

Diamantina Shire Council

Budget 2017/18

Public Version





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1. MAYOR'S BUDGET SUMMARY

The 2017/18 is one of where Council will take a breath from the heavy capital works program seen in the previous year. It will take stock of its position, having received input from the QTC on its sustainability, and seek to gain the benefits of its investment in Optic Fibre and 4G communications. This year will see the finalisation of many capital projects commenced in the prior year with few new projects funded.

Council will invest in new telecommunications and financial software which will provide many benefits into the future. The Bedourie Administration Centre will be linked with the Wirrarrri Centre in Birdsville allowing seamless connectivity for financial transactions, records management and telephones. These locations will also be connected to the optic fibre network removing the impediments that existed in the day to day operations of Council. New software will be purchases from which Council financial and asset management functions will be underpinned, Council's first real investment in this area for 25 years.

To do this, general rates and charges will rise 3%, slightly more than CPI but less than the rise in Council's cost index. The cap on rural general rates increases has been removed, as the majority of properties no receive no benefit from this.

Council's reliance on externally funded roadwork, whether this is from Queensland Department of Main Roads, Roads to Recovery, NDRRA, TIDS or other sources, has not diminished. Council has been fortunate to receive \$1,020,000 through the Queensland Governments works for Qld Program and \$3.583M from NDRRA restoration works. Council is mindful that NDRRA methodology changes on 1 July 2018 and the effect of this on Council flood restoration works is unknown at the moment.

Road Projects

Department of Main Roads funded include:

- Diamantina Developmental Road (Windorah-Bedourie) – 2.8km pave and seal from end of bitumen at Bloodwood Creek \$903,812. This project commences in June 2016.

Road to Recovery funded projects:

- Complete stages 3 & 4 of Birdsville Streetscaping \$483,000
- Replacement of Kerb & Channel in Bedourie \$240,000
- Reseal Adelaide St Birdsville \$80,000

Works for Queensland Projects

- Springvale to Boulia Shire Boundary \$330,000 – Formation/Floodway repair
- Diamantina Lakes – Winton Shire Boundary \$132,000 Formation/Resheeting
- Davenport downs – Diamantina Lakes \$264,000 Formation/Floodway Repair
- Davenport Downs – Palparara Rd \$264,000 Formation/Floodway repair

Carryover Projects from 2016

- Birdsville Caravan Park - Complete the installation of underground power & water, \$800,000
- Bedourie Community Centre - Construction of shade to the northern side of the Bedourie Community Centre, new front entrance and footpath. \$250,000
- Bedourie Aquatic Centre & Spa – Complete \$1.488M Replacement of Filtration Equipment, heat exchanger, Roof over pool & Spa. Subsidy received from Qld Department of National Parks, Sport & Racing (\$963,000)

New Projects

- Birdsville Cemetery – Installation of a Columbarium and Shelter \$30,000
- Bedourie Cemetery – Installation of Columbarium, Shelter and new fence. \$40,000
- Birdsville Caravan Park - Seal internal roads and landscaping \$300,000
- Birdsville Lodge – Carpark Lighting and house upgrade \$50,000
- Bedourie Footpaths \$50,000



The Income Statement shows an operating deficit of \$291,067 in 2017/18. Cash is budgeted to reduce to \$12.375M at the end of 2017/18 year.

Outlook

The 2017/18 year and beyond will see Council's ongoing dependence on the continuation of Department of Main Roads funded road projects and NDRRA restoration, neither of which are guaranteed and uncertain to predict. This uncertainty in funding makes it extremely difficult to plan beyond 12 months. Outlying years result in ongoing deficits and reduction in cash which obviously cannot continue forever and will need ongoing review of service levels and renewal of assets.

CR GEOFF MORTON OAM
MAYOR

2. REVENUE POLICY

CONTROL:

Policy Type:	Financial
Authorised by:	Council
Head of Power:	<ul style="list-style-type: none"> • Local Government Act 2009; and • Local Government Regulation 2012.
Responsible Officer:	Deputy Chief Executive Officer
Adopted / Approved:	May 15 2017, Minute No. 2017.05.15-OM-12
Last Reviewed:	24 th April 2017
Next Review:	<p>May 2018</p> <p>Note: This Policy may be included with Budget documents and as such, must be reviewed annually prior to the adoption of the Budget, however may be amended at any time.</p>

1. INTRODUCTION

1.1 PURPOSE:

The Revenue Policy is intended to be a strategic document. Its adoption, in advance of setting the budget, allows Council to set out the principles that it will use to set its budget and to identify in broad terms the general strategy to be used for raising revenue.

This Revenue Policy will be of interest to ratepayers, federal and state departments, community groups and other interested parties seeking to understand the revenue policies and practices of Council.

1.2 POLICY OBJECTIVES:

To ensure compliance with the Local Government Act and Regulation and promote quality financial management.

1.3 COMMENCEMENT OF POLICY:

This Policy will commence on adoption. It replaces the Revenue 2016-2017 Policy.

1.4 SCOPE:

The purpose of the policy is to identify the planning framework within which Council operates and to set out the principles used by Council for:

- levying rates and charges; and
- granting concessions for rates and charges; and
- recovering overdue rates and charges; and
- cost-recovery fees.

and

- if the local government intends to grant concessions for rates and charges—the purpose for the concessions; and

- the extent to which physical and social infrastructure costs for a new development are to be funded by charges for the development.

2. POLICY

2.1 CONTEXT:

The context of this Policy aims to ensure a clear and concise approach is undertaken in respect to the intended principles and strategies for the raising of revenue.

2.2 POLICY STATEMENT:

Council will be guided by the principles of user pays in the making of rates and charges so as to minimise the impact of rating on the efficiency of the local economy and to meet the range and standard of services offered to and demanded by Council's stakeholders.

Council will also have regard to those Standards and Procedures outlined in Section 3 of this Policy.

3. STANDARDS AND PROCEDURES

3.1 KEY PRINCIPLES

3.1.1 Planning Framework

- The Local Government Act 2009 sets a general planning framework within which Council must operate. There are a number of elements to the planning framework including the preparation and adoption of a Corporate Plan, Operational Plan and an Annual Budget.
- Section 193 of the Local Government Regulation 2012 also requires a Local Government to review its revenue policy annually and in sufficient time to allow an annual budget that is consistent with the revenue policy to be adopted for the next financial year.
- Council considers that the best way of setting its revenue objectives, and to achieve them, is to effectively plan through each of the elements of the planning framework. The revenue policy effectively cascades down through the Corporate Plan. Council's 2014 – 2019 Corporate Plan includes the following objective:

'Long term financial sustainability.'

- This will be achieved by maintenance of Council's existing revenue sources through the following strategies:

'Fund depreciation in line with Council's revenue policy and provide for asset replacement in line with asset management plans.'

"Ensure that grant and subsidy income is maximised"

"Maximise internal/external revenue sources"

"Continue to apply the Code of Competitive Conduct to nominated Council business activities"

and

'Maintain up to date and compliant financial management and reporting systems'

3.2 SPECIFIC AND STANDARD

3.2.1 Making of Rates and Charges

- In general, Council will be guided by the principles of user pays in the making of rates and charges so as to minimise the impact of rating on the efficiency of the local economy and to meet the range and standard of services offered to and demanded by Council's stakeholders.
- Council will also have regard to the principles of:
 - Transparency in the making of rates and charges;
 - Having in place a rating regime that is simple and inexpensive to administer;
 - Equity by taking account of the different capacity of land to generate income within the local community, and the burden the use of the land imposes on Council services;
 - Responsibility in achieving the objectives, actions and strategies in Council's Corporate and Operational Plans;
 - Flexibility to take account of changes in the local economy;
 - Environmental conditions, particularly drought conditions that will have a suppressing impact upon the economic, social and financial recovery of the Shire;
 - Maintaining Shire services and assets to an appropriate standard;
 - Meeting the needs and expectations of the general community; and
 - Assessing availability of other revenue sources.

3.2.2 Levying of Rates

- In levying rates Council will apply the principles of:
 - Making clear what is Council's and each ratepayers' responsibility to the rating system;
 - Making the levying system simple and inexpensive to administer;
 - Timing the levying of rates to take account of the financial cycle of local economic, social and environmental conditions in order to assist smooth running of the local economy;
 - Adjusting the way general rates are charged in response to fluctuations in valuations combined with economic and seasonal factors affecting major local industries; and
 - Equity through flexible payment arrangements for ratepayers with lower capacity to pay.

3.2.3 Recovery of Rates and Charges

- Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers. It will be guided by the principles of:
 - Transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them to meet their financial obligations;
 - Making the processes used to recover outstanding rates and charges clear, simple to administer and cost effective;
 - Equity having regard to capacity to pay in determining appropriate arrangements for different sectors of the community;
 - Providing the same treatment for ratepayers with similar circumstances; and
 - Flexibility by responding where necessary to changes in the local economy and environmental conditions (including recovery from drought).

3.2.4 Concessions for Rates and Charges

- In considering the application of concessions, Council will be guided by the principles of:
 - The same treatment for ratepayers with similar circumstances;
 - Transparency by making clear the requirements necessary to receive concessions;
 - Flexibility to allow Council to respond to local economic and environmental issues; and
 - Fairness in considering the provision of community service concessions.
- Council may give consideration to granting a class concession in the event of all or part of Council experiencing a natural disaster, environmental disaster or similar event.
- Council may provide a concession to eligible pensioners for general rates to ease the burden of cost of living.
- Council will also consider a concession of whole or part of the general rate levied on organisations or entities that meet the criteria detailed in the Local Government Act 2009.

3.2.5 Cost Recovery Fees

In considering Council's powers to set Cost Recovery fees Council will be guided by the principal of user pays.

3.2.6 Developer Contributions

- While it is expected that developers will contribute to new physical and social infrastructure when they commence a new development, the amount of their contribution and how much of the infrastructure they fund may vary. This will depend on many factors and will be assessed for each development. The processes used in determining the contribution, however will be transparent, fair and equitable.

4. REFERENCE AND SUPPORTING INFORMATION

4.1 DEFINITIONS:

To assist in interpretation, the following definitions shall apply:

Word / Term	Definition
Council	means Diamantina Shire Council.

4.2 RELATED POLICIES, LEGISLATION AND DOCUMENTS:

Links to supporting documentation
Local Government Regulation 2012 – Section 193

4.3 VERSION CONTROL:

Previous Version Number	Adopted/Approved Date
Revenue Policy 2015-16	18 May 2015; Minute No. 2015.05.18-OM-03
Revenue Policy 2016-17	June 27 2016; Minute No. 2016.06.27-OM-5

3. REVENUE STATEMENT

BACKGROUND

Local Government Act 2009

Section 104(5) (a) (iv) of the *Local Government Act 2009* states the following:

- (5) *The system of financial management established by a local government must include—*
- (a) *the following financial planning documents prepared for the local government—*
 - (i) *a 5-year corporate plan that incorporates community engagement;*
 - (ii) *a long-term asset management plan;*
 - (iii) *a long-term financial forecast;*
 - (iv) *an annual budget including revenue statement;*
 - (v) *an annual operational plan.*

Local Government Regulation 2012

Section 172 of the *Local Government Regulation 2012* outlines the requirements of revenue statement:

- (1) *The revenue statement for a local government must state—*
- (a) *if the local government levies differential general rates—*
 - (i) *the rating categories for rateable land in the local government area; and*
 - (ii) *a description of each rating category; and*
 - (b) *if the local government levies special rates or charges for a joint government activity—a summary of the terms of the joint government activity; and*
 - (c) *if the local government fixes a cost-recovery fee—the criteria used to decide the amount of the cost-recovery fee; and*
 - (d) *if the local government conducts a business activity on a commercial basis—the criteria used to decide the amount of the charges for the activity's goods and services.*
- (2) *Also, the revenue statement for a financial year must include the following information for the financial year—*
- (a) *an outline and explanation of the measures that the local government has adopted for raising revenue, including an outline and explanation of—*
 - (i) *the rates and charges to be levied in the financial year; and*
 - (ii) *the concessions for rates and charges to be granted in the financial year;*
 - (b) *whether the local government has made a resolution limiting an increase of rates and charges.*

INTRODUCTION

The Diamantina Shire Council is categorised as a Rural Remote Extra Small (RTX) Council and is located in the far central west of Queensland. It is home to a significant cattle industry and growing tourism sector based around its towns of Bedourie and Birdsville. Birdsville is the venue for two iconic annual events, the Birdsville Races and Big Red Bash.

The Council has a forecast revenue budget of \$22.099 million for the 2017/18 financial year, comprised mainly of rates and charges imposed by the Council, Commonwealth and State Government grants and subsidies, sales and recoverable works, fees and charges, rental income, interest and other income.

Council's estimated revenue for the forthcoming year is:

- In accordance with its adopted Corporate Plan and Operational Plan;
- Set at a level which considers the current economic climate;
- Set at a level which considers the services which are to be provided to the community;
- Set at a level that is considered fair and equitable; and
- Set in accordance with Council's adopted Revenue Policy.

Period

This statement applies from July 1, 2017 to June 30, 2018.

RATING

Differential General Rates

General rates are levied to help fund Council's administration as well as services, facilities and activities that are supplied or undertaken for the benefit of the community in general (rather than a particular person).

The Council is required to raise an appropriate amount of revenue to maintain assets and provide services to the shire as a whole. In deciding how this revenue is raised, Council considered:

- The rateable value of the land;
- Relative valuations between different types of land;
- The approach to general rating adopted by the Diamantina Shire Council for the 2017/18 financial year;
- The demand that some land uses place on the services which Council is required to provide; and
- The ability of the land to generate revenue.

Pursuant to section 81 of the *Local Government Regulation 2012* categories into which rateable land is categorised, the description of those categories and, pursuant to sections 81(4) and 81(5) of the *Local Government Regulation 2012*, the method by which land is to be identified and included in its appropriate category is as follows:

COLUMN 1 CATEGORY	COLUMN 2 DESCRIPTION	COLUMN 3 IDENTIFICATION
CATEGORY 1 Bedourie	Those lands situated within the boundaries of the Town Reserve of Bedourie and not otherwise categorised.	Land identified as area A of map 'Bedourie - Map 1' and having a land use code of 00,01,02,02A,03,04,05,06A,07,08,50 or 72A
CATEGORY 2 Betoota	Those lands situated within the boundaries of the Town Reserve of Betoota and not otherwise categorised.	Land identified within area A of map 'Betoota - Map 2' having a land use code of 00,01,02,02A,03,04,05,06A,07,08,50 or 72A
CATEGORY 3 Birdsville	Those lands situated within boundaries of the Town Reserve of Birdsville and not otherwise categorised.	Land identified within area A of map 'Birdsville - Map 3' having a land use code of 00,01,02,02A,03,04,05,06A,07,08,50 or 72A
CATEGORY 4 Rural	Those lands within the shire located outside of a town area and used for grazing or agricultural purposes.	Land having a land use code of 04,05,60,61,64,65, or 66
CATEGORY 5.1 Mining-Small	Those lands within the Shire used, or capable of being used for extractive or mining purposes with annual extraction of less than 1,000 tonnes.	Land having the land use code of 40A
CATEGORY 5.2 Mining-Medium	Those lands within the Shire used, or capable of being used for extractive (mining) purposes with annual extraction of between 1,000 and 10,000 tonnes.	Land having the land use code of 40A
CATEGORY 5.3 Mining-Large	Those lands within the Shire used, or capable of being used for extractive (mining) purposes with annual extraction of more than 10,000 tonnes.	Land having the land use code of 40A
CATEGORY 6 Telecommunications	Those lands within the Shire used or capable of being used for telecommunications purposes.	Land having the land use code of 91
CATEGORY 7.1 Commercial Birdsville Operating	Those lands within Birdsville used or capable of being used for commercial purposes and/or which in full or part provides goods and/or services to visitors/travellers.	Land identified as area A on Birdsville Map 3 and having a land use code of 10,11,12,13,17,18,19,21,22,23,24,25,27,30,34,36A,36B,38,41,42,43,47,48,49,51,52,55,56,57,58,91,95, or 99
CATEGORY 7.2 Commercial Bedourie Operating	Those lands within Bedourie used or capable of being used for commercial purposes and/or which in full or part provides goods and/or services to visitors/travellers.	Land identified as area A on Bedourie Map 1 and having a land use code of 10,11,13,17,18,19,21,22,23,24,25,27,30,34,36A,36B,38,41,42,43,47,48,49,51,52,55,56,57,58,91,95, or 99
CATEGORY 7.3	Those lands within Birdsville capable of being used for commercial purposes but	Land identified as area A on Birdsville Map 3 and having a land use code of

COLUMN 1 CATEGORY	COLUMN 2 DESCRIPTION	COLUMN 3 IDENTIFICATION
Commercial Birdsville Non-Operating	do not provide services to tourists/travellers.	10,11,13,17,18,19,21,22,23,24,25,27,30,34,36A,36B,38,41,42,43,47,48,49,51,52,55,56,57,58,91,95,or 99
CATEGORY 8 Industrial	Those lands within the Shire used or capable of being used for industrial purposes.	Land identified as area A on Bedourie Map 1 or area A on Birdsville Map 3 having a land use code of 28, 29,31,33,35.
CATEGORY 9 Intensive Accommodation	All land predominately used or capable of being used for providing intensive accommodation for more than 50 people (other than the ordinary travelling public) in rooms, suites, or caravan sites specifically built or provided for this purpose. Land within this category is commonly known as “workers accommodation”, “single person’s quarters”, “work camps”, “accommodation village” or “barracks”.	Land having a land use code of 44
CATEGORY 10 Petroleum Lease	All Petroleum leases issued within the Council Area.	Land having a land use code of 40C
CATEGORY 11 Petroleum Other	All land, used or capable of being used primarily for gas and/or oil extraction and/or processing (or for purposes ancillary or associated with gas and/or oil extraction /processing such as water storage, pipelines), excluding petroleum leases.	Land having a land use code of 40C
CATEGORY 12 Geothermal Lease	All geothermal leases issued within the Council area.	Land having a land use code of 40D
CATEGORY 13 Geothermal Other	All land, used or capable of being used primarily for geothermal extraction and/or processing (or for purposes ancillary or associated with geothermal extraction /processing such as water storage, pipelines), excluding geothermal leases.	Land having a land use code of 40D
CATEGORY 14 Power Station	All land, within the Council area, used or capable of be used for or ancillary to the generation and transmission of electricity.	Land having a land use code of 90

Definitions for words used in this table

“Mining”

Land that was used, is used, or intended to be used:

- as a mine (or for purposes ancillary or associated with mining such as, for example, washing down, stockpiling and loading, haulage, water storage, buffering and rehabilitation); or
- in conjunction with other land as part of an integrated mining operation.

For the purposes of the definition of mining, **“integrated mining operation”** means land contained in more than one rateable assessment which land was used, is used, or intended to be used in an integrated manner for the purposes of mining or purposes ancillary or associated with mining such as, for example, washing down, stockpiling and loading, haulage, water storage, buffering and rehabilitation.

“Land Use Code”

The land use codes referred to in Column 3 above are prepared and adopted by the Diamantina Shire Council for use in conjunction with the differential rating categorisation, description and identification table appearing above. Similarly, the definitions of these land use codes are prepared and adopted by the Diamantina Shire Council for use in conjunction with the differential rating categorisation, description and identification table appearing above. A full list of the [land use codes](#) and their definitions are in Attachment 1.

“Bedourie - Map 1”, “Betoota - Map 2” and “Birdsville - Map 3”

These are the three maps that have been specifically prepared for the purposes of identifying the location of particular rating categories. Copies of these three maps are attached. The originals of the three maps are retained by the Chief Executive Officer.

Objection to Categorisation

Pursuant to section 90 of the *Local Government Regulation 2012* the owners of rateable land will be informed that they have the right of objection to the category their land is included in. All objections shall be to the Chief Executive Officer of the Diamantina Shire Council and the only basis for objection shall be that at the date of issue of the rate notice, the land should belong to a different rating category.

Minimum General Rates

A minimum differential general rate is set for each differential general rate category to achieve an appropriate contribution from all property owners, irrespective of the valuation of a property.

Utility Charges

Water

Water charges are determined, collected and used for the purpose of defraying the cost of planning, water demand management and constructing water infrastructure including interest and redemption charges incurred by Council, and the cost of operating, maintaining and managing the water supply system.

As such, the utility charge for water services shall be charged as a 2-part charge in accordance with section 101(1)(b) of the *Local Government Regulation 2012*, comprising:-

- (a) an access charge; and
- (b) a charge for the amount of water used (a consumption charge).

The access charge shall be levied on every parcel of rateable land in Council's water service area. Council believes that it is logical and equitable for all ratepayers who have access, or may have access, to Council's water supply infrastructure to contribute to the fixed costs of the water supply operation.

The consumption charge shall be calculated:-

- (a) where water used by land is measured by a water meter, having regard to the actual metered consumption.
- (b) Where water used by land is not measured by a water meter, in accordance with Table A, where Council considers the relativity between each land use type in determining the number of units allocated.

Table A

DESCRIPTION OF LAND	BEDOURIE WATER SUPPLY (WATER UNITS)	BIRDSDVILLE WATER SUPPLY (WATER UNIT)
Vacant unconnected Land	4	8
Vacant Connected Land	8	16
Detached Dwelling	10	20
Attached Dwelling Unit -each	8	16
Motels – per accommodation unit	6	8
Hotels	15	30
Health Clinic	15	20
School	15	40
Caravan Parks per shower	6	8
Commercial or Industrial Premises	10	20
Intensive Accommodation per shower	6	6
Geothermal Power Station	0	500
Stock Trough	10	10

Bedourie and Birdsville are supplied with water from the Artesian Basin as their potable water supply. In addition, Birdsville is supplied with a untreated water supply from the Diamantina River for gardening purposes. An equivalent number of units is charged for a potable supply and untreated supply in Birdsville.

Each use on the land is aggregated to determine the total water units to be charged to the land. Eg. Where a Hotel and a detached dwelling are on the same lot in Bedourie, a total of 25 units of water would be charges (15 for hotel and 10 for dwelling)

Sewerage

Sewerage charges apply to all properties that are contained either wholly or partly within the declared sewered area or outside the declared sewered area but connected or may be connected to Council's sewerage system.

Revenue from these charges is used for the purpose of defraying the cost of planning and constructing sewerage infrastructure including interest and redemption charges incurred by Council, and the cost of operating, maintaining and managing the sewerage system. The charge is set so as to recover these costs. A charge is applied to each W.C. pedestal installed on each property (exceptions apply).

Pursuant to Section 99 of the Local Government Regulation 2012 sewerage charges as set out hereunder, be made and levied in accordance with the several bases set out hereunder for the supply of a common effluent drainage system (CED) by the Council.

- (i) A CED sewerage charge on a unit basis for each WC pedestal or urinal on all improved rateable properties and non-rateable properties which are connected to the Council's CED system, as per Schedule 1;
- (ii) A CED sewerage charge on a unit basis on all unimproved rateable properties which are either contained wholly or partly within the declared CED sewered area but which are not connected to Council CED sewerage system as per Schedule 1:

Schedule 1		
CED Scheme	Connected Land	Unconnected Land
	Number of Units (per WC pedestal)	Number of Units
Bedourie	5	3
Birdsville	5	3

Service Charges

Waste Management Charge

Waste management charges are determined on a user pays basis and collected and used for the purpose of defraying the cost of supplying a waste management service for the removal and disposal of waste. The charges are set so as to recover waste management costs including:

- Waste service administration
- Waste collection
- Waste facility operation
- Waste minimisation and reduction education
- Post closure of waste facilities

The waste management services provided include –

- Residential - waste collection.
- Commercial - waste collection.

The Diamantina Shire Council will levy a cleansing charge for the collection and disposal of waste from 240 litre mobile garbage bins in the towns of Bedourie and Birdsville.

Each residential premises will be allocated one 240 litre mobile garbage bin which will be serviced weekly.

Commercial premises will be required to have a minimum of 6 x 240 litre mobile garbage bins serviced weekly with each bin service being charged per bin service. Each additional bin will be levied the annual charge.

No adjustment shall be made for non-occupancy or use of premises less than 6 months in duration. No adjustment shall be made for non-occupancy or use of premises until written advice is given to Council and only from the date of receipt of that advice and the return of the relevant bins provided to Council.

Charges for refuse service will commence upon the premises being considered to be occupied and the delivery of the 240 litre bin to the premises by Council.

Arrangements can be made to collect additional mobile garbage bins on a temporary basis upon payment of the relevant charge.

DISCOUNT FOR PROMPT PAYMENT OF RATES AND CHARGES

Council will allow a discount for the prompt payment of differential general rates where all other rates or charges are paid in full by the due date stipulated on the rates notice. The due date will be no less than sixty days from the date the rates notice is issued.

It is considered that the provision of a discount encourages prompt payment of rates and the extended period of the discount period allows for the extended time taken for postal services to and from Bedourie.

PAYMENTS IN ADVANCE

Council accepts payments in advance by lump sum or by instalments. Interest is not payable on any credit balances held.

INTEREST ON OVERDUE RATES AND CHARGES

It is Council's policy to ensure that the interests of ratepayers are protected by discouraging avoidance of responsibilities for meeting rates and charges debts.

In accordance with Section 133 of the Local Government Regulation 2012 when any rates or charges are unpaid Council will impose interest of 11% compounded daily on rates and charges which remain unpaid at the expiration of sixty-one days after the issue date of the rate notice.

COLLECTION OF OUTSTANDING RATES AND CHARGES

Council requires payment of rates and charges within the specified period and it is Council's policy to pursue the collection of outstanding rates and charges diligently but with due concern for the financial hardship faced by some members of the community.

To this end Council has established administrative processes which allow for the payment of rates and charges by instalments and for the selection of various options (including legal action) for the recovery of debt.

REBATES AND CONCESSIONS

The Diamantina Shire Council does not plan to fund any rebates and concessions for the 2017/2018 financial year.

Pensioners

Council will grant assistance by way of remission of rates and charges to approved pensioners under the State Government Pensioner Subsidy Scheme provided they:-

- hold a valid Blue Centrelink Pension Card, a Gold Veteran Affairs Card or a Blue Veteran Affairs Card
- are the registered owner or life tenant of the property; and
- are solely or jointly with a co-owner, legally responsible for the payment of the rates/charges; and
- reside on the property for which the remission is claimed; and
- make a claim on the appropriate application form, for an initial application.

COST RECOVERY FEES

Council administers regulatory fees and other general fees and charges. Generally the Council will set these fees and charges at a level which reflects the underlying costs and charges including allocated overheads and administration costs.

For cost recovery fees the expected revenue from fees and other sources for each regulatory scheme will not exceed the costs of the scheme.

The criteria used to determine an amount of a cost recovery fee may include:

- (a) Administrative costs including:
 - (i) acceptance and receipt of monies;
 - (ii) provision of relevant documentation; and
 - (iii) administrative support for all correspondence and advice both written and oral including wages, building overheads, stationery, and information technology time;
- (b) Inspection of completed and uncompleted works;



- (c) Assessment and report writing by Council staff members; and
- (d) Council meeting time.

Not all cost recovery fees are set at a level of full cost recovery at this time. Some regulatory fees are set at a level that encourages public access rather than full cost recovery.

For other fees and charges, where they relate to an operation which has private sector competitors, the fees will reflect the full cost.

The Council's Fees and Charges Schedule for 2017/2018 contains all general fees and charges and cost recovery fees and charges made by the Council and are open to inspection at the Council's public offices or on Council's website.

COMMERCIAL FEES AND CHARGES

One of the Council's aims in its Corporate Services program is to maintain a revenue base which emphasises a user pays principle where appropriate. Council's policy is also to structure some general charges so that the costs of each service, facility or activity provided are recovered.

Council operates business activities such as the Birdsville Caravan Park, Birdsville Lodge and Bedourie Caravan Park which provide accommodation services on a commercial basis. The fees and charges at each location is set at a level which, when the full cost of each operation is consolidated, provides an overall positive return to Council which is used to offset expenditure associated with tourism services and event support.

Council also undertakes private works for various parties associated with civil works or the supply of batched concrete. Charges are set at a level which takes into account the full cost of providing these works at the location requested including a return to Council.

At Council's Visitor Centres merchandise is sold with an appropriate markup which takes into account the full cost of the item being sold at that location and a return to Council.

Attachment 1 - Land Use Codes

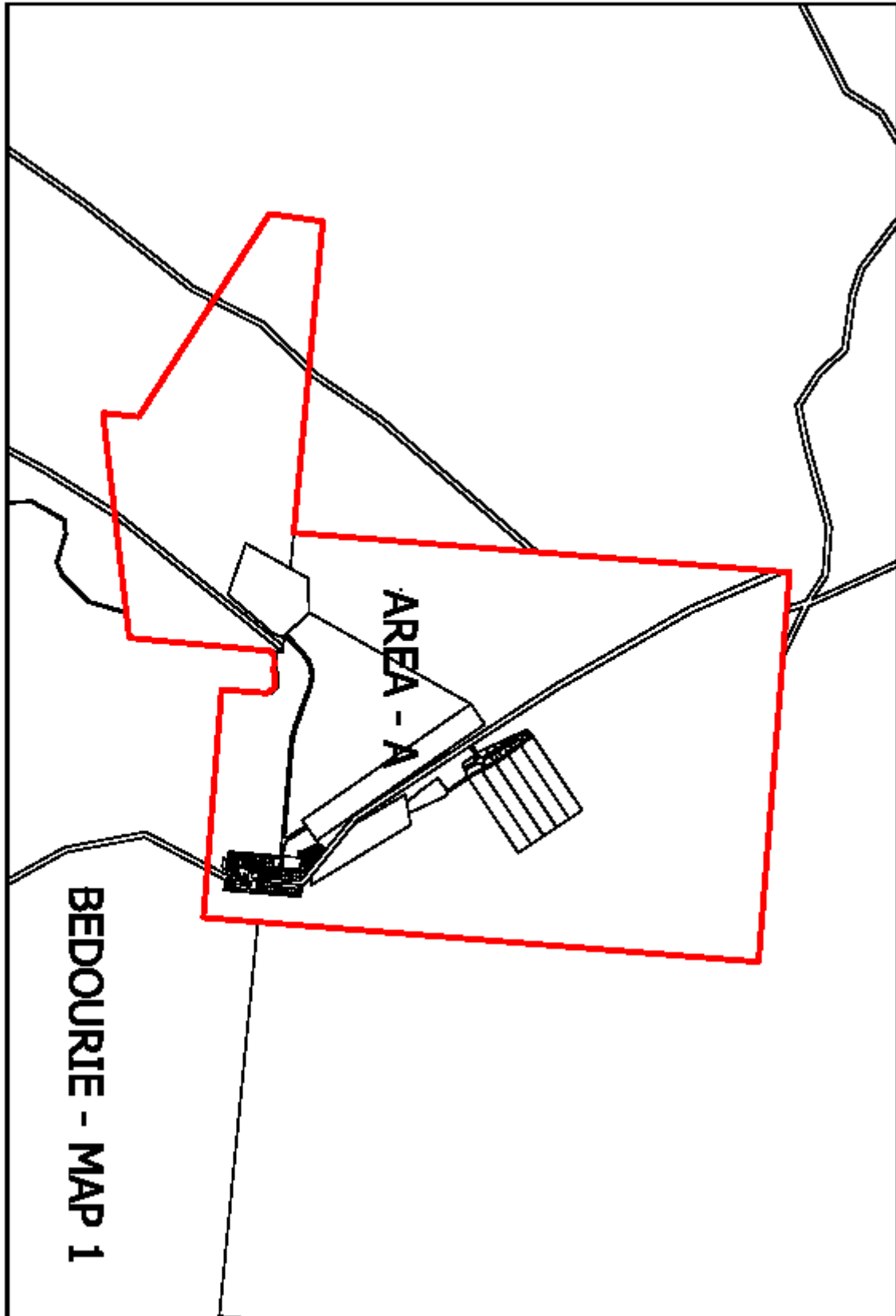
Diamantina Shire Council <u>Primary Land Use Codes 2017/18</u>		
Land Use Code No.	Description	Explanation
00	Unspecified Land not categorised by any other land use code.	
01	Vacant Urban Land	Vacant land being put to no use in an urban area (irrespective of zoning) and generally less than 5,000 square metres.
02	Single Unit Dwelling	Land used primarily as a site for a dwelling in an urban area and generally less than 5,000 square metres.
03	Multi Dwellings or Flats	The use of a parcel of land for two or more self-contained residential dwellings or flats but not group or strata title and in an urban area.
04	Large Home Site Vacant	Vacant land being put to no use (irrespective of zoning), generally between 5,000 square metres and 10 hectares (inclusive) and not used for a bonafide rural activity
05	Large Home Site Dwelling	Land used primarily as a site for a dwelling, generally between 5,000 square metres and 10 hectares (inclusive) and not used for a bonafide rural activity.
06	Outbuildings Urban	A parcel of land with a relatively minor shed or garage as the main structural improvement in an urban area. The improvement would be a gross underdevelopment of the site.
07	Guest House/Private Hotel	An accommodation building where room only or room and meals are provided and have shared facilities (not a motel) in an urban area.
08	Building Format Plan Primary Use Only	A residential parcel of land surveyed on a Building Format Plan which may include Common Property and which has attached to it a Community Management Statement in an urban area.
09	Body Corporate in any strata titled scheme	Body Corporate in any strata titled scheme (community titles, group titles or building units).
10	Combined Dwelling and Shops	Combined dwelling/multi dwelling and shops i.e. residential flats with shops but not registered on a Building Unit Plan or Group Title Plan.
11	Shop	Single Shop with or without attached accommodation and may include provision for car parking.

Diamantina Shire Council <u>Primary Land Use Codes 2017/18</u>		
Land Use Code No.	Description	Explanation
13	Shopping Group (2 - 6 Shops)	Two to six shops and may include provision for car parking.
17	Restaurant/Function Centre	Restaurant including fast food outlet e.g. Kentucky Fried Chicken, McDonalds or function centre.
18	Special Tourist Attraction	Any development with special recreation, historical or residential features which attracts a large number of people (includes tourist village).
19	Walkway	Stratum as walkway.
21	Residential Institution (Non-Medical Care)	Aged People's Homes not predominantly medical care.
22	Car Park	An area of land which has been prepared to accommodate vehicles either below or at ground level or on suspended concrete floors.
23	Retail Warehouse	Isolated large showroom, warehouse used for retail purposes.
24	Sales Area Outdoors (Dealers, Boats, Cars etc)	Dealers, Boats, Cars, etc.
25	Professional Offices	Building with professional offices, finance, banks, lending agents and brokers which are predominantly offices.
27	Hospital, Convalescent, Home (Medical Care) (Private)	Hospital, aged peoples home, nursing home, convalescent home. Predominantly medical care.
28	Warehouse and Bulk Stores	Warehouse and Bulk Stores not used for retail purposes.
29	Transport Terminal	Freight and/or passengers.
30	Service Station	Predominantly used for fuel retailing which includes fuelling area, associated fuel storage area, associated retail shop and associated parking area. If predominantly servicing repairs see Land Use Code 36A.
31	Oil Depot and Refinery	Fuel dumps or storage and oil refineries.
33	Outdoor Storage Area/Contractors Yard	Builders/contractors yard, outdoor storage area (not retail or hardware) or area for parking heavy equipment/materials.
34	Cold Stores - Ice works	Cold Stores - Ice works.
35	General Industry or Medium Industry	Industrial premises that are not Light Industry A – Land Use Code 36A, or Light Industry B – Land Use Code 36B, Heavy Industry – Land Use Code 37A

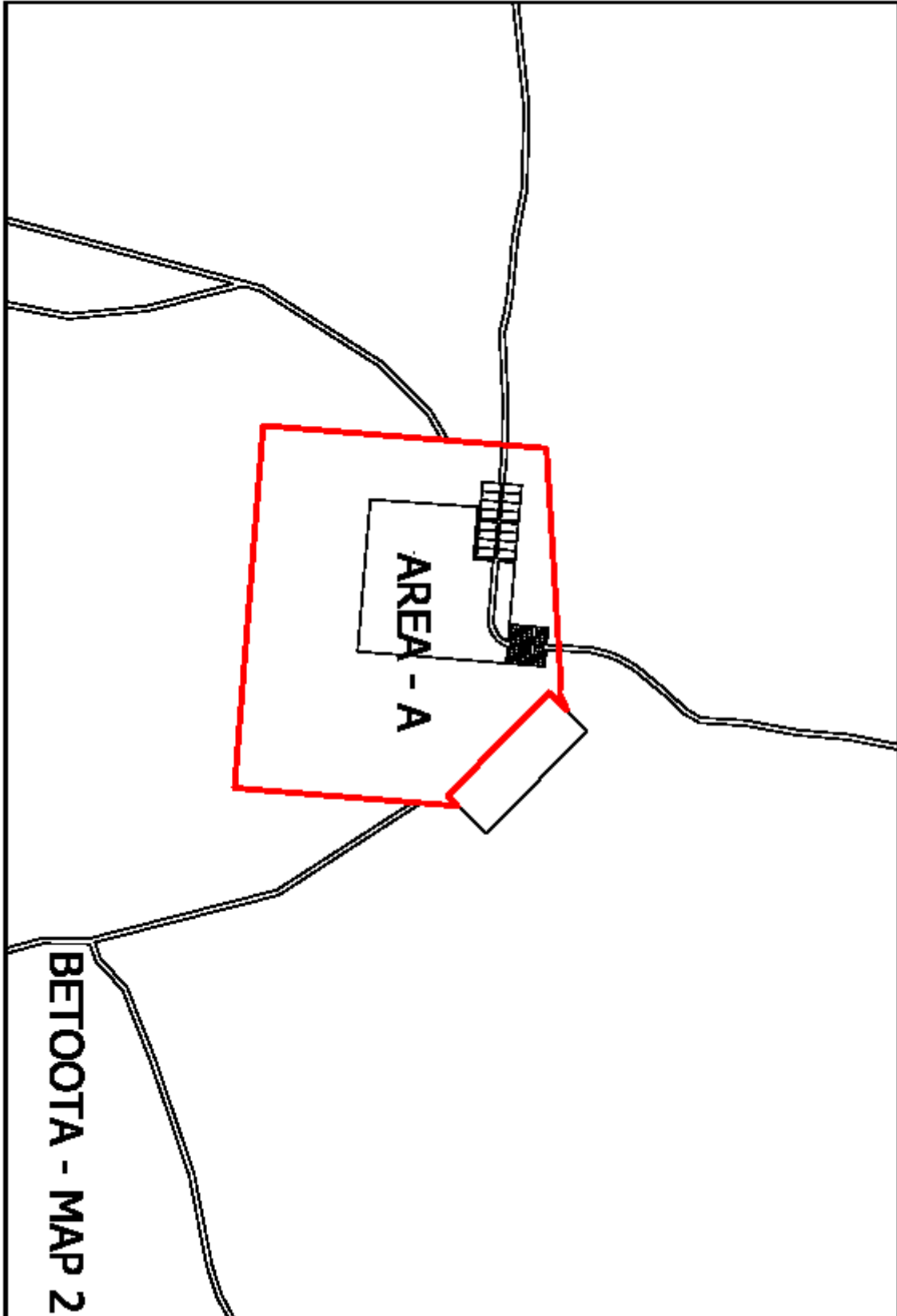
Diamantina Shire Council <u>Primary Land Use Codes 2017/18</u>		
Land Use Code No.	Description	Explanation
36A	Light Industry A	Light/service industries e.g. vehicle workshops, bicycle repairs, furniture assembly/repairs/restoration, electrical goods repairs/maintenance, locksmiths, lawn mower repairs or upholstering or car washes.
36B	Light Industry B	Light manufacturing industries e.g. bread making, clothing manufacturing, dry cleaning, glass cutting or implement/machinery assembly.
37A	Heavy Industry	Industry from where a deal of offensive noise, odour, dust, etc. emanates that is not Abattoir – Land Use Code 37B.
38	Advertising - Hoarding	Advertising - Hoarding. Predominantly used for advertising.
40A	Extractive (Quarry)	Any industry which extracts quarry material from the ground.
40B	Extractive (Mining)	Any industry which extracts mining material from the ground.
40C	Gas or Oil Extraction	Any industry which extracts gas or oil from the ground.
41	Child Care excluding Kindergarten	Facility for safe keeping of below school age children.
42	Hotel/Tavern	Premises licensed by Licensing Commission as hotel or tavern for the sale of liquor including casino.
43	Motel	Building predominantly used for overnight accommodation of persons plus vehicle.
44	Intensive Accommodation	Land predominately used or capable of being used for providing intensive accommodation for more than 50 people (other than the ordinary travelling public) in rooms, suites, or caravan sites specifically built or provided for this purpose. Land within this category is commonly known as “workers accommodation”, “single persons quarters”, “work camps”, “accommodation village” or “barracks”.
47	Licensed Club	Any club with liquor licence/non sporting e.g. R.S.L. (not including clubs with attached sporting/recreation facilities).
48	Sports Club/Dance Facility	All sporting/dance/fitness/health/bowling clubs with or without a liquor licence run as a business.
49	Caravan Park	Caravan Park
50	Other Club Non Business Boy Scouts/Girl Guides etc. not run as a business.	Memorial Halls, Q.C.W.A., School of Arts etc. Sporting Clubs not run as business

Diamantina Shire Council <u>Primary Land Use Codes 2017/18</u>		
Land Use Code No.	Description	Explanation
		including sports fields/area tennis courts etc.
51	Church/Facilities	Churches, places of worship, church hall etc
52	Cemetery (Include Crematoria)	Cemetery (Include Crematoria).
55	Library	Library
56	Show Ground, Race Course, Airfield	Airfield parking, no maintenance. If maintenance see Code 36A or Code 36B.
57	Parks, Gardens	Parks, Gardens - including undeveloped parkland.
58	Educational	include Kindergarten, University, Tertiary, State and Private, residential colleges/school and non-residential school, kindergarten.
60	Sheep Grazing	Dry Poorer country associated with running wethers.
61	Sheep Breeding	Better class country used for lamb breeding.
64	Cattle Grazing Breeding	Concentration of the growing and selling of young stock – includes stud breeding.
65	Cattle Grazing Breeding and Fattening	Mixture of growing and/or selling young and mature stock – includes associated studs.
66	Cattle Grazing Fattening	Concentration of feeding and grazing mature stock for sale (includes feedlots).
72A	Section 49 Valuation Vacant Urban Land	Vacant land subdivided under Sections 49 and 50 of the Land Valuation Act 2010 in an urban area.
72B	Section 49 Valuation Vacant Other Land	Vacant land subdivided under Sections 49 and 50 of the Land Valuation Act 2010 in a rural area.
90	Power Station	Production of electricity
91	Transformer	Transformer, substation, tv/radio transmission towers, telecommunication towers
95	Reservoir, Dam, Bore, Pipeline	Reservoir, Dam, Bore, Pipeline - includes permanent pump site.
99	Community Protection Centre	Ambulance, Police Station, SES, Fire Station, Council Office

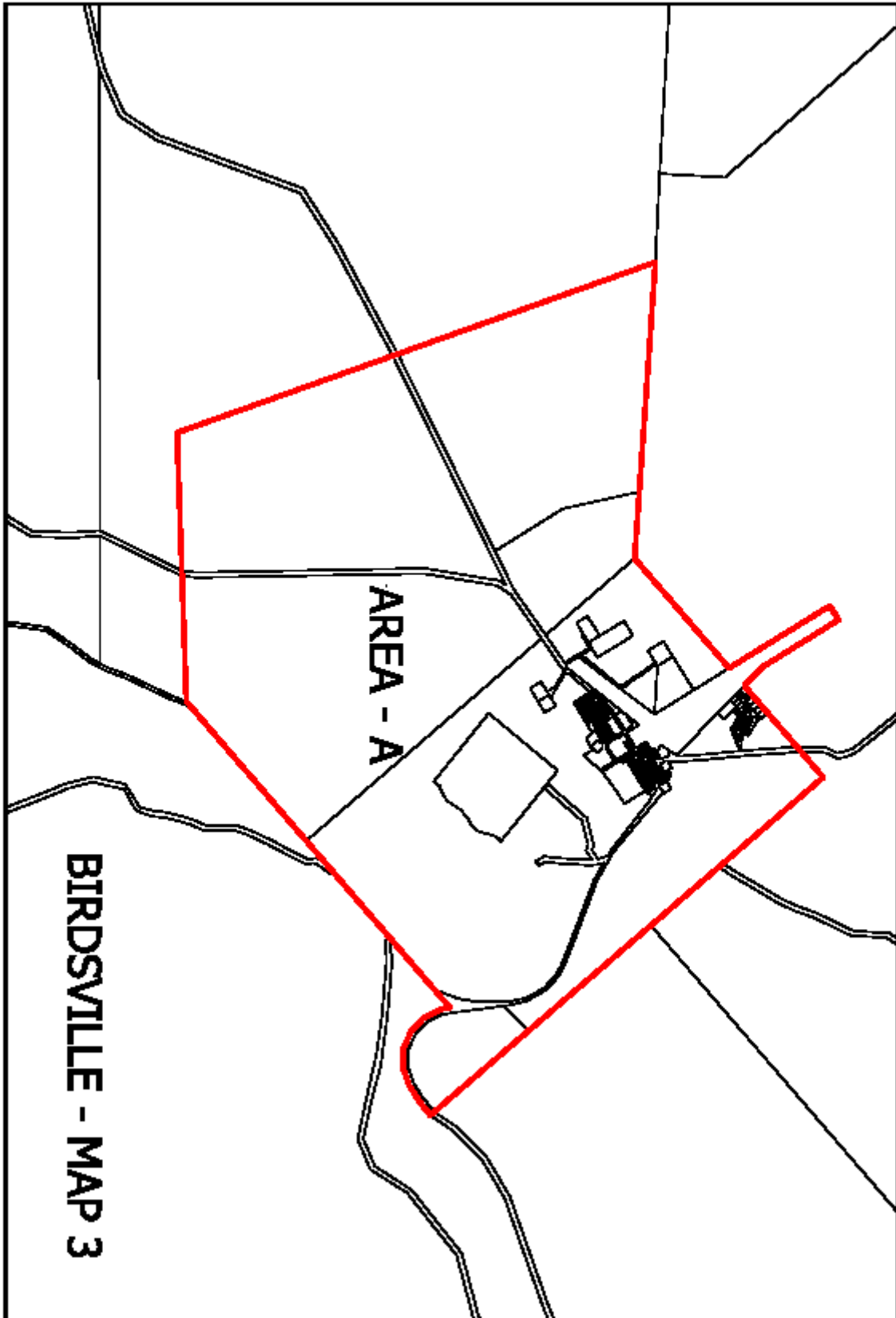
Attachment 2 - Bedourie Map



Attachment 3 - Betoota Map



Attachment 4 - Birdsville Map



4. CEO STATEMENT OF ESTIMATED FINANCIAL POSITION

The estimate of financial position (cash balance and operating surplus/deficit) as at 30 June 2016 is significantly influenced by the timing of receipts and the asset revaluation result as detailed below.

- a) The capital budget for 2016/17 amounts to \$12,181,745 as per the December revision. Expenditure on these amounted to \$4,535,166 as at 19 April 2017. Best estimates were implemented to determine what portion will be completed by 30 June 2017, and what projects should be carried forward to 2017/18. The estimated carry forward projects are included in the 2017/18 capital budget, while there is currently substantial activity to get through the remainder of the works for 2016/17. This also has a flow on effect on the timing of subsidy payments given these are linked to the completion of projects. Despite all best efforts actual outcomes may be slightly different to current estimates.
- b) The revaluation of the various asset classes, currently in progress, will in all probability result in depreciation changes. This aspect will only be finalised at best during June, thus it is recommended that depreciation changes resulting from the revaluations be addressed during the first budget review performed during 2017/18. There is reason to believe that any such variations should not be too significant, but revaluations very often does include surprises along the way.
- c) The budget for 2016/17 includes a revenue expectation of \$2,980,690 as the final acquittal for the January 2015 weather event. Latest indications are that proceeds from the acquittal will now only be received 2017/18 (due to QRA workload with Cyclone Debbie). This advised possibility may very noticeably impact the outcome for 2016/17 but this possibility is currently not included in the 2017/18 budget as the overall position is too fluid.
- d) The expenditure budget for the January 2015 event (\$4,258,128) is currently budgeted to be fully expensed. As a side effect of the revaluation the works completed on Adria Downs Access Road (cost \$1.75 million) may ultimately be capitalised. This will benefit the operational outcome for 2016/17 significantly.

Therefore, any indication of final position at 30 June 2016 is rubbery at best. The cash balance currently stands at \$17.7M with anticipated payments of \$3.5M and receipts of \$1M occurring in the two week period to 30 June 2017, resulting in an estimated cash position of \$15.2M.

Normal operating expenditure on track of generally below budget as is revenue.

Council should consider the budgeted position at 30 June 2018 as a realistic position following the completion of the large capital works program and flood damage program with all expenditure and revenue accounted for.

Leon Love
Chief Executive Officer

5. COMPARISON OF DIFFERENTIAL RATES AND CHARGES

COMPARISON OF DIFFERENTIAL GENERAL RATES							
COLUMN 1 CATEGORY	COLUMN 2 DESCRIPTION	2016/17 Minimum Generate Rate	2017/18 Minimum Generate Rate	% Incre ase	2016/17 Rate in \$UCV	2017/18 Rate in \$UCV	% Incre ase
CATEGORY 1 Bedourie	Those lands situated within the boundaries of the Town Reserve of Bedourie and not otherwise categorised.	\$437.75	\$450.88	3%	\$0.0174	\$0.017922	3%
CATEGORY 2 Betoota	Those lands situated within the boundaries of the Town Reserve of Betoota and not otherwise categorised.	\$309	318.27	3%	\$0.0342	\$0.035226	3%
CATEGORY 3 Birdsville	Those lands situated within boundaries of the Town Reserve of Birdsville and not otherwise categorised.	\$437.75	\$450.88	3%	\$0.0174	\$0.017922	3%
CATEGORY 4 Rural	Those lands within the shire located outside of a town area and used for grazing or agricultural purposes.	\$437.75	\$450.88	3%	\$0.0199	\$0.020497	3%
CATEGORY 5.1 Mining-Small	Those lands within the Shire used, or capable of being used for extractive or mining purposes with annual extraction of less than 1,000 tonnes.	\$1,313	\$1,352	3%	\$0.3089	\$0.318167	3%
CATEGORY 5.2 Mining-Medium	Those lands within the Shire used, or capable of being used for extractive (mining) purposes with annual extraction of between 1,000 and 10,000 tonnes.	\$12,818	\$13,202	3%	\$0.3921	\$0.403863	3%
CATEGORY 5.3 Mining-Large	Those lands within the Shire used, or capable of being used for extractive (mining) purposes with annual extraction of more than 10,000 tonnes.	\$66,975	\$68,984	3%	\$0.4646	\$0.478538	3%
CATEGORY 5.4 Mining-Large	All mining leases which are not otherwise categorised, issued within the Council area of greater than 50 hectares.	\$66,975	\$68,984	3%	\$0.4646	\$0.478538	3%
CATEGORY 6 Telecommunicati ons	Those lands within the Shire used or capable of being used for telecommunications purposes.	\$540	\$556.20	3%	\$0.0263	\$0.027089	3%
CATEGORY 7.1 Birdsville Commercial	Those lands within the Shire used or capable of being used for commercial purposes.	\$540	\$556.20	3%	\$0.0515	\$0.053045	3%
CATEGORY 7.2 Bedourie Commercial	Those lands within the Shire used or capable of being used for commercial purposes.	\$540	\$556.20	3%	\$0.0258	\$0.026574	3%
CATEGORY 7.3 Birdsville Non-Commercial	Those lands within the Shire used or capable of being used for commercial purposes.	\$540	\$556.20	3%	\$0.0197	\$0.020291	3%
CATEGORY 8 Industrial	Those lands within the Shire used or capable of being used for industrial purposes.	\$540	\$556.20	3%	\$0.0188	\$0.019364	3%

CATEGORY 9 Intensive Accommodation	All land predominately used or capable of being used for providing intensive accommodation for more than 50 people (other than the ordinary travelling public) in rooms, suites, or caravan sites specifically built or provided for this purpose. Land within this category is commonly known as "workers accommodation", "single persons quarters", "work camps", "accommodation village" or "barracks".	\$28,350	\$29,200	3%	\$0.3667	\$0.3777	3%
CATEGORY 10 Petroleum Lease	All Petroleum leases issued within the Council Area.	\$15,475	\$15,939	3%	\$0.4010	\$0.41303	3%
CATEGORY 11 Petroleum Other	All land, used or capable of being used primarily for gas and/or oil extraction and/or processing (or for purposes ancillary or associated with gas and/or oil extraction /processing such as water storage, pipelines), excluding petroleum leases.	\$7,750	\$7,982	3%	\$0.4010	\$0.41303	3%
CATEGORY 12 Geothermal Lease	All geothermal leases issued within the Council area.	\$15,475	\$15,939	3%	\$0.4010	\$0.41303	3%
CATEGORY 13 Geothermal Other	All land, used or capable of being used primarily for geothermal extraction and/or processing (or for purposes ancillary or associated with geothermal extraction /processing such as water storage, pipelines), excluding geothermal leases.	\$4,145	\$4,269	3%	\$0.4010	\$0.41303	3%
CATEGORY 14 Power Station	All land, within the Council area, used or capable of be used for or ancillary to the generation and transmission of electricity.	\$5,150	\$5,304	3%	\$0.4040	\$0.41612	3%



6. BUDGET 17/18 & LONG TERM FINANCIAL FORECAST

6.1. Budgeted Income and Expenditure Statement

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Revenue										
Net rates and utility charges	991	992	1,017	1,047	1,076	1,108	1,140	1,174	1,199	1,235
Fees and charges	1,741	1,798	1,857	1,919	1,982	2,047	2,115	2,185	2,257	2,325
Operating grants, subsidies and contributions	8,933	5,511	5,575	5,651	5,729	5,809	5,891	5,976	6,041	6,132
Interest revenue	321	335	341	352	326	275	222	214	148	132
Sales - contract and recoverable works	9,168	9,493	9,852	10,144	10,469	10,779	11,098	11,376	11,714	12,052
Rental Income	548	603	623	643	665	687	709	733	757	780
Other income	105	108	111	114	118	121	125	128	131	136
TOTAL OPERATING REVENUES	21,808	18,840	19,376	19,870	20,365	20,826	21,300	21,786	22,247	22,792
Expenses										
Employee benefits	4,750	4,890	5,033	5,181	5,334	5,491	5,652	5,818	5,989	6,169
Materials and services	14,064	12,213	12,482	12,794	13,109	13,334	13,664	14,004	14,314	14,605
Depreciation and amortisation	3154	3257	3290	3336	3396	3471	3559	3544	3606	3,667
Finance costs	131	126	120	114	107	101	94	86	78	61
TOTAL OPERATING EXPENDITURE	22,099	20,486	20,925	21,425	21,946	22,397	22,969	23,452	23,987	24,502
Operating Surplus (Deficit)	(291)	(1,646)	(1,549)	(1,555)	(1,581)	(1,571)	(1,669)	(1,666)	(1,740)	(1,710)
Capital income and expenditure:										
Capital grants and subsidies	2,775	1,120	1,100	1,140	1,150	1,160	1,230	1,230	1,230	1,230
Other capital income	-	-	-	-	-	-	-	-	-	-
Less capital expenditure	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL	2,775	1,120	1,100	1,140	1,150	1,160	1,230	1,230	1,230	1,230
Net result	2,484	(526)	(449)	(415)	(431)	(411)	(439)	(436)	(510)	(480)



6.2. Statement of Financial Position

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Current assets										
Cash and deposits	12,375	11,555	10,615	9,640	8,589	7,503	6,357	5,067	3,629	3,240
Receivables	1,766	1,517	1,550	1,594	1,635	1,677	1,715	1,765	1,808	1,860
Inventories	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287	1,287
Other financial assets	867	867	867	867	867	867	867	867	867	867
	16,295	15,226	14,319	13,388	12,378	11,334	10,226	8,986	7,591	7,254
Non-Current assets										
Property, plant and equipment	150,972	151,520	152,197	152,993	153,898	154,899	155,987	157,270	158,674	159,087
Other non-current assets	12	12	12	12	12	12	12	12	12	12
	150,984	151,532	152,209	153,005	153,910	154,911	155,999	157,282	158,686	159,099
TOTAL ASSETS	167,279	166,758	166,528	166,393	166,288	166,245	166,225	166,268	166,277	166,353
Current liabilities										
Trade and other payables	1,543	1,407	1,438	1,480	1,468	1,400	1,236	1,183	1,123	1,228
Interest bearing liabilities	224	233	243	253	263	274	286	298	310	245
Provisions	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
	1,767	1,640	1,681	1,733	1,731	1,674	1,522	1,481	1,433	1,473
Non-Current liabilities										
Interest bearing liabilities	2,432	2,200	1,957	1,704	1,491	1,317	1,231	1,033	823	740
Provisions	183	183	183	183	183	183	183	183	183	183
Other	-	-	-	-	-	-	-	-	-	-
	2,615	2,383	2,140	1,887	1,674	1,500	1,414	1,216	1,006	923
TOTAL LIABILITIES	4,383	4,023	3,821	3,620	3,405	3,174	2,936	2,697	2,439	2,396
NET COMMUNITY ASSETS	162,896	162,735	162,707	162,773	162,882	163,071	163,289	163,570	163,838	163,957
Community equity										
Asset revaluation surplus	80,660	81,024	81,446	81,928	82,469	83,068	83,725	84,443	85,221	85,820
Retained surplus	82,236	81,711	81,261	80,845	80,413	80,003	79,564	79,127	78,617	78,137
TOTAL COMMUNITY EQUITY	162,896	162,735	162,707	162,773	162,882	163,071	163,289	163,570	163,838	163,957



6.3. Statement of Cash Flows

	2017-2018	2018-2019	2019-2020
	(\$'000)	(\$'000)	(\$'000)
Cash flows from operating activities:			
Receipts from customers	12,175	12,314	12,685
Payment to suppliers and employees	(19,212)	(17,259)	(17,509)
Other	9,311	6,461	6,340
Interest revenue	321	335	341
Interest expense	(131)	(126)	(120)
Net cash inflow (outflow) from operating activities	2,464	1,725	1,737
Cash flows from investing activities:			
Proceeds from sale of capital assets	-	0	-
Grants and contributions for capital expenditure	3,775	1,120	1,100
Payments for property, plant and equipment	(5,998)	(3,441)	(3,544)
Net cash provided by investing activities	(2,223)	(2,321)	(2,444)
Cash flows from financing activities:			
Proceeds from borrowings	-	0	-
Repayment of borrowings	(215)	(224)	(233)
Net cash provided by financing activities	(215)	(224)	(233)
Net Increase (Decrease) in cash held	(974)	(820)	(940)
Cash at beginning of reporting period	13,348	12,375	11,555
Cash at end of reporting period	12,375	11,555	10,615



6.4. Statement of Changes in Equity

	Total	Retained Surplus	Asset Revaluation Surplus
	(\$'000)	(\$'000)	(\$'000)
Balance at 30 Jun 2017	160,174	79,752	80,422
Net result for the period	2,484	2,484	-
Transfers to reserves	-	-	-
Transfers from reserves	-	-	-
Asset revaluation movements	238	-	238
Balance at 30 Jun 2018	162,896	82,236	80,660
Net result for the period	(525)	(525)	-
Transfers to reserves	-	-	-
Transfers from reserves	-	-	-
Asset revaluation movements	364	-	364
Balance at 30 Jun 2019	162,734	81,711	81,024
Net result for the period	(450)	(450)	-
Transfers to reserves	-	-	-
Transfers from reserves	-	-	-
Asset revaluation movements	422	-	422
Balance at 30 Jun 2020	162,708	81,261	81,446



6.5. Measures of Financial Sustainability & Required Disclosure

Reported Change in Rates And Utility Charges										
	30/06/2017	30/06/2018	\$ Increase	% Increase						
Budgeted Gross Rate Revenue	\$967,009	\$990,997	\$23,988	2.5%						
	Forecast									
	30/06/2018	30/06/2019	30/06/2020	30/06/2021	30/06/2022	30/06/2023	30/06/2024	30/06/2025	30/06/2026	30/06/2027
1 Operating Surplus Ratio - Target Benchmark between 0% and 10%										
(Net Operating Surplus / Total Operating Revenue) (%)	(1.3)%	(8.7)%	(8.0)%	(7.8)%	(7.8)%	(7.5)%	(7.8)%	(7.7)%	(7.8)%	(7.5)%
2 Net Financial Asset / Liability Ratio - Target Benchmark not greater than 60%										
((Total Liabilities - Current Assets) / Total Operating Revenue) (%)	(54.6)%	(59.5)%	(54.2)%	(49.2)%	(44.1)%	(39.2)%	(34.2)%	(28.9)%	(28.2)%	(21.3)%
3 Asset Sustainability Ratio - Target Benchmark greater than 90%										
(Capital Expenditure on the Replacement of Assets (renewals) / Depreciation Expense) (%)	124.3%	95.9%	97.8%	99.3%	100.5%	101.3%	101.7%	105.2%	106.5%	102.3%

7. OPERATIONAL PLAN 2017 – 2018

Social		
A community which is Actively Maintaining Practices which ensures Environmental Sustainability.		
Outcome	Strategies	Measure
Further Development of Green Energy Opportunities	Lobby relevant agencies to take advantage of the natural resources for the production of energy in the Shire.	Number of lobbying activities
The Pest Animals/Plant status of the Shire is Improved	Maintain currency of relevant pest animal and plants management plans in cooperation with relevant regional bodies.	Percentage of statutory plans that are up to date
Effective Animal Control within Communities	Ensure that local laws and other legislation are applied as required to ensure that effective animal control is maintained within towns.	Number of animal control complaints.
Protection of the Great Artesian Basin	Maintain membership of the great artesian basin committee.	GABC membership status
	Lobby to ensure that the GAB Bore capping program is continued	Lobbying opportunities undertaken
Towns which are Attractive, Green and Clean with a Community that takes Pride in their Homes and Towns.		
Recognition Through Tidy Towns Awards	Maintain membership of KABC and nominate annually	Number of awards.
Viable Community Fruit and Vegetable Gardens are Operating in Birdsville and Bedourie	Encourage the voluntary operation of community gardens within both towns.	Number of participants in a community garden program.
Effective Waste Management	Review the Shire Waste Management strategy in line with introduction of state wide container recycling scheme.	Review undertaken.
A Community that Recognises the Value of Preserving the Unique Culture of the Area.		
Effective Management of Cultural Heritage and Native Title	Progress the finalisation of ILUAs with Native Title holders as appropriate	Number of ILUAs not completed within two years of commencement
	Progress the implementation of existing ILUA's.	Implementation of measures identified in ILUA's
Financially Viable and Strongly Supported Traditional Social Events	Maintain support in accordance with Council's grants to community organisations policy.	Percentage of grants made in line with Council policy
Identification of Aboriginal Sites of Significance	Liaise with aboriginal groups to identify sites of cultural significance to avoid future disturbance.	Instances of damage by Council works to unidentified aboriginal sites of significance
Preservation of Historical Sites and Artefacts	In consultation with traditional owners develop a plan for the preservation and display of historical sites and artefacts.	Progress with the development of plan for the preservation of historical sites and artefacts
A Community where the Cost of Living is Comparable to the South East of the State.		
The Cost of Living in the Shire is Reduced	Identify ways to reduce the cost of living for residents within the shire.	Number of cost of living improvement opportunities identified

Outcome	Strategies	Measure
A Community With Affordable Access To The Full Range Of Transport Services And Facilities.		
A Reliable, Regular Air Service at Prices Comparable to Brisbane to Mt Isa Costs	Encourage use of the subsidised passenger air services	Number of air travel passengers movements in Shire
A weekly Freight Service at Prices Comparable to Brisbane to Mt Isa Freight Costs	Liaise with freight providers to provide regular freight deliveries from Mount Isa, Brisbane and Adelaide for Council and community freight	Cost and reliability of freight services
A Community With High Private Home Ownership In Which All Residents Are Appropriately Housed.		
Private Home Ownership Continues to Increase	Continue to make suitable housing stock available for private purchase	Percentage of dwelling units is private ownership
	Negotiate the acquisition of community housing stock from Queensland Government at nil cost	Finalise negotiations
A Motivated And Involved Community.		
Active and Well Resourced Community Groups	Maintain support in accordance with Council's Community Grants policy.	Number of community events
	Assist community groups to access grant funding.	Number of successful grant applications
The Shire's Youth are Actively Involved in the Community	Review how youth can best be involved in community activities	Number of youth involved in the Community activities
A Safe and Crime Free Community.		
The Community Remains Safe and Crime Free	Maintain active and well resourced SES groups in Bedourie and Birdsville	Active SES members in each town
	Maintain engagement with regional police service to ensure that police stations are staffed at all times, community needs are understood and policing is effective.	Number of engagement / lobbying activities
	Maintain Local Disaster Management Plans and actively participate in DDC activities	Disaster management plan status
A Well Co-Ordinated And Co-Operative Group Of Businesses And Individuals That Deal With The Public Which Successfully Promotes The Community.		
Economic Development Plan Goals Have Been Achieved	Establish regular communication with businesses to improve their sustainability and understanding of council activities	Regular meetings held.
Fully Operational Medical and Pharmacy Facilities Run by Quality Service Providers that Provide Appropriate and Affordable Access to on site GP's and other Specialist Medical Care		
A Community that is Fully Aware of and Responsible to Primary Health Care Needs	Implement health issues awareness activities in the workforce	Number of Health activities undertaken
	Subsidise the cost of Council's bus for groups wishing to access specialist medical services.	Status of bus subsidy policy
	Lobby State health to provide half yearly dental visits	Number of lobbying activities
	Ensure the maintenance of visits by specialist health services. (cardio, ENT etc)	Number of instances of health professionals visits to the shire
Establish a Partnership with Central West Hospital and Health	Enter into a partnership and ensure facilities are maintained.	Progress with establishment of CWHH board as service provider
	Ensure service levels are maintained.	Frequency of service level review

Outcome	Strategies	Measure
Board to Provide a Quality Health Service		
Quality Health Infrastructure that meets Community Needs	Liaise with Qld Health in the upgrade of Health facilities in both towns including the provision of mortuary facilities in Birdsville.	Mortuary facilities provided
Quality Sporting Facilities.		
Well Maintained, Quality Sporting Facilities which meet Community Needs with Additional Facilities as Appropriate for the Communities	Council assist all clubs to maintain facilities to an appropriate and safe standard.	Facilities are appropriately maintained.
	Council sporting facilities are maintained to an appropriate standard	Facilities are maintained as required.
Economic		
Land and Infrastructure Development that Facilitates and meets the Needs of the Growing communities.		
Town Planning Scheme which will Meet Community Needs and Growth into the Future	Adopt a new Planning Scheme for the Shire compliant with new legislation	New Planning Scheme adopted
A Major and Sustainable Tourism and Events Industry		
Well Planned Tourism Initiatives	Review the tourism and economic development plan to ensure it is relevant to current trends and issues	Tourism Plan reviewed
	Maintain membership of OQTA and RAPAD and other relevant tourism orientated associations.	Memberships maintained.
	Position Birdsville as a location for small to medium conferences.	Number of conferences attracted.
	Develop Business Plans for the Birdsville Caravan Park and Birdsville Lodge	Business Plans developed
	Develop the Birdsville Courthouse as a important tourist feature as funds allow.	Progress the development of the Birdsville Courthouse as funds allow.
	In consultation with QPWS, landholders and native title holders, develop the 4x4 track through the Munga Thirri National Park	Route Operational for May 2018
A Transport Network Maintained in Line with the Rest of the State.		
A Well Maintained Shire Road Network which meets the needs of the Road Users	Carry out works in line with works program	Percentage of planned works that are completed each year.
Airports and Services that Meet Community Requirements	Implement the development plans for Bedourie and Birdsville airports as funds allow.	Percentage of funded airport development works completed.
All Main Roads in the Shire are Bitumen Sealed	Lobby State and Federal Government for road funding so that hthe Eyre Developmental Road is completely sealed in 5 years	% of Eyre Developmental Road sealed
	Lobby State and Federal Government for road funding so that the Birdsville Developmental Road is completely sealed from Birdsville to Roseberth within 3 years.	% of Birdsville Developmental Road sealed
Council is a Leader in the Region which Supports Regional Co-Operation, Resource Sharing and Partnerships		

Outcome	Strategies	Measure
Council Continue to Lead the Region in Co-operation and Resource Sharing	Cooperate with RAPAD/ORRG/ORWG Councils in resource sharing and purchasing activities where mutually beneficial.	Number of resource sharing activities undertaken
Council Leadership deliver Growing and Diversified Industries which provide ample Employment Opportunities to Shire Residents.		
An Economic Development Plan in place which Enables New Businesses to be Developed	Identify and actively market available land stocks	Council land sales
Council is Recognised as the Sole Road Construction Provider in the Shire		
Maintain a Profitable Plant Operation	Review plant hire rates and performance periodically	Status of annual plant review
Council Owns and Operates a Quality Plant Fleet	Carry out plant changeover in accordance with plant replacement program	Percentage compliance with plant replacement program
	Implement the NHVMS for plant maintenance and servicing.	NHVMS implemented.
Council Maintains its Sole Invitee Status for all DMR and NDRRA Works	Lobby Federal and State to ensure NDRRA works are offered to Council on a basis which does not negatively impact on Council	Number of lobbying activities undertaken
Sustainable Quality Council Assets which meet Community Needs.		
Well Maintained Council and Community Assets with Additional Facilities as Appropriate for the Communities	Review assets management plans for Water, Sewerage, Buildings and Roads in conjunction with ORRG/ORWG.	Percentage of asset management plan actions implemented within agreed time frames
	Review Council service levels and benchmark against industry standards	Progress staged service level reviews
	Seek funding assistance for the development of new or renewal of facilities in line with the prioritised program as finance allows.	Percentage of grants that are aligned with Council strategy
Governance		
A Sustainable and Effective Organisation		
A Quality, Effective and Motivated Workforce	That Council develop and implement a comprehensive training and development plan for Councillors and staff which is aimed at delivering Council's strategic outcomes.	Progress with needs analysis review
	Conduct regular performance appraisals for all staff.	Percentage of staff with up to date performance review
	Promote the employment and development of local residents.	Percentage of staff that are local residents
	Maintain work practices in line with the Workplace Health & Safety Legislation and Council's Safety System.	Number of WHS incidents
	Implement practices across the organisation, which are in line with Council quality assurance system.	Ongoing compliance with QA system
	Review Councils Human Resources Policy to maintain its relativity to the new award and industrial relations legislation as amended.	Progress with attraction and retention review

Outcome	Strategies	Measure
Best Practice Corporate Governance	Maintain high standard of ethical conduct.	Frequency of ethical conduct and policy training
	Provide adequate support and development opportunities to ensure that corporate skills and knowledge are current and leading edge.	Percentage of skills development program activities that are funded
	Develop and maintain a Risk Management Plan.	Progress with risk management program development and implementation
Effective Knowledge Management Systems and Policies in Place	Implement the IT Vision 'Synergysoft' solution	Software is implemented
	Maintain an effective records management system which complies with legislative requirements.	Frequency of review of records management system and policy
	Develop, implement and maintain Telstra GWIP solution realising the benefits provided by 4G and optic fibre.	Progress with IT plan development
Long Term Financial Sustainability	Fund depreciation in line with Council's revenue policy and provide for asset renewal in line with asset management plans.	Compliance with asset management plan actions
	Ensure that grant and subsidy income is maximised where it is beneficial to do so.	Percentage of grant applications that are successful
Quality Administration and Service which meets Customer Needs	Ensure enquiries and customer requests are satisfactorily dealt with in a timely, appropriate manner.	Percentage of customer requests dealt with outside of targets
Effective Community Engagement	Develop and improve communications tools including Council website, rates newsletter, annual report etc.	Progress with annual review and update of communication tools effectiveness