Review, with management and external auditors, the results of the external audit and any significant issues identified.
- Exercise caution by questioning and seeking full and adequate explanations for any unusual transactions and their presentation in the financial statements.
- Ensure that assurance with respect to the accuracy and completeness of the financial statements is given by management.

### Internal Control

- Understand the scope of internal and external auditors' review of internal control and obtain reports on significant findings and recommendations, together with management's responses.

### Internal Audit

- Have final authority to review and approve the annual internal audit plan and all major changes to the plan.
- Monitor the effectiveness of the internal audit function on an ongoing basis.
- Receive and review Internal Audit reports.
- Review the findings and recommendations of internal audit and the response to them by management.
- Review the implementation of internal audit recommendations accepted by management.

### External Audit

- Review the findings and recommendations of external audit (including from performance audits) and the response to them by management.
- Review the implementation of external audit recommendations accepted by management and where issues remain unresolved ensure that satisfactory progress is being made to mitigate the risk associated with audit's findings.
- The appointment of the external auditor is controlled by the Auditor General and not by Council. The Committee therefore has limited opportunity to influence the scope of work of the auditor.
- Review the external auditors' proposed audit scope and approach.
- Monitor the progress of actions proposed in relation to significant findings and recommendations made by the external auditors.
- The audit committee will act as a forum for the consideration of external audit findings and will ensure that they are balanced with the views of management.

### Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up of any instances of noncompliance.
- Review the findings of any examinations by regulatory agencies and any auditor observations.

### Risk Management

- Review Council's framework for managing and monitoring enterprise wide risk and evaluate whether management have addressed, considered and managed risks throughout the organisation.
- Gain an understanding of the current areas of greatest financial and operational risk and how management is managing these effectively.
- Regularly review the Council's Risk Register to identify areas of significant risk and determine if appropriate controls or treatments are being applied to eliminate or mitigate those risks.
- Identify areas of risk not adequately addressed or not identified in current action plans and recommend investigation into those areas for Risk Assessment purposes.
- Receive reports from Council's Risk Management Committee.

## Reporting

The audit committee Chair will prepare an annual report to the Council summarising the performance and achievements for the previous year.

## Remuneration

The independent members of the Committee will be entitled to fees for preparation and attendance at the meetings of \$750 per meeting. This will cover all preparation time and meeting attendance as well as expenses for travel and reasonable out of pocket disbursements. Review of the fee structure will be undertaken after each 12 month period to assess if the remuneration package is comparable with similar Councils. The independent chairperson will be entitled to fees for preparation and attendance at meetings of \$1,500 per meeting. Meeting fees shall be indexed annually from 1 July and will be consistent with any percentage increase decided by the Local Government Remuneration and Discipline Tribunal for Councillor Remuneration.

## Evaluation Of Committee Activities

The committee will undertake a self-assessment of its performance for the previous twelve months in February each year.

## **Review Of Charter**

The charter will be reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

All amendments to the charter will be discussed and approved by the Council.

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## 5.5 Trustee Lease Arrangements - Lot 8 on CP910254 - Reserve for Recreation R53 - Rugby Park, Ayr

### Document Information

**Referring Letter No:** N/A

**File No:** 179, 1720, 1762

**Name of Applicant:** Burdekin Rugby League Inc; Burdekin Junior Rugby League Football Club Inc; Burdekin Touch Association Inc

**Location:** Lot 8 on Crown Plan 910254  
(Reserve for Recreation R53)

**Author and Title:** Vicki Walker – Governance and Property Officer

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### Executive Summary

Council is requested to consider approval of:

1. Surrender of the joint Trustee Lease between Burdekin Junior Rugby League Inc and Lower Burdekin Hockey Association Inc over part Lot 8 on Crown Plan 910254 (Reserve for Recreation R53);
2. Issue of a joint Trustee Lease between Burdekin Rugby League Inc and Burdekin Junior Rugby League Football Club Inc over part Lot 8 on Crown Plan 910254 (Reserve for Recreation R53);

Issue of a new Trustee Lease to Burdekin Touch Association Inc over part Lot 8 on Crown Plan 910254 (Reserve for Recreation R53) for the erection of new lighting.

### Recommendation

That under Section 57 (1) of the *Land Act 1994* Council approves:

1. Surrender of the joint Trustee Lease between Burdekin Junior Rugby League Inc and Lower Burdekin Hockey Association Inc over part Lot 8 on Crown Plan 910254 (Reserve for Recreation R53);
2. Issue of a joint Trustee Lease between Burdekin Rugby League Inc and Burdekin Junior Rugby League Football Club Inc over part Lot 8 on Crown Plan 910254 (Reserve for Recreation R53);
3. Issue of a new Trustee Lease to Burdekin Touch Association Inc over part Lot 8 on Crown Plan 910254 (Reserve for Recreation R53) for the erection of new lighting,

noting that the Trustee Leases will be for a term of 20 years and subject to the usual terms and conditions set by the Department of Natural Resources, Mines and Energy and Council;

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and the inclusion of clauses to the joint Burdekin Rugby League Inc/Burdekin Junior Rugby League Football Club Inc lease to ensure Lower Burdekin Hockey Association Inc will have the use of the existing "hockey" building for storage purposes and use of the grounds once a year for their carnival.

## **Background Information**

### Joint Trustee Lease – Burdekin Rugby League Inc and Burdekin Junior Rugby League Football Club

Burdekin Rugby League Inc leases reserve land on the corner of Mackenzie and Wickham Streets, Ayr (about 24428 m<sup>2</sup>) described as Lease C on Part Lot 8 on CP910254. (Rugby Park, Ayr)

Burdekin Junior Rugby League Football Club Inc leases part of the same reserve (about 11387m<sup>2</sup>) described as Lease E on Part Lot 8 on CP910254.

Both of these trustee leases have been in effect since 1997 and expired on 17 December 2017.

Burdekin Junior Rugby League also has a joint lease over part of the reserve (Lease D) with Lower Burdekin Hockey Association Inc which has been in place since February 2012. (About 16226m<sup>2</sup>)

Following extensive negotiations between Junior Rugby League and Lower Burdekin Hockey which culminated in a meeting with Council representatives and the Mayor, Hockey representatives agreed to surrender the joint lease to enable Burdekin Junior Rugby League Football Club and Burdekin Rugby League to take over the lease of the whole area with the exception of a small area required by the Burdekin Touch Association for the erection of new lighting. (In accordance with Queensland Rugby League requirements, the senior and junior rugby league clubs will amalgamate by 2020).

In response to the Lower Burdekin Hockey Association's concerns in relation to losing their storage facility and the use of the grounds for their annual carnival, it was agreed to include appropriate clauses in the lease to ensure the association would still have use of the building and the grounds for these purposes.

### Trustee Lease – Burdekin Touch Association

Burdekin Touch Association has negotiated this Trustee Lease with Burdekin Junior Rugby League for the purpose of erecting new lighting which will benefit both clubs. Burdekin Touch Association holds the adjoining Trustee lease – Lease J over part Lot 91 on GS980. The area of the new lease will be about 1090m<sup>2</sup>. (Refer Lease R on the attached draft lease plan). Lease L on the attached site plan (currently held by Burdekin Touch Assn.) will be surrendered and joined with proposed Lease R.

## **Link to Corporate/Operational Plan**

3.4.2 Support sporting organisations in providing opportunities for physical activity.

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## **Consultation**

Burdekin Rugby League Inc, Burdekin Junior Rugby League Football Club Inc, Burdekin Touch Association Inc and Lower Burdekin Hockey Association

## **Legal Authority or Implications**

Section 57(1) of *Land Act 1994*

## **Policy Implications**

N/A

## **Financial and Resource Implications**

Lease preparation and registration costs are the responsibility of the lessee.  
Staff resource allocation for preparation of lease documentation.

### **Report prepared by:**

Vicki Walker - Governance and Property Officer

### **Report authorised by:**

Nick O'Connor - Director Corporate and Community Services

## **Attachments**

1. Aerial view of Lot 8 on CP910254.
2. Draft Lease Plan showing proposed Lease R on Part Lot 8 on CP910254.
3. Site Plan – Current Trustee Leases – Ayr Sports Reserve.







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## 6 ENVIRONMENTAL AND HEALTH SERVICES

## 7 CLIENT SERVICES

## 8 FINANCIAL & ADMINISTRATIVE SERVICES

### 8.1 First Amended Budget for 2018/2019

#### Document Information

**Referring Letter No:** N/A

**File No:** 1053

**Name of Applicant:** N/A

**Location:** N/A

**Author and Title:** Fiona Smith – Financial Accountant

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#### Executive Summary

In accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*, Council may, by resolution, amend the budget for a financial year at any time before the end of the financial year. As required by the regulation, Council has completed the budget revision for 2018/19 and the next two financial years.

Management have completed a review of the 2018/19 budget based on results to the end of September and estimated transactions for the remainder of the financial year. The first amended budget includes capital carryover projects and funding.

An amended budget for the 2018/19 financial year is submitted for adoption.

#### Recommendation

That the amended budget and report for the period ending 30 June 2019 as tabled be adopted.

#### Background Information

The amended budget is based on best estimates of expenditure and income as provided by the relevant Managers to the end of September.

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### Financial Analysis

The original budget operational surplus of \$1,403,566 has changed to an operational deficit of \$1,109,985 in the first budget revision. This decrease is mainly attributable to the payment in 2017/18 of half of the 2018/19 Financial Assistance Grant of \$1,871,000. Additionally, the total amount of Financial Assistance Grant to be received is approximately \$160,000 less than anticipated when preparing the original budget. The original expected grant was calculated based on historical amounts received.

An increase in depreciation expense of \$266,851 contributes to the reduction of the operating result, mainly in the asset classes of Transport, Sewerage, Buildings and Water. These estimates have been impacted by revaluations, capitalisations, and the process undertaken in calculating depreciation.

Materials and services costs are projected to increase by \$635,000, however this was largely offset by grants, recoverable works income, and a decrease in employee costs. The increase in materials and services includes the Rangemore Road upgrade and street art projects, both are funded by Works for Queensland.

This revision includes a budget for other capital expenses, which reflects the actual costs for the period to 30 September 2018. This expense is not included in the original budget as Council assumes no profit or loss on disposal or write-off of assets.

The Capital Works Program budget has increased by \$6.2M to \$22.8M. The revised budget includes \$4.3M of carryover projects from the 2017/18 financial year. The remaining increase in assets is funded by grants, reserves and depreciation.

Capital projects carried over from 2017/18 include:

\$	1,431,842	Roadworks
\$	333,072	Sewerage Pump Station Switchboard Replacement Program
\$	287,803	Mt Kelly Water Rising Main Replacement of 1350m Section
\$	275,285	Edward Street Drainage
\$	200,000	Ayr Sewerage Treatment Plant Replace Arms on Trickle Filters
\$	150,000	Home Hill Transfer Station Reconstruction of Greenwaste Pad
\$	150,000	Ayr Transfer Station Reconstruction of Greenwaste Pad
\$	112,173	Major Drainage Schemes
\$	98,962	Ayr Aerodrome Electrical Upgrade Stage 1
\$	88,201	Home Hill Water Tower Replacement of Aerators
\$	81,137	Ayr Swimming Pool Refurbishment of Scum Guttering
\$	64,300	Drainage Channel Construction South Ayr
\$	57,548	Groper Creek Relocation of Public Conveniences Septic System
\$	38,847	Home Hill Water Tower Design of Replacement Switchboard
\$	19,088	Ayr Skate Park Installation of New Shade Structure and Solar Lights
\$	12,757	Fourth Avenue Installation of Stormwater Drainage Pipe and Easement Acquisition
\$	12,502	Supply and Installation of Park Furniture at Various Shire Parks
\$	12,000	Burdekin Library Replace Main Air Conditioner

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\$	7,000	South Ayr Water Treatment Plant Installation of Flowmeters and Construction of Associated Pits
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Works for Queensland Round 2 capital projects scheduled for 2018/19 total \$2,758,675, with the following projects carrying over funds from 2017/18:

\$	213,175	Ayr Showgrounds Upgrade
\$	130,000	Energy Efficiency Initiatives – Chamber Installation of Solar Power
\$	100,000	Ayr Aerodrome Design and Construction of Fuel Facility
\$	100,000	New Visitor Information Centre
\$	96,800	Queen Street Public Amenities Upgrade
\$	80,000	Anzac Park Retaining Wall Upgrade
\$	60,000	Anzac Park Playground Upgrade Softfall
\$	50,000	Burdekin Be Active Trail Installation of Exercise Stations
\$	38,700	Home Hill Transfer Station Upgrade

New/additional projects funded by grants approved following the adoption of the original budget are detailed below:

\$	1,500,000	Plantation Park Nature Based Play Space Construction
\$	270,000	Equipment for the Augmentation of the Flood Reporting Network
\$	124,000	Detailed Design of a Macro-Algal Bioremediation Facility

### Forecast Years

The changes occurring in the 2018/19 budget revision impact the future years, requiring a change to the forward assumptions. For both 2019/20 and 2020/21, general rates were marginally increased and materials and services have been decreased. The reduction in materials can be partially attributed to the expected savings in electricity costs in Council buildings as a result of the energy efficiency project.

Council will continue to experience ongoing financial challenges from variability in grant funding and increasing depreciation expenses. This should be taken into account when considering making decisions to expand programs or introduce new projects to ensure further increases to rates are not required.

### **Link to Corporate/Operational Plan**

Strategy 5.3.2 – Ensure Council's financial position is effectively managed.  
 Strategy 5.3.3 – Adhere to the governance framework and public reporting systems.  
 Strategy 5.3.4 – Undertake regulatory responsibilities in accordance with legislative regulations.

### **Consultation**

The amended budget has been collated and presented by the Finance and Administrative Services Department from estimates provided by Managers.

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## **Legal Authority or Implications**

*Local Government Act 2009*

Chapter 4 Finances and accountability

*Local Government Regulation 2012*

Section 170 Adoption and amendment of budget

Interpretation guidance on this legislation is provided from the Department of Local Government.

## **Policy Implications**

N/A

## **Financial and Resource Implications**

Refer to content of report.

### **Report prepared by:**

Fiona Smith – Financial Accountant

### **Report authorised by:**

Kim Olsen – Manager Financial and Administrative Services

## **Attachments**

1. First Revised Budget including Financial Sustainability – 2018/2019

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**BURDEKIN SHIRE COUNCIL****Budgeted Statement of Comprehensive Income**

For the periods ending 30 June

	Original Budget 2018/19 \$	Revised Budget 2018/19 \$	Forecast 2019/20 \$	Forecast 2020/21 \$
<b>Revenue</b>				
Rates and utility charges	39,299,300	39,303,794	40,157,388	41,099,792
Less Pensioner remissions	(314,000)	(314,000)	(322,000)	(330,000)
Net rates and utility charges	38,985,300	38,989,794	39,835,388	40,769,792
User fees and charges	1,984,154	1,942,570	1,981,420	2,021,044
Contributions	212,522	217,522	224,047	230,766
Operating grants and subsidies	4,494,734	2,816,116	4,050,757	4,152,022
Interest revenue	1,593,300	1,533,300	1,567,620	1,542,668
Sales of contract and recoverable works	1,753,600	1,793,600	1,788,672	1,824,445
Other Income	227,850	242,321	239,007	243,784
<b>TOTAL OPERATING REVENUES</b>	<b>49,251,460</b>	<b>47,535,223</b>	<b>49,686,911</b>	<b>50,784,521</b>
<b>Expenses</b>				
Employee benefits	(21,337,607)	(21,232,873)	(21,697,769)	(22,177,861)
Materials and services	(15,104,540)	(15,739,736)	(15,060,131)	(15,412,330)
Depreciation and Amortisation	(11,182,138)	(11,448,989)	(11,710,294)	(11,941,455)
Finance Costs	(223,609)	(223,610)	(139,027)	(74,218)
<b>TOTAL OPERATING EXPENSES</b>	<b>(47,847,894)</b>	<b>(48,645,208)</b>	<b>(48,607,221)</b>	<b>(49,605,864)</b>
<b>Operating surplus (deficit)</b>	<b>1,403,566</b>	<b>(1,109,985)</b>	<b>1,079,690</b>	<b>1,178,657</b>
Capital income and expenditure:				
Cash capital grants and subsidies	3,145,630	5,429,935	1,819,543	2,210,443
Other capital expenses		(604,267)		
<b>Net result for the period</b>	<b>4,549,196</b>	<b>3,715,683</b>	<b>2,899,233</b>	<b>3,389,100</b>

**BURDEKIN SHIRE COUNCIL****Budgeted Statement of Financial Position**

As at the periods ending 30 June

	Original Budget 2018/19 \$	Revised Budget 2018/19 \$	Forecast 2019/20 \$	Forecast 2020/21 \$
<b>Current Assets</b>				
Cash and deposits	42,905,998	48,689,626	47,974,382	50,122,165
Cash Investments	3,000,000			
Receivables	4,636,885	3,241,481	3,241,481	3,241,481
Inventories	720,712	753,530	753,530	753,530
	51,263,595	52,684,637	51,969,393	54,117,176
Non-current - Assets classified as held for sale		161,000	161,000	161,000
	51,263,595	52,845,637	52,130,393	54,278,176
<b>Non-Current Assets</b>				
Receivables	186,176	321,695	321,695	321,695
Property, plant and equipment	510,166,710	511,887,607	514,420,834	514,255,245
Intangible assets	775,632	658,294	530,973	271,307
Capital work in progress	3,460,855	4,129,835	4,129,835	4,129,835
	514,589,373	516,997,431	519,403,337	518,978,082
<b>TOTAL ASSETS</b>	565,852,968	569,843,068	571,533,730	573,256,258
<b>Current Liabilities</b>				
Trade and other payables	4,660,966	4,753,959	4,804,382	4,855,939
Interest bearing liabilities	1,329,735	1,329,735	352,461	
Provisions	3,091,919	2,878,335	2,943,097	3,009,316
Other	1,373	950	950	950
	9,083,993	8,962,979	8,100,890	7,866,205
<b>Non-Current Liabilities</b>				
Interest bearing liabilities	355,390	352,461		
Provisions	16,044,730	16,347,082	16,353,061	14,921,174
	16,400,120	16,699,543	16,353,061	14,921,174
<b>TOTAL LIABILITIES</b>	25,484,113	25,662,522	24,453,951	22,787,379
<b>NET COMMUNITY ASSETS</b>	540,368,855	544,180,546	547,079,779	550,468,879
<b>Community Equity</b>				
Asset revaluation reserve	294,512,344	295,598,109	295,598,109	295,598,109
Accumulated surplus/(deficiency)	245,856,511	248,582,437	251,481,670	254,870,770
<b>TOTAL COMMUNITY EQUITY</b>	540,368,855	544,180,546	547,079,779	550,468,879

**BURDEKIN SHIRE COUNCIL****Budgeted Statement of Cash Flows**

For the periods ending 30 June

	Original Budget 2018/19 \$	Revised Budget 2018/19 \$	Forecast 2019/20 \$	Forecast 2020/21 \$
<b>Cash Flows from Operating Activities</b>				
Receipts				
Net rates and utility charges	38,985,300	38,989,794	39,835,388	40,769,792
Total fees and charges	1,984,154	1,942,570	1,981,420	2,021,044
Sales of contract and recoverable works	1,753,600	1,793,600	1,788,672	1,824,445
Interest revenue	1,593,300	1,533,300	1,567,620	1,542,668
Contributions and donations	212,522	217,522	224,047	230,766
Government subsidies and grants	4,494,734	2,816,116	4,050,757	4,152,022
Other Income	227,850	242,321	239,007	243,784
	<u>49,251,460</u>	<u>47,535,223</u>	<u>49,686,911</u>	<u>50,784,521</u>
Payments				
Employee benefits	(21,055,731)	(21,232,873)	(21,576,605)	(22,053,972)
Materials and services	(15,104,540)	(15,739,736)	(15,060,131)	(15,412,330)
Finance costs	(223,609)	(223,610)	(139,027)	(74,218)
	<u>(36,383,880)</u>	<u>(37,196,219)</u>	<u>(36,775,763)</u>	<u>(37,540,520)</u>
<b>Cash provided by/(used in) operational activities</b>	<b>12,867,580</b>	<b>10,339,004</b>	<b>12,911,148</b>	<b>13,244,001</b>
<b>Cash Flow from Investing Activities:</b>				
Proceeds from sale of capital assets	327,000	246,010	505,000	505,000
Government grants and subsidies	3,145,630	5,429,935	1,819,543	2,210,443
Payments for property, plant and equipment	(16,431,650)	(22,654,999)	(14,451,200)	(11,981,200)
Payments for rehabilitation work				(1,438,000)
Payments for intangibles	(143,000)	(143,000)	(170,000)	(40,000)
Net cash provided by investing activities	<u>(13,102,020)</u>	<u>(17,122,054)</u>	<u>(12,296,657)</u>	<u>(10,743,757)</u>
<b>Cash Flow from Financing Activities:</b>				
Repayment of borrowings	(1,752,286)	(1,751,750)	(1,329,735)	(352,461)
Net cash provided by financing activities	<u>(1,752,286)</u>	<u>(1,751,750)</u>	<u>(1,329,735)</u>	<u>(352,461)</u>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(1,986,726)</b>	<b>(8,534,800)</b>	<b>(715,244)</b>	<b>2,147,783</b>
Cash at beginning of reporting period	44,892,724	57,224,426	48,689,626	47,974,382
<b>Cash at end of Reporting Period</b>	<b>42,905,998</b>	<b>48,689,626</b>	<b>47,974,382</b>	<b>50,122,165</b>

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**BURDEKIN SHIRE COUNCIL****Budgeted Statement of Changes in Equity**

For the periods ending 30 June

	Original Budget 2018/19 \$	Revised Budget 2018/19 \$	Forecast 2019/20 \$	Forecast 2020/21 \$
<b>TOTAL COMMUNITY EQUITY</b>				
Balance at the beginning of period	535,819,659	540,464,863	544,180,546	547,079,779
Increase (decrease) in net result	4,549,196	3,715,683	2,899,233	3,389,100
<b>Balance at the end of period</b>	<b>540,368,855</b>	<b>544,180,546</b>	<b>547,079,779</b>	<b>550,468,879</b>
 <b>Retained Surplus/Deficit</b>				
Balance at the beginning of period	241,307,315	244,866,754	248,582,437	251,481,670
Increase (decrease) in net result	4,549,196	3,715,683	2,899,233	3,389,100
<b>Balance at the end of period</b>	<b>245,856,511</b>	<b>248,582,437</b>	<b>251,481,670</b>	<b>254,870,770</b>
 <b>Asset Revaluation Surplus</b>				
Balance at the beginning of period	294,512,344	295,598,109	295,598,109	295,598,109
Increase (decrease) in net result				
<b>Balance at the end of period</b>	<b>294,512,344</b>	<b>295,598,109</b>	<b>295,598,109</b>	<b>295,598,109</b>

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## **BURDEKIN SHIRE COUNCIL**

### **Financial Ratios of the Budget**

For the year ended 30 June

	Original Budget 2018/19 %	Revised Budget 2018/19 %	Forecast 2019/20 %	Forecast 2020/21 %
<b>Operating Surplus Ratio</b>				
<u>Net operating surplus</u>				
Total operating revenue	2.8%	-2.3%	2.2%	2.3%
The extent to which operating revenue covers operational expenses.				
Target: Between 0% and 10% per annum (on average over the long term)				
<b>Asset sustainability ratio</b>				
<u>Expenditure on Replacement Assets</u>				
Depreciation expense	89.9%	141.3%	118.4%	86.1%
The extent to which the infrastructure assets are being replaced as they reach the end of their useful lives.				
Target: >90% per annum (on average over the long term)				
<b>Net Financial Liabilities Ratio</b>				
<u>Total liabilities-Current Assets</u>				
Operating revenue	-52.3%	-57.2%	-55.7%	-62.0%
Measures the extent to which the net financial liabilities of Council can be serviced by operating revenues.				
Target: <60% per annum (on average over the long term)				
<b>Net rates &amp; utility charges original budget prior year</b>	38,115,232	38,115,232	38,985,300	39,835,388
<b>Net rates &amp; utility charges budgeted for current year</b>	38,985,300	38,989,794	39,835,388	40,769,792
Change rates and utility charges net of discounts	870,068	874,562	850,088	934,404
Percentage change	2.3%	2.3%	2.2%	2.3%

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## **9 OPERATIONS**

## **10 TECHNICAL SERVICES**

## **11 PLANNING & DEVELOPMENT**

## **12 COMMUNITY DEVELOPMENT**

## **13 ECONOMIC DEVELOPMENT**

## **14 NOTICES OF MOTION**

### **14.1 Use of Council Bus - Burdekin Readers and Writers Festival**

#### **Recommendation**

That Council endorses the Mayor's approval for the use of the Council Bus to transport authors to and from Townsville Airport during the 2018 Burdekin Readers and Writers Festival on Saturday 13 and Sunday 14 October 2018.

#### **Background Information**

The Burdekin Readers and Writers Association requested the use of the Council Bus to transport authors to and from Townsville Airport during the 2018 Burdekin Readers and Writers Festival on Saturday 13 and Sunday 14 October. Prior to the event, the Mayor was unable to raise the request at a Council Meeting to establish whether Council supported the use of the Council Bus. Due to the nature of the event, the Mayor approved the use of the Council Bus.

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## **15 CORRESPONDENCE FOR INFORMATION**

Tabled Separately

## **16 GENERAL BUSINESS**

## **17 CLOSED MEETING ITEMS**

- Consideration of Report on Ayr Swimming Pool Scum Gutter Refurbishment
- Consideration of Report - Transfer of Contract for Animal Pound Services

## **18 DELEGATIONS**

### **18.1 Australian Citizenship Ceremony**

#### **10:15am – Citizenship Ceremony**

Mr Marius BOTHA (South Africa)  
Mrs Marieta BOTHA (South Africa)  
Miss Bridget BOTHA(South Africa)  
Miss Chumane BOTHA(South Africa)  
Master Xander BOTHA (New Zealand)  
Mr Benjamin Raphael Sacha CHESNEAU (France)  
Mr Ramil Cerdeno HINOLAN (Philippines)  
Mrs Maria Vera Villaflor HINOLAN (Philippines)  
Miss Raven Louise Villaflor HINOLAN (Philippines)  
Mrs Joyce KADIYALF (India)  
Mr Henry Craig KIRTON (South Africa)  
Mrs Marilyn KIRTON (South Africa)  
Mrs Suzanne Michelle LOADER (United Kingdom)  
Mrs Christiane ROBERTSON (Germany)  
Mr Mandeep SINGH (India)  
Mr Robert Francis WILSON (South Africa)  
Mr Samantha Srinath Bandara Wanigasekara WANIGASEKARA MUDIYANSELAGE (Sri Lanka)

