



MINUTES OF THE SPECIAL BUDGET MEETING OF THE HINCHINBROOK SHIRE COUNCIL

HELD IN THE COUNCIL CHAMBERS
INGHAM ON THURSDAY
12 JULY 2018
AT 9.00 AM

ATTENDANCE

- Present were Councillors R Jayo, ME Brown, AJ Lancini, WG Skinner, KS Milton and MG Tack
- Also present was the Acting Chief Executive Officer (RP Ferguson), Executive Manager Infrastructure Services Delivery (J Stewart), Executive Manager Development, Planning and Environmental Services (R Pennisi), Chief Financial Officer (M Cox), Management Accountant (F Robertson) and Executive Assistant (BK Edwards)

APOLOGY

- An apology for non-attendance was received from Councillor DM Bosworth

Media and Communications Officer, D Purnell was also present when the meeting commenced

PRAYER

- Councillor Brown opened the meeting with prayer

BUSINESS

1. MAYOR'S 2018 / 2019 BUDGET ADDRESS

Moved Mayor Jayo
Seconded Councillor Brown

Council Resolution - That the Mayor's 2018 / 2019 Budget Address is received.

Carried – 120718-01

2. ADOPTION OF OPERATIONAL PLAN FOR THE 2018 / 2019 FINANCIAL YEAR

Moved Councillor Lancini
Seconded Councillor Skinner

Council Resolution - That pursuant to Section 174(1) of the Local Government Regulation 2012, Council adopt the Operational Plan for the 2018 / 2019 financial year as amended (section 5.4.4) and attached.

Carried – 120718-02

3. ADOPTION OF DIFFERENTIAL GENERAL RATES FOR THE 2018 / 2019 FINANCIAL YEAR

Moved Councillor Tack
Seconded Councillor Brown

Council Resolution - That

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

Category (Section 81)	Description (Section 81)	Identification (Sections 81(4) and 81(5))
1. Residential A	Land used, or capable of being used for purpose of a single residential dwelling, which has a rating valuation between \$0 and \$30,000.	Land having the land use codes of 01, 02, 04, 05, 06, 08, 09 or 72.
2. Residential B	Land used, or capable of being used for purpose of a single residential dwelling, which has a rating valuation between \$30,001 and \$70,000.	Land having the land use codes of 01, 02, 04, 05, 06, 08, 09 or 72.
3. Residential C	Land used, or capable of being used for purpose of a single residential dwelling, which has a rating valuation greater than \$70,000.	Land having the land use codes of 01, 02, 04, 05, 06, 08, 09 or 72.
4. Multi Unit Residential – A	Land used, or capable of being used, for the purpose of multiple residential units (2 or 3 flats).	Land having the land use code of 03.
5. Multi Unit Residential – B	Land used, or capable of being used, for the purpose of multiple residential units (4 or 5 flats).	Land having the land use code of 03.
6. Multi Unit Residential – C	Land used, or capable of being used, for the purpose of multiple residential units (6 or more flats).	Land having the land use code of 03.
7. Community Purposes	Land used for community purposes, including as a sports club or facility, cemetery, library, educational facility, religious institution, showground, racecourse, airfield, park, garden or for Commonwealth, State or local government purposes.	Land having the land use codes of 48, 50-59, 96, 97 or 99.
8. Commercial A	Land used for commercial purposes, which has a rating valuation of less than \$1,250,000 other than land included in category 10.	Land having the land use codes of 01, 04, 07, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 30, 41, 42, 43, 44, 45, 46, 47, 49, 91 or 92.

Category (Section 81)	Description (Section 81)	Identification (Sections 81(4) and 81(5))
9. Commercial B	Land used for commercial purposes, which has a rating valuation greater than or equal to \$1,250,000 other than land included in category 10.	Land having the land use codes of 01, 04, 07, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 30, 41, 42, 43, 44, 45, 46, 47, 49, 91 or 92.
10. Drive-In Shopping Centre	Land used for the purposes of a shopping centre with a gross floor area greater than 3,500 sq. metres.	Land having the land use code of 16.
11. Industrial	Land used for industrial purposes other than land included in category 12, 14 and 15.	Land having the land use codes of 01, 04, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40.
12. Quarries	Land used for the purpose of extractive industries or quarrying licensed for more than 5,000 tonnes of material other than land included in category 11.	Land having the land use code of 40.
13. Island Land	Land located on Pelorus Island or Orpheus Island.	
14. Harbour Industries	Land used for the purpose of harbour industries including a bulk sugar terminal with a land area greater than 5 hectares.	Land having the land use code of 39.
15. Sugar Mills	Land used for the purposes of sugar milling operations.	Land having the land use code of 35.
16. Sugar Cane and Forestry A	Land used for the purposes of growing sugar cane, or for forestry or logging, where the valuation per hectare of the land is less than \$1,400.	Land having the land use code of 75 or 88.
17. Sugar Cane and Forestry B	Land used for the purposes of growing sugar cane, or for forestry or logging, where the valuation per hectare of the land is between \$1,400 and \$2,130.	Land having the land use code of 75 or 88.
18. Sugar Cane and Forestry C	Land used for the purposes of growing sugar cane, or for forestry or logging, where the valuation per hectare of the land is greater than \$2,130.	Land having the land use code of 75 or 88.
19. Other Rural Land	Land used for rural purposes, other than land included in category 16, 17, or 18.	Land having the land use codes of 60, 61, 64, 65, 66, 67, 68, 69, 70, 71, 73, 74, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 89, 90, 93, 94, 95.
20. Other Land	Land not included in any of the above categories	

- (b) Council delegates to the Chief Executive Officer the power, pursuant to Sections 81(4) and 81(5) of the Local Government Regulation 2012, to identify the rating category to which each parcel of rateable land belongs.
- (c) Pursuant to Section 94 of the *Local Government Act 2009* and Section 80 of the Local Government Regulation 2012, the differential general rate to be made and levied for each differential general rate category and pursuant to Section 77 of the Local Government Regulation 2012, the minimum general rate to be made and levied for each differential general rate category is as per below and as set out in the Revenue Statement Section 3 pages 2 to 4.

Column 1 - Category (section 81)	Column 4 - Rate in the \$ (section 80)	Column 5 - Minimum General Rate (\$) (section 77)	Column 6 - Limitation (cap) (section 116)
1. Residential A	2.581	621.30	No Limit
2. Residential B	1.671	1009.60	No Limit
3. Residential C	1.192	1,190.70	No Limit
4. Multi Unit Residential – A	1.362	1,312.90	No Limit
5. Multi Unit Residential – B	1.701	1,661.50	No Limit
6. Multi Unit Residential – C	1.667	1,910.60	No Limit
7. Community Purposes	1.124	1,343.30	No Limit
8. Commercial A	1.759	1,317.60	No Limit
9. Commercial B	0.923	12,976.20	No Limit
10. Drive-In Shopping Centre	2.246	13,275.30	No Limit
11. Industrial	1.756	1,369.30	No Limit
12. Quarries	3.492	6,630.40	No Limit
13. Island Land	2.106	1,343.30	No Limit
14. Harbour Industries	5.295	52,096.00	No Limit
15. Sugar Mills	10.569	104,191.80	No Limit
16. Sugar Cane and Forestry A	2.343	1,340.90	10%
17. Sugar Cane and Forestry B	2.979	1,340.90	10%
18. Sugar Cane and Forestry C	3.153	1,340.90	10%
19. Other Rural Land	1.030	1,406.60	No Limit
20. Other Land	1.030	1,406.60	No Limit

Carried – 120718-03

4. ADOPTION OF UTILITY / SEPARATE / SPECIAL RATES AND CHARGES FOR THE 2018 / 2019 FINANCIAL YEAR

Moved Councillor Skinner
Seconded Councillor Lancini

Council Resolution - That in accordance with Section 103 of the Local Government Regulation 2012 a separate charge (Waste Management Levy) is adopted as outlined in Section 5 of the Revenue Statement.

Carried – 120718-04

Moved Councillor Lancini
Seconded Councillor Brown

Council Resolution - That in accordance with Section 94 Local Government Regulation 2012 that special rates and charges as outlined in Section 6 of the Revenue Statement and the following related detailed Policies be adopted:

- Special Charge – Crystal Creek Rural Fire Brigade Charge (Overall Plan and Map);
- Special Charge – Bambaroo Rural Fire Brigade Charge (Overall Plan and Map);
- Special Charge – Seymour Rural Fire Brigade Charge (Overall Plan and Map);
- Special Charge – Stone River Rural Fire Brigade Charge (Overall Plan and Map);
- Special Charge – Toobanna River Rural Fire Brigade Charge (Overall Plan and Map);
- Special Rate - Brown Lane (Overall Plan and Map).

Carried – 120718-05

Moved Councillor Skinner
Seconded Councillor Milton

Council Resolution - That in accordance with Section 99 of the Local Government Regulation 2012, Utility Charges are adopted as outlined in Section 7 of the Revenue Statement.

Carried – 120718-06

Moved Councillor Milton
Seconded Councillor Brown

Council Resolution - That in accordance with Section 102 of the Local Government Regulation 2012 and as outlined in Section 7 of the Revenue Statement, water meters are read twice per year October / November / December (half year reading) and May / June (end of year reading).

Carried – 120718-07

Moved Councillor Skinner
Seconded Councillor Milton

Council Resolution - That in accordance with Section 116 of the *Local Government Regulation 2012* a limit will apply to the increase in rates and charges as outlined in Section 3 and Section 4 of the Revenue Statement.

Carried – 120718-08

5. ADOPTION OF CONCESSIONS FOR THE 2018 / 2019 FINANCIAL YEAR

Moved Councillor Lancini
Seconded Councillor Brown

Council Resolution - That in accordance with Section 122 of the Local Government Regulation 2012 concessions will be granted to ratepayers based on the details outlined in Section 13 of the Revenue Statement and as detailed in the Rate Rebate and Concession Policy.

Carried – 120718-09

6. STATEMENT OF ESTIMATED FINANCIAL POSITION

Moved Councillor Lancini
Seconded Councillor Brown

Council Resolution - That in accordance with Section 205 of the Local Government Regulation 2012, the statement of financial operations and financial position of the Council in respect of the previous financial year be received and its contents noted.

Carried – 120718-10

7. ADOPTION OF BUDGET

Moved Mayor Jayo
Seconded Councillor Brown

Council Resolution - That in accordance with Sections 169 and 170 of the Local Government Regulation 2012, the Budget for 2018 / 2019 with 2019 / 2020 and 2020 / 2021 as presented and amended incorporating the following attached documents be adopted:

- Statement of Income and Expenditure;
- Statement of Financial Position;
- Cash Flow Statement;
- Statement of Changes in Equity;
- Long Term Financial Forecast ;
- The Revenue Statement;
- The relevant measures of financial sustainability;
- And the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget;
- Capital Expenditure Projects 2018 / 2019.

Carried – 120718-11

8. POLICIES

Moved Councillor Lancini
Seconded Councillor Tack

Council Resolution - That in accordance with Section 193 of the Local Government Regulation 2012 the Revenue Policy and associated Rate Recovery Policy and Rate and Rebate Concession Policy as attached be adopted.

Carried – 120718-12

Moved Councillor Brown
Seconded Councillor Lancini

Council Resolution - That the 2018 / 2019 Budget Policy as attached be adopted.

Carried – 120718-13

Moved Councillor Tack
Seconded Councillor Skinner

Council Resolution - That in accordance with Section 191 of the Local Government Regulation 2012 Council's Investment Policy as attached be adopted.

Carried – 120718-14

Moved Councillor Brown
Seconded Councillor Skinner

Council Resolution - That in accordance with Section 192 of the Local Government Regulation 2012 Council's Debt Policy as attached be adopted.

Carried – 120718-15

9. BUSINESS ACTIVITIES

Moved Councillor Lancini
Seconded Councillor Milton

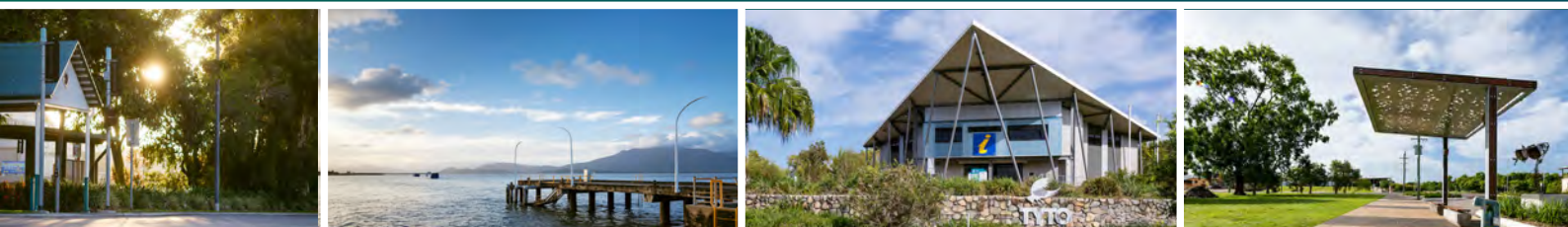
Council Resolution - That Council resolve not to apply the Code of Competitive Conduct to its Water Business Activity, Sewerage Business Activity, Waste Management Business Activity and Building Certification Activity in 2018 / 2019. Carried – 120718-16

10. CONCLUSION – This concluded the business of the meeting which closed at 9.45 am

APPROVED and adopted on 31 July 2018

MAYOR

HINCHINBROOK SHIRE COUNCIL BUDGET 2018/2019



Contents

1.0 Statement of Estimated Financial Position

Statement of Estimated Financial Position.....	5
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2.0 2018/2019 Budget Address

Mayor's Budget Address.....	9
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3.0 Financial Reports

Statement of Income and Expenditure.....	18
Statement of Financial Position.....	19
Cash Flow Statement.....	20
Statement of Changes in Equity.....	21
Capital Expenditure Projects.....	22
Long Term Financial Forecast and Measures of Financial Sustainability.....	25

4.0 Policy

Budget Policy	
Investment Policy	
Debt Policy	
Revenue Policy	
Revenue Statement	
Rate Recovery Policy 2018/2019	
Rate Rebates and Concessions Policy 2018/2019	
Crystal Creek Rural Fire Brigade Overall Plan - 2018/2019	
Crystal Creek Rural Fire Brigade Area - Map	
Bambaroo Rural Fire Brigade Overall Plan - 2018/2019	
Bambaroo Rural Fire Brigade Area - Map	
Seymour Rural Fire Brigade Overall Plan - 2018/2019	
Seymour Rural Fire Brigade Area - Map	
Stone River Rural Fire Brigade Overall Plan - 2018/2019	
Stone River Rural Fire Brigade Area - Map	
Toobanna Rural Fire Brigade Overall Plan - 2018/2019	
Toobanna Rural Fire Brigade Area - Map	
Brown Lane Special Rate Overall Plan - 2018/2019	
Business Activities Policy	



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ADOPTED AT COUNCIL SPECIAL BUDGET MEETING 12 JULY 2018

Budget presented to Council on 13 June 2018 for adoption on Thursday 12 July 2018 by the Mayor, Cr. R. Jayo.

Hinchinbrook Shire Council's 2018/2019 Budget has been prepared in accordance with the *Local Government Act 2009* and the *Local Government Regulation 2012*. The period covered by the Budget is for the three years ending 30 June 2021.

1.0 Statement of Estimated Financial Position

HINCHINBROOK SHIRE COUNCIL
STATEMENT OF ESTIMATED FINANCIAL POSITION 2017/2018

	Estimated Actual at 30 June 2018 \$000	Original Budget 2017-18 \$000
Income and Expenditure		
Recurrent Revenue		
Rates, levies and charges	24,758	24,979
Discounts and Remissions	(311)	(341)
	24,447	24,638
Contributions from developers	-	-
Fees and charges	870	1,059
Interest received	861	715
Rental income	167	
Sales revenue	714	940
Other income	169	26
Grants, subsidies, donations	2,641	1,261
Total Recurrent Revenue	29,869	28,639
Recurrent Expenses		
Employee benefits	(15,085)	(14,469)
Materials and services	(8,900)	(8,793)
Finance costs	(30)	(40)
Depreciation and amortisation	(8,450)	(8,450)
Total Recurrent Expenses	(32,465)	(31,752)
Net Operating Result	(2,596)	(3,113)
Capital Revenue		
Grants, subsidies, contributions and donations	4,872	4,718
Contributions from developers	19	-
Total Capital Revenue	4,891	4,718
Capital Income/(expenses)	194	-
Net Result	2,490	1,605

HINCHINBROOK SHIRE COUNCIL
STATEMENT OF ESTIMATED FINANCIAL POSITION 2017/2018 CONT.

	Estimated Actual at 30 June 2018	Original Budget 2017-18
Financial Position		
Assets		
Current Assets		
Cash and cash equivalents	27,469	17,644
Trade and other receivables	3,215	2,500
Inventories	392	400
	31,076	20,544
Non Current Assets		
Property, plant and equipment	300,191	283,835
Receivables		428
	300,191	284,263
Total Assets	331,268	304,807
Liabilities		
Current Liabilities		
Trade and other payables	3,332	1,450
Provisions	362	1,450
	3,693	2,900
Non Current Liabilities		
Trade and other payables	553	
Provisions	3,733	4,465
Non Current Liabilities	4,286	4,465
Total Liabilities	7,980	7,365
Net Community Assets	323,288	297,442
Community Equity		
Asset Revaluation Surplus	157,407	136,426
Retained Surplus / (Deficiency)	165,881	161,016
Total Community Equity	323,288	297,442

2.0
2018/2019
Mayor's Budget Address

Mayor's Budget Address

I am pleased to present the 2018/2019 Budget. It has been an extremely difficult budget to prepare, given the tight economic times facing the district at present and the largely unexpected changes by the Queensland Valuer-General to both rural and residential valuations – essentially significant movement in opposite directions.

The recent revaluation of the Shire has evidenced some massive changes in property values and whilst Council is proposing an increase in rate revenue to a forecast 1% general rate income, some 26% of properties in all sectors will experience a rate increase of above 5% on last year's rates. The variations in each category have made it impossible to avoid such increases, with the tools presently available to Council, whilst maintaining a modest increase in revenue to offset rising costs.

With little or no growth, revenue streams are decreasing whilst operating costs continue to rise. This year alone, non-discretionary operating costs such as electricity, insurance, fuel, wages and registration, to name a few, have increased by \$558,000.

A general rate revenue increase of 1% of general rate over the 2018/2019 financial year, as proposed, will net Council an additional \$166,200.

Water, sewerage, cleansing, waste and environmental charges are proposed to be increased by 1.89%, in line with the Council cost index issued by the Local Government Association of Queensland.

The overall increase in gross rates and utility charges combined compared with the 2017/2018 budget is 1.26%.

Council's priority for this budget has been to ensure that planning for the sustainable future of our region, through economic diversification opportunities continue, as well as ensuring services to the community and infrastructure are maintained at the appropriate level in accord with community expectation.

Without job creation it will be difficult to reverse the population decline that has plagued our region since 1996. A total capital expenditure program in the renewal or upgrade of infrastructure amounting to \$12.66 million is proposed including:

- Roads and bridges \$3.888 million
- Water and sewerage \$4.066 million
- Fleet replacement \$1.2 million

Capital Projects to enhance our community's lifestyle and the liveability of our region are proposed at \$1.5 million. Projects include: Lucinda swimming enclosure; adventure playground equipment at Forrest Beach; an additional pontoon at Dungeness; Lannercost Street and Herbert Street Park revitalisation and heritage style lighting upgrades in the Halifax main street. A further \$100,000 has been allocated to finalise the shared services, footpaths providing extension connecting the Palms Aged Care Facility with the Cartwright Street footpath network.

Capital for Council to pursue economic diversification activities previously commenced in the fields of tourism, events, business facilitation and agriculture has been budgeted to an amount of \$470,000. Works in this area include further environmental planning and study in the application processes for better marine access at both Dungeness and Forrest Beach. Maintenance dredging will again be carried out at Taylors Beach.

With planning and approval processes almost complete, beautification and refurbishment works to Lannercost and Herbert Street precincts to an amount of \$300,000 will be commissioned in the forthcoming financial year.

Council has allowed \$90,000 to continue to investigate the feasibility of a solar farm as a carry-over activity from the current financial year as an initiative to reducing costs into the future.

Council's community grants program will again distribute \$248,000 to local organisations. Council will continue to support Tasman Turtle, Australian-Italian Festival, T20-40 Cricket and Maraka to name a few.

Council will continue with its financial support towards sport and recreation for the youth of our district in various manners including:

- \$10,760 General rate relief to sporting associations occupying their own grounds for sporting activities
- \$1.8 million Operating and maintenance costs of park and recreational areas

Council will continue to provide its own rebate of 20% to a maximum of \$200 to pensioners in addition to the State Government rebate.

Council will continue with its objectives to establish our district as a flourishing tourist destination of choice as a job creator through its Hinchinbrook Way brand. Works to be undertaken include:

- Continuing to implement a comprehensive marketing campaign incorporating the Hinchinbrook Way, Hinchinbrook Way Walk, and Hinchinbrook Way Drive, to create an enviable lifestyle and contribute to the whole of life liveability of our Shire, to support the economic prosperity of our Shire.
- Refurbish the Hinchinbrook Visitor Information Lounge to align it with contemporary visitor expectations and embrace technology in line with today's society.
- Complete the Herbert Street park upgrade to create a welcoming place for locals and visitors to enjoy.
- Finish the final stage of Lannercost Street revitalisation with the installation of more seating, attractive flower pots and modern bins promoting the Shire.
- Finalise the Investment Prospectus and Economic Development Snapshot in order to promote the Shire's opportunities to the rest of the world.
- Continue to build on the achievements to date in the tourism arena to increase the attraction of tourists to the Shire. Partner with local tourism operators, businesses and the Hinchinbrook Way to build our capacity to attract the Townsville and wider tourism market. Take advantage of social media opportunities to further promote the Shire.
- Complete the installation of the Hinchinbrook Way Drive signage.

Roads maintenance remains a key priority in this year's budget with a view to improving our road network. Approximately \$7.7 million will be spent on road maintenance, operations and rehabilitation. \$450,000 will be spent on replacing Baileys Bridge at Stone River. Full details are available in the budget documents.

Approximately \$4.1 million has been allocated towards the operations and maintenance of our water and sewerage networks.

Approximately \$750,000 has been allocated to effect remediation works at the Warren's Hill Waste Management Facility to address long term environmental licensing requirements. A further \$500,000 is proposed to be spent on rectifying continuing problems associated with Council's information technology and communication infrastructure and network.

Council's vision to establish the district as a tourism destination of choice, leveraging the world renowned Wallaman Falls as a catalyst, will be enhanced by funding of a Master Plan towards establishment of activities catering to walking, bush walking, mountain biking and other eco-leisure pursuits.

From a disaster management aspect, funding of \$110,000 has been allocated towards assisting resilience building in local business and community groups. \$144,000 has also been allocated towards establishing an electronic flood height data system referencing residential floor heights throughout the district to river levels through the use of Lidar technologies.

What I have outlined above is only a snapshot of the proposed work, project and program activities. Full details can be found on Council's websites.

The 2018/2019 Operational Plan details the priority projects for Council over the following 12 months with a focus on pursuing economic diversification.

This budget reflects a responsible approach to encouraging business development to revitalise the economy in our district, whilst ensuring the sustainability of Council infrastructure and services into the future. \$44,000 has been allowed for business development incentives.

In conclusion, I believe that this budget delivers a program that will progress creation of job opportunities and economic growth and sustainability in a financially restrained and responsible manner.

It is generally thought that the Mayor is responsible for preparing and delivering the budget. That is not true in the case of our Council and I would like to thank my fellow Councillors for their willing participation and assistance in preparation of this budget over the last six months.

I would also like to thank our dedicated staff, in particular our Chief Executive Officer, the executive leadership and finance team who have worked very diligently towards achieving the best outcome for Council and our community under very demanding circumstances.

I formally move the 2018/2019 Hinchinbrook Shire Council Budget to you for adoption as presented and amended.



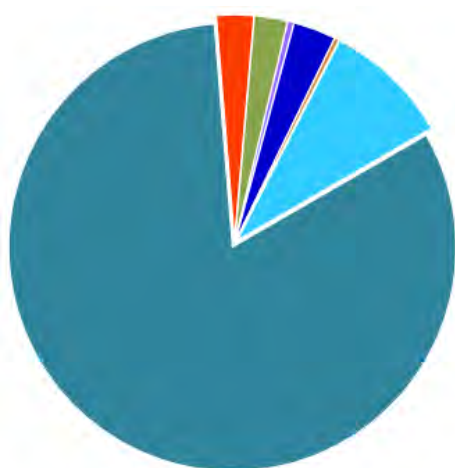
Councillor R. Jayo

MAYOR

12 July 2018

3.0 Budget at a Glance

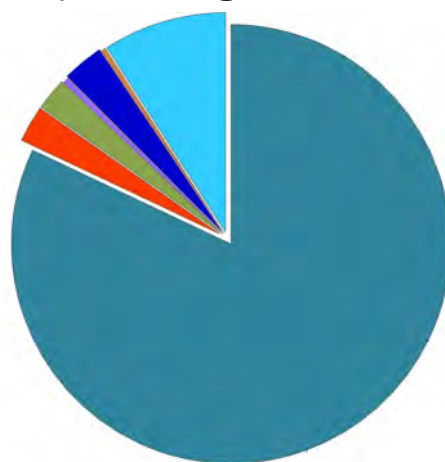
Operating Revenue 2018/2019 Budget - \$30.4 Million



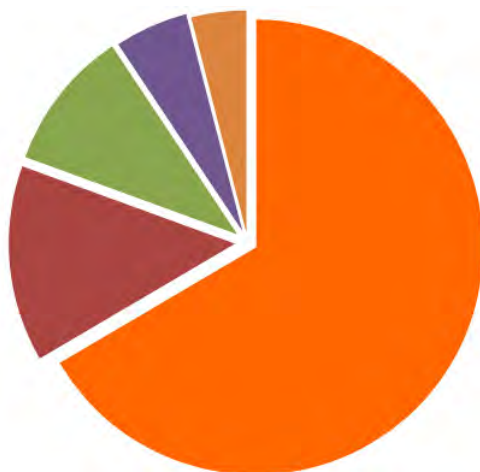
- Net Rates, Levies and Charges - 82%
- Fees and Charges - .7%
- Interest Received - 2.4%
- Rental Income - 0.4%
- Sales Revenue - 3.1%
- Other Income - 0.3%
- Grants and Subsidies - 9.1%

Operating Revenue 2017/2018 Budget - \$28.6 Million

- Net Rates, Levies and Charges - 86%
- Fees and Charges - 3.2%
- Interest Received - 2.5%
- Rental Income - 0.5%
- Sales Revenue - 3.3%
- Other Income - 0.1%
- Grants and Subsidies - 4.4%



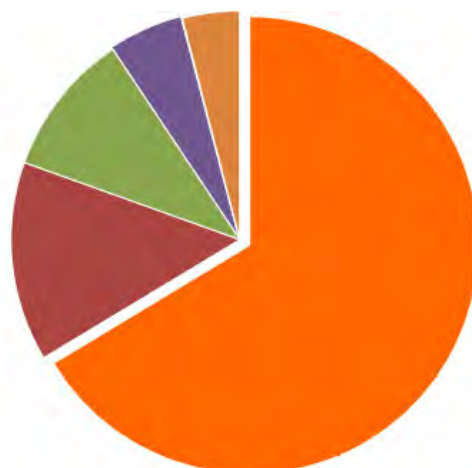
Gross Rate Revenue 2018/2019 Budget - \$25.29 Million



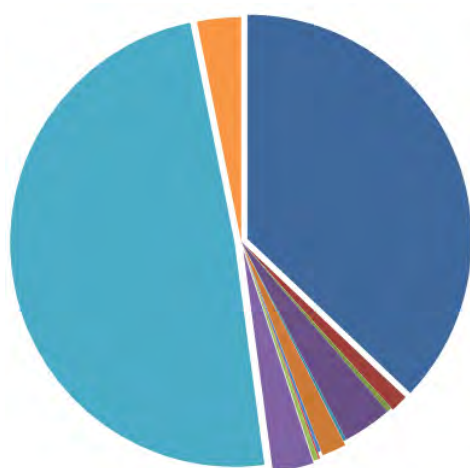
- General Rates - 66.4%
- Water Utility Charges - 14.1%
- Sewerage Utility Charges - 10.2%
- Cleansing Utility Charges - 5.3%
- Rural Fire Brigade Special Rate - 0.05%
- Waste and Environment Separate Charge - 4.0%

Gross Rate Revenue 2017/2018 Budget - \$24.98 Million

- General Rates - 66.54%
- Water Utility Charges - 14.02%
- Sewerage Utility Charges - 10.09%
- Cleansing Utility Charges - 5.3%
- Rural Fire Brigade Special Rate - 0.05%
- Waste and Environment Separate Charge - 4.0%



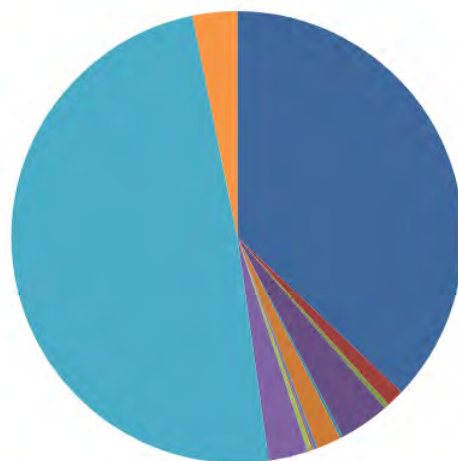
Gross General Rate 2018/2019 Budget - \$16.78 Million



- Category 1-3: Residential - 37.07%
- Category 4-6: Multi-Unit Residential - 1.26%
- Category 7: Community Purposes - 0.35%
- Category 8-9: Commercial - 3.56%
- Category 10: Drive in Shopping Centres - 0.22%
- Category 11: Industrial - 1.76%
- Category 12: Quarries - 0.22%
- Category 13: Island Land - 0.13%
- Category 14: Harbour Industries - 0.35%
- Category 15: Sugar Mills - 2.95%
- Category 16-18: Sugar Cane / Forestry - 48.96%
- Category 19: Rural / Other - 3.16%

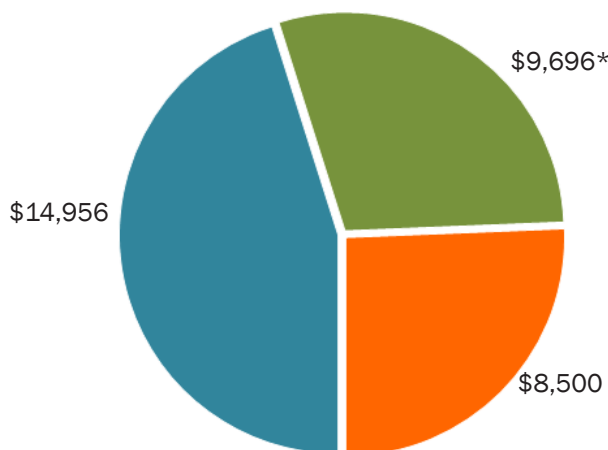
Gross General Rate 2017/2018 Budget - \$16.6 Million

- Category 1-3: Residential - 37.06%
- Category 4-6: Multi-Unit Residential - 1.27%
- Category 7: Community Purposes - 0.34%
- Category 8-9: Commercial - 3.58%
- Category 10: Drive in Shopping Centres - 0.22%
- Category 11: Industrial - 1.77%
- Category 12: Quarries - 0.23%
- Category 13: Island Land - 0.13%
- Category 14: Harbour Industries - 0.35%
- Category 15: Sugar Mills - 2.82%
- Category 16-18: Sugar Cane / Forestry - 49.02%
- Category 19: Rural / Other - 3.20%



Operating Expenditure

2018/2019 Budget

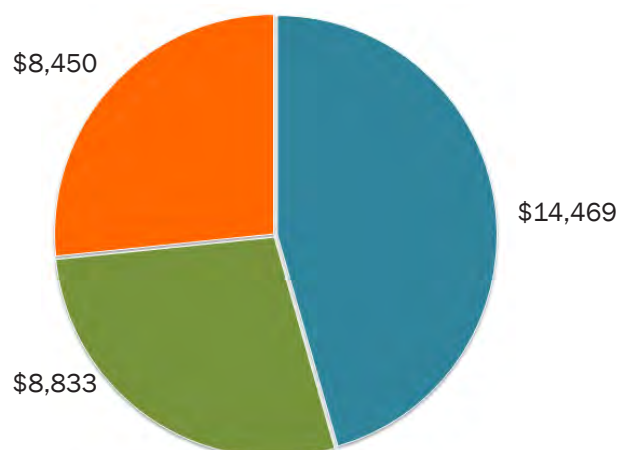


■ Employee Benefits

■ Materials and Services

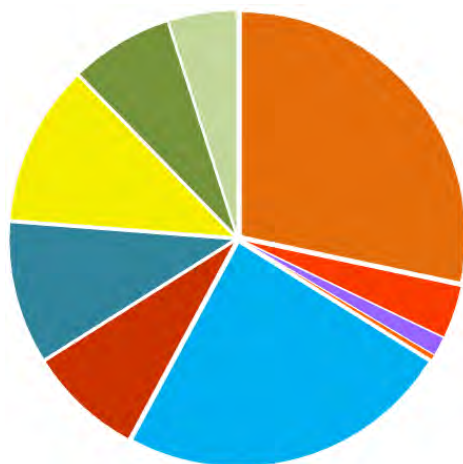
■ Depreciation and Amortisation

2017/2018 Budget



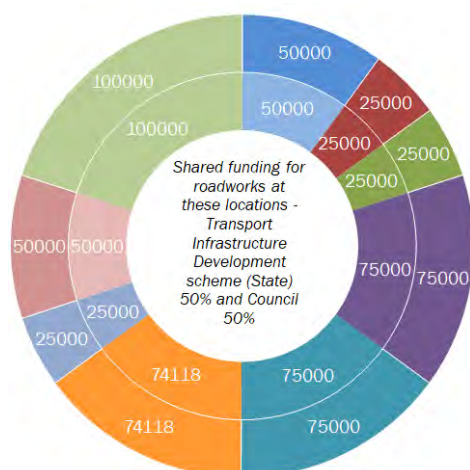
*Including \$400k State Gov't funded Coastal Hazard Adaptation Program

Capital Expenditure 2018/2019 Budget - \$12.65 Million



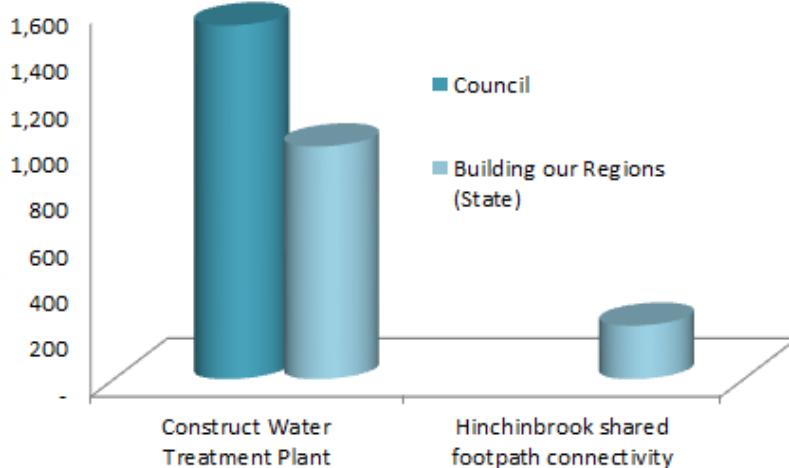
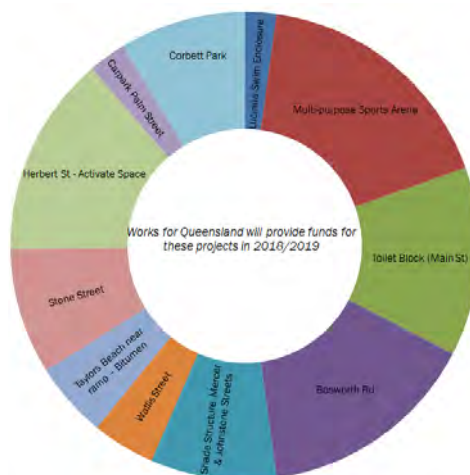
- Road and Bridge Network
- Footpath and Shared Pathways
- Marine Facilities
- Disaster Management
- Water
- Sewerage
- Fleet Renewal
- Economic Development and Community Facilities
- Environmental Services
- Core Administration Systems

Making the most of assistance from other levels of Government towards strategic directions the capital budget includes:



- Wallaman Falls Road
- Mt Fox Road
- Hawkins Creek Road
- Elphinstone Pocket Road
- Taylor's Beach Road
- Lannercost Extension Road
- Four Mile Road
- Cooks Lane
- Mt Gardiner Road

Building Our Regions State Government funds working with Council funds:



3.0 Financial Reports

HINCHINBROOK SHIRE COUNCIL

STATEMENT OF INCOME AND EXPENDITURE

	Budget 2017-18 Original \$000	Budget 2018-19 \$000	Forecast 2019-20 \$000	Forecast 2020-21 \$000
Income				
Revenue				
Recurrent Revenue				
Gross Rates, levies and charges	24,979	25,294	25,800	26,316
Discounts and remissions	(341)	(341)	(348)	(355)
Net rates, levies and charges	24,639	24,953	25,452	25,961
Contributions from developers	-	5	-	-
Fees and charges	911	816	832	849
Interest received	715	726	726	726
Rental income	147	130	132	135
Sales revenue	940	929	948	967
Other income	26	96	98	100
Grants and subsidies	1,261	2,770	2,770	2,770
Total Operating Revenue	28,639	30,424	30,957	31,507
Expenses				
Recurrent Expenses				
Employee benefits	(14,469)	(14,956)	(15,330)	(15,637)
Materials and services	(8,793)	(9,668)	(9,813)	(9,960)
NDRRA related	-	-	-	-
Finance costs	(40)	(28)	(28)	(28)
Depreciation and amortisation	(8,450)	(8,500)	(8,500)	(8,500)
Total Operating Expenses	(31,752)	(33,152)	(33,671)	(34,125)
Net Operating Result Profit/(Loss)	(3,113)	(2,728)	(2,714)	(2,619)
Capital Revenue				
Grants and subsidies	4,718	2,768	1,000	1,000
Contributions from developers	-	-	-	-
Total Capital Revenue	4,718	2,768	1,000	1,000
Capital Income/(Expenses)	-	(16)	-	-
Net Result	1,605	24	(1,714)	(1,619)
Movement in asset revaluation reserve	-	6,238	6,314	4,807
Total comprehensive income	1,605	6,262	4,600	3,188

Rates, Levies and Charges

Rates levies and charges include amounts invoiced for general rates, sewerage, water, water consumption, waste management and cleansing. The total value of the change in gross rates and utility charges between the 2017/2018 budget and the 2018/2019 budget is 1.26%.

This percentage is compiled from an increase in general rates of 1% and an increase in water, sewerage, cleansing and waste and environment charges of 1.89%. 1.89% is consistent with the Local Government Association of Queensland (LGAQ) Council Cost Index. The Council Cost Index is a composite index collated to represent the average cost increases experienced by Councils over the previous 12 months (December to December quarters).

HINCHINBROOK SHIRE COUNCIL
STATEMENT OF FINANCIAL POSITION

	Budget 30 June 2018	Budget 30 June 2019	Forecast 30 June 2020	Forecast 30 June 2021
	\$000	\$000	\$000	\$000
Assets				
Current Assets				
Cash and cash equivalents	17,644	16,500	16,500	16,500
Trade and other receivables	2,500	3,215	3,215	3,215
Inventories	400	392	392	392
	20,544	20,107	20,107	20,107
Non Current Assets				
Property, plant and equipment	283,835	317,422	322,022	325,210
Receivables	428	-	-	-
	284,263	317,422	322,022	325,210
Total Assets	304,807	337,529	342,129	345,317
Liabilities				
Current Liabilities				
Trade and other payables	1,450	3,331	3,331	3,331
Provisions	1,450	362	362	362
	2,900	3,693	3,693	3,693
Non Current Liabilities				
Trade and other payables		553	553	553
Provisions	4,465	3,733	3,733	3,733
Non Current Liabilities	4,465	4,286	4,286	4,286
Total Liabilities	7,365	7,979	7,979	7,979
Net Community Assets	297,442	329,550	334,150	337,338
Community Equity				
Asset Revaluation Surplus	136,426	163,645	169,959	174,766
Retained Surplus / (Deficiency)	161,016	165,905	164,191	162,572
Total Community Equity	297,442	329,550	334,150	337,338

HINCHINBROOK SHIRE COUNCIL CASH FLOW STATEMENT

	Budget 2017-18 Original \$000	Budget 2018-19 \$000	Forecast 2019-20 \$000	Forecast 2020-21 \$000
Cash Flows From Operating Activities:				
Receipts from customers	27,938	29,698	30,231	30,781
Payments to suppliers and employees	(23,302)	(24,652)	(25,171)	(25,625)
Interest received	715	726	726	726
Net Cash Inflow (Outflow) From Operating Activities	5,351	5,772	5,786	5,882
Cash Flows From Investing Activities:				
Capital Grants, subsidies, contributions and donations	4,818	2,768	1,000	1,000
Payments for property, plant and equipment	(14,525)	(12,659)	(6,786)	(6,882)
Allowance for further capital carry overs	(4,000)	(7,000)	-	-
Proceeds from sale of property plant and equipment	-	150	-	-
Net Cash Inflow (Outflow) From Investing Activities	(13,707)	(16,741)	(5,786)	(5,882)
Net Increase (Decrease) In Cash And Cash Equivalent Held	(8,356)	(10,969)	-	-
Cash And Cash Equivalents At Beginning Of The Financial Year	26,000	27,469	16,500	16,500
Cash And Cash Equivalents At End Of The Financial Year	17,644	16,500	16,500	16,500

HINCHINBROOK SHIRE COUNCIL STATEMENT OF CHANGES IN EQUITY

	Budget 2017-18 Original \$000	Budget 2018-19 \$000	Forecast 2019-20 \$000	Forecast 2020-21 \$000
Total Equity Movement				
Balance at beginning of period	295,837	323,288	329,550	334,150
Net Result for the period	1,605	24	(1,714)	(1,619)
Revaluations/Transfers	-	6,238	6,314	4,807
Total comprehensive income for the year	1,605	6,262	4,600	3,188
Balance at End of Period	297,442	329,550	334,150	337,338
Retained surplus/(deficit) Movement				
Balance at beginning of period	159,411	165,881	165,905	164,191
Net result for the period	1,605	24	(1,714)	(1,619)
Balance at end of period	161,016	165,905	164,191	162,572
Asset revaluation surplus Movement				
Balance at beginning of period	136,426	157,407	163,645	169,959
Revaluations/Transfers	-	6,238	6,314	4,807
Balance at end of period	136,426	163,645	169,959	174,766

HINCHINBROOK SHIRE COUNCIL
CAPITAL EXPENDITURE PROJECTS 2018/2019

	Rate Funded	Grant & Subsidy Funded	Carry Over	Total
	\$000	\$000	\$000	\$000
INFRASTRUCTURE SERVICES DEPARTMENT				
Roads, Bridges, Footpaths and Marine				
Wallaman Falls Road - Reseal Works	50	50		100
Mt Fox Road - Pavement, Sealing and Drainage Works	25	25		50
Hawkins Creek Road - Pavement Sealing and Drainage Works	25	25		50
Elphinstone Pocket Road	75	75		150
Taylors Beach Road	75	75		150
Lannercost Extension Road	74	74		148
Four Mile Road	25	25		50
Cooks Lane	50	50		100
Bridge Inspections And Designs	150			150
Dalrymple Creek - Hawkins Creek Road	120			120
Macknade Creek Bridge - Old Wharf Road	70			70
Rehabilitation Program K & C	150			150
Rehabilitation Program Footpath	100			100
Annual Reseal Program	356			356
Rehabilitation Program - Replace Grated Entry With Kerb Entry	20			20
Drainage Upgrade Program	150			150
Lyons street	330			330
Sealing Turnout Program	100			100
Neilsen Street	220			220
Marina Parade - Culdesac Works - Dutton Street End	134			134
River Avenue	38			38
Cassady Beach Access Road Improvements	30			30
Mt Gardiner Road - Ch 900 To Ch 3500 - Seal Extension	100	100		200
Kerb Crossing Improvements To Non Compliant Crossings	60			60
Sir Arthur Fadden Parade - Palms Aged Care To Victoria Mill Rd	100			100
Palm Creek Walkway - Boardwalk	54			54
Hinchinbrook shared footpath connectivity project		230		230
Kerb Crossing Improvements To Non Compliant Crossings		82		82
Marine Facilities				
Dungeness Commercial Wharf	75			75
Taylors Beach Dredging	100			100
Other				
Ingham Aerodrome	21			21
Survey Equipment Replacement	108			108
Safety And Amenity Improvement Program	55			55
Flood monitoring instruments		37		37
Total Roads, Bridges, Footpaths and Marine Facilities	3,040	848	-	3,888
SEWERAGE				
Replace Hypo Storage Tank_ Ingham Stp	10			10
Replace Hypo Storage Tank_ Lucinda Stp	3			3
Outletwetlands Stp - Sensors	15			15
Structural Refurbishment / Replacement Sps	300			300
Reline 150 Mm Gravity Sewers	250			250
Manhole Refurbishment	100			100
Replace Tlc-02-01 Rtu To Tlx	15			15
Replace Switchboard And Pole - Sps	100			100
General Sewerage Pump Replacement (Includes Identifeid Replacements	40			40
New Inlet Structure To Ing Stp And Peak Flow Bypass	50			50
Bypass Mains Identified By Hydraulic Models	100			100
Duplicate Sps1 Rising Main Planning/design	50			50
Total Sewerage	1,033	-	-	1,033

HINCHINBROOK SHIRE COUNCIL
CAPITAL EXPENDITURE PROJECTS 2018/2019 CONT.

	Rate Funded	Grant & Subsidy Funded	Carry Over	Total
	\$000	\$000	\$000	\$000
WATER				
Replace Hypo Storage Tank_ Depot Wtp *2	8			8
Replace Hypo Storage Tank_ Macknade Wtp *1	5			5
Replace Hypo Storage Tank_ Halifax Wtp *1	5			5
Replace Hypo Storage Tank_ Halifax Depot *1	5			5
Replace Hypo Storage Tank_ Forrest Bch Wtp *2	8			8
Replace Hypo Storage Tank_ Ingham Wps*2	8			8
Replace Hypo Storage Tank_ Halifax Depot *1	5			5
Replace Lucinda Booster Pump Set	60			60
Generator Set - Water Pumping Stations	60			60
Renewal Of Existing Water Connections	20			20
Water Main Replacements Future	200			200
Fire Hydrant Replacements	25			25
Valve Replacements	15			15
Construct Wtp	1,520	1,000		2,520
Installation Of New Water Connections	30			30
Ups Backup System For Ingham/halifax/forrest Beach Towers	30			30
Upgrade Water Switchboard With Plc Control	30			30
Total Water	2,033	1,000	-	3,033
FLEET				
Fleet Replacement Program	1,291			1,291
Total Fleet	1,291	-	-	1,291
Total Infrastructure, Services Delivery	7,396	1,848	-	9,244
ECONOMIC DEVELOPMENT AND ENVIRONMENTAL SERVICES				
TYTO developments	70			70
Heritage Style Lights Main Street Halifax	70			70
Environmental work	100			100
Traffic flow	15			15
GIS mapping for weeds	25			25
Seating and Footpath management plans	10			10
Landfill remediation	777			777
Total Economic Development and Environmental Services	1,067	-	-	1,067
CORPORATE SERVICES				
Information Technology				
Photocopiers	15			15
Infrastructure Renewal Project Information Technology	471			471
UPS Batteries - Depot	5			5
Citrix Netscaler 5550 Unit Replacements	60			60
HP Wireless Access Points	3			3
Halifax Library Public Wifi and Corp Wifi	3			3
VPN Solution for Council	6			6
Email Archiving Solution	5			5
MS Server License 2012 - Required for Exclaimer solution	1			1
Upgrade to Pest Shed - Microwave Link	10			10
Facilities				
Renewals and Improvements	330			330
Stores				
Covered Fuel bowser	45			45
Bar code system	5			5
Total Corporate Services	958	-	-	958

HINCHINBROOK SHIRE COUNCIL
CAPITAL EXPENDITURE PROJECTS 2018/2019 CONT.

	Rate Funded	Grant & Subsidy Funded	Carry Over	Total
	\$000	\$000	\$000	\$000
CEO OFFICE				
Camera Equipment for Media Office	10			10
Airport development plan			20	20
Marine Access – Dungeness and Forrest Beach			100	100
Planning and development costs for motor sport precinct			20	20
Recreational / Adventure Tourism Plan			50	50
Upgrade of Disaster Management Radio Systems			10	10
Agricultural Diversification Program			30	30
Total CEO Office	10	-	230	240
Works for Queensland (W4Q) Capital Funding Program				
Lucinda Swimming Enclosure		25		25
Horse Arena		200		200
Toilet Block (Main Street)		150		150
Bosworth Rd (Forrest Beach Rd turnoff - Forrest Beach side of causeway)		175		175
Shade Structure (Mercer Street and Johnstone Street)		100		100
Wallis Street, Trebonne - Bitumen Widen		50		50
North End Taylors Beach near ramp – Bitumen		60		60
Stone Street, Ingham		100		100
Herbert Street - Activate Space		160		160
Bitumen Reseal of gravel carpark Palm Street		30		30
Picnic Tables, shade covers, and expanded play area at Corbett Park		100		100
Total W4Q	-	1,150	-	1,150
TOTAL CAPITAL PROJECTS	9,431	2,998	230	12,659

HINCHINBROOK SHIRE COUNCIL LONG TERM FINANCIAL FORECAST

	Budget 2018-19 \$000	Forecast 2019-20 \$000	Forecast 2020-21 \$000	Forecast 2021-22 \$000	Forecast 2022-23 \$000	Forecast 2023-24 \$000	Forecast 2024-25 \$000	Forecast 2025-26 \$000	Forecast 2026-27 \$000	Forecast 2027-28 \$000
Income & Expenditure										
Operating income	30,424	30,957	31,507	32,137	32,941	33,764	34,608	35,473	36,360	37,269
Operating Expenditure										
Employee costs	(14,956)	(15,330)	(15,637)	(15,872)	(16,110)	(16,351)	(16,597)	(16,845)	(17,098)	(17,355)
Materials and services	(9,696)	(9,841)	(9,988)	(10,138)	(10,290)	(10,444)	(10,601)	(10,760)	(10,921)	(11,085)
Depreciation	(8,500)	(8,500)	(8,500)	(8,550)	(8,550)	(8,550)	(8,550)	(8,550)	(8,550)	(8,549)
Total operating Expenditure	(33,152)	(33,671)	(34,125)	(34,559)	(34,950)	(35,346)	(35,747)	(36,155)	(36,569)	(36,989)
Operating Surplus/(Deficit)	(2,728)	(2,714)	(2,619)	(2,422)	(2,009)	(1,581)	(1,139)	(682)	(209)	280
Capital Grants and Subsidies	2,768	1000	1000	1000	1000	1000	1000	1000	1000	1000
Capital Income/(Expenses)	(16)	-	-	-	-	-	-	-	-	-
Net Result	24	(1,714)	(1,619)	(1,422)	(1,009)	(581)	(139)	318	791	1,280
Movement in asset revaluation reserve	6,238	6,314	4,807	-	-	-	-	-	-	-
Total comprehensive Income	6,262	4,600	3,188	(1,422)	(1,009)	(581)	(139)	318	791	1,280
Cash Flow										
Operating Revenue	30,424	30,957	31,507	32,137	32,941	33,764	34,608	35,473	36,360	37,269
Capital Revenue	2,768	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Proceeds from sale of assets	150	-	-	-	-	-	-	-	-	-
Operating Expenditure excluding depreciation	(24,652)	(25,171)	(25,625)	(26,009)	(26,400)	(26,796)	(27,197)	(27,605)	(28,019)	(28,440)
Capital Expenditure	(12,659)	(6,786)	(6,882)	(7,128)	(7,541)	(7,969)	(8,411)	(8,868)	(9,341)	(9,829)
Allowance for capital carry overs	(7,000)									
Bank Increase/(decrease)	(10,969)	-	-	-	-	-	-	-	-	-
Bank balance at end of year	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500	16,500
Financial Position										
Assets	337,529	342,129	345,318	343,896	342,887	342,305	342,166	342,484	343,275	344,555
Liabilities	7,979	7,979	7,979	7,979	7,979	7,979	7,979	7,979	7,979	7,979
Equity	329,550	334,150	337,338	335,917	334,908	334,326	334,187	334,505	335,296	336,576

HINCHINBROOK SHIRE COUNCIL LONG TERM FINANCIAL FORECAST CONT.

	Budget 2018-19 \$000	Forecast 2019-20 \$000	Forecast 2020-21 \$000	Forecast 2021-22 \$000	Forecast 2022-23 \$000	Forecast 2023-24 \$000	Forecast 2024-25 \$000	Forecast 2025-26 \$000	Forecast 2026-27 \$000	Forecast 2027-28 \$000
Measures of Financial Sustainability										
Operating surplus ratio										
Target 0% to 10%										
Net operating result divided by total operating revenue	(9.0%)	(8.8%)	(8.3%)	(7.5%)	(6.1%)	(4.7%)	(3.3%)	(1.9%)	(0.6%)	0.8%
Asset sustainability ratio										
Target greater than 90%										
Capital expenditure on the replacement of assets (renewals) divided by depreciation expense.	70%	68%	69%	72%	77%	82%	87%	92%	98%	103%
Net financial liabilities ratio										
Target not greater than 60%										
Total liabilities less current assets divided by total operating revenue	(40%)	(39%)	(38%)	(38%)	(37%)	(36%)	(35%)	(34%)	(33%)	(33%)

4.0 Policy

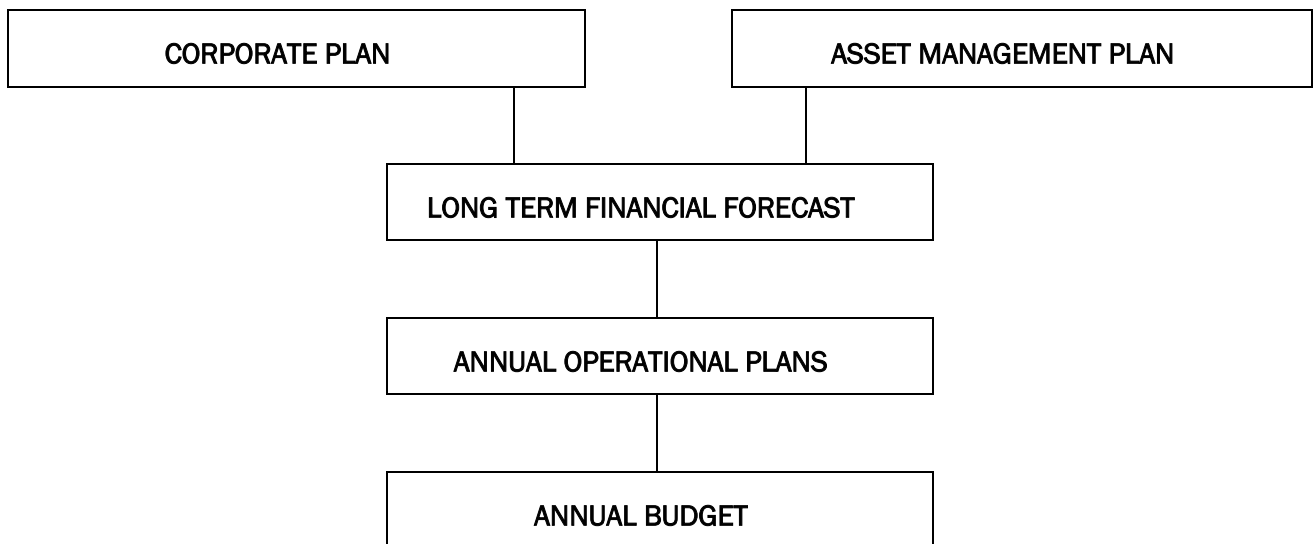
Budget Policy
Investment Policy
Debt Policy
Revenue Policy
Revenue Statement
Rate Recovery Policy 2018/2019
Rate Rebates and Concessions Policy 2018/2019
Crystal Creek Rural Fire Brigade Overall Plan - 2018/2018
Crystal Creek Rural Fire Brigade Area - Map
Bambaroo Rural Fire Brigade Overall Plan - 2018/2019
Bambaroo Rural Fire Brigade Area - Map
Seymour Rural Fire Brigade Overall Plan - 2018/2019
Seymour Rural Fire Brigade Area - Map
Stone River Rural Fire Brigade Overall Plan - 2018/2019
Stone River Rural Fire Brigade Area - Map
Toobanna Rural Fire Brigade Overall Plan - 2018/2019
Toobanna Rural Fire Brigade Area - Map
Brown Lane Special Rate Overall Plan - 2018/2019
Business Activities Policy

1. Policy Statement

Hinchinbrook Shire Council's budget cycle is aimed at addressing the need for:

- effective long term financial management
- detailed annual budgets supporting Council's operating plans and revenue decisions
- reviews to address progress against the annual operating plan and
- reviews to align the budget with actual results.

The overarching policy framework is illustrated as follows:



2. Scope

This policy applies to Council's corporate budgeting activities including the annual budget and any subsequent reviews.

3. Responsibility

The Chief Financial Officer is responsible for the implementation and maintenance of the requirements of this Policy.

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Authorised By: Chief Financial Officer

Document Maintained By: Corporate Services

ECM Number: 2249461

Version No: 2.0

Initial Date of Adoption: 30 June 2015

Current Version Adopted: 12 July 2018

Next Review Date: 30 June 2019

4. Definitions

To assist in interpretation the following definitions shall apply:

Council shall mean Hinchinbrook Shire Council.

Adopted Budget shall mean the original budget for Hinchinbrook Shire Council for the financial year including any amendments to the budget adopted by the Council under section 170 of the Regulation.

The Act shall mean *Local Government Act 2009*.

The Regulation shall mean *Local Government Regulation 2012*

Long-Term Financial Forecast shall mean a document that –

- (a) contains a forecast of income and expenditure and the value of assets, liabilities and equity for each year during the period of the forecast.
- (b) states the relevant measures of financial sustainability for the period of the forecast.
- (c) covers a period of at least 10 years and is reviewed annually.

Corporate Plan shall mean a document that outlines the local government's objectives, and the nature and scope of the activities proposed to be carried out.

Asset Management Plan shall mean a document, or series of documents, that outlines the local government's plan for managing its infrastructure and other assets to deliver its planned level of service.

5. Background

Council is a large enterprise providing a wide range of services, many of them significant, to all parts of the community. It is important that guidelines are established to assist in providing financial rigour to these activities. This includes guidelines to:

- clarify limitations on the release of budgetary information prior to the formal adoption of the budget
- ensure that Council reports are presented in a fiscally responsible manner
- provide guidance in the preparation of the budget reviews
- ensure that required amendments to the budget are made in a timely manner
- ensure consistency with Council's Long Term Financial Forecast and Long Term Asset Management Plans

6. Policy

6.1 Council Meeting Reports

The following principles are to be applied by officers when compiling official Council meeting reports:-

- (a) Recommendations presented to Council that have the effect of increasing expenditure or reducing income (if adopted) **MUST** indicate where alternative funding is to be sourced from
- (b) no report is to include a recommendation that “funds are to be identified at the next review” or that “the project be included in next year’s budget” (although the item may be **listed for consideration** in either the next review or the following year’s budget).

Note: These two statements have the effect of committing Council to works that it may not be able to fund.

- (c) circumstances may arise that require a ‘reserve pool’ to be established for a specific purpose. Where a recommendation states that funds are to be allocated from a reserve pool, the report **MUST** include the current balance of the relevant reserve. This will enable Councillors to be fully informed prior to approving the allocation.
- (d) where an item that has a financial implication is raised in the General Business section at a Council Meeting, a report is to be presented to a future meeting so that possible funding can be identified before the recommendation is adopted.
- (e) the capital budget is a “project” budget. Each member of the Executive Team is required to include, in their monthly reporting to Council, a summary of the status of each of their capital projects. Each status is to include a comparison of allocated budget, year to date expenditure and full year forecast expenditure. The Executive Team can transfer ‘underspends’ on one capital project to other approved capital projects but they can not use underspends to fund new capital projects.

6.2 Annual Budget Consideration

Throughout a financial year Council may consider matters which may result in a referral to future budget considerations. Where this occurs in an open Council meeting it becomes a matter of public knowledge. These matters must be consistent with Council’s Long Term Financial Forecast, when adopted.

During the lead up to the adoption of the original annual budget for a particular financial year, detailed presentations and working papers are provided to Councillors. The presentations and working papers may include potential expenditure, pricing and rating considerations and various scenarios on options to be considered before the adoption of the budget. This includes information pertaining to Council’s commercial and general activities.

In the case of commercial activities, the disclosure of detailed pricing and expenditure information may be potentially detrimental to Council’s competitive position. Consequently such information is to be treated as confidential. Commercial activities include those activities

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Current Version Adopted: 12 July 2018

Next Review Date: 30 June 2019

defined as significant business activities in accordance with section 19 of the *Local Government Regulation 2012*.

While there are no commercial considerations within Council's current general activities, the premature release of financial information being considered as part of budget deliberations may cause conjecture on the likely outcomes. The subtlety between information presented to Councillors to assist them with decision making and the intent of Council after considering all information, may be lost in public disclosure. In order to prevent misleading information in the media or unfounded public conjecture, it is therefore necessary to control the public release of information prior to the formal adoption of the budget.

As a matter of policy, all budget working papers including material presented on possible pricing, rating and expenditure is to be treated as 'strictly confidential'.

In some instances portions of the above information may normally (outside of the budget process) be used to answer inquiries or comments from members of the public. In recognition of the operational need to continue to respond to public inquiries/comment during the budget preparation, the Mayor and CEO (or CEO delegate) are authorised to exercise discretion in releasing information which would otherwise be considered confidential under this policy.

6.3 Budget Reviews: Key Statements and Key Principles

Overview: Key Statements in the Approved Budget

Three main types of financial report may be included in the Approved Budget report:

1. Long Term Financial Forecast
2. Key Operating Statements (eg Statement of Income and Expenditure, Statement of Financial Position, Cash Flow Statement and Statement of Changes in Equity)
3. Capital Projects
4. Where appropriate, activities to which the Code of Competitive Conduct apply

For the purposes of this section, these financial reports are collectively referred to as the "Key Budget Financial Reports".

The Budgeted Statement of Income and Expenditure for the new financial year should be similar to the figures contained (for that particular year) in the prior year's Long Term Financial Forecast. Accordingly, a good starting position for the development of a Budget for any particular year is the previous year's Long Term Financial Forecast.

With regards to the Key Operating Statements, it should be recognized that:

- the Statement of Income and Expenditure drives the movements in the other Operating Statements and
- most officers, in discharging their day to day fiscal responsibilities, are only concerned with the Statement of Income and Expenditure

The Statement of Income and Expenditure generally comprises:

- a list of key recurrent Operating Income and Expenditure categories and their respective Budgets
(The difference between these two budget categories is the “*Operating Surplus/Deficit*”)
- Other Income and Expenditure (usually associated with Capital activity, non recurrent activity and/or NDRRA activity)
(When added/subtracted to/from the *Operating Surplus/Deficit*, this determines the budgeted “*Net Surplus/Deficit*” for the year)

Budget Reviews

Each Annual Budget is scheduled to be approved before the start of the financial year to which it relates.

During each financial year, after the year’s Budget has been approved, conditions may change that give rise to new budget items being required and/or existing budget items need to be reviewed and amended. Only emergent projects/expenditure items should generally be incorporated into Budget amendments.

Any budget change that results in a Total or Sub Total on the Statement of Income and Expenditure changing requires Council approval. Where such change results in a significant change to any of the Key Budget Financial Reports, the Report to Council requesting the change must be supported by amended versions of the Key Budget Financial Reports.

At least one mid-year Budget Review will usually be conducted during each year, resulting in a full report to Council. This report may include new budget items and if so, will be accompanied by amended Key Budget Financial Reports. *Note: The overall intention for the Budget Reviews is to review performance and assess financial position.*

Opening Balances and Carry Forwards

A key element of each year’s Budget is the budgeted *Opening Bank Balance*. As each year’s Budget is typically prepared before the end of the preceding financial year, the budgeted Opening Bank Balance is based on several key assumptions and estimates – most notably expenditure on capital projects, payment of certain significant operational activities, the receipt of significant grants and NDRRA related income and expenditure. **Where the payment and/or receipt of these items is deferred from one financial year to the next, Council is no worse off.** However, in these circumstances the Approved Budget may require amending to incorporate the required ‘carry forwards’.

As a result of this, within the first quarter of each new financial year, a report will be provided to Council that reconciles the ‘*actual opening bank balance*’ to the ‘*budgeted opening bank balance*’ and summarises the prior year budget items that caused the difference and which need to be carried into the new financial year. This report will be accompanied by an amended Long Term Financial Forecast and Statement of Income and Expenditure as necessary.

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Budgets that are allocated to operating activities can only be carried forward from one year to the next if they are specifically identified during the budget process. Such budgets are not automatically carried forward.

Similarly, where income is received for a specific project in one year but not fully expended at year end, the officer responsible for the project needs to make sure the unspent income is identified during the budget process as an item required to be carried over to the next financial year. Unspent income is not automatically included in the subsequent year's budget.

7. Legal Parameters

Local Government Act 2009

Local Government Regulation 2012

8. Associated Documents

Annual Budget

DOCUMENT HISTORY AND STATUS						
Action		Name		Position	Signed	Date
Approved by Acting CEO		R Ferguson		Acting CEO		12/07/2018
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1. Policy Statement

To set guidelines and boundaries for the investment of Hinchinbrook Shire Council surplus cash balances which meet the requirements of the *Statutory Bodies Financial Arrangements (SBFA) Act 1982* and its regulation, support Council's investment and risk philosophy and provide a sequential process to be followed in undertaking investment activities.

2. Scope

This policy applies to the investment of all cash holdings of Hinchinbrook Shire Council.

3. Responsibility

The Chief Financial Officer is responsible for ensuring that this policy is understood and followed.

4. Definitions

Surplus Cash Balances - For the purpose of this policy, surplus cash balances are Council's cash holdings available for investment at any one time after consideration of the amount and timing of Council's cash flow needs. Surplus cash balances do not include Council's trust account balances which are to be invested with Commonwealth Bank Business Online Saver Account.

Authorised Investments – Authorised investments are as permitted under the *SBFA Act 1982*, and in accordance with the Category 1 Investment Powers applicable to Hinchinbrook Shire Council under the *SBFA Regulation 2007*.

Prescribed Investment Arrangements – Investments listed at Schedule 6 of the *SBFA Regulation 2007*.

5. Policy

Investment Risk Philosophy

Council maintains a conservative and risk averse investment philosophy for its surplus cash investments. As the custodian of public monies Council chooses to secure its capital base but take the opportunity to produce revenue from cash assets as far as possible within established risk averse constraints.

Objective

- To maximise earnings with funds not immediately required for financial commitments.
- To invest funds at the most advantageous rate of interest available to it at the time, for that investment type, and in a way that it considers the most appropriate given the circumstances.
- To preserve capital.

Prudent Person Standard

Officers responsible for investing local government funds must act with a duty of care, skill, prudence and diligence that a prudent person would exercise when investing and managing their own funds. Conflicts of interest must be recorded and disclosed to the Chief Executive Officer.

Range of Investments

Hinchinbrook Shire Council has Category 1 investment power under the *SBFA Act 1982*.

A Category 1 investor is permitted to invest at call or for a fixed period of no more than one year in the following ways:

- Deposits with a financial institution;
- Investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
- Other investment arrangements secured by investment arrangements accepted, guaranteed or issued by or for the Commonwealth or a State or a financial institution;
- Investment arrangements, managed or offered by QIC or QTC, prescribed under a regulation of the *SBFA Act 1982*;
- An investment arrangement with a rating prescribed under a regulation of the *SBFA Act 1982*;
- Other investment arrangements prescribed under a regulation of the *SBFA Act 1982*.

All investments must be denominated in Australian Dollars and undertaken in Australia.

The QIC Cash Fund, QTC Capital Guaranteed Cash Fund, QTC Debt Offset Facility, QTC Fixed Rate Deposit (up to 12 months) and the QTC Working Capital Facility are prescribed investment arrangements. Standard and Poor's (Australia) Pty Ltd ratings of A-1+, A-1, Aam or AAam are prescribed ratings.

Assessment of Surplus Cash Balance

Surplus cash balances must be determined in accordance with the Investment procedure.

Credit Risk Guidelines

The minimum and maximum invested surplus cash with any line of credit risk must conform with the following:

Table A:

Long-term credit rating# or financial institution	Short-term credit rating#	Minimum % of total investments or minimum value	Maximum % of total investments or maximum value	Maximum Term
QTC Capital Guaranteed Cash Fund		20%	100%	(At Call)

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AAA	A-1+	0	50%	1 year
AA to AA-	A-1+	0	40%	1 year
A+ to A-	A-1	0	30%	6 months
BBB+ to BBB	A-2	0	20%	6 months
BBB-	A-3	0	5%	3 months
Unrated **	Unrated**	0	\$500,000	30 days

Most recently available credit ratings from Standard & Poor's.

**Most building societies and credit unions are unrated financial institutions.

Table A: Credit Risk Guidelines

- QTC recommends that caution should be exercised with respect to investing funds with unrated institutions. Hinchinbrook Shire Council may choose to invest with an unrated facility to encourage that facility to remain in the Hinchinbrook Shire. The decision to invest in an unrated facility must be balanced off against the credit worthiness of the institution.
- The credit worthiness of an unrated financial institution should be assessed with regard to the most recent audited financial statements and Capital Adequacy Disclosure of that institution.
- Before rollover of existing investments or undertaking new investments the credit rating of the investment institutions used or intended to be used by Council should be assessed.
- In the event of published economic downturn or instability the credit rating of the investment institutions used by Council should be reassessed and remedial action taken if necessary.
- Queensland Treasury Corporation may be used to assist with financial institution credit ratings. This information should be available from the relevant financial institution web site.

Quotations and Fair Value

At least three (3) verbal quotations must be obtained and noted from authorised institutions when investing surplus cash however this requirement does not apply to investing within the prescribed investment arrangements.

In general, financial institutions with lower credit ratings have a higher credit risk and therefore, the interest rate received on the investment should be higher reflecting the higher level of risk.

The quotes received should be considered relative to the assessed risk of the financial institution.

Terms to maturity

The term to maturity of the surplus cash investment must be determined taking into consideration Council's future cash flow needs, credit risk guidelines and the prevailing outlook regarding interest rates.

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The term cannot exceed one (1) year for any investment.

Reporting requirements

Reporting procedures must be established to ensure the investments are being reviewed and overseen regularly.

6. Legal Parameters

Statutory Bodies Financial Arrangements (SBFA) Act 1982.

Statutory Bodies Financial Arrangements (SBFA) Regulation 2007.

Local Government Regulation 2012.

7. Associated Documents

Investment Procedure

DOCUMENT HISTORY AND STATUS						
Action		Name		Position	Signed	Date
Approved by Acting CEO		R Ferguson		Acting CEO		12/07/2018
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1. Policy Statement

The objective of this policy is to ensure that Council complies with Section 192 of the *Local Government Regulation 2012*, with regards to the development of a Debt Policy.

Background

Legislation requires the policy to include;

- a) New borrowings planned for the current financial year and the next 9 financial years; and
- b) The purposes of the new borrowings; and
- c) The time over which it is planned to repay existing and proposed borrowings.

2. Policy

There are no planned borrowings in 2018-2019 or during the next nine (9) financial years.

Short Term Finance

Council has Treasury approval to operate an overdraft facility to the value of \$150,000 for short-term finance for operational cash-flow purposes. Council operates a consolidated account with Commonwealth Bank of Australia that facilitates this overdraft facility.

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1. PURPOSE

The Revenue Policy provides the parameters under which Council develops its annual budget.

2. SCOPE

This policy applies to all aspects of making, levying, recovering and granting concessions for rates and utility charges, and setting of cost-recovery fees and infrastructure charges for the Council.

3. RESPONSIBILITY

Councillors, the Chief Executive Officer, the Chief Financial Officer and the Financial Services Department are responsible for ensuring that this policy is understood and followed.

4. DEFINITIONS

The definitions for the terms rates and charges, concessions and cost-recovery used in this policy can be found in the *Local Government Act 2009*, *Local Government Regulation 2012* and *Land Valuation Act 2010*.

The definition of developer charges relates to those charges that can be applied by Council on developments as set out in the *Sustainable Planning Act 2009*.

5. POLICY

5.1 General Principles

The general principles of revenues set by Council are:

- Simple methods of charging that reflect a contribution to services provided
- Provide equity of contribution based on the economic situation of the community
- Owners and occupiers of the land that are serviced by Council are easily identified
- Council can demonstrate the provision of service delivery
- Decisions are taken based on the whole of the Council area
- Transparency in the making of rates and charges.

5.2 Principles used for the levying of rates and charges

While levying rates and charges the Council will seek to achieve financial sustainability while minimising the impact of council rates and charges upon the community, and distributing the burden of payment equitably across the community.

Council accepts that land valuations are an appropriate basis to achieve the equitable imposition of general rates, with differential rating categories determined by land use, ownership, location and development potential.

When levying the rates and charges, the council will:

1. have regard to its long-term financial forecast
2. seek to minimise the revenue required to be raised from rates and charges by:
 - maximising income from available grants and subsidies
 - impose cost-recovery fees in respect of services and activities for which it believes cost-recovery is appropriate
3. having regard to the prevailing local economic conditions, when possible make increases incremental in an attempt to avoid significant price escalation in any one year.

5.3 Principles used for recovering overdue rates and charges

Council will exercise its rate recovery powers in order to reduce the overall rate burden on ratepayers by:

- making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations
- making the processes used to recover outstanding rates and utility charges clear, simple to administer and cost effective
- considering the capacity to pay in determining appropriate payment plans for different sectors of the community
- providing the same treatment for ratepayers with similar circumstances
- responding when necessary to changes in the local economy.

5.4 Principles used in the granting of Concessions for rates and charges

Generally, all ratepayers should meet their obligations to Council but Council will support desirable community objectives by providing concessions for certain categories of land owner and in respect of properties used for certain purposes.

The purpose of these concessions is to:

- reduce the financial burden of rates and charges payable by pensioners
- support not-for-profit organisations where the land used is considered to contribute to the social, cultural, economic or sporting welfare of the community
- support entities that provide assistance or encouragement for arts or cultural development
- encourage the preservation, restoration or maintenance of land that is of cultural, environmental, historic, heritage or scientific significance
- provide relief to ratepayers by partially remitting water consumption charges in cases of financial hardship resulting from an undetectable water leak which has occurred on a ratepayer's property.

5.5 Setting of cost-recovery fees

Council recognises the validity of imposing the user pays principle for its Cost-Recovery fees under the *Local Government Act 2009*. Cost-Recovery fees set by Council must not be more than the cost to Council of providing the service or taking the action to which the fee applies.

5.6 Funding of new development

Council will be guided by the principle of user pays when considering infrastructure charges for new development, to the extent permissible by law. Council will seek to minimise the impact of infrastructure charges on the efficiency of the local economy. However, Council may choose to subsidise from other sources (e.g. general rate revenue) the charges payable for the development when Council believes that it is in the community's interest to do so.

6. LEGAL PARAMETERS

Local Government Act 2009
Local Government Regulation 2012
Land Valuation Act 2010

7. ASSOCIATED DOCUMENTS

Annual Budget
Rate Rebates & Remissions Policy
Water Leak Relief Policy
Revenue Statement 2018/2019

DOCUMENT HISTORY AND STATUS						
Action		Name		Position	Signed	Date
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1. OVERVIEW

This statement outlines and explains the revenue raising measures adopted by the Hinchinbrook Shire Council in preparation for its budget for the 2018/2019 financial year.

This statement has been prepared in accordance with the requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

2. RESPONSIBILITY

Chief Financial Officer

3. GENERAL RATING

Council is required to raise sufficient revenue it considers appropriate to maintain general assets and provide services to the community including the costs of governance and administration of the Council.

Pursuant to chapter 4, sections 80 and 81 of the *Local Government Regulation 2012*, Council will adopt a differential general rating scheme.

Differential rating provides equity through recognising:

- (a) Significant variation in valuations and level of rating in the same classes of land resulting from the revaluation of the local government area;
- (b) The level of services provided to that land and the cost of providing the services compared to the rate burden that would apply under a single general rate;
- (c) The use of land in so far as it relates to the extent of utilisation of Council's services; and
- (d) Relative valuations as between different types of land.

In relation to the table below:-

- 1. The categories into which rateable land is categorised are detailed in Column 1;
- 2. The descriptions of those categories are detailed in Column 2;
- 3. The method by which land is to be identified and included in its appropriate category is detailed in Column 3;
- 4. The differential general rate in the dollar for each category are detailed in Column 4;
- 5. The minimum general rate for each category are detailed in Column 5; and
- 6. The limitations on increases for each category are detailed in Column 6.

Column 1 - Category (section 81)	Column 2 - Description (section 81)	Column 3 - Identification (sections 81(4) and 81(5))	Column 4 - Rate in the \$ (section 80)	Column 5 - Minimum General Rate (\$) (section 77)	Column 6 - Limitation (cap) (section 116)
1. Residential A	Land used, or capable of being used for purpose of a single residential dwelling, which has a rating valuation between \$0 and \$30,000.	Land having the land use codes of 01, 02, 04, 05, 06, 08, 09 or 72.	2.581	621.30	No Limit
2. Residential B	Land used, or capable of being used for purpose of a single residential dwelling, which has a rating valuation between \$30,001 and \$70,000.	Land having the land use codes of 01, 02, 04, 05, 06, 08, 09 or 72.	1.671	1009.60	No Limit
3. Residential C	Land used, or capable of being used for purpose of a single residential dwelling, which has a rating valuation greater than \$70,000.	Land having the land use codes of 01, 02, 04, 05, 06, 08, 09 or 72.	1.192	1,190.70	No Limit
4. Multi Unit Residential - A	Land used, or capable of being used, for the purpose of multiple residential units (2 or 3 flats).	Land having the land use code of 03.	1.362	1,312.90	No Limit
5. Multi Unit Residential - B	Land used, or capable of being used, for the purpose of multiple residential units (4 or 5 flats).	Land having the land use code of 03.	1.701	1,661.50	No Limit
6. Multi Unit Residential - C	Land used, or capable of being used, for the purpose of multiple residential units (6 or more flats).	Land having the land use code of 03.	1.667	1,910.60	No Limit
7. Community Purposes	Land used for community purposes, including as a sports club or facility, cemetery, library, educational facility, religious institution, showground, racecourse, airfield, park, garden or for Commonwealth, State or local government purposes.	Land having the land use codes of 48, 50, 59, 96, 97 or 99.	1.124	1,343.30	No Limit
8. Commercial A	Land used for commercial purposes, which has a rating valuation of less than \$1,250,000 other than land included in category 10.	Land having the land use codes of 01, 04, 07, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 30, 41, 42, 43, 44, 45, 46, 47, 49, 91	1.759	1,317.60	No Limit

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Column 1 - Category (section 81)	Column 2 - Description (section 81)	Column 3 - Identification (sections 81(4) and 81(5))	Column 4 - Rate in the \$ (section 80)	Column 5 - Minimum General Rate (\$) (section 77)	Column 6 - Limitation (cap) (section 116)
		or 92.			
9. Commercial B	Land used for commercial purposes, which has a rating valuation greater than or equal to \$1,250,000 other than land included in category 10.	Land having the land use codes of 01, 04, 07, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 30, 41, 42, 43, 44, 45, 46, 47, 49, 91 or 92.	0.923	12,976.20	No Limit
10. Drive-In Shopping Centre	Land used for the purposes of a shopping centre with a gross floor area greater than 3,500 sq. metres.	Land having the land use code of 16.	2.246	13,275.30	No Limit
11. Industrial	Land used for industrial purposes other than land included in category 12, 14 and 15.	Land having the land use codes of 01, 04, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40.	1.756	1,369.30	No Limit
12. Quarries	Land used for the purpose of extractive industries or quarrying licensed for more than 5,000 tonnes of material other than land included in category 11.	Land having the land use code of 40.	3.492	6,630.40	No Limit
13. Island Land	Land located on Pelorus Island or Orpheus Island.		2.106	1,343.30	No Limit
14. Harbour Industries	Land used for the purpose of harbour industries including a bulk sugar terminal with a land area greater than 5 hectares.	Land having the land use code of 39.	5.295	52,096.00	No Limit
15. Sugar Mills	Land used for the purposes of sugar milling operations.	Land having the land use code of 35.	10.569	104,191.80	No Limit
16. Sugar Cane and Forestry A	Land used for the purposes of growing sugar cane, or for forestry or logging, where the valuation per hectare of the land is less than \$1,400.	Land having the land use code of 75 or 88.	2.343	1,340.90	10%
17. Sugar Cane and Forestry B	Land used for the purposes of growing sugar cane, or for forestry or logging, where the valuation per hectare of the land	Land having the land use code of 75 or 88.	2.979	1,340.90	10%

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Column 1 - Category (section 81)	Column 2 - Description (section 81)	Column 3 - Identification (sections 81(4) and 81(5))	Column 4 - Rate in the \$ (section 80)	Column 5 - Minimum General Rate (\$) (section 77)	Column 6 - Limitation (cap) (section 116)
	is between \$1,400 and \$2,130.				
18. Sugar Cane and Forestry C	Land used for the purposes of growing sugar cane, or for forestry or logging, where the valuation per hectare of the land is greater than \$2,130.	Land having the land use code of 75 or 88.	3.153	1,340.90	10%
19. Other Rural Land	Land used for rural purposes, other than land included in category 16, 17, or 18.	Land having the land use codes of 60, 61, 64, 65, 66, 67, 68, 69, 70, 71, 73, 74, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 89, 90, 93, 94, 95.	1.030	1,406.60	No Limit
20. Other Land	Land not included in any of the above categories		1.030	1,406.60	No Limit

For avoidance of doubt:-

(a) Council delegated to the Chief Executive Officer the power (contained in section 81 (4) and (5) of the *Local Government Regulation 2012*) of identifying the rating category to which each parcel of rateable land belongs. In carrying out this task, the Chief Executive Officer may have regard to the guidance provided by the Column 3 of the table above.

(b) The reference to "land use codes" in Column 3 of the table above is a reference to the land use codes produced from time to time, by the Department of Natural Resources and Mines.

4 LIMITATION ON INCREASES IN RATES & CHARGES

As identified in Column 6 of the table above, Council has decided to apply capping to all Cane/Forestry lands which ensures that lands categorised as Category 16, Category 17 and Category 18 as at 1 July 2018 will not exceed the amount of general rates levied for the property for the previous year plus a percentage increase resolved by Council. This is subject to a minimum rate for each category and the provisions set out below.

Provisions for capping of general rates

- Capping will apply to any land categorised as Cane/Forestry Category 16, Category 17 and Category 18. The concession is not available retrospectively and will only apply from the beginning of a financial year.
- Land which is sold during 2018/19 is not eligible for capping in 2019/20. Capping is then re-applied during 2020/21.

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- c) Capping does not apply in the year, or the following financial year, where the land use is changed from an 'uncapped' category to a 'capped' category

5 SEPARATE CHARGES

Waste Management Levy

Council considers that the costs associated with the delivery of Waste Management Services should, in part, be funded by all ratepayers in the local government area through a separate waste management charge.

The amount of the charge will be calculated on the basis of the estimated cost to Council to manage and operate refuse tips including remediation costs, refuse transfer stations, green waste processing and the attendant environmental considerations implemented to meet environmental licensing and control standards.

When determining the pricing level for the Waste Management Levy consideration is given to a full cost pricing model to recover the cost of the service including overheads and an appropriate return.

The terms of the resolution are as follows:

That in accordance with section 103 of the Local Government Regulation 2012, a separate charge, to be known as a Waste Management Levy, of \$154.10 gross per annum be levied equally on all rateable land.

It is considered to be more appropriate to raise funds by a separate charge rather than from general funds to ensure the community is aware of the Council's commitment to providing a waste management service that meets a high standard of environmental duty and care and best practice now required. The Council also considers that the benefit is shared by all parcels of land, regardless of their value.

6 SPECIAL CHARGES

Construction of Brown Lane – Special Rate

Council will levy a \$2,000 special rate per annum to three (3) benefited landowners over 20 financial years to repay capital costs for the construction of a new service road.

Council has by resolution on 12 July 2018 adopted an overall plan for the recovery of the capital costs of the Brown Lane project from the benefited landowners.

In Council's opinion each parcel of rateable land described as Lot 11 SP288756 (property number 100678), Lot 1110 SP272679 (property number 102726), and Lot 12 I22433 (property number 104735) will specially benefit from the construction of the service road.

This Special Charge will cease 2036/2037.

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Crystal Creek Rural Fire Brigade – Special Charge

Council considers that each parcel of rateable land identified on Crystal Creek Rural Fire Brigade Area Map 2017/4 will specially benefit to the same extent from the purchase and maintenance of equipment by the Crystal Creek Rural Fire Brigade.

The Brigade has advised Council that the total cost of implementing the Plan for 2018/2019 budget is \$1,360 for operational costs and with the plan that unused funds be set aside towards future building and maintenance repairs. The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum. This charge will raise \$2,460 per annum to be contributed to the Crystal Creek Rural Fire Brigade.

Bambaroo Rural Fire Brigade – Special Charge

Council considers that each parcel of rateable land identified on Bambaroo Rural Fire Brigade Area Map 2017/3 will specially benefit to the same extent from the purchase and maintenance of equipment by the Bambaroo Rural Fire Brigade.

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 budget is approximately \$8,650 for operational costs and with the plan that unused funds be used to connect power to the new brigade shed. The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum. This charge will raise \$3,780 per annum to be contributed to the Bambaroo Rural Fire Brigade.

Seymour Rural Fire Brigade – Special Charge

Council considers that each parcel of rateable land identified on Seymour Rural Fire Brigade Area Map 2017/2 will specially benefit to the same extent from the purchase and maintenance of equipment by the Seymour Rural Fire Brigade.

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 budget is approximately \$1,255 for operational costs and with the plan that unused funds be set aside for future building and maintenance repairs. The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum. This charge will raise \$4,890 per annum to be contributed to the Seymour Rural Fire Brigade.

Stone River Rural Fire Brigade – Special Charge

Council considers that each parcel of rateable land identified on Stone River Rural Fire Brigade Area Map 2017/1 will specially benefit to the same extent from the purchase and maintenance of equipment by the Stone River Rural Fire Brigade.

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 budget is approximately \$805 for operational costs and with the plan that unused funds be used to build a shed in the longer term. The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum. This charge will raise \$5,250 per annum to be contributed to the Stone River Rural Fire Brigade.

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Toobanna Rural Fire Brigade – Special Charge

Council considers that each parcel of rateable land identified on Toobanna Rural Fire Brigade Area Map 2017/5 will specially benefit to the same extent from the purchase and maintenance of equipment by the Toobanna Rural Fire Brigade.

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 budget is approximately \$5,500 for operational costs and with the plan that unused funds be set aside for future building and maintenance repairs. The Brigade has requested Council to levy each parcel of rateable land an amount of \$20 per annum. This charge will raise \$7,020 per annum to be contributed to the Toobanna Rural Fire Brigade.

7 UTILITY CHARGES

Water Charge

Hinchinbrook Shire Council aims to:-

- Encourage water conservation
- Provide ability for consumers to control costs of service
- Reduce the need for restrictions
- Provide an equitable system of pricing
- Reduce the cost of supplying water
- Defer future costs of supplying water
- Assess charges on a user pays basis.

In order to achieve these objectives Council will, pursuant to section 99(2) of the *Local Government Regulation 2012* make and levy a two-part water charge. The charge for water service is based on full cost pricing model to recover the cost of the service including overheads and an appropriate return.

The charge consists of two components: a consumption charge based upon the ratepayer's usage of water on a per kilolitre basis, and a base charge which varies depending on the use of the particular land.

Consumption Readings and Charge

Water meters are read twice per year in October/November/December (half year reading) and May/June (end of year reading).

Consumption Charges for Water Consumed in the 2018/2019 Financial Year:

A Consumption Charge of \$1.03 per kilolitre shall apply on the metered water consumption for all properties in the supply area. For any rate assessment with more than one (1) meter, consumption charges shall be calculated individually on the basis of water consumption of each meter with a minimum charge of \$5.00 applying to each meter on the ratable property.

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The charge for consumption shall be payable in addition to the water base charge.

Council reserves the right to negotiate the consumption charge for a major consumer who uses in excess of 500,000 kilolitres per annum.

Base Charge

A Base Charge Component of \$377.20 gross per annum shall be levied as follows:-

<i>Situation</i>	<i>Applicable Base charge</i>
Each Separate Parcel of Land without a water connection Supply Area	One Base Charge for each in the separate parcel of land

Each water meter connection according to the following sizes:-

20 mm Meter	=	One Base Charge
25 mm Meter	=	1.5 x Base Charge
32 mm Meter	=	2.5 x Base Charge
40 mm Meter	=	4.0 x Base Charge
50 mm Meter	=	6.5 x Base Charge
80 mm Meter	=	17.0 x Base Charge
100 mm Meter	=	26.0 x Base Charge
150 mm Meter	=	59.0 x Base Charge

Multiple residential uses within one parcel of land for which there are not separately metered connections:-

Each separate residential use	=	One Base Charge per use
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The same charging structure shall be levied and be payable whether any structure or building is actually in occupation or not.

Base Charge for land being used for specific purposes

The following specific base charges will be levied where land is used for the following purposes:-

(a) Recreation/Sporting /Charitable Consumer

Public sportsgrounds, Golf Club and Bowling Clubs, Band Centre, QCWA, St Vincent De Paul, Salvation Army, Scouts, Girl Guides, Ingham Potters, Blue Haven Aged Persons Complex, Canossa Aged Persons Complex, Apex, Lower Herbert Lions Pensioner Units or like uses approved by Council are to be charged the equivalent of one 20 mm connection base charge irrespective of the meter size and number of connections to the premises, except where

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Council deems that the organisation obtains substantial income from Licensed Premises on those grounds or premises.

(b) Schools

Schools to be charged on the basis of the number of connections to the school, but for meters sized above 25 mm the charge shall be equivalent to a 25 mm connection base charge.

(c) Domestic Properties

Properties used for domestic purposes which due to special circumstances require the installation of a larger than normal water meter (eg., 25mm service required due to distance of property from main) are to be charged the equivalent of a 20 mm connection base charge.

Where more than one domestic property is serviced by one meter, the base charge shall be the residential 20mm base charge multiplied by the number of domestic properties serviced (regardless of the meter size actually used which may be larger than 20mm in size due to the provision of more than 1 service).

(d) Fire Fighting Services

Premises that are required by law to install larger services for Fire Fighting purposes will be charged on the calculated service size required to operate those premises. (For example, premises may be required to install a 150 mm Fire Main and have a 50 mm domestic take off, will only be charged on the basis of a 50 mm connection.)

(e) Cane Farms

Land, whether occupied or unoccupied, which is used for sugar cane growing as a cane farm shall be assessed as one separate parcel of land for the purposes of calculating the Base Charge Component where the separate parcels of land contained within the farm are on one rate assessment. Provided further that each separate connection to the said land or additional residence shall be charged a Separate Base Charge component.

(f) Separate Parcels of land with no access

Rateable assessment that include separate parcels of land for which there is no legal access to the additional parcel of land will be rated on the basis of one single parcel of land. This does not affect the assessment of rates and charges based on connections or residential uses on the land.

Special Agreements or Arrangements

Nothing contained herein shall prejudice the right or power of the Council to make a separate and different charge for a specified reason or purpose under any special agreement and on such

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reasonable terms and conditions as may be arranged between the Council and the customer and as specified in the agreement.

Council has entered into the following special agreements:-

L7 RP804431 Parish of Cordelia

1 parcel of land

- Council negotiations to acquire a Grazing Land Drainage Easement within this land resulted in no water charges to this land.

Valuation 363/0 Farm

9 parcels of land

- Property No. 107354
- Council negotiations to acquire a Lease over the Mona Road Boatramp resulted in a 50mm water connection being installed with no base charge being charged. Charges would have been based on 20mm due to larger service required for distance to supply (consumption is charged).

Accounts

(a) Meter Reading and Billing Frequency

Each Half Yearly Rate Notice shall include the Base Charge Component.

The Council at its option shall render accounts for the supply of water to a consumer six monthly or at such other intervals as appropriate as circumstances warrant. A meter reading program shall be maintained throughout the water area with readings occurring in as consistent a cycle as possible to facilitate the issue of water consumption accounts on at least a six monthly basis to all consumers.

In relation to the reading of water meters, Council will apply section 102 of the *Local Government Regulation 2012*, the terms of the resolution for which are as follows: -

That in accordance with section 102 of the Local Government Regulation 2012, a water meter is taken to be read during the period that starts two weeks before, and ends two weeks after, the day on which the meter is actually read.

(b) Minimum Account Billing

Where the consumption of water recorded for each meter at any premises in any meter reading period is of such amount that when calculated at the consumption charge equates to less than \$5 the minimum charge for that water meter shall be \$5.

(c) Meter Unable to be Read or Registering Inaccurately etc

Where the meter to any property ceases to register, or registers inaccurately or through damage an accurate reading is unable to be obtained, then Council may estimate the charge for the water supplied to such premises during the period the meter was not in working order by "averaging" of the quantity of water consumed during a corresponding

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period for the previous year, or upon the consumption over an appropriate period registered by the meter after being adjusted as the Chief Executive Officer deems fit.

Council further adopts the principle of "averaging" where access is denied to the meter by reasons beyond Councils control. For the purposes of benchmarking, an average domestic quantity of water consumed shall be fixed unless otherwise altered at one (1) kilolitre per day.

(d) Water Usage through leaks or damaged infrastructure

Where water is consumed and/or registered through a water meter, and all or part of that water consumption/reading is a consequence of leakage, wastage or other usage through defective water installations, pipework or apparatus which is private ownership, and through negligence or otherwise the consumption or wastage has registered, the property owner can apply to Council for water leak relief on the prescribed application form submitted with an account or letter from a registered Plumber, providing details of the water leak that was repaired.

The Water Leak Relief concession offered by Council is detailed in Council's Policy, "Water Leak Relief Policy".

Separate Meter Installations

To establish and maintain a more identifiable and practical service to separate consumers, and to facilitate current and future water supply management, all new Class 1a and 2 buildings will be required to provide a separate water connection to each tenement unit.

Sewerage Charge

The sewerage charge is levied on a unit basis and is priced to recover the costs of constructing, operating, maintaining and managing the sewered areas of the Shire. The charge for sewerage service is based on full cost pricing model to recover the cost of the service including overheads and an appropriate return.

The sewerage charge, unit basis of charging and the various principles and classification of uses adopted for the Ingham Sewerage Scheme shall also apply to the several properties connected to the Lucinda Sewerage Treatment Plant. The list of land uses and the applicable number of units is detailed below.

Charges shall be due and payable whether the land, structure or building is connected to a sewer or not, but in respect of which the Council is prepared to accept sewage.

The amount of the charge referred to in the preceding paragraph shall be \$110.50 per unit, per annum if the particular premises are provided with sewerage or the Council is agreeable to accept sewage from such premises.

The same charge shall be levied and be payable whether the structure or building is actually in occupation or not.

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Where any land, structure or building is in the separate occupation of several persons each part so separately occupied shall be assessed the same charges as each part would have been liable to be assessed had each such part been a separate parcel of land or a separate building or structure.

Where the use of any structure within the sewered area does not, in the opinion of Council, properly accord with a use listed in Schedule 1 below, Council shall by resolution determine the units of sewerage charge applicable thereto as in its discretion it thinks fair and reasonable according to the circumstances of use.

Special Agreements

Nothing contained herein shall prejudice the right or power of the Council to make a separate and different charge for a specified reason or purpose under any special agreement and on any such reasonable terms and conditions as may be arranged between the Council and the person concerned and specified in such agreement.

Council has entered into the following special agreements:-

L10 I22459 Parish of Trebonne

1 vacant parcel of land

- Council agreed as part of the Negotiation of sewerage extension to Dickson St, Ingham to not charge sewerage charges to this property as it cannot be sold separately and is physical access to L2 RP717328.

Schedule 1 : Land Uses & applicable number of units

<u>Use to Which Land is Put Whether Occupied or Not</u>	<u>Number of Units</u>
Aged Persons Complex - per bed	2
Caravan Park	22
Child Day Care Centre/Kindergarten/Respite Centre	14
Church/Hall or Welfare Club	6
Court House	15
Closed Processing Plant	20
Canossa Home	168
Dwelling House	7
Flats each	7
Forestry Administration Centre	14
Hall (AAFC Cadets)	10
Hospital	128
Hotel/Tavern	60
Hotel Accommodation/Backpackers per room	0.5
Ingham TAFE/Library Complex	55
Licensed Social Club	32
Licensed Sporting Club	22
Licensed Nightclub	32
Lucinda Wanderers Holiday Park	74
Medical Centre	28
Motel - small (Rooms < 10)	20
Motel - medium (Rooms 10 - 25)	60
Motel - large (Rooms >25)	70
Multi-tenancy premises - per shop or office	7
Nurses Quarters Complex	47
Police Station Complex	15
Processing/Packaging Plant	50
Rooming House	9
Railway	22
Recreation/Sporting Club	10
Restaurant	14
Racecourse	13
Sawmill - small	22
Sawmill - Large	44
School	
Under 30 pupils	10
30 but under 100 pupils	50
100 but under 400 pupils	60
400 or greater than pupils	90
Self Contained Single Bed-Room Accommodation Unit	5
Shop or Office	7
Service Station	10
Supermarket - medium	20
Supermarket - large	60
Theatre	22
Vacant lot of land	5
Use not otherwise listed	7
(subject to Council resolving to apply a specific alternative, as per 'Sewerage Charges' above)	

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Charging methodology applicable to specific land uses

Cane Farms

Land, whether occupied or unoccupied, which is used for sugar cane growing as a cane farm shall be assessed as one separate parcel of land for the purposes of calculating sewerage charges where the separate parcels of land contained within the farm are on one rate assessment. Provided further that each separate connection to the said land or additional residence shall be charged based on the additional applicable sewerage units

Separate Parcels of land with no access

Rateable assessment that include multiple parcels of land for which there is no legal access to the additional parcel of land will be rated on the basis of one single parcel of land. This does not affect the assessment of rates and charges based on connections or residential uses on the land.

Cleansing Utility Charge

Pursuant to section 99(1) of the *Local Government Regulation 2012*, Council will make and levy a utility charge for the provision of a domestic refuse service.

A kerbside refuse collection of the equivalent of one 240 litre garbage bin per week and one 240 litre recycling bin per fortnight is provided to all parts of the declared waste area for occupied land used for residential purposes. The services of Council's contractor, Mams Plant Hire Pty Ltd will be used to undertake storage, collection, conveyance of domestic waste and the disposal thereof.

The cost of performing the function of cleansing by the removal of garbage will be funded by the cleansing utility charge. When determining the pricing level for the garbage collection service consideration is given to recover the cost of the service including overheads and an appropriate return.

In the defined waste collection area, the following domestic waste collection charges shall apply for the 2018/19 financial year:

- (i) Rateable land – A charge of \$242.20 per annum for the provision of a 240 litre “Mobile Garbage Bin” of a domestic waste collection service per week and a 240 litre “Mobile Garbage Bin” recyclable waste collection service per fortnight;
- (ii) Non-Rateable land – 1st service – \$396.30 per annum for the provision of a 240 litre “Mobile Garbage Bin” of a domestic waste collection service per week and a 240 litre “Mobile Garbage Bin” recyclable waste collection service per fortnight;

Additional services - \$242.20 per annum for the provision of a 240 litre “Mobile Garbage Bin” domestic waste collection service per week and a 240 litre “Mobile Garbage Bin” recyclable waste collection service per fortnight;

(iii) Additional Services

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ECM Number: 2249464

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An additional weekly 240 litre domestic waste collection service only will be provided at a charge of \$191.95 per annum.

An additional fortnightly 240 litre recyclable waste collection service will be provided at a charge of \$50.25 per annum.

For the purpose of making and levying a cleansing charge under section 99 of the *Local Government Regulation 2012*, and without limiting the meaning of the words “land in actual occupation”, land in the declared waste area shall be deemed to be in actual occupation if:-

- A regular cleansing service was being provided to that land at 1 July, 2018; or
- A regular cleansing service is ordered by the Council or the Authorised Officer to be provided to that land; or
- The Council is requested to provide a regular cleansing service to that land by the owner or occupier; or
- There is a building on such land being rateable land, which in the opinion of the Council or Authorised Officer is adapted for use or occupation.

No reduction or refund of any charge in respect of a regular cleansing service duly made and levied in respect of a year or part of a year shall be made or given by the Council for reason only that the premises are unoccupied for a time.

Where the charge is in connection with any structure, building or place on land which is not rateable under section 73 of the *Local Government Regulation 2012*, the charge shall be levied on the person or body or Commonwealth or State Department which is the beneficiary of the service. Where multiple residential uses exist on one rateable assessment, a single cleansing service shall be rendered in respect of each use.

In the case of a property located within the Declared Waste Area Map not being able to be provided with a service the charge will not be levied on that land. The property owner will be required to dispose of their domestic waste at the Warrens Hill landfill, Halifax Transfer Station or Mt Fox Transfer Station. Such determination will be made by Council.

8 COST-RECOVERY AND OTHER FEES AND CHARGES

It is the intention of Council that, where possible, services provided by Council are fully cost recovered; however, consideration may be given where appropriate to the broad community impact certain fees and charges may have.

In setting cost-recovery and other fees and charges, council will apply the following criteria to be used in deciding the amount of any fee:

- Fees associated with cost-recovery (regulatory) services will be set at no more than the full cost of providing the service taking the action for which the fee is charged. Council may choose to subsidise the fee from other sources (eg; general rate revenue)
- Charges for commercial services will be set to recover the full cost of providing the services and may include a component for return on capital.

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9 ISSUE OF NOTICES

Notices for the 2018/2019 financial year will be issued six monthly.

10 TIME WITHIN WHICH RATES MUST BE PAID

Rates and charges must be paid by the Due Date, with the Due Date being 30 September 2018 and 31 March 2019.

11 PERIODIC PAYMENTS

In arrears

Council will allow landowners who are unable to pay their rates by the due date to enter into an arrangement to make periodic payments in arrears following the levy of the rates and charges. Such arrangements are to be approved by the Chief Executive Officer by way of delegated powers from the Council, with no recovery action being taken while the arrangement is being maintained.

In advance

Council further states that there is no reason landowners cannot make periodic payments in advance of the levy of the rates and charges.

12 INTEREST ON OVERDUE RATES AND CHARGES

It is Council's policy to ensure that the interests of ratepayers are protected by discouraging the avoidance of responsibility for payment of rates and charges when due. To this end, Council will impose interest on rates and charges from the day they become overdue.

The rate of interest to be charged on overdue rates and charges shall be 11% compound interest charged at daily rests. The interest rate will be the maximum rate prescribed in the *Local Government Regulation 2012*.

13 RATING CONCESSIONS/REMISSIONS

The rating concessions offered by Council are set out in more detail in Council's "Rate Rebates & Concessions Policy" and "Water Leak Relief Policy".

14 RECOVERY OF OVERDUE RATES AND CHARGES

Council's "Rate Recovery Policy" provides details of Council's position regarding overdue rates and charges.

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1. Policy Statement

The objective of this policy is to maximise rate recovery within the rating period and to instigate appropriate and timely recovery processes to recover overdue rates and charges.

2. Scope

This policy applies to all ratepayers with overdue rates and charges levied by Council.

3. Responsibility

The Chief Financial Officer, Financial Accountant and Revenue Supervisor are responsible for ensuring that this policy is understood and followed.

4. Definitions

The definitions for the terms 'rates and charges' and 'overdue rates and charges' used in this policy can be found in the *Local Government Regulation 2012*.

5. Policy

Council requires payment of rates and charges within the specified period (i.e. by the due date of payment) and will pursue the collection of overdue rates and charges diligently but with due concern for any financial hardship faced by ratepayers. Action may be taken through solicitors, debt collectors or the magistrate court as appropriate.

Any default on an accepted repayment proposal for overdue rates will result in action commencing to recover the debt through solicitors, debt collectors or the magistrate court as appropriate.

Where Judgement has been obtained on Commercial properties, legislation allows recovery of outstanding rates by Sale of Land proceedings. Council will allow a period of 6 months from date of Judgement to allow the owner to pay their overdue rates in full before considering to proceed with Sale of Land proceedings for recovery of the outstanding rates and charges.

Council also retains the right to deal with special circumstances at their discretion.

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1. Policy Statement

This Policy seeks to identify target groups and establish guidelines to assess requests for rating and utility charge concessions in order to alleviate the impact of local government rates and charges, particularly in relation to not-for-profit/community organisations and ratepayers who are in receipt of an approved Government pension.

2. Scope

This Policy is made pursuant to Chapter 4, Part 10 of the *Local Government Regulation 2012* and sets out the criteria that Council will apply in granting concessions to ratepayers for rates and charges.

3. Responsibility

The Chief Executive Officer is delegated authority to approve or refuse an application in accordance with the criteria set out in this Policy.

4. Policy

A. Pensioner Concession

Scope

This concession is made pursuant to section 122(1)(b) of the *Local Government Regulation 2012* and is directed to elderly, invalid or otherwise disadvantaged citizens in the Shire whose principal or sole source of income is a pension or allowance paid by Centrelink or the Department of Veterans' Affairs and who are the owners of property in which they reside and have responsibility for payment of Council rates and charges thereon.

Conditions of Eligibility

In order for a ratepayer to be eligible for the pensioner concession, they must:-

- (a) hold a pensioner concession card issued by Centrelink or the Department of Veterans' Affairs;
- (b) be in receipt of a pension from Centrelink or the Department of Veterans' Affairs, including a Widow's Allowance;
- (c) be the owner or life tenant (either solely or jointly) of the property which is his or her principal place of residence.

Calculation of Concession

An eligible pensioner will be entitled to a concession of 20% of the gross annual rates and charges payable, up to a maximum concession of \$200.00.

The pensioner concession is not payable on water consumption accounts or on special rates for rural fire purposes.

Application process

The eligibility of all applicants will be verified prior to rates and charges being levied each year (usually in June/July and November/December).

Pensioners who are not automatically provided with a concession, and who believe that they meet the relevant criteria, may apply for approval at any time.

B. Not for Profit / Charitable Organisations Concessions

Scope

This concession is made pursuant to section 122(1)(b) of the *Local Government Regulation 2012* and is available to eligible organisations whose objects do not include the making of profit and who provide services to their membership and the community at large.

Conditions of Eligibility

In order for a not for profit organization to be eligible for the concession, it must:-

- (a) be located within the Hinchinbrook Shire area;
- (b) have most of its members resident within Hinchinbrook Shire area;
- (c) exist primarily to undertake community service activities and rely mainly on volunteer labour, or alternatively, have a high level of paid labour and a low level of volunteer labour and provide a substantial community benefit;
- (d) have a clause in its constitution which clearly prohibits any member of the organization making a private profit or gain either from the ongoing operations of the organisation or as a result of the distribution of assets of the organisation upon it being wound up;
- (e) not be an organisation which:-
 - i. receives income from gaming machines and/or from sale of alcohol in an organised manner (e.g. bar with regular hours of operation with permanent liquor licence);
 - ii. provides low cost rental accommodation except where the accommodation is provided solely for the aged, short-term respite services, short-term crisis or emergency accommodation or for disabled persons requiring ongoing support;
 - iii. is a religious body or entity or educational institution recognised under State or Federal legislation; and
 - iv. is a Rural Fire Brigade in receipt of a Rural Fire Levy.

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Calculation of concession

General Rate

An eligible organisation shall be entitled to a concession equal to 100% of the general rates payable by that organisation.

Cleansing Utility Charge

Eligible organisations will be entitled to a concession equal to 50% of their cleansing utility charge. The following are the eligible organisations entitled to 50% concession upon receipt of the application:

<u>Property No.</u>	<u>Owner/Lessee</u>	<u>Improvements</u>
100986	Lower Herbert/Halifax Lions Club	Pensioner Units
106226	Forest Glen Retirement Units	Units

Waste Management Levy

Eligible organisations will be entitled to a concession equal to 100% of their Waste Management Levy. The following is the eligible organisation entitled to 100% concession upon receipt of the application:

<u>Property No.</u>	<u>Owner/Lessee</u>	<u>Improvements</u>
102099	Boy Scouts Association	Vacant Land

Application process

The eligibility of all applicants will be verified prior to rates and charges being levied each year.

Organisations that are not automatically provided with a concession, and who believe that they meet the relevant criteria, may apply for approval at any time.

C. Application for Rate Relief

Council will give consideration to a ratepayer's request for concession in accordance with section 120 (1) *Local Government Regulation 2012* on the basis of complying with the following criteria:

- (a) The payment of the rates or charges will cause hardship to the land owners; or
- (b) The concession will encourage the economic development of all or part of the local government area; or
- (c) The concession will encourage land that is of cultural, environmental, historic heritage or scientific significance to the local government area to be preserved, restored or maintained; or

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Authorised By: Chief Financial Officer
Document Maintained By: Corporate Services
ECM Number: 2249466

Version No: 8.0
Initial Date of Adoption: 31 August, 2011
Current Version Adopted: 12 July 2018
Next Review Date: 30 June 2019

- (d) The land is used exclusively for the purpose of a single dwelling house or farming and could be used for another purpose, including, for example, a commercial or industrial purpose; or
- (e) The land is subject to a GHG tenure, mining tenement or petroleum tenure; or
- (f) The land is part of a parcel of land (a parcel) that has been subdivided and –
 - a. The person who subdivide the parcel is the owner of the land; and
 - b. The land is not developed land.

DOCUMENT HISTORY AND STATUS					
Action		Name		Position	Signed
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1. Key Activities

The Crystal Creek Rural Fire Brigade area covers properties in both Hinchinbrook Shire and neighbouring Townsville City Council rural areas. The Brigade's key activities/services include:-

- To present "Fire Ed" (primary school package) to educate children at Mutarnee State Primary School.
- To evaluate fire hazards before the fire season for the implementation of effective hazard reduction schemes.
- Enhance liaison with/and local hazard reductions plans with the following agencies: Qld National Parks & Wildlife, Department of Forestry, Q Rail, Department of Transport, Hinchinbrook Shire Council & Townsville City Council.
- Train all members in level 1 fire fighting on a yearly basis.
- Have an annual community meeting to discuss the collection of public monies and their use for such items as: Fuel, Tyres, Batteries, Safety equipment and Equipment maintenance etc.

2. The rateable land to which the Special Charge applies

The special rate will apply to all rateable land situated within the area identified on the map numbered 2017/4.

3. Cost of implementing this overall plan

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 is likely to cost \$1,360 for operational costs. Unused funds will be set aside towards future building and maintenance repairs.

The Brigade has requested Council to levy each parcel of rateable land an amount of \$20 per annum for at least the next year. This charge will raise \$2,460 per annum to be contributed to the Crystal Creek Rural Fire Brigade.

4. Estimated time for implementing this overall plan

This Overall Plan covers the 2018/2019 financial year. It is reviewed, and updated as required, on an annual basis.

5. Legal Parameters

Local Government Act 2009
Local Government Regulation 2012
Fire and Emergency Services Act 1990

6. Associated Documents

2018/2019 Revenue Statement
Crystal Creek Rural Fire Brigade Area Map 2017/4

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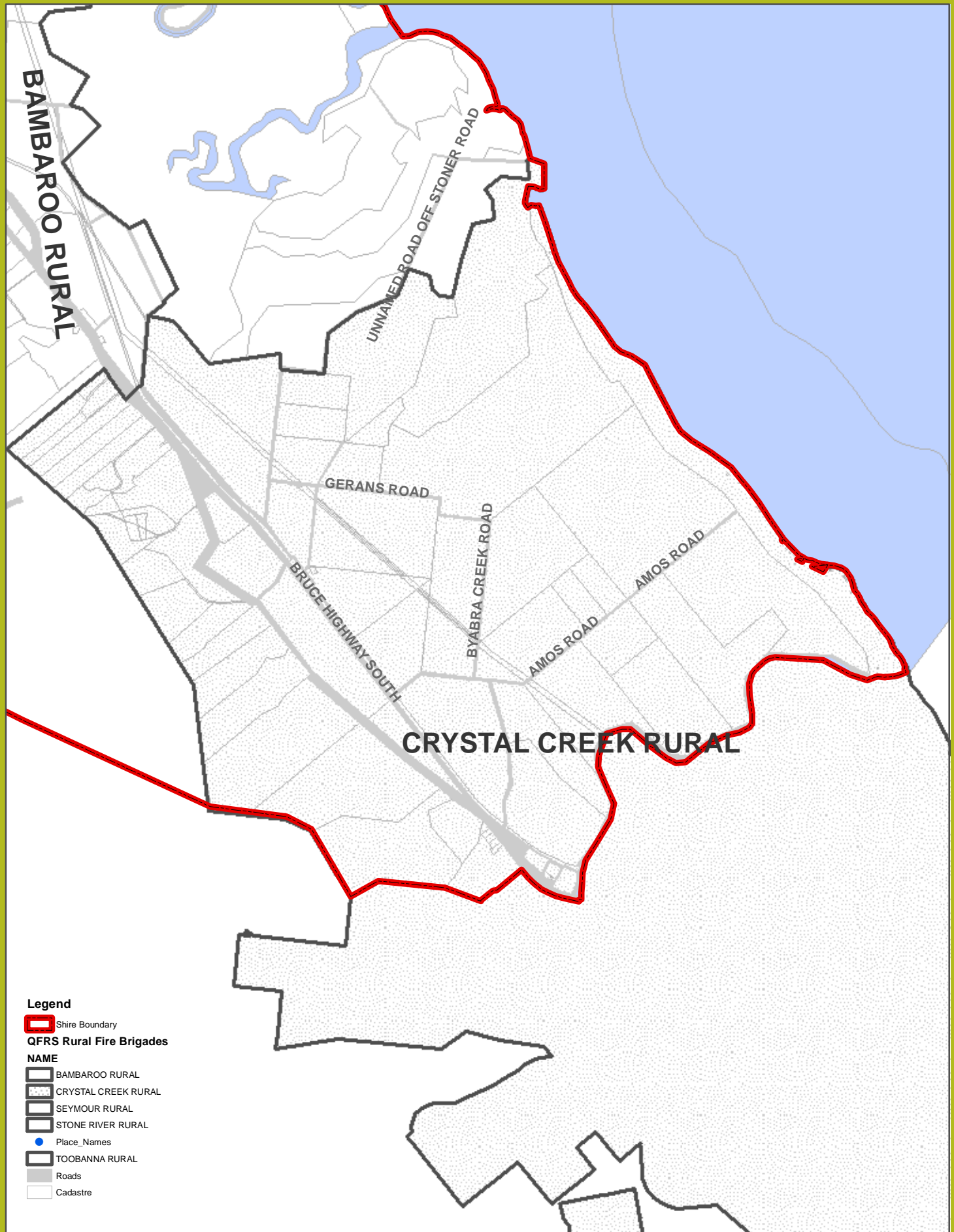
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0 255 510 1,020 1,530 2,040 Meters

1. Key Activities

The Bambaroo Rural Fire Brigade area covers properties in the locality of Bambaroo in the Hinchinbrook Shire. The Brigade's key activities/services include:-

- To have a brigade meeting before the start to our fire season.
- To keep in touch with fellow brigade members throughout the year.
- To discuss fire hazards before the season so the hazard reduction scheme is effective.
- To connect electricity to the new Brigade shed on land at 11 Bambaroo Rd, Bambaroo.

2. The rateable land to which the Special Charge applies

The special rate will apply to all rateable land situated within the area identified on the map numbered 2017/3.

3. Cost of implementing this overall plan

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 is likely to cost \$8,650 for operational costs. Unused funds will be set aside towards the longer term plan to connect power to the new shed.

The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum for at least the next year. This charge will raise \$3,780 per annum to be contributed to the Bambaroo Rural Fire Brigade.

4. Estimated time for implementing this overall plan

This Overall Plan covers the 2017-2018 financial year. It is reviewed, and updated as required, on an annual basis.

5. Legal Parameters

Local Government Act 2009
Local Government Regulation 2012
Fire and Emergency Services Act 1990

6. Associated Documents

2018-2019 Revenue Statement
Bambaroo Rural Fire Brigade Area Map 2017/3

DOCUMENT HISTORY AND STATUS						
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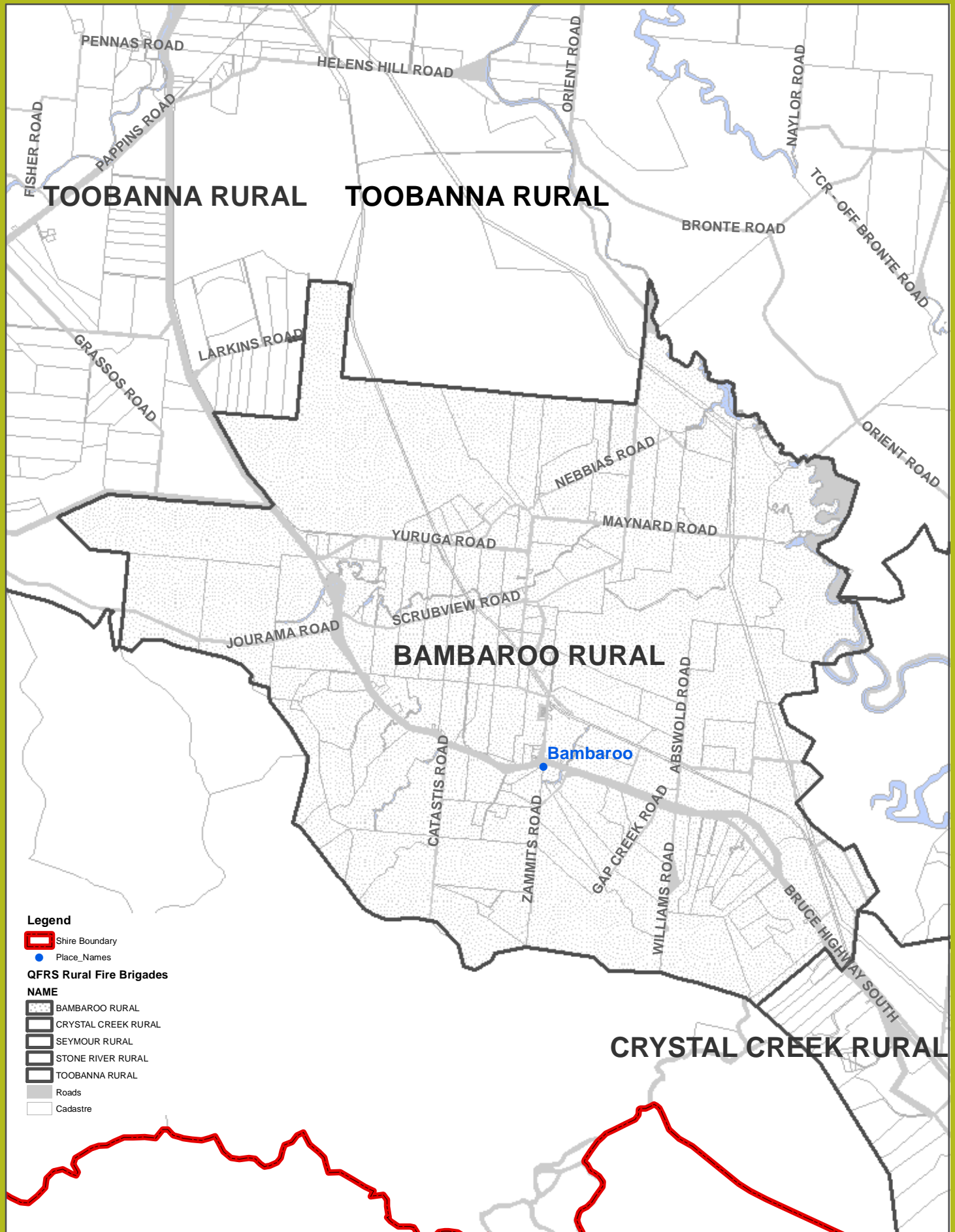
ECM Number: 2249443

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Next Review Date: 30 June 2019



Legend

Shire Boundary

Place Names

QFRS Rural Fire Brigades

NAME

BAMBAROO RURAL

CRYSTAL CREEK RURAL

SEYMOUR RURAL

STONE RIVER RURAL

TOOBANNA RURAL

Roads

Cadastre

Data Sources & Acknowledgements

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1. Key Activities

The Seymour Rural Fire Brigade area is located at the northern end of the Hinchinbrook Shire and is bordered by Girringun National Park to the northwest, the Seymour River to the east and the Herbert River to the south. The Brigade's key activities/services include:-

- Identify, map and monitor fuel load in the Seymour RFB Area. Identified risk areas will have plans developed to reduce risk of uncontrolled wild fires.
- Brigade Training – Training will be ongoing as is available from Division. Also the Brigade will take part in cross training with the Urban Fire Fighters, including training them in our methods. This is part of the QFRS goal of a better understanding between the two divisions.
- Ongoing costs to maintain and repair and upgrade equipment.
- Response to Wildfires.
- Ongoing maintenance plan for the rural fire vehicle, replacing tyres and batteries as part of ongoing wear and tear. Modification to carry additional equipment is also ongoing.
- Upgrade Communication Equipment – Purchase hand held radios.

2. The rateable land to which the Special Charge applies

The special rate will apply to all rateable land situated within the area identified on the map numbered 2017/2.

3. Cost of implementing this overall plan

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 is likely to cost \$1,255 for operational costs. Unused funds will be set aside towards future building and maintenance repairs.

The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum for at least the next year. This charge will raise \$4,890 per annum to be contributed to the Seymour Rural Fire Brigade.

4. Estimated time for implementing this overall plan

This Overall Plan covers the 2018/2019 financial year. It is reviewed, and updated as required, on an annual basis.

5. Legal Parameters

Local Government Act 2009
Local Government Regulation 2012
Fire and Emergency Services Act 1990

6. Associated Documents

2018/2019 Revenue Statement
Seymour Rural Fire Brigade Area Map 2017/2

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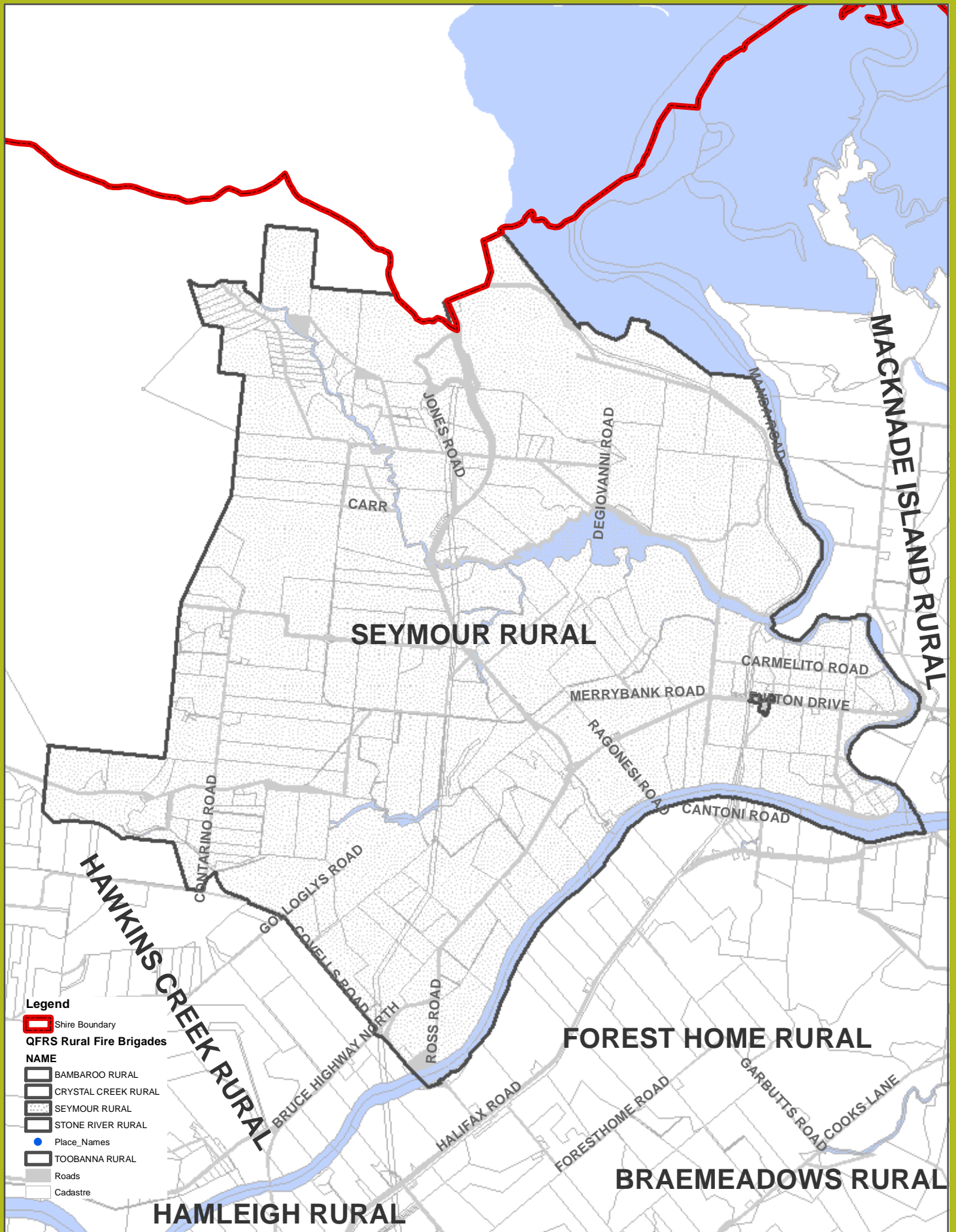
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0 270 540 1080 1620 2160 Meters

1. Key Activities

The Stone River Rural Fire Brigade area covers properties in the locality of Stone River in the Hinchinbrook Shire. The Brigade's key activities/services include:-

- Put in place procedures for future shed maintenance
- Carry out all necessary training to ensure all active members are up to speed on the use of all equipment
- Ensure all Brigade equipment is secure
- Continue to advise new residences of the functions of Brigade
- First Officer to liaise with Fire Wardens on areas that need attention

2. The rateable land to which the Special Charge applies

The special rate will apply to all rateable land situated within the area identified on the map numbered 2017/1.

3. Cost of implementing this overall plan

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 is likely to cost \$805 for operational costs. Unused funds will be set aside towards future building and maintenance repairs.

The Brigade has requested Council to levy each parcel of rateable land an amount of \$30 per annum for at least the next year. This charge will raise \$5,250 per annum to be contributed to the Stone River Rural Fire Brigade.

4. Estimated time for implementing this overall plan

This Overall Plan covers the 2018/2019 financial year. It is reviewed, and updated as required, on an annual basis.

5. Legal Parameters

Local Government Act 2009
Local Government Regulation 2012
Fire and Emergency Services Act 1990

6. Associated Documents

2018/2019 Revenue Statement
Stone River Fire Brigade Area Map 2017/1

DOCUMENT HISTORY AND STATUS						
Action		Name		Position	Signed	Date
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Policy Version	09	Initial Version Adopted	10/08/2009	Current Version Adopted		12/07/2018
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File Location:		M:\Budget\2018-2019\Budget Policies\m Stone River Rural Fire Brigade Overall Plan 2018-19.docx				

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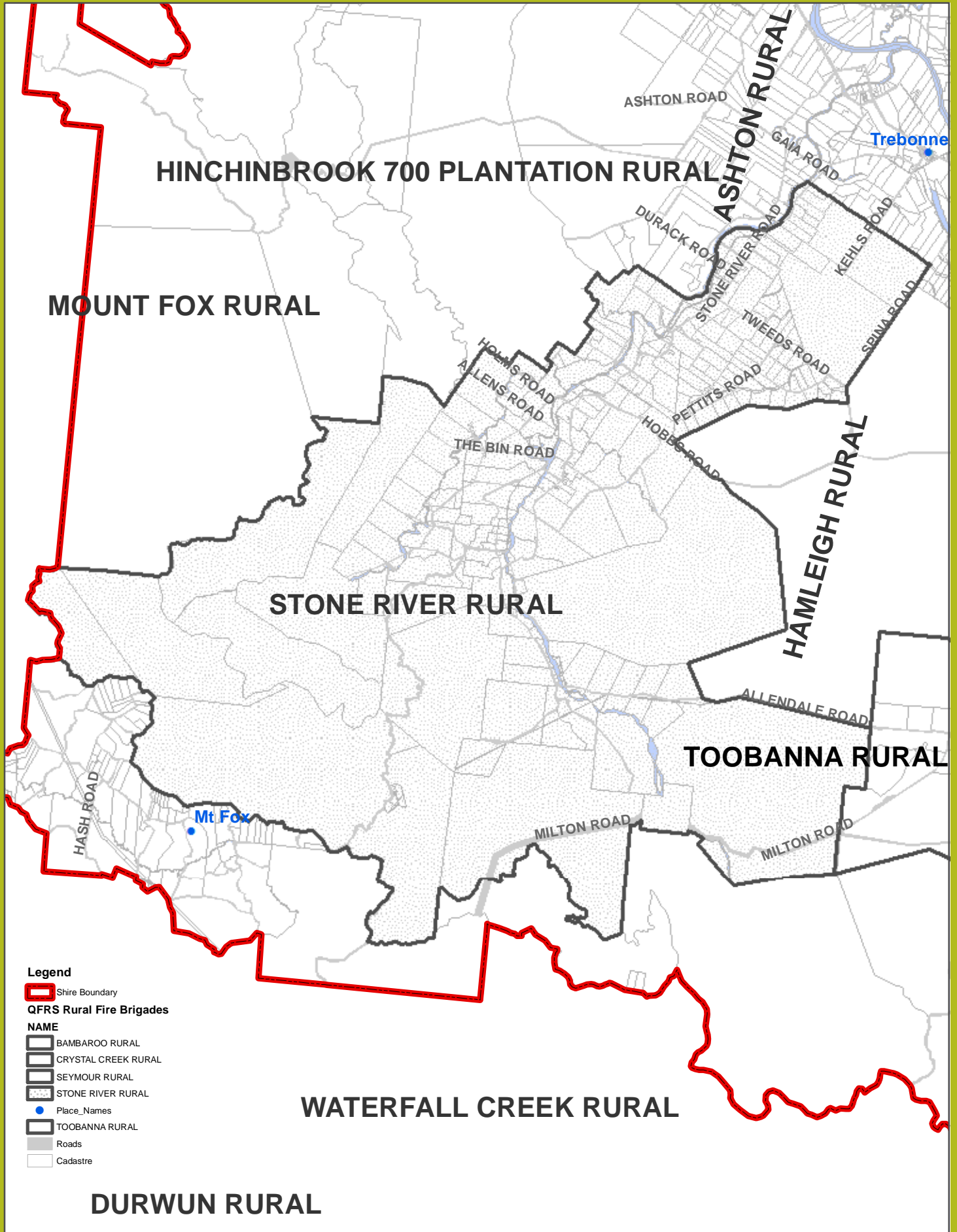
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0 700 1,400 2,800 4,200 5,600 Meters

1. Key Activities

The Toobanna Rural Fire Brigade area covers properties in the locality of Toobanna in the Hinchinbrook Shire. The Brigade's key activities/services include:-

- Fire Prevention.
- Fire Fighting.
- Hazard reduction burning.
- Public awareness and education.
- Assisting the community at times of emergencies and disasters.
- Such other functions as the Commissioner may direct.

2. The rateable land to which the Special Charge applies

The special rate will apply to all rateable land situated within the area identified on the map numbered 2017/5.

3. Cost of implementing this overall plan

The Brigade has advised Council that the cost of implementing the Plan for 2018/2019 is likely to cost \$5,500 for operational costs. Unused funds will be set aside for future building and maintenance repairs.

The Brigade has requested Council to levy each parcel of rateable land an amount of \$20 per annum for at least the next year. This charge will raise \$7,020 per annum to be contributed to the Toobanna Rural Fire Brigade.

4. Estimated time for implementing this overall plan

This Overall Plan covers the 2018/2019 financial year. It is reviewed, and updated as required, on an annual basis.

5. Legal Parameters

Local Government Act 2009
Local Government Regulation 2012
Fire and Emergency Services Act 1990

6. Associated Documents

2018-2019 Revenue Statement
Toobanna Rural Fire Brigade Area Map 2017/5

DOCUMENT HISTORY AND STATUS						
Action		Name		Position	Signed	Date
Approved by Acting CEO		R Ferguson		Acting CEO		12/07/2018
Policy Version	02	Initial Version Adopted	29/06/2017	Current Version Adopted		12/07/2018
Maintained by		Corporate Services		Next Review Date:		30/06/2019
File Location:		M:\Budget\2018-2019\Budget Policies\n Toobanna Rural Fire Brigade Overall Plan 2018-19.docx				

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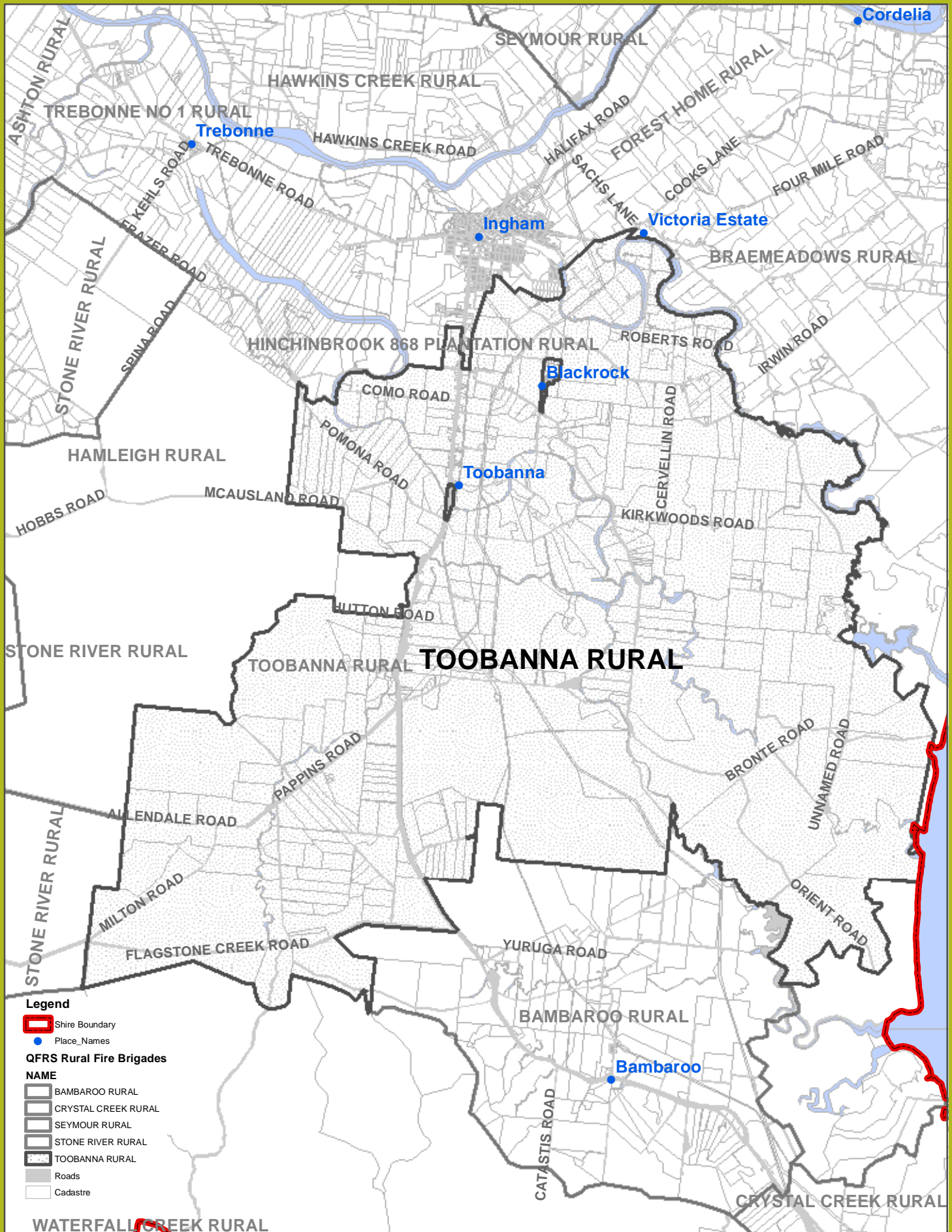
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Data Sources & Acknowledgements

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0 625 1250 2500 3750 5000 Meters

Section 1: Policy for Identifying Business Activities

Activities of Council will be identified as business activities if:

- they trade in goods and services to clients that could potentially be delivered by a private sector firm for the purposes of earning profits in the absence of Council's involvement; and
- the activities are deemed to be significant under the relevant legislation and/or regulations

They do not include the non-business, non-profit activities of Council nor activities that are 'not significant'.

Each year Council is required to identify those activities that are business activities and determine whether competition reform needs to be applied to assist in removing anti-competitive conduct, encourage greater transparency in the operation of such activities and improve the allocation of Council's limited resources.

No business activities have been identified for 2018/2019.

Section 2: Competitive Neutrality Complaints Process

Where business activities have been identified in accordance with Section 1, the Code of Competitive Conduct is applied to those activities. Where the Code of Competitive Conduct is applied to a business activity, the *Local Government Act 2009* requires Council to establish a complaints mechanism to deal with any complaints about whether the activity is being run in accordance with the requirements of the Code. The complaints mechanism is intended to provide both Council and complainants with some degree of certainty about the status and treatment of complaints over competitive neutrality.

No business activities were identified by Council during the 2017/2018 financial year and no related complaints were received.

DOCUMENT HISTORY AND STATUS					
Action		Name		Position	Date
Approved by Acting CEO		R Ferguson		Acting CEO	12/07/2018
Policy Version	02	Initial Version Adopted	30/06/2015	Current Version Adopted	12/07/2018
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File Location:		M:\Budget\2018-2019\Budget Policies\n Toobanna Rural Fire Brigade Overall Plan 2018-19.docx			

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 ECM Number: 2249467

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1. Description of Facility to which Overall plan applies:

This overall plan applies to the construction of Brown Lane as a rear access to the benefitted properties. The construction provides a sealed access with entrance from Euclid Street, culminating in a circular cul-de-sac with the total area of the new road comprising 442 Square Metres.

Prior to construction the benefitted properties have agreed in writing to give-up land identified for the road purposes to Hinchinbrook Shire Council and contribute \$40,000 per property to capital costs of construction to be paid over a 20 year period.

2. The Rateable Land to which the special rates apply is:

Lot 1110, SP 272679, Parish Trebonne

Lot 11, SP 288756, Parish Trebonne

Lot 12, I 22433, Parish Trebonne

The rateable land is identified on Brown Lane Map 1.

3. Estimated cost for carrying out the overall plan:

The agreement with the benefitted property owners for a \$40,000 contribution per owner to the capital costs of construction was based on the estimated cost for carrying out the overall plan of \$120,000. The final construction cost exceeded the estimated amount.

4. Estimated time for carrying out the overall plan:

The construction of Brown Lane was complete and added to the Hinchinbrook Shire Asset register on 10th July 2015.

A Special Rate adopted in conjunction with this overall plan is payable by the owners of the identified rateable land at \$2,000 per annum over 20 years with the first payment due in 2017/2018 and the last in 2036/2037.

Following adoption of this special rate formal deeds of agreement will be signed by all parties.

5. Legislative reference:

Local Government Act 2009

Local Government Regulation 2012

6. Associated Documents

2017-2018 Revenue Statement

Brown Lane Area Map 2017/1

DOCUMENT HISTORY AND STATUS						
Action		Name		Position	Signed	Date
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Contents

Introduction	3
Strategic Direction	4
Overview of Organisational Services	5
Key Activities in 2018/2019	6
Strategic Direction One	8
Strategic Direction Two	10
Strategic Direction Three	12
Strategic Direction Four	14
Strategic Direction Five	16



Introduction

The *Operational Plan* is a major planning document within Council's corporate planning framework and outlines the significant activities and key operational activities that Council will deliver in 2018/2019.

The plan complies with the *Local Government Regulation 2012* which requires councils to prepare and adopt an Operational Plan for each financial year, which must:

- a) be consistent with the annual budget, and
- b) state how Council will:
 - progress the implementation of the 5 year *Corporate Plan* during the period of the annual Operating Plan.
 - manage operational risk.



Each area of operation performs day to day activities aligned with policies, procedures, activity specific plans and processes designed to ensure that services are delivered in accordance with the direction set by Councillors and in some instances governed by legislation. Quarterly activity reporting to Council is made with reference to the *Operational Plan*. This is presented to Councillors at an Ordinary Meeting of Council.

Strategic Direction

Through discussion, consultation and community engagement Council has determined a number of strategic directions that will be pursued over the next five years.

The 2014-2019 Strategic Directions as established by Council and documented in the *2014-2019 Corporate Plan* are:

1. Fiscally responsive and responsible management of public infrastructure and assets
2. Responsive and responsible management of land
3. Responsive and responsible local representation
4. Council's role in creating an enviable lifestyle and contribution to the whole of life livability of our Shire
5. Council's role in creating and supporting the economic prosperity of our Shire

With a genuine desire to deliver on these strategic directions, to essentially turn words into actions, Council has determined an appropriate level of involvement for Council, how Council will be involved and what will be seen as the measure of success.

The *Operational Plan* now details specific actions and activities that will be undertaken in 2018/2019 to address the strategic priorities as set by Council.



Overview of Organisational Services

Corporate Services

Services provided include:

- Accounts Payable and Receivable Services
- Administrative Customer Services
- Building Maintenance
- Corporate Governance
- Facility Hire
- Financial Accounting
- Information Technology and Telecommunications
- Insurance Management
- Management Accounting
- Payroll Services
- Public Amenities
- Rating
- Records Management
- Treasury

Development, Planning and Environmental Services

Services provided include:

- Animal Control
- Art, Gallery and Cultural Services
- Business Licensing
- Building Regulatory Services
- Building Certification
- Cemeteries
- Community Support
- Conference Facilities
- Economic Development
- Grants
- Land Dealings and Leases
- Library Services
- Local Laws
- Natural Resource and Environmental Management
- Pest Management and Revegetation
- Planning and Development
- Plumbing Services
- Public Health
- Public Safety
- Recycling and Waste Management
- Regulatory Enforcement
- Regulatory Parking
- Support for Festivals and Events
- Tourism and Visitor Information
- TYTO Events, Activities and Tours
- TYTO Precinct Management
- Vector Control
- Visitor Information Services

Infrastructure Services Delivery

Services provided include:

- Asset Management
- Civil Construction and Maintenance
- Engineering Survey and Design
- GIS Services
- Marine Infrastructure Management
- Plant Fleet Management
- Public Open Spaces Maintenance and Management
- Water and Sewerage Management

Office of the CEO

Services provided include:

- Employee Relations
- Enterprise Bargaining
- Governance
- Health and Wellbeing Program
- Human Resources
- Industrial Relations
- Learning and Development
- Media and Communications
- Performance Management
- Regional Engagement
- Strategic Planning
- Support to Elected Members
- Workers Compensation and Rehabilitation
- Workplace Health and Safety Management
- Workplace Health and Safety Training
- Disaster and Emergency Management

Key Activities in 2018/2019

The 2018/2019 key activities and their fit within and influence on the Strategic Directions as established by Council are summarised as follows:

KEY ACHIEVEMENTS	Strategic Directions As detailed in the 2014-2019 Corporate Plan	One Fiscally responsive and responsible management of public infrastructure and assets	Two Responsive and responsible management of land	Three Responsive and responsible local representation	Four Council's role in creating an enviable lifestyle and contribution to the whole of life livability of our Shire	Five Council's role in creating and supporting the economic prosperity of our Shire
	Shared Footpaths Program addressing missing links along the existing footpath network to improve pedestrian comfort, safety and promote healthy living and staying active	✓	✓		✓	✓
	Bridge Rehabilitation Program Baillies Road Bridge	✓	✓		✓	✓
	Community Shed Meetings Community meetings with Councillors and senior officers			✓	✓	✓
	Buy Local Preference Policy Procurement Policy with a buy local bias implemented			✓	✓	✓
	Hinchinbrook Way Develop a comprehensive marketing campaign incorporating <i>Hinchinbrook Way</i> , <i>Hinchinbrook Way Walk</i> , <i>Hinchinbrook Way Drive</i>			✓	✓	✓
	Hinchinbrook Visitor Information Lounge Refurbishment of the internal layout to the <i>Hinchinbrook Visitor Information Lounge</i>	✓				✓

KEY ACHIEVEMENTS	Strategic Directions As detailed in the 2014-2019 Corporate Plan	One Fiscally responsive and responsible management of public infrastructure and assets	Two Responsive and responsible management of land	Three Responsive and responsible local representation	Four Council's role in creating an enviable lifestyle and contribution to the whole of life livability of our Shire	Five Council's role in creating and supporting the economic prosperity of our Shire
	Biosecurity Plan Delivery of key pest management activities		✓		✓	✓
	Communication Delivery of timely and informative information to ratepayers and residents via a variety of means			✓	✓	
	Flying Fox Management Development of a long term <i>Flying Fox Roost Management Strategy</i>				✓	
	Warrens Hill Landfill Site Delivery Plan developed. Filling Plan developed and implemented	✓			✓	
	Waste Bin Audit Generating base line data in relation to waste behaviour			✓	✓	✓

Strategic Direction One

Fiscally Responsive and Responsible Management of Public Infrastructure and Assets

Hinchinbrook Shire Council builds, owns and funds the maintenance of infrastructure that it sees as a benefit to the community. In some areas Council is the only entity that will perform the function of providing public infrastructure. Council provides public infrastructure on the basis that it is an asset to the community, that the community values the provision of this infrastructure and that the infrastructure provides a contribution to the community that is tangible, vital and essential.

Council is committed to supplying infrastructure in an efficient and coordinated manner that provides consistent delivery of services and is seen as value for money by the users of such infrastructure. Further, Council considers infrastructure provision with regard to the impacts on the natural environment, the value add of the amenity to existing infrastructure, and health and safety of the community.

Council will ensure a coordinated and integrated approach to infrastructure planning, implementation, maintenance and renewal. Public infrastructure and assets provided by Council can include:

- Road and drainage network
- Water and sewerage network
- Waste management and transfer station facilities
- Hinchinbrook Aquatic Centre
- TYTO Precinct
- Parks, gardens and reserves with pathways, structures, playgrounds, fitness equipment and picnic facilities
- Marine recreational infrastructure - boat ramps, jetties and fishing platforms
- Buildings, like the Shire Hall, smaller community halls and the Kelly Theatre



Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2018/2019 Action and Measure		Lead	Associated
1.1	Plan and execute timely preventative maintenance regimes that extend the useful life of roads, water and sewerage network infrastructure in a cost effective manner	Continued refinement of long term asset management plans	1.1.1	Continued improvement of Asset Data and Condition rating information as identified in the adopted Asset Management Plans, in particular to ensure annual diminution of life is accurately reflected by June 2019	Infrastructure Services Delivery	Corporate Services
		Development of a roads hierarchy and associated service levels	1.1.2	Review and rationalise categorisation of Class 5 and 6 roads across the network to improve equity and consistency of road infrastructure services provided for the Community		
		Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets	1.1.3	Continued improvement of the Transport Asset maintenance annual schedule by June 2019		
1.2	Plan and execute timely preventative maintenance regimes for building assets that extend the useful life in a cost effective manner	Development of preventive maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs	1.2.1	Refine preventative maintenance plan and include in ten year budget for Council owned buildings	Corporate Services	Nil
1.3	Ensure that proposed extensions to road, water or sewerage networks have a demonstrated social and economic imperative	Investigate water security options for the Hinchinbrook Shire reticulated water system	1.3.1	Progress the Como Road Bores duplication and Ingham WTP upgrade project to completion and commissioning by June 2019	Infrastructure Services Delivery	Corporate Services
		Investigation of access to identified cane expansion areas in collaboration with industry stakeholders	1.3.2	Business case and funding models explored on a case by case basis. Study to investigate agricultural viability for the diversification of primary production as well as expansion of cane production.	Development, Planning and Environmental Services	Infrastructure Services Delivery
1.4	Be open to innovative and alternate solutions for the provision of ongoing public infrastructure needs	Prior to the end of useful life of current assets review innovative and alternate solutions	1.4.1	Local Government Infrastructure Plan will commence 2 July 2018	Development, Planning and Environmental Services	Infrastructure Services Delivery
1.5	Ensure that public infrastructure contributes to lifestyle aspirations of current residents, underpins population attraction and acts as an enabler for economic growth in tourism in particular	Maintain access to and improve recreational boating and fishing facilities	1.5.1	Continue works towards achieving deep water access for marine tourism and recreational purposes	Infrastructure Services Delivery	Development, Planning and Environmental Services
			1.5.2	Carry out Quantity Surveyor Report and Business Plan for Forrest Beach marine access		
			1.5.3	Advocate for improvement of recreational boating facilities		
		Development of a parks and reserves hierarchy and associated service levels	1.5.3	Complete community engagement on parks and reserves service level expectations and private land maintenance by 31 December 2017	Development, Planning and Environmental Services	Corporate Services

Strategic Direction Two

Responsive and Responsible Management of Land

Hinchinbrook Shire Council seeks to achieve a sustainable, well managed and enviable natural and built environment.

That is a Shire that provides a balance between the development of built infrastructure, demonstrating sound land use principles, while valuing the conservation of our diverse natural resources for the enjoyment of all.

This will be achieved by delivering an enabling Town Planning Scheme, by the development of natural resource management plans, and increasing community awareness of associated issues.



Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2018/2019 Action and Measure		Lead	Associated
2.2	Provision of reliable flood data and intelligence	Revision of the existing flood study	2.2.1	Investigate external funding opportunities for flood resilience projects such as the Bridge over Palm Creek (Dutton Street)	Infrastructure Services Delivery	Development, Planning and Environmental Services
2.3	Riverine and riparian environment management	Funding of the Herbert River Improvement Trust	2.3.1	Funds allocated and payment will be made in accordance with arrangements by <i>Herbert River Improvement Trust</i>	Office of the Mayor and CEO	Corporate Services
2.4	Natural resource management	Pest and weed management activities	2.4.1	Continuous monitoring and improvement of vector control practices and public education delivered by June 2019	Development, Planning and Environmental Services	Infrastructure Services Delivery
			2.4.2	Review and implement the <i>Hinchinbrook Local Government Area Biosecurity Plan</i> in cooperation with primary producers and other key stakeholders by June 2019		
			2.4.3	Continue the <i>Hinchinbrook Community Feral Pig Management Program</i> – implement all activities by June 2019		
		Involvement in catchment management activities	2.4.4	Develop, assist with and carry out revegetation projects including promotion of <i>National Tree Day</i> by 30 June 2019		External Agencies
		Stewardship of the Great Barrier Reef	2.4.5	Implement agreed activities from the <i>Reef Guardian Action Plan</i> by December 2018		External Agencies
		Biosecurity	2.4.6	Meet Council's obligations under the new <i>Biosecurity Act 2014</i> preventing, responding to and assisting recovery from pests and diseases, thereby keeping Hinchinbrook's land and environment healthy and resilient		External Agencies

Strategic Direction Three

Responsive and Responsible Local Representation

Councillors will provide strong local leadership, underpinned by responsible governance processes, demonstrating respect for the democratic process. Councillors will communicate openly, be accountable for decisions made and be willing to engage with the community.

Council will advocate to State and Federal Governments and agencies to deliver outcomes that address the needs of our community.

Council will create an organisation that is empowered to act and develops an internal capacity to respond and to change. Council will seek to be aware of external factors that impact on Local Government as a whole and on Hinchinbrook specifically.

Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2018/2019 Action and Measure		Lead	Associated
3.1	Councillor two way engagement with our community	Community Shed Meetings	3.1.1	Hold annual <i>Community Shed Meetings</i> as per identified schedule	Office of the Mayor and CEO	All
		Provide Councillor representation at recognised community group meetings	3.1.2	Facilitate an annual review of Councillor nominations for representational roles		
3.2	Communication with the community	Communications Plan developed and executed	3.2.1	<i>Annual Communication Plan</i> developed and presented to Council by March 2019		
			3.2.2	Activity and outcome report presented twice a year to Councillors		
		Further development of online content	3.2.3	Continue to develop online functionality including the ability to apply/lodge applications through the Hinchinbrook Shire Council website		
			3.2.4	Review strategies implemented to ensure website content is accurate and up-to-date		
			3.2.5	Ensure policies and services factsheets are available online		
			3.2.6	Increase community engagement through social media platforms including <i>Hinchinbrook Shire Council</i> , <i>VisitTYTO</i> , <i>Hinchinbrook Disaster Information</i> and <i>The Hinchinbrook Way</i> pages.		
		Continued publication of a ratepayers newsletter	3.2.7	Three ratepayer newsletters published by June 2019		
3.3	Influencing other levels of Government	On an as identified basis an advocacy role with other levels of government and service providers of programs to address the needs of at risk community members and youth	3.3.1	Continue and foster partnerships with various agencies to promote activities and programs for the betterment of the community	Development, Planning and Environment Services	

3.3	Influencing other levels of Government	Support for community health service providers to address the needs of at risk community members	3.3.2	Review the grant funding service as provided by to the <i>Hinchinbrook Community Support Centre</i> by June 2019	Development, Planning and Environment Services	Corporate Services
			3.3.3	Continue community activities focused on seniors		Corporate Services
			3.3.4	Build capacity and influence early childhood health and learning via community programming and partnerships with community organisations		Nil
			3.3.5	Host community events with inclusive additions for elderly persons and those living with a disability. Minimum two per year to be included in programming.		Nil
		Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment	3.3.6	Participate in State Government forums to influence the regional agenda	Office of the Mayor and CEO	Development, Planning and Environment Services
		Membership of LGAQ and participation in relevant discussions and agendas	3.3.7	State and Regional LGAQ conferences and meetings attendance		Nil
3.4	Policy and Procedure	Buy local first preference policy development	3.4.1	Procurement Policy, which provides for buy local preference, to continue to be applied, to be reviewed by 31 December 2018	Office of the Mayor and CEO	All
3.5	Organisational Capacity	Review of the organisational structure and resourcing in response to our strategic direction	3.5.1	Continue implementation of a program to introduce apprentices and trainees into Council for 2018/2019	Office of the Mayor and CEO	All
			3.5.2	<i>Corporate Culture Program</i> , policy and training to be implemented by 31 December 2018		
			3.5.3	Continued program of business improvement initiatives, innovations leading to enhanced service delivery and operational efficiencies and sustain able work practices. This will occur through the <i>Business Improvement Team</i>		
			3.5.4	Staged review of service levels across the organisation to identify improved practices and cost efficiencies that could be achieved. First stage to be completed by 30 November 2018		
		Development of our human resources	3.5.5	Annual delivery of employee training on an as needs basis <ul style="list-style-type: none"> • Code of Conduct • Customer Service • Workplace Health and Safety 		
			3.5.6	Continued implementation of performance appraisals and safety training for all staff		
			3.5.7	Customer Service – continue sustainable levels of service and review improved practices, efficiencies and responsible timeframes in line with the Customer Service Charter for community transparency by 31 December 2018		

Strategic Direction Four

Council's Role in Creating an Envable Lifestyle and Contribution to the Whole of Life Livability of our Shire

Notwithstanding the delivery of roads, water and sewerage networks, Council makes many other contributions to our community to endeavor to create a highly desirable environment, where lifestyle, livability and prosperity are key outcomes. Our community values our relaxed lifestyle and seeks to preserve this in tandem with creating a healthy, vibrant and inclusive place to live.

Arts and culture are an integral part of life for our communities. Council recognises the importance arts and culture plays in our region and is committed to developing and expanding arts and cultural activities that have the capacity to enrich the lives of our residents. Council actively supports arts and cultural groups through its ongoing support for the Regional Arts Development Fund, together with its community donations program.

Community partnerships are about Council working with residents, community groups and other government agencies to improve the social well-being of the community, making our community a more desirable place to live. It is about partnerships, building capacity, listening to and learning from the community and building the future together.

Council acknowledges the issues of our ageing population and will work to identify strategies to support the needs of older people. We want to recognise the skills and experience of older people to ensure they feel valued and supported in our community. Council sees direct employment opportunities and support service provision for older people as a way to diversify our employment base and assist in the attraction of new residents to Hinchinbrook.

Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2018/2019 Action and Measure		Lead	Associated
4.1	Arts and Cultural Investment	Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs	4.1.1	Expand annual <i>Tasman Turtle Picnic Day</i> signature event to attract families from across the region in 2019	Development, Planning and Environmental Services	Nil
			4.1.2	Present two state cultural touring programs to increase patronage from all regional areas with a focus on Townsville. Continue to present art and cultural programming in the annual event program. Continue to present two printed community event programs per year to increase awareness of art and cultural programming. Distribution to include Townsville and other regional areas.		
			4.1.3	Development of Sports and Recreation Facility Program	Corporate Services	
		Continued funding of the Regional Arts Development Fund program	4.1.4	Apply for RADF funding under new modelling. Implement RADF program in accordance with adopted guidelines with or without state government funding. Increase the accessibility of programs to all Hinchinbrook residents by holding RADF workshops throughout a range of areas within the Shire, through <i>Inflight</i> programming.	Development, Planning and Environmental Services	
4.2	Provision of Recreation Opportunities	Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre	4.2.1	Continue engagement with the lessees of the <i>Kelly Theatre</i> , Council through Economic Development will continue to support the <i>Kelly Theatre</i> through advertising which promotes the region.	Corporate Services	Development, Planning and Environmental Services

4.2	Provision of Recreation Opportunities	Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre	4.2.2	Continue engagement with the lessees of the <i>Hinchinbrook Aquatic Centre</i>	Corporate Services	Nil
		School holidays program featuring children/youth activities	4.2.3	Build capacity via the delivery of community programming during the April, July and September school holiday periods	Development, Planning and Environmental Services	Nil
		Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community	4.2.4	Budget provision made to support a mix of Hinchinbrook based events		
			4.2.5	Investigate planning and development costs for Motor Sport Precinct by 31 December 2018		
			4.2.6	Formulate Recreational/Adventure Tourism Plan for the Wallaman and Broadwater areas by 30 June 2019		
4.3	Community Partnership Support	Continue to provide funding for community groups to deliver on the wider social welfare agenda	4.3.1	Develop <i>Community Partner Programs</i> with one new partnership per pillar of art, culture, nature and knowledge. Assess the <i>Community Activity Grant</i> program in 2019 to ensure economic returns are enhanced, which assist community groups.	Development, Planning and Environmental Services	Nil
4.4	Living well over 60 with a highly desirable lifestyle	Advocate for adequate local facilities and services to support older residents, particularly those that allow them to live longer in their own homes	4.4.1	Progress the handover of ownership of <i>Forrest Glen Retirement Village</i> to the <i>Hinchinbrook Community Support Centre</i>	Development, Planning and Environmental Services	Office of the Mayor and CEO
			4.4.2	On an as identified basis, undertake an advocacy role with other levels of government and service providers of programs to address the needs of older residents	Office of the Mayor and CEO	Development, Planning and Environmental Services
		Self assess Hinchinbrook against the World Health Organisation Checklist of Essential Features of Age Friendly Cities	4.4.3	Continue to progress the <i>Ageing in Place Committee</i> and monitor outcomes	Development, Planning and Environmental Services	Office of the Mayor and CEO
		Plan to address shortcomings	4.4.4	Report prepared for Council during 2018/2019 with budget items for consideration in 2019/2020	Corporate Services	
4.5	Regulatory Functions that underpin livability	Provide meaningful Animal Control Services	4.5.1	Respond to complaints in a timely manner and execute appropriate actions	Development, Planning and Environmental Services	External Agencies
			4.5.2	Continue to partner with animal welfare organisations to attempt to re-home unwanted animals		
		Provide meaningful business licensing activities	4.5.3	Respond to complaints in a timely manner and execute appropriate actions		
			4.5.4	Continue to provide opportunities for business owners to meet their compliance responsibilities		
		Provide timely building regulatory functions and enforcement action as necessary	4.5.5	Respond to complaints in a timely manner and execute appropriate actions that safe guard the public interest. Undertake appropriate legal actions against non-compliant activities	Development, Planning and Environmental Services	Infrastructure Services Delivery
4.6	Educational Opportunities that support population attraction	Foster partnership opportunities with vocational and tertiary educational service providers	4.6.1	Continue to collaborate with universities to establish course components within the Shire	Development, Planning and Environmental Services	Nil
			4.6.2	Introduce one new collaborative partnership program to marry with curriculum in technology based learning		
			4.6.3	Continue to participate in the regional tourism programs		

Strategic Direction Five

Council's Role in Creating and Supporting the Economic Prosperity of our Shire

The identification of opportunities to enhance the economic viability of our community is a key priority for Council. To this end we will implement strategies to achieve a strong and sustainable local economy that supports the growth of new and existing industry and business activities and provide long term employment opportunities for all age groups.

The focus of Council's *Disaster Management Program* is on minimising the affects of natural disasters on our community, both from an individual harm prevention minimisation perspective and more widely from an economic loss perspective. Council will continue to liaise with emergency service providers and will strive to build resilience and capacity in our communities to survive natural disaster events, to manage the immediate outcomes of such events and to thrive afterwards.



Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2018/2019 Action and Measure		Lead	Associated
5.1	Our Ingham CBD is attractive, alive and diverse	CBD refresh and associated actions	5.1.1	Undertake master planning of Rotary Park to develop an integrated approach to the future development of the park	Development, Planning and Environmental Services	Infrastructure Services Delivery
			5.1.2	Continuation and expansion of the <i>Christmas in Hinchinbrook Project</i> by December 2019		Nil
			5.1.3	Completion of Herbert Street revitalisation project by June 2019		Infrastructure Services Delivery
			5.1.4	Lannercost Street Revitalisation Project 30 December 2018		
5.2	Support for business diversity and employment growth	Local buy first preference policy development	5.2.1	<i>Procurement Policy</i> , which provides for buy local preference, to continue to be applied and promoted within the Shire	Corporate Services	All
			5.2.2	Creation of business friendly environment by reduction of red tape and simplification of licensing processes	Office of the Mayor and CEO	All
		Implement Economic Development Strategy and focus on short term actions.	5.2.3	Encourage and promote diversification in agriculture complimentary to sugar cane		Development, Planning and Environmental Services
			5.2.4	Promote diversification in agricultural practices and enhance focus and delivery of tourism product including economic and agricultural tourism		
			5.2.5	Work with <i>Townsville Enterprise Limited</i> to partner on projects of benefit to the Hinchinbrook Shire	Development, Planning and Environmental Services	External Agency
			5.2.6	Coordination of at least two focus group meetings to progress into economic development actions		
			5.2.7	Continue to investigate opportunities for renewable energies, such as solar, for cost reduction purposes	Office of the Mayor and CEO	Corporate Services
			5.2.8	Design and promote an investment prospectus and Economic Development Snapshot to entice new businesses, development and jobs within the region	Development, Planning and Environmental Services	Office of the Mayor and CEO
			5.2.9	Continue to provide capacity building workshops for local business development		
			5.2.10	Identify and support potential business opportunities for locals and newcomers to the Shire		
			5.2.11	Facilitate planning for infrastructure in key economic development nodes		Engineering Services
		Funding of the Hinchinbrook Chamber of Commerce, Industry and Tourism	5.2.12	Budget allocation made and funds transferred by December 2018		Corporate Services
5.3	Tourism development	Event activity at the TYTO Precinct	5.3.1	Yearly event program presented with a mix of activities, workshops and events that have appeal to visitors. Introduce one exclusive niche cultural ticketed event to the external market. Maintain Townsville marketing to build awareness of community precinct and to increase capacity. Expand <i>Hinchinbrook Market Day</i> to attract day visitation from regional areas as day trip market and a must do activity for visitors to the region. Increase exposure of events, services and programming at regional roadshows and expos. To be done in partnership with local operators and <i>The Hinchinbrook Way</i> .	Development, Planning and Environmental Services	Nil

Corporate Plan Strategies		Proposed Actions over 2014 - 2019	2018/2019 Action and Measure		Lead	Associated
		Assist and facilitate growth in attracting events to the Shire	5.3.2	Activity and outcomes report presented twice a year to Council	Development, Planning and Environmental Services	Nil
			5.3.3	Budget provision made to support a mix of Hinchinbrook based events		Corporate Services
		Ongoing membership of Townsville Enterprise Limited	5.3.4	Continued membership of <i>Townsville Enterprise Limited</i> and annual review of service level agreement		
5.4	Natural Disaster Management	Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities	5.4.1	<i>Local Disaster Management Plan</i> in place, reviewed annually and adopted by Council prior to December 2018. Increase public awareness of natural disaster management.	Office of the Mayor and CEO	All
			5.4.2	Review, renew and replace as required, existing two way radio repeater systems for disaster management purposes by 30 September 2018		
			5.4.3	Undertake resilience and response auditing for old age care facilities and services	Development, Planning and Environmental Services	Infrastructure Services Delivery
			5.4.4	Finalise the installation of the live stream, real time visual monitoring devices at the Ingham Pump Station and Gairloch Bridge flood gauges	Infrastructure Services Delivery	Office of the Mayor and CEO
5.5	Shire wide branding	Develop and finalise shire wide branding project	5.5.1	Continue to work with local businesses to become a part of the brand story	Development, Planning and Environmental Services	External Agencies
5.6	Hinchinbrook Way	Develop a comprehensive marketing campaign including the following media avenues:	5.6.1	Produce high quality print material	Development, Planning and Environmental Services	External Agency
			5.6.2	Install Hinchinbrook Way drive signage throughout the district		External Agency
			5.6.3	Further development of social media opportunities		External Agency
			5.6.4	Production of media advertisements		External Agency
		Finalise the Hinchinbrook Way Walk	5.6.5	Continue to promote Hinchinbrook Way Walk		External Agency
		Complete Stage 1 of the Hinchinbrook Way Drive Loop in the Lower Herbert, Forrest Beach area	5.6.6	Stage 1 being design package complete. Stage 2 implementation to be completed by 30 June 2019 subject to Road Corridor Permit and QTDDIF funding application		External Agency
5.7	Visitor Information Centre	Refurbishment of the internal layout to the Visitor Information Centre	5.7.1	Development and implementation of the refurbishment of the <i>Hinchinbrook Visitor Information Lounge</i>	Development, Planning and Environmental Services	Nil



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