



# FLINDERS SHIRE COUNCIL

## Annual Report 2018-2019

Adopted: 19 November 2019  
Resolution Number: 2695

*Discovery • Opportunity • Lifestyle*



# Annual Report 2018-2019

TRIM Ref: SF19/233 R19/2996

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## OUR ANNUAL REPORT

This introductory session of the 2018-2019 Annual report outline information about the Flinders Shire Council and the Shire. It gives summary to our operational and financial performance for the 2018-2019 financial year.

The Annual Report details our performance during the financial year of 2018-2019 in meeting the strategic priorities outlines in our Corporate Plan 2014 – 2019 and our Long Term Financial Plan.

This information is relevant to the Flinders Shire residents, ratepayers, local businesses owners, potential investors, community groups, government agencies, funding bodies, current and potential staff.

## PERFORMANCE SUMMARY

We are reporting according to Flinders Shire Council's Corporate Plan 2014-2019, which focuses on 6 Guiding Principles. Our Corporate Plan identifies our Councillor's long term vision and priority areas over a five year period.

We deliver on our priorities by implementing our Annual Operational Plan, which includes key projects and measures that directly respond to the priority areas from the Corporate Plan.

We focus on developing meaningful performance measures in all areas and creating key performance indicators at the organisational level. This will continue over the coming years as we strive to continuously improve both our internal and external reporting processes and accountability.

A Performance against our 2018-2019 Operational Plan is measured against project milestones and targets set at the beginning of the financial year. The performance is reported to Council and the community on a quarterly basis.

Council produces a quarterly Operational Plan Performance Report, which provides a more detailed analysis of our performance and identifies progress on projects and performance against KPIs during the financial year.

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## VISION, MISSION, VALUES AND GUIDING PRINCIPLES

### Our Vision

Flinders Shire – a place of discovery, opportunity and lifestyle

### Our Mission

To promote quality of life through leadership, attitude and respect

### Our Values

A Caring Philosophy  
Pursuit of Excellence  
Teamwork  
Local Ownership  
Communication  
Leadership  
Recognition

### Our Guiding Principles

At Flinders Shire we are committed to making decisions responsibly and sustainably acting with integrity, honesty and respect.

**Our Environment** – We will provide stewardship to maintain, protect and enhance our natural environment whilst supporting new and existing industries.

**Our Resources** – We will encourage sustainable resource utilisation by providing support to businesses and their associated industries.

**Our Community** – We will work with our community to provide an appealing lifestyle with the available resources to build a healthy, happy and caring community.

**Our Economy** – We will approach all business aspects of the Shire in a manner that promotes growth and sustainability to achieve the best possible outcome.

**Our Infrastructure** – We will aim to continuously improve products, services and processes through sustainable management of Council's core assets.

**Our Governance** – We will work as a team and act with pride, accountability, transparency and integrity to deliver services to our residents.

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## OUR SHIRE

### Introduction

The Flinders Shire is one of the larger rural shires in Queensland, encompassing Hughenden and the smaller communities of Prairie, Torrens Creek and Stamford. Hughenden being the main centre for the Shire was settled on the banks of the Flinders River, Queensland's longest river. Today, with an estimated population of 1,569 live in the Flinders Shire, which is predominantly a grazing area, was once known as a major rail centre in the outback. Hughenden is the hub of the West having 5 major roads that enter the township.

Located amongst mountainous volcanic basalt country, sweeping black soil plains and rich fossil and dinosaur areas, Hughenden boasts diverse picturesque landscape and sits above the great Artesian Basin relying on sub-artesian bores for its water supply.

The history of Hughenden is a colourful recital of the past, including many explorers and pioneers of the west. The Great Shearers Strike in 1891, the rise and fall of many hotels and businesses, flooding rivers and stories of pioneer's hardship in the outback are just some of the stories known to many locals.

In the Flinders Shire there are four National Parks and a Nature Reserve. Well known for its natural beauty Hughenden also has a much longer history dating back to the Dinosaur era. The outskirts of Hughenden hold many untold secrets from fossils of dinosaurs and marine reptiles.

### Statistics

General		Shire Controlled Roads		State Controlled Roads	
Land Area	41,422km <sup>2</sup>	Sealed – Rural	113.97km	Sealed	605.845km
Population	1,569	Sealed – Urban	35.49km	Gravelled	96.49km
Metres above sea level	324m	Gravelled – Urban	11.76km	Formed	90.11km
Rateable Valuation	\$263,686,900	Gravelled – Rural	833.88km	<b>Total</b>	<b>792.445km</b>
Net Rate Revenue	\$4,059,000	Formed	1003.93km		
Total Income	\$35,033,000	<b>Total</b>	<b>1999.03km</b>		
Total Expenses	\$27,202,000				

## OUR COUNCIL

### Organisational Structure

The operational arm of a local government authority consists of the Chief Executive Officer (CEO) and other staff. They are charged with implementing Council's resolutions (decisions) and reporting on the outcomes of those resolutions. The CEO also provides executive leadership to the Organisation. It is important to note that individual councillors do not have the authority to make decisions. They are made collectively when sitting as a Council.

Council receives its authority from the community through its elected members. Council's administration is lead by the CEO, followed by two Directors and three Line Managers as our leadership team, delivering services through the 10 streams of operations.



## Elected Members

Flinders Shire Council comprising of the Mayor and 6 councillors, is the elected body responsible for the planning for the future of their communities, and developing strategic strategies and policies to achieve those plans. Councillors need to demonstrate strategic vision and leadership by putting in place principles, policies and local laws. A strategic focus helps ensure that the council can plan for and meet the future needs of the community.

Their role also includes other responsibilities such as providing high quality leadership to the community, participating in Council meetings, developing policy and making decisions that in the interests of the whole community. Elected members are bound by a Code of Conduct, with is their public commitment to open, accountability and ethical standards of behaviour.

### **MAYOR JANE MCNAMARA**

Email: [mayor@flinders.qld.gov.au](mailto:mayor@flinders.qld.gov.au)

Mobile: 0429 417 115

#### Portfolios:

- Governance - Chair
- Finance
- Local and Regional Economic Development and Planning / Communication Systems – (Chair)
- Tourism and Regional Promotion
- Rural Roads
- South West Sector Flinders Highway – Hughenden Muttaborra Road
- Stamford
- Workshop – Plant and Equipment (Chair)

#### Standing Committees:

- Mount Isa Townsville Economic Zone (MITEZ) – Mid West Rep
- North West Outback Queensland Tourism Authority Group (NQOQTA) Overlander's Way
- Australia Dinosaur Trail
- Local Disaster Management Group (LDMG) (Chair)
- Hughenden District Community Advisory Network (CAN) (Chair)
- Northern Alliance of Councillors
- North West Queensland Regional Roads and Transport Group (NWQRRTG)
- NWQ Regional Organisation of Councils (NWQROC) – (Vice Chair)
- IQ-RAP (Inland Queensland – Roads Action Project) (Vice Chair)
- NADC (National Australia Day Council (Board Member)
- NADC (Northern Australia Advisory Council) Board Member

### **DEPUTY MAYOR SEAN O'NEILL**

Email: [deputymayor@flinders.qld.gov.au](mailto:deputymayor@flinders.qld.gov.au)

Mobile: 0400 174 546

#### Portfolios:

- Governance
- Finance – (Chair)
- Audit - (Chair)
- Tourism and Regional Promotion – (Chair)
- Town Street
- Residential / Council Owned Facilities
- Sport Recreation and Parks – (Chair)
- Saleyards
- Community Care and Aged Care
- Community Relations
- Arts and Culture
- Environmental Health / Nuisance Control

#### Standing Committees:

- North West Outback Queensland Tourism Association (NWOQTA) Overlander's Way
- North Queensland Games Foundation
- Australia Dinosaur Trail
- Local Disaster Management Group (LDMG) (Deputy Chair)
- Hughenden District Community Advisory Network (CAN)
- Northern Alliance of Councils
- Recreational Lake Advisory Committee (Chair)



## COUNCILLOR GRAHAM SEALY

Email: Cr.sealy@flinders.qld.gov.au

Mobile: 0427 417 312

### Portfolios:

- Governance
- Finance
- Audit
- Local and Regional Economic Development and Planning / Communication Systems
- Rural Roads
- North and South Sector Prairie – Hughenden Muttaborra Road across to Prairie Muttaborra Road
- Prairie – (Chair)
- Workshop – Plant and Equipment
- Residential / Council Owned Facilities – (Chair)
- Rural Lands – Wild Dogs, Pests Permits to Occupy and Leases
- Utilities – Water, Sewerage and Refuse – (Chair)

### Standing Committees:

- Mount Isa Townsville Economic Zone (MITEZ)
- Flinders River Ag Precinct (FRAP)
- Pest Management Advisory Committee
- North West Queensland Regional Roads and Transport Group (NWQRRTG)
- Regional Organisation of Councils (ROC)
- Western Queensland Local Government Association (WQLGA)
- Chamber of Commerce

## COUNCILLOR KELLY CARTER

Email: Cr.carter@flinders.qld.gov.au

Mobile: 0429 411 689

### Portfolios:

- Governance
- Finance
- Local and Regional Economic Development and Planning / Communication Systems
- Town Streets – (Chair)
- Sport Recreation and Parks
- Community Care and Aged Care – (Chair)
- Community Relations – (Chair)
- Youth Relations / Education
- Arts and Culture

### Standing Committees:

- North Queensland Games Foundation
- Local Disaster Management Group (LDMG)
- Hughenden District Community Advisory Network (CAN)
- Regional Arts and Development Fund (RADF)
- Chamber of Commerce

## COUNCILLOR KATE DOWNIE

Email: Cr.downie@flinders.qld.gov.au

Mobile: 0408 742 833

### Portfolios:

- Governance
- Finance
- Tourism and Regional Promotion
- Town Streets
- Residential / Council Owned Facilities
- Community Relations
- Youth Relations / Education – (Chair)
- Arts and Culture – (Chair)
- Environmental Health / Nuisance Control

### Standing Committees:

- North West Outback Queensland Tourism Authority Group (NQOQTA)
- Australia Dinosaur Trail
- Western Queensland Local Government Association (WQLGA)
- Regional Arts and Development Fund (RADF)
- Chamber of Commerce





## COUNCILLOR ARTHUR (BILL) BODE

Email: Cr.bode@flinders.qld.gov.au

Mobile: 0428 719 579

### Portfolios:

- Governance
- Finance
- Rural Street and Roads
- North and South of Torrens Creek – Torrens Creek to Aramac Road across to Prairie to Muttaborra
- Torrens Creek – (Chair)
- Workshop – Plant and Equipment
- Rural Lands – Wild Dogs, Pests, Permits to Occupy and Leases – (Chair)
- Saleyards
- Utilities – Water, Sewerage and Refuse
- Cemeteries / Undertaker

### Standing Committees

- Flinders River Ag Precinct (FRAP)
- Pest Management Advisory Committee (Chair)
- North Queensland Local Government Association (NQLGA)
- Western Queensland Local Government Association (WQLGA)
- Wild Dog Advisory Group
- Lake Eyre Basin Advisory Group
- Great Artesian Basin (GABAC)

## COUNCILLOR KIM (CLANCY) MIDDLETON

Email: Cr.middleton@flinders.qld.gov.au

Mobile: 0427 411 281

### Portfolios:

- Governance
- Finance
- Rural Roads
- North and North West Sector from Hughenden – Hann Highway – Basalt Byways
- Workshop Plant and Equipment
- Sport Recreation and Parks
- Rural Lands – Wild Dogs, Pests, Permit to Occupy and Leases
- Saleyards (Chair)
- Youth Relations / Education
- Utilities – Water, Sewerage and Refuse
- Environmental Health / Nuisance Control – (Chair)

### Standing Committees:

- Flinders River Ag Precinct (FRAP)
- Pest Management Advisory Committee
- Chamber of Commerce

## MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

On behalf of all Councillors and the Management Team, we are pleased to present the Flinders Shire Council 2018-2019 Annual Report.

The past financial year has been a challenging one for Hughenden and the Shire generally weather wise with the ongoing drought. February saw the record Monsoon Flood Event impact half of the Shire and cause a great deal of damage and stock loss. The Flinders Shire has been the “Tale of 2 Seasons” with drought and flooding rains.

Flinders Shire Council’s focus continues to be to drive economic development in the Shire. The primary focus for Council has been diversification of industry within the Flinders Shire.

Some Economic Diversification Projects that are being progressed through the Flinders Shire Council and the Management Team are listed below:

- Hann Highway upgrades continue through funding secured from Federal Northern Australia Road Program and Queensland State Government - \$53.6 million between Flinders and Etheridge Shires. Our Road Construction crews have been working to complete the final section of this funding package throughout the financial year. The flood event has also meant a great deal of preliminary maintenance to give access along our Shire roads. The assessment of Flood Damage for the Shire roads is ongoing and will result in a large amount of road works into the next financial year.
- Hughenden Meat Processing Facility and Feedlot – Council continues to work with CNVM Investments Pty Ltd to progress this project and we are now in the planning and development phase.
- 15 Mile Irrigation Project – Your Council has been able to gain Coordinated Project Status from the Coordinator General for the 15 Mile Irrigation Project, a very significant step in bringing this high value irrigated agriculture project to fruition and creating much needed local employment.
- Hughenden Recreational Lake – Construction of the lake is almost complete, with total construction cost estimated at \$11 million. Funding of \$4.19 million was secured from the Federal Government Building Better Regions Fund, Federal Drought funding of \$900,000 with the Council funding the balance. Construction is due for completion by September 2019.
- Tourism Promotion within the Flinders Shire is being well received with the message of “Visit the Outback”. We are on track to record one of our best years of visitor numbers.
- Renewable Energy Projects have been completed and the energisation of both the Hughenden Solar Farm and Kennedy Energy Park is ongoing. Discussion is underway with Copperstring 2.0 and also Big Kennedy Energy Park.
- Viper Industries have built and opened a poly pipe manufacturing facility in the Industrial Estate. This facility has been assisted by Council in the set up phase and we look forward to their future expansion into water tank production and the future employment prospects for the residents of the Shire.
- Planning is underway for the extension of the Medium Industry Industrial Estate and the new Water Tank for Hughenden. The heavy vehicle rest area on the eastern side of town has also been completed.
- Council has and will continue to be proactive in achieving these important projects to ensure our Shire has a long-term sustainable future.

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## Some Highlights for the period 2018/2019:

In addition to the above projects, our Shire continues to grow and develop through the provision of much valued and loved services and facilities.

Support for Community Care Services within our Communities and upgrading to the current Federal and State programs. Working to improve the delivery of our Community Care Programs.

- Continuing pest management throughout the Shire including additional resources for dog trapping; promotion of the Good Neighbour Program and Biosecurity Plan.
- Upgrades to the Diggers Entertainment Centre facilities of lighting, kitchen and meeting room area and BBQ replacement in the outdoor area.
- A further 2 kilometre section of the Torrens Creek to Aramac Road has been sealed by using some of our allocated TIDS money for this purpose.
- Upgrades to sections of the Prairievale Road.
- Further upgrades to the Football Field – installation of the lighting, PA and scoreboard.
- Construction of the Hughenden Recreational Lake, landscaping and facilities.

## Financial Performance

While driving economic development is critical, it is also critical that Council's financial management is strong and supports our growth and development. Included in the Annual Report is a compressive outline of Council's financial statements for the 2018/19 financial year.

Council ended the 2018/19 Financial Year with an operating surplus of \$2.6 million. Contributing to this result was the prepayment of 2019/20 Financial Assistance Grants of \$3.5 million. Notwithstanding this addition we have concluded the year in a good financial position.

Capital expenditure of just over \$17.8 million was spent on new assets and asset renewals to ensure that important infrastructure will meet the future demands.

Council's Cash Reserves continue to be strong with Council ensuring that it has appropriate financial control to maintain an adequate cash balance.

Council is required each year in its Annual Report to publish long term financial sustainability indicators. The required reporting ratios of operating surplus; asset sustainability and net financial liabilities, are all meeting the recommended targets.

As in past years, Council's financial sustainability depends on securing government grants and contract works, particularly from the Department of Transport and Main Roads. These two items in 2018/19 represented 77.4 per cent of Council's total operating revenues with the balance representing Council's own source revenue. This high dependence on external funding is always a risk for Council's operations should such grants and contract works not be available. Contract works from the Department of Transport and Main Roads totalled \$12.073 million this financial year compared with \$14.744 million in 2017/18. This has had a big bearing on Council finishing the year with a sound operating result.

The 2018/19 financial year has been an exciting year for the Flinders Shire. Sincere thanks goes to all Councillors and staff in providing sound leadership, direction and dedication for the service to our community.

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# SHIRE OF FLINDERS

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In conclusion I would like to acknowledge the work of our past CEO Graham King in his stewardship of the Flinders Shire Council during this period and welcome on board our new CEO Daryl Buckingham. We all look forward to a very exciting and positive future for the Flinders Shire under his leadership.

**Cr Jane McNamara**  
**MAYOR**

**Mr Daryl Buckingham**  
**CHIEF EXECUTIVE OFFICER**

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## **BENEFICIAL ENTERPRISES AND BUSINESS ACTIVITIES**

*(Local Government Act 2009 section 41 & 45(a))*

### Beneficial Enterprises

Section 41 of the act requires that the Annual Report contain a list of all beneficial enterprises conducted during the year.

Flinders Shire Council has had no beneficial enterprises that the Council conducted during 2018-2019.

### Significant Business Activities

Section 45(a) of the act requires that the Annual Report contain a list of all the business activities the local government conducted during the financial year.

Flinders Shire Council conducted no Significant Business Activities during 2018-2019. Due to no significant business activities the competitive neutrality principle is not applicable for 2018-2019.

## **SENIOR STAFF REMUNERATION**

*(Local Government Act 2009 section 201)*

Remuneration levels for council executives take many factors into account, including work value and the complexity of the job. This ensures remuneration levels for executives are appropriate and that Council is well placed to retain and attract executives with skills necessary to help deliver value for money services to the community. In accordance with s201 of the Act, the total number of remuneration packages available to senior management during the period was:

<b>Package Band</b>	<b>Number of Employees</b>
\$100,000 to \$199,999	3
\$200,000 to \$299,999	1

### Public Service Ethics 1994 (section 23)

Council has implemented the Code of Conduct and undertaken regular education, training and review of procedures.

## **GENERAL PURPOSE FINANCIAL STATEMENTS**

*(Local Government Regulation 2012 section 183)*

Please see attached Flinders Shire Council's Annual Audited Financial Statements for the year ended 30 June 2019.

## COMMUNITY FINANCIAL REPORT

(section 184 Local Government Regulation 2012)

The Community Financial Report is designed to give interested parties a better understanding of the financial performance and financial position of Council for the financial year. The information presents a summary of the financial results for the 2018-2019 year.

### Revenue

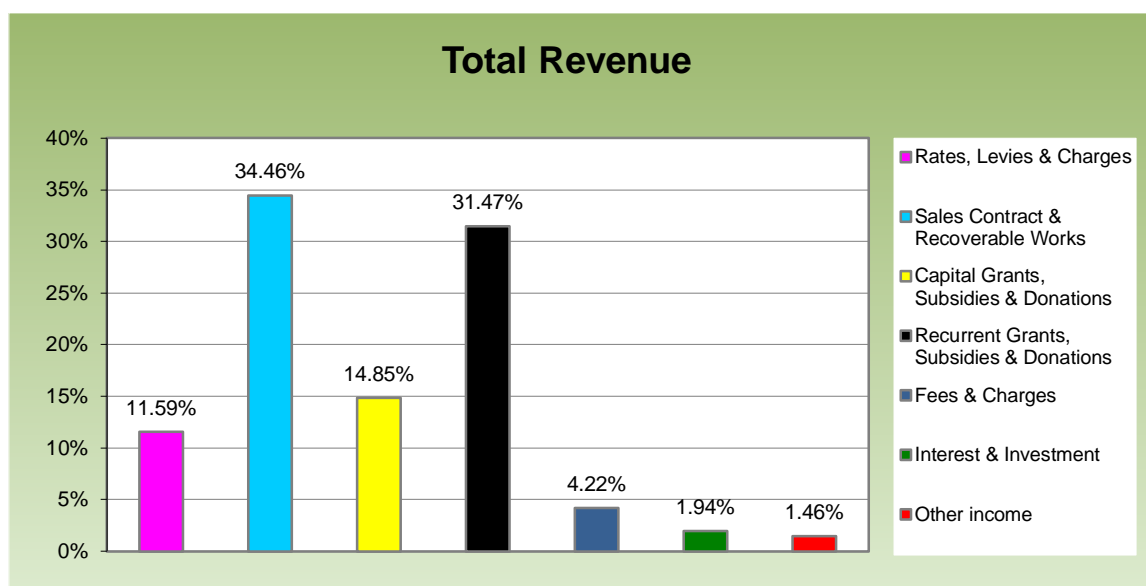
The two main categories of revenue are recurrent revenue and capital revenue. Council's recurrent revenue is money raised that is used to fund the operations of Council. Council raises recurrent revenue from income sources such as rates, levies and charges, grants, subsidies and donations, contract and recoverable works revenue, interest, fees and charges, rents and other income. Council's capital revenue is sourced for the purpose of constructing and/or reconstructing Council's assets now and into the future. Capital revenue consists of grants, subsidies and donations, as well as gains/losses on disposal of assets.

Total recurrent revenue has increased slightly from \$29.1M in 2017-18 to \$29.8M in 2018-19. Whilst there were overall increases in rates and charges, fees and charges and these were offset by a reduction in sales contract and recoverable works revenue. Recurrent grants revenue received in 2018-19 increased from the previous year by \$2.9M. Sales contract and recoverable works revenue comprised 40.4% and grants, subsidies, contributions and donations was 37% of recurrent revenue.

It is important to note that sales contract and recoverable works revenue is almost all related to Transport and Main Roads contract works on state owned assets. An analysis of income shows these works have decreased in the amount of \$2.7M compared to the previous financial year. Council is heavily reliant on both sales contract and recoverable works and grant revenue and although there was revenue for the year in this area the amount was still substantial.

Capital revenue of \$5.2M marginally higher than the previous year of \$4.5M. Capital revenue is sourced for the purpose of constructing assets, including upgrades and renewals.

Council's ability to raise income from rates, levies and charges is limited. The income generated from this source is 11.6% of total revenue, a slight increase from 11.4% in the previous year.





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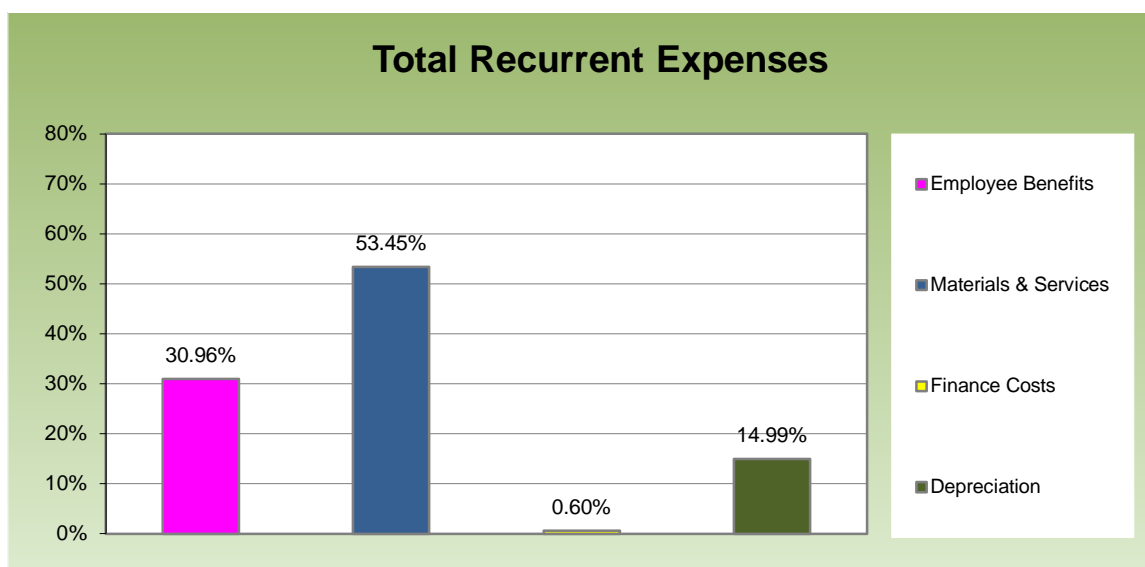
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## Expenses

Council's recurrent expenses include employee benefits, materials and services, finance costs and depreciation. These line items represent the cost to Council of providing services, operating facilities and maintaining assets.

Council's recurrent expenditure increased by \$0.8M compared to the previous year. This was not surprising given the significant increase in sales contract and recoverable works.



## The Statement of Financial Position

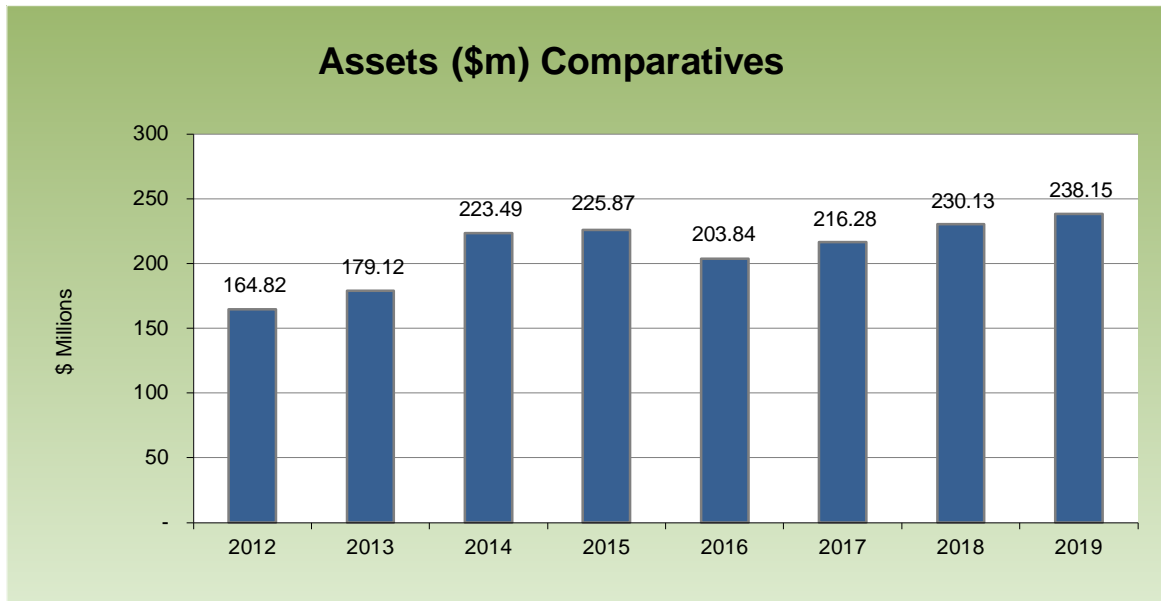
This statement is often referred to as the balance sheet and summarises the financial position of Council at the end of the financial year. The statement measures what Council owns (assets) and what Council owes (liabilities) at the end of the financial year with the difference between these two components being the net community wealth (equity of Council).

## Assets

Property plant and equipment increased by \$13.4M which is the net result of asset purchases/additions, disposals, depreciation and revaluations. Trade and other receivables increased in the amount of \$0.7M.

There was a decrease in the cash balance of \$6.1M, this decrease was due mainly to investment in the Lake Project.

Council had \$16.5M invested in a cash management account with Queensland Treasury Corporation. A short term deposit amounting to \$3M was also held with the National Australia Bank. Interest received on cash investments for the year was \$0.7M.

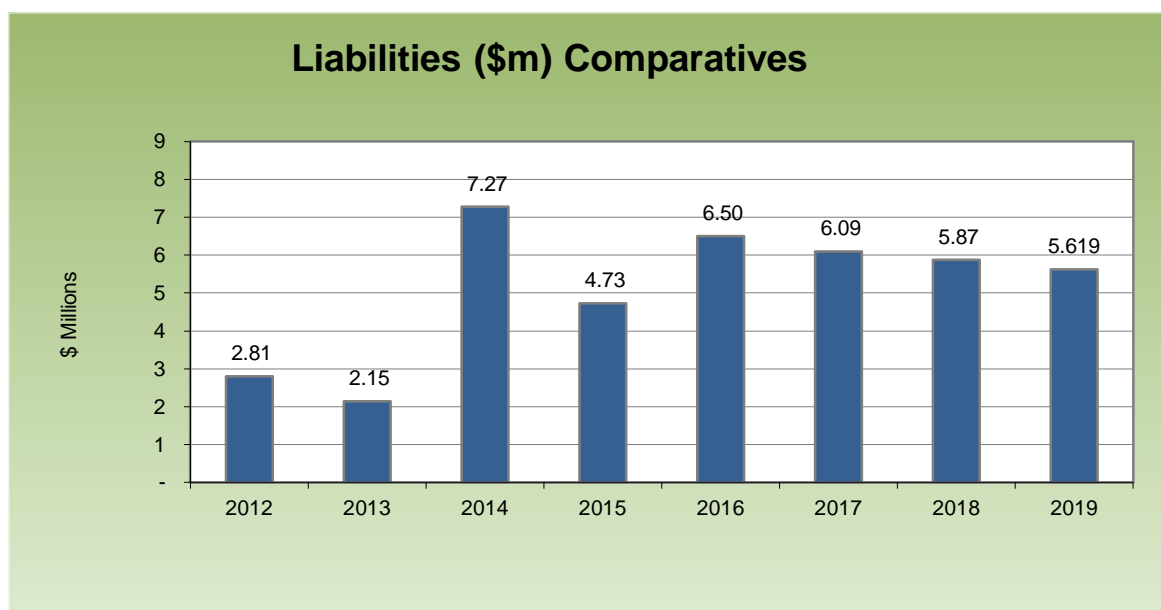


Property, plant and equipment is the largest asset type comprising \$211.9M. Property, plant and equipment is made up of Council asset classes including land, buildings, recreation facilities, plant and equipment, corporate and IT, road network, water network, sewer network, stormwater drainage network, waste / landfill and works in progress. Council's road network assets are the largest component of property, plant and equipment amounting to \$118.4M.

## Liabilities

Council's liabilities comprise amounts owing for provisions, borrowings and trade and other payables. The provisions balance comprises employee entitlements for long service leave and the restoration of the Hughenden Landfill in future years. Trade and other payables are made up of annual leave entitlements in future years.

Borrowings of \$1.9M relate to loans from Queensland Treasury Corporation. Council has not had any borrowings for many years and these loans have been taken out to construct a new sewer network in North Hughenden, upgrade the Sewerage Treatment Plant and replace Caravan Park infrastructure.



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## The Statement of Changes in Equity

Community equity is represented by Council's net worth. This is calculated by what Council own, minus what Council owes.

Total Assets \$238.1M – Total Liabilities \$5.6M = Community Equity \$232.5M

Community equity increased by \$8.3M compared to the previous year. An annual condition assessment of Council's assets undertaken by Council's engineers resulted in a \$0.4M increment in the asset revaluation surplus.

Council's retained surplus represents amounts which have been invested into assets to provide services. The asset revaluation surplus comprises amounts representing the asset retained capital and other change in the value of Council's assets over time.

## The Statement of Cash Flows

The Statement of Cash Flows identifies the cash received and cash spent throughout the year. The statement shows Council's ability to cover its expenditures and where those funds are derived. Council's cash balance decreased in the amount of \$6.1M compared to the previous year.

Council's cash flows from operating activities incorporate the recurrent activities of Council. The cash flows from investing activities shows Council spent \$17.8M investing in property, plant and equipment. This includes capital works on Council's road network assets and other asset classes.

Cash flows from financing activities shows that Council made principal repayments of \$0.274M on all loans during the year.

## Financial Ratios

*Section 169 of the Local Government Regulation 2012* requires the inclusion of the relevant measures of financial sustainability. These ratios are also included in Council's long term financial plan with reviews conducted on a regular basis. The targets have been set by the Department of Local Government and Planning.

### The Operating Surplus Ratio

The operating surplus ratio measures the extent to which revenue raised (excluding capital grants and contributions) covers operational expenses.

### Net Result (excluding Capital items)

Total Operating Revenue (excluding Capital items)

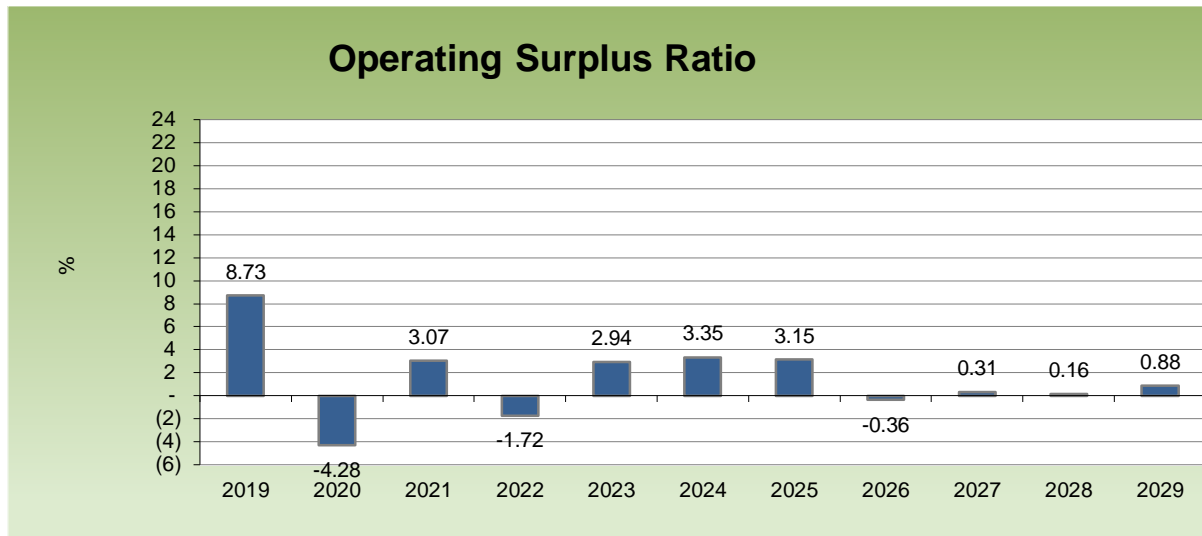
The target for the operating surplus ratio is between 0 and 10%.

At the end of the financial year Council's operating surplus ratio was 8.7%.

In future years' forecasts indicate Council will operate close to break even, with small surpluses through to 2029. Council is mindful that changes can occur during the year, and Management regularly conducts reviews to ensure any budget variances are addressed as soon as possible. Council is aware of the need



to conduct service level reviews to ensure operational expenses are going to be sustainable in the longer term.



## Asset Sustainability Ratio

This ratio measures the amount of capital expenditure on renewal of existing assets compared to the depreciation expense.

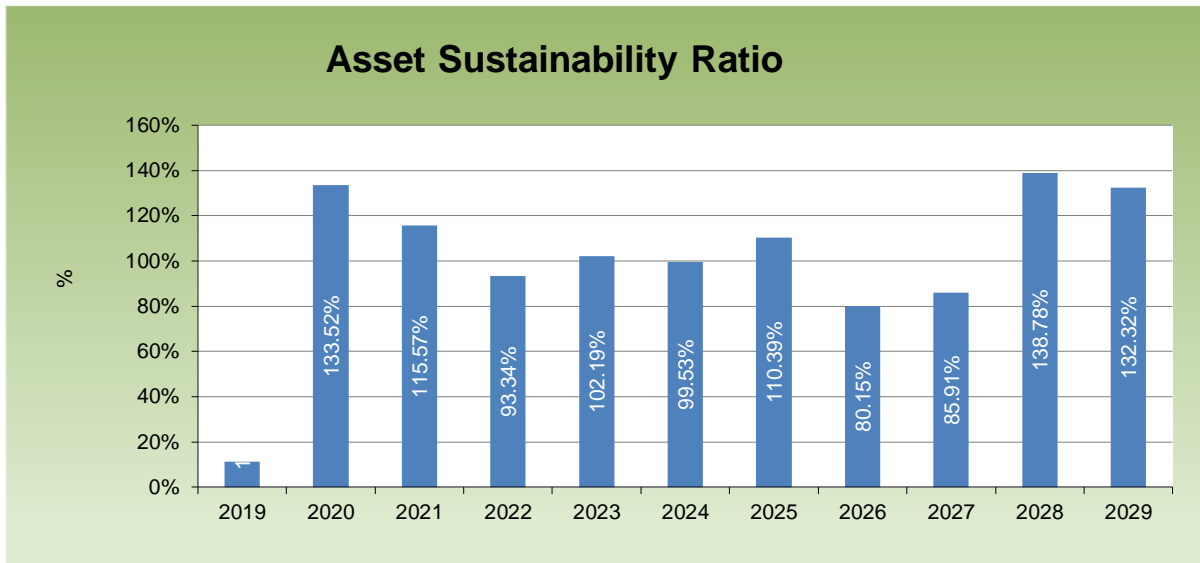
## Capital Expenditure on the replacement of Assets (Renewals)

### Depreciation Expense

The target for this ratio is for it to be greater than 90%.

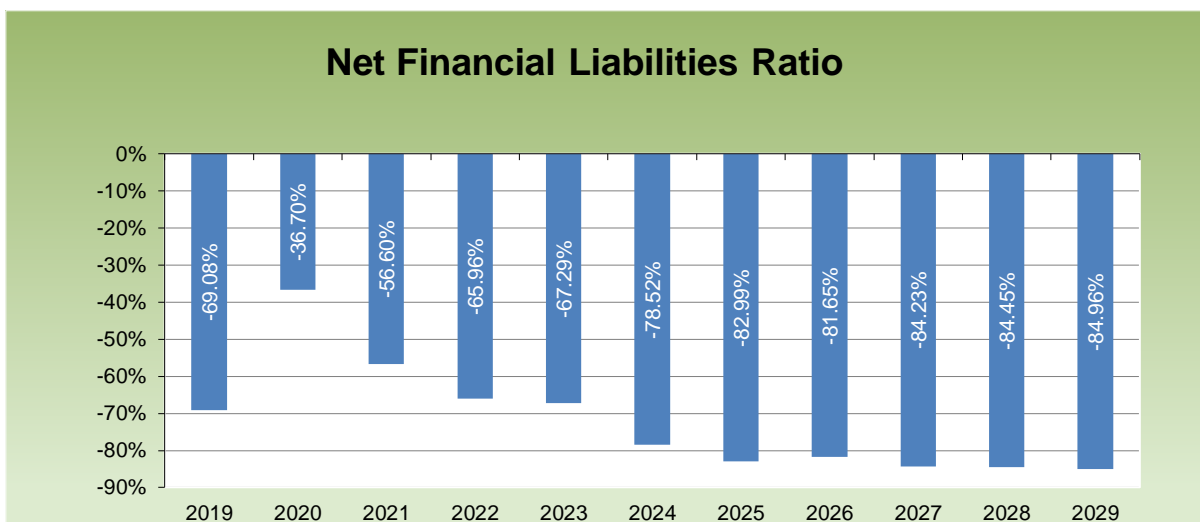
Council's 2018-19 Asset Sustainability Ratio was 11.4%

The long term forecast indicates that Council may not meet this target in some of the coming years due to non-renewal of some assets. It should be noted that Council's assumptions in its long term forecast were to be conservative in capital expenditure given the reliance on grant funding for large capital projects, therefore it is probable actual expenditure on asset renewals will be higher than predicted.



## Net Financial Liabilities Ratio

This ratio measures the extent to which Council can fund its liabilities through its operating revenues.



## Total Liabilities less Current Assets

Total Operating Revenue (excluding Capital items)

The target for this ratio is less than 60%.

Council's current Net Financial liabilities ratio at 30 June 2019 was -69.08%.

Council borrowings at year end were of \$1.9M and trade and other payables of \$2.6M thus with few other liabilities the ratio is low.

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## PRATICULAR RESOLUTIONS

(Local Government Regulations 2012 section 185)

### Expenses Reimbursement Policy

#### **Councillor Expenses Reimbursement Policy:**

At October's 2018 Council Meeting council adopted changes to the policy referred to in section 250(1) of the Regulation during the 2018-2019 financial year. A copy of this policy is available on Council's website.

#### **2.05.02 COUNCILLOR EXPENSES REIMBURSEMENT POLICY**

**Background** – Policy has been review and was presented for comment in the September 2018 Council Briefing.

**Officer's Recommendation** – That Council adopt the Councillor Expenses Reimbursement Policy, as presented.

**Resolution No:** 2211

**Moved** Cr Kelly Carter

**Seconded** Cr Kate Downie

That Council adopt the Officer's Recommendation with amendment to Councillor Kilometre reimbursement rate to .79c, as discussed. **CARRIED**

### Asset Accounting

#### **Asset and Services Management Policy:**

Council did not resolve to make any changes to the policy referred to in section 206(2) of the Regulation during the 2018-2019 financial year.

## COUNCILLORS

(Local Government Regulations 2012 section 186)

### Remuneration Schedule

(Local Government Regulation 2012 section 186(a))

Pursuant to Section 247 of the *Local Government Regulation 2012* the following remuneration rates are set for Council.

#### **From 1 July 2018:**

Position	Annual Remuneration*	Meeting Allowance**	Total Allowance
Mayor Allowance	\$103,918.00	Nil	\$103,918.00
Deputy Mayor Allowance	\$59,952.00	Nil	\$59,952.00
Councillor Allowance	\$34,638.68	\$17,319.34	\$51,958.00



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**From 1 July 2019:**

**Please Note:**

January 2019 Council Meeting - Resolution Number 2357

Resolution - That Council resolve to not accept the increased remuneration rate, as set out in the Local Government Remuneration and Discipline Tribunal report 2018.

Position	Annual Remuneration*	Meeting Allowance**	Total Allowance
Mayor Allowance	\$106,100.00	Nil	\$106,100.00
Deputy Mayor Allowance	\$61,211.00	Nil	\$61,211.00
Councillor Allowance	\$35,366.00	\$17,683.20	\$53,049.00

\* The allowance is paid in twelve equal instalments at the end of each calendar month.

\*\* One twelfth of the meeting allowance is paid for each monthly meeting attended.

## Councillor Remuneration, Meeting Attendance, Expenses and Facilities

(Local Government Regulation 2012 section 186 (b) and(c))

**Councillor remuneration and meeting attendance: – 01 July 2018 to 30 June 2019**

Councillor	General Meeting Attendance	Special Meeting Attendance	Annual Remuneration	Meeting Allowance	Vehicle Allowance	TOTAL
Mayor J McNamara	11	2	\$103,917.96	N/A		\$103,917.96
Deputy Mayor S O'Neill	12	2	\$59,952.00	N/A		\$59,952.00
Cr G Sealy	12	2	\$34,638.96	\$17,319.00		\$51,957.96
Cr K Carter	12	2	\$34,638.96	\$17,319.00	\$92.40	\$52,050.36
Cr K Downie	10	1	\$34,638.96	\$17,319.00		\$51,957.96
Cr A Bode	11	2	\$34,638.96	\$17,319.00	\$6,830.80	\$58,788.76
Cr K Middleton	11	1	\$34,638.96	\$17,319.00	\$1,133.20	\$53,091.16

### **Superannuation:**

That pursuant to Section 226 of the *Local Government Act 2009* no voluntary superannuation payments be made to Councillors.

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## Other Expenses Incurred:

Councillor	Travel Expenses (Accom, Meals, Flights, ect)	Registrations	iPad Allowance	Uniforms	TOTAL
Mayor J McNamara	\$7,563.16	\$ 1,928.07	\$400.16	\$109.09	<b>\$10,000.48</b>
Deputy Mayor S O'Neill	\$784.08		\$371.56	\$109.09	<b>\$1,264.73</b>
Cr G Sealy	\$4,867.12	\$2,948.77	\$385.01	\$109.09	<b>\$8,309.99</b>
Cr K Carter	\$1,413.99		\$399.54	\$109.09	<b>\$1,922.62</b>
Cr K Downie	\$1,878.63		\$370.80	\$109.09	<b>\$2,358.52</b>
Cr A Bode	\$645.73	\$1,734.78	\$423.53	\$109.09	<b>\$2,913.13</b>
Cr K Middleton			\$365.87	\$109.09	<b>\$474.96</b>

## Facilities Provided:

<p>The Mayor was provided with the following items:</p> <ul style="list-style-type: none"> <li>• Laptop</li> <li>• 2 x Printers</li> <li>• iPad</li> <li>• Car</li> </ul>	<p>All Councillors were provided with the following items:</p> <ul style="list-style-type: none"> <li>• Laptop</li> <li>• Printer</li> <li>• iPad</li> </ul>
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## Conduct and Performance of Councillors – 01/07/2018 to 02/12/2018

(Local Government Regulation 2012 section 186 (d), (e), (f))

Legislation	Description	Number
186 (d) (i)	The total number of orders and recommendations made under section 180(2) or (4) of the Act ( <i>Taking Disciplinary Action</i> )	Nil
186 (d) (ii)	The total number of orders made under section 181 of the Act ( <i>Inappropriate Conduct</i> )	Nil
186 (e) (i)	The name of each councillor for whom an order or recommendation was made under section 180 of the Act or an order was made under section 181 of the Act	N/A
186 (e) (ii)	A description of the misconduct or inappropriate conduct engaged in by each of the councillors	N/A
186 (e) (iii)	A summary of the order or recommendation made for each councillor	N/A
186 (f) (i)	The number of complaints about the conduct or performance of councillors for which no further action was taken under section 176C(2) of the Act ( <i>Action after preliminary assessments</i> )	Nil
186 (f) (ii)	The number of complaints referred to the department's chief executive under section 176C(3)(a)(i) of the Act	Nil
186 (f) (iii)	The number of complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(i) of the Act	Nil

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186 (f) (iv)	The number of complaints referred to the department's chief executive under section 176C(4)(a) of the Act	Nil
186 (f) (v)	The number of complaints assessed by the chief executive officer as being about official misconduct	Nil
186 (f) (vi)	The number of complaints heard by a regional conduct review panel	Nil
186 (f) (vii)	The number of complaints heard by the tribunal	Nil
186 (f) (viii)	The number of complaints to which section 176C(6) of the Act applied	Nil

## Conduct and Performance of Councillors – 03/12/2018 to 30/06/2018

(Local Government Regulation 2012 section 186 (d), (e), (f))

Legislation	Description	Number
186 (d) (i)	The total number of orders made under section 150I(2) of the Act <i>(Chairperson may deal with unsuitable meeting conduct)</i>	Nil
186 (d) (ii)	The total number of orders made under section 150AH(1) of the Act <i>(Disciplinary action against councillor)</i>	Nil
186 (d) (iii)	The total number of decisions, orders and recommendations made under section 150AR(1) of the Act <i>(Disciplinary action against councillor)</i>	Nil
186 (e) (i)	The name of each councillor for whom a decision, order or recommendation mentioned in paragraph (d) was made	N/A
186 (e) (ii)	A description of the unsuitable meeting conduct, inappropriate conduct or misconduct engaged in by each of the councillors	N/A
186 (e) (iii)	A summary of the decision, order or recommendation made for each councillor	N/A
186 (f) (i)	The number of complaints referred to the assessor under section 150P(2)(a) of the Act by local government entities for the local government	Nil
186 (f) (ii)	The number of matters, mentioned in section 150P(3) of the Act, notified to the Crime and Corruption Commission <i>(Complaints about councillor conduct must be referred to assessor)</i>	Nil
186 (f) (iii)	The number of notices given under section 150R(2) of the Act <i>(Local government official must notify assessor about particular conduct)</i>	Nil
186 (f) (iv)	The number of notices given under section 150S(2)(a) of the Act <i>(Local government must notify assessor about misconduct)</i>	Nil
186 (f) (v)	The number of decisions made under section 150W(a), (b) and (d) of the Act <i>(Decision about conduct)</i>	Nil
186 (f) (vi)	The number of referral notices accompanied by a recommendation mentioned in section 150AC(3)(a) of the Act <i>(Referral of suspected inappropriate conduct)</i>	Nil
186 (f) (vii)	The number of occasions information was given under section 150AF(4)(a) of the Act <i>(Investigating suspected inappropriate conduct)</i>	Nil



186 (f) (viii)	The number of occasions the local government asked another entity to investigate, under chapter 5A, part 3, division 5 of the Act for the local government, the suspected inappropriate conduct of a councillor ( <i>Referral of conduct to local government</i> )	Nil
186 (f) (ix)	The number of applications heard by the conduct tribunal about the alleged misconduct of a councillor	Nil

## ADMINISTRATIVE ACTION COMPLAINTS

(Local Government Regulations 2012 section 187)

The following is a brief summary of the Council adopted policy “Complaints Management Policy”.

### Objective:

The role of Council is to provide open and accountable local government. An effective and transparent method of responding to complaints regarding its services, administrative actions, competitive neutrality, the conduct and performance of councillors and staff behaviour and misconduct better enables council to undertake this role.

### Principles:

Council is committed to a complaints management process which ensures the transparent, effective and timely resolution of complaints.

### Scope:

This policy has been established to provide a clear administrative method of handling and resolving of all complaints made by affected persons

Administrative complaints made during the 2018-2019 financial year	1
Number of complaints resolved under the complaints management process	1
Number of complaints not resolved under the complaints management process	Nil
Number of administrative action complaints that were made in a previous financial year	Nil

## OVERSEAS TRAVEL

(Local Government Regulation 2012 section 188)

During the 2018-2019 period there was **no** overseas trips undertaken, in an official capacity, by a Councillor or Council employee or representative.

## EXPENDITURE ON GRANTS TO COMMUNITY ORGANISATIONS

(Local Government Regulation 2012 section 189)

Council is required under Section 189 of the *Local Government Regulation 2012* to provide a summary of the expenditure for the Financial Year on grants to community organisations and from each Councillor’s discretionary funds.

Council provides assistance to community organisations by way of grants, sponsorship or donations.

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## Councillor's Discretionary Fund

In accordance with s189, the Annual Report must contain a summary of the expenditure from each Councillor's discretionary fund. Flinders Shire does not have discretionary funds and therefore there is no report for 2018-2019 for the purpose of allocation as community grants.

## Community Small Grants

Community Group	Purpose	Amount
Hughenden Kindergarten and Early Childhood Centre	Revamp the New (flooring)	\$9,251.50
Hughenden Chamber of Commerce	Website Development	\$3,282.37
Prairie Jockey Club	Grounds Maintenance Equipment	\$2,498.50
Flinders Classic Challenge and Campdraft Inc.	Purchase an Arena Drag for the Outback Arena	\$2,336.00
Stamford Race Club Inc	Stamford Race Club Catering Kitchen Upgrade - Concrete	\$7,500.00
Queensland Country Womens Association – Hughenden Branch	Updates to Hall and Accommodation	\$1,826.00
Hughenden Bulls Rugby League Inc.	Purchase of Equipment	\$1,391.40
Oakley Amateur Picnic Race Club Inc.	Building Hade for Playground	\$6,148.30
<b>TOTAL</b>		<b>\$34,234.07</b>

## Regional Arts Development Fund 2018-2019\*

Community Group	Purpose	Amount
Hughenden Show Society	Sewing with Friends at Hughenden	\$2,000.00
Bymount Creative Circle	Bent Not Broken	\$2,500.00
Hughenden Country Music Ass. Inc.	Poetry Workshop	\$2,172.00
Cameron Downs State School P&C	Sandy McLean - Outback Painter Workshops	\$1,500.00
Council Initiative - Flinders Shire Council	Josh Arnold Small Town Culture	\$13,000.00
*TO BE COMPLETED – Council Initiative – Flinders Shire Council	Aboriginal Artist in Residence	\$10,000.00
*TO BE COMPLETED – Council Initiative – Flinders Shire Council	Dunny Can Bridge	\$7,500.00
<b>TOTAL</b>		<b>\$38,672.00</b>

\*RADF Year runs from 01 September – 31 August

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## Sponsorship

<b>Community Group</b>	<b>Purpose</b>	<b>Amount</b>
Stamford Race Club	Stamford Races and Community Fun Day 2018	\$2,200.00
Flinders River Roping Association Inc	Flinders River Timed Event APRA Rodeo	\$2,000.00
Hughenden Jockey Club	Hughenden Spar Supermarket Cup	\$2,200.00
Hughenden Country Music Association Inc.	Hughenden Country Music Festival	\$2,000.00
Lions Club of Hughenden	Lions Club District 201Q2 Convention	\$2,000.00
Hughenden State School	Ylead Leadership Workshops	\$2,000.00
Prairie Jockey Club	Annual Prairie Races	\$2,200.00
Hughenden Town and Country Club - Rugby 7's	Hughenden Rugby 7's Carnival	\$2,000.00
Flinders Tennis Club	Junior Tennis Coaching	\$2,000.00
Charters Towers Rugby Union Football Club Inc	Flinders Heat Girls U16 Team - Uniforms and Equipment	\$2,000.00
Campdraft 4 A Cause Inc	Campdraft 4 A Cause Inc	\$2,000.00
The Right Start	Flinders Horse Sports Inc	\$2,000.00
ANZAC Day	RSL Sub-Branch Hughenden	\$2,000.00
Hughenden Bracelet Races 2019	Hughenden Jockey Club Inc	\$2,000.00
Hughenden Golf Competition	Hughenden Golf Club	\$2,000.00
Flinders River Roping ATRA Jackpot	Flinders River Roping Association Inc	\$2,000.00
Hughenden Kindergarten and Early Childhood Centre	New Printer/Scanner	\$2,000.00
Hughenden Show	Hughenden Show Society Inc	\$2,000.00
Rugby League Carnival Cluster Day	Hughenden Bulls Rugby League Inc	\$2,000.00
<b>TOTAL</b>		<b>\$38,600.00</b>



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## Sporting Excellence

Name	Purpose	Amount
Angeleah Corrigan	Sporting Excellence – Rugby Union	\$450.00
Dominique Wiggins	Sporting Excellence – Rugby Union	\$450.00
Kohaea Waitoa-Mill	Sporting Excellence – Rugby Union	\$450.00
Reighella Crocker	Sporting Excellence – Soccer	\$450.00
Coal Herrod	Sporting Excellence – Soccer	\$450.00
Danielle Sladden	Sporting Excellence – Netball	\$450.00
Rylee Collings	Sporting Excellence – Swimming	\$450.00
<b>TOTAL</b>		<b>\$3,150.00</b>

## Donations

Community Group	Purpose	Amount
Hughenden Show Society	Sewing with Friends Workshop	\$450.00
Hughenden Bowls Club	Flinders Invitational Triples Tournament	\$500.00
Southern Cross	Southern Cross Poker Run	\$500.00
St Francis School	Year 6 Graduation and Awards Day	\$500.00
Hughenden State School P & C	Speech Night	\$100.00
Blue Light Disco	DEC Hire	\$90.00
Box Rallies	Showgrounds Venue Hire	\$500.00
Hughenden Show Society	Sewing with Friends - Assistance with Venue Hire	\$500.00
Hughenden Show Society	Sewing with Friends Workshop	\$450.00
<b>TOTAL</b>		<b>\$3,140.00</b>

## In-Kind Support

Nil

## **OTHER CONTENTS**

*(Local Government Regulation 2012 section 190)*

### Corporate and Operational Plans

*(Local Government Regulation 2012 section 190(1)(a)(b))*

Council is required to adopt a Corporate Plan to guide Council's decision making. This document establishes the framework and identifies goals, objectives and strategies to be pursued by Council to meet the aspirations and needs of the community. The plan is developed in consultation with the community and can be revised at any time during the life of the plan to ensure council is following its strategic direction.

The Operational Plan is prepared annually and outlines Council's work program for the next financial year including costs and completion timelines. This document is subject to quarterly reviews and must be consistent with the Council's Corporate Plan.

In accordance with legislative requirements, Council reviewed the operational plan on four occasions relevant to the financial period and on each occasion Council considered an assessment of its progress in the implementation of the operational plan as being satisfactory. Council receives a written assessment of the implementation of the operational plan at the end of each quarter.

Council's Corporate Plan, Operation Plan and Quarterly Reports on the Operational Plan can be found on Council's website [www.flinders.qld.gov.au](http://www.flinders.qld.gov.au).

### Commercial Business

*(Local Government Regulation 2012 section 190(1)(c))*

In accordance with s190 (1) of the regulation Council must provide an annual operations report for each commercial business unit. Council had no commercial business units over the course of the 2018-2019 year.

### Joint Government Activities

*(Local Government Regulation 2012 section 190(1)(d)(i))*

As required by s190 of the Regulation, Council must outline details on any action taken for, and expenditure on, a service, facility or activity supplied by another local government under an agreement for conducting a joint government activity. No joint activities were undertaken for the financial year ending 30 June 2019.

### Details of Special Rates and Charges

*(Local Government Regulation 2012 section 190(1)(d)(ii))*

In accordance with s190 of the regulation, Flinders Shire Council levies a special rates and charges for Wild Dog Control applicable to Rate Code 4 – Rural Categories only.

### Contracts

*(Local Government Regulation 2012 section 190(1)(e))*

As required by s190 of the Regulation, the number of invitations to change tenders under s228(7) during the financial year was one.

- *FSC Reference: 102.2018.9 – Hughenden Lake Construction*

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## Registers and Public Documents

(Local Government Regulation 2012 section 190(1)(f))

Item	Description	Access
Councillor Register of Interest	To record certain financial and other personal interests of relevant individuals.	Councillor's interests are available on Council's website
Register of personal interest of Chief Executive Officer and other specified employees	To record certain financial and other personal interests of the Chief Executive Officer and certain other employees.	Available only to Councillors, the Chief Executive Officer or a person permitted by law
Councillor's Material Personal Interest	A record of when a councillor identifies that they have, or may be perceived to have, a 'material personal interest' the councillor is required to disclose the interest and leave the meeting for consideration of the relevant matter.	Councillor's interests are available on Council's website
Councillor's Conflict of Interest	A record of when a councillor identifies that they may have or may be perceived to have a 'conflict of interest'; the councillor is required to disclose the interest to council. Where the other councillors determine, by vote, that a conflict of interest does exist, they must direct that councillor to leave the meeting.	Councillor's interests are available on Council's website
Conflict of Interest Register & Material Personal Interest Register for Executive Staff	To record any interests that an executive staff member has declared in Council Meeting.	Councillor's interests are available on Council's website
Delegations Register	To record all delegations / authorisations made during Council Meetings.	Councillor's interests are available on Council's website
Register of Delegations of Authority by Council	To record all powers delegated by the Local Government or the Chief Executive Officer's delegated powers.	Available for viewing by members of the public on request
Register of Delegations of Authority by the CEO	To record all powers delegated by the CEO	Available for viewing by members of the public on request
Register of Local Laws	To record all local laws set by Council	Available on Council's website
Register of Regulatory Fees and Charges	To record all charges levied by Council	Available on Council's website
Register of Policies	To record the current policies as set by Council	Available for viewing by members of the public on request
Register of Roads	To record the details of the shire roads	Available for viewing by members of the public on request

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Contract Register	To record the details of all Tenders over \$200,000	Available on Council's website
Cemetery Register	To record all burial sites	Available on Council's website
Building Application Register	To record the details of all applications	Available for viewing by members of the public on request
Corporate & Operational Plan	To document the goals and strategies set by Council for the period specified in each plan	Available on Council's website
Annual Report	To document the financial position and report on attainment of goals specified in the Corporate Plan and Operational Plan.	Available on Council's website

Council also makes available other information, including copies of Minutes of Council Meetings on the website [www.flinders.qld.gov.au](http://www.flinders.qld.gov.au)

## Concessions for Rates and Charges Granted by Council

*(Local Government Regulation 2012 section 190(1)(g))*

### **Rating Rebates and Concessions**

Flinders Shire has a policy with reference to rebate concessions, as detailed below:

#### **Pensioner Rate Concessions Policy**

Council continued its current Pensioner Rate Concession policy. This policy provided a 50 per cent concession to ratepayers in a residential category on General, Garbage, Sewerage and Water Rates up to a maximum of \$475 per year for all eligible pensioners. A copy of Council's Pensioner Rate Concession Policy is available at the Shire Office.

## Internal Audit

*(Local Government Regulation 2012 section 190(1)(h))*

Council's Audit Committee is an advisory committee established under the Audit Policy. The objectives of the Audit Committee are to provide advice to Council on audit matters and provide oversight of the Internal Audit process.

As provided under the Audit Committee Charter, the Audit Committee will review the following and make recommendations to Council:

- Internal Audit Plan and how that plan relates to the risks identified in Council's Risk Registers;
- Progress on matters raised in the internal audit reports;
- Matters raised by the Queensland Audit Office audit and resolution of those matters;
- Draft financial statements before adoption by Council
- The financial implications of the Council's financial position;
- The trend indicated in the Financial Sustainability Statement;
- The Council's annual report before adoption by Council;
- Implications of the budget on the long term financial sustainability of the Council;
- The process of risk identification, assessment and treatment;
- Matters identified as being outside of the scope of the current internal audit plan that have or have the potential to create additional risk for Council.

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The Audit Committee met in October, 2017; April, 2018; and September, 2018 and recommended the adoption of the 2017-18 Financial Statements in October, 2018.

Council's Independent Chair of the Audit Committee is Mr Brendan Macrae B.Comm AMIIA FCPA and Council's Internal Auditors are Pacifica Chartered Accountants, Cairns.

## Competitive Neutrality

*(Local Government Regulation 2012 section 190(1)(i)(j))*

In accordance with s49 of the regulation, there were no investigation notices for competitive neutrality complaints nor were there any required responses to the Queensland Competition Authority.

## **ATTACHMENTS**

### Annual Financial Statements

Please see attached Flinders Shire Council's Annual Audited Financial Statements for the year ended 30 June 2019.