



Ordinary Meeting

Council Chambers
Date: 15 November 2017
Time: 9:00am

MINUTES

MEMBERS IN ATTENDANCE

Members Present: Cr T Gilmore (Mayor), Crs, E Brown, K Davies, M Graham, A Pedersen, A Toppin and L Wyatt.

APOLOGIES/LEAVE OF ABSENCE/ABSENCE ON COUNCIL BUSINESS

Nil

BEREAVEMENTS/CONDOLENCES

A minute's silence was observed as a mark of respect for those residents who passed away during the previous month.

DECLARATION OF ANY MATERIAL PERSONAL INTERESTS/ CONFLICTS OF INTEREST

There were no Material Personal Interests or Conflicts of Interest declared by any Councillor or Senior Council Officer in relation to the items of business listed on the Agenda.

CONFIRMATION OF MINUTES

Moved by Cr Pedersen

Seconded by Cr Wyatt

"That the Minutes of the Ordinary Council Meeting held on 25 October 2017 be confirmed as true and correct."

CARRIED

BUSINESS ARISING OUT OF MINUTES OF PREVIOUS MEETINGS

Nil

CORPORATE AND COMMUNITY SERVICES

REGIONAL LAND USE PLANNING

ITEM-1 MAREEBA SHIRE COUNCIL - PROPOSED AMENDMENT OF CONDITIONS FOR ADVERTISING SIGN - LOT 2 ON RP737796 - 4286 KENNEDY HIGHWAY, MAREEBA

Moved by Cr Toppin

Seconded by Cr Brown

"That Council:

1. delete Condition 8 of the approval issued at its ordinary meeting held on 5 February 2014 for the advertising billboard at Lot 2 on RP737796, Parish of Tinaroo, situated at 4286 Kennedy Highway, Mareeba; and

2. sell the Billboard Infrastructure to the owner of Lot 2 on RP737796 for a value of \$1,200."

CARRIED

ITEM-2 N & N MORRIS - RECONFIGURING A LOT - SUBDIVISION (1 INTO 2 LOTS) - LOT 3 ON RP733075 - 215 MALONE ROAD, MAREEBA - RAL/17/0006

Moved by Cr Pedersen

Seconded by Cr Brown

"1. That in relation to the following development application:

APPLICATION		PREMISES	
APPLICANT	N & N Morris	ADDRESS	215 Malone Road, Mareeba
DATE LODGED	24 October 2017	RPD	Lot 3 on RP733075
TYPE OF APPROVAL	Development Permit		
PROPOSED DEVELOPMENT	Reconfiguring a Lot - Subdivision (1 into 2 lots)		

and in accordance with the Sustainable Planning Act 2009, the applicant be notified that the application for a development permit for the development specified in (A) is:

Approved by Council in accordance with the approved plans/documents listed in (B), subject to assessment manager conditions in (C), assessment manager's advice in (D), relevant period in (E), further permits in (F), and further approvals from Council listed in (G);

And

The assessment manager does consider that the assessment manager's decision conflicts with a relevant instrument.

Details of the conflict with the relevant instrument	Reason for the decision, including a statement about the sufficient grounds to justify the decision despite the conflict
<p>1. The proposed development is in conflict with Performance Outcomes PO1, PO2, PO3 and PO6 of the Agricultural Land Overlay Code:</p> <p>PO1 <i>The fragmentation or loss of productive capacity of land within the 'Class A' area or 'Class B' area identified on the Agricultural land overlay maps (OM-001a-n) is avoided unless:</i></p> <p>(a) <i>an overriding need exists for the development in terms of public benefit;</i> (b) <i>no suitable alternative site exists; and</i> (c) <i>loss or fragmentation is minimised to the extent possible.</i></p> <p>PO2 <i>Sensitive land uses in the 'Class A' area, 'Class B' area or the 'Broadhectare rural' area identified on the Agricultural land overlay maps (OM-001a-n) are designed and located to:</i></p> <p>(a) <i>avoid land use conflict;</i> (b) <i>manage impacts from agricultural activities, including chemical spray drift, odour, noise, dust, smoke and ash;</i> (c) <i>avoid reducing primary production potential; and</i> (d) <i>not adversely affect public health, safety and amenity.</i></p> <p>PO3 <i>Development in the 'Class A' area or 'Class B' area identified on the Agricultural land overlay maps (OM-001a-n):</i></p> <p>(a) <i>ensures that agricultural land is not permanently alienated;</i> (b) <i>ensures that agricultural land is preserved for agricultural purposes; and</i> (c) <i>does not constrain the viability or use of agricultural land.</i></p> <p>PO6 <i>Any Reconfiguring a lot in the 'Class A' area, 'Class B' area or the 'Broadhectare rural' area identified on the Agricultural land overlay maps (OM-001a-n), including boundary realignments, only occurs where it:</i></p> <p>(a) <i>improves agricultural efficiency;</i> (b) <i>facilitates agricultural activity; or</i> (c) <i>facilitates conservation outcomes; or</i> (d) <i>resolves boundary issues where a structure is built over the boundary line of two lots.</i></p> <p>2. The proposed development is in conflict with Performance Outcome PO1 and Acceptable Outcome AO1 of the Reconfiguring a Lot Code:</p> <p>PO1 <i>Lots include an area and frontage that:</i></p> <p>(a) <i>is consistent with the design of lots in the surrounding area;</i> (b) <i>allows the desired amenity of the zone to be achieved;</i> (c) <i>is able to accommodate all buildings, structures and works associated with the intended land use;</i> (d) <i>allow the site to be provided with sufficient access;</i> (e) <i>considers the proximity of the land to:</i> (i) <i>centres;</i> (ii) <i>public transport services; and</i> (iii) <i>open space; and</i> (f) <i>allows for the protection of environmental features; and</i> (g) <i>accommodates site constraints.</i></p> <p>AO1.1 <i>Lots provide a minimum area and frontage in accordance with Table 9.4.4.3B.</i></p>	<p>The subject site and immediately surrounding allotments are already developed for rural residential living, notwithstanding the underlying agricultural land classification.</p> <p>Proposed Lot 9, the vacant lot, is considerably buffered from nearby intensive rural uses by distance and established vegetation along the banks of Levison Creek. The proposed subdivision does not result in a lessening of future rural opportunities or any further alienation of quality agricultural land.</p> <p>The proposed development is considered to represent the highest and best use of the subject land.</p>

(A) APPROVED DEVELOPMENT: Development Permit for Reconfiguring a Lot - Subdivision (1 into 2 lots)

(B) APPROVED PLANS:

Plan/Document Number	Plan/Document Title	Prepared by	Dated
421_01	Proposed Reconfiguration Lot 3 on RP733075	Robin Trotter Cadastral Surveyor	12/7/17

(C) ASSESSMENT MANAGER'S CONDITIONS (COUNCIL)

(a) Development assessable against the Planning Scheme

1. Development must be carried out substantially in accordance with the approved plans and the facts and circumstances of the use as submitted with the application, subject to any alterations:
 - found necessary by Council's delegated officer at the time of examination of the engineering plans or during construction of the development because of particular engineering requirements; and
 - to ensure compliance with the following conditions of approval.
2. Timing of Effect
 - 2.1 The conditions of the development permit must be complied with to the satisfaction of Council's delegated officer prior to the endorsement of the plan of survey, except where specified otherwise in these conditions of approval.
3. General
 - 3.1 The development approval would not have been issued if not for the conditions requiring the construction of infrastructure or the payment of infrastructure charges within the conditions of approval.
 - 3.2 The applicant/developer is responsible for the cost of necessary alterations to existing public utility mains, services or installations required by works in relation to the proposed development or any works required by condition(s) of this approval.
 - 3.3 All payments or bonds required to be made to the Council pursuant to any condition of this approval must be made prior to the endorsement of the plan of survey and at the rate applicable at the time of payment.
 - 3.4 The developer must relocate (in accordance with FNQROC standards) any services such as water, sewer, drainage, telecommunications and electricity that are not wholly located within the lots that are being created/serviced where required by the relevant authority unless approved by Council's delegated officer.

3.5 Where utilities (such as sewers on non-standard alignments) traverse lots to service another lot, easements must be created in favour of Council for access and maintenance purposes. The developer is to pay all costs (including Council's legal expenses) to prepare and register the easement documents.

3.6 Any existing buildings or structures (pools/tennis courts or fences) and/or incidental works that straddle the new boundaries must be altered, demolished or removed, as required, to align with the new property boundaries and/or be wholly contained within a new allotment, unless approved by Council's delegated officer.

3.7 All works must be designed, constructed and carried out in accordance with FNQROC Development Manual requirements and to the satisfaction of Council's delegated officer.

3.8 Charges

All outstanding rates, charges and expenses pertaining to the land are to be paid in full.

3.9 Rural Addressing

The applicant must pay a contribution per additional lot for provision of rural addressing at the rate identified in the Fees and Charges Schedule at the time of payment.

4. Infrastructure Services and Standards

4.1 Access

An access crossover for each allotment, must be constructed from the edge of the road pavement, to the property boundary of each respective allotment, in accordance with the FNQROC Development Manual, to the satisfaction of Council's delegated officer.

A bitumen sealed or reinforced concrete driveway shall be provided within any battleaxe lot access handle. The driveway will:

- have a minimum formation width of 3 metres
- be constructed for the full length of the access handle
- be formed with one-way crossfall to cater for stormwater drainage such that any stormwater runoff is contained within the access strip
- service and utility conduits are to be provided for the full length of the concrete or sealed driveway constructed within the access handle of the battle axe allotment(s).

4.2 Stormwater Drainage

The applicant must ensure a non-worsening effect on surrounding land as a consequence of the development and must take all reasonable and practicable measures to ensure discharge occurs in compliance with the

Queensland Urban Drainage Manual (QUDM) and the FNQROC Development Manual.

4.3 Water Supply

Proposed Lot 8 must be provided with a water supply via:

- (a) a bore or bores are provided in accordance with the Design Guidelines set out in the Planning Scheme Policy 4 – FNQROC Regional Development Manual; or
- (b) A minimum 2 megalitre water allocation from SunWater's irrigation supply network; or
- (c) on-site water storage tank/s:
 - (i) with a minimum capacity of 90,000L;
 - (ii) fitted with a 50mm ball valve with a camlock fitting;
 - (iii) which are installed and connected prior to the occupation or use of the development.

At the time of construction of a dwelling on proposed Lot 9, a water supply must be provided via:

- (a) a bore or bores are provided in accordance with the Design Guidelines set out in the Planning Scheme Policy 4 – FNQROC Regional Development Manual; or
- (b) A minimum 2 megalitre water allocation from SunWater's irrigation supply network; or
- (c) on-site water storage tank/s:
 - (i) with a minimum capacity of 90,000L;
 - (ii) fitted with a 50mm ball valve with a camlock fitting;
 - (iii) which are installed and connected prior to the occupation or use of the development.

4.4 On-Site Wastewater Management

At the time of construction of a new dwelling on proposed Lot 9, any associated on-site effluent disposal system must be constructed in compliance with the latest version On-Site Domestic Wastewater Management Standard (ASNZ1547) to the satisfaction of the Council's delegated officer.

4.5 Electricity provision/supply

The applicant/developer must ensure that an appropriate level of electricity supply is provided to each allotment in accordance with FNQROC Development Manual standards (as amended) to the satisfaction of Council's delegated officer.

Written advice from an Electricity Service Provider is to be provided to Council indicating that an agreement has been made for the provision of power reticulation.

4.6 Telecommunications

The applicant/developer must demonstrate that a connection to the national broadband network is available for each allotment, or alternatively, enter into an agreement with a telecommunication carrier to provide telecommunication services to each lot and arrange provision of necessary conduits and enveloping pipes.

5. Additional Payment Condition/s (section 650 of the Sustainable Planning Act 2009)

5.1 The additional payment condition has been imposed as the development will create additional demand on trunk infrastructure which will create additional trunk infrastructure costs for council.

5.2 The developer must pay \$4,500.00 per additional lot as a contribution toward trunk infrastructure with the amount of the contribution increased on 1 July each year in accordance with the increase for the PPI index for the period starting on the day the development approval takes effect, adjusted by reference to the 3-yearly PPI index average to the date of payment.

5.3 The trunk infrastructure for which the payment is required is:

- The trunk transport network servicing the land (\$4,425.00 per additional allotment)

5.4 The developer may elect to provide part of the trunk infrastructure instead of making the payment.

5.5 If the developer elects to provide part of the trunk infrastructure the developer must:

- Discuss with Council's delegated officer the part of the works to be undertaken;
- Obtain the necessary approvals for the part of the works;
- Indemnify the Council in relation to any actions, suits or demands relating to or arising from the works;
- Take out joint insurance in the name of the Council and the developer in the sum of \$20,000,000 in relation to the undertaking of the works;
- Comply with the reasonable direction of Council officers in relation to the completion of the works;
- Complete the works to the standards required by the Council; and
- Complete the works prior to endorsement of the plan of subdivision.

(D) ASSESSMENT MANAGER'S ADVICE

- (a) A number of other charges or payments may be payable as conditions of approval. The applicable fee is set out in Council's Fees & Charges Schedule for each respective financial year.

(b) Easement Documents

Council has developed standard easement documentation to assist in the drafting of formal easement documents for Council easements. Please contact the Planning Section for more information regarding the drafting of easement documents for Council easements.

(c) Endorsement Fees

Council charges a fee for the endorsement of a Survey Plan, Community Management Statements, easement documents, and covenants. The fee is set out in Council's Fees & Charges Schedule applicable for each respective financial year.

(d) Compliance with applicable codes/policies

The development must be carried out to ensure compliance with the provisions of Council's Local Laws, Planning Scheme Policies, Planning Scheme and Planning Scheme Codes to the extent they have not been varied by a condition of this approval.

(e) Notation on Rates Record

A notation will be placed on Council's Rate record with respect to each lot regarding the following conditions:

- conditions regarding on-site wastewater disposal system design (at time of dwelling construction)
- an approved source of water supply via bore/perennial watercourse

(f) Environmental Protection and Biodiversity Conservation Act 1999

The applicant is advised that referral may be required under the *Environmental Protection and Biodiversity Conservation Act 1999* if the proposed activities are likely to have a significant impact on a matter of national environmental significance. Further information on these matters can be obtained from www.environment.gov.au.

(g) Cultural Heritage

In carrying out the activity the applicant must take all reasonable and practicable measures to ensure that no harm is done to Aboriginal cultural heritage (the "cultural heritage duty of care"). The applicant will comply with the cultural heritage duty of care if the applicant acts in accordance with gazetted cultural heritage duty of care guidelines. An assessment of the proposed activity against the duty of care guidelines will determine whether or to what extent Aboriginal cultural heritage may be harmed by the activity. Further information on cultural

(A) APPROVED DEVELOPMENT: Development Permit for Material Change of Use - Motor Home Park

(B) APPROVED PLANS:

Plan/Document Number	Plan/Document Title	Prepared by	Dated
Appendix 4	Proposal Plan	-	-

(C) ASSESSMENT MANAGER'S CONDITIONS (COUNCIL)

(a) Development assessable against the Planning Scheme

1. Development must be carried out substantially in accordance with the approved plans and the facts and circumstances of the use as submitted with the application, subject to any alterations:
 - found necessary by Council's delegated officer at the time of examination of the engineering plans or during construction of the development because of particular engineering requirements; and
 - to ensure compliance with the following conditions of approval.
2. Timing of Effect
 - 2.1 The conditions of the development permit must be complied with to the satisfaction of Council's delegated officer prior to the commencement of the use except where specified otherwise in these conditions of approval.
 - 2.2 Prior to the commencement of use, the applicant must notify Council that all the conditions of the development permit have been complied with, except where specified otherwise in these conditions of approval.
3. General
 - 3.1 The development approval would not have been issued if not for the conditions requiring the construction of infrastructure within the conditions of approval.
 - 3.2 The applicant/developer is responsible for the cost of necessary alterations to existing public utility mains, services or installations required by works in relation to the proposed development or any works required by condition(s) of this approval.
 - 3.3 All payments or bonds required to be made to the Council pursuant to any condition of this approval must be made prior to commencement of the use and at the rate applicable at the time of payment.
 - 3.4 All works must be designed, constructed and carried out in accordance with FNQROC Development Manual requirements (as amended) and to the satisfaction of Council's delegated officer.

3.5 Noise Nuisance

Refrigeration equipment, generators, pumps, compressors and mechanical ventilation systems must be located and/or designed, installed and maintained to achieve a maximum noise level of 3dB(A) above background levels as measured from noise sensitive locations.

Guests are not permitted to play amplified music of any kind.

3.6 Waste Management

The applicant shall ensure there is no on site disposal of refuse associated with the approved use unless such refuse is disposed of in refuse bins provided in accordance with the following:

- (i) No refuse is to be stored on site outside the refuse bins at any time.
- (ii) An on-site refuse storage area for all refuse bins must be provided and be screened from view from adjoining properties and road reserve by a 1 metre wide landscaped screening buffer, 1.8m high solid fence or building.

Lids or coverings must be installed on all refuse storage bins when not in use to prevent wildlife scavenging.

3.7 Bushfire Management

3.7.1 A Bushfire Management Plan, incorporating evacuation procedures, campfire guidelines and fire break/trail maintenance for the motor home park must be prepared to the satisfaction of Council's delegated officer. The approved use must comply with the requirements of the Management Plan at all times.

3.7.2 The applicant must ensure any open fires are appropriately managed and contained.

3.8 Flood Evacuation Plan

The applicant shall prepare a flood evacuation plan for the motor home park. A copy of the flood evacuation plan must be given to each guest upon arrival at the motor home park.

3.9 Signage

3.9.1 No more than one (1) advertising sign for the approved development is permitted on the subject site.

3.9.2 The sign must not exceed a maximum sign face area of 6m² and must not move, revolve, strobe or flash.

- 3.9.3 The sign must be kept clean, in good order and safe repair for the life of the approval.
 - 3.9.4 The sign must be removed when no longer required.
 - 3.9.5 The erection and use of the advertisement must comply with the Building Act and all other relevant Acts, Regulations and these approval conditions.
 - 3.10 The motor home park shall not accommodate more than 40 self-contained caravan/motorhomes at any one time.
 - 3.11 The maximum length of stay for any caravan/motorhome must not exceed five (5) consecutive days.
 - 3.12 The motor home park must only accommodate self-contained motor homes. Self-contained motor homes must have an on-board toilet and shower, on-board water supply and wastewater holding tanks.
4. Infrastructure Services and Standards
- 4.1 Access

An access crossover must be constructed/upgraded (from the edge of Rogers Road to the property boundary of the subject site) to the satisfaction of Council's delegated officer.
 - 4.2 Rogers Road
 - 4.2.1 A 100 metre single coat dust seal on Rogers Road, in the prevailing wind direction is to be completed within three years for the purpose of minimising dust impacts on the dwelling house on Lot 1 on RP711202, to the satisfaction of Council's delegated officer.
 - 4.2.2 The reasonable value, as agreed by Council's delegated officer, of work required under Condition 4.2.1, will be credited towards the infrastructure contribution payable under Condition 5.2.
 - 4.3 Stormwater Drainage/Water Quality
 - 4.3.1 The applicant/developer must take all necessary steps to ensure a non-worsening effect on surrounding land as a consequence of the development.
 - 4.3.2 Prior to the development commencing, the applicant must develop a Stormwater Quality Management Plan, including an Erosion and Sediment Control Plan. The plan must detail what measures will be implemented to prevent erosion in the event the surface of the motor home park area deteriorates due to wet weather and/or high traffic.
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4.3.3 The applicant/developer must ensure that the Stormwater Quality Management Plan is complied with for the life of the development.

4.4 Car Parking/Internal Driveways

4.4.1 All car parking associated with the motor home park must be accommodated within the identified motor home park area.

4.4.2 The internal access road shown on the approved plan must be constructed (from the edge of the access crossover mentioned in Condition 4.1 to the approved motor home park area) to a four (4) metre wide all weather compacted gravel standard, prior to the commencement of the use.

The internal access road must be maintained at this standard for the life of the development.

4.5 Lighting

4.5.1 Where outdoor lighting is required the developer shall locate, design and install lighting to operate from dusk to dawn within all areas where the public will be given access, which prevents the potential for light spillage to cause nuisance to neighbours and must be provided in accordance with Australian Standard 1158.1 – Lighting for Roads and Public Spaces.

4.5.2 Illumination resulting from direct, reflected or other incidental light emanating from the subject land does not exceed 8 lux when measured at any point 1.5m outside the property boundary of the subject site. The lighting fixtures installed on site must meet appropriate lux levels as documented within Australian Standard 4282 – Control of the Obtrusive Effects of Outdoor Lighting.

4.6 *Non-Reticulated Water Supply*

All non-potable water supplied to park visitors must be clearly labelled at each tap - Non Potable Water - not safe for Human Consumption.

In the event that the motor home park is provided with a potable water supply, it must be treated so as to be potable (safe for drinking in accordance with National Health Medical Research Guidelines).

4.7 On-Site Wastewater Management

4.7.1 No black or grey water from caravans/motorhomes is to be discharged on site.

4.7.2 Any accidental discharge of black or grey water on site must be reported to Council immediately.

5. Additional Payment Condition

5.1 The additional payment condition has been imposed as the development will create additional demand on trunk infrastructure which will create additional trunk infrastructure costs for council.

5.2 The developer must pay \$4,320.00 toward trunk infrastructure with the amount of the contribution increased on 1 July each year in accordance with the increase for the PPI index for the period starting on the day the development approval takes effect, adjusted by reference to the 3-yearly PPI index average to the date of payment.

A credit will be applied towards this contribution in accordance with Condition 4.2.2.

5.3 The trunk infrastructure for which the payment is required is:

- The trunk transport infrastructure servicing the land

5.4 The developer may elect to provide part of the trunk infrastructure instead of making the payment.

5.5 If the developer elects to provide part of the trunk infrastructure the developer must:

- Discuss with Council's delegated officer the part of the works to be undertaken;
- Obtain the necessary approvals for the part of the works;
- Indemnify the Council in relation to any actions, suits or demands relating to or arising from the works;
- Take out joint insurance in the name of the Council and the developer in the sum of \$20,000,000 in relation to the undertaking of the works;
- Comply with the reasonable direction of Council officers in relation to the completion of the works;
- Complete the works to the standards required by the Council; and
- Complete the works prior to endorsement of the plan of subdivision.

(D) ASSESSMENT MANAGER'S ADVICE

(a) A number of other charges or payments may be payable as conditions of approval. The applicable fee is set out in Council's Fees & Charges Schedule for each respective financial year.

(b) Compliance with applicable codes/policies

The development must be carried out to ensure compliance with the provisions of Council's Local Laws, Planning Scheme Policies, Planning Scheme and Planning Scheme Codes to the extent they have not been varied by a condition of this approval.

(c) Compliance with Acts and Regulations

The erection and use of the building must comply with the Building Act and all other relevant Acts, Regulations and Laws, and these approval conditions.

(d) Environmental Protection and Biodiversity Conservation Act 1999

The applicant is advised that referral may be required under the *Environmental Protection and Biodiversity Conservation Act 1999* if the proposed activities are likely to have a significant impact on a matter of national environmental significance. Further information on these matters can be obtained from www.environment.gov.au

(e) Cultural Heritage

In carrying out the activity the applicant must take all reasonable and practicable measures to ensure that no harm is done to Aboriginal cultural heritage (the "cultural heritage duty of care"). The applicant will comply with the cultural heritage duty of care if the applicant acts in accordance with gazetted cultural heritage duty of care guidelines. An assessment of the proposed activity against the duty of care guidelines will determine whether or to what extent Aboriginal cultural heritage may be harmed by the activity. Further information on cultural heritage, together with a copy of the duty of care guidelines and cultural heritage search forms, may be obtained from www.datsip.qld.gov.au

(f) Motor Home Park/Caravan Park/Camping Ground

The applicant is advised that an application to Council for approval to operate under Council *Local Law No 1 (Administration) 2011* is required prior to the commencement of the motor home park/caravan park/camping ground.

(E) RELEVANT PERIOD

When approval lapses if development not started (s.85)

- Material Change of Use – six (6) years (starting the day the approval takes effect);

(F) OTHER NECESSARY DEVELOPMENT PERMITS AND/OR COMPLIANCE PERMITS

- Development Permit for Operational Works

(G) OTHER APPROVALS REQUIRED FROM COUNCIL

- Access approval arising from condition number 4.1 (Please contact Planning Section to obtain application form and applicable fee)."

CARRIED

ITEM-6 DRAFT MSC ANNUAL REPORT 2016-2017

Moved by Cr Graham

Seconded by Cr Davies

"That Council adopt the Draft Annual Report, as amended and attached to these Minutes as Appendix 1, for the 2016/17 Financial Year."

CARRIED**ITEM-8 DESEXING PROGRAM - FRIENDS OF THE ANIMALS (FOTA)**

Moved by Cr Wyatt

Seconded by Cr Toppin

"That Council approve a donation to Friends of the Animals for an amount of \$4,000 to carry out a desexing program to approved recipients in the Mareeba Shire only."

CARRIED**ITEM-9 DELEGATIONS UPDATE NOVEMBER 2017**

Moved by Cr Pedersen

Seconded by Cr Davies

"That:

1. Council delegates the exercise of the powers contained in the attached Tables of Delegable Powers to the Chief Executive Officer, with such powers to be exercised subject to any limitations.

2. Any prior delegations of power relating to the same matters contained in the attached Tables of Delegable Powers are revoked."

CARRIED**ITEM-10 HANDBOOK FOR ADVISORY COMMITTEES**

Moved by Cr Toppin

Seconded by Cr Brown

"That Council adopt the Handbook for Advisory Committees, attached to these Minutes as Appendix 2."

CARRIED**ITEM-11 AUDIT COMMITTEE POLICIES**

Moved by Cr Graham

Seconded by Cr Wyatt

"That the following Policies, Charters and Terms of Reference be adopted by Council:

- Audit Committee Policy;
- Audit Committee Charter;
- Audit Committee Terms of Reference;
- Internal Audit Policy; and
- Internal Audit Charter

attached to these Minutes as Appendix 3,4,5,6 and 7 respectively."

CARRIED

FINANCE

ITEM-13 FINANCIAL STATEMENTS FOR PERIOD ENDING 31 OCTOBER 2017

Moved by Cr Davies

Seconded by Cr Wyatt

"That Council note the financial report for the period ending 31 October 2017."

CARRIED

COMMUNITY WELLBEING

ITEM-14 REGIONAL ARTS DEVELOPMENT FUND COMMITTEE TERMS OF REFERENCE

Moved by Cr Toppin

Seconded by Cr Graham

"That Council approves the Terms of Reference for the Regional Arts Development Fund (RADF) Advisory Committee, attached to these Minutes as Appendix 8."

CARRIED

INFRASTRUCTURE SERVICES

TECHNICAL SERVICES

ITEM-15 MAREEBA AERODROME - LEASE AREA E - ROTORWORKS PTY LTD

Moved by Cr Pedersen

Seconded by Cr Toppin

"That, in relation to the request by Rotorworks P/L for an extension of their current lease over lease area 'E' at the Mareeba Airport:

1. Council agree to grant Rotorworks P/L a new 40 year standard lease (initial 20 year term plus 2 x 10 year options) over lease area 'E' to take effect from the expiry date of the initial 20 year term of their current lease on 17 October 2017, with the rental for the first year of the new lease being the Council's current assessed market rental of \$6.00 per square metre.
2. All costs associated with the preparation of the new lease are to be met by Rotorworks."

CARRIED

ITEM-16 MAREEBA AIRPORT UPGRADING - OCTOBER 2017 PROGRESS REPORT

Moved by Cr Graham

Seconded by Cr Toppin

"That Council note the October 2017 progress report on the Mareeba Airport Upgrade Project."

CARRIED

ITEM-17 APPLICATION FOR PERMANENT ROAD CLOSURE OVER PART OF KENNEDY STREET AND TO BE ADJOINED INTO LOT 1 ON SP270092

Moved by Cr Wyatt

Seconded by Cr Graham

"That Council advise the Department of Natural Resources and Mines that in relation to the application for permanent closure of that portion of road reserve immediately west of the motel (approximately 10 metres wide by 170 metres in length), Council does not object to the closure of this section of road reserve providing:

1. the first 30 metres off Costin Street which contains Council water supply infrastructure is excluded; and

BUSINESS WITHOUT NOTICE

ADHOC-1

SPEED LIMIT HERBERTON STREET MAREEBA

Moved by Cr Graham

Seconded by Cr Davies

"That Council refer to the Traffic Advisory Committee the possibility of reducing the speed limit from 60 km to 50 km on Herberton Street."

CARRIED

ADHOC-2

ROAD RESERVE MARTIN AVENUE MAREEBA

Moved by Cr Davies

Seconded by Cr Pedersen

"That Council refer the issue of trucks parking on the road reserve near Martin Avenue to Dept of Transport and Main Roads via the Traffic Advisory Committee."

CARRIED

ADHOC-3

BUILDING BETTER REGIONS FUNDING

Moved by Cr Davies

Seconded by Cr Wyatt

"That Council apply to the next round of Federal Government Building Better Regions funding for additional works related to the Mareeba airport upgrade."

CARRIED

CLOSURE OF MEETING

Moved by Cr Pedersen

Seconded by Cr Toppin

"That in accordance with Section 275(1)(h) of the Local Government Regulation 2012, the meeting be closed to the public at 9:54am to discuss matters relative to other business for which a public discussion would be likely to prejudice the interests of Council or someone else, or enable a person to gain a financial advantage."

CARRIED

OPENING OF MEETING

Moved by Cr Pedersen

Seconded by Cr Wyatt

"That the meeting be opened at 9:57am."

CARRIED

ITEM-12**SALE OF LAND DUE TO RATES IN ARREARS**

Moved by Cr Graham

Seconded by Cr Davies

"That Council:

1. Sell the land listed as below due to the rates which have accrued on the rateable lands remaining unpaid for three (3) years or longer, in accordance with section 140 of the *Local Government Regulation 2012*;

Property No	Property Description
10772	Lot 2 RP 715132
12934	Lot 21 RP 749169
16686	Lot 54 RP 747669
17296	Lot 1 RP 861070
17297	Lot 2 RP 861070
20233	Lot 5 RP 892268
21218	Lot 2 & 3 MPH 25016
21345	Lot 41 SP 187435

2. Delegate to the Chief Executive Officer its power to take all further steps under Chapter 4, Part 12 Division 3 of the *Local Government Regulation 2012* to effect sale of land (including, for avoidance of doubt, the power to end sale procedures including the authority to remove a property where circumstances arise whereby the continuation of this action is considered unwarranted or inappropriate)."

CARRIED**NEXT MEETING OF COUNCIL**

The next meeting of Council will be held at 9:00 am on Wednesday 20 December 2017.

There being no further business, the meeting closed at 9:58am.

.....
Cr Tom Gilmore
Mayor

APPENDIX 1 - ITEM-6 DRAFT MSC ANNUAL REPORT 2016-2017



ANNUAL REPORT
2016-2017



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1. OUR VISION AND GUIDING PRINCIPLES

Our Vision

"A growing and confident Shire, comprised of diverse communities who share common values of a relaxed lifestyle and respect for the beauty of the natural environment of the region."

It is the Council's mission to preserve the values expressed in its vision by:

- Creating the foundations for a strong and financially sustainable future for the Shire.
- Responsible and accountable decision-making.
- Cost-effective service provision.
- Community capacity building through collaborative partnerships.

Our Guiding Principles

In delivering services to our community, we will be guided by the following corporate values and principles:

- We will keep the fact that **"the community are our customers"** in the forefront of every decision and action we take.
- We will work together as a **united team** using the skills and experience of all staff while recognising the value of a diverse workforce and actively supporting the principles of equal employment opportunity.
- Our staff will be **empowered to make decisions** in their own areas of authority, knowing that they will be supported when they do so.
- We will always **strive to improve Council's service** and enthusiastically pursue innovative ways of doing so.
- We will always take a **whole of Council approach**, with every decision being made on the basis of what is best for the whole organisation.
- We will **share information** throughout the organisation using vigorous and open communication.
- We will **involve all of our fellow staff members** in the decision making process, with managers providing coaching, support and leadership.



2. SHIRE PROFILE

The Mareeba Shire services a population of approximately 22,157 and covers an area of 53,457 km². It stretches across the base of Cape York Peninsula and westwards from the coastal escarpment behind Cairns. The altitude of the Tablelands region moderates the tropical climate which means that the Shire enjoys cool dry winters and warm, wet summers.

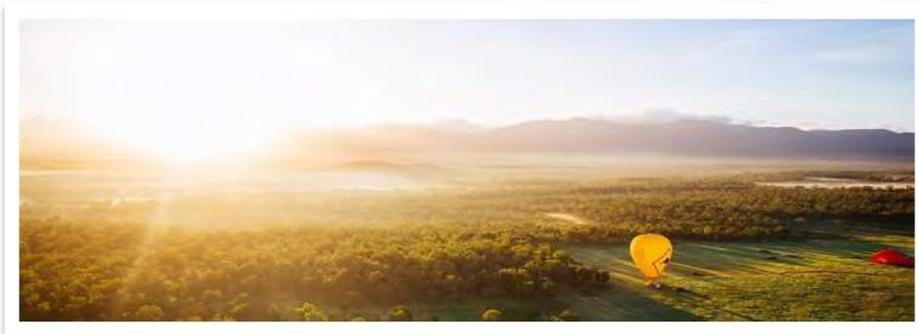
The Shire is located within close proximity to two World Heritage Areas and is less than an hour's drive to Cairns International Airport. Mareeba, the main population centre, lies 64 km south-west of Cairns. Kuranda, with the Kuranda Scenic Railway and Skyrail Cableway, brings millions of visitors to the Shire each year. The Shire is a popular destination for Grey Nomads who hold an annual Christmas in July event at Mareeba.

The Shire is rich in mineral resources including gold, lead, zinc and other base metals, tungsten, copper sulphate, tin, perlite, limestone, marble and slate. The historic mining town of Chillagoe, with its limestone caves and amazing rock formations, is a must-see on any tourist's agenda.

The economy of the Shire relies heavily on agricultural production including a large range of animal industries and production of both tropical and subtropical crops.

Mareeba is positioning itself as an industrial hub in Far North Queensland with the development of the Mareeba Industrial Park which has the land availability for significant expansion in the future. The further development of the Mareeba Airport will also help fuel sustained economic growth into the future.

With its natural beauty, mild tropical climate, economic diversity and proximity to Cairns, the Mareeba Shire continues to be a lifestyle destination of choice for many "tree changers", mobile digital professionals and business operators, fly in/fly out workers and their families, and "Cairns commuters" who work in Cairns but choose to live in the Mareeba Shire.



3. MAYOR'S REPORT

These past 12 months have seen a period of growth for both our Shire Council and for our local community. The level of investment in new dwellings and industrial enterprises has been significant, signalling a high level of confidence in our regional economy and the industries which underpin it.



In support of our burgeoning economy and indeed our growing community, Council has expended \$31.4 million in capital works, road maintenance and importantly, replacing bridges which had come to the end of their useful life.

This continuing investment in the critical infrastructure which underwrites our agricultural industry and our community has been a feature of this Council's focus since its inception and has carried forward into this reporting year. Significant projects include the extension of road and drainage infrastructure at the Mareeba Industrial precinct, the construction of the new Mareeba Wastewater Treatment Plant, investments in new water infrastructure in Kuranda and significant investment in new capital works and maintenance of our extensive roads infrastructure.

Council has been successful in obtaining grants from both the State and the Commonwealth Government during the year, which have been expended on the replacement of four of our timber bridges including those over both Nissen and Bushy Creeks at Julatten. These new bridges have been constructed using the latest laminated timber technology. These grants have also been utilised to progress the redevelopment of the Mareeba Airport. Further grants have been expended to great benefit; for instance, the extension of footpaths suitable for the use of mobility aids by the elderly and disabled. Council expresses its deepest appreciation to both the State and the Commonwealth for their continuing grants programs.

Now in its fourth year, Mareeba Shire Council continues to grow, to mature and to continue to provide the highest level of service to the community within the capacity of the community to pay, supported by grant assistance from the State and Commonwealth.

Our focus has now been turned to long-term planning for the future development of our Shire and to the programmed maintenance of our existing assets such as bridges, culverts and underground infrastructure in water and sewerage services.

Council continues its commitment to budgetary rigour, ensuring that the carefully laid foundations of the past four budgets are maintained and built upon to guarantee future economic stability and viability. This approach demands discipline of both Council and staff in the expenditure of ratepayers' money. This business-like attitude has been and remains a defining hallmark of this administration.

I pay tribute to members of the Council for their continued commitment and understanding of the difficult issues and to the staff of the Mareeba Shire Council who provide dedication to the task at hand and fearless advice to Council.

Cr Tom Gilmore

Mayor

4. CHIEF EXECUTIVE OFFICER'S REVIEW

The last financial year has seen Council consolidate its efforts to ensure long-term financial viability. Council has just moved passed halfway mark of its five year Corporate Plan and is well on its way to achieving the desired objectives. The size of the Shire and our relatively small rate base means we will always be vulnerable, however with ongoing prudent management being applied by Council the future is positive.



Council's work in achieving this has been recognised by those involved in Local Government across the State. Mareeba Shire is now being recognised as an example and have presented at a range of conferences on the work we have done and the steps taken to achieve what we have.

This has been achieved by the concentrated efforts of all. The Councillors have provided clear direction and leadership in this regard and the staff have responded by consistently seeking opportunities to find savings and efficiencies while ensuring service levels are maintained or improved.

Council has been successful in being awarded a range of grants from both the State and Commonwealth Governments and these have enabled Council to deliver a range of projects. A new grant "Works for Queensland" was gratefully received from State Government this year and has meant that a number of projects which were previously unachievable because of lack of funds could be delivered. The delivery of these within the time constraints has put considerable pressure on staff but they have responded admirably and their efforts are certainly appreciated.

Construction on the Mareeba Waste Water Treatment Plant has progressed well and the plant will be coming on line early in the 2017/2018 financial year, within the project timelines and budget. This new plant not only meets the environmental standards but provides capacity for growth of the community in the future. The contractor, Downer Utilities, and the Council team are to be congratulated.

I would like to acknowledge and thank the Mayor and Councillors for their leadership and direction over the past year and thank the staff for their ongoing dedication and high level of work they have delivered for the community.

Peter Franks

Chief Executive Officer

5. CORPORATE AND COMMUNITY SERVICES DEPARTMENT REVIEW

Jennifer McCarthy - Director Corporate and Community Services

The Corporate and Community Services department comprises five separate Groups or functional areas of Council as follows:

- **Finance** (which includes Stores, Depots, Payroll, Financial Accounting, Management Accounting and Procurement)
- **Development & Governance** (which includes Governance and Compliance, Local Laws, Environmental Health, Building and Plumbing, Planning)
- **Systems & Customer Service** (which includes Records, Customer Service, Information and Communication Technology, Business Systems)
- **Organisational Development** (which includes HR Management, Workforce Management, Training and Development, Workplace Health and Safety)
- **Community Wellbeing** (which includes Libraries, Community Development and Engagement, Community Support Services, Tourism Promotion, Grants Development, Community Grants, Community Housing for Seniors Service)



Key achievements or highlights of the 2016/17 financial year include:

Finance

- Preparation and adoption of 2017/18 budget
- Preparation and finalisation of financial statements for the year ended 30 June 2017
- Assisted other areas of Council to adhere to 2016/17 budget, resulting in achieving operational and capital targets
- Reviewed all fees and charges
- Continued development of the works and assets system to assist in improving efficiencies and understanding of costs for decision-making
- Continued development of asset registers to assist in improved asset management plans
- Continued system enhancement and key user training in financial systems

Development and Governance

- Significant process and system changes were implemented in response to the commencement of the new Queensland Planning Act 2016 on 3 July 2017
- A Planning Act 2016 alignment amendment was undertaken on the Mareeba Shire Council Planning Scheme 2016
- A total of 75 additional allotments created through Reconfiguring of a Lot applications
- The total value of all building approvals for the 2016/17 financial year was \$41.2M, number of building applications staying at the same level as last year
- Historic building and plumbing records from present day to the 1970s were scanned to improve service level and record security

Systems and Customer Service

- Adopted long term ICT Strategy, focusing on Cloud first principles
- Completed Water and Waste Water SCADA Server replacement/upgrade
- Provided ICT support for the commissioning of the new Mareeba Waste Water Treatment Plant
- Developed and delivered Intranet portal site
- Deployed proactive ICT monitoring and alerting system for Council information systems
- Extended Public access Wi-Fi to include Chillagoe Library and Centenary Park Kuranda
- Public Wi-Fi at libraries and Visitor Information Centre now available for free with Facebook Check-in Requirement to help promote these locations
- Deployed Accounts Payable invoice digitisation and capture solution
- Assisted in the configuration and deployment of system enhancements required to support updated QLD Planning Act
- Migrated 'Gates and Grids' application management process to core Property information system
- Initiated project to digitise historic Building and Plumbing applications
- Initiated organisational wide Information Management survey
- Participated in Office of the Information Commissioner Queensland - Information Privacy week activities

Community Wellbeing

- Conducted Community BBQ's in outlying towns and districts of the Shire to provide the opportunity for residents to engage with Councillors to raise issues and identify community priorities. The information will be used to update the Community Plan
- Reviewed and updated Council's policies regarding the financial assistance and community leasing arrangements offered to not for profit groups and clubs. This led to increased levels of financial assistance and new community leasing arrangements that are fair, consistent, transparent and affordable by rate-payers
- Capitalised on the increasing Chinese tourism market to promote Kuranda
- Cultural awareness training for Kuranda Visitor Information Centre Volunteers was held to assist volunteers to respond appropriately to Chinese visitors. Marketing material, brochures and information sheets have been translated into Chinese language at the Kuranda Visitor Information Centre
- Provided tenancy management services to 124 residents in 104 x one bedroom units and 4 x two bedroom units. Capital improvements to the properties included internal and external painting and installation of roof insulation of identified units
- Transitioned the Mareeba Heritage Museum and Visitor Information Centre to community management by the Mareeba Heritage Centre Management Committee
- Conducted an efficiencies review of the Mareeba Shire Library Service. Library Officers worked with a Consultant to identify operational efficiencies and levels of service that meet local community needs and issues within the existing budget

- Leveraged \$4.5M in government funding for essential infrastructure and community facilities projects by co-contributing \$514,000, which is nearly a nine-fold return on Council's investment

Organisational Development

- Managers and employees kept informed and updated on significant industrial relations changes impacting on employment conditions
- Skills Gap Analysis Program developed with the aim of delivering targeted leadership and management training programs in 2017-2018, for middle and senior managers to ensure continued improvement in workforce management
- A focus on the management of long service leave accruals resulted in a 35% reduction in balances in excess of 13 weeks during the year
- Monitoring and review of the new Performance Appraisal System for Award based employees resulted in changes which reduced the administrative burden on supervisors conducting the reviews and emphasised the recording of issues needing further action
- Random drug and alcohol testing and incident based testing was conducted during the year with no serious breaches detected
- Verification of Competency Program was developed with implementation underway to ensure Council complies with its WHS obligations as they relate to operators of heavy vehicles, plant and machinery
- WHS management systems continued to be reviewed, updated and improved



6. INFRASTRUCTURE SERVICES DEPARTMENT REVIEW

Pat White - Director Infrastructure Services



The Infrastructure Services department encompasses three functional areas of Council as follows:

- Works (which includes Transport Infrastructure, Bridge Construction and Maintenance, Parks and Gardens, Land Protection, Cemeteries)
- Technical Services (which includes NDRRA Management, RMPC Management, Technical Support, Fleet and Workshop, Land and Facilities)
- Water and Waste (which includes Waste Management; Wastewater (Sewerage) Treatment, Operations and Reticulation, Water Treatment, Operations and Reticulation)

Key achievements or highlights of the 2016/17 financial year include:

Works

Transport Infrastructure Section

Civil Works:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Gravel Road Resheet Program • Springmount Road - Rehabilitation and Widening • Eulumna Creek Road - Causeway Upgrade • Western Beef Roads - Nine New Causeways • Myola Road Kuranda - Widen and Seal • Ray Road Mareeba - Rehabilitation and Widening • Kowa Street Mareeba - Widen and Seal • Doyle Street Mareeba - Widen and Seal • Thongon Street Kuranda - Kerb and Channeling • Raleigh Street Dimbulah - Widen and Seal • Bowers Street Mareeba - Rehabilitate Pavement • Iluka Street Mareeba - Widen and Seal • Chettle Road Mareeba - Rehabilitate Pavement • Atherton/Walsh Streets Mareeba - Minor Signage Works • Coondoo Street Kuranda - Renew Steps | <ul style="list-style-type: none"> • Lawson Street Mareeba - New Footpath • Gilmore Road Mareeba - Widening and Seal • West Sabin Road - Intersection Upgrade • Walsh Street Dimbulah - Resheet • Downs Street Mareeba - Widen and Seal • Lawson Street Mareeba - Widen and Seal • Bailey Street Mareeba - Corner Widening and Seal • Egan Street Mareeba - Widen and Seal • Burke Developmental Road - Gravel Resheet Ch 574.2 - Ch 578.2 • Gravel Resheet Priority Roads 16/17 • Herberton/Petford Road - Gravel Resheet • Burke Developmental Road - Remove and Replace RCP 750mm Ø Pipes |
|---|--|

Maintenance:

- \$3,179,754 - Road Maintenance

Land Protection Section

- **Top Priority Weeds:** Miconia species, Mikania Vine, Kosters curse, and Limnocharis are being tackled in partnership with Biosecurity Qld. These are rainforest invaders and are a serious threat to our tropical forests and Wet Tropics areas.
- **Gamba Grass:** Maintained the protection of the Walsh and Mitchell River catchments of this invasive high biomass grass. Contained infestations on the eastern watercourses.
- **Targeted Pest Plants:** Include; Rats Tail Grass, Thunbergia spp, Sicklepod, Parthenium Weed, Giant Sensitive Plant, Lions Tail, Hymenachne, Amazon Frogbit, Water Lettuce and other aquatic plant pests. All these plants were targeted under Council's Biosecurity Plan. They were removed or contained from council roads, parks, easements and waste transfer stations. Council partnered with our rate payers and provided up to date information on control options, property pest planning and prevention of weed seed spread. Council provided advice and public education at field days, workshops, at shows and via the media.
- **Belly Ache Bush, Rubber Vine and other Jatropha species:** A staged and strategic removal program was undertaken on the Upper Walsh River catchment. Council worked in conjunction with affected landowners, catchment management groups, Natural Resource Management organisations and Biosecurity.
- **Siam Weed:** This invasive plant pest has been labelled by world scientists as "The World's Worst Weed". It has appeared on a major feeder creek system of the Walsh River. A major removal job was run by Council, Landowners, Biosecurity Staff and Catchment Management to prevent its spread down through the catchment.
- **Tramp Ants:** Electric Ants and Yellow Crazy Ants were targeted for eradication by Council, Landowners and partners - Biosecurity Qld, Wet Tropics Management Authority and Kuranda EnviroCare.
- **Vertebrate Pests:**
 - Rabbits were managed with poison baits, burrow fumigating, trapping and by introducing the Rabbit Haemorrhagic Disease Virus.
 - Feral pig controls included - trapping, shooting, hunting and poisoning. All the above technologies were implemented by Council, community pig trapping organisations and by our ratepayers.
 - Wild dog/dingo controls included a coordinated baiting approach taken by Council and affected landowners. In the many places that baiting is not applicable; hunters were used along with trapping and shooting within departmental guidelines.

Bridge Section

Capital Works:

- Mt Lewis Road - Bushy Creek Bridge Upgrade
- Mt Lewis Road - Nissen Creek Bridge Upgrade
- Chewko Road - Atherton Creek Bridge Repair
- Algoma Road Mutchilba - Culvert Relining
- Wrights Lookout Road Kuranda - Culvert Relining
- Springmount Road - Oaky Creek Bridge Renewal

Maintenance:

- \$ 433,959 Bridge Maintenance
- 74% Preventative Maintenance

Parks and Garden Section

Capital Works:

- Geraghty Park Julatten - Renew Playground and Exercise Equipment
- Bicentennial Lakes - Replace Paved Footpaths

Maintenance:

- \$1,894,384 Parks and Gardens Maintenance

Aerodromes

Council has commenced an \$18M airport upgrade project, funded with \$5M from the Australian Government (National Stronger Regions Fund) and \$13M from the Queensland Government. The majority of the early works packages have been completed with the remainder to commence next financial year.



Water and Waste

The following capital works projects were undertaken during the 12 month period:

Mareeba

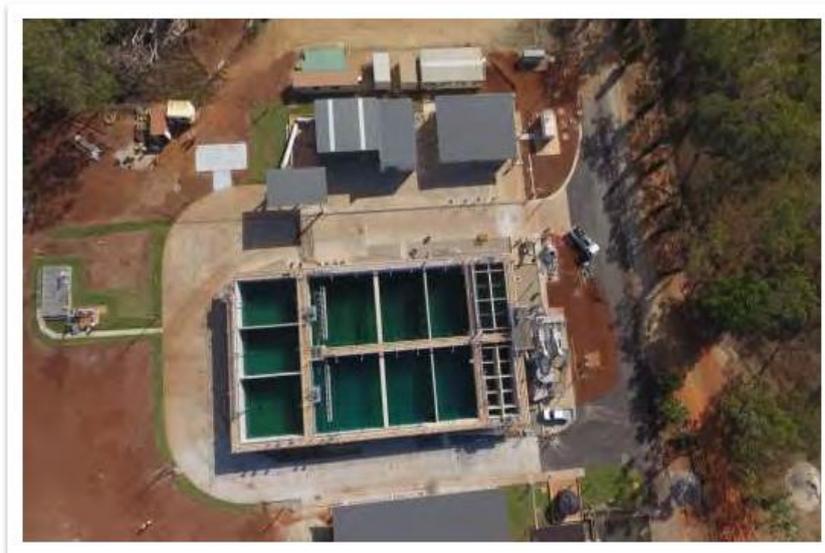
- Mareeba Wastewater Treatment Plant Construction completed July 2017
- Mareeba Wastewater Treatment Plant Inlet Works completed July 2017
- Hastie Road Mareeba - Wastewater Reticulation Network Upgrade completed August 2017
- Mareeba Landfill Erosion and Sediment Control Works
- Mareeba Landfill, Old Mareeba Landfill Capping Project
- Mareeba and Kuranda Water Treatment Plant - Replace turbidity meters
- Mareeba Water Treatment Plant Switchboard Renewal

Kuranda

- Sludge Management Upgrade Project completed
- Rob Veivers Drive Water Main Upgrade
- Kuranda Water Security Project - Construction of new water reservoirs in Kuranda, one at Platypus Close and the other at Hilltop Close

Mitchilba and Julatten

- Concrete lined bunding area completed at Waste Transfer Stations



Technical Services

- Provided survey, design and soil testing services for a number of capital works projects including:
 - Kowa Street Mareeba - Widening of existing bitumen roadway to improve safety for cyclists and pedestrians
 - Rob Veivers Drive Kuranda - Widen and rehabilitation of existing bitumen road to provide safer access for cyclists and pedestrians
 - Raleigh Street Dimbulah - Widen existing road adjacent to church, community centre and school to provide safer access
 - Bowers Street Mareeba - Rehabilitate existing bitumen pavement to accommodate heavy vehicles accessing the Mareeba Industrial Park
 - Springmount Road Arriga - Rehabilitate and widen to two-lane bitumen standard
 - Myola Road Kuranda - Rehabilitate and widen existing bitumen to provide safer access for cyclists and pedestrians.
- Mareeba Sporting Precinct - Engaged landscape designer and planner to develop a master plan for Davies, Eales and Firth Parks
- Mareeba Traffic Study - Engaged consultants to investigate and report on traffic issues within the Mareeba CBD including the development of improvement options
- Provided Project Management services for the delivery of the \$1.5M bitumen reseal program
- Delivered the \$1.8M Road Maintenance Performance Contract (RMPC) for the Department of Transport and Main Roads
- Purchased new street sweeper
- Purchased new front end loader for the landfill

Works undertaken on Council's facilities included:

- PCYC Hall Mareeba - Replacement of deteriorated exterior components to comply with the heritage listing.
- Mareeba Gymnastics Club - Replaced roller doors
- Kuranda SES Shed - Construction of a new SES shed in Kuranda including concrete driveway
- Mareeba Leagues Club - Replaced tiles



7. KEY STATISTICS FOR THE PERIOD 1 JULY 2016 TO 30 JUNE 2017

Planning and Development

- Total development applications received - 65
- Applications for Building Work Assessable against Planning Scheme - 20

Building

- Total building approvals issued - 345 (153 Council, 192 private certified)
- Number of dwellings approved - 373
- Total value of building approvals \$41,998,672

Local Laws

- Total Penalty Infringement Notices issued - 667
- Total complaints/enquiries responded to - 1,732 (Local Laws)
- Total complaints/enquiries responded to - 906 (Regulatory Support)
- Total animals impounded - 709
- Total dogs registered at 30 June 2017 - 3,509

Environmental Health

- Total complaints/enquiries responded to - 333
- Total licensed premises inspected -
 - Food 226
 - Accommodation 10

Organisational Development

- Total number of full-time equivalent (FTE) employees at 30 June 2017 - 209.11
- Male employees as a percentage of total - 65%
- Female employees as a percentage of total - 35%
- Indoor employees (FTE) as a percentage of total - 45%
- Outdoor employees (FTE) as a percentage of total - 55%
- Number of employees (FTE) per 100 residents - 0.95
- Total staff training hours attended - 3,129.5
- Number of WHS injury incident reports - 31
- Total work days lost through injury - 292

Customer and Community

- Total site visits (sessions) - Council's website - 110,075
- Total number of website pages viewed - 239,884
- Customer Requests created - 12,607
- Call Centre calls handled - 17,956

ICT/Records

- Total number of PCs/Laptops maintained – 200
- Total amount of data stored - 30TB
- ICT helpdesk requests resolved – 1,592
- Total documents registered in Records System – 48,971

Libraries

- Total items loaned - 116,721
- Total visitors to libraries - 84,660
- Total volunteer hours - 1,484

Visitor Information Centres

Kuranda Visitor Information Centre

- Total visitor numbers - 97,124
- Total volunteer hours - 5,069

Mareeba Heritage Museum and Visitor Information Centre

- Total visitor numbers (excl. coffee shop patrons) - 39,979
- Total volunteer hours - 11,000

Grants Development

- Total successful infrastructure grant applications: \$4,557,000
- Total successful community grant applications: \$645,621

Insurance

- Total motor vehicle claims lodged - 21
- Industrial special risk (building and electrical) claims lodged - 3
- Number of potential public liability claims reported to insurer - 17 Claims
 - 16 Notification only
 - 1 Formal Claim - denied

Rating and Property

- Total number of rateable properties - 10,317
- Total rateable value of Shire - \$1,539,436,752
- Total rate levy 2016/2017 - \$30,327,880
- Rate arrears as at 30 June 2017 - \$2,933,493

Water

- Total volume of treated water supplied - 3,243.37 ML
- Total length of water mains - 241.960km
- Total number of water connections - 5,307

Sewerage

- Total length of sewer mains - 134.28 kms
- Total number of household connections - 3,709
- The flows into and out of the sewerage treatment plants are summarised below:

Inflow (ML)		Outflow (ML)	
Mareeba	Kuranda	Mareeba	Kuranda
886.1	86.6	868.4	83.7

Waste

- Total volume of waste disposed of at Mareeba landfill - 54,311 tonnes
- Total tonnage of recyclable materials collected - 1,384 tonnes (made up of: 43T tyres; 38T oil; 25T batteries; 1,208T steel; 31T mixed recyclable material - including plastic, steel and aluminium cans and glass bottles; 38T farmers plastic)
- Total volume of green waste processed - 4,318 tonnes

Roads

- Total km of shire roads - 2,299 kms
- Total km of gravel roads - 1,642 kms
- Total maintenance expenditure - \$3,179,741

Parks and Gardens

- Total number of parks/open spaces maintained - 140
- Total area of parks/gardens/open space maintained - 120 ha

Aerodromes

- Total aircraft movements (landings) - Mareeba Aerodrome - 5,538

Facilities

- Total swimming pool admissions - 67,434
- Total public halls usage - 1,310 bookings
- Total Caravan Park site rentals (includes tent sites, dongas, cabins and van sites) - 38,148
- Total Community Housing for Seniors Service managed - 108

8. CORPORATE PLAN

Council's Corporate Plan for the period 2014 - 2019 was developed around the following four key strategic priorities and goals:

COMMUNITY: Communities across the area share a sense of common identity whilst retaining local diversity, and enjoy equitable access to services and facilities based on effective partnerships.

ENVIRONMENT: A natural and living environment that provides safety and enjoyment for the community and visitors.

ECONOMY: A growing and vibrant local economy supported by a planning scheme that seeks to balance development with rural sustainability and lifestyle considerations.

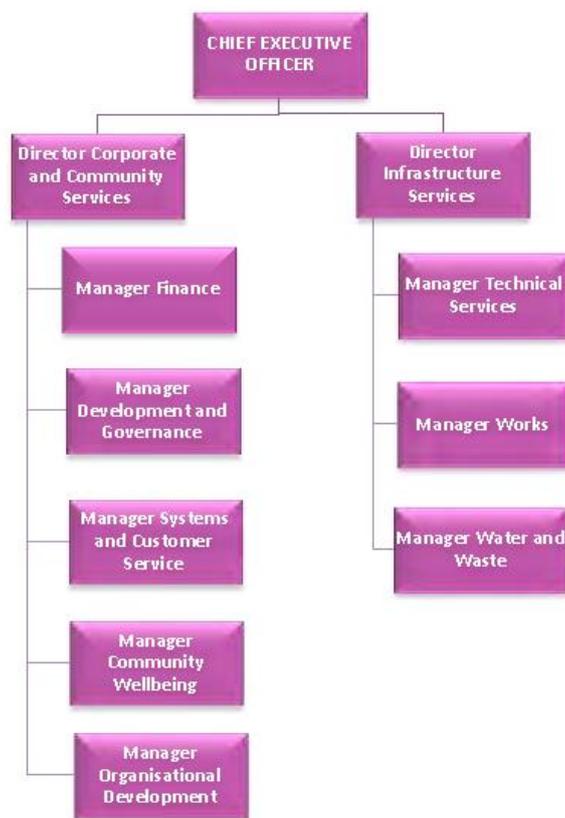
GOVERNANCE: Sound decision making based on the understanding and confidence of the community, reflected in responsible long-term financial sustainability and clear strategic direction built around core local government business and affordable levels of service.



9. ORGANISATIONAL STRUCTURE

During the 2016/17 financial year service levels were continuously reviewed to ensure that they were delivered in the most efficient and cost effective manner. As a result of this process, there were minor restructures within a small number of teams with work redistributed amongst team members and one function transitioned to a new employer in the community sector.

At 30 June 2017, Council employed a total of 249 staff members or 209.11 full-time equivalent positions.



10. REMUNERATION PAYABLE TO SENIOR CONTRACT EMPLOYEES

Total remuneration packages payable to senior contract employees during 2016/17, as defined in s201 of the Local Government Act 2009, were:

- 1 senior contract employee with a total remuneration package in the range of \$275,000 - \$375,000
- 2 senior contract employees with a total remuneration package in the range of \$175,000 - \$275,000

11. PUBLIC SECTOR ETHICS ACT

The Public Sector Ethics Act 1994 requires that the Annual Report of each public sector entity (which includes a Local Government) must include an implementation statement giving details of the action taken during the reporting period to comply with those sections of the Act relating to preparation of codes of conduct and access to, and education and training in, the ethics principles and public sector ethics.

The four ethics principles are:

- Integrity and impartiality;
- Promoting the public good;
- Commitment to the system of government; and
- Accountability and transparency.

Council's Employee Code of Conduct is compliant with current legislation, in particular, the ethics principles outlined above.

Education and training in relation to the ethics principles and the code of conduct are included as part of the induction process for all new employees and refresher training is provided to all employees.

Topics covered by this training include:

- The operation of the Public Sector Ethics Act 1994
- The application of ethics principles and obligations
- The contents of the Code of Conduct
- The rights and obligations of employees in relation to a contravention of the Code of Conduct

This education and training has been provided to new employees, contractors, volunteers and students on work experience.

Copies of the ethics principles and Code of Conduct are provided at each workplace for access by Council staff. Any person, other than Council staff, can obtain access to, or purchase a copy of, the Code of Conduct at any of the Council's administration offices.

The administrative procedures and management practices of the Council have regard to the ethics obligations of public officials and the Council's Code of Conduct and all employees are required to act in ways which give a commitment to a high standard of ethics and which ensure the highest standards of public administration.

12. ADMINISTRATIVE ACTION COMPLAINTS

Administrative action complaints are processed in accordance with the provisions of the Council's adopted Complaints Management Policy.

The objectives of the policy are to ensure that the Council has an organised way of responding to, recording, reporting and using complaints to improve service to the community.

The Complaints Management System governed by the policy aims to:

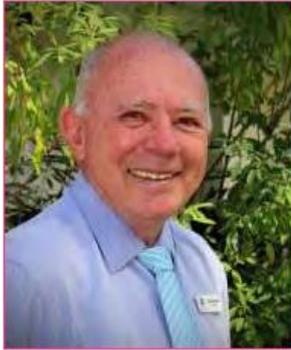
- Be fair and objective. All complaints are considered on their merits and the principles of natural justice are observed.
- Support continuous improvement. Where applicable, the outcomes from a complaints management process are applied to improve business operations, policies and procedures.
- Be open and accountable. The decisions and outcomes regarding a complaint are made available to the affected person, subject to statutory provisions.
- Be accessible and simple to understand. The process facilitates feedback from the community in a form that encourages participation.

In relation to Council's performance in resolving complaints under the complaints management process, as can be seen in the Table below, the number of complaints outstanding at the end of the financial year was five (5) compared to a carry-over of eight (8) at 30 June 2016. Of the five (5) remaining at the close of the current reporting period, one (1) is a carry-over due to the complexity of the matters raised and the significant and protracted involvement of external review agencies.

In September 2016 an officer of the Queensland Ombudsman conducted an on-site review of Council's Complaints Management System. A subsequent report was provided to Council with recommendations for potential modifications and refinement to aspects of the complaints handling process. Council has commenced a complete review of the Complaints Management Policy to update, clarify and streamline where appropriate. Additionally Council's web site has been modified to streamline the process for lodging a complaint.

Administrative action complaints carried over from the previous financial year	8
Administrative action complaints lodged during 2016/17	20
Administrative action complaints resolved during 2016/17	23
Administrative action complaints unresolved at close of the financial year	5
Number of unresolved administrative action complaints that relate to the previous financial year	1

13. ELECTED REPRESENTATIVES



Councillor Tom Gilmore - Mayor

Committees:

- Cairns District Disaster Management Group
- FNQ Regional Organisation of Councils
- Julatten and Mt Molloy Association of Residents and Ratepayers
- Kuranda Community Precinct Advisory Committee
- Kuranda Infrastructure Advisory Committee
- Local Disaster Management Group
- Mareeba PCYC Management Committee
- Mona Mona Community Board
- Tourism Kuranda
- Western Progress Association Watsonville



Councillor Alan Pedersen - Deputy Mayor

Committees:

- Far North Queensland Pest Advisory Forum
- Far North Queensland Regional Roads Group
- Local Disaster Management Group
- Local Traffic Advisory Committee
- Northern Gulf Resource Management Group
- Northern Region Pest Advisory Committee

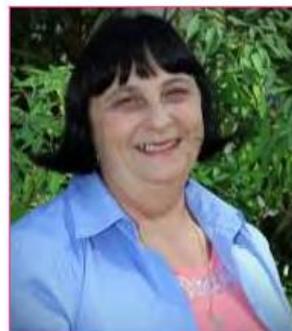


**Councillor Edward (Nipper) Brown****Committees:**

- Barron Catchment Care
- Great Wheelbarrow Race Organising Committee
- Julatten and Mt Molloy Association of Residents and Ratepayers (Proxy)
- Kuranda Community Precinct Advisory Committee (Proxy)
- Local Authority Waste Management Advisory Committee
- Local Disaster Management Group - Public Health & Environment Sub-Group
- Mareeba Liquor Industry Action Group
- Mareeba Sporting Precinct Committee
- North Queensland Sports Foundation
- Tablelands Outdoor Recreation Association
- Tropical Tablelands Tourism

**Councillor Kevin Davies****Committees:**

- Audit Committee
- Chillagoe Alliance
- FNQ Regional Roads Group (Proxy)
- Great Wheelbarrow Race Organising Committee (Proxy)
- Irvinebank Progress Association
- Local Disaster Management Group - Built Environment Infrastructure Sub-Group
- Local Traffic Advisory Committee (Proxy)
- Mareeba Heritage Centre Management Committee (Proxy)
- Speewah Residents Group (Proxy)

**Councillor Mary Graham****Committees:**

- Audit Committee
- Building Safer Communities Regional Committee
- Homelessness Community Advisory Group
- Local Disaster Management Group - Economic Sub-Group
- Mareeba Heritage Centre Management Committee
- Mareeba Multicultural Festival Committee
- Relay for Life Committee
- Tablelands Futures Corporation

**Councillor Angela Toppin****Committees:**

- Julatten and Mt Molloy Association of Residents and Ratepayers (Proxy)
- Kuranda Community Precinct Advisory Committee (Proxy)
- Kuranda Infrastructure Advisory Committee
- Kuranda Interagency Networks
- Local Disaster Management Group - Community Support Sub-Group
- Mareeba Heritage Centre Management Committee (Proxy)
- Mareeba PCYC Management Committee
- Reef Guardians
- Regional Arts Development Fund
- Speewah Residents Group (Proxy)
- Wet Tropics Water Resource Plan

**Councillor Lenore Wyatt****Committees:**

- Barron Catchment Care (Proxy)
- Barron River Integrated Catchment Management Association - Central Zone Forum
- Barron River Integrated Catchment Management Association - Lower Zone
- Local Disaster Management Group - Community Support Sub-Group
- Local District Disaster Management Group
- Mareeba Multicultural Festival Committee (Proxy)
- Northern Region Pest Advisory Committee (Proxy)
- Speewah Residents Group
- Terrain - Far North Queensland Natural Resource Management
- Tourism Kuranda

14. COUNCILLOR REMUNERATION AND EXPENSES REIMBURSEMENT

Councillor Remuneration

The amount of remuneration paid to Local Government councillors for the time and effort spent on Council business is determined by the Local Government Remuneration and Discipline Tribunal ('The Tribunal').

The Tribunal has determined that the Mareeba Shire Council is a Category 2 Council and the following annual remuneration amounts applied to Category 2 Councils during the period 1 July 2016 to 30 June 2017:

Mayor	Deputy Mayor	Councillor
\$114,966	\$68,980	\$57,483

The total remuneration paid to each Councillor and the total superannuation contribution paid on behalf of each Councillor during the period 1 July 2016 to 30 June 2017 is as follows:

Name	Remuneration Paid	Superannuation Paid
Cr Tom Gilmore	\$114,966	\$13,796
Cr Alan Pedersen	\$68,980	\$8,278
Cr Edward Brown	\$57,483	\$6,898
Cr Kevin Davies	\$57,483	\$6,898
Cr Mary Graham	\$57,483	\$6,898
Cr Angela Toppin	\$57,483	\$6,898
Cr Lenore Wyatt	\$57,483	\$6,898

Councillor Expenses Reimbursement

In addition to remuneration for time spent on Council business, local government Councillors are also entitled to receive reimbursement of all approved expenses incurred in undertaking their role as a Councillor.

Section 250 of the Local Government Regulation 2012 requires each local government to adopt an expenses reimbursement policy.

The following Councillor Remuneration, Expenses Reimbursement and Resources Policy was adopted by Council at its meeting held on 6 April 2016. An amendment to the policy to remove the provisions relating to payment of meeting fee were required and an amendment in regards to attendance to professional development. No other changes were made to the policy during the 2016/17 financial year.

Councillor Remuneration, Expenses Reimbursement and Resources Policy**1. Policy Intent**

The purpose of the policy is to ensure that elected members can receive reimbursement of reasonable expenses and be provided with the necessary facilities to perform their role. The policy will ensure accountability and transparency in the reimbursement of expenses incurred by the Mayor, Deputy Mayor and Councillors.

The policy also includes details of how the remuneration payable to local government Councillors is determined by the Local Government Remuneration and Discipline Tribunal.

2. Statement Of Principles

This policy is consistent with the local government principles as set out in the Local Government Act 2009:

- Transparent and effective processes, and decision making in the public interest;
- Sustainable development and management of assets and infrastructure, and delivery of effective services;
- Democratic representation, social inclusion and meaningful community engagement;
- Good governance of, and by, local government; and
- Ethical and legal behaviour of Councillors and local government employees.

3. Scope

This policy applies to the Mayor, Deputy Mayor and Councillors of the Mareeba Shire.

4. Background/Supporting Information

A local government is required to adopt an expenses reimbursement policy in accordance with the relevant provisions of the Local Government Regulation 2012.

The adopted policy can be amended, by resolution, at any time and must be able to be inspected and a copy purchased by the public at the local government's public office and also published on the local government's website.

In order to provide clarity around the provisions of the policy, the following will apply:

Council business will include attendance at any official meeting of the Council, including the meetings of any Committee appointed by the Council under the relevant section of the Local Government Regulation 2012, Councillor forums and workshops and meetings of any external agency, committee, board or organisation on which Council input or representation is desirable and to which a Councillor has been appointed by formal resolution of the Council.

Council business also includes attendance at meetings and functions of community groups and organisations which Councillors have been formally requested or appointed to attend in an official capacity. It should be noted, however, that Council business should result in a benefit being achieved either for the local government and/or the local government area. Council may decide that this extends to performing civic ceremony duties such as opening a school fete; however, participating in a community group event or being a representative on a board not associated with Council is not regarded as Council business.

5. Policy Statement

5.1. Remuneration

In accordance with the relevant provisions of the Local Government Act 2009, the Local Government Remuneration and Discipline Tribunal are responsible for:

- Establishing the categories of local governments; and
- Deciding which categories each local government belongs to; and
- Deciding the remuneration that is payable to the Councillors in each of those categories.

In accordance with the relevant sections of the Local Government Regulation 2012, the Tribunal must, on or before 1 December each year and for each category of local government, decide and publish in the Gazette the remuneration schedule that may be paid from 1 July of the following year to a Mayor, Deputy Mayor or a Councillor of a local government in each category.

The remuneration may include, or may separately provide for, remuneration for the duties a Councillor may be required to perform if the Councillor is appointed to a committee, or as chairperson or deputy chairperson of a committee, of a local government.

The remuneration fixed by the Tribunal is all inclusive and no additional remuneration is payable for sick leave, annual leave, or any other benefits otherwise applicable to employees other than superannuation. The remuneration can not include any amount for expenses to be paid or facilities to be provided to a Councillor under the expenses reimbursement section of this policy.

The maximum amount of remuneration payable to a Councillor, as determined by the Tribunal, must be paid to the Councillor unless the local government decides, by resolution, not to pay the maximum amount.

Any resolution not to pay the maximum amount must be made within 90 days after each remuneration schedule is published in the Gazette. Apart from a resolution not to pay the maximum amount, there are no other resolutions required of Council in relation to remuneration and the schedules published by the Tribunal apply automatically from the 1 July in each year.

The Tribunal has determined that the Mareeba Shire Council will be a Category 2 Council as from 1 July 2016.

5.1.1. Superannuation and Tax

The Council may, by unanimous Council resolution, elect to be an "eligible local governing body". This empowers the withholding of Councillors' income tax and automatic payment of the superannuation guarantee contribution.

5.2. Expenses

5.2.1. Payment of Expenses

Reimbursement of expenses will be paid to a Councillor through administrative processes approved by the Council's Chief Executive Officer (CEO) subject to:

- the limits outlined in this policy; and
- Council endorsement by resolution.

The administrative process for payment of expenses is:

- Councillors complete the Councillor Expenses Reimbursement Voucher, attaching copies of supporting documentation such as log book extracts and receipts;
- Completed forms submitted to the CEO for approval;
- Office of the CEO forwards approved forms to accounts payable.

5.2.2. Travel as required to represent Council

Council will reimburse local, and in some cases interstate and overseas, travel expenses (e.g. flights, motor vehicle, accommodation, meals and associated registration fees) deemed necessary to achieve the business of Council where:

- a Councillor is an official representative of Council; and / or
- the activity/event and travel have been endorsed by resolution of Council or approved by the Mayor and/or the CEO.

Councillors are to travel via the most direct route, using the most economical and efficient mode of transport.

5.3. Vehicles

5.3.1. Use of council vehicles on council business

A Council vehicle will be provided for exclusive use by the Mayor and other Councillors may have access to a Council vehicle, as required (and if available at the time), for official Council business. A Councillor wishing to use a Council vehicle for Council business must submit a request to the Chief Executive Officer at least two (2) days prior to use, except in exceptional circumstances as determined between the Councillor, Mayor and CEO.

5.3.2. Private use of Council vehicles

Private use of Council owned vehicles is only permitted if prior approval has been granted by resolution of Council. Council will, in its resolution authorising private use, set out the terms for the Councillor to reimburse Council for the private use.

Unless otherwise stated, reimbursement for private usage will be calculated on the basis of the number of private kilometres travelled as per log book substantiation, multiplied by the appropriate rate per business kilometre as determined by the Australian Taxation Office.

"Private use" in this context does not include incidental and occasional private use if the private destination is on a direct path between Council business destinations. In the case of the vehicle provided to the Mayor, home garaging is approved without the need for reimbursement.

Fuel costs: Fuel for a Council owned vehicle used for official Council business, will be provided or paid for by Council. Fuel costs associated with use of a Councillor's private vehicle are covered by the private vehicle expenses reimbursement rates.

5.3.3. Use of a Councillor's private vehicle

A Councillor's private vehicle usage will be reimbursed by Council if the:

- travel within the region is required to conduct official Council business (this includes driving their own private vehicle to and from Council offices and use of their vehicle to carry out any inspections deemed necessary to fulfil their role as a Councillor, including inspections of roads, Council works and facilities, areas of complaint and development application proposals);
- travel outside the region has been endorsed by Council resolution or by the Mayor;
- claim for mileage is substantiated with log book details; and
- total travel claim, where applicable, does not exceed the cost of the same travel using economy flights plus the cost of taxi transfers.

Reimbursement rates for business kilometres as published by the Australian Tax Office will be applied.

Private vehicle insurance is at the risk of the user for both private and business use.

NOTE: Any fines incurred while travelling in Council owned vehicles or privately owned vehicles when attending to Council business, will be the responsibility of the Councillor incurring the fine.

5.3.4. Policy on vehicle use in cases of where high mileage travel

Reimbursement of private vehicle use is only cost effective under a certain threshold. This threshold is dependent on the type of vehicle; currently for a medium size sedan it is 12,600 km but will be reviewed on an ongoing basis to ensure the most cost efficient method is used.

Where Councillors are expected to, or do, travel over the annual threshold, they can, by request to the Mayor, be provided with a Council vehicle under the same terms and conditions as the Mayor instead of being reimbursed a kilometre allowance. This will also be dependent on the availability of a Council vehicle.

In the event that a Council vehicle is allocated to a Councillor as a result of this clause, this allocation will be reviewed quarterly to ensure that the threshold is still being exceeded. A logbook must be maintained at a standard that the ATO will accept to negate any FBT liability.

5.3.5. Car parking amenities

Council will reimburse Councillors for parking costs paid by Councillors while attending to official Council business.

5.4. Travel bookings

All Councillor travel approved by Council will be booked and paid for by Council, unless travelling by private or Council vehicle. Wherever possible, payment for such travel will be made by Council in advance.

Economy class is to be used where possible although Council may approve business class in certain circumstances.

Airline tickets are not transferable and can only be procured for the Councillor's travel on Council business. They cannot be used to offset other unapproved expenses. (e.g. cost of partner or spouse accompanying the Councillor).

Council will pay for reasonable expenses incurred for overnight accommodation when a Councillor is required to stay outside the Mareeba Shire Council local government area.

5.5. Travel transfer costs

Any travel transfer expenses associated with Councillors travelling for Council approved business will be reimbursed.

Example: Trains, taxis, buses and ferry fares.

Cab charge vouchers may also be used if approved by Council where Councillors are required to undertake duties relating to the business of Council.

5.6. Accommodation

All Councillor accommodation for Council business will be booked and paid for by Council. Council will pay for the most economical deal available. Where possible, the minimum standards for Councillors' accommodation should be three or four star rating. Where particular accommodation is recommended by conference organisers, Council will take advantage of the package deal that is the most economical and convenient to the event. Should more than one Councillor attend the same event, Council will book and pay for a separate accommodation room for each attending Councillor.

5.7. Meals

Council will reimburse the reasonable cost of meals for a Councillor where a Councillor:

- incurs the cost personally; and
- is not provided with a meal:
 - within the registration costs of the approved activity/event;
 - during an approved flight; and
- produces a valid tax invoice.

Council will reimburse the actual cost of meals, however the current Australian Taxation Office determination in this regard will be considered with regard to the reasonableness of the claim.

If a Councillor, for some legitimate reason, is unable to produce a tax invoice and seeks reimbursement for meals while attending official Council business, he/she may claim up to a maximum of the following meal allowance amounts (noting this can only occur when the meal was not provided within the registration costs of the approved activity/event):

Breakfast \$23.00 *(Applies if the Councillor is required to depart their home prior to 6.00am)*

Lunch \$25.00

Dinner \$43.00 *(Applies if the Councillor returns to their home after 9.00pm)*

No alcohol will be paid for by Council.

Should the Councillor choose not to attend a provided dinner/meal, then the full cost of the alternative meal shall be met by the Councillor.

5.8. Incidental Allowance

Up to \$20 per day may be paid by Council to cover any incidental costs incurred by Councillors required to travel, and who are away from home overnight, for official Council business.

5.9. Additional expenses for Mayor

5.9.1. Hospitality

Council may reimburse the Mayor up to \$1,000 per annum for hospitality expenses deemed necessary in the conduct of Council business (excluding civic receptions organised by Council).

5.10. Provision of facilities

Council will provide facilities for the use of Councillors in the conduct of their respective roles within Council.

All facilities provided to Councillors remain the property of Council and must be returned to Council when a Councillor's term expires.

5.11. Private use of Council owned facilities

The facilities provided to Councillors are to be used only for Council business unless prior approval has been granted by resolution of Council.

The Council resolution authorising private use of Council owned facilities will set out the terms under which the Councillor will reimburse Council for the percentage of private use.

5.12. Administrative tools

Administrative tools will be provided to Councillors as required to assist Councillors in their role. Administrative tools include:

- office space (where available) and meeting rooms
- stationery including business cards
- access to computers, photocopiers, printers, fax and/or scanner, shredder
- name badge
- necessary safety equipment for use on official business (eg safety helmet, boots, safety glasses)
- use of Council landline telephones and internet access in Council offices
- any other administrative necessities which Council resolves are necessary to meet the business needs of Council

Secretarial support may also be provided for the Mayor and Councillors, within the existing staff structure, by Council resolution.

In recognition of the fact that office space within Council facilities is limited and that use of technology such as internet and electronic distribution of agendas and minutes is generally more efficient and practical than requiring Councillors to travel to the Council administration centre to undertake the day to day tasks associated with their role, Council will ensure that appropriate home office facilities are provided for Councillors.

Accordingly, Council will supply and pay for an internet and land based phone line at the Councillor's residence. An individual combination printer/scanner/fax may also be provided for home office use if required.

Council will pay the installation costs (if required) and the monthly costs for the line rental and current internet package. The amount paid will be based on the Telstra Home Broadband 'S' package (currently valued at \$73 per month).

iPad: To further enhance the ability of Councillors to communicate electronically with Council, particularly email communication and distribution of agendas, minutes and other information, Council will pay for the purchase of an iPad and associated internet usage via a monthly package arrangement. The package will be to the value of Telstra Mobile Package 'M' (currently \$56 per month or as amended from time to time by the CEO as required). The Councillor is to arrange the purchase of the iPad and appropriate monthly data plan in their personal capacity. Council will pay the package amount, as above, to the Councillor on a monthly basis. Any costs over and above the monthly payment by Council will be at the Councillor's expense. Alternatively, Councillors may elect to have an iPad supplied to them by Council and connected to a Council arranged monthly data plan.

Mobile Phone: As per the above arrangements for supply of an iPad for Councillors' use, Council will also pay the costs of a mobile phone package for Councillors. The package will be to the value of Telstra Mobile Package 'XL' (currently \$134 per month or as amended from time to time by the CEO as required). The Councillor is to arrange the purchase of the phone and appropriate monthly phone plan in their personal capacity. Council will pay the package amount, as above, to the Councillor on a monthly basis. Any costs over and above the monthly payment by Council will be at the Councillor's expense. Alternatively, Councillors may elect to have an iPhone supplied to them by Council and connected to a Council arranged monthly phone plan. Where this option is chosen, an amount of \$240 per annum will be deducted from the remuneration payable to the Councillor/s concerned to cover the cost of any private usage of the Council phone unless a Statutory Declaration is signed undertaking not to use the phone for private calls.

General: All Council supplied electronic devices are provided under Council's policies relating to computer use, security and internet and email usage. Supplied devices will be supported and maintained through Council's IT Request Tracker system within standard business hours. Where required, training in the use of the equipment/software that has been provided by Council will be available. Council will be responsible for the ongoing maintenance and reasonable wear and tear costs of Council owned equipment that is supplied to Councillors for official business use.

5.13. Insurance cover

Council will indemnify or insure Councillors in the event of injury sustained while discharging their civic duties. Specifically, insurance cover will be provided for public liability, professional indemnity, Councillors liability and personal accident.

Council will pay the excess for injury claims made by a Councillor resulting from conducting official Council business and on any claim made under insurance cover.

Council will cover costs incurred through injury, investigation, hearings or legal proceedings into the conduct of a Councillor, or arising out of, or in connection with the Councillor's performance of his/her civic functions. Where it is found that a Councillor breached the provisions of the Local Government Act or that the conduct the subject of investigation, hearings or legal proceedings was intentional, deliberate, dishonest, fraudulent, criminal or malicious, the Councillor will reimburse Council for all associated costs incurred by Council.

5.14. Professional development

Where Council resolves that all Councillors are to attend training courses, workshops, seminars and conferences that are related to the role of a Councillor (mandatory professional development), Council will reimburse the total costs of their attendance at the nominated events.

In addition, where a Councillor identifies a need to attend a conference, workshop or training to improve skills relevant to their role as a Councillor (discretionary professional development), expenses will be reimbursed as per Council resolution on a case by case basis. The Mayor may attend any LGAQ conference/seminar or other relevant conference as Council's representative as required.

Councillors desirous of undertaking either mandatory or discretionary professional development should advise the CEO of their interest in attending a specific training course, workshop, seminar or conference and the CEO will provide a report to Council seeking Council endorsement of attendance at the event.

The total amount of expenses reimbursed to or paid on behalf of each Councillor during the period 1 July 2016 to 30 June 2017 is as follows:

Name	Conferences (\$)	Communications (\$)	Travel costs - vehicle (\$)
Cr Tom Gilmore	\$11,006	\$3,156	\$7,541
Cr Alan Pedersen	\$1,670	\$3,156	\$7,754
Cr Edward Brown	\$1,236	\$3,156	-
Cr Kevin Davies	\$1,651	\$3,156	-
Cr Mary Graham	\$1,459	\$3,156	-
Cr Angela Toppin	\$2,122	\$3,156	-
Cr Lenore Wyatt	\$1,316	\$3,156	-

In accordance with the policy provisions outlined above, Councillors were also provided with the facilities necessary to effectively undertake the requirements of their position. These facilities included:

- Administrative and secretarial support;
- Office space and Council meeting rooms;
- Access to computers;
- Use of Council landline telephone and internet access;
- Access to fax, photocopier, scanner, printer and stationery;
- Name badge;
- Council owned vehicles available for business use by all Councillors;
- Insurance cover under relevant Council policies (Public Liability, Councillor's Liability, Personal Accident, Workers Compensation);
- Provision of meals (lunches/morning teas) when attending Council meetings and workshops.



15. COUNCILLOR CONDUCT - 1 JULY 2016 TO 30 JUNE 2017

Councillor Conduct	
Orders and recommendations made under section 180(2) or (4) of the Act	Nil
Orders made under section 181 of the Act	Nil
Complaints about the conduct or performance of councillors for which no further action was taken under section 176C(2) of the Act	Nil
Complaints referred to the department's chief executive under section 176C(3)(a)(i) of the Act	Nil
Complaints referred to the mayor under section 176C(3)(a)(ii) or (b)(i) of the Act	Nil
Complaints referred to the department's chief executive under section 176C(4)(a) of the Act	Nil
Complaints assessed by the chief executive officer as being about corrupt conduct under the Crime and Corruption Act	Nil
Complaints heard by a regional conduct review panel	Nil
Complaints heard by the tribunal	Nil

16. COUNCILLOR ATTENDANCE

Councillor attendance at council meetings held 1 July 2016 to 30 June 2017.

Total meetings held	
Ordinary Meetings	11
Special (Budget) Meetings	1
Special Meetings	1

Councillor	Number attended
Cr Tom Gilmore	11
Cr Alan Pedersen	13
Cr Edward Brown	12
Cr Kevin Davies	13
Cr Mary Graham	13
Cr Angela Toppin	12
Cr Lenore Wyatt	13

Leave was granted for all meetings unattended by Councillors.

17. OVERSEAS TRAVEL

Overseas travel to China was undertaken by Marc Sleeman, Tourism Kuranda Executive Officer. He attended the *Queensland on Tour Greater China 2017* trade mission in Hangzhou organised by Tourism and Events Queensland. Due to the increasing number of Chinese visitors to Kuranda, the Tourism Kuranda Advisory Committee recommended Council's representation at this event. The event was an opportunity to showcase Kuranda as a destination to buyers in China who develop Australian tour itineraries and book tours to Australian destinations. High profile Australian tourism products and destinations that showcased the best Australia has to offer, were chosen to participate in the mission. Travel and associated expenses amounting to \$2,142 was funded by the Tourism Kuranda.

18. GRANTS TO COMMUNITY ORGANISATIONS

The following grants/donations were provided to community groups and sporting clubs during the period 1 July 2016 to 30 June 2017 in accordance with Council's Community Partnerships Program (CPP) Policy and the Rate Rebate and Remission Policy 2016/17:

Grants to Community Organisations	
Cash	\$18,305
Remittance of Rates and Charges	\$20,793
In-Kind Assistance	\$39,971
Total	\$79,069

Grants provided through the Regional Arts Development Fund for arts and cultural projects are separate to the amounts listed above and totalled \$38,560 for the 2016/17 financial year.

Councillors of the Mareeba Shire Council are not provided with discretionary funds to allocate as they see fit. Funding was not therefore provided to community organisations from this source.

19. LIST OF COUNCIL REGISTERS

- Register of Members Interests
- Register of Delegations by Council
- Register of Roads
- Register of Assets
- Register of Cost Recovery Fees
- Register of Delegations by the Chief Executive Officer
- Register of Local Laws and Subordinate Local Laws
- Register of Lands
- Register of Policies
- Cemetery Register
- Impounding Register
- Gifts and Benefits Register
- Register of On-site Sewerage Facilities

20. CHANGES TO TENDERS

There were no occasions during the year where persons who submitted a tender were invited to change their tender to take account of a change in the tender specification prior to Council making a decision (Section 228(7) of the Local Government Regulation 2012).



21. RESERVES AND CONTROLLED ROADS

The Mareeba Shire Council has control of:

- i. 9,944 ha of land (including approximately 1,080 ha leased to other parties) which is set apart as 224 separate reserves under the Land Act 1994. The land is reserved for a number of different purposes including the following:
 - Camping, Water and Pasturage
 - Cemetery
 - Drainage
 - Educational Institution
 - Esplanade
 - Environmental
 - Gravel
 - Heritage and Historical
 - Hospital
 - Landing Ground for Aircraft
 - Library
 - Local Government
 - Memorial Park
 - Park/Park and Recreation
 - Public Hall and Recreation
 - Racecourse
 - Rubbish Depot
 - Sanitary
 - Scenic
 - School of Arts
 - Showground and Sportsground
 - Sport and Recreation
 - Stock Holding/Trucking
 - Strategic Land Management
 - Township
 - Water Supply
- ii. 624 km of State Controlled Roads that are not owned by the Council but for which Council has direct maintenance responsibility (refer section 60 of the Local Government Act 2009).

This land (both reserves and roads) does not have a value for the Council's financial statements.



22. CONDUCT OF BUSINESS ACTIVITIES

Application of code of competitive conduct

The following business activities were conducted by Council during the 2016/17 financial year:

- Water Supply
- Sewerage
- Waste Management
- Soil Laboratory
- Building Certification

The Local Government Act 2009 (section 45 (b)) requires that a Council's Annual Report must identify the business activities that are a significant business activity. A significant business activity does not include a roads activity or an activity related to the provision of library services. All significant business activities have had the Competitive Neutrality Principles applied. The Local Government Regulation 2012 (section 19) identifies the following expenditure thresholds for significant business activities:

- \$13.96M for combined water and sewerage services
- \$9.35M for another business activity

The Regulation also provides that a Local Government must use the financial information for the previous financial year that was presented to the Local Government's budget meeting to identify each new significant business activity for the financial year. None of the Council's business activities exceeded the threshold for a significant business activity for the 2016/17 financial year.

The business activities listed above were also conducted by Council in the previous financial year (2015/16), and there were no new business activities commenced in 2017/18.

23. COMPETITIVE NEUTRALITY COMPLAINTS

During the 2016/17 financial year Council was not in receipt of any Queensland Productivity Commission notices of investigation under section 49. During the same period Council was not in receipt of any Queensland Productivity Commission recommendations on any competitive neutrality complaints under section 52(3).

Council is in receipt of one (1) notice given under section 29 of the Local Government Regulation 2012 for competitive neutrality complaints. The complaint relates to council's building certifying activity and is still currently under investigation by the Queensland Productivity Commission.

24. INTERNAL AUDIT / AUDIT COMMITTEE

Internal Audit

The function of an internal audit provides stakeholders with a level of assurance that business processes are operating appropriately and effectively in accordance with organisational and legislative requirements. Pacifica Chartered Accountants provide internal audit services for Mareeba Shire Council.

A three year Internal Audit Plan covering the period 1 July 2015 to 30 June 2018 was developed by Pacifica in consultation with Council's Executive Management Team during July 2015. This Plan was received by the Audit Committee on 28 September 2015 and is based on a prioritisation of the Corporate Risk Register.

Internal Audit activities undertaken during the 2016/17 year include:

- Tender Evaluation and Contract Management Review
- Stores and Inventory Management Including Portable & Attractive Items.

Audit Committee

Although Council is not required under legislation to have an Audit Committee, Council has elected to appoint an Audit Committee. The Committee comprises two Councillors (Cr Davies and Cr Graham) and an independent member as chairperson (Katrina Faulkner). The independent chairperson is also responsible for probity audits.

Three meetings of the Audit Committee were held during the financial year; 15 August 2016, 4 October 2016, and 23 March 2017.

The main issues considered by the Committee throughout the 2016/17 year were:

- Consideration of the financial statements for the year ended 30 June 2016
- Audit strategy for the 2016/17 financial year
- Internal audit status
- Enterprise Risk Management
- External audit status
- Probity audit status

25. COMMUNITY FINANCIAL REPORT

The Community Financial Report is produced to enable members of the community to gain a better understanding of our financial performance and position over the last financial year.

The report uses plain language and pictorial aids such as graphs and tables to give all interested readers and stakeholders an easy to follow summary of the financial statements.

The Community Financial Report is prepared in accordance with Section 179 of the Local Government Regulations 2012 and focuses on:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Measures of Financial Sustainability

Performance Highlights:

During the 2016/17 financial year, Council has:

- Continued to achieve a sound financial position resulting in an operating surplus of \$10.8M, which continues to lay the foundation of Council's promising financial long term sustainability.
- Sustained relatively low debt of \$6.5M at year end in comparison to other similar sized Councils. Council's net financial liability ratio of -57% remains well below the target of not greater than 60%.

Statement of Comprehensive Income

The Statement of Comprehensive Income (often referred to as the Profit and Loss Statement) shows the details of Council's operating and capital income and expenses for a specified reporting period. Income less expenses results in either a profit or loss amount known as a net result.

Summarised Statement of Comprehensive Income for the year ended 30 June 2017 is shown in the table below:

Summary of Statement of Comprehensive Income	\$ (000)
Operating Revenue	\$51,573
Less: Operating Expenses	(\$40,758)
Operating Position	\$10,815
Plus: Capital Income	\$15,009
Less: Capital Expenses	(\$1,657)
Net Result	\$24,167

This surplus is allocated to fund capital projects or transferred to reserves for future expenditure.

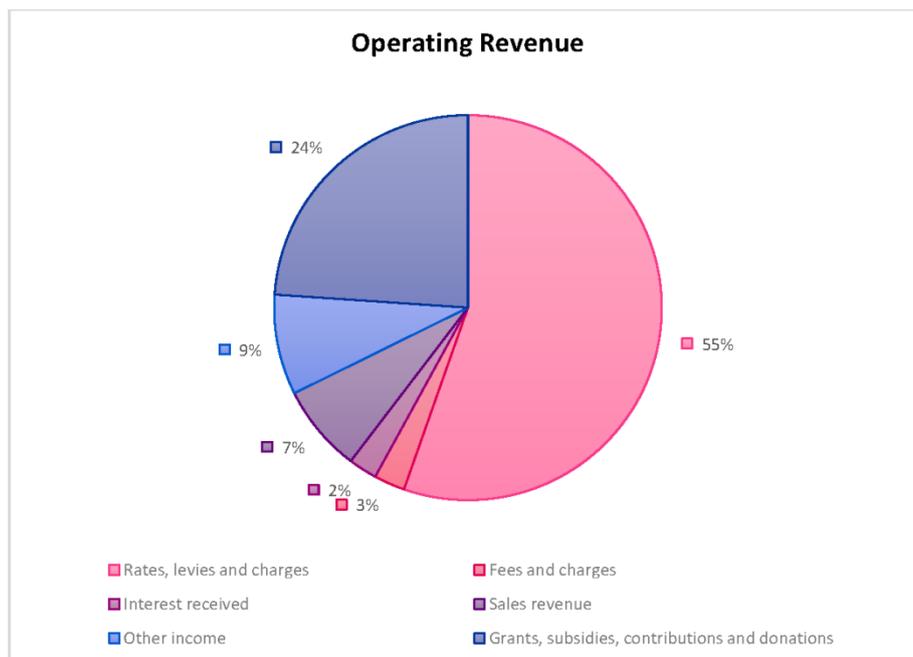
Revenue - What were the major sources of income to Council? (Where our money comes from)

Operating Revenue Sources	\$ (000)
Rates & Utility Charges (Net of discount and remissions)	\$28,549
Fees & Charges	\$1,334
Operating Grants, Subsidies & Contributions	\$12,335
Sales Revenue	\$3,785
Interest - Investment & Rates	\$1,230
Other Revenue	\$4,340
Total Operating Revenue	\$51,573

Operating revenue includes rates and utility charges, fees and charges, operating grants and subsidies, sales revenue, interest and other income.

Council received \$51.5 million in operating revenue during the financial year. This was primarily from rates and utility charges which totalled \$28.5 million or 55% of total revenue for the year. Other sources are shown in the table above and the graph below.

Capital revenue is income from grants, subsidies and contributions that are used to pay for fixed assets. Total capital revenue during the financial year was \$15 million.

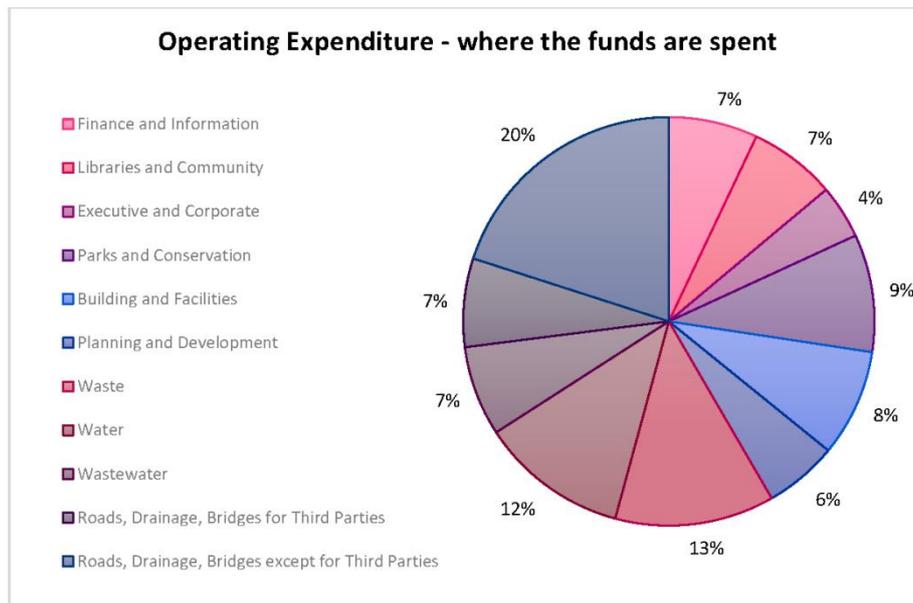


Operating Expenditure - What expenses did Council have to meet?

During the 2016/17 financial year, Council focused on continuing its commitment to promising long term financial sustainability.

Total operational expenses of \$40.7 million were incurred in the year 1 July 2016 to 30 June 2017. The majority of funds were spent on roads, drainage and bridges, totalling \$11 million or 27% of the total expenditure. Other areas of expenditure are shown in the table and graph below.

Operating Expenditure	\$ ('000)
Executive & Corporate	\$1,732
Finance & Information	\$2,851
Libraries & Community	\$2,793
Planning & Development	\$2,355
Parks & Conservation	\$3,796
Roads, Drainage & Bridges (except Third Party Works)	\$8,158
Roads, Drainage & Bridges for Third Party Works	\$2,856
Buildings & Facilities	\$3,456
Wastewater	\$2,903
Water	\$4,750
Waste	\$5,108
TOTAL EXPENDITURE	\$40,758



Statement of Financial Position

The Statement of Financial Position (more commonly known as the Balance Sheet) displays the financial position of Council at reporting date. The statement measures what Council owns (assets) and what Council owes (liabilities). The difference between these two components is the net wealth (equity) of Council and our community.

Each heading in the Balance Sheet is separated into detailed sub headings cross referenced to notes in the Financial Statements which provide more detail.

What do we own?

Council's major asset is property, plant and equipment. This is broken down into asset classes of land, buildings, plant and fleet, roads, drainage, bridges, water, sewerage and other infrastructure assets. Road, drainage, bridge, water and sewerage infrastructure represents 78% of the total fixed assets and provides a direct service /benefit to the community. A total of \$29.4 million was spent to renew, upgrade and build new assets for the community during this financial year.

Other assets include outstanding rates, fees and charges owing to Council at 30 June 2017. These are known as trade and other receivables.

What do we owe?

Council has \$6.5 million remaining in loans mostly for the new Mareeba Sewerage Treatment Plant upgrade. The other major liability for Council is the landfill rehabilitation provision. The capping of the old Mareeba Landfill has commenced and will be finalised in 2018. Council has been setting aside a provision for a number of years to cover the total expenditure which is included in the provision account under liabilities in the Statement of Financial Position.

Operating Expenditure	\$ (000)
Assets - What Council Owns	
Cash Assets	\$41,752
Receivables	\$6,548
Inventories	\$2,966
Property, Plant and Equipment and Intangible Assets	\$408,770
TOTAL ASSETS	\$460,036
Less: Liabilities - What Council Owes	
Trade Payables	\$8,845
Borrowings	\$6,717
Provisions	\$6,313
TOTAL LIABILITIES	\$21,875
NET COMMUNITY ASSETS - What Council is worth	\$438,161

Statement of Changes in Equity

The difference between assets and liabilities is the total community equity or the net wealth of the Council. The Statement of Changes in Equity shows the overall change in Council's "net wealth" over the year. As at 30 June 2017, Council's net wealth was \$438 million.

Council's retained surplus represents amounts available to be invested into assets (now or in the future) to provide services to the community. These surpluses can be used should unforeseen financial shocks or adverse changes to our business occur in the future.

Statement of Cashflow

The Statement of Cashflow measures the inflow and outflow of cash during the reporting period. The statement is categorised into three groups;

- **Operating activities** - are normal day to day functions of Council. This would include receipts such as rates, fees & charges, interest received on investments and payments of employee wages, materials and services.
- **Investing activities** - include payments for the purchase and construction of property, plant & equipment and proceeds from the sale of assets.
- **Financing activities** - are repayments of loans, as well as the inflows from new loans drawn down in the year.

Statement of Cashflow	\$ (000)
Opening Balance - 1 July 2016	\$25,754
Plus: Cash inflow (outflow) from Operating activities	\$18,715
Cash inflow (outflow) from investing activities	(\$30,853)
Cash inflow (outflow) from financing activities	(\$365)
CASH AVAILABLE AT END OF YEAR	\$13,251

Cash at the end of the year was \$13.2 million which represents cash and cash equivalents as reported in the Balance Sheet. Included in investing activities is \$16.5 million in term deposits which have terms in excess of three months and therefore are shown separately in the Balance Sheet. Total term deposits as at reporting date total \$28.5 million making the total cash assets at reporting date \$41.7 million.

Measures of Financial Sustainability (Key Financial Performance Ratios)

The Local Government Regulation 2012 requires councils to report against the Department of Infrastructure, Local Government and Planning (DILGP) sustainability financial ratios. This information is provided below. These ratios are designed to provide an indication of the performance of Council against key financial sustainability criteria which must be met to ensure the prudent management of financial risks.

MAREEBA SHIRE COUNCIL | ANNUAL REPORT 2016/2017

DILGP Sustainability Ratios				
Description	Formula	Actual Result	Bench-mark	Target Met?
<p>Operating surplus ratio</p> <p>This is an indicator of the extent to which revenue raised covers operational expenses only or are available for capital funding purposes.</p> <p>A positive ratio indicates the percentage of total rates available to fund capital expenditure.</p> <p>The higher the ratio the better.</p>	$\frac{\text{Net Operating Surplus}}{\text{Total Operating Revenue}}$	21%	0 - 10%	<input checked="" type="checkbox"/>
<p>Net financial liabilities ratio</p> <p>This is an indicator of the extent to which the net financial liabilities of a Council can be serviced by its operating revenues.</p> <p>A ratio less than zero (negative) indicates that the current assets exceed total liabilities and therefore Council appears to have the capacity to increase its loan borrowings.</p> <p>The lower the percentage the better.</p>	$\frac{\text{Total Liabilities - Current Assets}}{\text{Total operating Revenue}}$	-57%	<=60%	<input checked="" type="checkbox"/>
<p>Asset sustainability ratio</p> <p>This is an approximation of the extent to which the infrastructure assets managed by Council are being replaced as these reach the end of their useful lives.</p> <p>Depreciation expense on renewals (replacing assets that Council already has) is an indicator of the extent to which the infrastructure assets are being replaced.</p> <p>This ratio indicates whether Council is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out.</p>	$\frac{\text{Capital expenditure on the replacement of assets (renewals)}}{\text{Depreciation expense (renewals)}}$	291%	>90%	<input checked="" type="checkbox"/>

26. REVENUE POLICY

This policy was adopted by Council at its Budget Meeting held on 15 June 2016.

1. Policy Intent

To identify the principles used by Council for making and levying rates and utility charges, exercising powers to grant rebates and concessions, for recovering unpaid amounts of rates and charges and the setting of miscellaneous fees and charges.

2. Scope

This policy applies to Mareeba Shire Council and all related business activities.

3. Background/Supporting Information

This Revenue Policy complies with Section 193 of the Local Government Regulation 2012.

4. Policy Statement

4.1. The Making of Rates and Utility Charges

- a. In general, it is Council's policy that a user pays principle applies to all specific services provided to ratepayers and other users in Mareeba Shire Council.
- b. Exceptions to the user pays principle include general services to the community as a whole when it is in the community interest to do so.
- c. Council will have regard to the principles of:
 - Transparency in the making of rates and charges;
 - Having in place a rating regime that is as simple and inexpensive as possible;
 - Equity by ensuring the fair and consistent application of lawful rating and charging principles, without bias, taking account of all relevant considerations, and disregarding irrelevancies such as the perceived personal wealth of individual ratepayers or ratepayer classes; and
 - Flexibility to take account of changes in the local economy.
- d. In pursuing the abovementioned principles Council may avail itself of the following:
 - A system of differential general rating
 - Minimum general rates
 - Utility charges
 - Rates and charges
 - Separate charges
 - Limitation of rate increases (rate capping)

4.2. Levying of Rates and Charges

In levying rates Council will apply the principles of:

- making clear what is the Council's and each ratepayer's responsibility to the rating system (Council may allow a discount for prompt payment);
- making the levying system as simple as possible to administer;
- timing the levy of rates where possible to take into account the financial cycle of local economic activity, in order to assist smooth running of the local economy; and
- equity through flexible payment arrangements for ratepayers with a lower capacity to pay.

4.3. Concessions for Rate and Charges

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

- equity,
- the same treatment for ratepayers with similar circumstances;
- transparency by making clear the requirements necessary to receive concessions, and
- flexibility to allow Council to respond to local economic issues

4.4. The Recovery of Rates and Charges

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

b. It will be guided by the principles of:

- transparency by making clear the obligations of ratepayers and the processes used by Council in assisting them meet their financial obligations;
- making the processes used to recover outstanding rates and charges clear, and as simple to administer and as cost effective as possible (refer to Council's Debt Recovery Policy);
- capacity to pay in determining appropriate arrangements for different sectors of the community;
- equity by having regard to providing the same treatment for ratepayers with similar circumstances; and
- flexibility by responding, where necessary, to changes in the local economy.

4.5. The Setting of Cost Recovery Fees and Commercial Service Charges

Council will be guided by the following principles in the setting of cost-recovery fees on the one hand, and commercial services on the other:

- Fees associated with regulatory services will be set at the full cost of providing the service or taking the action for which the fee is charged. Council may choose to subsidise the fee from other sources if it is in the community interest to do so.
- Commercial services charges will be set to recover the full cost of providing the service and, if provided by a Business of Council, may include a component for return on Council's investment.

4.6. The Extent to Whom Physical and Social Infrastructure Costs for a New Development are to be Funded by Charges for the Development

Developers are required to contribute towards the Council's infrastructure in accordance with the provisions of the Sustainable Planning Act. Infrastructure charges are required for roadworks, parks, drainage and water and sewerage head works where applicable.

5. In addition, social infrastructure costs are to be met by grants received from the government and general revenue sources review

It is the responsibility of the Director Corporate and Community Services to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every year or as required by Council.

This policy is to remain in force until otherwise determined by Council.

27. DEBT (BORROWING) POLICY

This policy was adopted by Council at its Budget Meeting held on 15 June 2016.

1. Policy Intent

The intent of this policy is to detail the principles upon which Council bases its decisions when considering the type of expenditure to be funded by borrowing for the financial years 2016/17 to 2025/26, the total current and projected borrowings and the ranges of periods over which they will be repaid.

2. Scope

This policy applies to all borrowing of the Council.

3. Background/Supporting Information

Pursuant to Section 192 of the Local Government Regulation 2012, Council's adopted Policy on Borrowings for the period 2016/17 to 2025/26 is set out below.

4. Policy Statement

The Council will not use long-term debt to finance current operations. Long term debt is only to be used for income producing assets or those assets that can be matched to a revenue stream. Consequently, repayments for the borrowings will be funded from the revenue streams generated by the asset acquisition in question. Consideration must also be given to the long-term financial forecast before planning new borrowings.

Council will utilise long-term borrowing only for capital improvement projects that cannot be financed from existing sources. Capital projects are to only be undertaken after a thorough process of evaluation (including whole of life costing and risk assessment), prioritisation and review.

When Council finances capital projects through borrowings it will generally pay back the loans in a term not exceeding 20 years. However, in certain circumstances, particularly assets with long useful lives, borrowings may be for a longer period whereby repayments would match the income stream of the asset in question. Existing loans will be paid back within the fixed term provided for in the loan agreement.

Council will continue to ensure repayment schedules are well within Council's operating capability so as to ensure the Community is not burdened with unnecessary risk.

Projected Future Borrowing Predictions:

There are no borrowings forecast for the 2016/17 to 2025/26 years. Level of Existing Debt - As at 30 June 2017, Mareeba Shire Council's outstanding loan balance is estimated to be \$6.5 million.

5. Review

It is the responsibility of the Director Corporate and Community Services to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every year or as required by Council.

This policy is to remain in force until otherwise determined by Council.

28. RATE REBATE AND REMISSION POLICY

Council resolved at its budget meeting held on 15 June 2016 to grant a remission of 30% of all differential general rates, except interest and other charges, to pensioners who own and reside on their property within the Mareeba Shire Council local government area, provided that they satisfy the conditions as set out in the Rate Rebates and Remissions Policy and on the Pensioner Remission Application Form, with the maximum Council remission allowable being \$240 per property.

Council also resolved to grant a remission of fifty (50%) percent up to a maximum of one thousand (\$1,000) dollars on all general rates and a charge remission of twenty (20%) percent up to a maximum of two hundred (\$200) dollars on Utility Charges (Sewerage, Waste Collection and Water Access Charges) and the Waste Management Levy only, to Council approved not-for-profit organisations who own or lease a property within the Mareeba Shire, excluding vacant land, provided that they satisfy the conditions as set out in the Rate Rebates and Remissions Policy. The total amount donated or remitted during the year was \$20,528.

In addition to the remissions granted by Council, the State Government Scheme for Subsidisation of Rates and Charges payable to Local Authorities by Approved Pensioners is administered by the Council and under this Scheme, a further 20% remission is allowed to approved pensioners up to a maximum of \$200 per annum on rates and charges.

The total pensioner remission granted by Council during the year was \$392,000.

The total State Government subsidy granted to approved pensioners in 2016/17 was \$326,078.

The total State Government fire levy pensioner rebate provided in 2016/17 was \$44,042.

29. SERVICE, FACILITY OR ACTIVITY SUPPLIED BY ANOTHER LOCAL GOVERNMENT AND FOR WHICH SPECIAL RATES/CHARGES ARE LEVIED

Council did not during the year, take any action in relation to, or expend funds on, a service, facility or activity:

- supplied by another local government under an agreement for conducting a joint government activity; and
- for which the local government levied special rates or charges for the financial year.

30. THRESHOLD FOR TREATING NON-CURRENT ASSETS AS AN EXPENSE

There were no resolutions made during the year under section 206(2) of the Local Government Regulation 2012 (setting an amount for each different type of non-current physical asset below which the value of an asset of the same type must be treated as an expense).

It has previously been determined that the threshold for capitalisation of asset classes other than land is \$5,000. These details form part of Note 1 to the Financial Statements.



31. ASSESSMENT OF PERFORMANCE IN IMPLEMENTING OPERATIONAL PLAN FOR 2016/17 FINANCIAL YEAR

No	Task/Activity	Assessment of performance in implementing Operational Plan for 2016-17 financial year
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FINANCE

1	Enhance access to financial information.	<ul style="list-style-type: none"> More users able to operate financial systems and locate relevant documentation
2	Timely preparation of Financial Statements and resolution of recommendations.	<ul style="list-style-type: none"> Finalise Financial Statements within legislative timeframes and achieve unqualified audit
3	Review full cost pricing models to ensure equitable allocation of costs across departments.	<ul style="list-style-type: none"> Review completed model and aim for more accurate cost allocation
4	Continue to review and document internal processes to establish an improved level of control and transparency.	<ul style="list-style-type: none"> More transparent procedures and more efficient processes
5	Ensure long-term asset management planning and financial planning is updated to support financial sustainability.	<ul style="list-style-type: none"> Compliance with LGA 2009 and provision of models to inform decisions regarding project priorities

DEVELOPMENT & GOVERNANCE

6	Local Government Infrastructure Plan. (DILGP)	<ul style="list-style-type: none"> LGIP preparation is progressing in accordance with approved LGIP Project Plan
7	Planning Scheme Review - Environmental Significance Overlay.	<ul style="list-style-type: none"> Planning Scheme amendment process completed by 1 July 2017
8	Progress phases 2 and 3 of the sale of land within the Chillagoe Industrial Estate.	<ul style="list-style-type: none"> Undeveloped lots put up for public tender and approximately 50% sold Ministerial approval obtained for sale of developed lots direct to current lessees with sale of at least 10 lots
9	Make new Local Laws and Subordinate Local Laws to replace the current suite of local laws.	<ul style="list-style-type: none"> New set of MSC Local Laws and Subordinate Local Laws adopted by Council

No	Task/Activity	Assessment of performance in implementing Operational Plan for 2016-17 financial year
----	---------------	---

INFORMATION SYSTEMS AND CUSTOMER SERVICE

10	Build lawn beam at Mareeba New Cemetery.	<ul style="list-style-type: none"> New facilities are constructed and functional
11	Develop 3 - 5 year ICT Strategy.	<ul style="list-style-type: none"> Strategy delivered that provides clear direction as to the long term delivery of ICT services within Council

COMMUNITY WELLBEING

12	Update long term community plan.	<ul style="list-style-type: none"> Draft community plan is completed and adopted by Council Community priorities inform budgeting and Council decision making
13	Investigate options for new Mareeba Library premises.	<ul style="list-style-type: none"> Affordable options and models for a new expanded Mareeba Library space are being considered including multipurpose facilities and grant funding eg. combined Mareeba youth precinct/library
14	Coordinate the development of policies for the community management of Council's community facilities, especially facilities with multiple user groups and community halls.	<ul style="list-style-type: none"> Council policies are in place to guide fair and consistent decisions regarding the community management of Council's community facilities Management Agreements are in place that clarify the roles and responsibilities of Council and user groups Community feedback indicates satisfaction with the community partnerships approach to the management of Council's community facilities Council has increased capacity to focus on asset management

ORGANISATIONAL DEVELOPMENT

15	Provide high level advice and support to the Senior Management Team in relation to evolving industrial relations legislation, including the negotiation of a new Certified Agreement and implementation of the new Local Government Industry Award when finalised by the QIRC.	<ul style="list-style-type: none"> Management action taken complies with new legislative and Award requirements Proposals for new Certified Agreement established and ready for negotiation
16	Development and delivery of the 2016/17 training program.	<ul style="list-style-type: none"> Improved levels of competence in work related skills across the organisation Training delivered within budget allocation
17	Monitor, review and improve WHS policies, procedures and systems to protect the health and safety of Council's employees.	<ul style="list-style-type: none"> Reduced rate of work related injuries Low rate of LG Workcare contributions maintained or reduced

No	Task/Activity	Assessment of performance in implementing Operational Plan for 2016-17 financial year
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WORKS

18	Undertake capital roadworks and drainage projects (excluding reseals) in accordance with approved capital works schedule.	<ul style="list-style-type: none"> Individual projects completed as per budget
19	Undertake bitumen roads reseal and asphalt overlay program in accordance with budget allocation.	<ul style="list-style-type: none"> Program completed as per budget
20	Undertake Parks & Gardens capital works projects in accordance with approved capital works schedule.	<ul style="list-style-type: none"> Individual projects completed as per budget

TECHNICAL SERVICES

21	Therwine Street Redevelopment, Kuranda.	<ul style="list-style-type: none"> Project completed within budget
22	Mareeba Airport Development.	<ul style="list-style-type: none"> Project completed within budget Number of new leases issued at Airport
23	Koah Hall Improvements.	<ul style="list-style-type: none"> Project completed within budget

WATER AND WASTE

24	Capping old Mareeba Landfill.	<ul style="list-style-type: none"> Successful completion of project to DEHP's requirements
25	Develop Priority Infrastructure Plan (PIP) for Water and Wastewater.	<ul style="list-style-type: none"> By project completion date, strategic asset management plans are in place for the future planning and provision of water and wastewater infrastructure
26	Mareeba Wastewater Treatment Plant refurbishment.	<ul style="list-style-type: none"> Refurbishment of the existing treatment plant completed on time and within budget

32. FINANCIAL STATEMENTS

Attached.

APPENDIX 2 - ITEM-10 HANDBOOK FOR ADVISORY COMMITTEES**Handbook for Advisory
Committees**

Draft <input type="checkbox"/>	Final <input checked="" type="checkbox"/>	Version:	2
File ref:		Policy Section:	Council & Councillors
Date Adopted:	15 November 2017	Review Date:	15 November 2020
Author:	Director Corporate and Community Services	Review Officer:	Director Corporate and Community Services

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1. INTRODUCTION

The appointment of Council committees is a mechanism by which the substantive work involved in investigating, reporting on and formulating decisions with respect to particular issues or areas of Council's jurisdiction can be delegated to a select group of people.

A committee can be constituted to deal with a particular matter or area of jurisdiction on an on-going basis or can be constituted for a defined period only to examine and deal with a specific subject or issue, on completion of which, the committee will then normally be disbanded.

The Local Government Regulation 2012 provides that a local government may:

- (a) appoint, from its councillors, standing committees or special committees; and
- (b) appoint advisory committees

While membership of standing committees or special committees can only include councillors, an advisory committee may include in its members, persons who are not councillors.

Although advisory committees are generally appointed to investigate and report on specific issues or areas of operation, they can also have an on-going operation depending on the particular matters referred to them.

The appointment of persons who are not councillors to an advisory committee enables Council to:

- Access knowledge, experience, information and expertise that exists within the wider community and that may not otherwise be available to Council;
- Secure community input to projects and activities to ensure that community needs and wishes are recognised and considered by Council

2. SCOPE

An advisory committee, as its name implies, can only provide advice and recommendations to Council - it does not have any delegated decision making authority itself. The committee must act in accordance with any legislative requirements of the Local Government Act and Regulation and also abide by any Code of Conduct, terms of reference, meeting rules (Standing Orders) or guidelines established by Council. It must also keep Council advised of what it is doing. Many of the guidelines in this handbook are to ensure that Council is kept aware of a committee's activities.

From a legal perspective, it is important to be aware, as noted above, that the committee cannot make decisions on Council's behalf and can only provide advice or recommendations to Council. The committee must, at all times, act within the bounds of its terms of reference and relevant legislation. If it does not then its members may be liable for their actions and they may not be covered by Council's insurance.

Council values the contribution of external appointees as members of its advisory committees. If any committee member has any questions, either about matters covered in this handbook or the way in which the committee is operating, or should operate, they are requested to contact Council's Chief Executive Officer.

3. PROCEDURE FOR THE INITIAL APPOINTMENT OF AN ADVISORY COMMITTEE

Mareeba Shire Council must resolve at a Council meeting that an advisory committee will be appointed.

Council will either:

- (a) call for expressions of interest from people who are interested in being members of that committee and then select people for the committee from those expressions of interest, or
- (b) hold a public meeting, which is advertised via local media, a minimum of fourteen days prior to the chosen meeting date, and at that meeting call for nominations for the committee.

At a subsequent Council meeting, Council formally appoints the members who were nominated or selected for the committee.

Council may appoint a Councillor delegate to the committee and/or a Council staff member as an ex-officio member.

3.1 COMMITTEE MEMBERSHIP

Membership is either:

- (a) open to all interested citizens from the local community, or
- (b) in the case of some specialist committees, by invitation.

Reduced insurance benefits apply where persons are aged over 75 years in accordance with Council's personal accident insurance policy and this should be borne in mind when nominating people for membership of an advisory committee.

Members are selected/appointed either until the next Council election or for the lifespan of the committee, whichever is the earlier event, or unless they:

- (a) fail to attend three consecutive meetings without leave of absence;
- (b) advise, in writing addressed to the Secretariat of the committee, of their resignation; or
- (c) receive written notification from Council that their membership of the committee has been terminated.

3.2 THE RESPONSIBILITIES OF THE CHAIRPERSON

3.2.1 Before a meeting

- Prepare the agenda (in consultation with the Secretariat or other members), setting out the items of business to be considered.

- Ensure the meeting is properly convened in accordance with these guidelines – e.g. a quorum is present.

3.2.2 During the meeting

- Chair the meeting, open the meeting, welcome and introduce members and guests.
- Keep individuals at the meeting focused on the topics being discussed and encourage all members to participate. Give all members an opportunity to speak on each topic.
- Ensure correct meeting procedures are followed and that control of the meeting is maintained, keeping track of time.
- Ensure the meeting content is in accordance with the purpose of the advisory committee.
- Make sure that recommendations are relevant and understood by members. Ensure that the minute taker has recorded all recommendations that the committee wishes to forward on to Council.
- Close the meeting.

3.3 THE RESPONSIBILITIES OF THE SECRETARIAT

3.3.1 Before a meeting

- Prepare the agenda (in consultation with the Chairperson).
- Make copies of the agenda if required and distribute via email or post to all members.

3.3.2 During the meeting

- Take the minutes.
- Record all recommendations that are to be forwarded on to Council.

3.3.3 After the meeting

- Draw up the minutes and distribute them to Committee members and Council.
- Ensure that accurate minutes are kept.
- Complete any actions as decided at the meeting (this role can be shared with other Committee members).

3.3.4 Outside the meeting

- Forward all correspondence to Council once it has been tabled at a meeting.
- Inform members of any urgent correspondence that is received.

- Maintain a contact list for members of the committee including but not limited to name, representative group, phone/mobile contact, postal and email address.

3.4 COMMITTEE MEETINGS

3.4.1 Meeting Procedures

Each committee may adopt its own meeting procedures. Meeting procedures can be very complex, technical and legalistic. Council considers that its advisory committees should not be burdened with a complex meeting procedure but that meetings should proceed on the basis of some fundamental rules and the use of common sense. These rules relate to the keeping of minutes, the tabling of correspondence, the consideration of recommendations to Council and the recording of those recommendations. Responsibilities of the Chairperson and Secretariat can be found at 3.6 and 3.7 of this handbook.

Meetings should follow the agenda. Matters not listed on the agenda can be raised in general business (which should be included as an agenda item), however, as a general rule, only minor, non-substantive issues should be considered in general business with all other items of significance or importance listed on the formal agenda. The Chair should ensure that the meeting is conducted in an orderly manner. In general business, discussion should be limited to matters relevant to the committee.

Should any committee member be in any doubt over the correct procedure on any point, they can discuss the issue with Chief Executive Officer.

All proposed recommendations to Council that have been agreed by the committee should be referred on to Council.

3.4.2 Frequency of meetings

Generally, the purpose for which the committee has been appointed will dictate the frequency of meetings but, as a minimum, committees should hold at least two meetings per year.

3.4.3 Quorum

No meeting can be held unless a quorum of members is present. A quorum is defined as being 50% of the total number of members on the committee, unless specified otherwise by Council.

If there is no quorum present at the start time of a scheduled meeting, those present should wait for 10 to 15 minutes. If a quorum is still not present 15 minutes after the scheduled start time for the meeting, then the meeting will have to be abandoned. The meeting can then be either rescheduled to another date, or cancelled and the committee not meet again until the date for the next meeting. In any event, minutes should be kept of the cancelled meeting and these should be forwarded to Council, as with any other minutes. These minutes would only list those present and the fact that no quorum was present at the time it was decided to abandon the meeting.

3.4.4 Office bearers

At the first meeting following the appointment of members, if Council has not already nominated the Chairperson of the committee, the committee shall appoint a Chairperson (and, if required, a Secretariat).

Once elected, the Chairperson presides at all meetings of the committee. However, if he/she is not in attendance at any particular meeting, the members present at that meeting shall elect a Chair for that meeting. Responsibilities of the Chairperson and Secretariat can be found at 3.6 and 3.7 of this handbook.

3.4.5 Meeting agenda

An agenda shall be prepared for each meeting and circulated to all members one (1) week prior to the meeting. This is generally done by the Secretariat of the committee. Example of agenda can be found in Attachment 1 to this handbook.

3.4.6 Meeting minutes

Unless the minutes are taken by a Council officer, the Secretariat shall take the minutes of each meeting. Example of minutes can be found in Attachment 2 to this handbook.

A copy of the minutes shall be forwarded to Council within 14 days after each meeting. The Secretariat should also circulate a copy of the minutes to all members. Committee members should be aware that the minutes are public documents and are available to all members of the public. The Secretariat shall therefore ensure that no scandalous or defamatory comments are recorded in the minutes.

The minutes of each meeting must include the following:

- (a) the date, time and place of meeting;
- (b) the names of councillors or committee members present at the meeting;
- (c) a list of apologies received from members unable to attend;
- (d) the adoption of the minutes of the previous meeting;
- (e) any business arising from those minutes;
- (f) a list of correspondence tabled at the meeting;
- (g) a record of all recommendations of the Committee to be forwarded to Council;
- (h) the date, time and place of the next meeting.

Any conflict of interest that is declared by a member during the course of the meeting shall be recorded in the minutes against the item of business to which it relates.

Once the minutes of a meeting have been adopted at the next meeting of the committee, they shall be signed by the Chairperson and kept by the Secretariat. The minutes that the Secretariat forwards to Council will be unsigned minutes because they are required to be

forwarded to Council as soon as they are prepared. They should be received by Council within 14 days of each meeting.

3.4.7 Conflicts of Interest

A conflict of interest can arise when a member has other involvements or interests that make it difficult for them to always remain impartial when involved in committee discussions and decision-making.

These can include:

- business or professional activities
- employment or accountability to other people or organisations
- membership of other community organisations or clubs
- ownership of property or other assets

The conflict may lead to:

- Financial benefit – eg sale of goods or privileged information
- Political benefit – eg gaining or losing political support
- Personal benefit – eg career advancement or increased standing in the community

If a member has a conflict of interest in a matter to be discussed at a meeting, they should declare that interest as soon as possible – preferably at the beginning of the meeting by stating:

- (a) what their interest is (it may be an interest in a business that the committee is considering using to do repair or maintenance work, or it may be that they are a member of an organisation or club that the committee is considering doing some work for); and
- (b) what action they will be taking when that matter comes up for discussion at the meeting.

Committee members have a number of options for dealing with a conflict of interest. Depending on the nature of the interest, they may:

- (i) take no action where the potential for conflict is minimal;
- (ii) limit their involvement if practical (for example, participate in discussion but not in decision making);
- (iii) remove the source of the conflict (for example, relinquishing or divesting the personal interest that creates the conflict); or
- (iv) have no involvement by absenting themselves from the meeting and not taking part in any debate or voting on the issue (particularly if there is a significant conflict of interest).

In some circumstances, the conflict between the committee obligations and a member's personal obligations or duty to another organisation or club may be such that the conflict cannot be reconciled and the member may need to consider resigning from the Committee.

3.4.8 Attendance by members of the public

Every advisory committee meeting is a public meeting and members of the public may attend. As such, it should be held in a public place. Members of the public who attend a meeting cannot participate unless invited to do so by the Chairperson.

3.4.9 Correspondence

All correspondence either received by or sent by the committee (generally this will be sent or received by the Secretariat on behalf of the committee) shall be tabled at the next meeting of the committee and recorded in the minutes. Members should have the opportunity at each committee meeting to discuss the correspondence and, if appropriate, determine how the committee is going to respond to correspondence.

Following the meeting, any correspondence tabled shall be forwarded to Council for retention.

3.4.10 Recommendations made by the Committee to Council

The role of the committee is to make recommendations to Council on those issues that the committee is tasked to consider.

These recommendations shall, in the first instance, be forwarded to the relevant Director/Manager. If they are included in the minutes of a committee meeting, the Secretariat will need to ensure that a copy of the minutes is forwarded to Council. If there are no Council officers in attendance at the meeting, the committee should ensure that any recommendations are highlighted and brought to the relevant Director/Manager's attention.

The Director/Manager will report any recommendations to a meeting of Council. This may take the form of a written report nominating items for determination and attaching (or tabling) any report received from the committee supporting its recommendations. The report will include a detailed assessment of the committee's recommendation(s) using the appropriate assessment tools and, based on that assessment, will contain the Director/Manager's recommendation to the Council. While the committee's recommendations will generally be submitted to Council "as is", the Director/Manager may hold a different view based on his/her knowledge, technical expertise and experience and the recommendation made by him/her to Council may not necessarily reflect the position of the committee.

Alternatively, it may be more appropriate for the Director/Manager to include the Committee's report and recommendations in the "For Information" section of the Council meeting agenda. The receipt and notation of a Committee report by Council does not mean that the position, views, assertions and opinions expressed by the Committee or any of its members, is supported, reinforced or adopted by the Council. A recommendation from the Committee is not adopted by the Council unless it is articulated in a resolution adopted by the Council.

In both instances, the Council will consider the report and may formulate and adopt a resolution/s on the matter/s in question.

3.4.11 Insurance

As an appointee to one of Council's committees, members are covered by:

- (a) Council's Public Liability insurance, and
- (b) Council's Personal Accident insurance

while acting in their capacity as a member of that committee and their actions are within the scope of the committee as an Advisory Committee of Council.

Council's Public Liability insurance covers committee members for any claim that may be made against them (as a member acting within the scope of the committee as an Advisory Committee of Council) by a third party, where it is claimed that their negligence has caused injury to someone or damaged property.

Council's personal accident insurance provides members with certain benefits should they be accidentally injured while on Committee business. The policy provides certain capped benefits in the case of such injury occurring.

Reduced insurance benefits apply where persons are aged over 75 years in accordance with Council's personal accident insurance policy.

4. REVIEW

It is the responsibility of the Director Corporate and Community Services to monitor the adequacy of this handbook and recommend appropriate changes. This handbook will be formally reviewed every three years or as required by Council.

This handbook is to remain in force until otherwise determined by Council.

5. ATTACHMENTS

5.1 EXAMPLE OF AGENDA**5.2 EXAMPLE OF MINUTES**

ATTACHMENT 1

****NAME** ADVISORY COMMITTEE**
Insert date, time and place of meeting

AGENDA

1. Apologies
2. Minutes of the previous meeting
3. Business arising from those minutes
4. Correspondence
5. Here list specific items of business that it is intended to discuss at the meeting
6. General business
7. Date of next meeting

APPENDIX 3-7 - ITEM-11 AUDIT COMMITTEE POLICIES**AUDIT COMMITTEE POLICY**

Draft <input type="checkbox"/>	Final <input checked="" type="checkbox"/>	Version:	2
Identifier:		Policy Section:	Internal Audit/Audit Committee
Date Adopted:	15 November 2017	Review Date:	30 June 2019
Author:	CEO	Review Officer:	CEO

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1. POLICY INTENT

This policy has been formulated to meet the requirements of s.105 of the Local Government Act 2009 regarding the establishment of an audit committee

2. SCOPE

This policy shall apply to Council, its Audit Committee, its internal auditor and staff subject to, or responsible for, the various functions of Council's corporate governance activities

3. BACKGROUND/SUPPORTING INFORMATION

The Audit Committee is established in accordance with Section 105 of the Local Government Act 2009.

The Audit Committee is an advisory committee as determined by Section 265 of the Local Government Regulation 2012. It has no line (delegated) authority in itself and does not replace the responsibilities of executive management, but acts as a source of independent advice to the Council and to the Chief Executive Officer on governance, risk management, accountability and audit-related matters.

4. POLICY STATEMENT

Under Section 105 of the Local Government Act 2009 Council will establish an audit committee to contribute to the improved performance of the organisation by enhancing the quality of governance.

The Audit Committee provides an independent forum where representatives of the Council and management work together to fulfil specific governance responsibilities as set out in the Audit Committee Terms of Reference.

5. REVIEW

It is the responsibility of the CEO to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every two years or as required by Council.

6. ASSOCIATED DOCUMENTS

- Internal Audit Policy
- Internal Audit Charter
- Audit Committee Charter
- Audit Committee Terms of Reference
- Handbook for Advisory Committees



AUDIT COMMITTEE CHARTER

Draft <input type="checkbox"/>	Final <input checked="" type="checkbox"/>	Version:	2
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Author:	CEO	Review Officer:	CEO

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1. POLICY INTENT

It is the policy of Mareeba Shire Council to maintain an Audit Committee.

This Charter sets out the roles and responsibilities of the Audit Committee within the Council.

The Audit Committee has been established in accordance with Part 11, Division 1 of the Local Government Regulation 2012. It does not replace nor diminish the responsibility of management to maintain an adequate governance and internal control system and manage risks.

2. SCOPE

The main objective of the Audit Committee is to assist Council in fulfilling its corporate governance role and oversight of financial management and reporting responsibilities imposed under the Financial and Performance Management Standard 2009, the Queensland Local Government Act 2009 and other relevant legislation.

More specifically the Committee will:

- Enhance Councillors' ability to exercise due care, diligence and skill in relation to compliance with applicable laws and policy;
- Add to the credibility and objectivity of financial reports;
- Ensure the independence and effectiveness of Council's Internal Audit function;
- Monitor the use of appropriate accounting and disclosure policies;
- When required, examine existing policies and recommend changes to enhance their effectiveness against unethical behaviour;
- Provide a communication link between management, internal and external auditors and Council;
- Maintain its independence from the day-to-day operation of the Council;
- Be aware of its obligations and responsibilities to the community.

3. BACKGROUND/SUPPORTING INFORMATION

The Audit Committee Charter has been designed to assist Council in fulfilling its corporate governance role and oversight of financial management and reporting responsibilities. The Audit Committee is to ensure:

- Effective management of financial risks;
- Reliable management and financial reporting;
- Compliance with laws and regulations; and
- Maintenance of an effective and efficient audit.

4. POLICY STATEMENT

4.1 COMPOSITION

The Audit Committee will comprise of three (3) members of which at least two (2) members shall be Councillors as appointed by Council. The Chair of the Committee is to be selected by Council in accordance with the requirements of the Local Government Regulation 2012.

A quorum for committee meetings is at least half the number of members, with a minimum of two members.

The Committee may invite Council officers to attend meetings as required.

The Queensland Audit Office and its representatives have an open invitation to attend each meeting.

4.2 INDEPENDENCE AND ACCESS

The Audit Committee will need to liaise closely with management and internal and external auditors to carry out its responsibilities. However, the Audit Committee has neither executive authority nor responsibility in implementing any of its recommendations.

The Audit Committee will exercise a monitoring and review role over financial and other reporting, internal control, risk, ethics and compliance with laws and policies.

The Audit Committee shall endeavour to resolve any disagreements between management and the auditor on financial reporting.

The Audit Committee may recommend seeking advice from independent experts, including the appointment of an independent internal auditor, as it considers necessary, to execute its duties and responsibilities. Requests shall be forwarded through the Chief Executive Officer.

The Audit Committee has the authority to seek any information it requires from any person employed by Council or business units controlled by Council. Requests shall be forwarded through the Chief Executive Officer.

4.3 RESPONSIBILITIES

The responsibilities of the Audit Committee will include:

Control and Policies

- Evaluate and monitor the integrity, adequacy and effectiveness of finance, administrative and operating systems and policies and procedures through communication with, and reports from management, external and internal auditors;
- Monitor the standard of corporate governance and ethical considerations;
- Monitor compliance with statutory, regulatory and policy obligations; and
- Review the operation of an accounting and financial control and risk environment.

Financial Reporting

- Review the accuracy and timeliness of all financial information and the inclusion of all appropriate disclosures;
- Review any changes in accounting practices or policies or material change in accounting treatment;
- Review and make recommendations as to issues in relation to end-of-year financial statements, context of monthly reports and internal and external reports; and
- Review the Council's financial status and performance.

Internal and External Audit

- Review the planned scope of the internal and external auditors to ensure they are adequate to detect any weaknesses in internal control, risk, or unethical behaviour;
- Review the draft of Council's financial statements for the preceding financial year before the statements are certified and given to the Auditor-General;
- Oversee Council's external audit and consider the audit findings and the response by management to the auditor's management letter;
- Endorse internal audit plans;
- Review internal audit reports and findings; and
- Review the implementation of recommendations made by internal and external auditors.

Other

- Monitor and review Council's risk management strategies, policies and procedures;
- Review this Charter at least annually and recommend changes if required;
- To report any matter identified during the course of carrying out its duties that the Audit Committee considers should be brought to the attention of the Council;
- To perform or undertake on behalf of the Council any such other tasks or actions as the Council may from time to time authorise.

4.4 MEETINGS AND REPORTING

The Audit Committee shall meet as often as it determines, but not less than two times per year. A meeting shall be scheduled to enable the consideration of the annual audited financial statements.

The Chairperson shall determine the agenda in conjunction with Council staff and circulate it prior to each meeting and attend to all meeting arrangements including arrange a minute taker for the meetings.

The Audit Committee shall review all audit reports and any recommendations arising from these reviews shall be tabled to Council for consideration.

All matters discussed and all material provided at Audit Committee meetings is to be considered as confidential in nature and be treated as such.

The Chairperson of the Audit Committee shall attend a Council meeting on an annual basis to formally report on the progress of the Audit Committee.

Meetings shall be conducted in accordance with the Mareeba Shire Council Handbook for Advisory Committees.

5. REVIEW

It is the responsibility of the CEO to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every two years or as required by Council.



AUDIT COMMITTEE TERMS OF REFERENCE

Draft <input type="checkbox"/>	Final <input checked="" type="checkbox"/>	Version:	2
Identifier:		Policy Section:	Internal Audit/Audit Committee
Date Adopted:	15 November 2017	Review Date:	30 June 2019
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1. ESTABLISHMENT

The Audit Committee has been established in accordance with Subdivision 2, Sections 208-211 of the Local Government Regulation 2012. It does not replace nor diminish the responsibility of management to maintain an adequate governance and internal control system and manage risks.

2. OBJECTIVES

The primary objective of the Audit Committee is to assist Council in fulfilling its corporate governance role and oversight of financial management and reporting responsibilities imposed under the *Local Government Act 2009* and other relevant legislation.

More specifically the Committee will:

- Enhance the ability of Councillors to discharge their legal responsibility to exercise due care, diligence and skill in relation to compliance with applicable laws and policy.
- Monitor the credibility and objectivity of financial reports.
- Ensure the independence and effectiveness of Council's internal audit function.
- Monitor the application of appropriate accounting and disclosure policies.
- Monitor existing corporate policies and recommend for consideration any new corporate policies it considers necessary to prohibit unethical, questionable or illegal activities.
- Advise Council regarding its management of its strategic risks.
- Provide a communication link between management, internal and external audit and Council.
- Promote the need for public accountability of managers to Council, the ratepayers and other interested parties.
- Support measures to improve managerial performance and internal controls and the minimisation of risks and fraud.
- Encourage and support a culture of proper governance and control at all levels within Council.

3. INDEPENDENCE AND ACCESS

The Audit Committee will need to liaise closely with management and internal and external auditors to carry out its responsibilities. However, the Audit Committee has neither executive authority nor responsibility in implementing any of its recommendations.

The Audit Committee will exercise a monitoring and review role over financial and other reporting, internal control, risk, ethics and compliance with laws and policies.

The Audit Committee has the authority to seek any information it requires from any person employed by Council or business units controlled by Council. Requests shall be forwarded to the Chief Executive Officer.

4. STRUCTURE AND MEMBERSHIP

4.1 COMPOSITION

Section 210 of the *Local Government Regulation 2012* specifies that the Audit Committee of a local government must consist of at least three and no more than six members. Section 266 *Local Government Regulation 2012* provides for the appointment of an alternate member who "... attends meetings of the committee and acts as a member of the committee only if another member of the committee is absent from the meeting of the committee".

The Audit Committee shall comprise the following with full voting rights:

- two councillors;
- one independent external appointee who must have significant experience and skills in financial matters;
- An alternate member in the event that one of the members is unable to attend; and
- Council will appoint one of the three committee members as chairperson.

Non-voting attendees include the Chief Executive Officer and the internal auditor who will be required to attend meetings of the Audit Committee by standing invitation. Other Council officers will be invited by the Audit Committee to attend committee meetings as and when required to assist the Committee.

The Mayor has a standing invitation to attend the meetings.

4.2 TERMS OF MEMBERSHIP

Councillors will be appointed to the Committee for the term of the Council unless otherwise removed by a resolution of full Council or acceptance of a resignation. In the event of a Councillor resigning his/her position on the Committee, the full Council will nominate a Councillor to fill the vacant position.

An external member shall be appointed for a period of two years, with an option to extend for one year. Appointments of external members shall be made by way of a public advertisement; an evaluation of candidates and a recommendation for appointment put to Council.

The external member may not be Council officers, employees or contractors. They should have significant experience and skills in financial matters and be conversant with the role of internal audit, enterprise risk management principles and the financial and other reporting requirements of local governments.

The evaluation of potential external members will be undertaken by the Mayor or a nominated Councillor; Chief Executive Officer and if appropriate the Audit Committee Chair taking account of the experience of candidates and their likely ability to apply appropriate analytical and strategic management skills.

4.3 MEETINGS AND REPORTINGS

The Audit Committee shall meet as often as it determines, but not less than two times per year. An additional meeting may be called to enable the consideration of the annual audited financial statements and on consideration of the Chief Executive Officer and the Audit Committee Chair for specific issues as required.

The Chief Executive Officer and the internal auditor will be required to attend meetings of the Audit Committee by standing invitation. Other Council officers will be invited by the Audit Committee to attend committee meetings as and when required to assist the Committee.

Due to the confidential nature of information and the high level of independence of internal and external audit, Committee Meetings may be closed in accordance with Section 275 of the Local Government Regulation 2012.

The Audit Committee will report to the next scheduled Council meeting, following each Audit Committee meeting.

4.4 QUORUM

As stipulated in Section 211 of the Local Government Regulation 2012, the quorum for this Committee shall be at least half the number of members of the committee and either the chairperson shall preside or if the chairperson is absent, the member chosen by the members present as chairperson for the meeting presides.

5. RESPONSIBILITIES

5.1 CONTROL AND POLICIES

- Evaluate and monitor the integrity, adequacy and effectiveness of finance, administrative and operating systems, policies and procedures through communication with, and reports from management, external and internal auditors;
- Monitor the standard of corporate governance and ethical considerations;
- Monitor compliance with statutory, regulatory and policy obligations; and
- Review the operation of an accounting and financial control and risk environment.

5.2 FINANCIAL REPORTING

- Review the accuracy and timeliness of all financial information and the inclusion of all appropriate disclosures;
- Review any changes in accounting practices or policies or material change in accounting treatment;
- Review and make recommendations as to issues in relation to end of year financial statements, context of monthly reports and internal and external reports; and
- Review the Councils financial status and performance.

5.3 INTERNAL AUDIT

- Review the Internal Audit Policy and the Internal Audit Charter to ensure that the charter maintains and enforces the internal audit independence from management;

- Review the proposed internal audit plan for the coming year to ensure that it covers key risks;
- Endorse internal audit plans;
- Review internal audit reports and findings; and
- Monitor management actions to ensure satisfactory and timely resolution of findings reported by internal audit.

5.4 EXTERNAL AUDIT

- Review the draft of Council's financial statements for the preceding financial year before the statements are certified and given to the Auditor-General;
- Oversee Council's external audit and consider the audit findings and the response by management to the auditors' management letter;
- Review the implementation of recommendations made by external auditors.

5.5 RISK MANAGEMENT

- Review whether management has in place a current and comprehensive risk management framework and associated procedures for effective identification and management of the financial and business risks, including fraud;
- Review whether a sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings;
- Review whether a sound and effective approach has been followed in establishing Council's business continuity planning arrangements, including whether disaster recovery plans have been tested periodically;
- Review the Council's Fraud and Corruption Prevention Policy and Guidelines and ensure appropriate processes and systems are in place to capture and effectively investigate fraud related information;
- Assess the adequacy of the internal processes for determining and managing key risk areas;
- Provide guidance in the development and implementation of risk management systems.

5.6 OTHER

- Review the Audit Committee Policy and Audit Committee Terms of Reference every two years or as required by Council and recommend changes if required;
- To report any matter identified during the course of carrying out its duties that the Audit Committee considers should be brought to the attention of the Council;
- To perform or undertake on behalf of the Council any such other tasks or actions as the Council may from time-to-time authorise provided these did not impinge upon the independence of the Audit Committee.

6. REVIEW

It is the responsibility of the CEO to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every two years or as required by Council.



INTERNAL AUDIT POLICY

Draft <input type="checkbox"/>	Final <input checked="" type="checkbox"/>	Version:	2
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1. POLICY INTENT

To establish a policy about an internal audit function and its interaction with the Audit Committee.

2. SCOPE

This policy is to apply to the Internal Auditor, the Audit Committee and staff involved in the internal audit function.

3. BACKGROUND/SUPPORTING INFORMATION

Section 105(1) of the *Local Government Act 2009* provides that each local government must establish an efficient and effective internal audit function.

Section 207 of the *Local Government Regulation 2012* provides as follows:

207 Internal audit

- (1) For each financial year, a local government must—
 - (a) prepare an internal audit plan; and
 - (b) carry out an internal audit; and
 - (c) prepare a progress report for the internal audit; and
 - (d) assess compliance with the internal audit plan.
- (2) A local government's **internal audit plan** is a document that includes statements about—
 - (a) the way in which the operational risks have been evaluated; and
 - (b) the most significant operational risks identified from the evaluation; and
 - (c) the control measures that the local government has adopted, or is to adopt, to manage the most significant operational risks.
- (3) A local government must give its audit committee—
 - (a) the progress report mentioned in subsection (1)(c); and
 - (b) at least twice during the year after the internal audit is carried out, each of the following documents—
 - (i) a summary of the recommendations stated in the report;
 - (ii) a summary of the actions that have been taken by the local government in response to the recommendations;
 - (iii) a summary of any actions that have not been taken by the local government in response to the recommendations.

4. POLICY STATEMENT

- 4.1 Council will establish and maintain an internal audit function.
- 4.2 Council is to appoint an Internal Auditor (who may or may not be a local government employee).
- 4.3 The Internal Auditor must perform the following duties:
 - (a) Identify and assess the risks to which the local government's operations are exposed;
 - (b) Prepare audit plans to lessen the identified risks;
 - (c) Develop a work program for all internal audit activities of the local government;
 - (d) Supply a summary of each internal audit report to the Mayor, Chief Executive Officer and the Audit Committee;
 - (e) Supply a summary of audit findings, actions taken and actions outstanding to the Mayor, Chief Executive Officer and Audit Committee;
 - (f) Attend Audit Committee meetings;
 - (g) Perform probity reviews on various matters across Council as required.

5. REVIEW

It is the responsibility of the CEO to monitor the adequacy of this policy and recommend appropriate changes. This policy will be formally reviewed every two years or as required by Council.



INTERNAL AUDIT CHARTER

Draft <input type="checkbox"/>	Final <input checked="" type="checkbox"/>	Version:	2
Identifier:		Policy Section:	Internal Audit/Audit Committee
Date Adopted:	15 November 2017	Review Date:	30 June 2019
Author:	CEO	Review Officer:	CEO

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1. INTRODUCTION

Section 105 (1) of the *Local Government Act 2009* requires Council to establish an internal audit function. It is the policy of Council to provide an internal audit function, independent of all other organisational functions. This Internal Audit Charter establishes the authority and responsibility conferred by Council on the internal audit function and incorporates the internal audit requirements of Section 207 of the *Local Government Regulation 2012*. It is the purpose of this Charter to define the function, scope, operating and reporting parameters for the internal audit activity.

2. ROLE AND PURPOSE OF INTERNAL AUDIT

The internal audit function is established to assist the Council, Audit Committee, Chief Executive Officer (CEO) and other levels of management to achieve sound managerial control over all activities under their control, in order that these activities can be carried out efficiently and effectively. The objectives of internal audit are achieved by furnishing Council, Audit Committee and CEO and other levels of management with reports, analyses, appraisals, recommendations, counsel and information concerning the activities audited/reviewed and by promoting effective control at reasonable cost.

Accordingly audit planning must be sufficiently comprehensive to regularly audit/review all facets of Council's operations, having regard to the functions and duties imposed on Council. An effective audit function will provide Council and the CEO with:

- 2.1 Risk based appraisals of Council functions and activities to determine their appropriateness in the context, of Council objectives (including, but not restricted to accounting and financial management information, performance monitoring and control systems).
- 2.2 Reviews of the reliability of accounting and financial management, an assessment of the systems of internal control, an evaluation of compliance with relevant legislation, local laws, subordinate local laws, Council policies, operating guidelines and delegations and the protection of the assets and resources under the control of management.
- 2.3 Independent and confidential advice on action to be taken to improve operational effectiveness, efficiency and economy.
- 2.4 Follow up appraisals, where appropriate, regarding action taken by operational management as a result of audit recommendations.

3. INDEPENDENCE AND POSITION OF INTERNAL AUDIT FUNCTION WITHIN COUNCIL

The internal audit function has independent status within the Council and for that purpose:

- 3.1 Shall be responsible for operational purposes to the CEO but shall have further access to the Audit Committee.
- 3.2 Subject to 3.1, shall be independent of any section or officer or employee of Council.

- 3.3 Shall have no executive or managerial powers, functions, authorities or duties except those relating to the management of the audit function.
- 3.4 Shall not be involved in the day-to-day operation of Council, nor in the internal operational checking systems of Council except those relating to the administration and management of the audit activities.
- 3.5 Shall not be responsible for the designing, installing or maintaining of systems, procedures or controls, but will advise on these matters and provide assurance to management that completed systems will contribute to the achievement of the intended corporate objectives. If, however, the internal audit function is involved in the detailed development or implementation of a system, then any post implementation review should, as far as possible, be conducted by staff entirely independent of the Internal Auditor.

4. AUTHORITY

- 4.1 Internal audit function has neither direct responsibility, nor authority over any of the activities which it audits. Therefore the audits and evaluations do not in any way relieve other persons in Council of the responsibilities assigned to them.
- 4.2 Internal audit function shall generally undertake projects in accordance with internal audit plans approved by the Audit Committee but shall also conduct such further unscheduled projects as the CEO considers desirable. Due consideration should also be given to the views of the Directors in regard to suitable projects. The nature and scope of each project will be left to the professional judgment of the Internal Auditor.
- 4.3 Internal audit function is authorised to review all areas of Council and to have full, free, and unrestricted access to all of Council's activities, records (both manual and electronic), property and personnel. Council activities include entities over which Council has direct management, sponsorship or financial control.
- 4.4 All employees shall co-operate fully in making available any material or information reasonably requested by the Internal Auditor. Further, all employees are expected to bring to the attention of the Internal Auditor any suspected situation involving improper activity or non-compliance with applicable policies, plans, procedures, laws or regulations of which they have knowledge.
- 4.5 It is the policy of Council that all audit activities remain free of influence by any organisational elements. This will include such matters as scope of audit programs, the frequency and timing of examinations and the content of audit reports.
- 4.6 For approved areas of audit, evaluation and review, where the Internal Audit Unit does not possess all the necessary experience/skills, additional internal or external resources may be utilised, subject to approval by the CEO, or as provided for in the audit plan.

5. RELATIONSHIP TO EXTERNAL AUDIT

In accordance with *Australian Auditing Standards*, the Internal Auditor may advise the Auditor-General or its delegates about any audit findings.

The Internal Auditor shall co-operate fully with the Auditor-General and the appointed external auditor in respect of any internal audits undertaken by the internal audit function. Working papers together with any further explanations are to be made available in order to enhance the effectiveness of the total audit coverage and to minimise duplication.

To ensure that the internal audit function is aware of all matters associated with its functional responsibilities, the Internal Auditor is to be supplied with copies of all relevant correspondence received from external audit and Queensland Audit Office.

6. SCOPE OF INTERNAL AUDIT ACTIVITIES

The scope of activities of the Internal Audit is generally subject to the Audit Plan.

- 6.1 The scope of internal auditing is to determine whether the organisation's network of governance, risk management and control processes, as designed and represented by management, is adequate and functioning in an effective manner. It includes, but is not necessarily limited to, the following
 - 6.1.1 Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information.
 - 6.1.2 Reviewing the systems established to ensure compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on operations and reports and whether the organisation is in compliance. The internal audit function should also be pro-active in offering advice to management with regard to the implications of future legislation, policy and industry changes.
 - 6.1.3 Reviewing the means of safeguarding assets and, where appropriate, verifying the existence of such assets.
 - 6.1.4 Reviewing and appraising the economy and efficiency with which resources are employed, identify opportunities to improve operating performance, and recommend solutions where appropriate.
 - 6.1.5 Contributing to the corporate management process by assessing and reporting the relevance, reliability and adequacy of management data and performance indicators and reviewing operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
 - 6.1.6 Co-ordinating audit work around external auditor requirements to assure completeness of coverage, preventing a duplication of effort and ensuring the effective use of audit resources.

- 6.1.7 Participating (in an advisory role) in the planning, design, development, implementation and operation of major computer-based systems to determine whether:
- i. Adequate controls are incorporated in the systems;
 - ii. Thorough system testing is performed at appropriate stages;
 - iii. System documentation is complete and accurate;
 - iv. The needs of the user are met.
- 6.1.8 Promote high standards of personal and Council performance through the promotion of Council's Code of Conduct.
- 6.1.9 The core role of internal audit function with regard to Enterprise Risk Management (ERM) is to provide objective assurance to Council on the effectiveness of the organisation's ERM activities to help ensure key business risks are being managed appropriately and that the system of internal control is operating effectively.
- 6.1.10 Developing a Three Year Internal Audit Plan and an Annual Internal Audit Plan, based on risk analysis. The plans shall be reviewed and approved by the Audit Committee. In the formulation of these plans, the views of the CEO should be taken into consideration. Work programs/proposals will be prepared for each audit activity or project undertaken by Internal Audit.
- 6.1.11 Conduct audit projects of Council activities as directed by the CEO.
- 6.1.12 Follow up the implementation of audit recommendations.
- 6.2 Undertake a probity role as directed by the chief executive officer such as, but not limited to, probity checks on significant tender processes.
- 6.3 The scope of internal audit function extends to include all departments, groups, sections and teams, funded schemes and entities over which council has direct management, sponsorship or financial control.
- 6.4 Any dispute as to whether an activity falls within the scope of council's internal audit function shall be determined by the CEO.

7. RESPONSIBILITY FOR DETECTING AND REPORTING IRREGULARITIES

- 7.1 Internal Audit is not legally or professionally responsible for preventing irregularities (which include fraud, other illegal acts and errors). In order to facilitate the fraud/corruption prevention function, the Internal Auditor should be informed of any special investigation, fraud, theft or other suspected cases of misappropriation.
- 7.2 The responsibility for prevention of irregularities rests with Council and management through the implementation and continued operation of an adequate internal control system. The Internal Auditor is responsible for examining and evaluating the adequacy and the effectiveness of actions taken by management to fulfil this obligation.
- 7.3 However, in exercising due professional care, Internal Audit should be alert to the possibility of irregularities and those conditions and activities where irregularities are

most likely to occur. Due care implies reasonable care and competence, not infallibility, nor extraordinary performance. It requires internal auditors to conduct examinations and verifications to a reasonable extent.

- 7.4 The Internal Auditor has a responsibility to report irregularities to the CEO and the Audit Committee.
- 7.5 The CEO is responsible for reporting any irregularities according to the provisions of the Local Government Act 2009, the Crime and Corruption Act 2001 and any other statutory regulations that may come into force from time to time. In this regard the Internal Auditor will fulfil the role of liaison officer to the Crime and Misconduct Commission.

8. INTERNAL AUDIT APPROACH

- 8.1 Internal Audit will adopt an integrated risk based approach to allocating resources and planning.
- 8.2 Risk profile and Internal Audit Plans:
- 8.2.1 The plan of engagement for Council's internal audit activities should be based on a risk assessment, undertaken annually, so that greater audit attention can be directed to areas of higher risk.
- 8.2.2 Based on the risk assessment, the general direction of Council's internal audit activities over the medium term is to be documented in the Strategic Internal Audit Plan covering a three year period. This plan shall be reviewed and approved by the CEO. The plan will also be reviewed annually to take account of any change in circumstances.
- 8.2.3 The annual Audit Plan projects may include financial, compliance, performance, due diligence, information systems, program evaluation, operational audits and other approaches as deemed appropriate, given the resources and also the priorities established through the risk assessment process and other more recent considerations.
- 8.3 Responsibilities and Auditing Standards:
- 8.3.1 The audit function will be carried out in accordance with appropriate Standards including:
- i. The Institute of Internal Auditors' Standards for Professional Practice;
 - ii. The Information Systems Audit and Control Association (ISACA) Statements on Information Systems Auditing Standards; and
 - iii. Auditing and Assurance Standards Board (AUASB).
- 8.3.2 Audit will discharge its responsibilities in accordance with this document and the Standards with the proviso that this document shall not be overridden by the Standards, should a conflicting interpretation arise.
- 8.3.3 Specific Standards which are to be followed include:

- Audit staff must maintain an independent outlook and must ensure their independence to plan, investigate and report with honesty and objectivity.
- Projects are to be performed by or under the control of a suitably skilled, experienced and competent person(s).
- Findings and recommendations or suggestions are developed and documented with due care during the course of each engagement, such that the reporting process is expedited.
- Regular quality assurance reviews of project plans, reports and working papers are carried out.

9. REPORTING ACCOUNTABILITY

9.1 Internal Audit Report:

- 9.1.1 A draft report shall be prepared and issued by the Internal Auditor to the director/manager as soon as possible after the completion of an audit project. The draft report will include comments and action plans by the operational manager where appropriate.
 - 9.1.2 The director/manager receiving the draft audit report should respond within five (5) working days or such longer period as may be determined between the director/manager and the Internal Auditor. This response is to indicate what actions are to be taken or planned; nominate a responsible officer and a timetable for the anticipated completion of these actions in regard to the specific findings and recommendations in the draft audit report.
 - 9.1.3 A final audit report will be prepared and issued by the Internal Auditor to the CEO and will include the comments and action plans as per the response of the director/manager. If a response is not received by the due date, Internal Audit is required to issue the draft as the final audit report with a comment in relation to the non-response.
 - 9.1.4 As well as the final report to the CEO, copies will be provided to the relevant director/manager and other officers as appropriate. An indication will be given as to whether the person receiving the report should be taking action or securing action in relation to the report, or merely receiving the report for information.
 - 9.1.5 A copy of this report will also be forwarded to the Mayor and the Audit Committee.
- 9.2 The Internal Audit may also advise the Queensland Audit Office or the Auditor-General's delegate/contractor about any audit findings as appropriate or if requested.
- 9.3 A summary of audit recommendations, action taken and action outstanding will be included in Internal Audit Reports to be sent on a quarterly basis to the Mayor, CEO and the Audit Committee.

APPENDIX 8 - ITEM-14 REGIONAL ARTS DEVELOPMENT FUND COMMITTEE TERMS OF REFERENCE

Regional Arts Development Fund Advisory Committee**Terms of Reference**

The RADF Program is a partnership between Arts Queensland and Council that promotes the role and value of arts, culture and heritage as key drivers of diverse and inclusive communities and strong regions.

1. Purpose

1.1 This committee is an expert advisory committee to Council under the *Local Government Regulation 2012*.

1.2 The purpose of the Advisory Committee is to:

- Provide information, advice and recommendations for Council consideration on the development of creative arts, culture and heritage throughout the Mareeba Shire; and
- Actively assist in the implementation of Council's local Regional Arts Development Fund (RADF) Program.

2. Functions

The RADF Advisory Committee will:

2.1 Actively promote RADF within the community

2.2 Provide advice on Council's RADF Program and annual funding application to Arts Queensland

2.3 Provide assistance on the implementation of Council's RADF Program

2.4 Assess and provide recommendations regarding funding of applications for RADF Community Grants and approval of resulting Outcome Reports

2.5 Provide advice on Council's Arts and Culture Strategic Policy and Plans

2.6 Assist Council to conduct arts and cultural events and activities, for example, the Mareeba Arts Festival.

3. Composition

3.1 The Chairperson of the Advisory Committee will be a Mareeba Shire Council Councillor.

3.2 The Advisory Committee will consist of one Councillor appointed by Mareeba Shire Council and six community members having extensive knowledge and / or experience in the development or practice of arts, culture and / or heritage activities.

3.3 Council will call for expressions of interest from suitably qualified and experienced members of the public who are interested in being members of the Committee.

3.4 The Mareeba Shire Council will (as far as reasonably practicable) give consideration to choosing persons so as to provide a broad range of representation across the shire.

4. Terms of Appointment of the Advisory Committee

4.1 The RADF Advisory Committee has no decision making powers and will make recommendations only for consideration by Mareeba Shire Council.

4.2 Members are appointed for a period of three (3) years. Committee members who have served a three year term are eligible for re-selection to the Advisory Committee by submitting an expression of interest to Council. Council reserves the right to amend or reconstruct the Committee at any time.

4.3 Members are appointed on a voluntary basis and meeting fees are not available.

4.4 Meetings of the Committee will be held in Mareeba unless otherwise determined. Meetings will be held at least twice a year or as required for the preparation and implementation of the RADF Program.

4.5 Members are expected to be available for regular communication by email and telephone.

5. Conditions of Membership

5.1 Members have a duty to act honestly and in good faith, exercise reasonable skill, care and diligence in carrying out their duties and not make improper use of information.

5.2 Members are to exercise common courtesy on all occasions.

5.3 Members are to work collaboratively towards the purpose of the Committee.

5.4 Members must declare if a conflict of interest arises and be exempt from the relevant discussion and / or assessment of applications.

5.5 Members are not authorised to speak directly to the media or public on behalf of the Council or with regard to any matter that has or is to be discussed by the Committee unless otherwise determined and agreed by Council.

5.6 Members are to comply with the *Mareeba Shire Council Handbook for Advisory Committees and the Mareeba Shire Council Employee Code of Conduct*.

6. Administration

6.1 Council Officers will provide information, secretarial and other assistance to the Committee as required.

**APPENDIX 9 - ITEM-23 ADOPTION OF AMENDED KURANDA TOWNSHIP
INFRASTRUCTURE PLAN 2010 - 2020**

2017

**Kuranda Township
Infrastructure Master Plan
2010 - 2020 (As Amended 2017)**



Alan Lambert
Mareeba Shire Council
1 October 2017

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EXECUTIVE SUMMARY

The provision of tourism related infrastructure in the village of Kuranda to meet the needs and expectations of an estimated 1,000,000 visitors per year, is funded to a large degree by a levy on tourists travelling to Kuranda via the commercial tour operators, Skyrail and Kuranda Scenic Rail, with a smaller funding component provided by the Mareeba Shire Council from its own revenue sources.

The levy on Skyrail and Kuranda Scenic Rail is collected by the Queensland State Government and paid to the Mareeba Shire Council in accordance with the provisions of an agreement, the Kuranda Infrastructure Agreement (KIA), entered into between the State and the Council. The Kuranda Township Infrastructure Master Plan 2010 -2020 (KTIMP10 - 20), which has been developed in accordance with the provisions of the KIA, sets out approved projects to be funded from the levy, and in addition, the KIA itself lists six approved projects in Appendix A to that agreement, three of which are also included in the KTIMP10 - 20 schedule of approved projects.

The KTIMP10 - 20 has recently been reviewed by the skills based Committee appointed by the Council to provide advice and direction on projects to be funded under the KIA, the Kuranda Infrastructure Advisory Committee.

The Committee made a number of recommendations to the Mareeba Shire Council to amend the schedule of projects included in the KTIMP10 - 20, originally given Ministerial approval on 17 February 2011. These recommendations were endorsed by the Council and make the following changes to the approved program of works:

Capital projects to be completed prior to 30 June 2020

Therwine Street Re-development	\$1,050,000
Walking Tracks to Barron Falls	\$2,100,000
New Wayfinding Signage	\$ 150,000
Information Technology	\$ 90,000
New Kuranda Township Infrastructure Master Plan	\$ 60,000

Renewal projects to be completed prior to 30 June 2020 (funded from Depreciation Reserve)

Rehabilitation of Jum Rum Walking Track	\$ 300,000
Centenary Park Toilet Block Refurbishment	\$ 200,000
Jungle Walking Track Rehabilitation	\$ 200,000
Street Furniture Refurbishment	\$ 50,000

Projects deleted

Indigenous Village Precinct - Phase 1 and 2	\$ 650,000
Drink Fountains	\$ 20,000
Amphitheatre Upgrade	\$1,000,000
Upper Coondoo Street Pedestrian Mall and Traffic Control	\$2,200,000

As any amendments to the approved program of works must have Ministerial approval, this amended KTIMP10 - 20 has been developed for that purpose and retains the same planning horizon as the original 2010 - 2020 document ie expiring 30 June 2020.

Background to KIA 2010 - 2020

The KIA between the State of Queensland and the Mareeba Shire Council recognises that the township of Kuranda, adjoining the Wet Tropics World Heritage Area in Far North Queensland, is a unique tourist destination (the Village in the Rainforest) attracting up to one million tourists and other visitors on an annual basis, the majority of whom are overseas travellers.

The KIA also recognises that the scope and value of works required to maintain the character of Kuranda and conserve the natural environment while still providing the necessary infrastructure to cater for the needs and demands of the annual tourist visitation are such that the costs are too great for the residents of Kuranda or the Mareeba Shire Council to meet by usual means.

Since 1994, when the first KIA was entered into, the Queensland Government has, in recognition of the significant economic benefits that Kuranda brings to the Far North Region, and subject to the terms and conditions set out in the 1994 and succeeding infrastructure agreements, committed to make a financial contribution towards the funding of infrastructure and amenities that will enhance visitors' experience of the Kuranda area.

This financial contribution is provided via monies collected by the State from corporations that have licence to transport passengers through and across the World Heritage Wet Tropics between Cairns and Kuranda, these corporations being Kuranda Scenic Rail (which is operated by Queensland Rail and therefore a State Government owned corporation) and Skyrail (privately owned and operated by the Chapman Group). Payments to the State by Kuranda Scenic Rail and Skyrail are made in accordance with relevant provisions of the Local Government Regulation 2012 (Chapter 3, Part 4) and the State Transport (People-Movers) Act 1989.

All expenditure from the funds provided by the State must:

- Be used to provide and maintain amenities that will enhance visitors' experience, enjoyment and environmental understanding of the Kuranda area whilst supporting the well-being of the local Kuranda community. Approved expenditure also includes the direct costs associated with the implementation of the KTIMP; repayment of borrowed monies to undertake projects identified in the KTIMP; cost of preparation of the KTIMP; acquisition of property required to implement a project identified in the KTIMP; purchase of equipment and plant required to give effect to the KIA, and accounting costs to operate the Kuranda Fund.
- Not be used for the establishment, management and maintenance of services and amenities that could reasonably be expected to be provided by the Mareeba Shire Council in the normal course of providing such services and amenities to its residents, rate payers and business owners from whom it collects rates and other charges.
- Be first approved by the Minister or his or her approved delegate via the incorporation of priority projects and their estimated costs in the KTIMP.

To provide advice and direction on projects that are funded under the KIA, a skills based Advisory Committee was established. This committee, the Kuranda Infrastructure Advisory Committee, includes elected representatives from the State Government and the Mareeba Shire Council, Council officers, local business owners, tourism operators and residents.

The KIA 2010-2020 is the third of such agreements entered into between the State and the Mareeba Shire Council* and was signed by both parties on 1 March 2010. Prior agreements were the 1994 Agreement executed on 23 March 1994 and the 1997 Agreement executed on 16 May 1997.

*Note that the 2010 – 2020 agreement was executed by the Tablelands Regional Council, of which the Mareeba Shire at that time formed part. However, following the de-amalgamation of the Mareeba Shire from the Tablelands Regional Council on 1 January 2014, and in accordance with the provisions of the Local Government (De-amalgamation Implementation) Regulation 2013, the Mareeba Shire Council assumed responsibility for the ongoing administration of the agreement from the date of de-amalgamation.

Kuranda Infrastructure Program Vision, Objectives and Key Strategic Directions

Vision

Significant consultation with a broad range of stakeholders, including tourists/visitors and Kuranda residents and/or business owners, was undertaken in the lead up to the development of the KTIMP for the 10 year period 2010 to 2020, and the Kuranda Infrastructure Advisory Committee was also engaged in a series of facilitated workshops to consider the strategic framework for Kuranda.

Three themes emerged from these workshops which were broadly supported by the research and consultation undertaken and the following Vision evolved from those themes:

The Kuranda Infrastructure Program will deliver infrastructure and improvements that enhance the Village in the Rainforest as a unique, authentic experience for residents and tourists alike, by improving safety, accessibility, connection with the environment and integration between the activities of residents and tourists.

Objectives

The following high level objectives underpin this vision:

- Sustain market share (volume)
- Enhance yield from market
- Local engagement

Key Strategic Directions

As a result of the stakeholder consultation referred to above, four key strategic directions were identified to respond to the priorities identified by visitors, commercial operators and residents. These four strategic directions are:

1. Improved visual and physical access to the natural attractions, including the rainforest and Barron Gorge.
2. Develop more authentic activities, services and retail options that align with the theme and the needs of new markets.
3. Introduce built form/urban design elements that improve pedestrian comfort and wayfinding and create a strong visual identity for the village in the rainforest.
4. Encourage greater diversity of uses and expanded operating hours to create a safer and livelier town centre attractive to residents and visitors.

These strategic directions continue to remain relevant to the ongoing provision of infrastructure, services and amenities that are required to meet the needs of visitors to the Kuranda area and fulfil the objectives of the KIA.

Project Selection and Prioritisation

The selection and prioritisation of projects to be funded under the KIA has evolved and been influenced by a number of factors over the life of successive infrastructure agreements.

A key factor in project selection is of course the requirement that projects must enhance visitors' experience, enjoyment and environmental understanding of the Kuranda area and support the well-being of the local Kuranda community but must not be projects that the Council itself should be reasonably expected to provide in the normal course of provision of services to its residents and ratepayers.

From 2010 onwards, the four strategic directions set out in the previous section have also informed project selection.

Some projects have become patently obvious simply as the result of the growth in visitor numbers over the years and the necessity to implement better systems to handle the volumes of tourists and vehicular traffic involved. These projects relate to upgrades to roads and streets, widening of footpaths and pedestrian safety, provision of car parking and bus parking, provision of toilet facilities and provision of signage.

Studies and research undertaken by various consultants over the years have also produced various plans and strategies which have identified project priorities. These have included the Kuranda Strategic Management Plan (1992), the Le Page Report (2008) and more recently, the Kuranda Infrastructure Program Strategic Plan and Project Report prepared by ARUP in 2010 as the basis for the KTIMP10 - 20.

Other project priorities have been determined as a result of suggestions put forward by Council officers and elected representatives, Kuranda Infrastructure Advisory Committee members and other stakeholders including business owners, tourists/visitors and local residents. Tourism Kuranda has also had input to the identification of possible projects.

Community and other stakeholder input has largely been through the conduct of surveys and focus groups with identified projects then being refined and prioritised by the Kuranda Infrastructure Advisory Committee.

Relationship of KIA funding to broader objectives

While the funding provided by the State under the KIA is directed specifically to provision of infrastructure and services primarily intended to enhance visitors' experience of Kuranda and surrounds, projects funded under the agreement also contribute to a broader range of objectives that enhance the well-being of the Kuranda community (refer to Clause 8.4(b) of the KIA).

These objectives include:

Economic: The annual influx of tourists and other visitors to Kuranda (predominantly overseas travellers) provides a significant boost to the local economy in terms of the income generated for local businesses and also the employment opportunities provided for the regional community, including the Indigenous residents of the Kuranda area. Therefore, spending on infrastructure to increase visitor numbers or at least retain current market share has a direct economic impact on the local Kuranda community.

Cultural/Heritage: The showcasing and promotion of the local Indigenous culture and heritage is an integral part of the Kuranda experience with signage and artwork funded under the Kuranda Infrastructure program informing and educating visitors of the historical connections of the Indigenous people to the Kuranda area.

Indigenous culture and art is also showcased at various businesses within Kuranda and at places such as Rainforestation where Aboriginal dance troupes perform traditional dances for visitors.

Visitors travelling to Kuranda by rail and arriving at the historic Kuranda Railway Station also experience a unique part of Queensland's history as they travel along what is one of the most iconic railway lines in Australia. The construction of this rail line between 1886 and 1891 is, even today, considered an engineering feat of tremendous magnitude. Hundreds of men were employed to build the 15 handmade tunnels and 37 bridges and a significant number of lives were lost during the rail line construction. Visitors travelling on the Scenic Railway undertake a spectacular journey comprising unsurpassed views of dense rainforest, deep ravines and picturesque waterfalls.

From a further cultural perspective, the Kuranda Amphitheatre (which was an approved project under the original KTIMP 2010 - 2020 but has now been deleted for possible inclusion in a future Master Plan) is a world renowned venue attracting national and international performers and visitors alike. It is the only one of its kind in Australia, built, managed, staffed and maintained by volunteers of the Kuranda community since its inception in 1979. Around 80% of the concerts held at the Amphitheatre attract up to 3,500 adult visitors and families to Kuranda making it not only a significant cultural venue but also a major economic driver for the Kuranda area, injecting many thousands of dollars into the Kuranda economy.

Transport related: A number of the projects funded under the KIA relate to road and street improvements and car parking. While these are primarily designed to provide for safe and efficient movement of the thousands of visitors who arrive in Kuranda on an annual basis, they also provide a safer traffic and pedestrian environment for local residents and business owners in Kuranda.

Infrastructure: Infrastructure (other than Transport related) funded under the KIA such as redevelopment of Centenary Park, construction of walking tracks, landscaping, tree planting and general town improvements, provides facilities that can be enjoyed by and form an integral part of the lifestyle of Kuranda residents, contributing positively to their health and well-being.

KTIMP relationship to Mareeba Shire Infrastructure Provision and Service Delivery

While Clause 7.1(c) of the KIA states that the funding provided under the agreement is to be used in a considered manner designed to promote and maintain the well-being of the Kuranda community as demonstrated in the section above, it also states that funded projects should be recognisable parts of a broader infrastructure master plan.

In this regard, projects funded under the agreement should complement other projects and services funded and/or provided by the Council, all of which should work together as one overarching blueprint for the longer term development of the Kuranda area and the well-being of its residents.

Apart from its role in delivering the projects approved under the KIA, there are a number of other infrastructure projects that have been or are to be undertaken by the Council and services that are provided by the Council from its own funds that meet the above objective. These projects/services include:

INFRASTRUCTURE PROJECTS:

Water and Sewerage Infrastructure: Over the past 5 years, the Council has spent, or has programmed to spend, \$8.0M (including Government grants and subsidies) in the upgrading of water and sewerage infrastructure in Kuranda to ensure that not only are such services adequate to cater for the needs of local residents and visitors alike but to also meet the strict environmental standards required in the Wet Tropics World Heritage Area.

These projects include:

Wastewater Treatment Plant Upgrade	\$3,600,000
Myola Road - new 1 Megalitre Water Reservoir	\$1,049,978
Barang Street Sewer Main Upgrade and Arara Street Sewerage Pump Station	\$ 539,172
Warril Drive/Hilltop Close Reservoir - new 500Kl Reservoir & Booster Pump Stn	\$ 770,000
Masons Road Reservoir Upgrade - new 500Kl Reservoir	\$ 780,000
Sludge De-watering Facility Kuranda Wastewater Treatment Plant	\$ 145,000
Water Main replacement Rob Vievers Drive	\$ 150,000

Upgrading of main entrance into Kuranda: This project, scheduled for construction in 2017/18, involves upgrading of the main entrance into Kuranda from the Kennedy Highway to provide a safer road access for the many tourist buses and self-drive visitors entering the Village on a daily basis.

These works will complement previous works undertaken on Morton Street and its intersection with the main entrance road. These works have provided a safer entry and exit to and from Morton Street and will greatly reduce the potential for accidents on this section of the main entrance road in the future.

The Morton Street intersection works were undertaken at a cost of \$135,698 and the proposed upgrading of the main entrance road has an estimated cost of \$520,000.

Conduct of Traffic and Pedestrian Study: This study, undertaken by consulting firm Bitzios and completed in April 2012, provided 62 recommendations on improving traffic and pedestrian flow throughout the Kuranda CBD. Cost of undertaking the study was \$130,800 and was funded by

Council and developer contributions. The main driver in undertaking this study was to ensure that pedestrian and traffic infrastructure within the CBD was capable of handling the thousands of tourists and visitors to Kuranda on an annual basis.

The total estimated value of all works recommended by the study is \$4.7m and the works are being undertaken as funding permits. Thirty three of the original 62 recommendations were given priority status and \$340,000 was made available in Council's 2014/15 budget to undertake the majority of those projects.

Upgrading of landscaping and gardens at Skyrail: This project has involved working collaboratively with Skyrail to upgrade the gardens and landscaping at the Skyrail/Train Station terminal to present an attractive and welcoming view to tourists arriving at the terminal. Cost of the works is \$17,741.

Old Kuranda Primary School Redevelopment: The old Kuranda Primary School was purchased from the State Government for \$782,927 in the 2007/08 financial year.

A program to develop the site and selected buildings located thereon (former classrooms) commenced in 2010/11 with the intention of developing the area as a community hub (Kuranda Community Precinct) containing the town library, meeting rooms and spaces for individual clubs and community organisations to operate from.

To date, a total of \$954,893 (excluding the original purchase price) has been spent on development of the site including demolition of two of the former classroom blocks and converting Block C for use as the Library. The Library itself has direct relevance to tourists and visitors to the area as it provides free wi-fi and a large number of visitors call into the Library to make use of this and the Library's free computers.

Three priority projects listed in the Kuranda Community Precinct Strategic Plan also have relevance to the tourists and visitors to Kuranda, these being Walking Trail Signage, Support of Local History and Culture and Support of Local Arts Scene.

The Kuranda Community Precinct is also a space that local residents can call their own and utilise for recreational, sporting, cultural and educational experiences and activities. In the extensive community consultation that took place in 2011 when developing the Tablelands Community Plan 2021, it was found that there is some divisiveness within the Kuranda community around the perception that Kuranda is all about tourism and the focus is on tourists and visitors and not the local community and that all funding is directed towards tourism.

Expenditure on the Kuranda Community Precinct is therefore complementary to the funding provided under the KIA in the sense that it goes some way to changing the community perception that tourism is number one and community needs run a poor second.

SERVICE DELIVERY:

Mareeba Shire Planning Scheme: Planning for the orderly growth and development of Kuranda township is governed by the provisions of the Mareeba Shire Planning Scheme and all projects, whether funded by the State under the KIA or by the Council from rates and other sources, must meet the intent of the Planning Scheme.

The Planning Scheme is therefore an integral component of the broader infrastructure master plan for the ongoing development of Kuranda and environs as it has the capacity to limit or prevent undesirable development and set stringent development conditions that protect the unique environmental features of the Village in the Rainforest and regulate the built character of

development that occurs therein. All of this has a direct impact on the types of businesses and activities that can operate within Kuranda, which in turn contributes to its attractiveness to tourists and other visitors.

Significant community consultation was undertaken in the development of the new Mareeba Shire Planning Scheme (adopted on 15 June 2016 and commenced on 1 July 2016), particularly with respect to ensuring that the views, opinions and concerns of the Kuranda community were considered and accommodated where possible within the planning framework.

The total cost of preparing the new Planning Scheme was well over \$1.0M, the majority of this expenditure being incurred prior to de-amalgamation while Mareeba Shire was part of the Tablelands Regional Council and up to one quarter of this cost is estimated to be directly applicable to the Kuranda region.

Visitor Information Centre: The Kuranda VIC is an integral part of the Kuranda tourism experience with its friendly and helpful staff providing expert advice to tourists and visitors on what to see and do in the Kuranda area. The Centre provides advice and assistance to up to 98,000 visitors per year (97,124 in 2016/17 and 88,819 in 2015/16) and the annual cost to operate the centre is \$119,000.

Tourism Kuranda: Tourism Kuranda is the peak tourism promotion body for the Kuranda area and is funded by the Council via a special rate levy collected from local businesses. The annual cost of running Tourism Kuranda is \$247,000 and includes a significant media and advertising budget for promotion of Kuranda to domestic and international visitors.

Past Projects completed under 1994, 1997 and 2010 -2020 Infrastructure Agreements and KTIMP 2010 - 2020

A total of 21 projects (Project Codes 001 to 021), with a combined value of \$8.256M, were delivered under the previous 1994 and 1997 infrastructure agreements. In addition, a further seven projects listed in either Appendix A of the 2010 - 2020 KIA or in the KTIMP10 - 20, or both (Project Codes 023, 024 and 026 to 030), have also been completed with a combined value of \$1.684M and a further \$577,324 has been spent on completion of part (undergrounding of power) of the Therwine Street Re-development project (Project Code 022). All of these completed projects are summarised in Table 1 hereunder with a total value of \$10.517M.

Table 1 - Completed works under 1994, 1997 and 2010 - 2020 Kuranda Infrastructure Agreements and KTIMP 2010 - 2020

Project Code	Project	Scope of Works	Cost	Completion of Major Works
001	Underground Power	Installation of underground power	\$45,942	1995
002	Therwine and Coondoo Street Intersection	Upgrades and signage to intersection of Therwine and Coondoo Streets	\$72,313	1996
003	Centenary Park Stage 1 Redevelopment	Major redevelopment. Previously the park was a bare mound. The upgrade included substantial retaining walls and landscaping	\$818,989	1997
004	Sewerage Treatment	Connection and treatment	\$88,604	1997
005	Centenary Park Toilets	Constructed public toilet facilities that were incorporated with a tourist information centre	\$295,989 \$65,306	1997 2007
006	Upper Coondoo Street	Widening of the footpaths, protection of large fig trees, inclusion of street art	\$1,621,368	1999
007	Barron Falls Pendas Car Park	Additional Carparking at Barron Falls	\$242,666	1998
008	Red Path - Coondoo Street	Footpath works with public art	\$261,497	1998
009	Thoree Street Carpark	Car and bus parking area on Thoree Street	\$215,089	1999
010	Therwine and Thoree Streets	Roundabout landscaping, small car park on Therwine with paving leading to heritage markets	\$158,377	2000
011	Visitor Centre	TIC improvements and signage	\$33,566	2000 2007
012	Feature road signs	Feature signage on Coondoo and Therwine Streets	\$60,916	2001
013	Parking and Regulated Parking	Provision of additional parking spaces and of parking signage and regulation	\$330,221	2002
014	Walking Tracks	Construction of new walking tracks: Jum Rum walk from Coondoo Street to Barron Falls road 1.4km; Jungle walk from Barron Falls road, via Amphitheatre to Barron River 900m; and River walk to rail station 760m	\$799,473	2002
015	Barang/Barron Falls	Improve Parking along Barang Street	\$63,365	2002

	car parks	with some landscaping		
016	Rail bus parking	Purpose built bus parking off the end of Barang Street and upgrade of the interchange parking in front of Skyrail	\$734,114	2004
017	Lower Coondoo Street	Similar work to Upper Coondoo	\$1,480,391	2005
018	Upper Coondoo Street refurbishment	Improve lighting and footpaths	\$604,723	2006
019	Footpath from Rail Station to pub	New path linking the rail and Skyrail station to Arara Street across from the pub	\$34,092	2006
020	Themed Planting	Street planting of iconic species	\$41,816	2007
021	Various minor infrastructure works	Minor projects under \$35,000: Underground power, footpath upgrades, signage, planning studies and sundry assets	\$187,600	2004 - 2010
022	Therwine Street Re-development	Undergrounding of power	\$577,324	2016
023	Toilet Block at Barron Falls Carpark	The KIP contributed towards the EPA to install toilet facilities	\$125,000	2010
024	Upgrade of Wright's Lookout	Upgrading of the access road to Wright's Lookout	\$20,597	2011
026	Coondoo Street Lighting Improvements	Installation of 3 additional street lights in the lower section of Coondoo Street	\$11,323	2012
027	Covered Walkway	Covered walkway from Queensland Rail and Skyrail to the Bus Park and Village. Comprises a series of fully accessible pathways, partially covered, and covered interpretive 'pods' in the Lower Coondoo Street area	\$478,727	2014
028	River Walk	Signed walking track between Kuranda Rail Station to highway bridge along Barron River Esplanade	\$272,983	2014
029	Transport Interchange	Works to improve amenity and safety for passengers transferring between train/Skyrail and shuttle buses	\$66,806	2013
030	Visitor Information Centre Improvements	Alteration and expansion of existing Visitor Information Centre	\$708,296	2015
		Total	\$10,517,473	

For the majority of completed projects, there is an ongoing annual depreciation and maintenance cost and these costs are detailed in Appendices A, B and C attached hereto.

Amendments to KTIMP10 - 20

The KTIMP10 – 20 contained scheduled reviews at key stages to monitor the overall progress of the Kuranda Infrastructure Program to ensure that project priorities and budgets remained relevant and realistic over the ten year life of the Program and that delivered projects were achieving the desired outcomes.

Two reviews were scheduled, the first in October 2013 and the second in October 2016.

In 2013, due to Council resources being totally focused on the impending de-amalgamation of the Mareeba Shire from the Tablelands Regional Council at the end of 2013, the scheduled October 2013 review did not take place although a Consultancy Brief was prepared for that purpose.

The 2016 review was undertaken by the Kuranda Infrastructure Advisory Committee in early 2017. While the KTIMP10 - 20 was initially developed using comprehensive community and stakeholder engagement as per Subclause 8.4(f) of the KIA, the agreement does not prescribe further community consultation as a pre-requisite to the amendment of the KTIMP and consequently, no such consultation occurred during the 2016 review.

However, as the Kuranda Infrastructure Advisory Committee is comprised of a wide cross section of relevant stakeholders, including local business owners, tourism operators and residents, it is considered that their knowledge and awareness of local issues, infrastructure requirements and desired town improvements obviates the necessity for further comprehensive community engagement at this point in time.

As a result of the 2016 review by the Kuranda Infrastructure Advisory Committee, a revised list of projects was put forward by the Committee which sees the deletion of a number of uncompleted projects (some for possible inclusion in a future Master Plan) and the concentration on only two of those listed projects, the introduction of three relatively small new projects, and renewal works on four projects that require work to bring them back to an acceptable standard.

This revised list of projects is discussed further in the following Section.

Project Priorities to 2020

As noted in Table 1 above, seven of the approved 2010 - 2020 projects have been completed and a further project partially completed. As also noted in the preceding section, the 2016 review of the KTIMP10 - 20 by the Kuranda Infrastructure Advisory Committee recommended some changes to the approved program.

The following discusses the changes recommended by the Kuranda Infrastructure Advisory Committee and subsequently endorsed by the Mareeba Shire Council.

Capital Projects to be completed by June 2020:

1. Therwine Street Re-development (Project Code 022)

As noted in Table 1, the undergrounding of power has been completed at a cost of \$577,324. The balance of the Therwine Street Re-development works is scheduled to commence in 2017/18 and is estimated to cost \$1,050,000. Allied with this project is new Wayfinding Signage which is also scheduled for 2017/18 at a cost of \$150,000. The net result is that the projected cost for this project is \$222,676 less than the initially projected \$2,000,000.

2. Walking Tracks to Barron Falls (Project Code 025)

Information sourced primarily from Skyrail and Kuranda Scenic Rail on tourist needs and feedback is that the tourism experience being sought is changing and that tourists are looking for more walking trails and engagement with the natural environment. This data is also supported by Tourism Kuranda. Based on this, the Walkways budget has been boosted from \$900,000 to \$2,100,000. This will enable the current footpath network to be extended to Barron Falls, which has rated highly on the tourists' wish list.

3. Wayfinding Signage (Project Code 035) - see comments under Therwine Street Re-development above

This project costing \$150,000 involves the provision of new signage in keeping with the existing theme to assist visitors to navigate to places of interest by vehicle or on foot.

4. Information Technology (Project Code 036)

This project relates to provision of e signage. Again, data from Skyrail and Kuranda Scenic Rail is that many of the overseas visitors have asked for Q codes with links to sites that provide the information on notice/information boards. This request has come mainly from the ever increasing number of Chinese visitors and it is envisaged that the \$90,000 budgeted will deliver an excellent start to meet these needs.

5. New Kuranda Township Infrastructure Master Plan (Project Code 037)

In the expectation that KIA funding will continue post 2020, an allocation of \$60,000 has been included in the 2019/20 program of works to develop a new KTIMP for the 10 year period 2020 - 2030.

Renewal Projects (funded from Depreciation Reserve) to be completed by June 2020

1. Rehabilitation of Jum Rum Walking Track (Project Code 038)

This walking track is very popular with tourists and not only provides linkages to other walking opportunities but also exposes them to the tropical rainforest. Given this track is through the rainforest, the walking surface has been heavily affected by the vegetation and needs renewal. Estimated cost of the project is \$300,000.

2. Centenary Park Toilet Block Refurbishment (Project Code 039)

This toilet block is the main amenity used by tourists and sees very heavy traffic. The wear and tear on this has reached the point where a major refurbishment is required as in its present state it certainly detracts from the tourist experience. This has been borne out by the feedback received by the Council. The estimated cost of the refurbishment works is \$200,000.

3. Jungle Walking Track Rehabilitation (Project Code 040)

This walking track is similar to the Jum Rum track above in that the walking surface has been affected by the vegetation and presents a trip hazard to persons using it. Works will include condition assessment and repair of affected sections by asphalt overlay and repair of the pedestrian bridge and improvements under the rail bridge adjacent to the River Walk. Estimated cost is \$200,000.

4. Street Furniture Refurbishment (Project Code 041)

This project involves refurbishment of the wrought iron bollards, handrails and bins that were installed around 1997 and which also form part of the Kuranda street art and sculptures. The works involve cleaning, undertaking any necessary repairs and repainting and the estimated cost is \$50,000.

Projects deleted

1. Indigenous Village Precinct (Project Code 031)

The scope of this project needs to be re-visited particularly given the perceived competition and recent developments at the Tjapukai Aboriginal Cultural Park adjacent to the Skyrail terminal at Smithfield in Cairns and the Rainforestation tourist facility on the outskirts of Kuranda. While the concept certainly has merit, considerable consultation and work will have to be undertaken before this project can be recommenced. The project has therefore been deleted from the 2010 - 2020 program of works for possible inclusion in a future Master Plan.

2. Drink Fountains (Project Code 032)

This has been dropped as a specific standalone project and will be dealt with as and when refurbishment projects occur.

3. Amphitheatre Upgrade (Project Code 033)

A considerable amount of work has been undertaken at the Amphitheatre over the past few years as a result of that Committee and the Council obtaining grants etc. While there certainly is the opportunity to undertake further works there, the imperative is not as urgent as some other projects and, like the Indigenous Village Precinct, this project has been deleted from the 2010 - 2020 program of works for possible inclusion in a future Master Plan. The Amphitheatre is an important venue to

both local and regional communities and adds to the tourism offering in Kuranda but it cannot be seen at the same level of priority as the Walking Tracks which meet the needs not only of the local and regional community but also the large national and international tourist market.

4. Upper Coondoo Street Pedestrian Mall and Traffic Control (Project Code 034)

Although included in the list of projects in the ARUP 2010 - 2020 Strategic Plan, the re-design of Upper Coondoo Street to create a shared zone or pedestrian mall was listed as Un-programmed Works and it was never intended that it be scheduled for construction within the 2010 - 2020 planning horizon. It has now been deleted and may be reconsidered for possible inclusion in a future Master Plan.

Appendices A, B and C show Project Staging and Budget implications for the amended program of works over the three year period 2017/18 to 2019/20

Should KIA funding not continue beyond 2020, any monies remaining in the Kuranda fund at 30 June 2020 should be retained by the Council for ongoing maintenance and depreciation costs associated with completed projects up to that point in time.

Appendix A - Project Staging and Budget Implications

Project Code	Project Title	Description	Priority	Estimated/Actual Cost	New Capital	Annual Maintenance	Annual Depreciation	Anticipated Start Date	Anticipated Completion Date	Source of Funding	Comments	Visitor Benefit	Local Benefit	Proposed By
Currently listed projects to be completed - 2010-2020 Agreement														
022	Therwine Street Re-development	Upgrades to Upper and lower Therwine Street to improve parking and circulation and enhance dual accessibility.	1	1,050,000	1,050,000	5,000	15,000	Oct-17	Mar-18	KIA Levy/Interest	Reduce scope of works to original proposal	✓	✓	KIAC
025	Walking Tracks to Barron Falls:	Development of longer distance walking tracks connecting Kuranda to natural attractions in the vicinity, including Pentia Trees and Jum Rum to Barron Falls walking track.	1	100,000	100,000	0	5,000	Feb-18	Apr-18	KIA Levy/Interest	Significant budget increase to extend footpath network to Barron Falls	✓	✓	KIAC
	Phase 1													
	Phase 2		2	2,000,000	2,000,000	10,000	100,000	Aug-19	Dec-19			✓	✓	KIAC
New Works 2010-2020 Agreement														
035	New Wayfinding Signage	Provision of new signage in keeping with existing theme to assist visitors to navigate to areas of interest by vehicle or on foot	1	150,000	150,000	5,000	30,000	Nov-17	Feb-18	KIA Levy/Interest		✓		KIAC
036	Information Technology	Provision of QR Codes with links to sites which provide information on notices/information boards	1	90,000	90,000	1,000	18,000	Jan-18	Mar-18	KIA Levy/Interest	PROPOSED/NOTIFIED as a result of visitor feedback	✓		KIAC
037	New Kuranda Township Infrastructure Master Plan	To replace the 2010 IIP Strategic Plan prepared by ARUP in 2010 and formally approved for future projects	2	60,000	60,000	0	0	Jul-18	Jun-20	KIA Levy/Interest		✓	✓	MSC
038	Rehabilitation of Jum Rum Walking Track	The walking surface of the existing track has been heavily affected by the rainforest vegetation and needs renewal	1	300,000	300,000	0	15,000	Feb-18	Apr-18	Depreciation		✓	✓	KIAC
039	Centenary Park Toilet Block Refurbishment	This is the main amenity used by tourists and requires major refurbishment as the current state detracts from the tourist experience	1	200,000	200,000	0	4,000	Nov-17	Jan-18	Depreciation		✓ 80%	✓ 20%	KIAC
040	Jungle Walking Track Rehabilitation	The walking surface of the existing track has been heavily affected by the rainforest vegetation and needs renewal	2	200,000	200,000	0	10,000	Aug-19	Dec-19	Depreciation		✓	✓	KIAC
041	Street Furniture Refurbishment	Cleaning, repairing and repainting the heritage iron benches, handrails and bins installed around 1997	1	50,000	50,000	0	2,500	Jan-18	Feb-18	Depreciation		✓	✓	KIAC
TOTALS					4,200,000	21,000	198,500							

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Appendix B - KTIMP Projects - Expenditure by Year

Project Code	Project Title	2017/18			2018/19			2019/20		
		Capital Expenditure	Annual Maintenance	Annual Depreciation	Capital Expenditure	Annual Maintenance	Annual Depreciation	Capital Expenditure	Annual Maintenance	Annual Depreciation
001 to 028	Completed Works under 1994, 1997 and 2010 - 2020 Agreements - Refer Table 1		63905	90736		65822	90705		67797	90705
Still to be completed works 2010-2020 Agreement:										
022	Therwine Street Re-development	1050000	1250	3750		5000	15000		5150	15000
025	Walking Tracks to Barron Falls:									
	Phase 1	100000		833			5000			5000
	Phase 2						2000000	5000		50000
New Works 2010-2020 Agreement:										
035	New Wayfinding Signage	150000	1667	10000		5000	30000		5150	30000
036	Information Technology	90000	250	4500		1000	18000		1030	18000
037	New Kuranda Township Infrastructure Master Plan							60000		
038	Rehabilitation of Jum Rum Walking Track	300000		2500			15000			15000
039	Centenary Park Toilet Block Refurbishment	200000		1667			4000			4000
040	Jungle Walking Track Rehabilitation						200000			5000
041	Street Furniture Refurbishment	50000		833			2500			2500
TOTALS		1940000	67072	114819	0	76822	180205	2260000	84127	235205
		1390000						2060000		
Expenditure funded by Depreciation		550000						200000		

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Appendix C - Kuranda Infrastructure Fund - Budget to 2020

	Projected Year End 30.6.18	Projected Year End 30.6.19	Projected Year End 30.6.20
Opening Reserve Balance	2,717,076	2,087,984	2,788,994
Income			
Levy	884,912	902,610	920,662
Interest	57,887	55,427	50,009
	942,799	958,037	970,671
Expenditure			
Capital Projects			
As per Appendix B	1,390,000	0	2,060,000
Operations and Maintenance			
Annual Maintenance as per Appendix B	67,072	76,822	84,127
Depreciation as per Appendix B	114,819	180,205	235,205
	1,571,891	257,027	2,379,332
Closing Reserve Balance	2,087,984	2,788,994	1,380,333
Opening Depreciation Balance	795,753	360,572	540,777
Transfer Depreciation in	114,819	180,205	235,205
Less Expenditure funded by Depreciation - as per Appendix B	550,000		200,000
Closing Depreciation Reserve	360,572	540,777	575,982

