



**DOOMADGEE ABORIGINAL
SHIRE COUNCIL
BUDGET 2017/18**

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MAYOR'S 2017 - 2018 BUDGET REPORT

It is with pleasure that I hand down the Doomadgee Aboriginal Shire Council's Budget for the 2017-2018 Financial Year. The Elected Members and Staff have worked hard to prepare the financial plan for the upcoming year.

The 2017-2018 Budget sets out the Council's proposed services, programs and projects for the coming financial year.

It is the Council's objective to continue to provide efficient services to the community for today, while ensuring Council's long-term sustainability into the future. This direction is set in Council's Corporate Plan for 2014-2019, Long Term Financial Plan and Operational Plan 2017-2018.

We are continually striving to ensure that the wellbeing of the community is provided for through the provision of the highest level of facilities and services, and that the quality of life for Shire residents continues to improve.

The Doomadgee Aboriginal Shire Council continues to face difficult economic circumstances, and Council has taken this into consideration when preparing the 2017-2018 Budget.

Cr Edric Walden
Mayor
Doomadgee Aboriginal Shire Council



Doomadgee Aboriginal Shire Council Corporate Plan 2014-2019

Our Plan, Our Community, Our Future

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Message from the Mayor

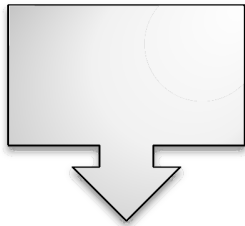
One of the important roles for any Council is to provide leadership to its community. There is no greater role in leadership than providing a vision for the future. What do we want for our community in the future? What do we hope to achieve in the future? How can we make any future better than the present? What are the important priorities for our community?

The key message in this Corporate Plan is that it is Our Plan for Our Community and Our Future.

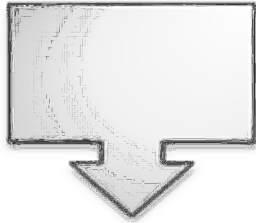
The Corporate Plan outlines what we believe is important for the future of our community. It is the Council's shared vision for our Shire and Community. It provides a clear direction for Doomadgee. We believe that we have now planted the seed for our future. Our expectation is that any agencies and organisations that interact with our community will conform to the Corporate Plan and in doing so will abide by the Council and community's shared vision for Doomadgee and undertake consistent programs that give effect to that vision.



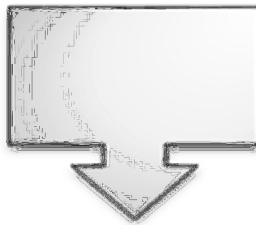
The planning framework for the Doomadgee Community and its Council



Corporate Plan - What council aims to achieve for its community



Operational Plan - Specific projects to achieve long term goals



Budget - What resources are to be applied

Community Values

We have a number of values which are important to our community. They define and guide our community. They need to be upheld in all Council decisions on behalf of the community.

Respect underpins our society. Respect for ourselves, our families, others and our country. Respect is critical to our communities at so many levels. It is about what we say and how we behave. It is important for our leaders to lead by example when it comes to respect. We must respect each other in our culture, achievements and successes.

Leadership takes our community forward. Our community needs good leadership. An important role of leaders is to nurture the next generation of leaders in our community. Without leadership, our future will not be as positive.

Empowerment of individuals to make choices and to transform those choices into positive actions and outcomes will benefit the entire community of Doomadgee.

Family is crucial to the future of our community and to maintaining our community values



Community Vision and Council Mission

Our vision for our community is based on our core values. Our vision focuses on our community and the empowerment of our people, development of our future leaders, and the importance of respect in our community.

Our Vision:

Doomadgee Aboriginal Shire Council aims to deliver a high level of sustainable future growth to the Community through strong leadership and respect for all community members, we see a future where indigenous culture and heritage is nurtured in a safe cohesive community.

Our Mission: We exist to lead and serve our community in an efficient and effective manner, ensuring all the community has appropriate amenities and the best possible quality of life.

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The Corporate Plan Context

In order to plan for the future, we need to understand where we have come from. Our past history and our current environment set the context for our future. This section of our Corporate Plan puts our future into context.

Our History

- Where we have come from



Our Present

- Where we are today



Our Future

- Where do we want to be in 5 years



Where Doomadgee has come from

Our people have inhabited these lands for thousands of years. Many of our residents are Traditional Owners of the lands in this region. The traditional homelands of The Gangalidda and the Waanyi people lie in and around the Doomadgee Shire. There are also Garrawa and Yunjulla people and a range of people from Indigenous nations across Australia have made Doomadgee their home.



Doomadgee Mission, 1950

The original Mission, known as '*Old Doomadgee*' was established in 1931 close to the coast of the Gulf of Carpentaria. Following a cyclone the mission was moved to its current site on the Nicholson River in 1936.

In 1983 the Queensland Government assumed responsibility for the administration and management of the then Doomadgee Mission. In 1984 the Community Services (Aborigines) Act 1984 was enacted which established the Doomadgee Aboriginal Community Council which operated for 26 years.

In July 2010 under the Local Government Act 2009 the Doomadgee Aboriginal Shire Council was established. The Council is represented by a Mayor and 4 Councillors who are elected every 4 years.



Doomadgee Today

Covering an area of 186,300 hectares Doomadgee is a Deed of Grant in Trust (DOGIT) Community. It is actually situated within the Burke Shire but is governed by the Doomadgee Aboriginal Shire Council. Doomadgee is approximately 100kms North West of Burketown and 130kms East of the Northern Territory Border. It is 630kms by road to Mt Isa and 1035 kms west of Cairns.

Our Population is 1289 (667 Males 51.7%, 622 Females 48.3%) based on the 2011 Census. Aboriginal and Torres Strait Islander people make up 91.9% of the population. Some key statistical indicators of our community are:

- The median weekly personal income for people aged 15 years and older in Doomadgee is \$280 compared with the State which is \$587
- Our unemployment rate is usually more than 10% above the State average and is currently above 19%
- The average number of residents living in each of our houses is 5. The State average of number of people per house is 2.6
- We have a very young community. The median age in Doomadgee is 22 years and Children aged between 0-14 made up 38.1% of the population and people aged 65 and older made up only 2.9% of the population.
- 29.4% of people were attending an education institution. Of these 64.8% were in Primary School and 8.0% in secondary school and 2.7% in a tertiary or technical education



Doomadgee - Future Challenges and Regional Issues

Our research indicated a number of key challenges and regional issues facing Doomadgee. Those challenges are:-

- Reinforcing Respect within the Community
- Restoring a sense of pride within our community
- Rebuilding a strong work ethic
- Having the resources to achieve our goals
- Building a safe cohesive community

A range of factors including isolation, a small population base and a shortage of core skills within the general community has meant that a great many issues affecting DASC are unable to be addressed at a local level either partially or wholly. By necessity they require attention across Shire boundaries to adequately address community needs. DASC considers that the following aspects of the operation have some regional implications:

- Disaster Management
- Economic Development
- Environmental Development
- Provision, maintenance, restoration and replacement of Infrastructure
- Community Development
- Housing

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Key Priorities

There are many important goals in this Corporate Plan however, we realise that it is important to look to the future with open eyes. As such we are realistic and realise that it will take a lot of years to achieve all of our goals and not all will be achieved immediately. However there are some priorities that stand out from others and these will be our main focus over this five year period. Our top priorities in this Corporate Plan are: -

- ❖ **Rebuilding Respect in our Community** - We need to refocus on growing respect in our community. This is more than just about respect for law and order. It is about restoring pride within our community and respect for each other and how we look after ourselves. If we achieve this as a community, we will have a much better future.
- ❖ **Leadership** - Our community needs strong leadership. Without good leadership, we will not achieve our vision for our future. However an important part of leadership is to nurture our future leaders. We need to prepare the next generation so that they can lead our community into the future.
- ❖ **Diversifying Councils Revenue Stream** - In order to be able to achieve the Corporate Plan goals, we need resources. The Council needs to find extra revenue in order to apply resources to this plan. The Council will continue to look at business and other opportunities to gain revenue that can be applied to the community.
- ❖ **Developing Local Employment** - Develop more opportunities for local staff to gain employment within the Community. We need to ensure in the future that there are more opportunities for employment for local people.



Governance

Goal 1: Key Governance – Financial Management

Outcome: To achieve maximum community benefit from available financial resources

Strategies

- Effective and efficient management of all financial matters
- Effective grants management
- Accurate and timely financial reporting
- Maximise revenues in accordance with Council's Revenue Policy
- Effective management of the replacement and expansion of Council service
- Effective and appropriate Council enterprises



Goal 2: Key Governance Goal – Administration and Corporate Services

Outcome: To provide timely, quality services to customers through effective and efficient administration of Council affairs

Strategies

- Review Council's Policies and Procedures and ensure they meet community expectations and legislative requirements
- Effective policy implementation
- Decisive Councillor Leadership
- Effective legislative requirements
- Enhance Council's communication and decision making through appropriate public relations and community consultation process
- Review and enforce Local Laws and Regulations to address local issues



Goal 3: Key Governance – Human Resources

Outcome: To maximise Council's human resource potential

Strategies

- Ensure workforce make-up best fits Council's priorities, workloads and budget
- Endorse and foster cross skilling in order to minimise need for specialists and to ensure full utilisation of staff
- Access to an effective Councillor training program at the beginning of a new term
- Maintain accurate and confidential staff records
- Ensure all staff have access to appropriate training
- Maintain a safe and healthy workplace for all employees and other persons affected by Council operations



Community

Goal 4: Community – Arts and Culture

Outcome: To create opportunities through Arts and Culture to enhance individuals skills, bolster community pride and quality of life

Strategies:

- Develop an Arts and Cultural Policy
- Facilitate the establishment and maintenance of an appropriate library service
- Support artistic and community involvement in the arts
- Effective administration of the Regional Arts Development Fund (RADF)
- Facilitate, in partnership with the community and key stakeholders, the preservation of the history of the Shire
- Provide space, time and resources for the purpose of exhibition/sale of local art
- Support and promote appropriate events and festivals within the Shire
- Encourage and support the development of programs for traditional language teaching and use
- Facilitate programs/projects for recording of local languages and personal stories
- Facilitate the development of support programs/projects for preservation of traditional culture.



Disaster Management

Goal 5: Disaster Management

Outcome: To limit the impact of natural and man- made disasters

Strategies:

- Ensure that there is sufficient funding for emergency services
- Facilitate effective counter disaster planning in conjunction with the community, emergency service organisations and other stakeholders
- Counter disaster and other emergency contingency plans promoted to the community and visitors to the Shire
- Ensure airport security in compliance with Aviation Transport requirements
- Ensure the safety of the airport and its operations



Economic Development

Goal 6: Economic Development

Outcome: To increase the overall strength and diversity of the Shire's economic base, create jobs and actively promote the Shire's tourism potential

Strategies:

- Encourage private enterprise development to maximise employment opportunities and development in the Shire
- Facilitate the development of a Council website
- Facilitate the preparation of a scoping study for a Shire Tourism Development and Promotion Plan
- Facilitate liaison/consultation with educational institutions and other stakeholders to support initiatives that will enhance the employability of local people, including the provision of appropriate training, education and employment networking initiatives that support existing and future industries
- Examine new opportunities for community business



Environment



Goal 7: Environmental Protection

Outcome: To conserve and the natural and built environments to achieve ecologically sustainable development

Strategies:

- Facilitate the development of a Shire Environmental Development Plan
- Facilitate the formation of an Environmental Action Group
- Develop and promote policies to preserve and promote the natural environment while increasing local community involvement in its management
- Continually update, with partners, a Pest Identification and Management Plan, and action recommendations of that plan
- Facilitate the introduction of “Ranger” services
- Develop policies to ensure the integrity of the Nicholson River and other waterways



- Develop policies to ensure the coverage of noxious and environmental weeds is contained and diminished within the Shire
- Develop policy to ensure that development is designed to meet user needs and cause minimal impact upon others and the environment
- Facilitate the exploration of possible energy alternatives



Goal 8: Waste Management

Outcome: To prove and sustain an effective and disposal service

Strategies:

- Maintain high standards to ensure public facilities, houses and streets are clean and healthy
- Ensure waste is disposed of in approved dump
- Ensure the Shire dump complies with regulatory standards
- Initiate a recycling regime



Infrastructure

Goal 9: Infrastructure – Development, Maintenance and Replacement

Outcome: To Maintain and upgrade essential infrastructure to maximise the utility of existing assets and provide for their long term improvement and / or replacement

Strategies:

- Develop and implement programs for the design, construction and maintenance of roads, streets, footpaths, Council buildings, public conveniences, bridges and related drainage systems
- Maintain clean, safe, secure and adequate water supply ensuring that all legislative requirements are met
- Facilitate introduction of a Home Development Policy and a policy relating to housing repairs and refurbishment
- Manage the operation of associated activities such as work depots, workshops and plant fleets to facilitate efficient and effective provision and maintenance of Shire infrastructure
- Facilitate the development of flood mitigation plans and the provision and maintenance of necessary flood mitigation works
- Maintain the airport and authorised aircraft landing areas to required statutory standards
- Facilitate the development and maintenance of sport and recreational facilities
- Ensure workplace health and safety obligations are monitored and met
- Investigate and assess water conservation and recycling options

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Community and Human Services

Goal 10: Community and Human Services

Outcome: To encourage and participate in the continuing development of community to service and foster a safe, harmonious community with a strong community spirit

Strategies:

- Ensure Council is always an effective advocate for the community
- Facilitate public access to a swimming pool
- Facilitate the provision of television, telephone and radio communication services in response to community needs
- Facilitate and support crime prevention strategies
- Develop, in conjunction with partners, an Education Betterment Policy
- Facilitate and support services for victims of family violence
- Facilitate the provision of appropriate child care facilities and services



- Facilitate the development of appropriate Sports and Recreation Plans in partnership with the PCYC and Doomadgee School
- Establish, implement and monitor an Alcohol Management Plan
- Facilitate and work with partner agencies re control measures for other substance abuse
- Facilitate and support persons with gambling addictions
- Review local laws regarding alcohol and substance abuse to ensure compliance with State legislation



Public Health

Goal 10: Public Health

Outcome: To create and foster a dynamic ongoing relationship with all relevant health policy departments and health service providers to ensure that operational programs are coordinated, focused and effective, in contributing to and enhancing, the health and well being of the whole community

Strategies:

- Develop a Health Portfolio link with Qld Health CEO
- Work with partners to ensure that adequate health programs, inspections and education are focused on lifting overall community health standards
- Facilitate the development of a Disabilities Action Plan
- Facilitate, support and assist to maintain a full range of appropriate care facilities and services for the aged



Planning and Development

Goal 11: Planning and Development

Outcome: To develop and implement planning controls that ensure and encourage balanced and sustainable development and to promote the Shire as a desirable place to live, work, invest and visit

Strategies:

- Facilitate, in conjunction with partners, the continued development of the Doomadgee Town Plan
- Facilitate, in conjunction with partners, the development of a ‘Doomadgee Preferred Town Use Plan’
- Promote orderly development of the Shire to support employment and economic prosperity in keeping with infrastructure capacity and environmental considerations
- Implement, through the Shire Planning Schemes, appropriate controls over development to foster land uses and attitudes that enhance the quality of the natural and built environment



Implementation of the Corporate Plan -

Successful implementation of our Corporate Plan will depend it being recognised and supported by government agencies, community organisations as well as our own Council and community, as a framework for the future of our town.

Our Council has a special role in ensuring that it advocates on behalf of our community to ensure that the various community stakeholders align their services and focus to achieve goals set out in this plan. The council will take a strong leadership role on behalf of the community.

When preparing the annual Operational Plan and the annual Budget Council will focus to ensure that there is:-

- ✓ Identification of the resources necessary to bring this plan to fruition
- ✓ Prioritisation of the various goals and strategies
- ✓ Identification of performance measures to monitor progress



- ✓ A requirement for Council to report to The Doomadgee community on progress in implementing this plan

Acknowledgement and Dedication

Dedication

*This Corporate Plan is dedicated to the children of Doomadgee - our future leaders.
Our Plan, Our Community, Our Future*

Acknowledgement



Council would like to acknowledge Phil Newton (Doomadgee Police) for providing photographs of the Doomadgee community and surrounds and also to the community members who kindly allowed us to use their images in this publication.



DOOMADGEE ABORIGINAL SHIRE COUNCIL



OPERATIONAL PLAN 2017-2018

Adopted 31st July 2018
SM3-07/17

INTRODUCTION

Under the Local Government Act 2009, Council must adopt an Operational Plan each financial year. This plan sets out the work Council plans to do to contribute to the Corporate Plan 2014-2019.

Council may amend the Operational Plan at any time by resolution. Council must discharge responsibilities in a way consistent with its Annual Operational Plan. Council must monitor progress against its Operational Plan and present updates to Council at least quarterly.

The Local Government Regulation 2012 (section 175) states that the Operational Plan must:

-) Be consistent with its Annual Budget
-) State how the local government progress the implementation of the Corporate Plan
-) Manage Operational Risks

The 2017-2018 Operational Plan and Budget sets out the Council's proposed services, programs and projects for the coming financial year. It details a series of performance measures and targets against which the Council can review its operations and gauge its measure of success.

It is the Council's objective to continue to provide efficient services to the community for today, while ensuring Council's long-term sustainability into the future. This direction is set in Council's Corporate Plan for 2014-2019, Long Term Financial Plan and Community Plan 2011-2021. We are continually striving to ensure that the wellbeing of the community is provided for through the provision of the highest level of facilities and services, and that the quality of life for Shire residents continues to improve.

The Doomadgee Aboriginal Shire Council continues to face difficult economic circumstances, and Council has taken this into consideration when preparing the 2017-2018 Operational Plan and Budget.



OUR COUNCIL

Doomadgee is located on the Nicholson River in the semi-arid region of the Carpentaria plain. Doomadgee is 100km from Burketown in the Gulf Savannah region of North Queensland and 104kms from the Northern Territory border. It is 500km northwest of Mt Isa – the nearest large town, with mostly sealed road (about a 6 hour drive) – a 4WD is strongly recommended. Roads are often impassable in the wet season.

The community is primarily made up of Gangalidda and Waanyi people, as well as the tribal groups of Garawa, Lardil and Mingginda.

According to the most recent census, English was the only language spoken at home by 94% of Aboriginal and/or Torres Strait Islander people in Doomadgee (Indigenous Locations). Other Australian Indigenous Languages – 0.4%, Garrawa 0.2% and Lardi 0.2% were the only other responses for languages spoken at home.

The population of Doomadgee is estimated to be approximately 2718 people as at the 2016 census.

In 1983, the community was gazetted as a Deed of Grant in Trust (DOGIT) community under the Community Services Act (Queensland), and in 1987 a Deed of Grant in Trust was issued with land covering 186,300 hectares.

The Doomadgee Aboriginal Shire Council was established as a community council in 1985 but is now a fully constituted local government under the *Local Government Act 2009*.

The Council consists of a Mayor, a Deputy Mayor and three Councillors, with a Chief Executive Officer and other Council staff delivering municipal services to the community.

The Council is also the Trustee for the DOGIT land and meets separately to discuss issues concerning the DOGIT land.

OUR FUTURE

Corporate Plan 2014-2019

The current Corporate Plan contains the Council's vision for the community, its mission, values and strategic goals which highlight the future directions of Council and the community. Underlying each strategic goal are objectives which provide a mechanism to review Council's performance in achieving its goals.

Council Vision:

Doomadgee Aboriginal Shire Council aims to deliver a high level of sustainable future growth to the Community through strong leadership and respect for all community members, we see a future where indigenous culture and heritage is nurtured in a safe cohesive community

Council Mission:

We exist to lead and serve our community in an efficient and effective manner, ensuring all the community has appropriate amenities and the best possible quality of life.

COMMUNITY VALUES

We have a number of values which are important to our community. They define and guide out community. They need to be upheld in all Council decisions on behalf of the Community.

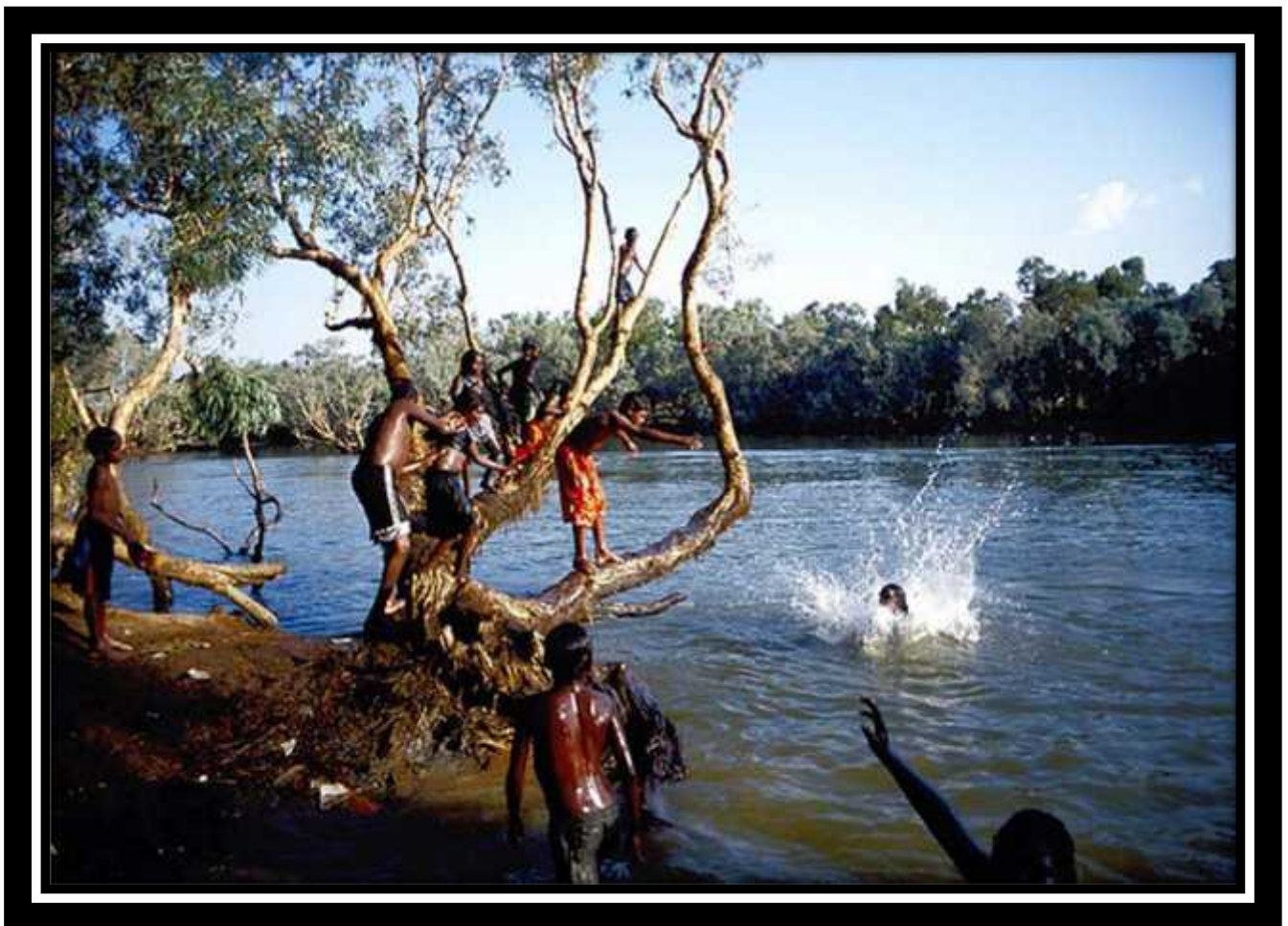
Respect underpins our society. Respect for ourselves, our families, other and out country. Respect is critical to our communities at so many levels. It is about what we say and how we behave. It is important for our leaders to lead by example when it comes to respect. We must respect each other in our culture, achievements and successes.

Leadership takes our community forward. Our community needs good leadership. An important role of leaders is to nurture the next generation of leaders in our community. Without leadership, our future will not be as positive.

Empowerment of individuals to make choices and to transform those choices into positive actions and outcomes will benefit the entire community of Doomadgee.

Family is crucial to the future of our community and to maintaining our community values.

-) Positive and active leadership being shown by the community
-) A good relationship between community and government, based on honesty, integrity and respect for one another, and delivering on commitments made by each



OUR COUNCIL SERVICES

Council has basic responsibilities to provide services under the *Local Government Act* and other relevant legislation, including:

-) Regulatory activities e.g. supporting the Elected Members of Council,
-) Setting service and fee charges, preparing an Operational Plan and Budget and determining longer-term strategic management plans for the area
-) Management of basic infrastructure including roads, paths, parks, public open space, street lighting and storm-water drainage, water treatment plant
-) Waste management including kerbside collection and the waste disposal and management of the Community wastewater
-) Development planning and control, including building fire safety assessment;
-) Various environmental health services
-) Other legislative responsibilities e.g. animal control and bushfire prevention.
-) Cemeteries

The Council also provides further services that are not required under the Local Government Act, but provide additional facility and quality of life benefits to the community. In Doomadgee, these include:

-) Public Conveniences
-) Recreation grounds
-) Community events
-) Environment
-) Housing
-) Social leadership

In all services, the Council seeks to be responsive to changing community needs.

The Council operates a number of facilities on a subsidised fee for service basis. These provide important community benefits while also generating revenue to offset the cost to the community at large and include:

-) Aerodrome
-) Centrelink Agency
-) Post Office Agency

Council also has fee for service business

-) Guest House
-) Contractors Camp
-) Rex booking agency
-) Motor Vehicle Workshop

FUNDING SOURCES 2017-2018

The following are some of the funding sources available to Council. A complete list of revenue and expenditure follows in the budget included with this Operational plan.

Service Charges

Council may impose an annual service charge on land within its area to which it provides or makes available a prescribed service.

A prescribed service is legislated as any of the following services: -

-) The treatment or provision of water
-) The collection, treatment or disposal (including recycling) of waste
-) A television transmission service
-) Any other service prescribed by the regulations

All revenue raised from the service charges must cover the cost to the Council of establishing, operating, maintaining, improving and replacing (including by future capital works) the service.

Statutory Charges

These are fees and charges collected by the Council for regulatory functions such as assessment of development applications, dog registrations and freedom of information applications.

Investment Income

This comprises income earned on investment of surplus funds during the year and is dependent on levels of Council's cash reserves.

Grants and Subsidies

Grants and subsidies are broken into two components being operating and capital. Major grants are usually provided by either the State or Federal governments. Council is committed to seeking any external funding that is available in order to fulfil its funding needs.

Other Revenue

Revenue received through sundry Council activities.

KEY PRIORITIES

There are many important goals in the Corporate Plan, however, Council realise that it is important to look to the future with open eyes. As such Council is realistic and realise that it will take many years to achieve all of these goals and not all can be achieved immediately. However, there are some priorities that stand out and these will be the main focus over the upcoming year. Our top priorities in this Operational Plan are:

Rebuilding Respect in our Community – Council need to refocus on growing respect in our community. This is more than just about respect for law and order. It is about restoring pride within our community and respect for each other and how we look after ourselves. If this is achieved in the community, there will be a much better future.

Leadership – Our community needs strong leadership. Without good leadership, we will not achieve our vision for our future. However, an important part of leadership is to nurture out future leaders. We need to prepare the next generation so that they can lead out community into the future.

Diversifying Councils Revenue Stream – In order to be able to achieve the Corporate Plan Goals, Council need resources. The Council are committed to finding extra revenue in order to apply resources to the Corporate Plan and Operational plan. The Council will continue to look at business and other opportunities to gain revenue that can be applied to the Community.

Developing Local Employment – Develop more opportunities for local people to gain employment within Community. We need to ensure in the future that there are more opportunities for employment for local people.

MONITORING IMPLEMENTATION AND DELIVERING OF THIS PLAN

The Operational Plan will be monitored and quarterly reports on the progress against this plan will be presented to Council. These reports will provide an update on the progress with the implementation of the projects within the Plan.

The Doomadgee Aboriginal Shire Operational Plan for 2017-2018 is an important element in the overall strategic planning framework. This plan links relevant operational activities scheduled for the 2017-2018 period straight to the actions outlined in the 5 Year Corporate Plan. These are all aimed at helping Council achieve the vision for the future of Doomadgee Aboriginal Shire.

The Operational Plan 2017-2018 shows a range of strategies, outcomes, activities and targets that are in response to the following priority focus areas:

-) Governance
-) Community
-) Disaster Management
-) Economic Development
-) Environment
-) Infrastructure
-) Community and Human Services
-) Public Health



2017-2018 PROJECTS AND PERFORMANCE INDICATORS

To enable both the Council and the Community to assess Council's performance over the 2017/2018 year, performance targets have been set for a number of selected activities as shown below.

These performance targets will be reviewed throughout the year and at its conclusion. A report on the performance outcomes will then be included in the 2017-2018 Annual Report.

Goal 1 – Key Governance – Financial Management Achieve maximum community benefit from available financial resources

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
1.1	Reporting only	Effective and Efficient Management of all Financial Matters	Facilitate Sustainable Financial Management	Internal Audit Completed – Risks Identified and Resolved	Corporate Services
1.2	Reporting only	Effective Grants Management	Source additional funding opportunities	Monthly report to Council on outcomes	Governance
1.3	Reporting only	Accurate and Timely Financial Reporting	Facilitate Sustainable Financial Management	Timeliness, Quality, Free from Error Reporting	Corporate Services
1.4	Reporting Only	Maximise revenue in accordance with Council's Revenue Policy	Effective Policy and Revenue Raising Strategy	Monthly report to Council on outcomes	Corporate Services
1.6	Reporting Only	Effective and appropriate Council Enterprise	Review all leasing arrangements to ensure they are in order	Completed by September 2017	Corporate Services



Goal 2 – Key Governance – Administration and Corporate Services

To provide timely, quality services, to customers through effective and efficient administration of the affairs of Council.

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
2.1	Reporting Only	Review Council's Policies and Procedures to ensure that they meet Community expectations and legislative requirements	Review all Council's Policies and Procedures	Full Review to be Completed by November 2017	Governance
2.2	Reporting Only	Effective Policy Implementation	Implementation of Council's Policies and Procedures	Policy and Procedure Manuals to be distributed to all staff and Councillors by December 2017	Governance
2.3	Reporting Only	Decisive Councillor Leadership	Fortnightly sessions to be held for Councillors	Councillors to attend 70% of internal training sessions	Governance
2.4	Reporting Only	Effective Legislative Requirements	Complete Internal Audit on Legislative Requirements	Completed by October 2017 Monthly reports to Council	Governance
2.5	Reporting Only	Enhance Council's Communication and decision making through appropriate public relations and community consultation process	Newsletters to inform Community of Councils processes and projects	Quarterly Newsletter	Community Services
2.6	Budget Item	Review and Enforce Local Laws and Regulations to address Local Issues	Summarise Local Laws Implementation of Local Laws	Local Laws Summarised and distributed throughout the Community – Completed by December 2017 Implementation of Local Laws through the Community - Ongoing	Governance



Goal 3 – Key Governance – Human Resources
Maximise Council's Human Resources Potential

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
3.1	Reporting Only	Ensure workforce make up best fits Council's priorities, workloads and budget	Complete full review of Corporate Structure	Completed by August 2017	All Departments
3.2	Reporting Only	Endorse and foster cross skilling in order to minimise needs for specialists and to ensure full utilisation of staff	Performance Appraisals completed for all staff	Completed by June 2018	All Departments
3.4	Budget Item	Maintain accurate and confidential staff records	Human Resources Officer engaged	Human Resources Officer on site at Doomadgee Office by September 2017	Corporate Services
3.5	Reporting Only	Ensure all staff have access to appropriate training	Training Needs Analysis Completed	Analysis Completed by December 2017 Training Needs Identified	Human Resources
3.6	Budget Item	Maintain a safe and healthy workplace for all employees and other person affected by Council operations	Engage Work Place Health and Safety Consultant	Council Safe Plan commenced by December 2017	Governance



Goal 4 – Community – Arts and Culture

To create opportunities through Arts and Culture to enhance individual’s skills, bolster community pride and its quality of life

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
4.1	Reporting Only	Develop an Arts and Culture Policy	Develop Council Arts and Cultural Policy	Completed by June 2018	Community Services
4.2	Reporting Only	Facilitate the establishment and maintenance of an appropriate library service	Continual improvement of Library Service	Ongoing	Community Services
4.3	Budget	Support Artistic and Community involvement in the Arts	Source Funding Opportunities	Completed by June 2019	Community Services
4.4	Budget	Effective administration of the Regional Arts Development Fund (RADF)	Continual Improvement of RADF Administration	Monthly reporting to Council	Community Services
4.5	Budget	Facilitate, in partnership with the community and key stakeholders, the preservation of the history of the Shire	Source funding opportunities to develop a program for preservation of Shire History	Completed by June 2019	Community Services
4.6	Budget	Provide space, time and resources for the purpose of exhibition/sale of local Art	Source funding opportunities for an Arts and Culture Centre	Completed by June 2019	Community Services
4.7	Budget	Support and Promote appropriate events and festivals within the Shire	Continue to support events and festivals in line with Budget availability	Ongoing Report to Council on requests	Community Services
4.8	Budget	Encourage and support the development of programs for traditional language and teaching	Source funding opportunities	Ongoing Reporting to Council on availability of funding	Community Services
4.9	Budget	Facilitate programs/projects for recording of local languages and personal stories	Source funding opportunities	Ongoing Reporting to Council on availability of funding	Community Services
4.10	Budget	Facilitate the development of support programs/projects for preservation of traditional culture	Source funding opportunities to develop a program for preservation of Shire History	Completed by June 2019	Community Services



Goal 5 – Disaster Management
To limit the Impact of Natural and Man-Made Disasters

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
5.1	Budget	Ensure that there is sufficient funding available for Emergency Services	Develop Budget for Emergency Services in line with funding	Budget Develop Ongoing Support	Governance
5.2	Reporting	Facilitate effective counter disaster planning in conjunction with the community, emergency service organisations and other stakeholders	Annual Review of DMP Local Disaster Management Committee formed and established	DMP Reviewed by September 2017 LDC established by September 2017	Governance
5.3	Reporting	Counter disaster and other emergency contingency plans promoted to the community and visitors to the Shire	Community Clean Up of hard Materials prior to Cyclone Season	Completed by December 2017	Governance
5.4	Budget	Ensure Airport Security in compliance with Aviation Transport requirements	Airport Upgrade	Completed by December 2017	Engineering



Goal 6 – Economic Development

To increase the overall strength and diversity of the Shire’s economic base, create jobs and actively promote the Shire’s Tourism Potential

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
6.1	Reporting Only	Encourage private enterprise development opportunities and development in the Shire	Establishment of a Sport and Recreation Club	Community Survey completed by August 2017 Consultation with Departmental Stakeholders completed by December 2017	Community Services
6.2	Budget	Facilitate the development of a Council Website	Temporary Website Closed New Website developed	Completed by December 2017	Corporate Services / IT
6.3	Budget	Facilitate the preparation of a scoping study for a Shire Tourism Development and Promotion Plan	Source Funding Opportunities	Completed by June 2019	Community Services
6.4	Reporting Only	Facilitate liaison/consultation with educational institutions and other stakeholders to support initiatives that will enhance the employability of local people, including the provision of appropriate training, education and employment networking initiatives that support existing and future industries	Facilitate ongoing relationship with My Pathway to enhance the employability of local people	Ongoing Quarterly Meetings with My Pathways Quarterly reports to Council	Governance



Goal 7: Environment – Environmental Protection

To conserve and enhance the natural and built environments to achieve ecologically sustainable development:

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
7.1	Reporting Only	Facilitate the development of a Shire Environmental Development Plan	Develop Environmental Development Plan	Completed by June 2018	Community Services
7.2	Reporting Only	Facilitate the formation of an Environmental Action Group	Formation of an Environmental Action Group	Completed by June 2018	Community Services
7.3	Reporting Only	Develop and promote policies to preserve and promote the natural environment while increasing local community involvement in its management	Develop policies and appropriate local laws to ensure the coverage of noxious and environmental weed are contained in the Shire	Ongoing Commencing the Post State Review of the Plan	Community Services
7.4	Reporting Only	Continually update, with partners, a Pest Identification and Management Plan and action recommendations of that plan	Develop a Pest Identification and Management Plan	Implementation following State Review	Community Services
7.8	Reporting Only	Develop policy to ensure that new development is designed to meet user needs and causes minimal impact upon others and the environment	Ensure Planning Scheme takes into account impact upon others and the environment	Ongoing	Community Services Engineering



Goal 8: Environment – Waste Management
Effective Waste Management Collection and Disposal Service

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
8.1	Budget	Maintain high standards to ensure public facilities, houses and street are clean and healthy	Development of Town Beautification Program	Funding secured through DATSIP Timelines achieved	Governance
8.2	Budget	Ensure waste disposed of in approved dump	Ensure the Shire Dump complies with regulatory standards	Ongoing	Engineering
8.3	Budget	Ensure the Shire Dump complies with Regulatory Standards	Ensure the Shire Dump complies with regulatory standards	Ongoing	Engineering
8.4	Budget	Initiate a Recycling Regime	Commence agreements for site for future relocation of tip	Ongoing	Engineering
	Budget		Purchase of Vacuum (Sullage) Truck	Ongoing	Engineering



Goal 9: Infrastructure – Development, Maintenance and Replacement

To maintain and upgrade essential infrastructure to maximise the utility of existing assets and provide for their long-term improvement and/or replacement.

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
9.1	Budget	Develop and implement programs for the design, construction and maintenance of roads, streets, footpaths, Council buildings, public conveniences, bridges and related drainage systems	Works Plan Developed	Completed by June 2019	Governance
9.2	Budget	Maintain clean, safe, secure and adequate water supply ensuring that all legislative requirements are met	Develop and Implement Drinking Water Quality Management Plan	Completed by June 2018	Engineering
9.4	Budget	Manage the operation of associated activities such as work depots, workshops and plant fleets to facilitate efficient and effective provision and maintenance of Shire infrastructure	Works Plan Developed	Completed by June 2018	Engineering
9.5	Budget	Facilitate the development of flood mitigation plans and the provision and maintenance of necessary flood mitigation works	Flood Mitigation Study	Commence by June 2018	Engineering
9.8	Reporting	Ensure organisational workplace health and safety obligations are monitored and met	Policies and Procedures are in place	Ongoing	All Departments



Goal 10: Community and Human Services

To encourage and participate in the continuing development of community services to foster a safe, harmonious community with a strong community spirit.

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
10.1	Budget	Ensure Council is always an effective advocate for the community	Storage Shed for Community Services Equipment	Completed by June 2018	Community Services
10.2	Reporting	Facilitate public access to a swimming pool	Development of Plan	Completed by December 2017	Community Services
10.3	Reporting	Facilitate the provision of television, telephone and radio communication services in response to community needs	Development of Plan	Completed by June 2018	Community Services

Goal 11: Public Health

To create and foster a dynamic ongoing relationship with all relevant health policy departments and health service providers to ensure that operational programs are coordinated, focused and effective in contributing to, and enhancing, the health and well-being of the whole community.

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
11.1	Reporting	Develop a Health Portfolio with Qld Health CEO	Engage with Qld Health	4 meetings a year	Elected Members
11.2	Reporting	Work with partners to ensure that adequate health programs, inspections and education are focused on lifting overall community health standards	Involvement in stakeholder discussions by Council Officers and Elected Members	Ongoing	All Departments Elected Members
11.3	Reporting	Facilitate, support, assist and maintain a full range of appropriate care facilities and services for the aged	Work with partner agencies	Ongoing Support	Elected Members



Goal 12: Planning and Development

To develop and implement planning controls that ensure and encourage balanced and sustainable development and to promote the Shire as a desirable place to live, work, invest and to visit

Link C/P	Link Budget	Strategies	Activity	Performance Target	Department
12.1	Budget	Facilitate, in conjunction with Partners, the development of a community based "Vision for Doomadgee Town Planning"	Finalise Town Planning Scheme in partnership with State	Community Consultation State Review Completed by June 2018	Engineering
12.3	Budget	Promote orderly development of the Shire to support employment and economic prosperity in keeping with infrastructure capacity and environmental considerations	Develop an Open Spaces Strategy	Completed by June 2019	Engineering
12.4	Budget	Implement through the Shire Planning Schemes, appropriate controls over development to foster land uses and attitudes that enhance the quality of the natural and built environment	Finalise Town Planning Scheme in Partnership with State	Community Consultation State Review Completed by June 2018	Engineering

DOOMADGEE ABORIGINAL SHIRE COUNCIL

Statement of Income and Expenditure

For the year ended 30 June 2018

	Note	Budget 2017/18	Budget 2018/19	Budget 2019/20
Operating Revenue				
Rates, levies and charges	1a	\$ 550,977	\$ 585,500	\$ 603,100
Fees and charges	1b	\$ 370,949	\$ 385,552	\$ 397,119
Rental Income	1c	\$655,846	\$ 668,963	\$ 682,342
Interest received	1d	\$ 274,334	\$ 275,706	\$ 277,084
Sales revenue	1e	\$ 7,233,780	\$ 2,271,500	\$ 2,290,800
Other income	1f	\$ 147,139	\$ 953,599	\$ 982,207
Grants, subsidies, contributions & donations		\$ 3,603,477	\$ 3,639,511	\$ 3,675,907
Total Recurrent Revenue		\$ 12,836,502	\$ 8,780,331	\$ 8,908,559
Capital Revenue				
Grants, subsidies, contributions & donations		\$ 4,941,000	\$ 2,800,000	\$ 2,700,000
Total Capital Revenue		\$ 4,941,000	\$ 2,800,000	\$ 2,700,000
TOTAL INCOME		\$ 17,777,502	\$ 11,580,331	\$ 11,608,559
EXPENSES				
Recurrent Expenses				
Employee benefits	2	\$ 3,552,630	\$ 3,623,683	\$ 3,696,156
Materials and services	3	\$ 9,115,053	\$ 3,177,419	\$ 3,223,896
Finance costs	4	\$ 12,371	\$ 12,495	\$ 12,620
Depreciation & amortisation	5	\$ 3,902,213	\$ 3,912,213	\$ 3,922,213
Total Recurrent expenses		\$ 16,582,267	\$ 10,725,810	\$ 10,854,885
TOTAL EXPENSES		\$ 16,582,267	\$ 10,725,810	\$ 10,854,885
Net Results Attributable to Council		\$ 1,195,235	\$ 854,521	\$ 753,674

NOTES

Operating Revenue

1a Rates, levies and charges

Water	\$263,664
Sewerage	\$136,191
Sanitation	\$151,122
	<u>\$550,977</u>

1b Fees & Charges

Expenses reimbursement	\$11,225
Airport turnaround fees	\$73,542
Airport landing fees	\$286,182
	<u>\$370,949</u>

1c Rental Income

Houses & offices rental income	\$655,846
	<u>\$655,846</u>

1d Interest Received

Bank, QTC interest	\$274,334
	<u>\$274,334</u>

1e Sales Revenue

Contract & recoverable works	\$6,496,278
Guest House accommodation	\$648,291
Guest House other revenue	\$2,291
Guest house Meals	\$14,000
Centrelink commissions	\$41,518
Post Office sales	\$2,830
Post Office commissions	\$28,572
	<u>\$7,233,780</u>

1f Other Income

Burial Assistance	\$1,154
Other Income	\$145,985
	<u>\$147,139</u>

Recurrent Expenses

2. Employee Benefits

Total staff wages & salaries	\$2,550,388
Councillors' remuneration	\$317,264
Annual, sick and long service leave cash Expenditure	\$162,439
Annual Leave Provision Increase/Decrease	\$32,874
Long Service Leave Provision Increase/Decrease	\$64,020
Superannuation	\$346,776
	<u>\$3,473,760</u>
Staff recruitment costs	\$3,027
Workcover	\$19,799
Isolation leave airfares	\$22,023
Other employee related expenses	\$74,123
	<u>\$3,592,733</u>
Less: Capitalised employee expenses	-\$40,102
	<u>\$3,552,630</u>

3. Materials & Services Expenses

Administration supplies & consumables	\$81,352
Audit of annual financial statements by the Auditor-General of Queensland	\$113,063
Audit services by other parties	\$41,084
Bad Debts	\$261,766
Communications & IT	\$470,679
Consultants	\$73,506
Contractors	\$432,622
Electricity	\$186,169
Equipment hire	\$100,478
Fire equipment & servicing	\$9,833
Freight & postage	\$64,035
Guest House food purchases	\$13,440
Guest House - Repairs & Maintenance	\$40,000
Housing Construction	
Housing Project Stage 3	\$3,788,833
Insurance	\$379,566
I/T Repairs & Maintenance	\$180,000
Legal fees	\$78,178

Private works expenses	\$1,943,494
Repairs & maintenance - buildings	\$175,000
Repairs & maintenance - plant & equipment	\$68,935
Running cost - Plant & equipment	\$135,756
Staff training	\$23,029
Subscriptions and registration	\$40,499
Tools & consumables	\$30,000
Travel	\$273,042
Water Expenses	\$55,000
Other materials & services	\$55,694
	<u>\$9,115,053</u>

3. Finance Costs

QTC Finance charges	\$10,810
Bank charges	\$1,561
	<u>\$12,371</u>

4. Depreciation

Depreciation - Buildings	\$983,134
Depreciation - Houses	\$652,456
Depreciation - Office Equipment	\$42,411
Depreciation - Plant & Equipment	\$432,087
Depreciation - Roads & Drainage Infrastructure	\$735,748
Depreciation - Airport & Other Infrastructure	\$224,907
Depreciation - Water Infrastructure	\$683,286
Depreciation - Sewerage Infrastructure	\$148,184
	<u>\$3,902,213</u>

DOOMADGEE ABORIGINAL SHIRE COUNCIL

Statement of Financial Position

For the year ended 30 June 2018

	Budget 2017/18	Budget 2018/19	Budget 2019/20
Current Assets			
Cash and cash equivalents	\$ 9,108,459	\$ 6,219,814	\$ 5,442,292
Trade and other receivables	\$ 1,143,229	\$ 1,150,000	\$ 1,150,000
Inventories	\$ 68,000	\$ 68,340	\$ 68,682
Other financial assets	\$ 689,914	\$ 693,364	\$ 696,831
Total Current Assets	\$ 11,009,602	\$ 8,131,518	\$ 7,357,805
Non-Current Assets			
Other financial assets	\$ 24,407,047	\$ 24,529,082	\$ 24,651,728
Intangible assets	\$ 204,883	\$ 206,932	\$ 209,001
Property, Plant & Equipment	\$ 85,095,678	\$ 88,595,678	\$ 90,557,393
Total NON-CURRENT ASSETS	\$ 109,707,608	\$ 113,331,692	\$ 115,418,122
TOTAL ASSETS	\$ 120,717,210	\$ 121,463,210	\$ 122,775,927
Current Liabilities			
Trade and other payables	\$ 1,986,406	\$ 1,988,500	\$ 1,990,000
Provisions	\$ 50,281	\$ 50,407	\$ 50,533
Total Current Liabilities	\$ 2,036,687	\$ 2,038,907	\$ 2,040,533
Non-Current Liabilities			
Trade and other payables	\$ -	\$ 36,250	\$ 36,000
Provisions	\$ 77,050	\$ 78,000	\$ 79,000
TOTAL NON-CURRENT LIABILITIES	\$ 77,050	\$ 114,250	\$ 115,000
TOTAL LIABILITIES	\$ 2,113,737	\$ 2,153,157	\$ 2,155,533
NET COMMUNITY ASSETS	\$ 118,603,473	\$ 119,310,053	\$ 120,620,393
Community Equity			
Asset revaluation reserve	\$ 35,117,818	\$ 35,117,818	\$ 35,820,174
Retained Surplus/(Deficiency)	\$ 83,485,655	\$ 84,192,235	\$ 84,800,219
TOTAL COMMUNITY EQUITY	\$ 118,603,473	\$ 119,310,053	\$ 120,620,393

DOOMADGEE ABORIGINAL SHIRE COUNCIL

Statement of Cash Flows

For the year ended 30 June 2018

	Budget 2017/18	Budget 2018/19	Budget 2019/20
Cash flows from operating activities:			
Receipts from customers	\$7,338,249	\$4,450,614	\$4,142,478
Payments to suppliers and employees	-\$11,573,877	-\$9,569,812	-\$7,533,184
	<u>-\$4,235,628</u>	<u>-\$5,119,197</u>	<u>-\$3,390,707</u>
Interest received	\$274,334	\$275,706	\$277,084
Rental income	\$655,846	\$668,963	\$682,342
Non-capital grants & contributions	\$3,603,477	\$3,139,511	\$3,675,907
Net cash inflow (outflow) from operating activities	<u>\$298,029</u>	<u>-\$1,035,017</u>	<u>\$1,244,626</u>
Cash flows from investing activities;			
Payments for property, plant & equipment	-\$5,451,110	-\$5,434,285	-\$5,500,000
Proceeds from sale of property, plant and equipment	\$130,000	\$60,000	\$60,000
Finance lease receipts	\$716,209	\$720,658	\$717,851
Grants, subsidies, contributions and donations	\$4,941,000	\$2,800,000	\$2,700,000
Net cash inflow (outflow) from investing activities	<u>\$336,099</u>	<u>-\$1,853,627</u>	<u>-\$2,022,149</u>
Net increase (decrease) in cash and cash equivalents held	\$634,129	-\$2,888,645	-\$777,522
Cash and cash equivalents at beginning of the financial year	\$8,474,330	\$9,108,459	\$6,219,814
Cash and cash equivalents at end of financial year	<u>\$9,108,459</u>	<u>\$6,219,814</u>	<u>\$5,442,292</u>

DOOMADGEE ABORIGINAL SHIRE COUNCIL

Statement of Changes In Equity

For the year ended 30 June 2018

	Asset Revaluation Reserve			Retained Surplus			Total		
	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2017/18	Budget 2018/19	Budget 2019/20	Budget 2017/18	Budget 2018/19	Budget 2019/20
Balance as at 1 July	\$35,117,818	\$35,117,818	\$35,117,818	\$82,290,421	\$83,485,655	\$84,340,176	\$117,408,239	\$118,603,473	\$119,457,994
Net result	\$0	\$0	\$0	\$1,195,235	\$854,521	\$753,674	\$1,195,235	\$854,521	\$753,674
Increase/(decrease) in asset revaluation surplus			\$702,356	\$0	\$0	\$0	\$0	\$0	\$702,356
Total comprehensive income for the year	\$0	\$0	\$702,356	\$0	\$0	\$0	\$0	\$0	\$702,356
Balance as at 30 June	\$35,117,818	\$35,117,818	\$35,820,174	\$83,485,655	\$84,340,176	\$85,093,850	\$118,603,473	\$119,457,994	\$120,914,024

DOOMADGEE ABORIGINAL SHIRE COUNCIL
LONG TERM FINANCIAL FORECAST

Statement of Income and Expenditure

For the period ending 30 June 2018 to 2027

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue										
Recurrent revenue										
Water	\$263,664	\$285,100	\$293,700	\$305,400	\$317,600	\$330,300	\$340,200	\$350,400	\$360,912	\$371,739
Sewerage	\$136,191	\$139,700	\$143,900	\$149,700	\$155,700	\$161,900	\$166,800	\$171,800	\$176,954	\$182,263
Waste Management	\$151,122	\$160,700	\$165,500	\$172,100	\$179,000	\$186,200	\$191,800	\$197,600	\$203,528	\$209,634
Other Rates and utilities revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total rates, levies & charges	\$550,977	\$585,500	\$603,100	\$627,200	\$652,300	\$678,400	\$698,800	\$719,800	\$741,394	\$763,636
Fees & charges	\$370,949	\$385,552	\$397,119	\$409,032	\$421,303	\$429,729	\$438,324	\$447,090	\$460,503	\$469,713
Rental income	\$655,846	\$668,963	\$682,342	\$702,812	\$716,869	\$731,206	\$745,830	\$760,747	\$775,962	\$791,481
Interest received	\$274,334	\$275,706	\$277,084	\$278,470	\$279,862	\$281,261	\$282,668	\$284,081	\$285,502	\$286,929
Sales revenue	\$7,233,780	\$2,271,500	\$2,290,800	\$2,310,600	\$2,330,900	\$2,351,700	\$2,373,000	\$2,394,800	\$2,417,200	\$2,477,630
Other revenue	\$147,139	\$953,599	\$982,207	\$1,011,673	\$1,042,023	\$1,073,284	\$1,105,482	\$1,138,647	\$1,172,806	\$1,207,990
Grants, subsidies, contributions and donations	\$3,603,477	\$3,639,511	\$3,675,907	\$3,712,666	\$3,749,792	\$3,787,290	\$3,825,163	\$3,863,415	\$3,902,049	\$3,941,069
Total recurrent revenue	\$12,836,502	\$8,780,331	\$8,908,558	\$9,052,453	\$9,193,049	\$9,332,871	\$9,469,267	\$9,608,580	\$9,755,415	\$9,938,448
Capital Revenue										
Grants, subsidies, contributions and donations	\$4,941,000	\$2,800,000	\$2,700,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,700,000	\$2,800,000	\$2,800,000	\$2,700,000
Total capital revenue	\$4,941,000	\$2,800,000	\$2,700,000	\$2,800,000	\$2,800,000	\$2,800,000	\$2,700,000	\$2,800,000	\$2,800,000	\$2,700,000
TOTAL INCOME	\$17,777,502	\$11,580,331	\$11,608,558	\$11,852,453	\$11,993,049	\$12,132,871	\$12,169,267	\$12,408,580	\$12,555,415	\$12,638,448
Expenses										
Recurrent expenses										
Employee benefits	\$3,552,630	\$3,623,683	\$3,696,156	\$3,807,041	\$3,921,252	\$4,038,890	\$4,139,862	\$4,243,359	\$4,349,442	\$4,458,179
Materials & services	\$9,115,053	\$3,177,419	\$3,223,896	\$3,271,689	\$3,320,822	\$3,371,320	\$3,423,208	\$3,476,514	\$3,531,366	\$3,625,221
Finance costs	\$12,371	\$12,495	\$12,620	\$12,872	\$13,129	\$13,392	\$13,526	\$13,797	\$14,072	\$14,354
Depreciation and Amortisation	\$3,902,213	\$3,912,213	\$3,922,213	\$3,932,213	\$3,942,213	\$3,952,213	\$3,962,213	\$3,972,213	\$3,982,213	\$3,992,213
Total recurrent expenses	\$16,582,267	\$10,725,809	\$10,854,885	\$11,023,815	\$11,197,417	\$11,375,814	\$11,538,809	\$11,705,882	\$11,877,094	\$12,089,966
Total expenses	\$16,582,267	\$10,725,809	\$10,854,885	\$11,023,815	\$11,197,417	\$11,375,814	\$11,538,809	\$11,705,882	\$11,877,094	\$12,089,966
Net result attributable to council	\$1,195,235	\$854,522	\$753,673	\$828,638	\$795,633	\$757,056	\$630,458	\$702,697	\$678,321	\$548,482

DOOMADGEE ABORIGINAL SHIRE COUNCIL
LONG TERM FINANCIAL FORECAST

Statement of Financial Position

For the period ending 30 June 2018 to 2027

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Current Assets										
Cash & cash equivalents	9,108,459	6,219,814	5,442,292	6,017,314	6,193,428	6,961,997	6,390,110	6,586,904	7,620,089	7,432,882
Trade & other receivables	1,143,229	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Other Inventory	68,000	68,340	68,682	75,550	76,305	77,068	77,839	78,228	78,619	79,013
Other financial assets	689,914	693,364	696,831	700,315	703,817	707,336	710,872	714,427	717,999	721,589
Total current assets	11,009,603	8,131,518	7,357,805	7,943,179	8,123,550	8,896,401	8,328,821	8,529,559	9,566,707	9,383,483
Non-Current Assets										
Other financial assets	24,407,047	24,529,082	24,651,728	24,774,986	24,898,861	25,023,356	25,148,472	25,274,215	25,400,586	25,527,589
Intangible assets	204,883	206,932	209,001	211,091	213,202	215,334	217,487	219,662	221,859	224,078
Property, plant & equipment	85,095,678	88,595,678	90,557,393	90,678,084	91,171,087	92,106,197	93,180,192	93,547,312	94,170,289	94,776,401
Total Non-Current Assets	109,707,608	113,331,692	115,418,122	115,664,162	116,283,150	117,344,887	118,546,152	119,041,189	119,792,734	120,528,067
TOTAL ASSETS	120,717,210	121,463,210	122,775,927	123,607,340	124,406,700	126,241,288	126,874,973	127,570,748	129,359,441	129,911,551
Current Liabilities										
Trade & other payables	\$1,986,406	\$1,988,500	\$1,990,000	\$1,991,500	\$1,994,000	\$1,996,000	\$1,998,000	\$1,990,000	\$1,992,000	\$1,994,000
Other Provisions	\$50,281	\$50,407	\$50,533	\$50,659	\$50,786	\$50,913	\$51,040	\$51,168	\$51,296	\$51,424
Total Current Liabilities	2,036,687	2,038,907	2,040,533	2,042,159	2,044,786	2,046,913	2,049,040	2,041,168	2,043,296	2,045,424
Non-Current Liabilities										
Trade & other payables	\$0	\$36,250	\$36,000	\$36,150	\$36,250	\$36,050	\$36,150	\$36,100	\$36,500	\$37,000
Provisions	\$77,050	\$78,000	\$79,000	\$80,000	\$81,000	\$82,000	\$83,000	\$84,000	\$85,000	\$86,000
Total Non-Current Liabilities	77,050	114,250	115,000	116,150	117,250	118,050	119,150	120,100	121,500	123,000
TOTAL LIABILITIES	2,113,737	2,153,157	2,155,533	2,158,309	2,162,036	2,164,963	2,168,190	2,161,268	2,164,796	2,168,424
NET COMMUNITY ASSETS	118,603,473	119,310,053	120,620,393	121,449,031	122,244,664	124,076,325	124,706,783	125,409,480	127,194,645	127,743,127
Community Equity										
Asset revaluation surplus	\$35,117,818	\$35,117,818	\$35,820,174	\$35,820,174	\$35,820,174	\$36,894,780	\$36,894,780	\$36,894,780	\$38,001,623	\$38,001,623
Retained Surplus/(Deficiency)	\$83,485,655	\$84,192,235	\$84,800,219	\$85,628,857	\$86,424,489	\$87,181,546	\$87,812,003	\$88,514,700	\$89,193,022	\$89,741,504
TOTAL COMMUNITY EQUITY	118,603,473	119,310,053	120,620,393	121,449,031	122,244,664	124,076,325	124,706,783	125,409,480	127,194,645	127,743,127

DOOMADGEE ABORIGINAL SHIRE COUNCIL

MEASURE OF FINANCIAL SUSTAINABILITY

FOR THE YEAR ENDED 30 JUNE 2018

Asset Sustainability Ratio

(Capital Expenditure on Replacement of Assets (renewals)/Depreciation Expense) (%)

Target Ratio > 90%

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
124.4	93	93.7	94.4	95.1	95.8	96.5	97.3	98	98.7

Net Financial Liabilities Ratio

(Total Liabilities - Current Assets/Total Operating Revenue) (%)

Target Ratio < 60%

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
-69.3	-69.25	-59.37	-85.7	-70.1	-90.1	-81.1	-80.6	-88.7	-83.8

Operating Surplus Ratio

(Net Operating Surplus/Total Operating Revenue) (%)

Target Ratio 0 - 15%

2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
9.3	8.2	6.9	7.6	7.2	6.7	5.2	6	5.7	4.3

Doomadgee Aboriginal Shire Council Policy



Policy Name:	Revenue Policy
Policy Number:	4
Policy Type:	Statutory
Link to Corporate Plan	Key Governance – Financial Management
Date Approved:	31/07/2017
Resolution Number:	SM6-07/17
Approving Officer:	Council Adoption

Section 1 – Introduction

Objective

In accordance with Section 193 of the Local Government Regulation 2012, Council is required to prepare a Revenue Policy each financial year. 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.

The revenue policy sets out the principles used by Doomadgee Aboriginal Shire Council, in 2017/2018 for:

1. the levying of rates and charges;
2. the granting of concessions for rates and charges; and
3. the recovery of overdue rates and charges; and
4. the cost recovery methods

As Council is unable to levy rates on properties in the Doomadgee Aboriginal Local Government area all reference to “rates and charges” in this policy shall mean the provision of utility charges only

Scope

This policy applies to all DASC Councillors and Officers.

Section 2 – Policy

Provisions

1. Levying of rates and charges

Council is responsible for ensuring that funds levied for a specific purpose such as water supply, sewerage or garbage disposal are expended for these purposes. Council’s responsibility also extends to ensuring that all funds levied are expended in a cost efficient, effective and appropriate manner.

To assist with service continuity and with regard to capacity to pay, Council rates annually, and will do so as soon as practicable in each half of the year.

Council offers a variety of payment methods for ratepayers, including payment by cash, credit card (in person or by phone), via internet banking facilities, cheque or money order. Ratepayers may also pay rates in advance

2. Granting of concessions for rates and charges

Requests for remission of rates and charges will be assessed on a case-by-case basis.

In considering the application of concessions, Council will be guided by the principles of:

Doomadgee Aboriginal Shire Council Policy



- Equity - by having regard to different levels of capacity to pay within the local community;
- Consistency - the same and consistent treatment for ratepayers with similar circumstances;
- capacity to pay - in determining appropriate arrangements for different groups within the community;
- transparency - by making clear the requirements necessary to receive concessions; and
- Flexibility - to allow Council to respond to local economic issues.

Council on the request of a ratepayer may also offer other flexible payment arrangements as appropriate. This may be appropriate in times of economic downturn, drought, flood, or when other factors affect individual ratepayers.

3. Recovery of overdue rates and charges

Rate payers are responsible for ensuring rates and charges are paid by the due date, to ensure Council is able to continue to provide the level of service to which rate payers are accustomed.

Amounts outstanding 30 days after the due date will incur interest daily at the rate detailed in the Revenue Statement. This is in accordance with s133 of the Local Government Regulation 2012.

Council exercises its recovery powers pursuant to the provisions of Chapter 4 Part 12 of Local Government Regulation 2012, in order to reduce the overall burden on ratepayers. Council will 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 will establish administrative processes, which allow for the payment of rates and charges by instalment and for the selection of various options (including legal action) for the recovery of debt.

4. Cost recovery methods

Section 97 of the Local Government Act 2009 allows Council to set cost-recovery fees.

Council recognises the validity of fully imposing the user pays principle for its cost recovery fees, unless the imposition of the fee is contrary to its express social, economic, environmental and other corporate goals. This is considered to be the most equitable and effective revenue approach, and is founded on the basis that the Council's rating base cannot subsidise the specific users or clients of Council's regulatory products and services.

However, in setting its cost-recovery fees, Council will be cognisant of the requirement that such a fee must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

Section 3 – Governance

Policy is governed by the following legislation

Name	Link
S193 Local Government Regulations 2012	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovA09.pdf

Responsibility

Responsible Department:	Corporate Services
Policy Administrator:	Chief Executive Officer

Review

Review Period:	Annually
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Doomadgee Aboriginal Shire Council Policy



Privacy Provision

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

Change History

Review Date	Revision Number	File Reference:	Approval Date	Change:	Date of Next Review
17/05/2012	1	12-05/2012	17/05/2012		
17/04/2013	2	48-06/2013	27/06/2013	Annual review – No Change	
15/05/2014	3	51-05/2014	15/05/2014	Annual review – No Change	
21/04/2016	4			Annual review – addition 2.2	
15/09/2016	5	128-09/16	15/09/16	Annual review – Policy Manual	
31/07/2017	6	SM6-07/17	31/07/2017	Annual review – Adopted	01/06/2017

Doomadgee Aboriginal Shire Council Policy



Policy Name:	Revenue Statement
Policy Number:	13
Policy Type:	Statutory
Link to Corporate Plan	Key Governance – Financial Management
Date Approved:	31/07/2017
Resolution Number:	SM9-07/17
Approving Officer:	Council Adoption

Revenue Statement

This Revenue Statement is based on the principles set out in Council's Revenue Policy and has been formulated in accordance with Section 172 of the *Local Government Regulation 2012* and Section 104 (5)(a)(iv) of the *Local Government Act 2009*

General Principle

As Council is unable to levy rates on properties in the Doomadgee Aboriginal Local Government area all references to "rates and charges" in this policy shall mean the provision of utility charges only. Doomadgee Aboriginal Shire Council Revenue will be raised from the following sources:- Utility charges, accommodation charges, other fees, grants & subsidies, administrative services (photocopying etc.), interest, recoverable works (private & Main Roads Department), business operations, subsidies and donations.

Rates and Charges

The general principle adopted by Council in determining rates and charges for this financial year, shall be that wherever possible, charges will relate directly to the services provided. Services include water supply, sewerage and garbage collection. Whilst Council attempts to implement a policy of full cost recovery of services wherever possible, given the small population base within the Shire full cost recovery may not always be possible.

1. General Rates

Council is unable to levy general rates based on the unimproved capital value of land as it controls all land in the Shire under the provisions of the Aboriginal Land Lease.

2. Utility Charges

Garbage Collection

The Doomadgee Aboriginal Shire Council levies a Garbage Service Charge on occupied premises (domestic and commercial) on a unit basis. The rates in 2017/18 are: -

Per House	\$1,069.00
Per Duplex	\$2,138.00
Commercial	\$3,665.00
Replacement Wheelie Bin	\$102.00

1 unit of cleansing per annum will be charged for a weekly collection of one 240 litre wheelie bin. If a property has more than one 240 litre wheelie bin charges will be made for additional collection from domestic or commercial properties.

When there is more than one structure or land capable of separate occupation a charge will be made for each structure.



Doomadgee Aboriginal Shire Council Policy

Charges for the collection of industrial and bulk waste will be based on type of waste, volume and frequency of collection. Charges will be determined on a cost recovery basis as required.

The proceeds from the charges will be utilised in funding the costs incurred in the operation of the service.

Council recognises the fact that the township of Doomadgee requires a contribution towards the costly operations of a small garbage removal operation, and this contribution is made from general funds.

Sewerage Charges

The Doomadgee Aboriginal Shire Council levies a sewerage charge on each property (domestic and commercial), that Council has or is able to provide with sewerage services.

The 2017/18 charges are: -

Per House	\$1,222.00
Per Duplex	\$2,443.00
Commercial	\$2,443.00
Sewerage Connection Charge – 1st pedestal	\$1,934.00
Sewerage Connection Charge – Each additional pedestal	\$926.00
Sewer & Grease Trap Pump Outs	\$239.00

Residential house blocks shall be charged per connection to the sewerage scheme.

Commercial properties are charged based on a comparison to a standard house block, dependant on its size, use and impact on these services.

The proceeds from the charges will be utilised in funding the costs incurred in the operation of the service.

Council recognises the fact that the township of Doomadgee requires a contribution towards the costly operations of a small sewerage scheme and this contribution is made from general funds.

Water Charges

The Doomadgee Aboriginal Shire Council levies a water charge on each rateable property (domestic and commercial), that Council has or is able to provide with a water connection.

The 2017/18 rates are:

Water Service Charge	\$1,629.00
Water Connection Charge – Standard 20mm connection Including meter and fittings	\$XXXXXX
Water Connection Charge – Other Size	\$XXXXXX

The following is a schedule of water charges for users in the Doomadgee Aboriginal Shire Council: -

User	Units	Charge
Dwelling House	1	\$1,629.00
Dwelling duplex	1	\$3,258.00
Commercial Business	3	\$4,887.00
Police Station	3	\$4,887.00
Ambulance Station	3	\$4,887.00
Hospital	6	\$9,774.00
PCYC Sports Hall	3	\$4,887.00
Courthouse	3	\$4,887.00
Ergon Energy Station	3	\$4,887.00
School (excluding residence)	19	\$30,947.00
User	Units	Charge
Telstra substation	3	\$4,887.00
Church	3	\$4,887.00



Doomadgee Aboriginal Shire Council Policy

Justice Group	3	\$4,887.00
Day Care Centre	4	\$6,516.00
Qbuild	15	\$24,435.00
Aged Care	14	\$22,806.00
Women's Crisis Centre	3	\$4,887.00

Residential house blocks shall be charged per connection to the water supply scheme. When there is more than one structure or separate unit capable of separate occupation a charge will be made for each structure or unit.

Commercial properties are charged based on a comparison to a standard house block, dependant on its size, use and impact on these services.

The proceeds from the charges will be utilised in funding the costs incurred in the operation of the service.

Council recognises the fact that the township of Doomadgee requires a contribution towards the costly operations of a small water supply, and this contribution is made from general funds.

COMMERCIAL CHARGES AND REGULATORY FEES

Commercial charges are reviewed annually and are fixed by resolution of the Council. These charges are subject to the provisions of the Commonwealth Government's Goods and Services Tax.

Section 97 of the Local Government Act 2009 provides that a local government may, by local law or resolution, fix a regulatory fee. The Doomadgee Aboriginal Shire Council fixes the regulatory fees by resolution and they are identified as such in Council's Fees and Charges Schedule and have been determined with reference to the relevant legislation and where applicable recover the cost of providing the service or facility.

The proceeds of a regulatory fee are used to provide the particular service or facility, to which the fee relates, to the community.

REBATES AND CONCESSIONS

REMISSIONS AND DEFERRALS

Remission requests, or rate deferral requests, will be assessed on a case by case basis.

PAYMENT BY ARRANGEMENT

Council will allow property owners who are unable to pay their rates by the due date to enter into an arrangement to make regular payments according to an agreed schedule, with no recovery action being taken while the arrangement is being maintained.

PAYMENT 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

Pursuant to the provisions of Section 133 of the Local Government Regulation 2012 Council will charge interest on all overdue charges at the maximum rate provided for by the Regulation.

For the 2017/18 financial year, any outstanding balances at the close of the discount period will incur interest at the rate of 11% per annum compounding daily.

OTHER MATTERS CONCERNING RATES AND CHARGES

Collection of outstanding charges

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

Doomadgee Aboriginal Shire Council Policy



To this end Council has established administration processes that allow for the payments of rates and charges by instalment and for the selection of various options (including legal action) for the recovery of debt.

Limitation on increases in rates and charges

Council does not intend making a resolution to implement rate capping or limiting the increase in rates and charges.

OPERATING CAPABILITY

The change in operating capability of the local government is disclosed in the Statement of Income and Expenditure. It reflects the change in total wealth of the Council. The operating capability of Council is to be maintained through the adoption of this Revenue Statement and 2017/2018 Budget.

FUNDING OF DEPRECIATION AND OTHER NON-CURRENT ASSETS

Council considers that current ratepayers should pay for the services they are receiving and that future ratepayers should not have to pay for what has previously been consumed. Council elects to ensure where possible, that operating revenues each year cover total operating expenses, including depreciation.

However, Council may elect not to fund depreciation expenses in circumstances where the respective assets will not be replaced or external funding sources other than loans will be obtained to fund their replacement.

If insufficient funds are available, the Council may recover the shortfall in the next year's budget allocation or resolve to unfund that portion of the depreciation expense. Such a resolution will include the proposed steps that will be taken to correct the shortfall in depreciation funding.

Section 3 – Governance

Policy is governed by the following legislation

Name	Link
S104 Local Government Act 2009	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovA09.pdf
S172 Local Government Regulations 2012	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovR12.pdf

Responsibility

Responsible Department:	Corporate Services
Policy Administrator:	Chief Executive Officer

Review

Review Period:	Annually
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Privacy Provision

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

Change History

Review Date	Revision Number	File Reference:	Approval Date	Change:	Date of Next Review
31/07/2017	1	SM9-07/17	31/07/2017	Annual Review – Adopted	01/06/2017



Doomadgee Aboriginal Shire Council Policy

Policy Name:	Debt Policy
Policy Number:	3
Policy Type:	Statutory
Link to Corporate Plan	Key Governance – Financial Management
Date Approved:	31/07/2017
Resolution Number:	SM7-07/17
Approving Officer:	Council Adoption

Section 1 - Introduction

Context

This policy should be read in conjunction with the Queensland Local Government Act 2009 and Doomadgee Aboriginal Shire Council's Mission and Vision statements.

Purpose

The intent of this policy is to detail the Doomadgee Aboriginal Shire Council Debt Policy and Guidelines regarding the use of debt, with the objective to ensure that Doomadgee Aboriginal Shire Council remains compliant with the Queensland Local Government Act 2009.

Scope

This policy applies to all Doomadgee Aboriginal Shire Council Councillors and Officers.

Section 2 – Policy

Principles

The Debt Policy and Procedure is committed to and guided by the principles of zero borrowings and debt.

Policy

Borrowings and Debt

Doomadgee Aboriginal Shire Council Councillors and Officers will not enter into borrowings or debt of any nature.

There are no new borrowings planned between:

- 2016-2017 Financial Year
- 2017-2018 Financial Year

Section 3 – Procedure

Nil



Doomadgee Aboriginal Shire Council Policy

Section 4 – Reference and Supporting Information

Supporting documentation

Links to supporting documentation	
Doomadgee Aboriginal Shire Council Corporate Plan 2014-2019	www.doomadgee.qld.gov.au

Section 5 – Governance

Policy is governed by the following legislation

Name	Link
<i>S104 Local Government Act 2009</i>	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovA09.pdf
<i>S191 Local Government Regulations 2012</i>	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovR12.pdf

Responsibility

Responsible Department:	Corporate Services
Policy Administrator:	Chief Executive Officer

Review

Review Period:	Annually
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Privacy Provision

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Change History

Review Date	Revision Number	File Reference:	Approval Date	Change:	Date of Next Review
17/05/2012	1	11-05/2012	17/05/2012		01/05/2013
17/04/2013	2	46/06/2013	27/06/2013	Annual Review	01/05/2014
15/05/2014	3	49-05/2014	15/05/2014	Annual Review	01/05/2015
15/05/2015	4				
21/06/2016	5			Annual Review – addition of 1.1 (b) in line with Regulations s192	01/05/2017
17/03/2017	6			Annual Review	
31/07/2017	7	SM7-07/17	31/07/2017	Annual Review – Adopted	01/06/2018



Doomadgee Aboriginal Shire Council Policy

Policy Name:	Investment Policy
Policy Number:	2
Policy Type:	Statutory
Link to Corporate Plan	Key Governance – Financial Management
Date Approved:	31/07/2017
Resolution Number:	SM8-07/17
Approving Officer:	Council Adoption

Section 1 – Introduction

Context

This policy applies to the investment of all surplus and operating cash held by Doomadgee Aboriginal Shire Council.

Purpose

The intent of this policy is to detail the Doomadgee Aboriginal Shire Council's investment policy and guidelines regarding the investment of surplus funds and operating funds, with the objective to maximise earnings within approved risk guidelines and to ensure the security of funds.

Scope

Doomadgee Aboriginal Shire Council is required under *Local Government Act 2009* to have an Investment policy. For the purpose of this policy, investments are defined as arrangements that are undertaken or acquired for producing income and apply only to the cash investments of Doomadgee Aboriginal Shire Council.

Doomadgee Aboriginal Shire Council has been granted authority to exercise Category 1 investment power under Part 6 of the *Statutory Bodies Financial Arrangement Act 1982* (the Act). Category 1 investments include a range of investments either at call or for a fixed term of not more than one year. At call refers to simple investments where the investment can be redeemed and the monies invested can be retrieved by the investor from the financial institution within thirty days without penalty.

Section 2 – Policy

Principles

The Doomadgee Aboriginal Shire Council Investment Policy and the following procedures is committed to, and guided by the principles of:

- Doomadgee Aboriginal Shire Council is risk averse and therefore adopts a passive investment approach where the overall objective is to ensure a return on capital commensurate with the risk taken. In priority, the order of investment activities shall be preservation of capital, liquidity and return. Doomadgee Aboriginal Shire Council investments shall be reported to Council via the Operational Plan and breaches of policy shall be reported to Chief Executive Officer (CEO) or Director of Corporate Services (DCS) immediately.
- Council may invest surplus funds in a capital guaranteed cash fund or any approved cash management product which it deems will provide the greatest benefit. Surplus funds are the cash balance that is in excess of operating cash requirements. Operating cash not required for immediate use can also be invested in at call deposits to maximise returns in the short term. Operating cash is the cash required to fund operating activities for the immediate short term (less than one month).



Doomadgee Aboriginal Shire Council Policy

- It takes into account cash inflows (e.g. debtor and other receipts) and outflows (e.g. creditor payments, wages etc.) for that time. For the purposes of this policy, investable funds are the surplus monies available for investment at any one time and currently include Doomadgee Aboriginal Shire Council's CBA General Account, CBA Investment Account and QTC Capital Guaranteed Cash Fund.

Investment Objectives and Expectations, Authorised and Prohibited Investments and Delegation of Authority

Authorised Investments:

Without specific approval from Council or CEO as delegated by Council, investments are limited to –

- QTC Cash Fund;
- QTC Capital Guaranteed Cash Fund, debt offset facility, fixed rate deposit (up to 12 months and QTC Working Capital Facility);
- CBA Term Deposits (up to 12 months); and
- CBA at call deposits.

Prohibited Investments:

The following investments are prohibited by this investment policy:

- Commercial paper;
- Bank accepted/endorsed bank bills;
- Bank negotiable certificates of deposit;
- Short term bonds
- Floating rate notes;
- Derivative based investments
- Principal only investments or securities that provide potentially nil or negative cash flow
- Standalone securities issued that have underlying futures, options, forward contracts and swaps of any kind; and
- Securities issued in non-Australian dollars.

Delegation of Authority

The Chief Executive Officer (CEO), Director of Corporate Services (DCS) and Finance Manager are to ensure that this policy is understood and adhered to by relevant Council employees.

The activities of the CEO, DCS, Finance Manager or other staff so delegated responsible for stewardship of Doomadgee Aboriginal Shire Council's investments will be measured against the standards in this Policy and its objectives.

Activities that defy the spirit and intent of this Policy will be deemed contrary to the Policy. Financial delegation is the power to authorise the investing of money, by signing and authorising electronic transfers of money as authorised by Council.

Transfers to/from the CBA Investment may be authorised by the CEO or DCS. Transfers to/from QTC must be authorised with any two signatories one of which must be the CEO, DCS or Mayor.

The Finance Manager may sign the QTC letter as a secondary signatory.



Doomadgee Aboriginal Shire Council Policy

Section 3 – Procedure

When making a decision to invest funds in a term deposit, a cash flow analysis should be prepared to separate surplus and operational funds to ensure the investment will agree with the cash flow needs of Council.

Commonwealth General Account:

The CBA account is a cheque account. It is necessary that the balance of this account is checked each day and any excess funds in excess of daily operating funds be transferred to the CBA Investment account by the close of business.

If there has been a substantial deposit of more than \$400,000, it would be preferable to transfer the funds direct to the CBA Investment Account or QTC.

Commonwealth Investment Account:

Funds are transferred to and from the CBA Investment Account via the CBA General account regularly to maximise the return on operating funds. Any surplus funds should be transferred to the QTC or a CBA Term Deposit depending on the amount. Preference is given to the QTC as the interest rate is higher.

A minimum balance of \$40,000 is to be maintained in this account. It is preferable that a balance of up to \$800,000 is maintained in this account for operational purposes. Once the balance exceeds \$1,000,000 the excess should be held in QTC.

It is quicker to do an internal transfer between the BCA General Account and the CBA Investment Account, as the QTC has a 10:00am cut off to draw down the funds.

Queensland Treasury Corporation (QTC)

If investing or drawing funds from the QTC they must be notified by 10:00am. The funds can be withdrawn as a real time payment to Council or the next day for the same fee.

QTC can offer a higher rate of interest than the CBA, therefore if there is more than \$1,000,000 in the CBA General or CBA Investment Account that is not required for operational use, the excess should be invested in QTC.

Section 4 – Internal Controls

All transfers between CBA Accounts are processed electronically. The file is uploaded by Finance staff and must be approved by 2 approving officers – Chief Executive Officer, Director of Corporate Services, or Finance Manager before the transaction is processed.

User accounts with the CBA Connect Module are controlled by user permissions enabling staff to process certain transactions delegated to them. These permissions can only be changes by the security officers (CEO/DCS) and are usually made on the Finance Manager’s recommendations.

QTC transfers require a prior phone call to QTC and a faxed letter with two signatures before the transaction is processed. Authorised signatures for QTC are CEO, DCS or Mayor. Hard copies of all bank transfers are kept in the Investment register.

Section 4 – Reference and Supporting Information

Supporting documentation

Links to supporting documentation	



Doomadgee Aboriginal Shire Council Policy

Section 5 – Governance

Policy is governed by the following legislation

Name	Link
<i>S104 Local Government Act 2009</i>	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovA09.pdf
<i>S191 Local Government Regulations 2012</i>	www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocalGovR12.pdf
<i>Part 6 Statutory Bodies Financial Act 1982</i>	www.legislation.qld.gov.au/LEGISLTN/CURRENT/S/StatutryBodA82.pdf

Responsibility

Responsible Department:	Corporate Services
Policy Administrator:	Chief Executive Officer

Review

Review Period:	Annually
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Privacy Provision

Council respects and protects people's privacy and collects, stores, uses and discloses personal information responsibly and transparently when delivering Council services and business.

Change History

Review Date	Revision Number	File Reference:	Approval Date	Change:	Date of Next Review
17/05/2012	1	10-5/2012	17/05/12		17/03/2013
18/06/2013	2	47-06/2013	27/06/2013	References to Accountant changed to Finance Manager	18/06/2014
15/05/2014	3	50-05/2014	15/05/2014	Annual Review – No Changes	15/05/2015
21/04/2016	4			Annual Review	21/04/2017
17/03/2017	5			Annual Review – Updated Format – draft	01/03/2018
31/07/2017	6	SM8-07/17	31/07/2017	Annual Review – Adopted	01/06/2018

DOOMADGEE ABORIGINAL SHIRE COUNCIL
FEES & CHARGES (Non Regulatory) Year Ending 30 June 2018

Details	Proposed 2017-18	Unit	GST Code
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SEWERAGE

Annual Sewerage Service Charge	\$1,222 Per House		GST Free
	\$2,444 Per Duplex		GST Free
	\$2,444 Commercial		GST Free
Sewerage Connection Charge			
	1st Pedestal	\$1,934 1st Pedestal	GST Free
	Each Additional Pedestal	\$926 Each Additional	GST Free
Sewer and Grease Trap Pump Outs	\$239 Per hour		GST Free

GARBAGE

Annual Garbage Service Charge	\$1,069 Per House		GST Free
	\$2,138 Per Duplex		GST Free
	\$3,665 Commercial		GST Free
Replacement Wheelie Bin	\$102 Per Bin		GST Incl

WATER

Annual Water Service Charge	\$1,629 Per Unit		GST Free
Water Connection Charge			
	Standard 20mm Connection (+ Meter and fittings)	Per Connection	GST Free
	Other Size		GST Free

Water Charges Schedule

Dwelling House	\$	1,629
Dwelling Duplex	\$	3,258
Commercial Business	\$	4,887
Police Station	\$	4,887
Ambulance Station	\$	4,887
Hospital	\$	9,774
PCYC Sports Hall	\$	4,887
Courthouse	\$	4,887
Ergon Energy Station	\$	4,887
School (excluding residence)	\$	30,947
Telstra substation	\$	4,887
Church	\$	4,887
Justice Group	\$	4,887
Day Care Centre	\$	6,516
Qbuild	\$	24,435
Aged Care	\$	22,806
Womens Crisis Centre	\$	4,887

**WASTE DISPOSAL - COMMERCIAL, CONSTRUCTION,
DEMOLITION AND OFFENSIVE GENERAL SOLID WASTE**

Per cu metre Min.
\$61 charge GST Incl

AERODROME LANDING FEES

Dash 8 100/200 Series	\$611 Per plane	GST Incl
King Air	\$153 Per plane	GST Incl
Minimum Landing Charge	\$76 Per plane	GST Incl

ADMINISTRATION CHARGES

Photocopying	\$0.20 Per Page	GST Incl
Fax	\$2.00 Per Page	GST Incl

ACCOMMODATION

Guest House - Single Room	\$117 Per Night	GST Incl
Guest House - Twin Room	\$153 Per Night	GST Incl
Guest House - Single Room with Ensuite	\$163 Per Night	GST Incl
Cooked Breakfast	\$36 Per Meal	GST Incl
Dryer	\$4 Per Load	GST Incl
Washing Machine	\$4 Per Load	GST Incl
Soft Drink	\$3 Per can	GST incl

Workers Camp		
For NPARIH workers	\$112 Per Can	GST Incl
Non NPA workers	\$163 Per Can	GST Incl
Catering		

PRIVATE WORKS

Labour - Trade Qualified	\$143 Per Hour	GST Incl
Labour - Other	\$76 Per Hour	GST Incl

Gardening/Yard Maintenance	Per property	GST Incl
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PRIVATE WORKS - MECHANICAL WORKSHOP

Labour - Mechanic fleet rate	\$153 Per Hour	GST Incl
Labour - Mechanic private rate	\$143 Per Hour	GST Incl
Labour - Apprentice	\$81 Per Hour	GST Incl

Tyre Repair - Patches	¹ / ₂ hour minimum \$40 Each	GST Incl
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Materials/Parts	plus freight	GST Excl
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MATERIALS

River Sand	\$56 Per cu metre	GST Incl
Road Base Gravel	\$56 Per cu metre	GST Incl

PLANT HIRE

140H Grader/Changling Front End Loader	\$275 Per Hour	GST Incl
Cat Vibrator Roller	\$219 Per Hour	GST Incl
Cat 924 Loader/Cat Multi Tyre Roller	\$219 Per Hour	GST Incl
10 M3 Truck	\$168 Per Hour	GST Incl
10 M3 Truck - Water Truck	\$168 Per Hour	GST Incl
Tractor - With Broom	\$81 Per Hour	GST Incl
Forklift	\$71 Per Hour	GST Incl
Water Pump - 4 inch	\$20 Per Hour	GST Incl
Backhoe	\$165 Per Hour	GST Incl
5 Ton Excavator	\$132 Per Hour	GST Incl
Telehandler	\$165 Per Hour	GST Incl
Skid Steer Loader	\$104.50 Per Hour	GST Incl

DOOMADGEE ABORIGINAL SHIRE COUNCIL

CAPITAL WORKS FOR 2017/18 BUDGET

Detail	Cost	Grant	Council Contribution	Contractors	Council Materials	Council Wages	Total
Capital Works							
Workshop	\$ 1,476,000	\$ 1,476,000	\$ -	\$1,476,000	\$0	\$0	\$1,476,000
2 x 2 bedroom staff units	\$ 575,000	\$ 345,000	\$ 230,000	\$575,000	\$0	\$0	\$575,000
TIDS - 2 1/2 km road seal	\$ 250,000	\$ 200,000	\$ 50,000	\$200,000	\$25,000	\$25,000	\$250,000
TIDS - 2 concrete floodways	\$ 800,000	\$ 800,000		\$700,000	\$50,000	\$50,000	\$800,000
NDRRA - Flood damage	\$ 2,000,000	\$ 2,000,000		\$0	\$1,000,000	\$1,000,000	\$2,000,000
Rodeo Ground Ablution block	\$ 200,000	\$ 120,000	\$ 80,000	\$200,000	\$0	\$0	\$200,000
Animal Pound	\$ 20,000	\$ -	\$ 20,000	\$0	\$10,000	\$10,000	\$20,000
Water Treatment Plant Upgrade & Improvements	\$ 300,000	\$ -	\$ 300,000	\$300,000	\$0	\$0	\$300,000
Guest House Improvements	\$ 30,000	\$ -	\$ 30,000	\$30,000	\$0	\$0	\$30,000
	\$ 5,651,000	\$ 4,941,000	\$ 710,000	\$3,481,000	\$1,085,000	\$1,085,000	\$5,651,000
Plant Replacement							
Fogging Machine	\$ 10,000	\$ -	\$ 10,000				
2 Toyota Hilux	\$ 70,000	\$ -	\$ 70,000				
Toyota Landcruiser Dual cab ute - Engineer	\$ 70,000	\$ -	\$ 70,000				
Toyota Landcruiser Dual cab ute - DCS	\$ 70,000	\$ -	\$ 70,000				
Rav 4 - Director, Community Services	\$ 35,000	\$ -	\$ 35,000				
Rav 4 - Governance & Grants Officer	\$ 35,000	\$ -	\$ 35,000				
Toyota Landcruiser Wagon (Mayor)	\$ 70,000	\$ -	\$ 70,000				
Toyota Landcruiser Wagon (Councillors)	\$ 70,000	\$ -	\$ 70,000				
	\$ 420,000	\$ -	\$ 420,000				
TOTAL CAPITAL WORKS	\$ 6,071,000	\$ 4,941,000	\$ 1,130,000				

TOTAL CAPITAL GRANTS ETC \$ 4,941,000

Cost

Private Works

12 leased houses \$ 4,209,814 \$ 4,209,814 \$ - \$3,788,833

Private works \$ 2,286,464 \$ 2,286,464 \$ - \$1,943,494

\$ 6,496,278 \$ 6,496,278 \$ -

TOTAL SALES REVENUE \$ 6,496,278 \$ 6,496,278 \$ -